

# 2020 Program Summary

## Information & Technology

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### What we do

The Information & Technology (I&T) division provides city-wide leadership in modernizing City services through the strategic investment, development and management of the City's Information Technology (IT) systems. This includes:

- Driving City business modernization and innovation to enhance City Service delivery
- Enhancing City business processes and systems with a focus to streamline and integrate
- Ensuring a secure, reliable technology environment

Within the corporate I&T organization we deliver our services focused on:

- Business IT Solutions
- Computer & Communications
- Technology Infrastructure
- Enterprise IT Planning & Client Services.

The outcomes of our services drive and facilitate the achievement of City Key Priorities: Housing, Mobility, Modernization, Customer Experience, Financial Sustainability and the Employee Experience. Innovating with technology leads to improved delivery of integrated services that are timelier, less complex and geared at improving the lives of residents, business and visitors.

### Why we do it

The I&T mandate is to drive innovative Information Technology solutions that enhance the delivery of City services.

### Who we serve

#### Business IT Solutions

- City & Agency Staff

#### Beneficiaries

- Businesses
- Residents
- Visitors

#### Computer & Enterprise IT Planning & Client Services

- City & Agency Staff

#### Beneficiaries

- Businesses
- Residents
- Visitors

#### Communications Technology Infrastructure

- City & Agency Staff

#### Beneficiaries

- Businesses
- Residents
- Visitors







## Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$37.5	\$37.6	\$37.6	Gross Expenditures	\$64.1	\$247.3	\$311.4
Gross Expenditures	\$128.8	\$132.5	\$136.0	Debt	\$46.6	\$46.2	\$92.8
Net Expenditures	\$91.3	\$94.9	\$98.3	Reserve	\$17.5	\$201.1	\$218.6
Approved Positions	830.0	830.0	830.0				

## Key service outcomes

Outcomes	Description
<b>Cyber Security &amp; Business Continuity</b>	<ul style="list-style-type: none"> <li>Secure IT environment, protecting City technology and data that enable City services and mitigates business risk.</li> <li>Tools and frameworks to mitigate risk and manage business continuity</li> <li>Tailored Cyber Security solution(s) that meet desired City business priorities</li> </ul>
<b>Digital First Service Offerings &amp; Sustainable Business Solutions</b>	<ul style="list-style-type: none"> <li>Technology platforms for centralization and shared services to provide more agile solutions and a standardized customer experience</li> <li>Cloud adoption to reduce the technology footprint, create agility and scalability to meet business demands</li> <li>Future based enterprise Technology capabilities to support the population growth of the City and achieve positive return on long-term fiscal investment</li> <li>Improved data management and analysis capabilities</li> <li>Increased value-based Open Data</li> </ul>
<b>Improve City-wide IT Operating Model</b>	<ul style="list-style-type: none"> <li>Enhanced Customer/Client experience, efficiency/optimization in IT service delivery and strong value-add partnerships through standardization</li> <li>Centralized IT functions and resources through Enterprise IT shared services</li> <li>Enhanced organizational capacity, business readiness, service delivery efficiencies, innovation and organizational change management</li> <li>New business partnerships and models to support innovation and service delivery</li> </ul>

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual/Target	2020 Target	Status
	Ensure continued availability of City IT Infrastructure/systems: % Availability of Toronto.ca	99.99%	99.50%	99.50%	
	Deliver IT Projects to enable City Programs and Services Delivery: IT Projects: % Plan vs. Actual Completed	70%	75%	84%	
	Improve IT Customer Experience: Customer Satisfaction with IT Service Desk	81%	80%	90%	

## Our experience and success

- Improved public centered service access and delivery in 311. In particular facilitating requests related to Noise Complaints and Water Turn-On/Shut-off
- Enhanced road construction planning and improving operational performance through mobile access to integrated and centralized information
- Collaborative initiative with Shelter, Support & Housing Administration (SSHA), and Toronto Public Health (TPH) to enable predictive modelling and correlations between less than optimal social housing and mental health that contributes to preventable morbidity. This also informs and verifies the favourable conditions that support positive mental health & wellness
- Enhanced online public experience for City Services with 27+ million visits annually, including new and improved online services such as Election Night Results, Vision Zero, Online Development Application Services, etc.

## Key challenges and risks

- Cyber Security Program as a core foundation through continuous investment
- Sustainable funding model for transition to a “Cloud First” environment
- Timely access to in-year capital to fund innovative initiatives such that they can be explored, tested and incubated
- Optimizing the enterprise IT Operating model across the City to address emerging City Programs’ business needs and opportunities for centralized shared technology platforms (this will include an understanding of a Shared Services approach to include Agencies, Boards and Commissions where appropriate)

## Priority actions

- Ensuring a secure, reliable and high performing technology environment that is modernized and well-positioned to respond to growing business needs and resident demands
- Leverage “cloud” computing to bring a consistent standard approach to delivering business solutions
- Ensure effective IT investment priority setting through IT governance with clear alignment to key City business strategies and priorities. This includes continued focused on Connected Communities (Smart City) planning and execution

## Our key service levels



Customer Satisfaction for IT Services is **72%**



City's Computing Infrastructure Service is available **99.50%** of the time



Customer Satisfaction for Business Applications is **70%**

## Key service deliverables

- Support **850+** business solutions & resolved **+33,000** business application service requests
- Support **25,000+** users and **103,493** service desk calls, emails and self-serve requests
- Support **24,481+** desktops & notebook computers and **2,900+** multi-function printers
- Support **84,000+** switches, routers, wireless access points & ports
- Support **19,000+** phones, wireless devices
- Support **3** data centres **2,300** servers 7x24x365
- Support **27 Million+** visits to the City Website

## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Information & Technology Division of \$128.8 million gross, \$91.3 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Business IT Solutions	54,898.8	23,150.1	31,748.7
Computer & Communications Technology Infrastructure	44,720.0	11,815.8	32,904.2
Enterprise IT Planning & Client Services	29,162.0	2,534.1	26,627.9
<b>Total Program Budget</b>	<b>128,780.9</b>	<b>37,500.1</b>	<b>91,280.8</b>

2. City Council approve the 2020 staff complement for Information & Technology of 830 positions, comprising 185 capital positions and 645 operating positions.
3. City Council direct the information contained in the Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.
4. City Council approve 2020 Capital Budget for Information & Technology with cash flows and future year commitments totaling \$109.2 million as detailed by project in Appendix 5a.
5. City Council approve the 2021-2029 Capital Plan for Information & Technology totalling \$202.2 million in project estimates as detailed by project in Appendix 5b.

# **2020 OPERATING BUDGET**

## 2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Business IT Solutions	19,523.1	20,598.9	23,150.1		23,150.1	2,551.3	12.4%
Computer & Communications Technology Infrastructure	9,167.7	10,028.9	11,815.8		11,815.8	1,786.9	17.8%
Enterprise IT Planning & Client Services	2,958.2	1,820.4	2,534.1		2,534.1	713.7	39.2%
<b>Total Revenues</b>	<b>31,648.9</b>	<b>32,448.2</b>	<b>37,500.1</b>	<b>0.0</b>	<b>37,500.1</b>	<b>5,051.9</b>	<b>15.6%</b>
<b>Expenditures</b>							
Business IT Solutions	46,095.9	49,981.3	54,898.8		54,898.8	4,917.5	9.8%
Computer & Communications Technology Infrastructure	42,994.5	40,699.6	43,980.0	740.0	44,720.0	4,020.4	9.9%
Enterprise IT Planning & Client Services	26,452.6	27,208.1	29,162.0		29,162.0	1,953.8	7.2%
<b>Total Gross Expenditures</b>	<b>115,542.9</b>	<b>117,889.1</b>	<b>128,040.9</b>	<b>740.0</b>	<b>128,780.9</b>	<b>10,891.8</b>	<b>9.2%</b>
<b>Net Expenditures</b>	<b>83,894.0</b>	<b>85,440.9</b>	<b>90,540.8</b>	<b>740.0</b>	<b>91,280.8</b>	<b>5,839.9</b>	<b>6.8%</b>
<b>Approved Positions</b>	<b>849.0</b>	<b>854.0</b>	<b>830.0</b>	<b>0.0</b>	<b>830.0</b>	<b>(24.0)</b>	<b>-2.8%</b>

\*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

## COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$128.0 million gross reflecting an increase of \$10.2 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases and inflationary cost escalation on a majority of the approximately 70 software & hardware contract renewals.
- Implementing cloud solutions for supply chain management and the human resources information system to improve overall organizational effectiveness and capacity.
- Re-aligning audio visual services into the Information & Technology Division to optimize enterprise service delivery.
- Service efficiencies and operational savings identified in the remaining software and hardware contracts and through decommissioning older technology.

## EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Information & Technology's 2020 Operating Budget do not have any significant equity impacts.

**2020 OPERATING BUDGET KEY DRIVERS**

The 2020 Operating Budget for Information & Technology is \$128.8 million gross or 9.2% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	86,270.8	89,652.0	94,708.8	5,056.8	5.6%
2	Materials & Supplies	58.9	30.2	63.1	32.9	109.0%
3	Equipment	1,223.6	590.6	614.8	24.2	4.1%
4	Service and Rent	27,834.3	27,394.7	33,181.9	5,787.3	21.1%
5	Contribution To Capital	15.3	10.0		(10.0)	-100.0%
6	Contribution To Reserves	140.0	211.5	211.8	0.2	0.1%
7	Other Expenditures			0.4	0.4	
Total Expenditures		115,542.9	117,889.1	128,780.9	10,891.8	9.2%
Revenues						
1	Provincial Subsidies					
2	Federal Subsidies					
3	User Fees & Donations	191.7	172.8	139.8	(33.0)	-19.1%
4	Transfers From Capital	18,317.7	18,894.4	21,953.6	3,059.2	16.2%
5	Other Revenues	13,139.5	13,381.0	15,406.7	2,025.7	15.1%
Total Revenues		31,648.9	32,448.2	37,500.1	5,051.9	15.6%
Net Expenditures		83,894.0	85,440.9	91,280.8	5,839.9	6.8%

\*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

**Salaries & Benefits:**

Inflationary increases on existing salaries and benefits and new hires planned in 2020 to support strategic priorities.

**Materials and Supplies:**

New account for natural gas for the new data centre and costs related to re-aligning of audio visual services into the division.

**Services & Rents:**

Cloud subscriptions for projects implemented in 2019 and cost increases on software and hardware maintenance contracts due to inflation and growth in usage.

**Transfers from Capital:**

Inflationary increases on salaries and benefits for staff implementing capital projects.

**Other Revenues:**

Inflationary increases on services provided to Rate Supported programs and recoveries from reserves to support contractual price increases in software and hardware contracts.

**Table 2b: Other Efficiencies / Savings**

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Line-By-Line Review	Line by Line		(209.1)	(209.1)	-			-	-	-	-
Efficiencies Through Sourcing/Internal Service Delivery	Efficiencies		(448.7)	(448.7)	-	(570.0)	(570.0)	-	-	-	-
Better Price Via Contract Negotiation	Efficiencies		(247.8)	(247.8)	-	-	-	-	-	-	-
System Decommission/Rationalization	Efficiencies		(498.4)	(498.4)	-	(881.0)	(881.0)	-	-	-	-
Budget Increase/(Decrease)		-	(1,404.0)	(1,404.0)	-	(1,451.0)	(1,451.0)	-	-	-	-

The 2020 Operating Budget includes \$1.4 million in gross expenditure reductions as follows:

#### ***Line by Line Review***

- Base expenditure reductions achieved through a line by line review of expenditures.

#### ***Efficiencies***

- Savings realised through relocating the various data centres, including leased data centre space and creating an on premise shared services infrastructure.
- Negotiated price reductions on software and hardware maintenance contracts.
- Savings realized by decommissioning older technology when migrating into new technology solutions.



**Table 2c: 2020 Key Drivers – New / Enhanced**

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
1 AU5.10.1 Cyber Security Action Plan		740.0	740.0		2,354.0	Low
<b>Total New / Enhanced</b>		<b>740.0</b>	<b>740.0</b>		<b>2,354.0</b>	

**Implement Auditor General Recommendation - Cyber Security Action Plan**

A Cyber Security Maturity Assessment completed by an external firm in 2019 supported the development of a Cyber Security Action Plan. The Cyber Security Action Plan comprises several initiatives and is planned to be implemented over 3 years and ensure the City is effectively positioned to manage risk associated with cyber security. The recommendation supports the costs to be incurred in 2020 and 2021.

**Note:**

- For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 2](#) for the 2020 Service Changes and [Appendix 3](#) for the 2020 New and Enhanced Service Priorities, respectively.

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	32,448.2	37,500.1	37,557.7	37,631.4
Gross Expenditures	117,889.1	128,780.9	132,449.5	135,969.8
<b>Net Expenditures</b>	<b>85,440.9</b>	<b>91,280.8</b>	<b>94,891.9</b>	<b>98,338.4</b>
<b>Approved Positions</b>	<b>854.0</b>	<b>830.0</b>	<b>830.0</b>	<b>830.0</b>

\*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

**Key 2021 drivers****Salaries and Benefits**

- Merit and step increases.

**Inflationary Impact**

- Anticipated inflationary cost escalation on software, hardware, and telecommunications contract renewals.

**Other**

- Incremental cost of implementing the second year initiatives on the Cyber Security Action Plan.

**Key 2022 drivers****Salaries and Benefits**

- Merit and step increases.

**Inflationary Impact**

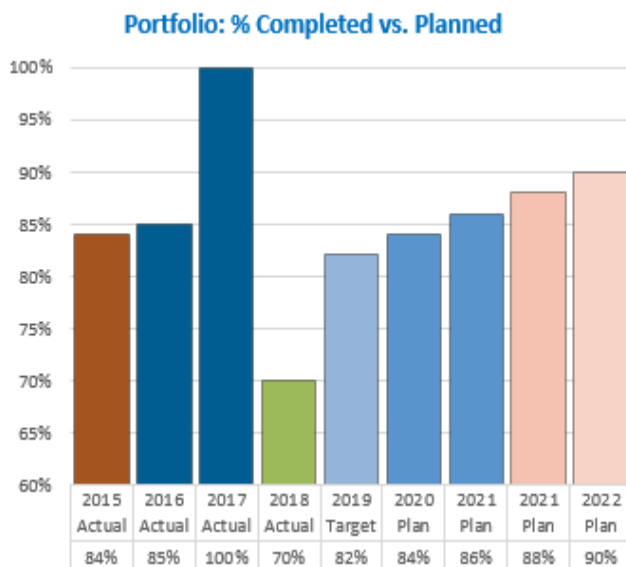
- Anticipated inflationary cost escalation on software and hardware contract renewals.

**Other**

- Incremental cost of implementing the third year initiatives on the Cyber Security Action Plan

## How well we are doing

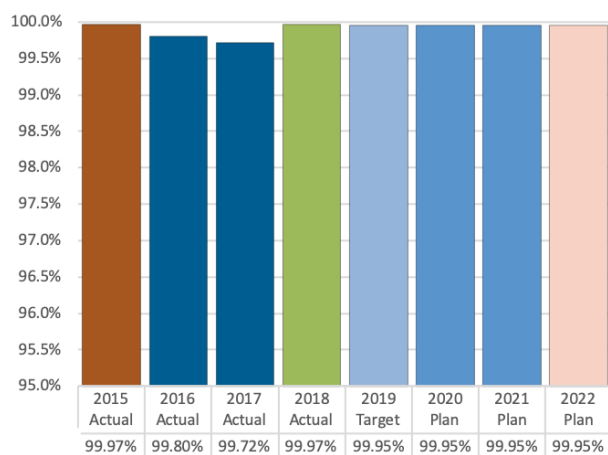
### Performance measures



### Behind the numbers

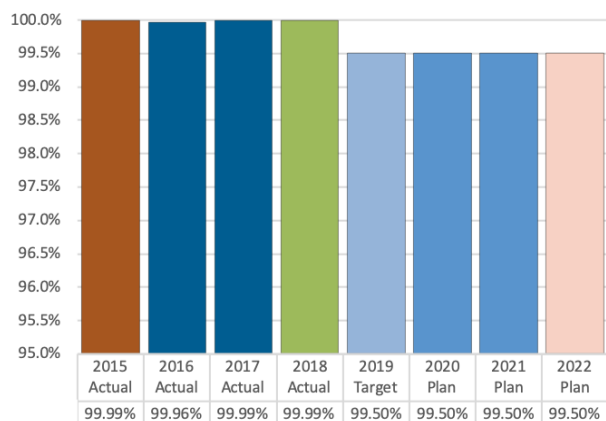
- Gauges performance in completing projects as well as capacity to take on new projects
- As the ratio of completed projects to those planned increases, benefits are realized, and resources are able to take new project demands
- Project completion rates are expected to increase from 2018 as a result of greater programmatic alignment of projects to enable better prioritization decisions, leading to the convergence of project planning and completion rates
- Earlier identification of required resources ensure projects are delivered on time

### % Availability of Business Applications



- Measures the availability of all business applications
- The availability of business applications has been maintained as a result of better planning and fewer incidents
- Deviations mainly due to scheduled maintenance/upgrades.

### Percent Availability of City's IT Network Infrastructure Service

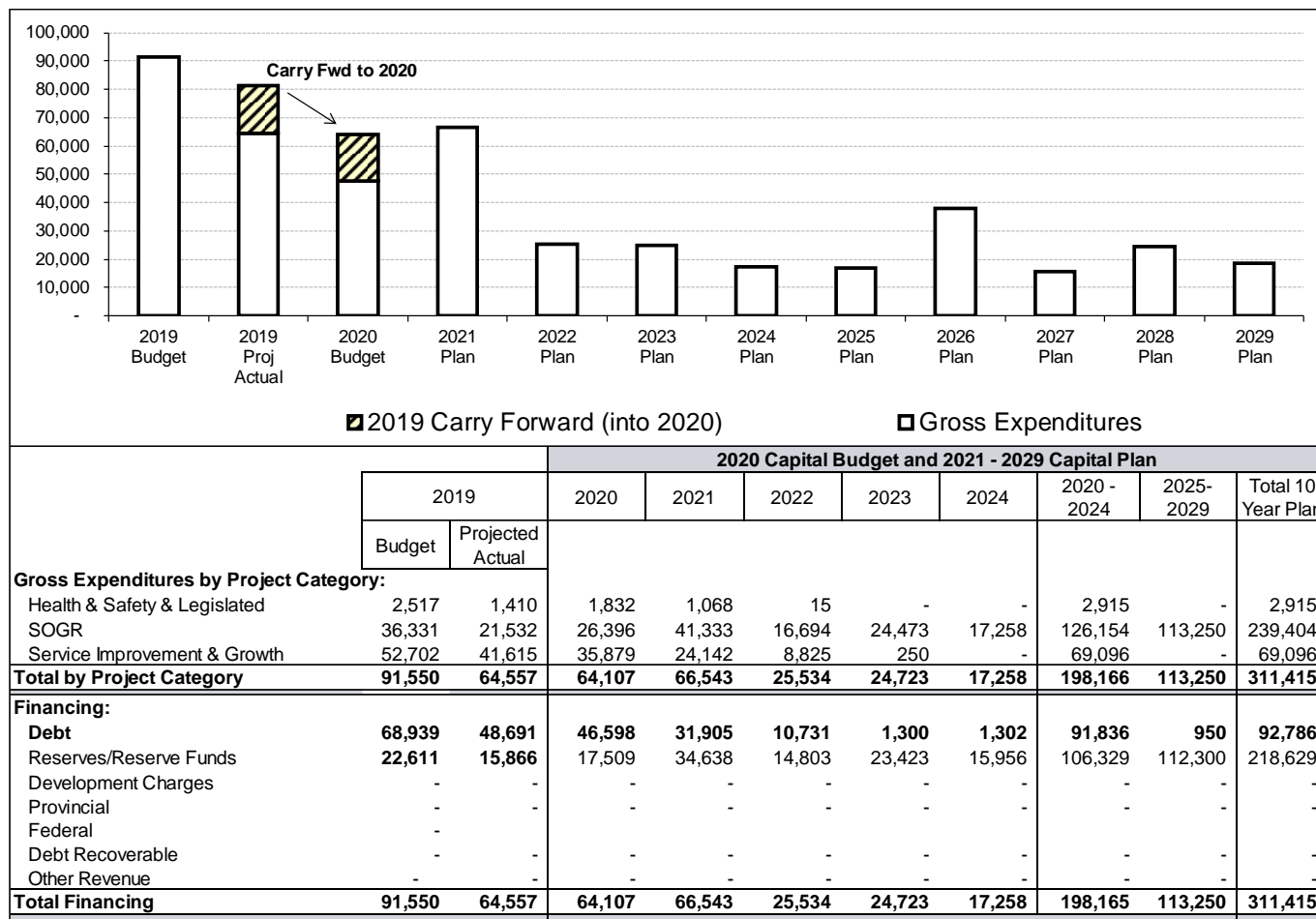


- Measures the availability and reliability of the City's IT network and infrastructure
- Enterprise network infrastructure is planned for sustained availability of 99.50% in 2020 per industry standards.
- Availability has historically been at or above planned values due to proactive planning, testing and sustainment activities

# **2020 – 2029 CAPITAL BUDGET AND PLAN**

## 2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

**Chart 1: 10-Year Capital Plan Overview**  
(000's)



### Changes to Existing Projects (\$16.4M)

- On-going investment in the Cyber Security Program (\$13.0M)
- Increased legislative requirements for AODA Compliance (\$0.6M)
- Accelerating the Open Data Master Plan project (\$0.5M)
- Phase 3 of the Enterprise Document & Record Management project (\$2.2M)
- Enabling the implementation of the Artificial Intelligence project for Shelter, Support & Housing Administration and Toronto Public Health (\$0.1M)

### New Projects (\$7.4M)

- City Intranet Modernization (\$0.3M)
- Project Tracking Portal Expansion & Enhancement Phase 2 (\$0.6M)
- API Cloud Migration (\$0.5M)
- Solution Delivery Toolset Maturity
- Kronos Upgrade (\$0.8M)
- SAP Enable Now Cloud Conversion (\$0.2)
- Directory Services Transition Phase2 (\$3.5M)
- Information Management Infrastructure (\$0.8M)
- Justice Video Network Implementation (\$0.5M)
- Collection Management Software Development (\$0.2M)





### Capital Needs Constraints

- Nil

#### Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project and [Appendix 6](#) for Reporting on Major Capital Projects – Status Update  
toronto.ca/budget

**2020 – 2029 CAPITAL BUDGET AND PLAN****\$311.4 Million 10-Year Gross Capital Program**

			
<b>A Well-Run City</b>	<b>Fiscal Responsibility</b>	<b>Housing</b>	<b>Mobility</b>
\$270 M 87%	\$35 M 11%	\$4 M 1.5%	\$2 M 0.5%
Technology Lifecycle Management Electronic Document & Record Management Consolidated Data Centre MLS System Modernization Open Data Master Plan HR Complaints Management eRecruitment Kronos Upgrade	Cyber Security Internal Private Cloud AODA Compliance Domino Decommission	Toronto Property System Artificial Intelligence for Shelter, Support and Housing Administration and Toronto Public Health Wellbeing Toronto	Geospatial Strategy Roadmap Project Tracking Portal

**How the Capital Program is funded**

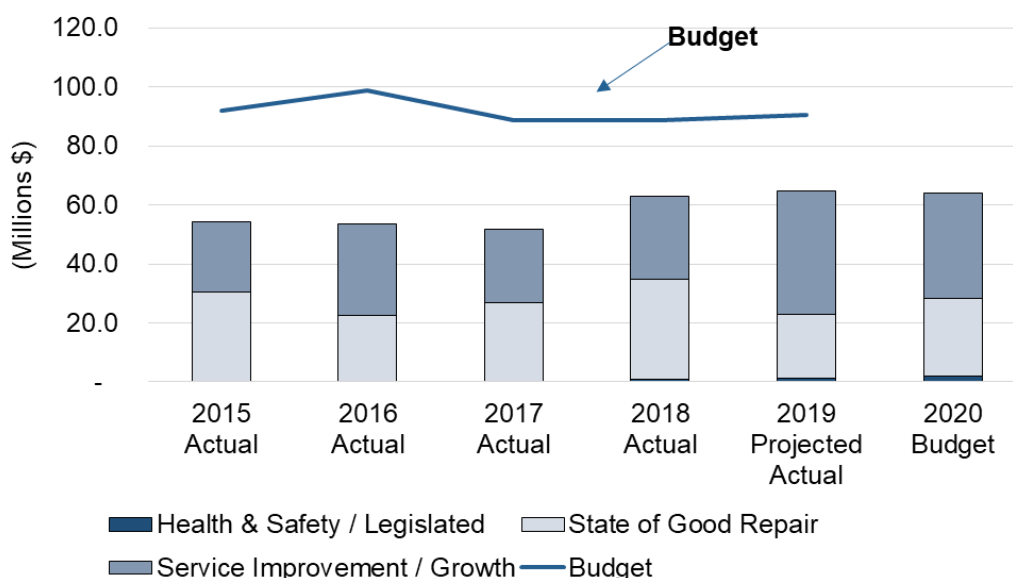
<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
\$311.4 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$92.8 M		
Reserve Draws	\$218.6 M		

## CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan was developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with Information & Technology's ability to spend and the market's capacity to deliver.

Key components in determining an appropriate level of annual cash flows included historical capacity to spend, reviews by project categories (Chart 2 below), as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

**Chart 2 – Capacity to Spend**



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	-	-	-	0.7	1.4	1.8
State of Good Repair	30.5	22.7	27.0	34.2	21.5	26.4
Service Improvement / Growth	23.9	30.8	24.7	28.1	41.6	35.9
<b>Total</b>	<b>54.4</b>	<b>53.5</b>	<b>51.7</b>	<b>63.0</b>	<b>64.6</b>	<b>64.1</b>
<b>% Spent</b>	<b>59%</b>	<b>54%</b>	<b>58%</b>	<b>71%</b>	<b>71%</b>	

### Capacity to Spend Review Impact on the Recommended 10-Year Plan

Based on a review of historical capital spending capacity, \$14.5 million in capital spending originally cash flowed in 2020 was deferred to 2021 and future years. Key adjustments to the Capital Plan are noted below:

- Electronic Document & Records Management was reduced by \$2.6 million to reflect updated contractual obligations and commitments
- Corporate Geospatial Strategy Roadmap Implementation was reduced by \$0.6 million based on the updated Project Charter and strategy.
- Lifecycle Management costs for Desktop Software was reduced by \$13.5 million to align with updated implementation plans.
- The above 2020 cash flow reductions are offset by an increase in 2020 cash flow on the Enterprise Information Security Program to enhance cyber security for digital solutions.

Additionally, based on a focussed review of contractual commitments on outer years of the 10 year Capital Plan and demonstrated project outcomes, funding for the period from 2022-2029 was reduced by \$31.9 million.

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget impacts the 2020 Operating Budget by a total of \$3.602 million primarily due to cloud subscription and software maintenance costs arising from implementing various projects including the Human Resources Information System powered by SuccessFactors, Ariba for supply chain management, and the Enterprise Document & Records Management system as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>												
<i>Enterprise Documents and Records Management</i>	130.0	-	-	-	-	-	-	-	130.0	-	130.0	-
<i>Supply Chain Management</i>	1,925.8	-	-	-	-	-	-	-	1,925.8	-	1,925.8	-
<i>Human Resources Information System</i>	1,521.9	-	-	-	-	-	-	-	1,521.9	-	1,521.9	-
<i>Consolidated Data Centre</i>	23.8	-	-	-	-	-	-	-	23.8	-	23.8	-
<i>SAP HANA Implementation</i>	-	-	511.0	-	-	-	-	-	511.0	-	511.0	-
<b>Sub-Total: Previously Approved</b>	<b>3,601.5</b>	<b>-</b>	<b>511.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,112.5</b>	<b>-</b>	<b>4,112.5</b>	<b>-</b>
<b>Total</b>	<b>3,601.5</b>	<b>-</b>	<b>511.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,112.5</b>	<b>-</b>	<b>4,112.5</b>	<b>-</b>

Additionally, operating funding of \$0.511 million will be required in 2021 as a result of implementing SAP HANA to maintain the City's financial system of record.



# APPENDICES

## Appendix 1

### 2020 Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual**	2020 Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	230.7	191.7	143.5	172.8	139.8	(33.0)	(0.0%)
Licences & Permits Revenue							
Transfers From Capital	18,909.2	18,317.7	31,733.3	18,894.4	21,953.6	3,059.2	16.2%
Contribution From Reserves/Reserve Funds	2,778.3	3,388.6	4,675.3	3,020.0	4,789.4	1,769.4	58.6%
Sundry and Other Revenues	446.8	147.7	435.4	323.1	164.0	(159.1)	(0.0%)
Inter-Divisional Recoveries	9,123.1	9,603.3	10,101.1	10,037.9	10,453.3	415.4	4.1%
<b>Total Revenues</b>	<b>31,488.1</b>	<b>31,648.9</b>	<b>47,088.5</b>	<b>32,448.2</b>	<b>37,500.1</b>	<b>5,051.9</b>	<b>15.6%</b>
Salaries and Benefits	85,450.5	86,270.8	103,524.4	89,652.0	94,708.8	5,056.8	5.6%
Materials & Supplies	42.0	58.9	47.3	30.2	63.1	32.9	109.0%
Equipment	1,240.0	1,223.6	858.1	590.6	614.8	24.2	4.1%
Service and Rent	25,995.4	27,834.3	28,654.1	27,394.7	33,181.9	5,787.3	21.1%
Contribution To Capital	139.8	15.3		10.0		(10.0)	(0.1%)
Contribution To Reserves/Reserve Funds		140.0	138.8	211.5	211.8	0.2	0.1%
Other Expenditures			0.4		0.4	0.4	
Inter-Divisional Charges							
<b>Total Gross Expenditures</b>	<b>112,867.6</b>	<b>115,542.9</b>	<b>133,223.1</b>	<b>117,889.1</b>	<b>128,780.9</b>	<b>10,891.8</b>	<b>9.2%</b>
<b>Net Expenditures</b>	<b>81,379.6</b>	<b>83,894.0</b>	<b>86,134.6</b>	<b>85,440.9</b>	<b>91,280.8</b>	<b>5,839.9</b>	<b>6.8%</b>
<b>Approved Positions</b>	<b>851.0</b>	<b>849.0</b>	<b>854.0</b>	<b>854.0</b>	<b>830.0</b>	<b>(24.0)</b>	<b>(2.8%)</b>

\* Actuals and 2019 Budget adjusted retroactively to remove interdepartmental charges and recoveries

\*\* Year-End Projection Based on Q3 2019 Variance Report

## Appendix 2

### Summary of 2020 Service Changes

## 2020 Operating Budget - Council Approved Service Changes Summary by Service (\$000's)

Form ID		Corporate Services  Program - Technology Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2020 Council Approved Base Budget Before Service Change:</b>			<b>129,235.7</b>	<b>37,500.1</b>	<b>91,735.7</b>	<b>830.00</b>	<b>3,448.0</b>	<b>2,122.5</b>

19241	Efficiencies through sourcing /internal service delivery
-------	--

51	No Impact
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### Description:

Efficiencies resulting from relocating the Data Centre from its current location to a City owned premise eliminates rental fee; switching to lower costing network switches; and, optimizing Wide area network (WAN) capacity.

### Service Level Impact:

N/A

### Equity Statement:

The proposal is unlikely to have an equity impact.

### Service: Computer & Communications Technology Infrastructure

Staff Recommended Changes:	(448.7)	0.0	(448.7)	0.00	(570.0)	0.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Recommended:	(448.7)	0.0	(448.7)	0.00	(570.0)	0.0

<b>Staff Recommended:</b>	<b>(448.7)</b>	<b>0.0</b>	<b>(448.7)</b>	<b>0.00</b>	<b>(570.0)</b>	<b>0.0</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

<b>Council Approved Service Changes:</b>	<b>(448.7)</b>	<b>0.0</b>	<b>(448.7)</b>	<b>0.00</b>	<b>(570.0)</b>	<b>0.0</b>
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20108	Better price via contract negotiation
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51	No Impact
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### Description:

Reviewing licenses and hardware for efficiency savings. Currently, there are applications that have excess licenses based on existing usage loads. In addition, savings are possible by migrating and/or consolidating software to lower cost hardware/infrastructure.

## 2020 Operating Budget - Council Approved Service Changes

### Summary by Service (\$000's)

Form ID		Corporate Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Technology Services						
		<b>Service Level Impact:</b>						
		N/A						
		<b>Equity Statement:</b>						
		The proposal is unlikely to have an equity impact.						
		<b>Service:</b> Business IT Solutions						
		Staff Recommended Changes:	(0.5)	0.0	(0.5)	0.00	0.0	0.0
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(0.5)	0.0	(0.5)	0.00	0.0	0.0
		<b>Service:</b> Computer & Communications Technology Infrastructure						
		Staff Recommended Changes:	(125.8)	0.0	(125.8)	0.00	0.0	0.0
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(125.8)	0.0	(125.8)	0.00	0.0	0.0
		<b>Service:</b> Enterprise IT Planning & Client Services						
		Staff Recommended Changes:	(121.6)	0.0	(121.6)	0.00	0.0	0.0
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(121.6)	0.0	(121.6)	0.00	0.0	0.0
		<b>Staff Recommended:</b>	<b>(247.8)</b>	<b>0.0</b>	<b>(247.8)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

Category:

51 - Efficiency Change    52 - Revenue Change    59 - Service Change

## 2020 Operating Budget - Council Approved Service Changes Summary by Service (\$000's)

Form ID		Corporate Services  Program - Technology Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>City Council Approved:</b>	0.0	0.0	0.0	0.00	0.0	0.0
		<b>Council Approved Service Changes:</b>	(247.8)	0.0	(247.8)	0.00	0.0	0.0

20109		System Decommission/Rationalization						
51	No Impact	<b>Description:</b>  Decommissioning of old software and hardware as well as services that are no longer required. Currently, I&T incur costs for licenses, maintenance and paid services to support the City's technology users. After completing an internal review, I&T have found several applications, infrastructure and services that are no longer required. The result is a savings of costs arising from the ongoing use, support and maintenance of these items.  <b>Service Level Impact:</b>  N/A  <b>Equity Statement:</b>  The proposal is unlikely to have an equity impact.  <b>Service:</b> Business IT Solutions						
		Staff Recommended Changes:	(118.7)	0.0	(118.7)	0.00	(881.0)	0.0
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(118.7)	0.0	(118.7)	0.00	(881.0)	0.0
		<b>Service:</b> Computer & Communications Technology Infrastructure						
		Staff Recommended Changes:	(309.2)	0.0	(309.2)	0.00	0.0	0.0
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(309.2)	0.0	(309.2)	0.00	0.0	0.0
		<b>Service:</b> Enterprise IT Planning & Client Services						

## 2020 Operating Budget - Council Approved Service Changes Summary by Service (\$000's)

Form ID		Corporate Services  Program - Technology Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended Changes:	(70.5)	0.0	(70.5)	0.00	0.0	0.0
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(70.5)	0.0	(70.5)	0.00	0.0	0.0
		<b>Staff Recommended:</b>	<b>(498.4)</b>	<b>0.0</b>	<b>(498.4)</b>	<b>0.00</b>	<b>(881.0)</b>	<b>0.0</b>
		<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Council Approved Service Changes:</b>	<b>(498.4)</b>	<b>0.0</b>	<b>(498.4)</b>	<b>0.00</b>	<b>(881.0)</b>	<b>0.0</b>
<b>Summary:</b>								
		<b>Staff Recommended:</b>	<b>(1,194.9)</b>	<b>0.0</b>	<b>(1,194.9)</b>	<b>0.00</b>	<b>(1,451.0)</b>	<b>0.0</b>
		<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Council Approved Service Changes:</b>	<b>(1,194.9)</b>	<b>0.0</b>	<b>(1,194.9)</b>	<b>0.00</b>	<b>(1,451.0)</b>	<b>0.0</b>
		<b>Council Approved Base Budget:</b>	<b>128,040.9</b>	<b>37,500.1</b>	<b>90,540.8</b>	<b>830.00</b>	<b>1,997.1</b>	<b>2,122.5</b>

## Appendix 3

### Summary of 2020 New / Enhanced Service Priorities Included in Budget



## 2020 Operating Budget - Council Approved New and Enhanced Services

### Summary by Service (\$000's)

Form ID			Corporate Services  Program - Technology Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact	Gross Expenditure		Revenue	Net	Approved Positions			
19332			AU5.10.1 Cyber Security Action Plan						
74	No Impact	<b>Description:</b>  A Cyber Security Maturity Assessment completed by an external firm in 2019 supported the development of a Cyber Security Action Plan. The Cyber Security Action Plan comprises several initiatives and is planned to be implemented over 3 years and ensure the City is effectively positioned to manage risk associated with cyber security. The recommendation supports the costs to be incurred in 2020 and 2021.  <b>Service Level Impact:</b>  To be assessed.  <b>Equity Statement:</b>  This proposal is unlikely to have an equity impact  <b>Service:</b> Enterprise IT Planning & Client Services  Staff Recommended Changes: 740.0 0.0 740.0 0.00 1,614.0 1,324.0 BC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 EC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 CC Recommended Changes: 0.0 0.0 0.0 0.00 0.0 0.0 Total Council Approved: 740.0 0.0 740.0 0.00 1,614.0 1,324.0  Staff Recommended: 740.0 0.0 740.0 0.00 1,614.0 1,324.0 Budget Committee Recommended: 0.0 0.0 0.0 0.00 0.0 0.0 Executive Committee Recommended: 0.0 0.0 0.0 0.00 0.0 0.0 City Council Approved: 0.0 0.0 0.0 0.00 0.0 0.0  Council Approved New/Enhanced Services: 740.0 0.0 740.0 0.00 1,614.0 1,324.0							

#### Summary:

<b>Staff Recommended:</b>	<b>740.0</b>	<b>0.0</b>	<b>740.0</b>	<b>0.00</b>	<b>1,614.0</b>	<b>1,324.0</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

#### Category:

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      75 - New Revenues

## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Corporate Services  Program - Technology Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Executive Committee Recommended:</b>			0.0	0.0	0.0	0.00	0.0	0.0
<b>City Council Approved:</b>			0.0	0.0	0.0	0.00	0.0	0.0
<b>Council Approved New/Enhanced Services:</b>			740.0	0.0	740.0	0.00	1,614.0	1,324.0

**Category:**

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

74 - New Services  
75 - New Revenues

## Appendix 4

### Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

## Appendix 5

**2020 Capital Budget;  
2020 - 2029 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Total Project Cost	Health & Safety & Legislated	SOGR	Growth & Improved Service
<b>New Projects</b>																
IT001	SAP Enable Now (SEN) Cloud Conversion	150	-	-	-	-	-	-	-	-	-	150	150	-	150	-
IT002	Directory Services Transition - Phase 2	2,250	1,250	-	-	-	-	-	-	-	-	3,500	3,500	-	3,500	-
IT003	Info Mgmt Infrs-Common Search Terms-Ent Classific	830	-	-	-	-	-	-	-	-	-	830	830	-	830	-
IT004	API Cloud Migration	500	-	-	-	-	-	-	-	-	-	500	500	-	-	500
IT005	City Intranet Modernization - Seed	250	-	-	-	-	-	-	-	-	-	250	250	-	-	250
IT006	Justice Video Network (JVN) Implementation	520	-	-	-	-	-	-	-	-	-	520	520	-	-	520
IT068	Collection Management Software Development	200	-	-	-	-	-	-	-	-	-	200	200	-	-	200
IT007	Kronos Upgrade	797	-	-	-	-	-	-	-	-	-	797	797	-	-	797
IT008	Project Tracking Portal (PTP) Expansion & Enhanc 2	330	280	-	-	-	-	-	-	-	-	610	610	-	-	610
IT009	Solution Delivery Toolset Maturity	200	310	-	-	-	-	-	-	-	-	510	510	-	-	510
<b>Existing Projects</b>																
IT010	Enterprise Server Replacement	2,269	2,229	2,189	2,350	2,350	2,350	2,350	2,350	2,350	2,350	23,137	23,137	-	23,137	-
IT011	Desktop Hardware Replacement	4,594	10,147	6,502	14,485	7,212	5,379	11,538	7,649	15,845	8,247	91,598	91,598	-	91,598	-
IT012	Enterprise Storage Replacement	1,800	950	1,000	950	1,300	1,200	1,000	975	975	975	11,125	11,125	-	11,125	-
IT013	Desktop Software Replacement	616	16,039	214	216	218	2,127	17,633	225	227	229	37,744	37,744	-	37,744	-
IT014	Enterprise Software Replacement	1,050	950	900	950	1,050	1,137	1,137	1,137	1,137	1,137	10,585	10,585	-	10,585	-
IT015	Network Security Replacement	895	1,044	588	842	496	1,041	905	460	515	1,220	8,006	8,006	-	8,006	-
IT016	Network Asset Replacement	3,576	3,050	3,410	3,630	3,330	2,730	3,280	2,910	3,330	4,250	33,496	33,496	-	33,496	-
IT017	Disaster Recovery	450	500	500	1,050	1,302	950	-	-	-	-	4,752	4,752	-	4,752	-
IT018	Business Continuity	413	420	420	-	-	-	-	-	-	-	1,253	1,253	-	1,253	-
IT019	IT Risk Mgmt Framework	589	500	500	-	-	-	-	-	-	-	1,589	1,589	-	1,589	-
IT020	Geospatial Tool Enhancements	238	-	-	-	-	-	-	-	-	-	238	238	-	238	-
IT021	Project Portfolio Management System (SOGR)	415	400	-	-	-	-	-	-	-	-	815	815	-	815	-
IT022	SAP Solution Manager v7.2 Upgrade (SOGR)	957	-	-	-	-	-	-	-	-	-	957	957	-	957	-
IT023	Toronto Property System (TPS) Refresh	328	-	-	-	-	-	-	-	-	-	328	328	-	328	-
IT024	Domino Decommissioning Strat & Implementation	400	-	-	-	-	-	-	-	-	-	400	400	-	400	-
IT025	TEMS REPLACEMENT-Design	800	500	-	-	-	-	-	-	-	-	1,300	1,300	-	1,300	-
IT026	DIRECTORY SERVICES - Implementation	706	453	471	-	-	-	-	-	-	-	1,630	1,630	-	1,630	-
IT027	Business Applications Service Monitoring	150	280	-	-	-	-	-	-	-	-	430	430	-	430	-
IT028	Quality Assurance Testing Software Upgrade	150	100	-	-	-	-	-	-	-	-	250	250	-	250	-
IT029	Wellbeing Toronto v3 2018	300	-	-	-	-	-	-	-	-	-	300	300	-	300	-
IT030	Integrated Business Mgmt System - Review and Trans	-	379	-	-	-	-	-	-	-	-	379	379	-	379	-
IT031	IBMS Review & Transformation	183	1,032	-	-	-	-	-	-	-	-	1,215	1,215	-	1,215	-
IT032	Application Portfolio Tools & Rationalization	500	118	-	-	-	-	-	-	-	-	618	618	-	-	618
IT033	Artificial Intelligence (AI) for SSHA and TPH	700	750	1,350	250	-	-	-	-	-	-	3,050	3,050	-	-	3,050
IT034	Business Sys Improvements - ECS Phase 2	241	-	-	-	-	-	-	-	-	-	241	241	-	-	241
IT035	CLASS Replacement Planning	25	75	-	-	-	-	-	-	-	-	100	100	-	-	100

**2020 Capital Budget;**  
**2020 - 2029 Capital Plan Including Carry Forward Funding – cont'd**

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Total Project Cost	Health & Safety & Legislated	SOGR	Growth & Improved Service
IT036	CloudBasedHumanResourcesInformationSystem (CHRIS)	775	-	-	-	-	-	-	-	-	-	775	775	-	-	775
IT037	Consolidated Data Centre	1,900	-	-	-	-	-	-	-	-	-	1,900	1,900	-	-	1,900
IT038	Corporate Geospatial Strategy Roadmap Implementati	559	510	-	-	-	-	-	-	-	-	1,069	1,069	-	-	1,069
IT039	Data Centre Zones Implementation	1,066	-	-	-	-	-	-	-	-	-	1,066	1,066	-	-	1,066
IT040	ECS Cloud Deployment-Construction Project and DMS	1,183	2,151	-	-	-	-	-	-	-	-	3,334	3,334	-	-	3,334
IT041	Electronic Service Delivery Portal-Bldg Permits	974	-	-	-	-	-	-	-	-	-	974	974	-	-	974
IT042	Enterprise Architecture	500	500	-	-	-	-	-	-	-	-	1,000	1,000	-	-	1,000
IT043	Enterprise Business Intelligence Implementation	100	-	-	-	-	-	-	-	-	-	100	100	-	-	100
IT044	Enterprise Collaboration Foundation	909	550	-	-	-	-	-	-	-	-	1,459	1,459	-	-	1,459
IT045	Enterprise Documents and Records Management Phase2	2,721	2,067	-	-	-	-	-	-	-	-	4,788	4,788	-	-	4,788
IT046	Enterprise eLearning Initiative (ELI) Agreement	50	-	-	-	-	-	-	-	-	-	50	50	-	-	50
IT047	Enterprise Information Security Pgm	8,945	9,027	6,575	-	-	-	-	-	-	-	24,547	24,547	-	-	24,547
IT048	eRecruitment	562	-	-	-	-	-	-	-	-	-	562	562	-	-	562
IT049	eTime Scheduling Enterprise Rollout	1,479	-	-	-	-	-	-	-	-	-	1,479	1,479	-	-	1,479
IT050	HR Labour Relations Information System (LRIS)	305	-	-	-	-	-	-	-	-	-	305	305	-	-	305
IT051	I&T Strategic Planning	500	500	600	-	-	-	-	-	-	-	1,600	1,600	-	-	1,600
IT052	Internal Private Cloud Services	1,103	757	300	-	-	-	-	-	-	-	2,160	2,160	-	-	2,160
IT053	IT Audit Project Health Check Framework	80	-	-	-	-	-	-	-	-	-	80	80	-	-	80
IT054	IT Service Process Improvement Program	460	520	-	-	-	-	-	-	-	-	980	980	-	-	980
IT055	MLS Modernization-Phase 2	3,989	4,304	-	-	-	-	-	-	-	-	8,293	8,293	-	-	8,293
IT056	OCC HEALTH & SAFETY APP 2016-2019	724	467	-	-	-	-	-	-	-	-	1,191	1,191	-	-	1,191
IT057	OnLine Portal Services for City Planning	401	324	-	-	-	-	-	-	-	-	725	725	-	-	725
IT058	Open Data Master Plan Implementation	1,418	1,133	-	-	-	-	-	-	-	-	2,551	2,551	-	-	2,551
IT059	Publicly Accessible Wi-Fi for City Facilities	710	282	-	-	-	-	-	-	-	-	992	992	-	-	992
IT060	SDFA- Online Grant Management System	146	-	-	-	-	-	-	-	-	-	146	146	-	-	146
IT061	TOP - Online Donation Application	315	-	-	-	-	-	-	-	-	-	315	315	-	-	315
IT062	Toronto Building Electronic Service Delivery	174	-	-	-	-	-	-	-	-	-	174	174	-	-	174
IT063	Toronto Building-CRM-Enh Complaint Mgmt Scope Chg	485	229	-	-	-	-	-	-	-	-	714	714	-	-	714
IT064	Work Mgmt Solution-Transportation	628	-	-	-	-	-	-	-	-	-	628	628	-	-	628
IT065	Workforce Business Intel. Requirements	742	398	-	-	-	-	-	-	-	-	1,140	1,140	-	-	1,140
IT066	AODA Compliance for City Applications	1,817	1,053	-	-	-	-	-	-	-	-	2,870	2,870	2,870	-	-
IT067	EDHR - Complaints Management System	15	15	15	-	-	-	-	-	-	-	45	45	45	-	-
<b>Total Expenditures (including carry forward from 2019)</b>		<b>64,107</b>	<b>66,543</b>	<b>25,534</b>	<b>24,723</b>	<b>17,258</b>	<b>16,914</b>	<b>37,843</b>	<b>15,706</b>	<b>24,379</b>	<b>18,408</b>	<b>311,415</b>	<b>311,415</b>	<b>2,915</b>	<b>236,007</b>	<b>72,493</b>

## Appendix 5a

## 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<b>New Projects</b>															
IT001	SAP Enable Now (SEN) Cloud Conversion	150	-	-	-	-	-	-	-	-	-	150			150
IT002	Directory Services Transition - Phase 2	2,250	1,250	-	-	-	-	-	-	-	-	3,500			3,500
IT003	Info Mgmt Infrs-Common Search Terms-Ent Classific	830	-	-	-	-	-	-	-	-	-	830			830
IT004	API Cloud Migration	500	-	-	-	-	-	-	-	-	-	500			500
IT005	City Intranet Modernization - Seed	250	-	-	-	-	-	-	-	-	-	250			250
IT006	Justice Video Network (JVN) Implementation	520	-	-	-	-	-	-	-	-	-	520			520
IT068	Collection Management Software Development	200	-	-	-	-	-	-	-	-	-	200			200
IT007	Kronos Upgrade	797	-	-	-	-	-	-	-	-	-	797			797
IT008	Project Tracking Portal (PTP) Expansion & Enhanc 2	330	280	-	-	-	-	-	-	-	-	610			610
IT009	Solution Delivery Toolset Maturity	200	310	-	-	-	-	-	-	-	-	510			510
<b>Existing Projects</b>															
IT010	Enterprise Server Replacement	2,269										2,269			2,269
IT011	Desktop Hardware Replacement	4,594										4,594			4,594
IT012	Enterprise Storage Replacement	1,800										1,800			1,800
IT013	Desktop Software Replacement	616										616			616
IT014	Enterprise Software Replacement	1,050										1,050			1,050
IT015	Network Security Replacement	895										895			895
IT016	Network Asset Replacement	3,576										3,576			3,576
IT017	Disaster Recovery	450	500	500	1,050	1,302	950	-	-	-	-	4,752	5,952	(1,200)	
IT018	Business Continuity	413	-	-	-	-	-	-	-	-	-	413	259	154	
IT019	IT Risk Mgmt Framework	589	500	500	-	-	-	-	-	-	-	1,589	260	1,329	
IT020	Geospatial Tool Enhancements	238	-	-	-	-	-	-	-	-	-	238	238		
IT021	Project Portfolio Management System (SOGR)	415	400	-	-	-	-	-	-	-	-	815	2,315	(1,500)	
IT022	SAP Solution Manager v7.2 Upgrade (SOGR)	957	-	-	-	-	-	-	-	-	-	957	957		
IT023	Toronto Property System (TPS) Refresh	328	-	-	-	-	-	-	-	-	-	328	328		
IT024	Domino Decommissioning Strat & Implementation	400	-	-	-	-	-	-	-	-	-	400		400	
IT025	TEMS REPLACEMENT-Design	800	500	-	-	-	-	-	-	-	-	1,300	300	1,000	
IT026	DIRECTORY SERVICES - Implementation	706	453	471	-	-	-	-	-	-	-	1,630	1,630		
IT027	Business Applications Service Monitoring	150	280	-	-	-	-	-	-	-	-	430	430		
IT028	Quality Assurance Testing Software Upgrade	150	100	-	-	-	-	-	-	-	-	250	200	50	
IT029	Wellbeing Toronto v3 2018	300	-	-	-	-	-	-	-	-	-	300	300		
IT030	Integrated Business Mgmt System - Review and Trans	-	379	-	-	-	-	-	-	-	-	379	379		
IT031	IBMS Review & Transformation	183	1,032	-	-	-	-	-	-	-	-	1,215	4,533	(3,318)	
IT032	Application Portfolio Tools & Rationalization	500	118	-	-	-	-	-	-	-	-	618	618		
IT033	Artificial Intelligence (AI) for SSHA and TPH	700	750	1,350	250	-	-	-	-	-	-	3,050	350	2,700	
IT034	Business Sys Improvements - ECS Phase 2	241	-	-	-	-	-	-	-	-	-	241	241		
IT035	CLASS Replacement Planning	25	75	-	-	-	-	-	-	-	-	100	100		

**2020 Cash Flow and Future Year Commitments Including Carry Forward Funding – cont'd**

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
IT036	CloudBasedHumanResourcesInformationSystem (CHRIS)	775	-	-	-	-	-	-	-	-	-	775	775		
IT037	Consolidated Data Centre	1,900	-	-	-	-	-	-	-	-	-	1,900	1,600	300	
IT038	Corporate Geospatial Strategy Roadmap Implementati	559	510	-	-	-	-	-	-	-	-	1,069	2,740	(1,671)	
IT039	Data Centre Zones Implementation	1,066	-	-	-	-	-	-	-	-	-	1,066	1,066		
IT040	ECS Cloud Deployment-Construction Project and DMS	1,183	2,151	-	-	-	-	-	-	-	-	3,334	4,498	(1,164)	
IT041	Electronic Service Delivery Portal-Bldg Permits	974	-	-	-	-	-	-	-	-	-	974	974		
IT042	Enterprise Architecture	500	-	-	-	-	-	-	-	-	-	500	500		
IT043	Enterprise Business Intelligence Implementation	100	-	-	-	-	-	-	-	-	-	100	500	(400)	
IT044	Enterprise Collaboration Foundation	909	550	-	-	-	-	-	-	-	-	1,459	1,459		
IT045	Enterprise Documents and Records Management Phase2	2,721	2,067	-	-	-	-	-	-	-	-	4,788	519	4,269	
IT046	Enterprise eLearning Initiative (ELI) Agreement	50	-	-	-	-	-	-	-	-	-	50	50		
IT047	Enterprise Information Security Pgm	8,945	9,027	6,575	-	-	-	-	-	-	-	24,547	9,083	15,464	
IT048	eRecruitment	562	-	-	-	-	-	-	-	-	-	562	562		
IT049	eTime Scheduling Enterprise Rollout	1,479	-	-	-	-	-	-	-	-	-	1,479	1,479		
IT050	HR Labour Relations Information System (LRIS)	305	-	-	-	-	-	-	-	-	-	305	305		
IT051	I&T Strategic Planning	500	500	600	-	-	-	-	-	-	-	1,600	627	973	
IT052	Internal Private Cloud Services	1,103	757	300	-	-	-	-	-	-	-	2,160	2,160		
IT053	IT Audit Project Health Check Framework	80	-	-	-	-	-	-	-	-	-	80	80		
IT054	IT Service Process Improvement Program	460	520	-	-	-	-	-	-	-	-	980	1,982	(1,002)	
IT055	MLS Modernization-Phase 2	3,989	4,304	-	-	-	-	-	-	-	-	8,293	8,293		
IT056	OCC HEALTH & SAFETY APP 2016-2019	724	467	-	-	-	-	-	-	-	-	1,191	1,191		
IT057	OnLine Portal Services for City Planning	401	324	-	-	-	-	-	-	-	-	725	725		
IT058	Open Data Master Plan Implementation	1,418	1,133	-	-	-	-	-	-	-	-	2,551	1,194	1,357	
IT059	Publicly Accessible Wi-Fi for City Facilities	710	282	-	-	-	-	-	-	-	-	992	932	60	
IT060	SDFA- Online Grant Management System	146	-	-	-	-	-	-	-	-	-	146	96	50	
IT061	TOP - Online Donation Application	315	-	-	-	-	-	-	-	-	-	315	315		
IT062	Toronto Building Electronic Service Delivery	174	-	-	-	-	-	-	-	-	-	174	174		
IT063	Toronto Building-CRM-Enh Complaint Mgmt Scope Chg	485	229	-	-	-	-	-	-	-	-	714	829	(115)	
IT064	Work Mgmt Solution-Transportation	628	-	-	-	-	-	-	-	-	-	628	2,486	(1,858)	
IT065	Workforce Business Intel. Requirements	742	398	-	-	-	-	-	-	-	-	1,140	2,190	(1,050)	
IT066	AODA Compliance for City Applications	1,817	1,053	-	-	-	-	-	-	-	-	2,870	2,221	649	
IT067	EDHR - Complaints Management System	15	15	15	-	-	-	-	-	-	-	45	45		
	<b>Total Expenditure (including carry forward from 2019)</b>	<b>64,107</b>	<b>31,214</b>	<b>10,311</b>	<b>1,300</b>	<b>1,302</b>	<b>950</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>109,184</b>	<b>71,040</b>	<b>15,477</b>	<b>22,667</b>

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Information & Technology to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

## Appendix 5b

## 2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Total Project Cost	Health & Safety & Legislated	SOGR	Growth & Improved Service
IT010	Enterprise Server Replacement	2,229	2,189	2,350	2,350	2,350	2,350	2,350	2,350	2,350	20,868	20,868	-	-	-
IT011	Desktop Hardware Replacement	10,147	6,502	14,485	7,212	5,379	11,538	7,649	15,845	8,247	87,004	87,004	-	20,868	-
IT012	Enterprise Storage Replacement	950	1,000	950	1,300	1,200	1,000	975	975	975	9,325	9,325	-	87,004	-
IT013	Desktop Software Replacement	16,039	214	216	218	2,127	17,633	225	227	229	37,128	37,128	-	9,325	-
IT014	Enterprise Software Replacement	950	900	950	1,050	1,137	1,137	1,137	1,137	1,137	9,535	9,535	-	37,128	-
IT015	Network Security Replacement	1,044	588	842	496	1,041	905	460	515	1,220	7,111	7,111	-	9,535	-
IT016	Network Asset Replacement	3,050	3,410	3,630	3,330	2,730	3,280	2,910	3,330	4,250	29,920	29,920	-	7,111	-
IT018	Business Continuity	420	420	-	-	-	-	-	-	-	840	840	-	29,920	-
IT042	Enterprise Architecture	500	-	-	-	-	-	-	-	-	500	500	-	840	-
													-	-	500
	<b>Total Expenditures</b>	<b>35,329</b>	<b>15,223</b>	<b>23,423</b>	<b>15,956</b>	<b>15,964</b>	<b>37,843</b>	<b>15,706</b>	<b>24,379</b>	<b>18,408</b>	<b>202,231</b>	<b>202,231</b>	<b>-</b>	<b>201,731</b>	<b>500</b>



## Appendix 6

### Reporting on Major Capital Projects: Status Update

Division/Project name		2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Program Name: Information & Technology												
Project Name: Consolidated Data Centre		8,691	5,734	8,691	19,882	17,524	On Track	May-14	Dec-19	Jan-20	Ⓢ	Ⓢ
	Comments:	The project is at 70% completion at the end of June because of a labour disruption that affected completion of the Toronto Water building. The strike ended on June 30th and project schedule will be revised but completion is expected to be in January 2020.										
	Explanation for Delay:											
Project Name: Enterprise Work Management System		3,797	705	750	9,396	5,475	Minor Delay	Jan-13	Dec-25	Dec-25	Ⓢ	Ⓢ
	Comments:	The vendor is currently engaged and solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program has been split in three phases. The first go live release for phase 1 is targeted for 2019 and phase 3 is targeted for 2025. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization.										
	Explanation for Delay:	There was a delay in the procurement process by 8 months due to renegotiation of vendor scope and City responsibilities. This consequently delayed selection and scoring. In addition, there was a 4 months delay in the preceding prerequisite work package A (WPA) which pushed work package B (WPB) and deferred the planned/forecasted; hardware, licensing and vendor etc. costs. Also, a 8 week delay in Q1 of 2019 due to COT Procurement/PO Approval process										
Project Name: Enterprise Documents and Records Management		2,890	1,151	2,370	6,195	4,032	Significant Delay	Mar-14	Dec-17	Dec-22	Ⓢ	Ⓢ
	Comments:	The Corporate Information Management Services (CIMS) Electronic Records Pilot completed successfully March 3st 2019. Plans are being developed to roll-out the T-Recs Electronic Records solution to other units within CIMS starting in Q4 2019. Business requirements and To-Be business processes for managing physical records with T-Recs Release 2 (Physical Records) have been completed. Data migration mapping between LLRS and T-Recs is being reviewed and updated. Planning for T-Recs Release 2 is underway with OpenText. All agreements negotiated with OpenText covering the migration of physical records data from Livelihood Records Server (LLRS) to T-Recs have been executed and purchase orders issued.										
	Explanation for Delay:	Project alignment with Enterprise Collaboration Foundation (ECF) is no longer required as sponsors have delayed the integration of the two solutions, T-Recs and Office 365. A clear definition of the end state for T-Recs, both City and vendor project staff turnover, an agreement on a high level sustainment model, as well as the recruitment of resources needed to satisfy the end state delayed the project. Recruitment of some resources needed to satisfy the end state has started.										
Project Name Disaster Recovery Program		2,133	274	310	38,606	17,381	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓢ	Ⓢ
	Comments:	Disaster Recovery (DR) is being aligned with the Tiffield Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.										
	Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with I&T SLT engagement. New PD brought on in mid 2019. Developing a revised scope & strategy definition										

## Appendix 7

### Summary of Capital Needs Constraints

N/A

## Appendix 8

### 2020 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

## Appendix 9

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2020 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
<b>Beginning Balance *</b>		<b>439,585.9</b>	<b>363,574.9</b>	<b>355,568.9</b>
<b>Capital Financing Reserve</b>	<b>XQ0011</b>			
<i>Withdrawals (-)</i>				
Information & Technology		(300.0)	(300.0)	(300.0)
Other Division/Agency Withdrawals		(115,872.0)	(47,731.0)	(48,639.0)
Total Withdrawals		(116,172.0)	(48,031.0)	(48,939.0)
<i>Contributions (+)</i>				
Information & Technology		0.0	0.0	0.0
Other Division/Agency Contributions		40,161.0	40,025.0	40,025.0
Total Contributions		40,161.0	40,025.0	40,025.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(76,011.0)</b>	<b>(8,006.0)</b>	<b>(8,914.0)</b>
<b>Balance at Year-End</b>		<b>363,574.9</b>	<b>355,568.9</b>	<b>346,654.9</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
<b>Beginning Balance *</b>		<b>35.1</b>	<b>45.3</b>	<b>55.5</b>
<b>Vehicle Reserve - It Vehicles</b>	<b>XQ1509</b>			
<i>Withdrawals (-)</i>				
Information & Technology		0.0	0.0	0.0
Total Withdrawals		0.0	0.00	0.00
<i>Contributions (+)</i>				
Information & Technology		10.2	10.2	10.2
Total Contributions		10.2	10.2	10.2
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>10.2</b>	<b>10.2</b>	<b>10.2</b>
<b>Balance at Year-End</b>		<b>45.3</b>	<b>55.5</b>	<b>65.7</b>

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
<b>Beginning Balance *</b>		<b>29,462.4</b>	<b>26,035.6</b>	<b>22,540.4</b>
<b>Insurance Reserve Fund</b>	<b>XR1010</b>			
<i>Withdrawals (-)</i>				
Information & Technology		(115.6)	(111.9)	(111.9)
Other Division/Agency Withdrawals		(66,119.4)	(66,197.1)	(65,859.1)
	Total Withdrawals	(66,235.0)	(66,309.0)	(65,971.0)
<i>Contributions (+)</i>				
Information & Technology		201.6	201.6	201.6
Other Division/Agency Contributions		62,606.6	62,612.2	62,621.4
	Total Contributions	62,808.2	62,813.7	62,823.0
Total Reserve / Reserve Fund Draws / Contributions		(3,426.8)	(3,495.3)	(3,148.0)
<b>Balance at Year-End</b>		<b>26,035.6</b>	<b>22,540.4</b>	<b>19,392.3</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 Capital Budget and Plan

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XQ1508 Vehicle Reserve - IT Sustainment	Beginning Balance		5,494.8	6,673.7	(11,650.8)	(10,369.6)	(17,256.6)	(16,676.6)	(16,104.6)	(20,182.9)	(19,353.5)	(27,196.3)	
	Withdrawals (-)												
	Information & Technology (Operating)		(4,373.7)	(4,373.7)	(4,373.7)								(13,121.2)
	Other Division/Agency Operating Withdrawals		(223.6)	(220.8)	(221.0)								(665.3)
	Information & Technology (Capital)		(14,902.8)	(34,409.0)	(14,803.0)	(27,566.1)	(20,099.0)	(20,107.0)	(24,757.3)	(19,849.6)	(28,521.8)	(22,551.5)	(227,567.1)
	<b>Total Withdrawals</b>		<b>(19,500.1)</b>	<b>(39,003.5)</b>	<b>(19,397.7)</b>	<b>(27,566.1)</b>	<b>(20,099.0)</b>	<b>(20,107.0)</b>	<b>(24,757.3)</b>	<b>(19,849.6)</b>	<b>(28,521.8)</b>	<b>(22,551.5)</b>	<b>(241,353.7)</b>
	Contributions (+)												
			20,679.0	20,679.0	20,679.0	20,679.0	20,679.0	20,679.0	20,679.0	20,679.0	20,679.0	20,679.0	206,790.0
	<b>Total Contributions</b>		<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>20,679.0</b>	<b>206,790.0</b>
<b>Balance at Year-End</b>			<b>5,494.8</b>	<b>6,673.7</b>	<b>(11,650.8)</b>	<b>(10,369.6)</b>	<b>(17,256.6)</b>	<b>(16,676.6)</b>	<b>(16,104.6)</b>	<b>(20,182.9)</b>	<b>(19,353.5)</b>	<b>(27,196.3)</b>	<b>(29,068.9)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 PBF Contributions, figures have been projected for 2023-2029 contributions

## Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Plan	2021 Plan	2022 Plan	2023 ∞ Plan	2024 ∞ Plan	2025 ∞ Plan	2026 ∞ Plan	2027 ∞ Plan	2028 ∞ Plan	2029 ∞ Plan	
XR1305 Building Code Act Service Improvement	Beginning Balance		119,298.0	109,708.3	108,959.3	108,382.3	109,957.1	111,531.8	113,106.5	114,681.2	116,255.9	117,830.6	
	Withdrawals (-)												
	Enhanced Compliant Mgmt		(485.0)	(229.0)									(714.0)
	Toronto Building Electronic Service Delivery		(174.0)										(174.0)
	Other Division/Agency Operating Withdrawals		(10,505.4)	(2,094.8)	(2,151.7)								(14,751.8)
	<b>Total Withdrawals</b>		<b>(11,164.4)</b>	<b>(2,323.8)</b>	<b>(2,151.7)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(15,639.8)</b>
	Contributions (+)												
	Other Division/Agency Contributions		1,574.7	1,574.7	1,574.7	1,574.7	1,574.7	1,574.7	1,574.7	1,574.7	1,574.7	1,574.7	15,747.2
	<b>Total Contributions</b>	<b>-</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>1,574.7</b>	<b>15,747.2</b>
<b>Balance at Year-End</b>			<b>119,298.0</b>	<b>109,708.3</b>	<b>108,959.3</b>	<b>108,382.3</b>	<b>109,957.1</b>	<b>111,531.8</b>	<b>113,106.5</b>	<b>114,681.2</b>	<b>116,255.9</b>	<b>117,830.6</b>	<b>119,405.4</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

∞ Using 2022 PBF Contributions, figures have been projected for 2023-2029 contributions

## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.