



City Budget 2012

City Clerk's Office Capital Budget Analyst Notes

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

2012–2021 Capital Program

2012 CAPITAL BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

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Contacts: **Judy Broughton**
 Manager, Financial Planning
 Tel: (416) 392–8393

Lucy Eusepio
 Financial Planning Analyst
 Tel: (416) 397–8992

PART I: RECOMMENDATIONS

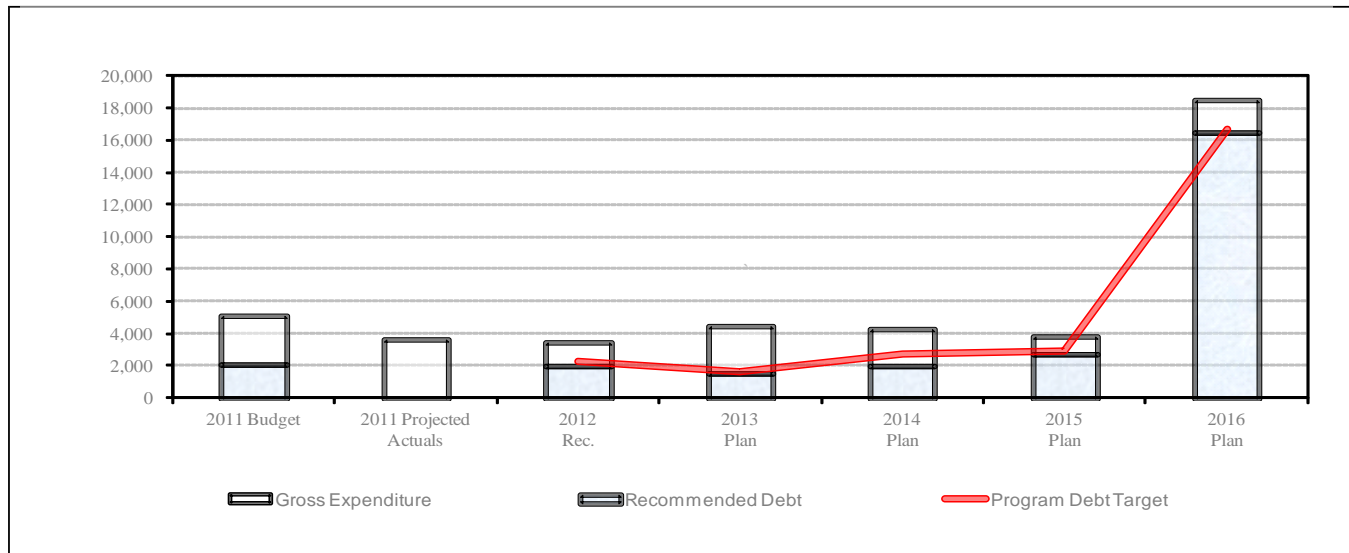
The City Manager and Chief Financial Officer recommend that:

1. Council approve the 2012 Recommended Capital Budget for the City Clerk's Office with a total project cost of \$11.803 million and a 2012 cash flow of \$3.442 million and future year commitments of \$8.361 million comprised of the following:
 - a) New Cash Flow Funding for:
 - i) 8 new/change in scope sub-projects with a 2012 total project cost of \$0.412 million that requires a reduction in cash flow of \$(0.082) million in 2012 and a reduction in future year commitments of \$(0.074) million in 2013, and \$(0.206) million in 2014, and an increase in future year commitment of \$0.700 million in 2015 and \$0.074 million in 2016; and
 - ii) 9 previously approved sub-projects with a 2012 cash flow of \$3.524 million, and a future year commitment of \$4.167 million in 2013, \$3.600 million in 2014, and \$0.050 million in 2015 and 2016;
2. Council approve a decrease in debt service costs of \$0.002 million in 2012, and incremental costs of \$0.022 million in 2013, \$0.205 million in 2014, \$0.269 million in 2015, \$0.625 million in 2016, and \$1.807 million in 2017, \$0.247 million in 2018, \$0.290 million in 2019, and \$0.318 million in each of the years 2020 and 2021 resulting from the approval of the 2012 Recommended Capital Budget and 2013–2021 Capital Plan, to be included in the 2012 and future year operating budgets;
3. Council approve the 2013–2021 Recommended Capital Plan for the City Clerk's Office totaling \$37.837 million in project estimates, comprised of \$0.445 million in 2014; \$2.540 million in 2015; \$18.357 million in 2016; \$3.582 million in 2017; \$3.240 million in 2018; \$3.220 million in 2019; \$3.148 million in 2020; and \$3.305 million in 2021;
4. Council consider the operating impacts of \$0.467 million in 2012, \$0.250 million in 2013, \$0.089 million in 2014, \$0.020 million in 2015, \$0.004 million in 2016, \$0.105 million in 2017 and \$0.084 million in 2020 that emanate from the approval of the 2012–2021 Recommended Capital Plan for inclusion in the 2012 and future year operating budgets; and

5. Council approve 0.75 of a new temporary capital position for the delivery of new 2012 capital Projects/sub-projects and that the duration for each temporary position not exceed the life and funding of its respective capital project/sub-project.

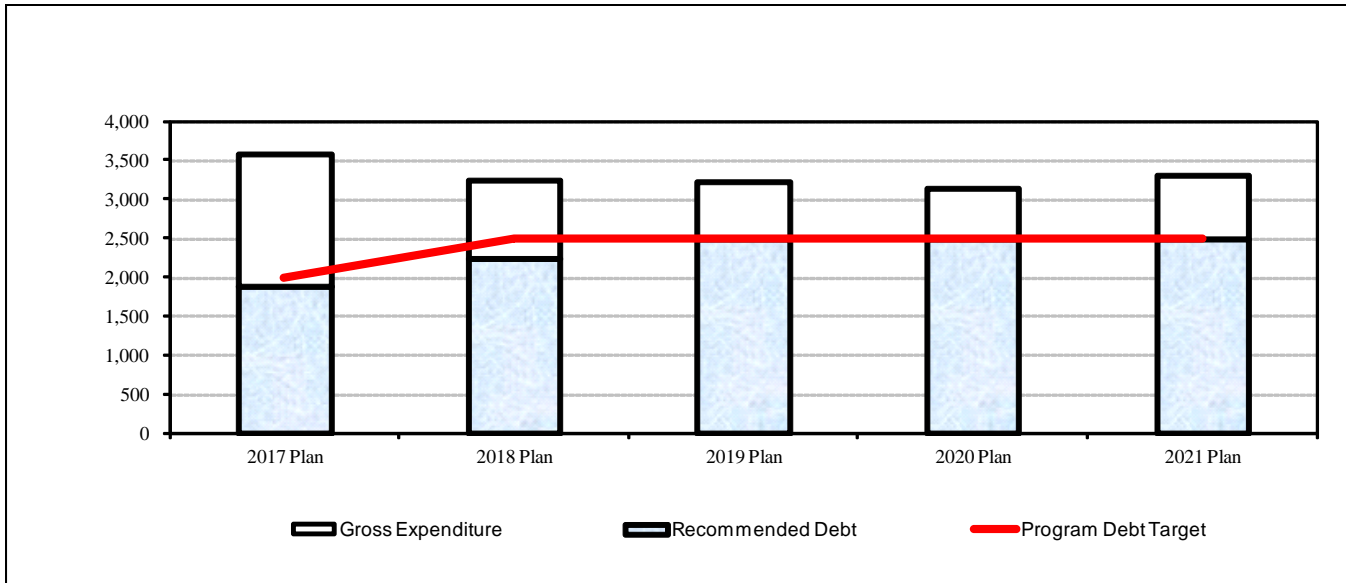
PART II: 2012 – 2021 CAPITAL PROGRAM

10-Year Capital Plan 2012 Recommended Budget, 2013–2016 Recommended Plan (In \$000s)



	2012 Rec. Budget and 2013-2016 Plan								5-Year Total
	2011		2012	2013	2014	2015	2016	2012-2016	
	Budget	Projected Actual							
Gross Expenditures:									
2011 Capital Budget & Approved FY Commitments	5,067	3,650	3,894	3,997	3,400	50	50	11,391	33%
Recommended Changes to Approved FY Commitments			(370)	560	600	510		1,300	4%
2012 New/Change in Scope and Future Year Commitments			(82)	(74)	(206)	700	74	412	1%
2013 - 2016 Capital Plan Estimates					445	2,540	18,357	21,342	62%
1-Year Carry Forward to 2012									
Total Gross Annual Expenditures & Plan	5,067	3,650	3,442	4,483	4,239	3,800	18,481	34,445	100%
Program Debt Target	2,074		2,276	1,649	2,706	2,953	16,630	26,214	
Financing:									
Recommended Debt	2,074		1,994	1,540	1,995	2,750	16,501	24,780	72%
Reserves/Reserve Funds	2,320		932	2,943	2,244	1,050	1,980	9,149	27%
Development Charges									
ISF									
Provincial/Federal									
Other Revenue	673		516					516	1%
Total Financing	5,067		3,442	4,483	4,239	3,800	18,481	34,445	100%
By Project Category:									
Health & Safety	320		450	150	500			1,100	3%
Legislated	2,725		2,767	4,133	3,344	2,300	17,451	29,995	87%
SOGR			225	200	395	1,500	1,030	3,350	10%
Service Improvement	1,560								
Growth Related	462								
Total By Project Category	5,067		3,442	4,483	4,239	3,800	18,481	34,445	100%
Asset Value - end of each year (\$)		67,023		68,889					
Yearly SOGR Backlog Estimate (not addressed by current plan)			(150)	(150)	0	(300)	(300)	(900)	
Accumulated Backlog Estimate (end of year)		1,500	1,350	1,200	1,200	900	600	5,250	
Backlog: Percentage of Asset Value (%)		2.2%	2.1%	1.9%	1.6%	1.1%	0.7%		
Debt Service Costs			(2)	22	205	269	625	1,119	
Operating Impact on Program Costs			467	250	89	20	4	830	
New Positions			2.8	1.0	0.7	0.0	0.0	4.5	

10-Year Capital Plan 2017–2021 Recommended Plan (In \$000s)



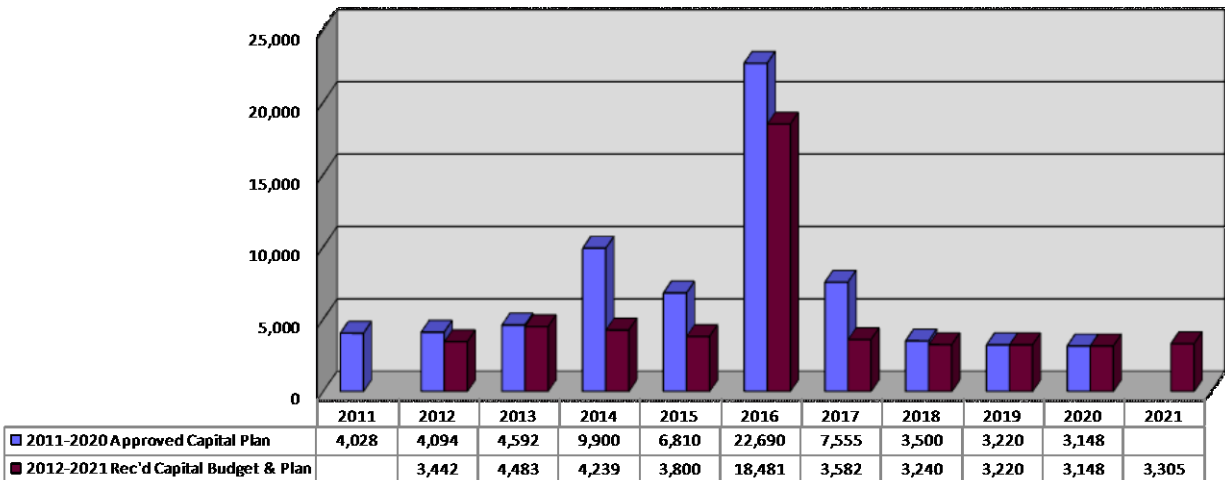
	2017 - 2021 Capital Plan						10-Year Total Percent
	2017	2018	2019	2020	2021	2012-2021	
Gross Expenditures:							
2011 Capital Budget & Approved FY Commitments						11,391	22%
Recommended Changes to Approved FY Commitments						1,300	3%
2012 New/Change in Scope and Future Year Commitments						412	1%
2017 - 2021 Capital Plan Estimates	3,582	3,240	3,220	3,148	3,305	37,837	74%
Total Gross Annual Expenditures & Plan	3,582	3,240	3,220	3,148	3,305	50,940	100%
Program Debt Target	2,000	2,500	2,500	2,500	2,500	38,214	
Financing:							
Recommended Debt	1,882	2,240	2,500	2,500	2,500	36,402	71%
Reserves/Reserve Funds	1,700	1,000	720	648	805	14,022	28%
Development Charges							
ISF							
Provincial/Federal							
Other Revenue						516	1%
Total Financing	3,582	3,240	3,220	3,148	3,305	50,940	100%
By Project Category:							
Health & Safety						1,100	2%
Legislated	2,997	2,630	2,850	2,829	1,435	42,736	84%
SOGR	585	610	370	319	1,870	7,104	14%
Service Improvement							
Growth Related							
Total By Project Category	3,582	3,240	3,220	3,148	3,305	50,940	100%
Asset Value - end of each year (\$)	67,023						
Yearly SOGR Backlog Estimate (not addressed by current plan)	(300)	(4,880)	300	300	300	(5,180)	
Accumulated Backlog Estimate (end of year)	300	370	300	300	300	300	
Backlog: Percentage of Asset Value (%)	0.3%	0.3%	0.2%	0.2%	0.2%		
Debt Service Costs	1,807	247	290	318	318	4,099	
Operating Impact on Program Costs	105			84		1,019	
New Positions				0.2		4.7	

10–Year Capital Plan Overview

- The City Clerk's Office provides the foundation for city government in Toronto, realized through their services of electing government, making government work and promoting open government.
- The City Clerk's Office is responsible for assets valued at \$67.023 million providing the systems and the tools to support the City Clerk's Office mission of building public trust and confidence in government.
- The 10–Year Recommended Capital Plan provides funding of \$50.940 million, excluding funds carried forward from 2011 to 2012, to maintain the core capacity of Elections Operations, Information Management, Toronto Meeting Management and City Clerk's IT projects.
- The 10–Year Recommended Capital Plan totals \$50.940 million with debt funding of \$24.780 million for first five years and \$11.622 million for the next five years for total debt funding of \$36.402 million, which is below the 10–year debt target by \$1.812 million.
- The 10–Year Recommended Capital Plan is \$36.402 million or 71% funded by debt, \$14.022 million or 28% funded by Reserves/Reserve Funds and \$0.516 million or 1% funded from Other Revenues.
- Legislated projects comprise \$42.736 million or 84% of the funding allocated in the 2012–2021 Recommended Capital Plan while \$7.104 million or 14% is allocated to State of Good Repair projects, and \$1.100 million or 2% to Health and Safety projects.
- The SOGR backlog is estimated to be \$1.500 million by December 31, 2011. This is largely comprised of SOGR requirements for the Archives Facility. Funding required to address the backlog is included in the 10–Year Recommended Capital Plan.
- The 10–Year Capital Plan will increase future year Operating Budgets by a total of \$1.019 million net. The operating impact is primarily to sustain IT systems once they are completed and operationalized.

Key Changes to the 2011 – 2020 Approved Capital Plan

Changes to the 2011–2020 Approved Capital Plan
(In \$000s)



- City Clerk's Office 10 -Year Recommended Capital Plan is \$14.569 million less than the 2011–2020 Approved Capital Plan, reducing the 10–year debt requirements by \$1.812 million or 22.2% over the 10 year period. The changes to the 2011–2012 Approved Capital Plan reflects City Clerk's Office re–prioritization of capital projects to help reduce the debt requirements.
- Details of changes to the 2012–2021 Recommended Capital Plan are noted below:

Summary of Project Changes

(In \$000s)

Key Projects	Total Project Cost	2012	2013	2014	2015	2016	2012-2016	2017-2021	2012-2021	Revised Total Project Cost
Archives Strategic Plan Implementation	20,657			(5,000)	(4,700)	(4,700)	(14,400)	(4,700)	(19,100)	1,557
Toronto Meeting Mgt Info Syst (phase 2)	2,058	90	390	400	510		1,390		1,390	3,448
TMMIS (SOGR)	2,300					417	417	907	1,324	3,624
Council Transition System Changes (SOGR)	470			100	400		500	30	530	1,000
IP Workflow Management System (SOGR)	465							1,300	1,300	1,765
Basement Space Rationalization	1,850	(200)	(450)	(800)	(400)		(1,850)		(1,850)	0
Other Project Changes		(542)	(49)	(361)	1,180	74	302	1,535	1,837	
Total		(652)	(109)	(5,661)	(3,010)	(4,209)	(13,641)	(928)	(14,569)	

The Archives Facility Expansion Project

- The 2011–2020 Approved Capital Plan included \$20.657 million for a major renovation to the Archives Facility currently located at 255 Spadina. Based on the recommendations of the Strategic Plan, this project has been scaled down from a major expansion of an existing facility to a reconfiguration of existing space. Therefore, \$19.100 million has been deleted from the 2012–2021 Recommended Capital Plan

The Toronto Meeting Management Information System (TMMIS)

- Additional funding of \$1.390 million is allocated in the first 5 years to the Toronto Meeting Management Information System (TMMIS) project for a new phase focusing on enhancing TMMIS to comply with modernized procedures and decision-making processes and external legislative requirements. The additional funding will also allow TMMIS to integrate with the corporate hardware/software infrastructure as well as other business process such as Council Agenda Forecasting System.

The Basement Space Rationalization project

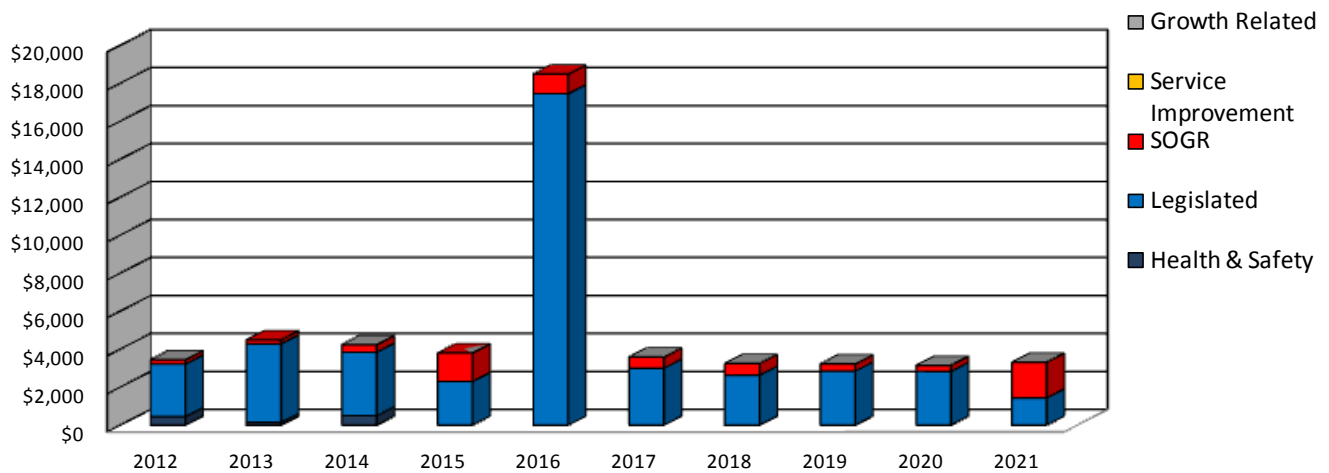
- The 2011–2020 Approved Capital Plan included \$1.850 million to review the space usage and design of the basement of Toronto City Hall to consolidate various City Clerk's functions in the basement. This project has been integrated into the Mail Security and Mail Room Upgrade to better improve space planning and usage efficiency.

State of Good Repair

- Additional funding has been recommended for SOGR capital projects for the Toronto Meeting Management Information System (TMMIS) (\$1.324 million) in 2016, Council Transition System Changes (\$0.530 million) in 2014, and IP Workflow Management System (\$1.300 million) in 2017.
- The Council Transition System Changes project has been established as a new project to coincide with new future terms of Council to address anticipated upgrades in 2014/2015 and 2019/2020. The project includes previously identified SOGR project for Council Expense Tracking System (CETS) and the Public Appointments System.

2012 - 2021 Recommended Capital Plan

2012–2021 Capital Plan by Project Category
(In \$000s)

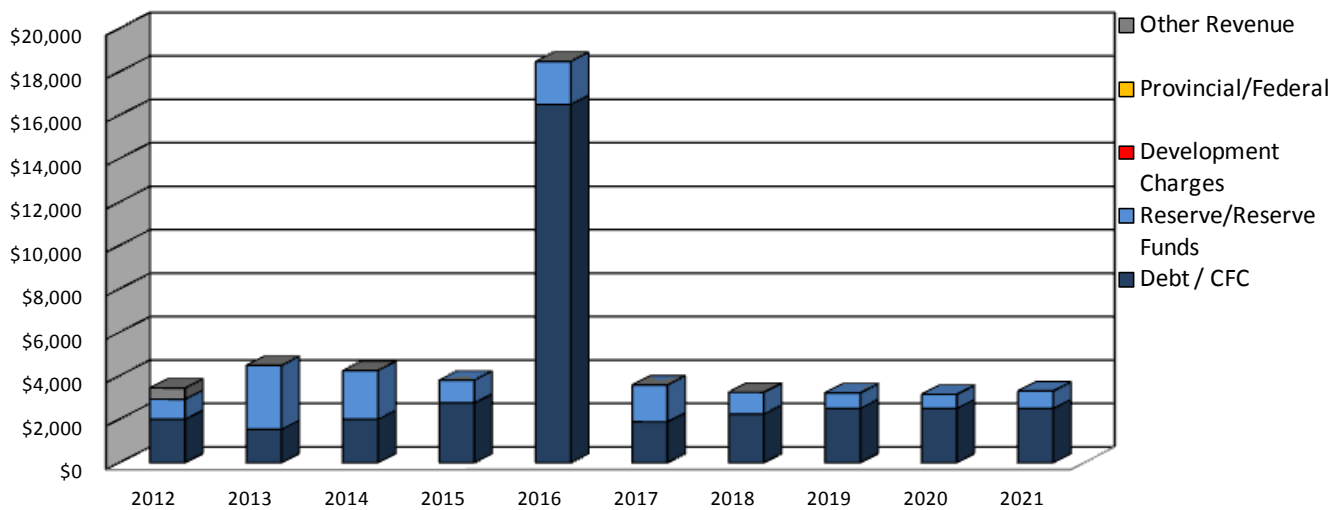


- The majority of capital projects included in the 10–Year Recommended Capital Plan supports the City Clerk in carrying out her legislated duties.
- Legislated projects comprise of \$42.736 million or 84% in the 10–Year Plan. In the first five years of the capital program, legislated projects comprise \$29.995 million or 87% of the total during that period. 2016 reflects significantly higher expenditures as \$15.610 million is recommended to replace the vote counting equipment. In the second five years of the capital program the investment in legislated projects decreases to \$12.741 million or 77% of the total during that period.
 - \$15.610 million is recommended for the new vote counting system. The licenses for the existing vote system expires after the 2014 election and will no longer be supported by the vendor. New equipment is required to ensure the integrity of the voting process, the accuracy of the election results, and provide the same level of service to the City's electors as is currently available.
- State of Good Repair projects represent \$7.104 million or 14% of the 2012–2021 Recommended Capital Plan. In the first five years of the 10–Year Recommended Capital Plan period, SOGR projects represent \$3.350 million or 10%. This will increase to 23% or \$3.754 million for the second five years.
 - A significant increase in funding for SOGR projects is the second five years of the 10–Year Recommended Capital Plan for the Information Production Workflow System project. It is anticipated that state of good repair upgrades are required for the digital asset library component in 2017 and the workflow management system in 2021.
- Health and Safety projects comprise \$1.100 million or 2% of the 10–Year Recommended Capital Plan period and are allotted 3% or \$1.100 million of total funding in the first five

years of the capital program and there are no Health and Safety projects during the second 5 year period.

- Mail Security and Mail Room Upgrades is the sole Health and Safety project. Funding of \$1.100 million in the first five years provides for the continuation of a multi-year project to retrofit the mailrooms at City Hall and the civic centres to meet ergonomic and health and safety standards.

2012–2021 Capital Plan by Funding Source
(In \$000s)



- The 10–Year Recommended Capital Plan is funded primarily from debt but also relies on funding from Reserves and Reserve Funds and Other Revenues.
- In total, the 10–Year Recommended Capital Plan is funded by debt in the amount of \$36.402 million or 71%. During the first five years, the recommended debt funding is \$24.780 million or 72% of the capital plan and \$11.622 million or 70% in the next 5 years.
- Reserves and Reserve funds amount to \$14.022 million or 28% of the 10–Year Recommended Capital Plan. During the first five years, Reserves and Reserve Funds will provide \$9.149 million or 27% of the funding for the first five years of the capital plan and \$4.873 or 30% in the next five years. This is mainly funding to support election–related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from the Equipment Reserves.
- Other revenue sources comprise \$0.516 million or 1% during the first five years, mainly for the Information Management Infrastructure project.

- The 10-Year Recommended Capital Plan is below the 10-year debt target by \$1.812 million. It is below the debt target by \$1.434 million in the first five years and by \$0.378 million in the next five years.

Summary of Major Capital Initiatives by Category

(In \$000s)

	Total Project Cost	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012-2021 Total
State of Good Repair												
Archives Strategic Plan Implementation	1,557	225	200	50	350	350	300					1,475
Wedding Chambers Renovations	400										400	400
Printing Equipment Replacement Plan 2014-2019	1,850			200	500	550		300	300			1,850
Council Chamber Refresh	849				300					249	300	849
IP Workflow Management System-SOGR	1,765						285	310	70		1,100	1,765
Records Centre Tracking System	765			145	350	130				70	70	765
Sub-Total	7,186	225	200	395	1,500	1,030	585	610	370	319	1,870	7,104
Legislated												
Toronto Election Information System (TEIS)	6,098	505	780	480	400	550	700	500	420	578	735	5,648
Implementation of New Vote Counting System	15,610				150	14,980	480					15,610
Alternate Voting	5,546	377	1,713	1,114	100	700	1,000	200				5,204
Access to Information - SOGR	1,510						200	250	460	600		1,510
Information Management Infrastructure	4,940	1,500	850	850	700	74						3,974
Information Management-SOGR	2,911						190	1,000	1,170	551		2,911
Toronto Meeting Mgmt Information System	3,448	385	390	400	510							1,685
Toronto Meeting Mgmt Information System-SOGR	3,624					417	427	680	700	700	700	3,624
Council Transition System Changes	1,000			100	400				100	400		1,000
Registry Service Tracking System-SOGR	385				20	365						385
Toronto Gaming Information System-SOGR	385				20	365						385
Election Voters' List	890		400	400								800
Sub-Total	46,347	2,767	4,133	3,344	2,300	17,451	2,997	2,630	2,850	2,829	1,435	42,736
Health & Safety												
Mail Security and Mail Room Upgrade	1,300	450	150	500								1,100
Sub-Total	1,300	450	150	500	0	0	0	0	0	0	0	1,100
Total	54,833	3,442	4,483	4,239	3,800	18,481	3,582	3,240	3,220	3,148	3,305	50,940

Major Capital Initiatives

- The 10–Year Recommended Capital Plan focuses on State of Good Repair and Legislated projects that will enable the City Clerk's Office to deliver its services of electing government, making government work and promoting open government.

State of Good Repair

- Significant State of Good Repair Projects include the IP Workflow Management System (\$1.765 million), the Archives Strategic Plan Implementation Project (\$1.475 million), and the Printing Equipment Replacement Plan 2014–2019 (\$1.850 million). This will fund system replacements and/or system enhancements.

Legislated

- Legislated projects total \$42.736 million over the 10–Year Recommended Capital Plan. The major project over the 10 year period is the replacement of the new vote counting system. Funding in the amount of \$15.610 million is provided in order to ensure a new system is in place for the 2018 election. In addition, on–going funding is provided for the Toronto Election Information System (\$5.648 million), the Information Management Infrastructure project (\$6.885 million) and the Alternate Voting project (\$5.204 million). The Toronto Elections Information System is a multi–module system that supports all aspects of the municipal election. The Information Management Infrastructure project is a

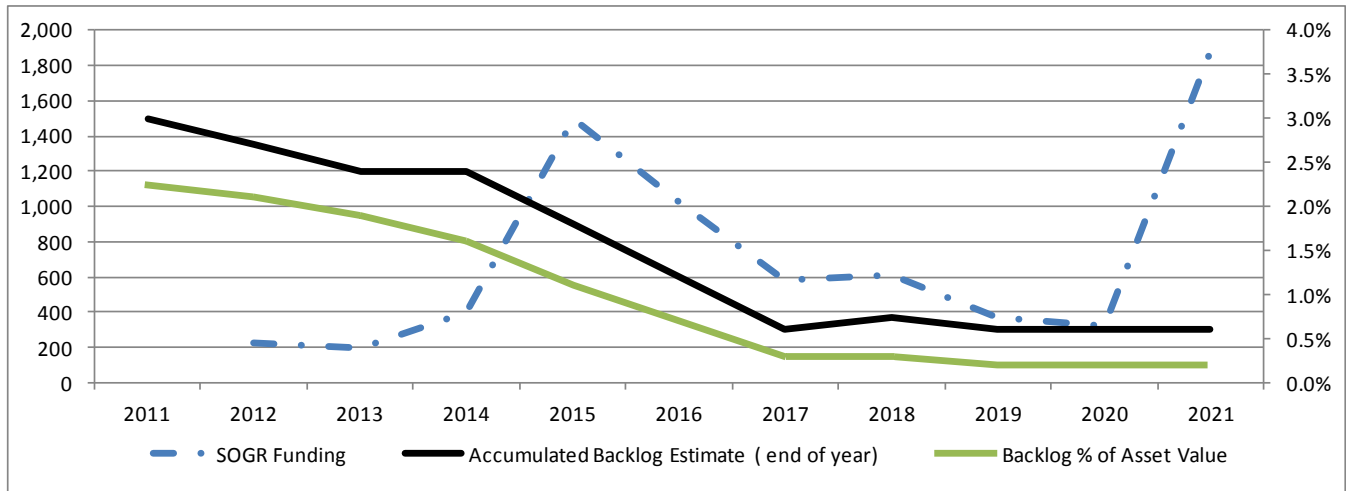
multi-year project that is being developed in conjunction with the Information and Technology Division and other city divisions to develop and implement an information management regime in the City of Toronto to manage records in all formats through their life cycles. The Alternate Voting project will implement robust, secure and easily accessible alternate voting options for the 2018 election.

Health and Safety

- \$1.100 million has been recommended for the Mail Security and Mailroom Upgrade Project. This ongoing project is to meet ergonomic and health and safety standards, improve workflow efficiencies and meet security requirements.

State of Good Repair (SOGR) Backlog

SOGR Funding & Backlog
(In \$000s)



- The SOGR backlog is estimated to be \$1.500 million or 2.0% of City Clerk's total asset replacement value of \$67.023 million by December 31, 2011. This is mainly comprised of SOGR for the Archives Facility.
- SOGR funding of \$7.104 million or 14% required to address the backlog has been provided in the 10-Year Recommended Capital Plan.
- The SOGR backlog is estimated to be \$0.600 million at the end of the first five years and \$0.300 million at the end of the second five years.

10–Year Capital Plan: Operating Impact Summary (In \$000s)

	2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2012- 2021 Total
2012 Recommended Capital Budget											
Program Cost (Net)	467										467
Approved Positions	2.8										2.8
Recommended 10-Year Capital Plan											
Program Cost (Net)		250	89	20	4	105			84		552
Approved Positions		1.0	0.7						0.2		1.9
Total											
Program Net	467	250	89	20	4	105	-	-	84	-	1,019
Approved Positions	2.8	1.0	0.7	-	-	-	-	-	0.2	-	4.7

- The 10–Year Recommended Capital Plan will result in additional operating costs from previously approved and new/change in scope projects totaling \$1.019 million net over the 10 year period.
- This is comprised of funding to sustain IT systems once they are completed and operationalized.
- Two positions will be required in 2012 for the Information Management Infrastructure project and 0.8 of a position to sustain the Information Production Workflow Management System Project.
- Additional positions, totaling 1.9 positions, will be required in years 2013–2021 to support and maintain systems as they are completed. These include the Information Production Workflow Management System, Alternate Voting and Information Management Infrastructure projects.
- Requests for additional staff will be reviewed annually with the City Clerk's Operating Budget submission.

Capital Project Delivery, Temporary Positions (In \$000s)

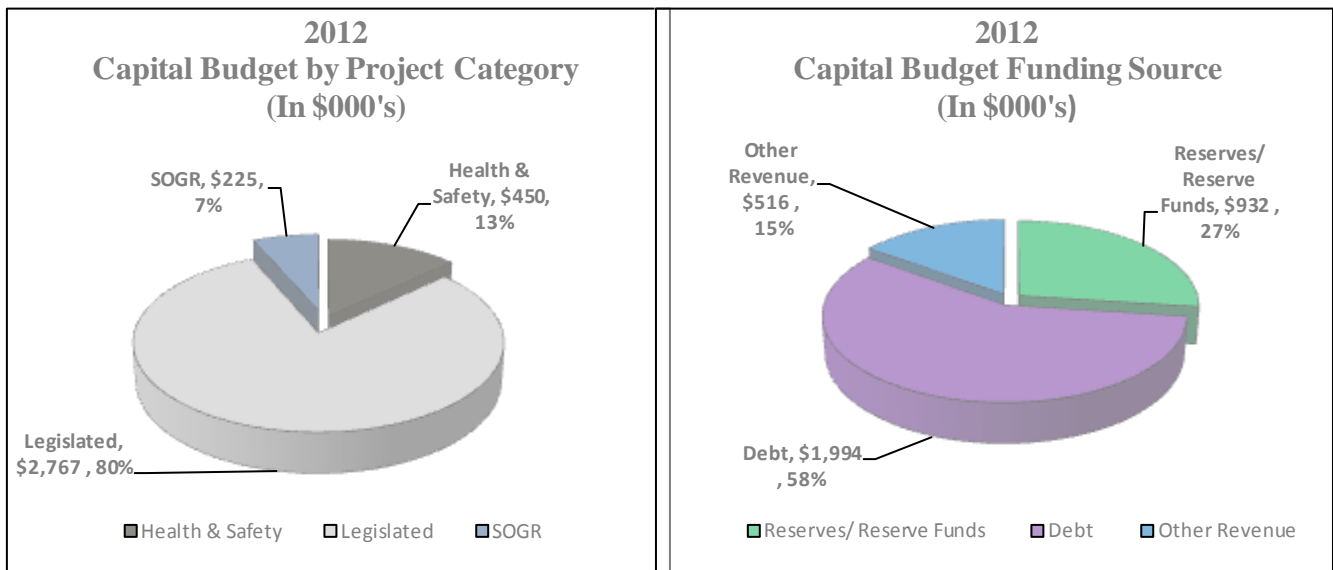
Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount (In \$000s)				
			Start Date	End Date	2012	2013	2014	2015	2016 to 2021
Systems Integrator 2	CLK907133-04	0.75	2012	2015	85	148	151	154	
Total		0.75			85	148	151	154	-

- Approval of the 2012 Recommended Capital Budget will result in the creation of 0.75 incremental new temporary position for capital delivery from the 2011–2020 Capital Budget and Plan and will be included in City Clerk's 2012 Recommended Operating Budget.

- The Toronto Meeting Management System (TMMIS) requires 0.75 of a position as the project continues in 2012 with a new phase focusing on module updates and meeting corporate standards, and reflect modernized decision-making processes.

PART III – 2012 RECOMMENDED CAPITAL BUDGET

2012 Capital Budget by Project Category and Funding Source



- The 2012 Recommended Capital Budget, excluding funding carried forward from 2011 into 2012, requires cash flow funding of \$3.442 million.
- The 2012 Recommended Capital Budget for City Clerk's Office is comprised of \$2.767 million or 80.4% for Legislated projects, \$0.225 million or 6.5% for SOGR projects, and \$0.450 million or 13.1% for Health and Safety Projects. The most significant legislated project in 2012 is the Information Management Infrastructure project requiring funding in 2012 of \$1.500 million or 54.2% of funding allocated to Legislated projects.
- The City Clerk's 2012 Recommended Capital Budget will be funded by \$1.994 million or 57.9% from Debt, \$0.932 million or 27.1% from Reserves/Reserve Funds and \$0.516 million or 15% from Other Revenues.
- The 2012 Recommended Capital Budget is \$0.282 million below the debt target of \$2.276 million.
- The largest project funded by debt in 2012, is the Information Management Infrastructure Project, requiring \$1.009 million or 50.6% of debt funding in 2012.
- The Toronto Election Information System (TEIS) project and the Alternate Voting project are funded from the City Clerk's Office Election Reserve Fund.

2012 Recommended Cash Flow & Future Year Commitments
(In \$000s)

	2010 & Prior Year Carry Forward	2012 Total Cash Flow Rec'd	2011 Carry Forwards	Total 2012 Cash Flow (Incl 2010 C/Fwd)	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total Cost
Expenditures														
Previously Approved		3,524		3,524	4,167	3,600	50	50						11,391
Change in Scope		(282)		(282)	(134)	(756)	150	74						(948)
New		110		110	60	550	550							1,270
New w/Future Year		90		90										90
Total Expenditure	0	3,442		3,442	4,093	3,394	750	124	0	0	0	0	0	11,803
Financing														
Debt		1,994		1,994	1,150	1,350	700	74						5,268
Other		516		516										516
Reserves/Res Funds		932		932	2,943	2,044	50	50						6,019
Development Charges		0		0										0
ISF		0		0										0
Provincial/Federal		0		0										0
Total Financing	0	3,442		3,442	4,093	3,394	750	124	0	0	0	0	0	11,803

*Please refer to Appendix 4 for detailed project listings

- The City Clerk's Office's 2012 Recommended Capital Budget of \$3.442 million reflects a decrease in funding of \$0.082 million for new/change in scope projects, and previously approved commitment funding of \$3.524 million. The Information Management Infrastructure project consists of \$1.872 million and represents 53.1% of previously approved committed funding.
- Approval of the 2012 Recommended Capital Budget will result in a future year commitment of \$4.093 million in 2013, \$3.394 million in 2014, \$0.750 million in 2015, and \$0.124 million in 2016.
- The change in scope projects funding reduction of \$0.948 million from 2012–2021 reflects the reprioritization of capital project funding to reduce debt requirements.
- Reserves/Reserve Funds of \$6.019 will fund the Toronto Election Information System (TEIS), the Alternate Voting and the Election Voters' List Enhancement Using City Data projects.
- Projects recommended for 2012 are highlighted below:

2012 Recommended Capital Project Highlights

2012 Recommended Capital Projects (In \$000s)

Project	Total Project Cost	2012	2013	2014	2015	2016	2012-2016	2017	2018	2019	2020	2021	2012-2021
<i>Continue:</i>													
Archives Strategic Plan Implementation	575	225	200	50	50	50	575						575
Toronto Meeting Management Information System	385	385					385						385
Mail Security and Mail Room Upgrades	1,100	450	150	500			1,100						1,100
Alternate Voting	3,204	377	1,713	1,114			3,204						3,204
Information Management Infrastructure	3,974	1,500	850	850	700	74	3,974						3,974
Toronto Election Information System (TEIS)	1,765	505	780	480			1,765						1,765
Total Projects to Continue	11,003	3,442	3,693	2,994	750	124	11,003	-					11,003
<i>Begin:</i>													
Election Voters' List Enh. Using City Databases			400	400			800						800
Total Projects to Begin			400	400			800						800

The 2012 Recommended Capital Budget provides funding of \$3.442 million to:

- *Continue:*
 - The Archive Strategic Plan Implementation project (\$0.575 million)
 - The Toronto Meeting Management Information System (TMMIS) project (\$0.385 million)
 - The Mail Security and Mail Room Upgrades project (\$1.100 million)
 - Alternate Voting project (\$3.204 million)
 - Information Management Infrastructure project (\$3.974 million)
 - Toronto Election Information System (TEIS) (\$1.765 million)
- *Begin:*
 - The Election Voters' List Enhancement Using City Databases (\$0.890 million) that will amend obvious mistakes in the voters' list using information existing City databases. Project start has been deferred to 2012 as awaiting outcome of My Toronto portal and the enterprise architecture. Project cashflow of \$0.090 million will be carried forward to 2012.

PART IV: ISSUES FOR DISCUSSION

Future Year Issues

New Vote Counting System

During the 2010 Capital Budget deliberations, the City Clerk was directed to pursue every option to replace the vote counting equipment, including co-ordination with other municipalities, assistance from the Provincial government and technologies that may be available in the future and that the City Clerk begin her research and investigation immediately following the 2010 Municipal Election.

Licenses for the existing vote counting equipment expires after the 2014 election and will no longer be supported by the vendor.

Options are currently being reviewed. Funding is included in 10–Year Recommended Capital Plan as an estimate only and further research will be required to determine the appropriate technology that meets the Clerk's business requirements. Project cost estimates will be adjusted once viable options are determined.

Adequacy of Election Reserve Fund

Election Reserve fund will be depleted after the 2014 Municipal Election with no buffer for increased expenses or by-elections required before 2014. This issue will need to be addressed in the annual operating budget process in 2013 or earlier.

Appendix 1

2011 Performance

2011 Key Accomplishments

In 2011, the following results were achieved:

- ✓ Launched attendance and voting information in Toronto Meeting Management Information System (TMMIS) in open data format.
 - The project won a CAMA Willis Award for Innovation, Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) E.A., Danby Award for Excellence in Municipal Administration and Municipal Information Systems Association (MISA) Award for Service to Citizens.
- ✓ Completed the Archives Strategic Plan to re-focus the capital project towards improving the customer service experience through the reconfiguration of the existing Archive Facility.
 - Received design of reconfigured space.
- ✓ Completed the Wedding Chamber Renovation.
- ✓ Completed the core components of the Public Appointments Database.
- ✓ Began the Digital Asset Library with phased roll out.
- ✓ Refreshed the mail rooms in Etobicoke and Scarborough Civic Centres.

2011 Capital Variance Review

**2011 Budget to Actuals Comparison – Total Gross Expenditures
(In \$000s)**

2011 Approved	Actuals as of September 30th (3rd Qtr Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$	% Unspent
5,067	1,744	34.4%	3,650	72%	1,417	28%

- As of September 30 2011, the City Clerk's Office spent \$1.744 million or 34.4% of the 2011 Approved Capital Budget of \$5.067 million.
- The City Clerk's Office is projecting spending of \$3.650 million or 72% of the 2011 Approved Capital Budget of \$5.067 million, by year end.
- Projects are all underway and proceeding, with exception of the Election Voters List Enhancement Using City Data project. This project is on hold pending the outcome of My Toronto portal and enterprise architecture.
- City Clerk's Office will be carrying forward 2011 anticipated unspent funds into 2012.

Appendix 2

10 – Year Recommended Capital Plan Project Summary

Project	2012 Budget	2013	2014	2015	2016	2017	2018	2019	2020	2021	2012-2021
Toronto Election Information System (TEIS)	505	780	480	400	550	700	500	420	578	735	5,648
Archives Strategic Plan Implementation	225	200	50	350	350	300					1,475
Implementation of New Vote Counting System				150	14,980	480					15,610
TO Meeting Mgmt Info Sy (TMMIS) for City & Public	385	390	400	510							1,685
Wedding Chambers Renovations										400	400
Printing Equipment Replacement Plan 2014-2019			200	500	550		300	300			1,850
TMMIS SOGR					417	427	680	700	700	700	3,624
Council Chamber Refresh				300					249	300	849
Alternate Voting	377	1,713	1,114	100	700	1,000	200				5,204
Access to Information SOGR						200	250	460	600		1,510
Information Management Infrastructure	1,500	850	850	700	74						3,974
Information Management SOGR						190	1,000	1,170	551		2,911
Council Transition System Changes			100	400				100	400		1,000
IP Workflow Management System SOGR						285	310	70		1,100	1,765
Registry Service Tracking System (RSTS) SOGR				20	365						385
Toronto Gaming Information System (TGIS) SOGR				20	365						385
Mail Security and Mail Room Upgrades	450	150	500								1,100
Election Voters' List Enh. using City Databases		400	400								800
Records Centre Tracking System			145	350	130				70	70	765
Total	3,442	4,483	4,239	3,800	18,481	3,582	3,240	3,220	3,148	3,305	50,940

Appendix 3

2012 Recommended Capital Budget; 2013 to 2021 Capital Plan

Appendix 4

2012 Recommended Cash Flow and Future Year Commitments

Appendix 5

2012 Recommended Capital Project with Financing Details

Appendix 6

2012 Reserve / Reserve Fund Review

Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals										2012 - 2021 Total
			2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	
Clerk's Equipment Reserve XQ1507	Beginning Balance	\$229	229	443	658	673	387	(78)	187	151	116	311	3,076
	Total Proposed Withdrawals		(50)	(50)	(250)	(550)	(730)	0	(300)	(300)	(70)	(70)	(2,370)
Projected Contributions		265	265	265	265	265	265	265	265	265	265	2,647	
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$229	443	658	673	387	(78)	187	151	116	311	505	3,353

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec. 31, 2011 *	Proposed Withdrawals										2012 - 2021 Total
			2012 Rec. Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	
Clerk's Election Reserve XR1017	Beginning Balance	\$3,870	3,870	5,848	6,610	887	442	2,552	4,124	(1,258)	(2,302)	73	20,848
	Total Proposed Withdrawals		(6,927)	(7,538)	(14,023)	(8,745)	(6,190)	(6,728)	(13,682)	(9,345)	(5,925)	(6,178)	(85,280)
Projected Contributions		8,905	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	83,605
TOTAL RESERVE FUND BALANCE AT YEAR-END		\$3,870	5,848	6,610	887	442	2,552	4,124	(1,258)	(2,302)	73	2,195	19,173