Toronto 2014 BUDGET

CAPITAL ANALYST NOTES

City Clerk's Office

2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

2014 – 2023 Capital Budget and Plan Highlights

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work, and opening government.

The City Clerk's Office is responsible for assets valued at $69.399 million providing the systems and the tools to support the City Clerk's mission of building public trust and confidence in local government.

The 10-Year Recommended Capital Plan provides funding to enable the City Clerk's Office to deliver its legislated responsibilities in elections, supporting Council decision-making, and providing lifecycle management of City information.

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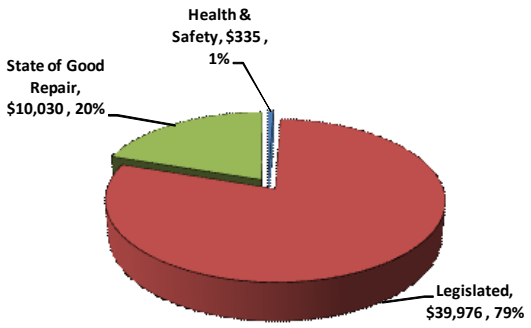
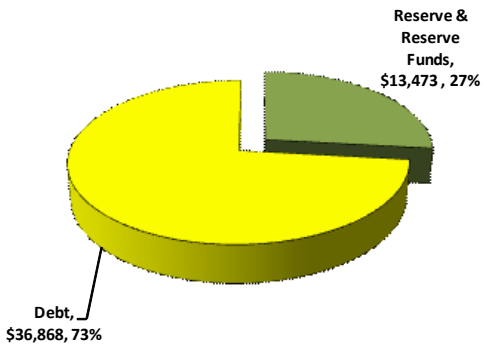
Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures $50.341 ($Million)



2014-2023 Capital Budget and Plan by Funding Source $50.341 ($Million)



Where does the money go?

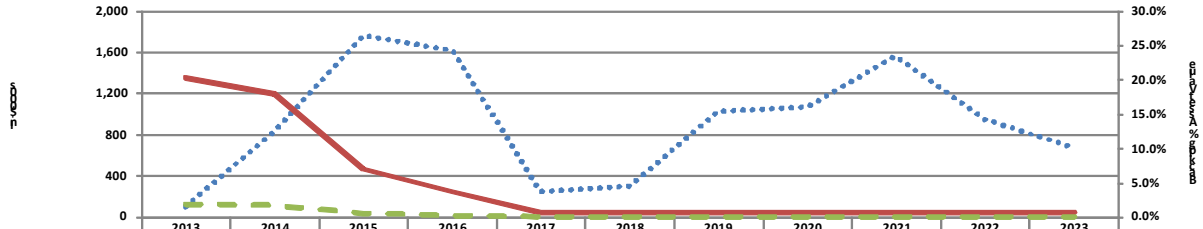
The 2014–2023 Recommended Capital Budget and Plan totals $50.341 million to support the City Clerk's Office statutory responsibilities in electing government, making government work and opening government.

Where does the money comes from?

The 10-year Recommended Capital Plan requires new debt funding of $36.868 million, which is in line with the debt affordability guideline in each year of the 10-year planning period.

- Debt funding of $36.868 million comprises 73.2% of the City Clerk's Office 10-year capital funding.
- Other sources of funding include Reserves/Reserve Funds of $13.473 million or 26.8%. This funding source will primarily be utilized to address election-related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from the Equipment Reserves.

State of Good Repair Backlog



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SOGR Funding	108	825	1,760	1,620	250	300	1,025	1,070	1,560	945	675
Accumulated Backlog Est.	1,350	1,200	465	250	50	50	50	50	50	50	50
Backlog % of Asset Value	1.9%	1.7%	0.6%	0.3%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%

The 10-Year Recommended Capital Plan spending on State of Good Repair is $10.030 million which will reduce the backlog from 1.9 % as a percentage of asset value in 2013 to 0.1% in 2023.

Key Challenges and Priority Actions

The Future of Elections Administration –Elections administration is changing. The requirements for vote counting equipment and corresponding support software will face significant changes with alternative voting strategies such as internet voting. A number of reviews requested by Council s will also impact future elections administration. The elections-related projects included in the City Clerk's Office 10-year Capital Plan are based on current information. This plan will be adjusted when decisions by City Council and updated information becomes available. Any change to the Municipal Elections Act may also have significant impact.

2014 Capital Budget Highlights

The 2014 Total Recommended Capital Budget including carry forwards for City Clerk's Office of $6.021 million comprises:

- The Toronto Election Information System ($2.439 million), a multi-module system that supports all aspects of the municipal election;
- The Infrastructure to Support Council and Committee Meetings project ($0.425 million) which promotes greater public access to Committee meetings through web-streaming, and provides for system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings;
- The Alternate Voting project ($0.513 million), which has 2 phases with the goal of implementing robust, secure and easily accessible alternative voting options for the 2018 or 2022 elections;
- The Information Management Infrastructure project ($1.458 million), including Electronic Document & Record Management Solution (EDRMS), Open Information project and the Forms Management project.

II: RECOMMENDATIONS

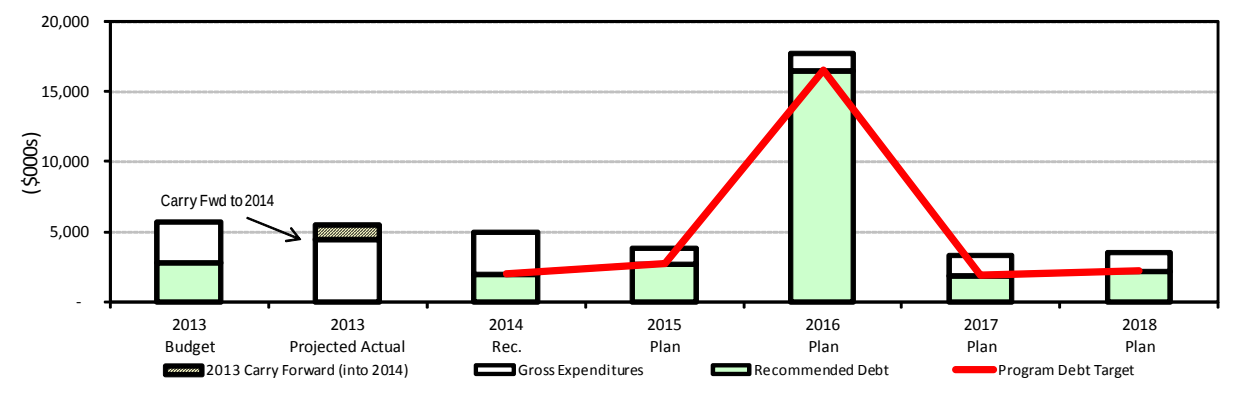
Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for the City Clerk's Office with a total project cost of $3.761 million, and 2014 cash flow of $6.021 million and future year commitments of $4.121 million comprised of the following:
   a) New Cash Flow Funding for:
      i) 12 new / change in scope sub-projects with a 2014 total project cost of $3.761 million that requires cash flow of $1.500 million in 2014 and a future year cash flow commitments of $1.455 million in 2015; $0.556 million in 2016; $0.050 million in 2017; $0.165 million in 2018; and $0.035 million in 2019.
      ii) 10 previously approved sub-projects with a 2014 cash flow of $3.495 million; and a future year cash flow commitments of $0.710 million in 2015; $0.200 million in 2016; $0.150 million in 2017; $0.235 million in 2018; and $0.565 million in 2019; and
   b) 2013 approved cash flow for 8 previously approved sub-projects with carry forward funding from 2013 into 2014 totaling $1.026 million.
2. City Council approve new debt service costs of $0.035 million in 2014 and incremental debt costs of $0.253 million in 2015, $0.571 million in 2016, $1.728 million in 2017, $0.233 million in 2018, $0.274 million in 2019, $0.301 million in 2020, $0.301 million in 2021, $0.292 million in 2022 and $0.240 million in 2023 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets.
3. City Council approve the 2015-2023 Recommended Capital Plan for the City Clerk's Office totaling $41.225 million in project estimates, comprised of $1.685 million in 2015; $17.000 million in 2016; $3.182 million in 2017; $3.140 million in 2018; $2.845 million in 2019; $3.148 million in 2020; $4.055 million in 2021; $3.170 million in 2022; and $3.000 million in 2023.
4. City Council consider operating costs of $0.272 million net in 2014, $0.135 million net in 2015; $0.239 million net in 2016; $0.125 million in 2017; and $0.085 million in 2019 emanating from the approval of the 2014 Recommended Capital Budget for inclusion in the 2014 and future year operating budgets.
5. City Council approve 11.0 temporary capital positions for the delivery of new 2014 capital projects and that the duration for each temporary position not exceed the life and funding of its respective project / sub-project.

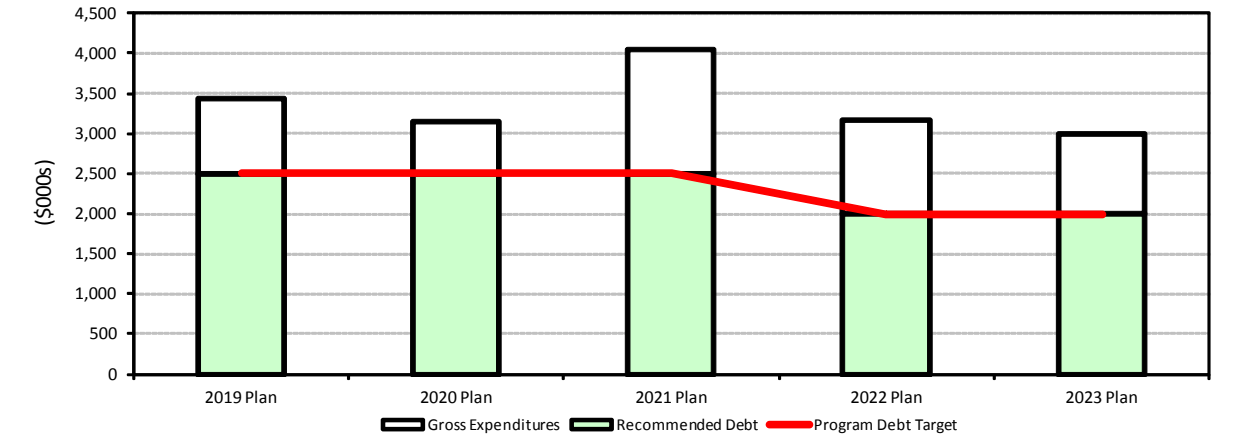
III: 10-YEAR CAPITAL PLAN

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



	2013		2014 Budget and 2015 - 2018 Plan						
	Budget	Projected Actual	2014	2015	2016	2017	2018	2014 - 2018	5-Year Total Percent
Gross Expenditures:									
2013 Capital Budget & Approved FY Commitmen	5,694	4,511	3,495	710	200	150	235	4,790	14.3%
Recommended Changes to Approved FY Commitments								-	
2014 New/Change in Scope and Future Year Commitments			1,500	1,455	556	50	165	3,726	11.1%
2015- 2018 Capital Plan Estimates				1,685	17,000	3,182	3,140	25,007	74.6%
2-Year Carry Forward for Reapproval								-	
1-Year Carry Forward to 2014		1,026	→						
Total Gross Annual Expenditures & Plan	**5,694**	**4,511**	**4,995**	**3,850**	**17,756**	**3,382**	**3,540**	**33,523**	**100.0%**
Program Debt Target			**1,995**	**2,750**	**16,501**	**1,882**	**2,240**	25,368	
Financing:									
Recommended Debt	**2,851**		**1,995**	**2,750**	**16,501**	**1,882**	**2,240**	**25,368**	**75.7%**
Reserves/Reserve Funds	2,812		3,000	1,100	1,255	1,500	1,300	8,155	24.3%
Development Charges								-	
Provincial/Federal								-	
Debt Recoverable								-	
Other Revenue	31							-	
Total Financing			**4,995**	**3,850**	**17,756**	**3,382**	**3,540**	**33,523**	**100.0%**
By Project Category:									
Health & Safety	708		150					150	0.4%
Legislated	4,878		4,020	2,090	16,136	3,132	3,240	28,618	85.4%
SOGR	108		825	1,760	1,620	250	300	4,755	14.2%
Service Improvement								-	
Growth Related								-	
Total by Project Category			**4,995**	**3,850**	**17,756**	**3,382**	**3,540**	**33,523**	**100.0%**
Asset Value ($) at year-end		**69,399**	**71,982**	**79,219**	**80,592**	**82,591**	**84,258**		
Yearly SOGR Backlog Estimate (not addressed by current plan)			(150)	(735)	(215)	(200)	-		
Accumulated Backlog Estimate (end of year)		1,350	1,200	465	250	50	50		
Backlog: Percentage of Asset Value (%)		1.9%	1.7%	0.6%	0.3%	0.1%	0.1%		
Debt Service Costs			35	253	571	1,728	233	2,820	
Operating Impact on Program Costs			272	135	239	125		771	
New Positions			2	1	2			5	

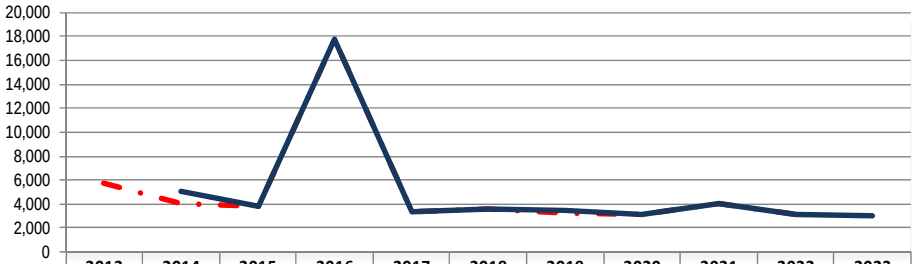
10 - Year Capital Plan
2019 - 2023 Recommended Plan
(In $000s)



	2019 - 2023 Capital Plan						
	2019	2020	2021	2022	2023	2014 - 2023	10-Year Total Percent
Gross Expenditures:							
2013 Capital Budget & Approved FY Commitments	565					5,355	10.6%
Recommended Changes to Approved FY Commitments						-	
2014 New/Change in Scope and Future Year Commitments	35					3,761	7.5%
2019 - 2023 Capital Plan Estimates	2,845	3,148	4,055	3,170	3,000	41,225	81.9%
Total Gross Annual Expenditures & Plan	**3,445**	**3,148**	**4,055**	**3,170**	**3,000**	**50,341**	**100.0%**
Program Debt Target	**2,500**	**2,500**	**2,500**	**2,000**	**2,000**	**36,868**	
Financing:							
Recommended Debt	2,500	2,500	2,500	2,000	2,000	36,868	73.2%
Reserves/Reserve Funds	945	648	1,555	1,170	1,000	13,473	26.8%
Development Charges						-	
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
Total Financing	**3,445**	**3,148**	**4,055**	**3,170**	**3,000**	**50,341**	**100.0%**
By Project Category:							
Health & Safety				185		335	0.7%
Legislated	2,420	2,078	2,495	2,040	2,325	39,976	79.4%
SOGR	1,025	1,070	1,560	945	675	10,030	19.9%
Service Improvement						-	
Growth Related						-	
Total by Project Category	**3,445**	**3,148**	**4,055**	**3,170**	**3,000**	**50,341**	**100.0%**
Asset Value($) at year-end	**88,576**	**89,060**	**89,520**	**90,185**	**94,998**		
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)	50	50	50	50	50		
Backlog: Percentage of Asset Value (%)	0.1%	0.1%	0.1%	0.1%	0.1%		
Debt Service Costs	274	301	301	292	240	4,228	
Operating Impact on Program Costs	85					856	
New Positions	0.3					5	

Key Changes to the 2013 - 2022 Approved Capital Plan

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



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
2013 - 2022 Capital Budget & Plan	5,694	4,075	3,800	17,781	3,382	3,540	3,220	3,148	4,055	3,095	
2014 - 2023 Rec'd Capital Budget & Plan		4,995	3,850	17,756	3,382	3,540	3,445	3,148	4,055	3,170	3,000
Change %		22.6%	1.3%	-0.1%	0.0%	0.0%	7.0%	0.0%	0.0%	2.4%	
Change $		920	50	(25)	0	0	225	0	0	75	

The 2014 Recommended Capital Budget and the 2015 - 2023 Recommended Capital Plan reflect an increase of $1.245 million from the 2013 to 2022 Approved Capital Plan, while remaining within debt targets.

The changes to the 2013 – 2022 Approved Capital Plan arise from the reprioritization of the City Clerk's Office capital projects based on the following:

- The Toronto Election Information System (TEIS) requires cash flow funding increases of $0.995 million in the first 5 years of the Capital Plan for the following:
  - In order to meet business requirements for the 2014 election, cash flows of $2.725 million is required for the TEIS Maintenance & Upgrade 2014 sub-project with funding of $0.400 million reallocated in 2015 from the TEIS 2018 sub-project for a net increase of $0.995 million to the TEIS project in the first 5 years.
- The Archives Strategic Plan project requires cash flow increases of $0.250 million in the first 5 years and $0.475 million in the second 5 years of the Capital Plan for the following reasons:
  - A reconfigured facility is required to enable the Program to improve on-site customer service experience, meet the needs of researchers, prove safe and secure storage of the City's archival materials meet AODA accessibility requirements, and facilitate the public access to the City's archival records. Construction will begin in 2015.
  - A refresh of the Archives Research Hall and the Digitalization Laboratory requires increased cash flow funding of $0.400 million in 2022 as they were last renovated in 2012.
  - The Archives SOGR project requires cash flow funding of $0.075 million in 2022 for equipment upgrades.

- Cash flow funding for the Toronto Meeting Management Information System (TMMIS) Phase 3 is reduced by $0.140 million in 2014 and $0.290 million in 2015 to reflect the development resources needed for the Phase's scope of work.
- The TMMIS SOGR has reduced cash flow estimates by $3.594 million over the 10 year period in order to allow the system to stabilize through sustainment. Funding has been reallocated to other priority projects, namely the Infrastructure to Support Council Meeting Proceedings and the Council Transition System Changes projects.
- A refresh of the wedding chambers is targeted for 2021 for $0.100 million, 10 years after the last renovation.
- Funding of $0.225 million for the Printing Equipment Replacement Plan project has been deferred from 2016 to 2019 based on the business unit's assessment of current conditions and projected life of the 3 small format printing presses.
- The Infrastructure to Support Council/Committee Meeting Proceedings requires an increase of $2.141 million over the 10 year period.
  - The Infrastructure to Support Council/Committee Meetings project requires an increase of $1.000 million in the first 5 years of the 2014-2023 Capital Plan period. This project will integrate and upgrade the Request to Speak (RTS) and vote systems in the Council Chamber, migrate Committee Rooms 1 and 2 from analog to digital TV production, provide network or service connection to enable webstreaming of Council and Council Committee proceedings, and upgrade the photo-video studio to support podcasts and chamber broadcasts.
  - The Council, Committee Rooms & Community Council Refresh sub-project has increased by $1.141 million in the second 5 years of the Capital Plan period to upgrade/replace the furniture, hardware and systems required to support Council, Council Committee and Community Council Meetings.
- The Alternate Voting Project requires an increase of $0.175 million over the next 10 years for business requirements analysis, voting methods evaluation, infrastructure and security requirements analysis and then a pilot through e-polling to verify feasibility research.
- The Information Management Infrastructure project supports the City's strategic plan and direction of open government by design and supports the City's requirements for managing its information through the information life cycle. It comprises three sub-projects:
  - The Enterprise Document and Records Management Solution (EDRMS) sub-project is a solution to enable City services to effectively manage the information they receive and use in all formats through its lifecycle. It has previously approved cash flow funding of $1.029 million over the 10 year period. The cash flow requirements have been reduced by $0.069 million to $0.960 million for the remaining implementation timeline to reflect adjusted project requirements.
  - The Forms Management sub-project is a customer service initiative to simplify how the City receives requests for service. This project identifies, develops and migrates the

more than 1,000 City forms to a new platform that is compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and acquires enterprise software to ensure all City forms meet AODA requirements. Cash flows are increased by $0.038 million in 2014 and $0.300 million in 2015 respectively as the timeline needs to be extended given this project's dependency on the EDRMS project's implementation.

- The Open Information sub-project will enable the public to access City information and database easily and to order and pay for Freedom Information requests and Archives materials through an on-line portal. Additional funding of $0.035 million is required in 2014 to complete the project deliverables. Cash flow funding has been deferred from 2016 ($0.050 million) to 2017 and $0.165 million to 2018 to allow for enterprise systems such as EDRMS to be successfully implemented before replacing the archival application.

- Cash flow funding for the Information Management Infrastructure SOGR project has been reallocated throughout the 10 year period to reflect the delayed implementation and roll-out of the ongoing EDRMS project, with net increase of $0.075 million over the 10 year period. The Digital Asset Library SOGR sub-project project has been accelerated from 2018 to 2017 as the system would be at least 7 years old and will require an upgrade to incorporate changes in the business processes of Information Production and any technological advancements.
- The Council Transition System Changes project is required to meet the requirements of the new Council. Updates will be completed for the 2014, 2018 and 2022 Elections. This project includes SOGR for the public appointments database and the system for electronic reporting of Councillor expenses. The updates to the systems are needed to ensure functionality is maintained, new technological developments are incorporated, and policy and business process changes are reflected and system is supported. This project will require an increased of $1.376 million in the next 10 years.
- The Registry Service Tracking System SOGR project reflects increases in 2016, 2017 and 2018, totaling $0.365 million. New components to the system are added for the liquor licencing application, and the corporate replacement of the CLASS system, which is an enterprise system maintained by the I&T Division.
- The Mail Security & Mail Room Upgrade project has been reduced in 2014 and 2015 to reflect completion of this project in 2013. The Mail Security & Mail Room Upgrade 2022 project has been added at a cost of $0.185 million in 2022 to maintain the mail rooms in a state of good repair.
- The Constituency Management System project will not be requiring additional cash flows in 2014.

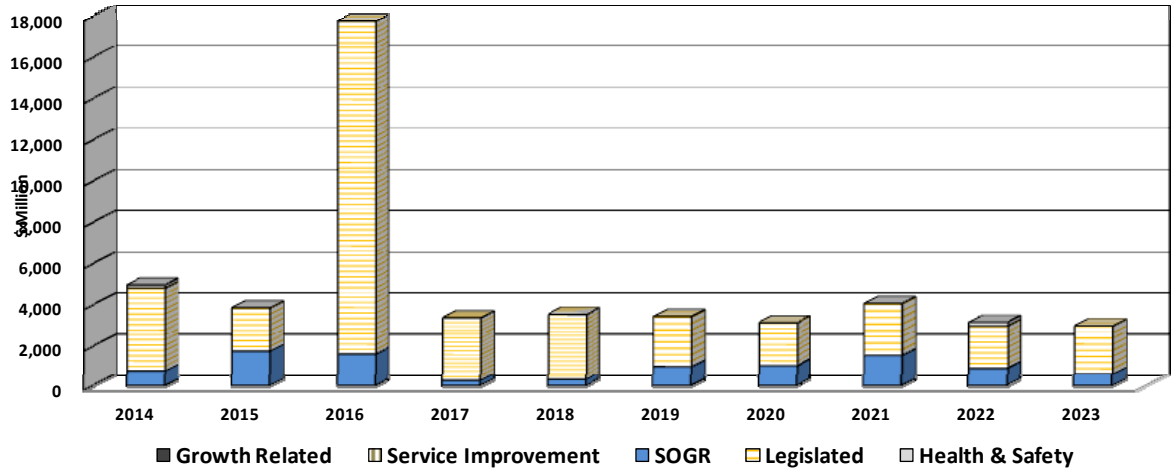
The following chart details the key project cash flow changes to the 2014 – 2022 Approved Capital Plan.

Summary of Project Changes
(In $000s)

	Total Project Cost	2014		2015		2016		2017		2018		2014 - 2018		2014 - 2022		Revised Total Project
		Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	Gross	Debt	
Previously Approved																
Toronto Election Information System (TEIS)	9,493	995		-								995	-	995	-	10,488
Archives Strategic Plan Implementation	1,768			435	435	(85)	(85)	(100)	(100)			250	250	250	250	2,018
Archives Strategic Plan Implementation SOGR												-	-	475	400	475
TMMIS Phase 3	1,030	(140)	(140)	(290)	(290)							(430)	(430)	(430)	(430)	600
TMMIS SOGR	4,824			(400)	(400)	(517)	(517)	(427)	(427)	(680)	(680)	(2,024)	(2,024)	(3,594)	(3,594)	1,230
Wedding Chambers Renovation	400											-	-	100	100	500
Printing Equipment Replacement	1,850					(225)						(225)	-	-	-	1,850
Infrastructure to Support Council/Committee Meeting Proceedings	849	425	425	25	25	550	550					1,000	1,000	2,141	2,141	2,990
Alternate Voting	4,069	(75)		50		200						175	-	175	-	4,244
Information Management Infrastructure	5,466	(11)	(11)	315	315	(150)	(150)	50	50	165	165	369	369	404	404	5,870
Information Management Infrastructure SOGR	4,175					(9)	(9)	325	325	345	345	661	661	675	675	4,250
Acess to Information SOGR	600							(100)	(100)	(500)	(500)	(600)	(600)	(600)	(600)	-
Council Transition System Changes	1,000	160	160	165	165	156	156			600	600	1,081	1,081	1,376	1,376	2,376
Registry Service Tracking System SOGR	385					50	50	250	250	65	65	365	365	365	365	750
Toronto Gaming Information System SOGR	385							2	2	5	5	7	7	7	7	392
Mail Security & Mail Room Upgrades	1,300	(250)	(250)	(250)	(250)							(500)	(500)	(315)	(315)	985
Constituency Management System	230	(134)	(134)									(134)	(134)	(134)	(134)	96
Records Centre Tracking System SOGR	835					5	5					5	5	5	5	840
First & Second Floor Health & Safety Remediation	300	(50)	(50)									(50)	(50)	(50)	(50)	250
Total Previously Approved	38,959	920	-	50	-	(25)	-	-	-	-	-	945	-	1,845	600	40,204
Total Changes	**38,959**	**920**	**-**	**50**	**-**	**(25)**	**-**	**-**	**-**	**-**	**-**	**945**	**-**	**1,845**	**600**	**40,204**

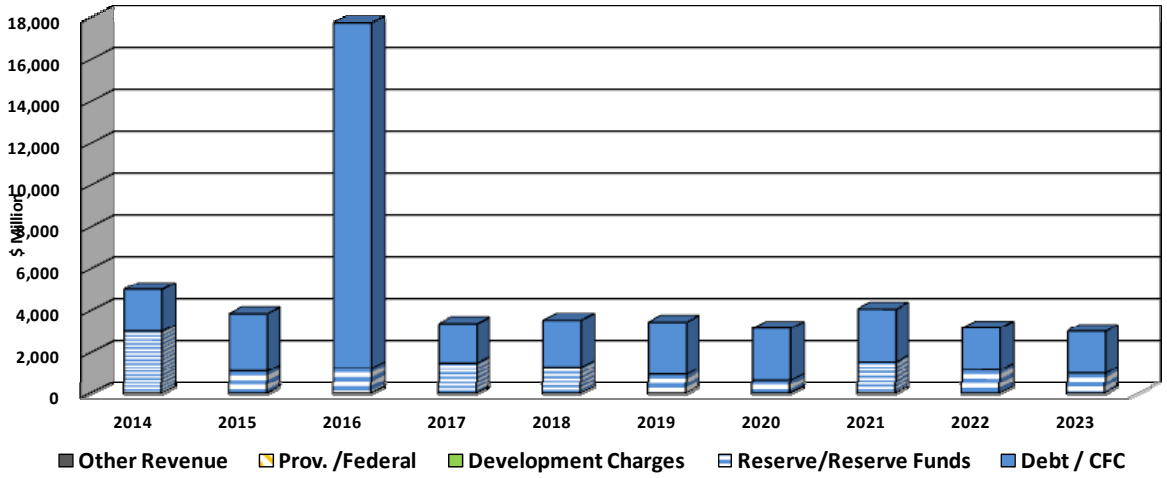
2014 – 2023 Recommended Capital Plan

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



- The 10-Year Recommended Capital Plan for the City Clerk's Office of $50.341 million provides funding for Legislated projects of $39.976 million; State of Good Repair (SOGR) projects of $10.030 million; and Health and Safety projects of $0.335 million.
- Legislated projects total $39.976 million and represent 79.4% of projects funding in the 10-Year Recommended Capital Plan. In the first five years of the Capital Plan, Legislated projects comprise of $28.618 million or 85.4% of total project funding during that period. The majority of this funding or $15.610 million is recommended to replace the vote counting equipment. In the second five years of the Capital Plan period the investment in Legislated projects decreases to $11.358 million or 67.5% of the total capital investment.
- State of Good Repair projects represent $10.030 million or 19.9% of project funding included in the 2014-2023 Recommended Capital Plan. In the first five years of the 10-Year Recommended Capital Plan period, SOGR projects represent $4.755 million or 14.2%. During the second five years of the Capital Plan, SOGR projects total $5.275 million or 31.4% during that period.
- Health and Safety projects total $0.335 million and represent 0.7% of the 10-Year Recommended Capital Plan. In the first five years of the 10-Year Recommended Capital Plan period, Health and Safety projects represent $0.150 million or 0.4%. During the second five years of the Capital Plan, Health and Safety projects total $0.185 million or 0.7% of the total during that period.

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



- The 10-Year Recommended Capital Plan of $50.341 million will be funded by $36.868 million of debt, and $13.473 million from Reserve / Reserve funds.
- Debt accounts for $25.368 million or 75.7% of the funding for the first five years of the 10 Year Capital Plan and amounts to $36.868 million or 73.2% of the 10-Year Recommended Capital Plan.
  - The first 5 years of the 10-Year Recommended Capital Plan period includes the replacement of the new vote counting system. This project requires $15.610 million of debt funding.
  - The 10-Year Recommended Capital Plan meets the debt affordability target of $36.868 million in each of the 10 years.
- Reserve and Reserve Funds constitute $8.155 million or 24.3% of required funding in the first 5 years and $13.473 million or 26.8% over 10 years. This financing source will primarily be utilized to address election-related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from the Equipment Reserves.

Capital Initiatives by Category

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

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
Health & Safety											
Mail Security & Mail Room Upgrades									185		185
First & Second Floor Health & Safety Remediation	150										150
Sub-Total	**150**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**185**	**-**	**335**
Legislated											
Implementation of New Vote Counting System		150	14,980	480							15,610
Toronto Election Information System (TEIS)	2,325	400	550	700	500	420	578	735	525	425	7,158
Information Management Infrastructure	870	725		200	400	600					2,795
Alternate Voting	425	150	200	750	500			750	500	500	3,775
Council Transition System Changes	260	565	156		600	600	195			800	3,176
Information Management SOGR			200	650	500	500	1,000	700	700	600	4,850
TMMIS SOGR						300	305	310	315		1,230
Registry Services Systems SOGR			50	300	400						750
Toronto Gaming Info System (TGIS) SOGR				52	340						392
TO Meeting Mgmt Info system (TMMIS)	140	100									240
Sub-Total	**4,020**	**2,090**	**16,136**	**3,132**	**3,240**	**2,420**	**2,078**	**2,495**	**2,040**	**2,325**	**39,976**
State of Good Repair											
Infrastructure to Support Council/Committee Meetings	425	325	550			500	600	590			2,990
Printing Equipment Replacement Plan	200	500	325		300	525					1,850
Archives Strategic Plan Implementation	200	785	265	250							1,500
Archives Strategic Plan Implementation SOGR									475	675	1,150
IP Workflow Mgt System SOGR							400	400	400		1,200
Wedding Chambers Renovations								500			500
Records Centre Tracking System		150	480				70	70	70		840
Sub-Total	**825**	**1,760**	**1,620**	**250**	**300**	**1,025**	**1,070**	**1,560**	**945**	**675**	**10,030**
Total Expenditures by Category	**4,995**	**3,850**	**17,756**	**3,382**	**3,540**	**3,445**	**3,148**	**4,055**	**3,170**	**3,000**	**50,341**

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 statutory services of electing government, making government work and opening government.

Health and Safety

- Health and Safety projects total $0.335 million and represent 0.7% of project funding allocated in the 10-Year Recommended Capital Plan.
  - $0.185 million has been recommended for the Mail Security and Mailroom Upgrade Project in 2022 to ensure that the workspace, workflow and security requirements for the mailrooms meet legislated requirements under the Occupational Health & Safety Act.
  - *First & Second Floor Health & Safety Remediation* - This project provides funding of $0.150 million for Facilities Management to review, design and reconfigure the Council

Reception areas in 2014 so that they are compliant with health and safety standards, especially with regard to work place violence mitigation. The remediation of City Clerk's Office offices located at 1N at City Hall is ongoing and is expected to be completed in 2013.

Legislated

- Legislated projects total $39.976 million or 79.4% of project funding in the 10-Year Recommended Capital Plan.
  - The *Implementation of the New Vote Counting System* project. Funding in the amount of $15.610 million is recommended in order to ensure a new system is in place for the 2018 election. The City currently owns 1,850 optical scan vote counting units with a wireless modem for the transmission of election night results. These vote counting units were purchased in 2000 from Election Systems and Software Inc. (ES&S). A performance clause that parts and maintenance services would be available for 15 years was included in the agreement. This agreement expires after the 2014 election. 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.
  - *The Toronto Election Information System* project is a multi-module system requiring funding of $7.158 million that supports all aspects of the municipal election. The City Clerk is mandated by the *Municipal Elections Act 1996* to conduct an election in compliance with legislation. This project will help ensure readiness to administer open, fair and accessible elections at any time.
  - *The Alternate Voting* project requires funding of $3.775 million over the next 10 year period of which $1.750 million is for SOGR. The project investigates different voting technologies, including internet voting. The project will be divided into two phases. Phase 1 in 2011 to 2014 will involve business requirements analysis, voting methods evaluation and infrastructure and security requirements analysis and then a pilot through e-polling to verify feasibility research in 2013 to 2014. Phase 2 will include an evaluation of the pilot results with the goal of implementing robust, secure and easily accessible alternative voting options for the 2018 or 2022 elections.
  - *The Information Management Infrastructure project* requires 10 year funding of $7.645 million to support the City's strategic plan & direction of open government. The project advances the City's Information Management Program and Framework, provides the fundamental building blocks for a rigorous information management infrastructure and allows the public easy access to City information. Key deliverables include an integrated solution to effectively support a desktop application to manage current electronic records, replace Livelink, the current application to manage inactive records and provide integrated access to archival records. In addition, the project will implement a virtual records centre for the long term preservation and retrieval of electronic records and manage the City's e-forms. It comprises three sub-projects:

- Enterprise Document and Records Management Solution (EDRMS) ($0.960 million) - This multi-year project is a joint effort with the Information & 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 cycle. The project will partner with the Revenue Services Division as the first pilot project. It will provide a common infrastructure that supports initiatives that rely heavily on digital information. The EDRMS will require cash flow funding of $0.960 million over the next 10 year period. Project implementation is ongoing, but cash flow requirements have been adjusted to reflect the new timeline. Project adjustment may be further required.
- Open Information ($1.235 million) – This project will enable the public to access City information and databases easily and order and pay for Freedom of Information requests and Archives materials through an on-line portal.
- Forms Management ($0.600 million) – This project is to identify, develop and migrate the more than 1,000 City forms to a new platform that is compliant with Accessibility of Ontarians Disability Act (AODA) communications requirements. The Forms Management project will require cash flow funding of $0.600 million over the 10 year period.

➢ The *Council Transition System Changes* project requires $3.176 million of funding for application upgrades. As part of transition to a new term of Council, changes to systems or applications are required. This project includes a review of the public appointments database. The other key component of this project involves the system for electronic reporting of councillor expenses and other Protocol applications. The upgrade and SOGR for the system is scheduled in 2015. Upgrades would also be required for the new term of council in 2018 and 2022.

State of Good Repair (SOGR)

- State of Good Repair projects total $10.030 million or 19.9% of project funding in the 10-Year Recommended Capital Plan.

➢ *The Infrastructure to Support Council/Committee Meetings* project requires funding of $2.990 million and reflects the directions of Government Management Committee and Council to promote greater public access to Committee meetings through web-streaming and also the system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings.

The project includes the following components:

a) Upgrade or replacement of the Request to Speak system

b) Upgrade or replacement of the voting system in the chamber

c) Migration from analog to digital video recording of Council/committee meetings

d) Upgrade the photo/video studio to support web-casting, podcasts and web-streaming.

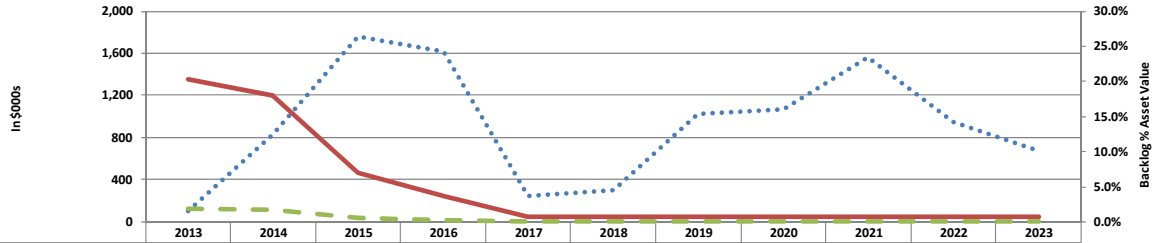
This project is led by the City Clerk's Office in collaboration with Information and Technology and Facilities Management staff.

- *The Printing Equipment Replacement Plan* project requires multi-year funding of $1.850 million for the replacement of printing equipment starting in 2014 until 2019. Existing equipment is at the end of their useful life and will result in downtime, inability to meet deadlines and potential risk of injury to staff if they are not replaced.
- *The Archives Strategic Plan Implementation* project requires funding of $1.500 million. Based on a preliminary feasibility study on the expansion of the Toronto Archives at 255 Spadina Road, an external consultant was engaged to conduct a comprehensive community consultation and visioning exercise to develop a strategic plan for the Archives. The final report recommended the improvement of the on-site customer service experience rather than a full-scale facility expansion project. This involves re-configuring the existing 255 Spadina Road facility and repurposing some of the ground floor space.

  Work on the Research Hall was completed in previous years. In 2014, an RFP will be issued for the detailed drawings and construction of the atrium/display area and the conversion of the current theatre to meet AODA requirements. The contract will be awarded in 2014 for work to be completed in 2015-2017.
- *The Archives Strategic Plan Implementation SOGR* project in 2022-2023 requires cash flow funding of $1.150 million for a refresh to the Archives Research Hall reconfigured in 2012 and a Digitalization Laboratory renovated in 2012 to maintain a state of good repair.
- *The Information Production Workflow Management System SOGR* project requires $1.200 million of funding to facilitate workflow for design, high-speed copying and printing requests. This system requires an upgrade every 9 to 10 years to meet new technology standards.

State of Good Repair (SOGR) Backlog

SOGR Funding & Backlog
(In $000s)



	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
SOGR Funding	108	825	1,760	1,620	250	300	1,025	1,070	1,560	945	675
Accumulated Backlog Est.	1,350	1,200	465	250	50	50	50	50	50	50	50
Backlog % of Asset Value	1.9%	1.7%	0.6%	0.3%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%

The 10-Year Recommended Capital Plan dedicates $4.755 million to SOGR spending in the first five years of the Plan and $5.275 million over the last five years or an average of $1.000 million annually.

- The SOGR backlog is estimated to be $1.350 million or 2.1% of City Clerk's Office total asset replacement value of $63.493 million by December 31, 2013. This is mainly comprised of SOGR needs for the Archives Strategic Plan Implementation.
- The recommended SOGR funding of $10.030 million will address the backlog during the 10-Year Recommended Capital Plan time frame.
- The SOGR backlog is estimated to be $0.050 million at the end of the first five years and at the end of the second five years due to the Archives Strategic Plan Implementation.

10-Year Capital Plan: Impact on the Operating Budget

Operating Impact Summary
(In $000s)

Program Costs, Revenues and Net ($000s)	2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
2014 Recommended Capital Budget											
Program Gross Expenditure	272.0										272.0
Program Revenue											
Program Costs (Net)	272.0										272.0
Approved Positions	1.8										1.8
2015 - 2023 Capital Plan											
Program Gross Expenditure		135.0	239.0	125.0		85.0					584.0
Program Revenue											
Program Costs (Net)		135.0	239.0	125.0		85.0					584.0
Approved Positions		1.3	2.0			0.3					3.5
Total											
Program Gross Expenditure	272.0	135.0	239.0	125.0		85.0					856.0
Program Revenue											
Program Costs (Net)	272.0	135.0	239.0	125.0		85.0					856.0
Approved Positions	1.8	1.3	2.0			0.3					5.3

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of $0.856 million net over the 2014 – 2023 period. Approved positions will increase by 5.3 over the 10-year time frame.

This is comprised of funding to sustain the following major technology systems once they are completed and operationalized:

- Additional funding of $0.272 million and 1.8 additional positions will be required in 2014 for support and maintenance for the following technology systems:
  - Toronto Meeting Management Information System ($0.110 million, 1.0 position)
  - Alternate Voting project ($0.073 million, 0.5 position)
  - Information Management Infrastructure project ($0.025 million)
  - Forms Management project ($0.032 million)
  - Constituency Management System ($0.032 million, 0.3 position).
- Additional funding of $0.584 million will be required in years 2015-2023 to maintain the following systems once they are completed and operationalized:
  - TMMIS project ($0.202 million)
  - Information Management Infrastructure project ($0.140 million)
  - Council Transition System Changes ($0.028 million)
  - Implementation of the New Vote Counting System ($0.105 million)
  - Records Centre Tracking System ($0.024 million)
  - Access to Information SOGR ($0.085 million).

- Additional 3.5 positions will be required in years 2015-2023 to support and maintain the following systems as they are completed:
  - Toronto Meeting Management Information System (2.0)
  - Information Management Infrastructure project (1.0)
  - Council Transition System Changes project (0.3)
  - Access to Information SOGR project (0.3).

Net Operating Impact by Project
(In $000s)

	2014 Rec'd Budget		2015 Plan		2016 Plan		2017 Plan		2018 Plan		2014 - 2018 Budget & Plan		2019 - 2023 Capital Plan	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved projects														
TMMIS Phase 3	110.0	1.0	100.0	1.0	102.0	1.0					312.0	3.0		
Alternate Voting	73.0	0.5									73.0	0.5		
Enterprise Document & Record Management Solution (EDRMS)	25.0										25.0	-		
Forms Management	32.0		35.0	0.3	105.0	0.8					172.0	1.0		
Constituency Management System	32.0	0.3									32.0	0.3		
Access to Information SOGR													85.0	0.3
Council Transition System Changes					28.0	0.3					28.0	0.3		
Implementation of New Vote Counting System							105.0				105.0	-		
Records Centre Tracking System					4.0		20.0				24.0	-		
Total Receommended (Net)	272.0	1.8	135.0	1.3	239.0	2.0	125.0	-	-	-	771.0	5.0	85.0	0.3

Capital Project Delivery: Temporary Positions

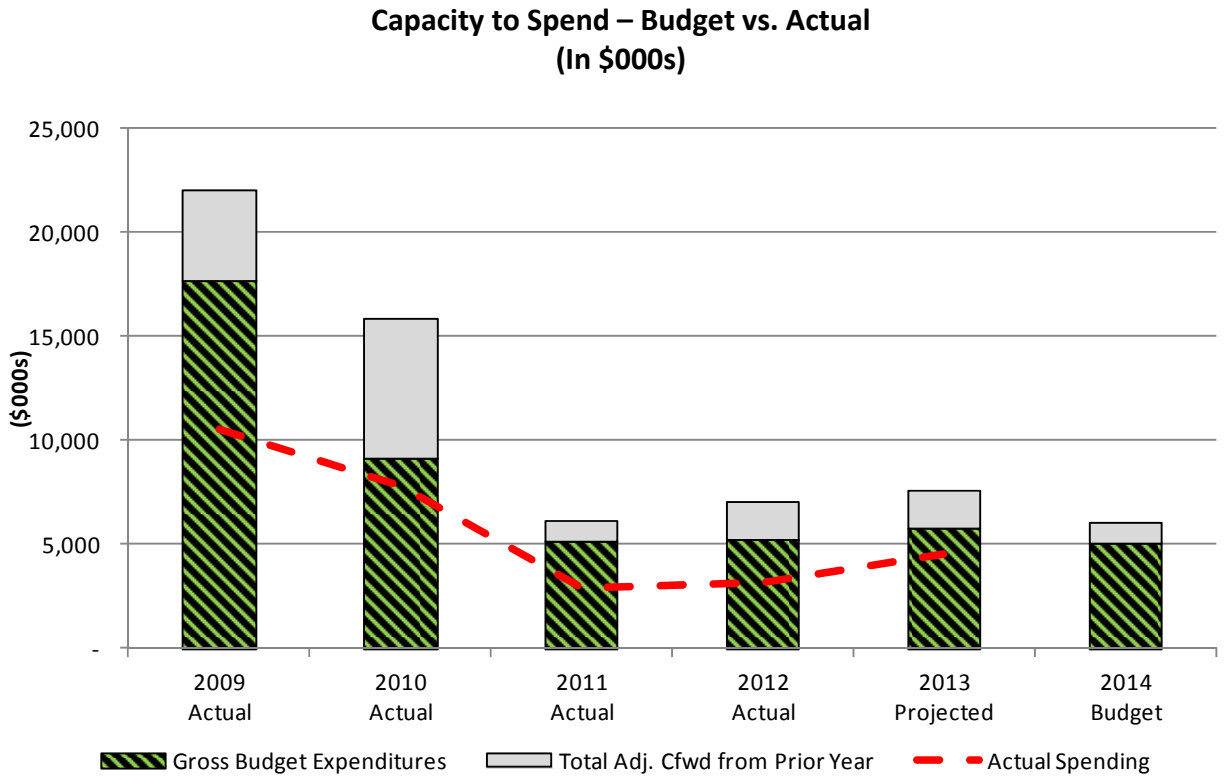
			Project Delivery		Salary and Benefits $ Amount($000s)					
Position Title	**CAPTOR Project Number**	**# of Positions**	**Start Date**	**End Date**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019 - 2023**
System Integrator 2	CLK907133-06	1.50	2014	2015	140.0	100.0				
Senior System Integrator	CLK907368-06	1.50	2014	2014	202.0					
Business System Analyst	CLK907368-15	0.25	2014	2014	50.0					
Senior Information Analyst		1.00	2014	2015	110.0	85.0				
Senior Record & Information Analyst		1.00	2014	2015	102.0	55.0				
System Integrator 1	CLK907372-02	1.00	2014	2014	109.0					
Business Analyst		0.25	2014	2016	29.0	147.0	30.0			
Senior System Integrator	CLK906877-02	0.50	2014	2014	67.0					
Project Co-ordinator		1.00	2014	2014	115.0					
Business Analyst		1.00	2014	2014	110.0					
System Integrator 2		0.25	2014	2014	25.0					
Business Analyst	CLK907361-01	0.75	2014	2014	90.0					
Senior Java Developer		0.50	2014	2014	60.0					
Intermediate Java Developer		0.50	2014	2014	50.0					
Total		**11.0**			**1,259.0**	**387.0**	**30.0**			

The City Clerk's Office 2013 Approved Staff Complement includes 9.75 temporary positions for capital project delivery.

The City Clerk's Office requires 11.0 temporary positions beginning in 2014, a net increase of 1.25 positions from 2013, to complete the following projects:

- *The Toronto Meeting Management Information System (TMMIS)* project requires 1.5 positions to upgrade the current system and allow for added functionality using new technology in the future.
- *The Enterprise Document & Records Management Solution (EDRMS)* project requires 1.5 positions to support initiatives that rely heavily on digital information.
- *The Forms Management* project requires 2.25 positions to reformat all public facing forms using WebWizard and publish the electronic version of forms via a City Forms portal.
- *The Council Transition System Changes 2014* project requires 1.25 positions to make changes to systems or applications to reflect Council needs for the new term 2014-2018.
- *The Toronto Election Information System 2014 (TEIS)* project requires 2.75 positions to upgrade the current system to meet corporate and industry standards, and allow for added functionality for the 2014 Election.
- *The Alternate Voting* project requires 1.75 positions to research new voting methods in addition to evaluating the effectiveness of existing voting channels.
- It is recommended that Council approve these 11.0 temporary capital positions for the delivery of new 2014 – 2023 capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

Capacity to Spend

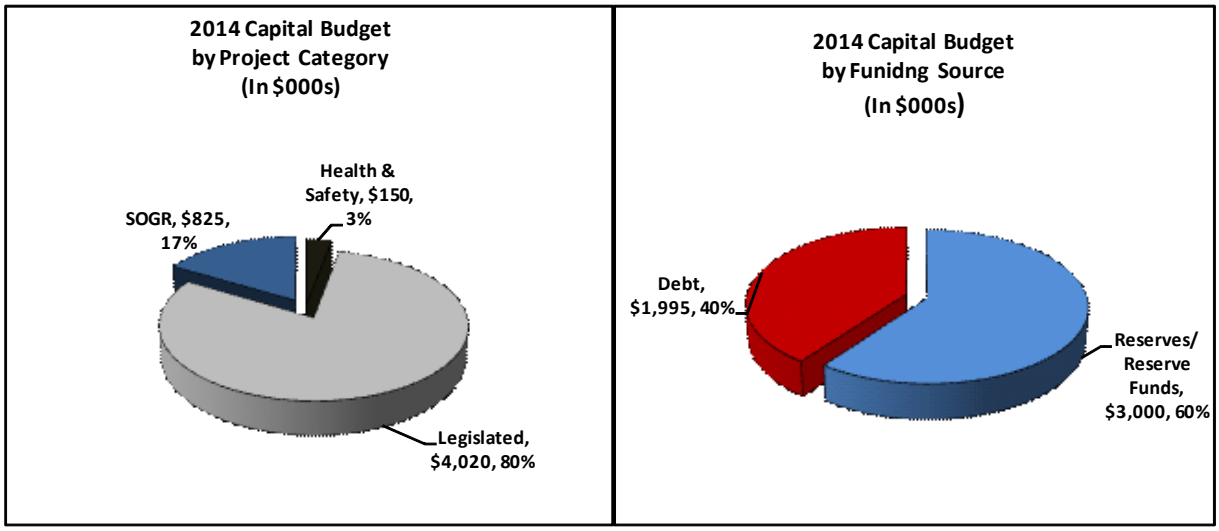


- As of September 30, 2013, City Clerk's Office projects that it will be 79.2% spent by year end. Projects are underway and proceeding.

- The low spending in 2011 and 2012 is mainly attributed to the delays in the Enterprise Document and Records Management Solution (EDRMS) project, a multi-year project in conjunction with the Information & Technology and other City Divisions. The delays were due to:
  - A longer than expected development time for the Request For Proposal (RFP) – the first RFP was executed using the "Champion" (partnership) model with City Clerk's Office, Revenue Services Division and I&T Division
  - A much longer posting of the call (at the request of the vendors)
  - The subsequent complexity of evaluating the bids
  - The negotiation of the Contract and Statement of Work
- In 2013, anticipated under spending for EDRMS at year-end is a result of vendor challenges. The Steering Committee is reviewing options.
- The capacity to spend review has been completed and the 2014-223 Capital Budget and Plan reflects this review.
- The cash flows have been adjusted for projects that are delayed to ensure funding is made available for projects that have been reprioritized without exceeding the debt target.

IV: 2014 RECOMMENDED CAPITAL BUDGET

2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of $4.995 million.

- State of Good Repair projects account for $0.825 million or 16.5% of the 2014 Capital Budget and include the Archives Strategic Plan Implementation project ($0.200 million), Infrastructure to Support Council/Committee Meetings project ($0.425 million) and Printing Equipment Replacement Plan project ($0.200 million).
- Health and Safety projects represent $0.150 million or 3.0% of the 2014 Capital Budget and include First and Second Floor Health & Safety Remediation project ($0.150 million).
- Legislated projects represent $4.020 million or 80.5% of project funding in the 2014 Recommended Capital Budget and include the Toronto Election Information System ($2.325 million), Information Management Infrastructure project ($0.870 million), Alternate Voting project ($0.425 million), Toronto Meeting Management Information System ($0.140 million), and Council Transition System ($0.260 million).
- The 2014 Recommended Capital Budget for City Clerk's Office is partially funded from debt, which accounts for 40% or $1.995 million of capital financing. This is on target with the debt affordability guideline set for this Program in 2014. The largest project funded by debt in 2014, is the Information Management Infrastructure project, requiring $0.870 million or 43.6% of debt funding in 2014.
- The 2014 Recommended Capital Budget is also funded from Reserves / Reserve funds, which accounts for $3.000 million or 60.1% of the 2014 capital financing. The Toronto Election Information System (TEIS) project and the Alternate Voting project are funded from the Election Reserve Fund.

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

	2012 & Prior Year Carry Forward	2013 Previously Approved Cash Flow Commitments	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
Expenditures																
Previously Approved		3,495		3,495	1,026	4,521	710	200	150	235	565					6,381
Change in Scope			475	475		475	465	(150)	50	165	35					1,040
New			885	885		885	890	706								2,481
New w/Future Year			140	140		140	100									240
Total Expenditure		3,495	1,500	4,995	1,026	6,021	2,165	756	200	400	600					10,142
Financing																
Debt		1,615	380	1,995	802	2,797	1,715	706	200	400	600					6,418
Other					21	21										21
Reserves/Res Funds		1,880	1,120	3,000	203	3,203	450	50								3,703
Development Charges																
Provincial/Federal																
Total Financing (including carry forward funding)		3,495	1,500	4,995	1,026	6,021	2,165	756	200	400	600					10,142

The City Clerk's Office 2014 Recommended Capital Budget is $6.021 million including carry forward funding of $1.026 million, and provides $3.495 million for previously approved projects already underway and an increase in funding of $1.500 million for new/change in scope projects.

- Approval of the 2014 Recommended Capital Budget will result in future year commitment of $2.165 million in 2015, $0.756 million in 2016, $0.200 million in 2017, $0.400 million in 2018, and $0.600 million in 2019.
- Reserves / Reserve funds of $3.703 million will fund the Toronto Election Information System (TEIS), Alternate Voting project, Printing Equipment Replacement Plan project, and Archives Strategic Plan Implementation.
- Debt funding of $6.418 million will fund the Archives Strategic Plan Implementation, Toronto Meeting Management Information System, Infrastructure to Support Council/Committee Meetings project, Information Management Infrastructure project, Council Transition System Changes, Constituency Management Solution and First & Second Floor Health & Safety Remediation project.

2014 Recommended Capital Project Highlights

2014 Recommended Capital Project Highlights
(In $000s)

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
Toronto Election Information System (TEIS)	10,913	2,439	400				2,839						2,839
Archives Strategic Plan Implementation	2,018	201	50	50			301						301
Toronto Meeting Mgmt Information System	600	161	100				261						261
Printing Equipment Replacement Plan	1,850	200					200						200
Infrastructure to Support Council/Committee Meetings	2,990	425	325	550			1,300						1,300
Alternate Voting	4,744	513					513						513
Information Management Infrastructure	5,870	1,389	725		200	400	2,714	600					3,314
Council Transition System Changes	3,176	260	565	156			981						981
Constituency Management System	364	113					113						113
First & Second Floor Health & Safety Remediation	250	320					320						320
Total (including carry forward funding)	**32,775**	**6,021**	**2,165**	**756**	**200**	**400**	**9,542**	**600**					**10,142**

The 2014 Recommended Capital Budget provides funding of $6.021 million (including carry forward funding) to:

- *continue:*
  - Toronto Election Information System ($2.439 million);
  - Archives Strategic Plan Implementation ($0.201 million);
  - Toronto Meeting Management Information System ($0.161 million);
  - Printing Equipment Replacement Plan project ($0.200 million);
  - Infrastructure to Support Council/Committee Meetings project ($0.425 million);
  - Alternate Voting project ($0.513 million);
  - Information Management Infrastructure project ($1.389 million); and
  - Council Transition System Changes project ($0.260 million).
- *Complete:*
  - Constituency Management System ($0.113 million) and
  - First & Second Floor Health & Safety Remediation ($0.320 million).

V: ISSUES FOR DISCUSSION

Key Program Issues

Adequacy of the Election Reserve

The Election Reserve Fund is the funding source for Election operations, municipal elections, by-elections, compliance audit, and Elections-related capital project, among others. In 2014, its outflow includes $10 million to fund the 2014 municipal election event. The Elections Reserve Fund will be depleted in 2015 with no buffer for unanticipated expenses, and by year-end 2014, only about $0.004 million is anticipated to be available. The adequacy of the Election Reserve Fund needs to be addressed in the 2014 budget process to ensure that funding is robust and sustainable.

		2013	2014	2015	2016	2017	2018
Election Reserve Fund, Beginning Balance		**6,391,895**	**8,551,862**	**3,862**	**(543,207)**	**1,880,901**	**4,048,292**
Contributions/Inflows:		**10,300,000**	**8,600,000**	**9,000,000**	**9,200,000**	**9,200,000**	**9,200,000**
a.	Non-Program Contribution to Reserves	800,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00
b.	Non-Program Contribution to Reserves	7,000,000.00	7,400,000.00	7,800,000.00	8,000,000.00	8,000,000.00	8,000,000.00
c.	Corporate surplus contribution from 2012 surplus	2,500,000.00					
Withdrawals/Outflows:		**(8,140,032.90)**	**(17,148,000.00)**	**(9,547,068.98)**	**(6,775,892.02)**	**(7,032,608.57)**	**(16,588,586.15)**
	Election Event		(10,000,000.00)				(10,824,321.60)
	Fund operating budget from Reserve (GV0016)	(3,851,780.53)	(4,048,000.00)	(4,128,960.00)	(4,211,539.20)	(4,295,769.98)	(4,381,685.38)
	Post Election Activities (GV0017) - excluding compliance audit costs			(340,000.00)	(175,000.00)		
	Elections Preparation (Candidates Materials, Voting Places Inspections)	(76,832.84)				(83,166.34)	
	By-Election (City Wards)				(189,425.63)	(193,214.14)	
	Contribution Rebate	(34,407.53)		(3,685,233.98)	(601,000.00)	(514,155.28)	
	Compliance Audit Committee	(200,000.00)		(400,000.00)	(400,000.00)	(37,142.28)	
	Legal fees	(500,000.00)					
	Elections Alternative Strategies		(350,000.00)	(357,875.00)	(365,927.19)	(374,160.55)	(382,579.16)
	Capital Projects						
	1. Toronto Election Information System (TEIS) & SOGR	(1,909,512.00)	(1,492,500.00)	(400,000.00)	(550,000.00)	(700,000.00)	(500,000.00)
	2. TEIS - Additional requirements for Warehouse & Staffing Modules - capital outlays, equipment and maintenance costs (estimate)	(777,500.00)	(532,500.00)	(85,000.00)	(83,000.00)	(85,000.00)	
	3. TEIS - Voter list cleansing	(200,000.00)	(300,000.00)				
	3. Alternate Voting Phase 1, 2 & SOGR	(590,000.00)	(425,000.00)	(150,000.00)	(200,000.00)	(750,000.00)	(500,000.00)
Election Reserve Fund, Ending Balance:		**8,551,861.62**	**3,861.62**	**(543,207.36)**	**1,880,900.62**	**4,048,292.05**	**(3,340,294.09)**

The Future of Election Administration

Elections administration is changing. At the same time, a number of studies and reviews have been requested by Council. These include:

- Ward Boundary Review
- Voting model – first past the post versus ranked ballots
- Extension of voting rights to permanent residents
- Alternative Voting Methods.

The outcome of these reviews and any statutory changes to the Municipal Elections Act will have significant impact on the future elections administration, and the associated technological support requirements, including the vote counting equipment.

The City Clerk's Office 10-year Capital Plan may need to be adjusted accordingly.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

The 2013 City Clerk's Office capital projects supported the ability of the Office to deliver its core services of elect government, make government work and open government.

- Toronto Elections Information System is the core application that manages all aspects of the municipal election. Many changes were completed or in progress for completion for nominations to begin January 2, 2014. Completed changes to the Toronto Elections Information System include:
  - ✓ Launched the "My Campaign" on-line portal which allows candidate to access campaign information easily and promptly.
  - ✓ Developed the MyVote application to provide voters with easy access to election information
  - ✓ Finalized requirements and acquired a web-based Staffing/Warehouse solution that can be integrated with the TEIS system and ready to be deployed by Q1 2014.
  - ✓ Finalized requirements for the application to facilitate Data Cleansing of the Voters' List and acquisition is in progress and on-time for deployment in 2014
  - ✓ Requirements and improvements to other aspects of TEIS, including the election day management system and election results and election night management system are underway to meet the legislated requirements in 2014.
- City Clerk's Office continued to enhance public access to government decision-making through system through changes in the Toronto Meeting Management Information System:
  - ✓ A new mobile and touch user Interface for iPads and tablets broadens range of devices that can used to access www.toronto.ca/council to view Council agendas, decisions and monitor meetings in progress through the meeting monitor.
  - ✓ An extended unique mobile tablet (iPad, Android) interface template provides a more efficient and easier to navigate user experience. The new tablet template also supports swipe gestures for navigating the Council and Committee agenda.
  - ✓ The Mobile/PDA view of www.toronto.ca/council has been further extended to include easy to use links to access meeting Agendas, Decisions and Minutes. The meeting monitor broadcast message has also been added to the Mobile view template.
  - ✓ Multi-browser compliance and compatibility with the latest browser versions
  - ✓ Ability to release and publish information in real time at the meeting and item levels
  - ✓ Improved publication of dynamic bills/by-law and attendance of council/committee meetings.

- Open government by design is further promoted by:
  - ✓ The launch of the Archives online ordering system. Requirements gathering for the on-line payment of Freedom of Information requests and Archival information is complete and system development is in progress and on schedule for launch in December.
  - ✓ Work in progress on the Forms Management capital project with standards in development for City forms are to be compliant with the Accessibility for Ontarians with Disabilities Act (AODA) in 2014.
  - ✓ The final phase of development work and pilot test of the Information Production Work flow system – the on line ordering, tracking, status updates and invoicing of printing projects – was completed in 2013 and ready for roll out to City Divisions in 2014.

2013 Capital Variance Review

2013 Budget to Actual Comparison
(In $000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
$	$	% Spent	$	% Spent	$ Unspent	% Unspent
5,694	2,193	38.5%	4,511	**79.2%**	1,183	**20.8%**

Capital expenditures for the 9 months ending September 30, 2013 totaled $2.193 or 38.5% of the 2013 Approved Capital Budget of $5.694 million. Projected year-end spending is expected to be $4.511 million or 79.2%.

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

- The *Enterprise Document and Record Management Solution (EDRMS)* project capital expenditures totaled $0.208 million representing 19.4% of the 2013 approved cash flow of $1.072 million during the nine months ended September 30, 2013. It is estimated that $0.516 million or 48.2% of the 2013 approved cash flow will be spent by year-end. Anticipated under spending at year-end is a result of vendor challenges. These have significantly delayed the project implementation.
- Unspent funds of $1.026 million will be carried forward into 2014to complete this project.

Appendix 2

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

Project	2014 Budget	Plan 2015	2016	2017	2018	2019	2020	2021	2022	2023	2014 - 2023
Toronto Election Information System (TEIS)	2,439	400	550	700	500	420	578	735	525	425	**7,272**
Archives Strategic Plan Implementation	201	785	265	250							**1,501**
Implementation of New Vote Counting System		150	14,980	480							**15,610**
Toronto Meeting Management Information System (TMMIS)	161	100									**261**
Wedding Chambers Renovations								500			**500**
Printing Equipment Replacement Plan	200	500	325		300	525					**1,850**
TMMIS SOGR						300	305	310	315		**1,230**
Infrastructure to Support Council/Committee Meetings	425	325	550			500	600	590			**2,990**
Alternate Voting	513	150	200	750	500			750	500	500	**3,863**
Information Management Infrastructure	1,389	725		200	400	600					**3,314**
Information Management Infrastructure (SOGR)			200	650	500	500	1,000	700	700	600	**4,850**
Council Transition System Changes	260	565	156		600	600	195			800	**3,176**
Constituency Management System	113										**113**
IP Workflow Management System SOGR							400	400	400		**1,200**
Registry Services Systems SOGR			50	300	400						**750**
Toronto Gaming Information System (TGIS) SOGR				52	340						**392**
Mail Security and Mail Room Upgrades									185		**185**
Records Centre Tracking System		150	480				70	70	70		**840**
First & Second Floor Health & Safety Remediation	320										**320**
Archives Strategic Plan Implementation SOGR									475	675	**1,150**
Total (Including carry forward funding)	**6,021**	**3,850**	**17,756**	**3,382**	**3,540**	**3,445**	**3,148**	**4,055**	**3,170**	**3,000**	**51,367**

Appendix 3

2014 Recommended Capital Budget;
2015 to 2023 Capital Plan

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures ($000's)

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City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK906877		Toronto Election Information System (TEIS)																					
1	2	TEIS Maintenance & Upgrade for 2014 Election	CW	S2	02	480	0	0	0	0	480	0	480	0	0	0	0	480	0	0	0	0	480
1	3	TEIS Maintenance & Upgrade for 2018 Election	CW	S6	02	0	0	550	700	500	1,750	420	2,170	0	0	0	0	2,170	0	0	0	0	2,170
1	4	TEIS Maintenance & Upgrade for 2022 Election	CW	S6	02	0	0	0	0	0	0	2,263	2,263	0	0	0	0	2,263	0	0	0	0	2,263
1	5	TEIS Maintenance & Upgrade 2014	CW	S2	02	964	0	0	0	0	964	0	964	0	0	0	0	964	0	0	0	0	964
1	6	TEIS Maintenance & Upgrade 2014 - Change in CF	CW	S3	02	995	400	0	0	0	1,395	0	1,395	0	0	0	0	1,395	0	0	0	0	1,395
		Sub-total				2,439	400	550	700	500	4,589	2,683	7,272	0	0	0	0	7,272	0	0	0	0	7,272
CLK906878		Archives Strategic Plan Implementation																					
1	3	Archive SOGR	CW	S2	03	51	50	50	0	0	151	0	151	0	0	0	151	0	0	0	0	0	151
1	7	Archives Strategic Plan Implementation S6	CW	S6	03	0	735	215	200	0	1,150	0	1,150	0	0	0	0	0	0	0	0	1,150	1,150
1	9	Archives SOGR 2017	CW	S6	03	0	0	0	50	0	50	0	50	0	0	0	50	0	0	0	0	0	50
1	10	Archives Strategic Plan Implementation	CW	S2	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	150
		Sub-total				201	785	265	250	0	1,501	0	1,501	0	0	0	201	0	0	0	0	1,300	1,501
CLK906880		Implementation of New Vote Counting System																					
1	1	Replacement of Vote Counting Equipment - 2015	CW	S6	02	0	150	14,980	480	0	15,610	0	15,610	0	0	0	0	0	0	0	0	15,610	15,610
		Sub-total				0	150	14,980	480	0	15,610	0	15,610	0	0	0	0	0	0	0	0	15,610	15,610
CLK907133		TO Meeting Mgmt Info Sy (TMMIS) for City & Pub																					
1	6	TMMIS Phase 3	CW	S2	02	21	0	0	0	0	21	0	21	0	0	0	0	0	21	0	0	0	21
1	7	TMMIS Phase 3	CW	S5	02	140	100	0	0	0	240	0	240	0	0	0	0	0	0	0	0	240	240
		Sub-total				161	100	0	0	0	261	0	261	0	0	0	0	0	21	0	0	240	261
CLK907142		Wedding Chambers Renovations																					
1	2	Wedding Chambers Renovation SOGR 2021	CW	S6	03	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	500
		Sub-total				0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	500
CLK907146		Printing Equipment Replacement Plan 2014-2019																					
1	2	Drct to Plate Processor Conveyor & Scanner - 2015	CW	S6	03	0	500	0	0	0	500	0	500	0	0	0	500	0	0	0	0	0	500
1	3	Paper Cutter - 2014	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

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Gross Expenditures ($000's)

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City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK907146		Printing Equipment Replacement Plan 2014-2019																					
1	4	Bourg Collator - 2016	CW	S6	03	0	0	125	0	0	125	0	125	0	0	0	125	0	0	0	0	0	125
1	5	3 Small Format TOKO Printing Press - 2019	CW	S6	03	0	0	0	0	0	0	225	225	0	0	0	225	0	0	0	0	0	225
1	6	Bindery Packing System - 2016	CW	S6	03	0	0	200	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200
1	8	Polar-Mohr Paper Cutters -Bindery Equipment - 2018	CW	S6	03	0	0	0	0	300	300	0	300	0	0	0	300	0	0	0	0	0	300
1	9	Stahl Flr Fldr, 3 hole punch & Interl.Stich - 2019	CW	S6	03	0	0	0	0	0	0	300	300	0	0	0	300	0	0	0	0	0	300
		Sub-total				200	500	325	0	300	1,325	525	1,850	0	0	0	1,850	0	0	0	0	0	1,850
CLK907350		TMMIS SOGR																					
1	2	TMMIS SOGR 2019	CW	S6	02	0	0	0	0	0	0	1,230	1,230	0	0	0	0	0	0	0	0	1,230	0	1,230
		Sub-total				0	0	0	0	0	0	1,230	1,230	0	0	0	0	0	0	0	0	1,230	0	1,230
CLK907352		Infra. to support Council/Committee Meetings																					
1	1	Council, Comm. Rms & Community Council Refresh	CW	S6	03	0	0	0	0	0	0	1,690	1,690	0	0	0	0	0	0	0	0	1,690	0	1,690
1	2	Infra. to support Council/Committee Meetings	CW	S4	03	425	325	550	0	0	1,300	0	1,300	0	0	0	0	0	0	0	0	1,300	0	1,300
		Sub-total				425	325	550	0	0	1,300	1,690	2,990	0	0	0	0	0	0	0	0	2,990	0	2,990
CLK907361		Alternate Voting																					
1	1	Alternate Voting	CW	S2	02	1,202	0	0	0	0	1,202	0	1,202	0	0	0	0	1,202	0	0	0	0	0	1,202
1	2	Alternate Voting Phase 2	CW	S6	02	0	150	200	750	500	1,600	0	1,600	0	0	0	0	1,600	0	0	0	0	0	1,600
1	3	Alternate Voting	CW	S2	02	-614	0	0	0	0	-614	0	-614	0	0	0	0	-614	0	0	0	0	0	-614
1	4	Alternate Voting - SOGR	CW	S6	02	0	0	0	0	0	0	1,750	1,750	0	0	0	0	1,750	0	0	0	0	0	1,750
1	5	Alternate Voting - Change in CF	CW	S3	02	-75	0	0	0	0	-75	0	-75	0	0	0	0	-75	0	0	0	0	0	-75
		Sub-total				513	150	200	750	500	2,113	1,750	3,863	0	0	0	0	3,863	0	0	0	0	0	3,863
CLK907368		Information Management Infrastructure																					
1	6	Enterprise Doc & Rec Mgmt Solution (EDRMS) CCO	CW	S2	02	1,167	0	0	0	0	1,167	0	1,167	0	0	0	0	0	0	0	0	1,167	0	1,167
1	9	Open Info (Archival Applic Replcmt & Transf.) S2	CW	S2	02	76	0	0	0	0	76	0	76	0	0	0	0	0	0	0	0	76	0	76
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS) CCO S3	CW	S2	02	20	700	74	0	0	794	0	794	0	0	0	0	0	0	0	0	794	0	794
1	13	Open Information S3 - Change in Scope	CW	S2	02	74	0	0	0	0	74	0	74	0	0	0	0	0	0	0	0	74	0	74

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

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City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK907368		Information Management Infrastructure																					
1	14	EDRMS	CW	S2	02	-81	-290	-74	0	0	-445	0	-445	0	0	0	0	0	0	0	0	-445	0	-445
1	15	Forms Management (Part of EDRMS)	CW	S2	02	294	0	0	0	0	294	0	294	0	0	0	0	0	0	0	0	294	0	294
1	16	Open Information	CW	S2	02	-150	0	150	150	235	385	565	950	0	0	0	0	0	0	0	0	950	0	950
1	17	Forms Management (Part of EDRMS) - Change in CF	CW	S3	02	38	300	0	0	0	338	0	338	0	0	0	0	0	0	0	0	338	0	338
1	18	Open Information S3 - Change in CF	CW	S3	02	35	0	-150	50	165	100	35	135	0	0	0	0	0	0	0	0	135	0	135
1	19	EDRMS- Change in CF	CW	S3	02	-84	15	0	0	0	-69	0	-69	0	0	0	0	0	0	0	0	-69	0	-69
		Sub-total				1,389	725	0	200	400	2,714	600	3,314	0	0	0	0	0	0	0	0	3,314	0	3,314
CLK907369		Information Management SOGR																					
1	1	EDRMS SOGR	CW	S6	02	0	0	0	0	0	0	3,500	3,500	0	0	0	0	0	0	0	0	3,500	0	3,500
2	2	Digital Asset Library SOGR	CW	S6	02	0	0	200	500	0	700	0	700	0	0	0	0	0	0	0	0	700	0	700
1	3	Access to Information SOGR	CW	S6	02	0	0	0	150	500	650	0	650	0	0	0	0	0	0	0	0	650	0	650
		Sub-total				0	0	200	650	500	1,350	3,500	4,850	0	0	0	0	0	0	0	0	4,850	0	4,850
CLK907372		Council Transition System Changes																					
1	1	Council Transition Sys Changes-2018	CW	S6	02	0	0	0	0	600	600	795	1,395	0	0	0	0	0	0	0	0	1,395	0	1,395
1	2	Council Transition Sys Changes - 2014	CW	S4	02	260	565	156	0	0	981	0	981	0	0	0	0	0	0	0	0	981	0	981
1	3	Council Transition System Changes 2023	CW	S6	02	0	0	0	0	0	0	800	800	0	0	0	0	0	0	0	0	800	0	800
		Sub-total				260	565	156	0	600	1,581	1,595	3,176	0	0	0	0	0	0	0	0	3,176	0	3,176
CLK907376		IP Workflow Management System SOGR																					
1	2	Information Workflow Mgt. System SOGR	CW	S6	03	0	0	0	0	0	0	1,200	1,200	0	0	0	0	0	0	0	0	1,200	0	1,200
		Sub-total				0	0	0	0	0	0	1,200	1,200	0	0	0	0	0	0	0	0	1,200	0	1,200
CLK907384		Registry Services Systems SOGR																					
1	1	Registry Services System SOGR	CW	S6	02	0	0	50	300	400	750	0	750	0	0	0	0	0	0	0	0	750	0	750
		Sub-total				0	0	50	300	400	750	0	750	0	0	0	0	0	0	0	0	750	0	750
CLK907389		Toronto Gaming Info. System (TGIS) SOGR																					

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City Clerk's Office

Sub-Priority	Project No. / SubProj No.	Project Name / Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments: 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK907389		Toronto Gaming Info. System (TGIS) SOGR																					
1	1	Toronto Gaming Info System (TGIS) SOGR	CW	S6	02	0	0	0	52	340	392	0	392	0	0	0	0	0	0	0	0	392	0	392
		Sub-total				0	0	0	52	340	392	0	392	0	0	0	0	0	0	0	0	392	0	392
CLK907415		Mail Security and Mail Room Upgrades																					
1	1	Mail Security & Mail Room Upgrade	CW	S2	01	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500
1	3	Mail Security & Mail Room Upgrade	CW	S2	01	-250	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	4	Mail Security & Mail Room Upgrade - S3	CW	S3	01	-250	-250	0	0	0	-500	0	-500	0	0	0	0	0	0	0	0	-500	0	-500
1	5	Mail Security & Mail Room Upgrade 2022	CW	S6	01	0	0	0	0	0	0	185	185	0	0	0	0	0	0	0	0	185	0	185
		Sub-total				0	0	0	0	0	0	185	185	0	0	0	0	0	0	0	0	185	0	185
CLK907573		Records Centre Tracking System																					
1	1	Records Centre Tracking System - SOGR	CW	S6	03	0	150	350	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500
1	2	Order Picker Replacement (2 Machines) - 2016	CW	S6	03	0	0	130	0	0	130	0	130	0	0	0	130	0	0	0	0	0	0	130
1	3	Order Picker Replacement (1 Machine) - 2020	CW	S6	03	0	0	0	0	0	0	70	70	0	0	0	70	0	0	0	0	0	0	70
1	4	Order Picker Replacement (1 Machine) - 2021	CW	S6	03	0	0	0	0	0	0	70	70	0	0	0	70	0	0	0	0	0	0	70
0	5	Order Picker Replacement (1 Machine) - 2022	CW	S6	03	0	0	0	0	0	0	70	70	0	0	0	70	0	0	0	0	0	0	70
		Sub-total				0	150	480	0	0	630	210	840	0	0	0	340	0	0	0	0	500	0	840
CLK907825		Constituency Management System																					
1	1	Constistuency Management System Usability Enh	CW	S2	02	247	0	0	0	0	247	0	247	0	0	0	0	0	0	0	0	247	0	247
0	2	Constituency Management System - Change in CF	CW	S3	02	-134	0	0	0	0	-134	0	-134	0	0	0	0	0	0	0	0	-134	0	-134
		Sub-total				113	0	0	0	0	113	0	113	0	0	0	0	0	0	0	0	113	0	113
CLK907856		First & Second Floor Health & Safety Remediatio																					
1	1	First & Second Floor Health & Safety Remediation	CW	S2	01	370	0	0	0	0	370	0	370	0	0	0	0	0	0	0	0	370	0	370
1	2	First & Second Flr Health & Safety Remediation S3	CW	S3	01	-50	0	0	0	0	-50	0	-50	0	0	0	0	0	0	0	0	-50	0	-50
		Sub-total				320	0	0	0	0	320	0	320	0	0	0	0	0	0	0	0	320	0	320
CLK907945		Archives Strategic Plan Implementation SOGR																					
1	1	Archives Strategic Plan Implementation SOGR	CW	S6	03	0	0	0	0	0	0	1,000	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000

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City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt		Total Financing
CLK907945		Archives Strategic Plan Implementation SOGR																						
1	2	Archives SOGR	CW	S6	03	0	0	0	0	0	0	150	150	0	0	0	150	0	0	0	0	0	0	150
		Sub-total				0	0	0	0	0	0	1,150	1,150	0	0	0	150	0	0	0	0	1,000	0	1,150
Total Program Expenditure						6,021	3,850	17,756	3,382	3,540	34,549	16,818	51,367	0	0	0	2,541	11,135	21	0	0	37,670	0	51,367

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures ($000's)

Appendix 3

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments and Estimates 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments and Estimates Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt		Total Financing
Financed By:																								
Reserves (Ind. "XQ" Ref.)						251	550	505	50	300	1,656	885	2,541	0	0	0	2,541	0	0	0	0	0	0	2,541
Reserve Funds (Ind."XR" Ref.)						2,952	550	750	1,450	1,000	6,702	4,433	11,135	0	0	0	0	11,135	0	0	0	0	0	11,135
Capital from Current						21	0	0	0	0	21	0	21	0	0	0	0	0	21	0	0	0	0	21
Debt						2,797	2,750	16,501	1,882	2,240	26,170	11,500	37,670	0	0	0	0	0	0	0	0	37,670	0	37,670
Total Program Financing						6,021	3,850	17,756	3,382	3,540	34,549	16,818	51,367	0	0	0	2,541	11,135	21	0	0	37,670	0	51,367

Status Code	Description
S2	S2 Prior Year (With 2014 and\or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and\or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

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

Appendix 4

2014 Recommended Cash Flow and Future Year Commitments

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures ($000's)

Appendix 4

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK906877		Toronto Election Information System (TEIS)																					
1	2	TEIS Maintenance & Upgrade for 2014 Election	CW	S2	02	480	0	0	0	0	480	0	480	0	0	0	0	480	0	0	0	0	480
1	5	TEIS Maintenance & Upgrade 2014	CW	S2	02	964	0	0	0	0	964	0	964	0	0	0	0	964	0	0	0	0	964
1	6	TEIS Maintenance & Upgrade 2014 - Change in CF	CW	S3	02	995	400	0	0	0	1,395	0	1,395	0	0	0	0	1,395	0	0	0	0	1,395
		Sub-total				2,439	400	0	0	0	2,839	0	2,839	0	0	0	0	2,839	0	0	0	0	2,839
CLK906878		Archives Strategic Plan Implementation																					
1	3	Archive SOGR	CW	S2	03	51	50	50	0	0	151	0	151	0	0	0	151	0	0	0	0	0	151
1	10	Archives Strategic Plan Implementation	CW	S2	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	150
		Sub-total				201	50	50	0	0	301	0	301	0	0	0	151	0	0	0	0	150	301
CLK907133		TO Meeting Mgmt Info Sy (TMMIS) for City & Pub																					
1	6	TMMIS Phase 3	CW	S2	02	21	0	0	0	0	21	0	21	0	0	0	0	0	21	0	0	0	21
1	7	TMMIS Phase 3	CW	S5	02	140	100	0	0	0	240	0	240	0	0	0	0	0	0	0	0	240	240
		Sub-total				161	100	0	0	0	261	0	261	0	0	0	0	0	21	0	0	240	261
CLK907146		Printing Equipment Replacement Plan 2014-2019																					
1	3	Paper Cutter - 2014	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200
		Sub-total				200	0	0	0	0	200	0	200	0	0	0	200	0	0	0	0	0	200
CLK907352		Infra. to support Council/Committee Meetings																					
1	2	Infra. to support Council/Committee Meetings	CW	S4	03	425	325	550	0	0	1,300	0	1,300	0	0	0	0	0	0	0	0	1,300	1,300
		Sub-total				425	325	550	0	0	1,300	0	1,300	0	0	0	0	0	0	0	0	1,300	1,300
CLK907361		Alternate Voting																					
1	1	Alternate Voting	CW	S2	02	1,202	0	0	0	0	1,202	0	1,202	0	0	0	0	1,202	0	0	0	0	1,202
1	3	Alternate Voting	CW	S2	02	-614	0	0	0	0	-614	0	-614	0	0	0	0	-614	0	0	0	0	-614
1	5	Alternate Voting - Change in CF	CW	S3	02	-75	0	0	0	0	-75	0	-75	0	0	0	0	-75	0	0	0	0	-75
		Sub-total				513	0	0	0	0	513	0	513	0	0	0	0	513	0	0	0	0	513
CLK907368		Information Management Infrastructure																					
1	6	Enterprise Doc & Rec Mgmt Solution (EDRMS) CCO	CW	S2	02	1,167	0	0	0	0	1,167	0	1,167	0	0	0	0	0	0	0	0	1,167	1,167
1	9	Open Info (Archival Applic Replcmt & Transf.) S2	CW	S2	02	76	0	0	0	0	76	0	76	0	0	0	0	0	0	0	0	76	76

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures ($000's)

Appendix 4

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK907368		Information Management Infrastructure																					
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS) CCO S3	CW	S2	02	20	700	74	0	0	794	0	794	0	0	0	0	0	0	0	0	794	0	794
1	13	Open Information S3 - Change in Scope	CW	S2	02	74	0	0	0	0	74	0	74	0	0	0	0	0	0	0	0	74	0	74
1	14	EDRMS	CW	S2	02	-81	-290	-74	0	0	-445	0	-445	0	0	0	0	0	0	0	0	-445	0	-445
1	15	Forms Management (Part of EDRMS)	CW	S2	02	294	0	0	0	0	294	0	294	0	0	0	0	0	0	0	0	294	0	294
1	16	Open Information	CW	S2	02	-150	0	150	150	235	385	565	950	0	0	0	0	0	0	0	0	950	0	950
1	17	Forms Management (Part of EDRMS) - Change in CF	CW	S3	02	38	300	0	0	0	338	0	338	0	0	0	0	0	0	0	0	338	0	338
1	18	Open Information S3 - Change in CF	CW	S3	02	35	0	-150	50	165	100	35	135	0	0	0	0	0	0	0	0	135	0	135
1	19	EDRMS- Change in CF	CW	S3	02	-84	15	0	0	0	-69	0	-69	0	0	0	0	0	0	0	0	-69	0	-69
		Sub-total				1,389	725	0	200	400	2,714	600	3,314	0	0	0	0	0	0	0	0	3,314	0	3,314
CLK907372		Council Transition System Changes																					
1	2	Council Transition Sys Changes - 2014	CW	S4	02	260	565	156	0	0	981	0	981	0	0	0	0	0	0	0	0	981	0	981
		Sub-total				260	565	156	0	0	981	0	981	0	0	0	0	0	0	0	0	981	0	981
CLK907415		Mail Security and Mail Room Upgrades																					
1	1	Mail Security & Mail Room Upgrade	CW	S2	01	500	0	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500
1	3	Mail Security & Mail Room Upgrade	CW	S2	01	-250	250	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	4	Mail Security & Mail Room Upgrade - S3	CW	S3	01	-250	-250	0	0	0	-500	0	-500	0	0	0	0	0	0	0	0	-500	0	-500
		Sub-total				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CLK907825		Constituency Management System																					
1	1	Constistuency Management System Usability Enh	CW	S2	02	247	0	0	0	0	247	0	247	0	0	0	0	0	0	0	0	247	0	247
0	2	Constituency Management System - Change in CF	CW	S3	02	-134	0	0	0	0	-134	0	-134	0	0	0	0	0	0	0	0	-134	0	-134
		Sub-total				113	0	0	0	0	113	0	113	0	0	0	0	0	0	0	0	113	0	113
CLK907856		First & Second Floor Health & Safety Remediatio																					
1	1	First & Second Floor Health & Safety Remediation	CW	S2	01	370	0	0	0	0	370	0	370	0	0	0	0	0	0	0	0	370	0	370

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures ($000's)

Appendix 4

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK907856		First & Second Floor Health & Safety Remediatio																					
1	2	First & Second Flr Health & Safety Remediation S3	CW	S3	01	-50	0	0	0	0	-50	0	-50	0	0	0	0	0	0	0	0	-50	0	-50
		Sub-total				320	0	0	0	0	320	0	320	0	0	0	0	0	0	0	0	320	0	320
Total Program Expenditure						6,021	2,165	756	200	400	9,542	600	10,142	0	0	0	351	3,352	21	0	0	6,418	0	10,142

Report Phase 2 - Program 22 City Clerk's Office Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2 Part C Sub-Project Status S2,S3,S4,S5

CITY OF TORONTO

Gross Expenditures ($000's)

Appendix 4

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat. Cat.	Current and Future Year Cash Flow Commitments and Estimates 2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Current and Future Year Cash Flow Commitments and Estimates Financed By: Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt		Total Financing
Financed By:																							
Reserves (Ind. "XQ" Ref.)					251	50	50	0	0	351	0	351	0	0	0	351	0	0	0	0	0	0	351
Reserve Funds (Ind."XR" Ref.)					2,952	400	0	0	0	3,352	0	3,352	0	0	0	0	3,352	0	0	0	0	0	3,352
Capital from Current					21	0	0	0	0	21	0	21	0	0	0	0	0	21	0	0	0	0	21
Debt					2,797	1,715	706	200	400	5,818	600	6,418	0	0	0	0	0	0	0	0	6,418	0	6,418
Total Program Financing					6,021	2,165	756	200	400	9,542	600	10,142	0	0	0	351	3,352	21	0	0	6,418	0	10,142

Status Code	Description
S2	S2 Prior Year (With 2014 and\or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and\or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 5

2014 Recommended Capital Project with Financing Details

(Phase 2) 22-City Clerk's Office Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5

TORONTO

CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

Project/Financing Priority	Project	Project Name	Start Date	Completion Date	2014 Cash Flow	Financing: Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	**CLK906877**	**Toronto Election Information System (TEIS)**													
1	2	TEIS Maintenance & Upgrade for 2014 Election	1/1/2011	12/31/2015	480	0	0	0	0	480	0	0	0	0	0
1	5	TEIS Maintenance & Upgrade 2014	1/1/2013	12/31/2014	964	0	0	0	0	964	0	0	0	0	0
1	6	TEIS Maintenance & Upgrade 2014 - Change in CF	1/1/2014	12/31/2014	995	0	0	0	0	995	0	0	0	0	0
			Project Sub-total:		2,439	0	0	0	0	2,439	0	0	0	0	0
0	**CLK907352**	**Infra. to support Council/Committee Meetings**													
1	2	Infra. to support Council/Committee Meetings	1/1/2014	12/31/2016	425	0	0	0	0	0	0	0	0	425	0
			Project Sub-total:		425	0	0	0	0	0	0	0	0	425	0
0	**CLK907372**	**Council Transition System Changes**													
1	2	Council Transition Sys Changes - 2014	1/1/2014	12/31/2016	260	0	0	0	0	0	0	0	0	260	0
			Project Sub-total:		260	0	0	0	0	0	0	0	0	260	0
1	**CLK906878**	**Archives Strategic Plan Implementation**													
1	3	Archive SOGR	1/1/2011	12/31/2016	51	0	0	0	51	0	0	0	0	0	0
1	10	Archives Strategic Plan Implementation	1/1/2013	12/31/2014	150	0	0	0	0	0	0	0	0	150	0
			Project Sub-total:		201	0	0	0	51	0	0	0	0	150	0
1	**CLK907133**	**TO Meeting Mgmt Info Sy (TMMIS) for City & Public**													
1	6	TMMIS Phase 3	1/1/2012	12/31/2015	21	0	0	0	0	0	21	0	0	0	0
1	7	TMMIS Phase 3	1/1/2014	12/31/2014	140	0	0	0	0	0	0	0	0	140	0
			Project Sub-total:		161	0	0	0	0	0	21	0	0	140	0
1	**CLK907146**	**Printing Equipment Replacement Plan 2014-2019**													
1	3	Paper Cutter - 2014	1/1/2014	12/31/2014	200	0	0	0	200	0	0	0	0	0	0
			Project Sub-total:		200	0	0	0	200	0	0	0	0	0	0
1	**CLK907361**	**Alternate Voting**													
1	1	Alternate Voting	1/1/2011	12/31/2014	1,202	0	0	0	0	1,202	0	0	0	0	0
1	3	Alternate Voting	1/1/2013	12/1/2014	-614	0	0	0	0	-614	0	0	0	0	0
1	5	Alternate Voting - Change in CF	1/1/2014	12/31/2014	-75	0	0	0	0	-75	0	0	0	0	0
			Project Sub-total:		513	0	0	0	0	513	0	0	0	0	0
1	**CLK907368**	**Information Management Infrastructure**													
1	6	Enterprise Doc & Rec Mgmt Solution (EDRMS) CCO	1/1/2009	12/31/2014	1,167	0	0	0	0	0	0	0	0	1,167	0
1	9	Open Info (Archival Applic Replcmt & Transf.) S2	1/1/2011	12/31/2014	76	0	0	0	0	0	0	0	0	76	0
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS) CCO S3	5/5/2011	5/5/2011	20	0	0	0	0	0	0	0	0	20	0
1	13	Open Information S3 - Change in Scope	1/1/2011	12/31/2014	74	0	0	0	0	0	0	0	0	74	0
1	14	EDRMS	1/1/2013	12/31/2014	-81	0	0	0	0	0	0	0	0	-81	0

(Phase 2) 22-City Clerk's Office Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5

TORONTO

CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

Project/Financing Priority	Project	Project Name	Start Date	Completion Date	2014 Cash Flow	Financing: Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
1	**CLK907368**	**Information Management Infrastructure**													
1	15	Forms Management (Part of EDRMS)	5/1/2012	5/1/2012	294	0	0	0	0	0	0	0	0	294	0
1	16	Open Information	1/1/2013	12/31/2017	-150	0	0	0	0	0	0	0	0	-150	0
1	17	Forms Management (Part of EDRMS) - Change in CF	1/1/2014	12/31/2015	38	0	0	0	0	0	0	0	0	38	0
1	18	Open Information S3 - Change in CF	5/17/2013	5/17/2013	35	0	0	0	0	0	0	0	0	35	0
1	19	EDRMS- Change in CF	1/1/2014	12/31/2015	-84	0	0	0	0	0	0	0	0	-84	0
			Project Sub-total:		1,389	0	0	0	0	0	0	0	0	1,389	0
1	**CLK907415**	**Mail Security and Mail Room Upgrades**													
1	1	Mail Security & Mail Room Upgrade	1/1/2010	12/31/2014	500	0	0	0	0	0	0	0	0	500	0
1	3	Mail Security & Mail Room Upgrade	1/1/2013	12/31/2014	-250	0	0	0	0	0	0	0	0	-250	0
1	4	Mail Security & Mail Room Upgrade - S3	1/1/2014	12/31/2014	-250	0	0	0	0	0	0	0	0	-250	0
			Project Sub-total:		0	0	0	0	0	0	0	0	0	0	0
1	**CLK907825**	**Constituency Management System**													
0	2	Constituency Management System - Change in CF	1/1/2013	12/31/2014	-134	0	0	0	0	0	0	0	0	-134	0
1	1	Constistuency Management System Usability Enh	1/1/2013	12/31/2014	247	0	0	0	0	0	0	0	0	247	0
			Project Sub-total:		113	0	0	0	0	0	0	0	0	113	0
1	**CLK907856**	**First & Second Floor Health & Safety Remediation**													
1	1	First & Second Floor Health & Safety Remediation	1/1/2013	12/31/2014	370	0	0	0	0	0	0	0	0	370	0
1	2	First & Second Flr Health & Safety Remediation S3	1/1/2014	12/31/2014	-50	0	0	0	0	0	0	0	0	-50	0
			Project Sub-total:		320	0	0	0	0	0	0	0	0	320	0
Program Total:					6,021	0	0	0	251	2,952	21	0	0	2,797	0

Status Code	Description
S2	S2 Prior Year (With 2014 and\or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and\or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 6

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

Reserve/Reserve Fund Review - Program Specific

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawls)										
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total Contributions / (Withdrawals)
Clerk's Equipment Reserve XQ1507	Beginning Balance as of Jan. 1, 2013	658	658	673	388	148	363	328	68	263	458	578	
	Contributions / (Withdrawals)												
	Contributions		265	265	265	265	265	265	265	265	265	265	**2,650**
	(Withdrawals)		(250)	(550)	(505)	(50)	(300)	(525)	(70)	(70)	(145)	(75)	**(2,540)**
	Total Withdrawls		(250)	(550)	(505)	(50)	(300)	(525)	(70)	(70)	(145)	(75)	**(2,540)**
	TotalContributions / Interest		265	265	265	265	265	265	265	265	265	265	**2,650**
Total Reserve Fund Balance at Year-End		**658**	**673**	**388**	**148**	**363**	**328**	**68**	**263**	**458**	**578**	**768**	

* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2013 *	Contributions / (Withdrawls)										
			2014 Rec'd Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total Contributions / (Withdrawals)
Clerk's Election Reserve XR1017	Beginning Balance as of Jan. 1, 2013	8,552	8,552	4	(543)	1,881	4,048	(3,341)	(3,819)	(1,044)	1,125	(7,159)	
	Contributions / (Withdrawals)												
	Contributions		8,600	9,000	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	**91,200**
	(Withdrawals)		(17,148)	(9,547)	(6,776)	(7,033)	(16,589)	(9,678)	(6,425)	(7,031)	(17,484)	(10,549)	**(108,260)**
	Total Withdrawls		(17,148)	(9,547)	(6,776)	(7,033)	(16,589)	(9,678)	(6,425)	(7,031)	(17,484)	(10,549)	**(108,260)**
	Total Contributions / Interest		8,600	9,000	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	**91,200**
Total Reserve Fund Balance at Year-End		**8,552**	**4**	**(543)**	**1,881**	**4,048**	**(3,341)**	**(3,819)**	**(1,044)**	**1,125**	**(7,159)**	**(8,508)**	

* Based on the 3rd Quarter Variance Report