



Toronto 2015 BUDGET

CAPITAL ANALYST NOTES



City Clerk's Office

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

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 \$73.211 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 of \$49.063 million 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.

Highlights

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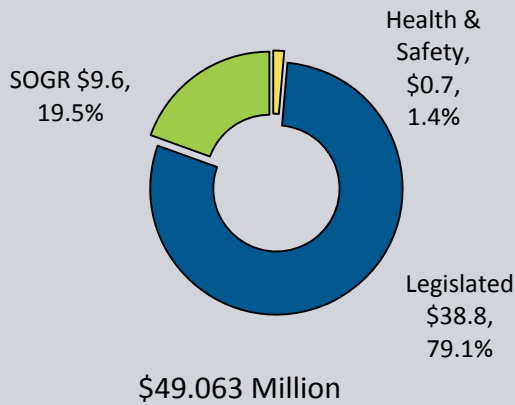
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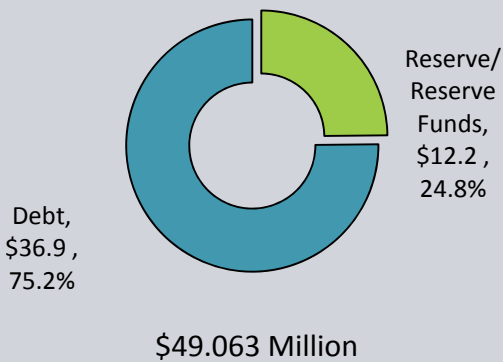
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Capital Spending and Financing
2015-2024 Capital Budget and Plan by Expenditures Category



2015-2024 Capital Budget and Plan by Funding Source



Where does the money go?

The 2015–2024 Recommended Capital Budget and Plan totals \$49.063 million and provides funding for projects in the following major areas:

- Implementation of New Vote Counting System (\$15.610 million)
- Toronto Election Information System (\$8.520 million)
- Information Management Infrastructure (\$7.865 million)

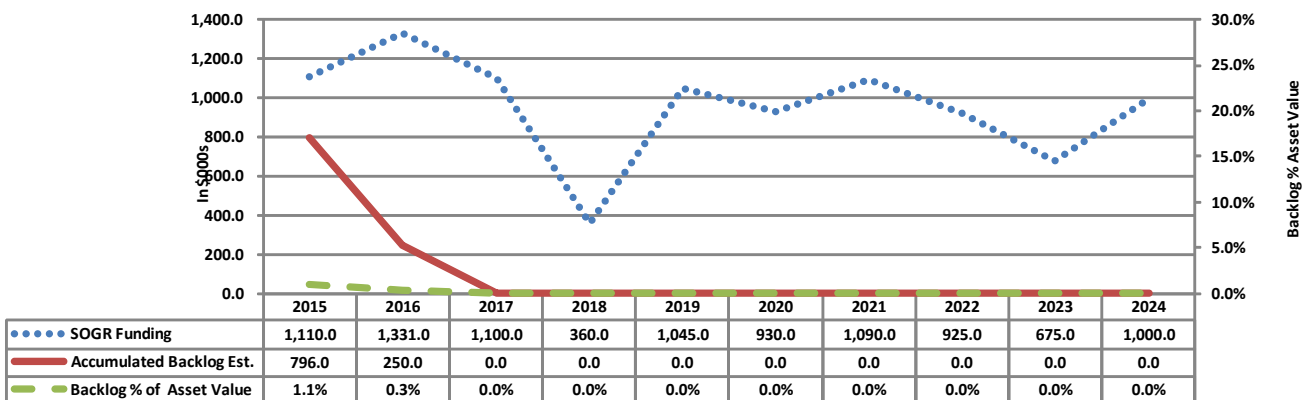
Where does the money come from?

The City Clerk's Office 10-Year Recommended Capital Plan is funded by 2 major sources, debt and Reserves/Reserve Funds:

- Debt funding of \$36.873 million comprises 75.2% of the City Clerk's Office 10-year capital funding.
- Other sources of funding include Reserves/Reserve Funds of \$12.190 million or 24.8%. 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

The 10-Year Recommended Capital Plan's recommended spending on State of Good Repair is \$9.566 million which will reduce the backlog from 1.6 % as a percentage of asset value in 2014 to 0 % by 2017. All of the SOGR funding will be utilized to ensure systems and applications are kept current.



Key Challenges & Priority Actions

Modernising Elections and government services

- The City of Toronto must modernize in the digital age. The City Clerk's Office 10-year capital plan will provide the systems to support the modernization of its three services in Elect Government, Make Government Work and Open Government.

The effort to modernize elections will be impact by potential legislative changes, with the Province undertaking a review of the *Municipal Elections Act, 1996* and City Council reviewing several priorities, such as ward boundary review. In order to promote public trust and confidence in government, another key challenge is to put in place an information policy framework that fosters information sharing to enable greater citizen engagement, collaboration and participation as well as promote transparency of City information in order to facilitate problem solving in our City. The City must be able to provide quicker and more convenient information on its decision-making so that there is greater citizen engagement.

2015 Capital Budget Highlights

The 2015 Recommended Capital Budget for City Clerk's Office of \$4.758 million, including carry forward funding, will:

- The Toronto Election Information System (\$1.142 million), a multi-module system that supports all aspects of the municipal election;
- The Alternate Voting project (\$0.443 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 Infrastructure to Support Council and Committee Meetings project (\$0.642 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 Information Management Infrastructure project (\$1.154 million), including Electronic Document & Record Management Solution (EDRMS), Open Information project and the Forms Management Project.
- The Council Transition System Changes (\$0.570 million) provides for required system and application upgrades as part of transition to a new term of Council.



Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Capital Budget for the City Clerk's Office with a total project cost of \$21.640 million, and 2015 cash flow of \$4.758 million and future year commitments of \$22.011 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 11 new / change in scope sub-projects with a 2015 total project cost of \$21.640 million that requires cash flow of \$1.585 million in 2015 and future year cash flow commitments of \$17.205 million in 2016; \$2.680 million for 2017; \$0.350 million for 2018; and decrease of \$0.180 million for 2019.
 - ii. 8 previously approved sub-projects with a 2015 cash flow of \$2.165 million; and future years cash flow commitments of \$0.756 million in 2016; \$0.200 million for 2017; \$0.400 million for 2018; and \$0.600 million for 2019; and
 - b) 2014 approved cash flow for 6 previously approved sub-projects with carry forward funding from 2014 into 2015 totalling \$1.008 million.
2. City Council approve the new debt service costs of \$0.046 million in 2015 and incremental debt costs of \$0.651 million in 2016, \$1.824 million for 2017; \$0.261 million for 2018; \$0.307 million for 2019; \$0.335 million for 2020; \$0.335 million for 2021; \$0.323 million for 2022; \$0.268 million for 2023; and \$0.268 million in 2024 resulting from the approval of the 2015 Recommended Capital Budget, to be included in the 2015 and future year operating budgets.
3. City Council consider the operating costs of \$0.308 million net in the 2015, \$0.433 million net in 2016; \$0.407 million net in 2017; \$0.075 million net in 2018; and \$0.085 million in 2019 resulting from the approval of the 2015 Recommended Capital Budget for inclusion in the 2015 and future year operating budgets.
4. City Council approve the 2016-2024 Recommended Capital Plan for City Clerk's Office totalling \$23.302 million in project estimates, comprised of \$0.425 million in 2016; \$1.002 million for 2017; \$2.600 million for 2018; \$3.045 million for 2019; \$4.005 million for 2020; \$4.625 million for 2021; \$2.900 million for 2022; \$2.500 million for 2023; and \$2.200 million in 2024.
5. City Council approve 9.25 temporary capital positions for the delivery of new 2015 capital projects and that the duration of each temporary position not exceed the life and funding of its respective project / sub-project.

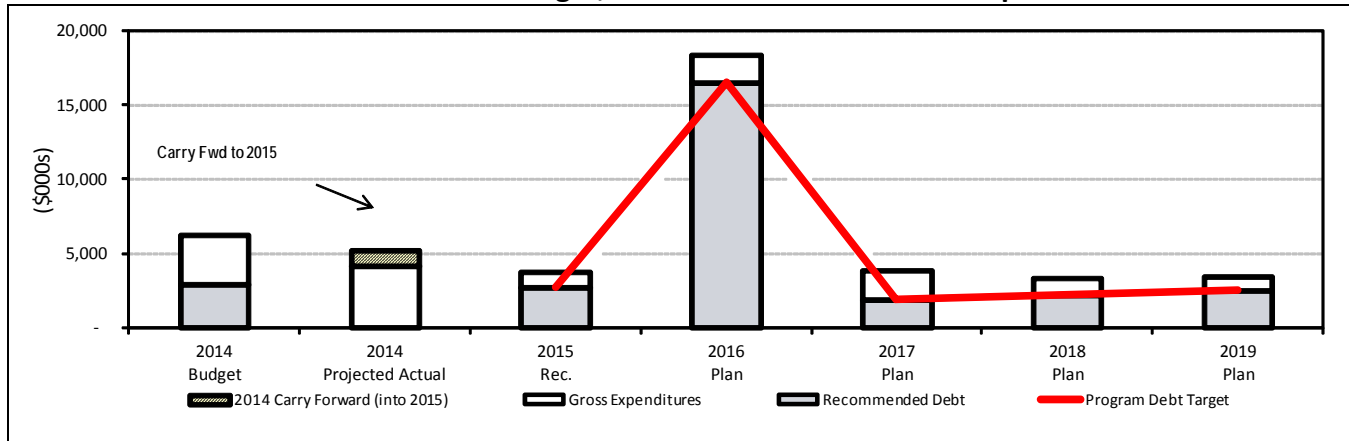


Part I:

10-Year Capital Plan

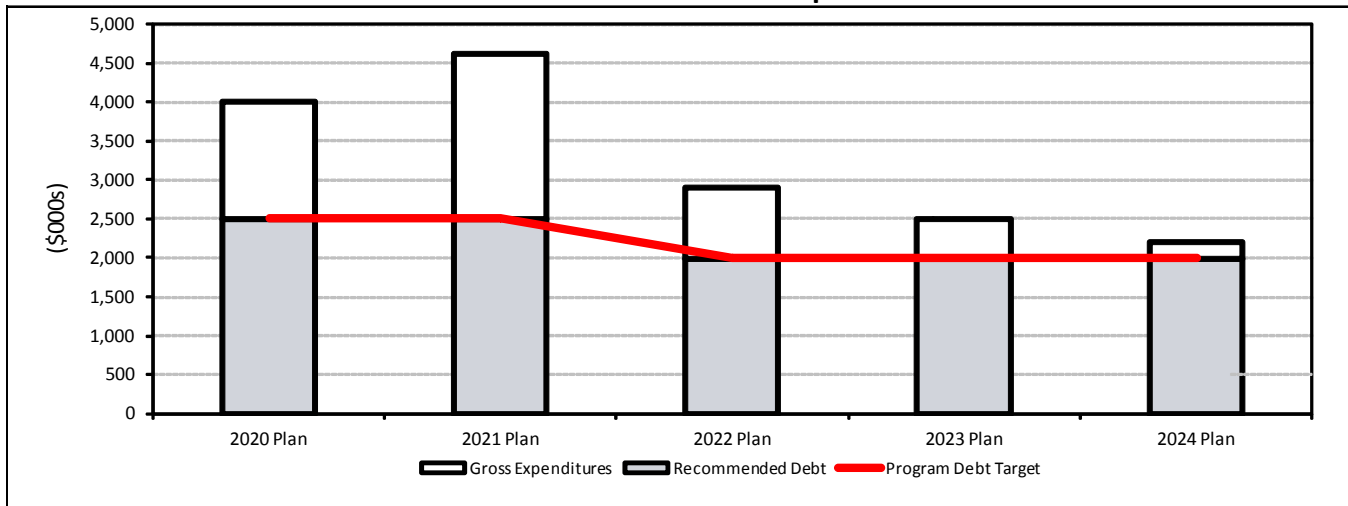
10 Year Capital Plan

Table 1a
2015 Recommended Budget, 2016-2019 Recommended Capital Plan



	2015 Rec'd Capital Budget and 2016 - 2019 Rec'd Capital Plan								5-Year Total Percent
	2014		2015	2016	2017	2018	2019	2015 - 2019	
	Budget	Projected Actual							
Gross Expenditures:									
2014 Capital Budget & Approved FY Commitments	6,250	4,198	2,165	756	200	400	600	4,121	12.6%
Recommended Changes to Approved FY Commitments									
2015 New/Change in Scope and Future Year Commitments			1,585	17,205	2,680	350	(180)	21,640	65.9%
2016- 2019 Capital Plan Estimates				425	1,002	2,600	3,045	7,072	21.5%
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2015		1,008							
Total Gross Annual Expenditures & Plan	6,250	5,206	3,750	18,386	3,882	3,350	3,465	32,833	100.0%
Program Debt Target			2,750	16,501	1,882	2,240	2,500	25,873	
Financing:									
Recommended Debt	2,907		2,750	16,501	1,882	2,240	2,500	25,873	78.8%
Reserves/Reserve Funds	3,343		1,000	1,885	2,000	1,110	965	6,960	21.2%
Development Charges									
Provincial/Federal									
Debt Recoverable									
Other Revenue									
Total Financing			3,750	18,386	3,882	3,350	3,465	32,833	100.0%
By Project Category:									
Health & Safety	226								
Legislated	5,348		2,640	17,055	2,782	2,990	2,420	27,887	84.9%
SOGR	676		1,110	1,331	1,100	360	1,045	4,946	15.1%
Service Improvement									
Growth Related									
Total by Project Category			3,750	18,386	3,882	3,350	3,465	32,833	100.0%
Asset Value (\$) at year-end	73,211		75,265	77,893	78,901	79,689	82,487		
Yearly SOGR Backlog Estimate (not addressed by current plan)			(350)	(546)	(250)				
Accumulated Backlog Estimate (end of year)	1,146		796	250					
Backlog: Percentage of Asset Value (%)	1.6%		1.1%	0.3%	0.0%	0.0%	0.0%		
Debt Service Costs			46	651	1,824	261	307	3,088	
Operating Impact on Program Costs			308	433	407	75	85	1,308	
New Positions			2.3	4.0	2.3	0.8	0.3	9.5	

Table 1b
2020 - 2024 Recommended Capital Plan



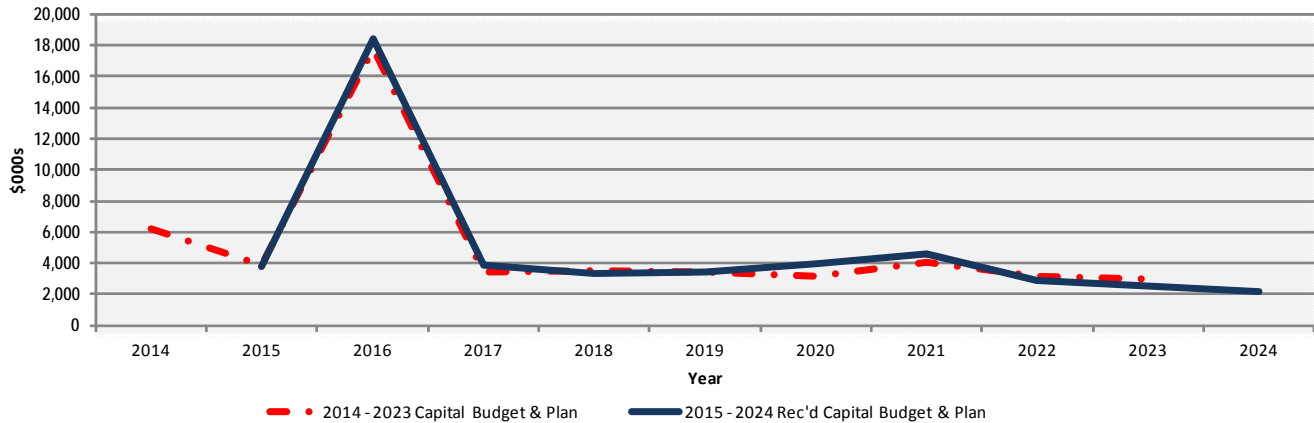
	2020 - 2024 Rec'd Capital Plan						10-Year Total Percent
	2020	2021	2022	2023	2024	2015 - 2024	
Gross Expenditures:							
2014 Capital Budget & Approved FY Commitments						4,121	8.4%
Recommended Changes to Approved FY Commitments							
2015 New/Change in Scope and Future Year Commitments						21,640	44.1%
2020 - 2024 Capital Plan Estimates	4,005	4,625	2,900	2,500	2,200	23,302	47.5%
Total Gross Annual Expenditures & Plan	4,005	4,625	2,900	2,500	2,200	49,063	100.0%
Program Debt Target	2,500	2,500	2,000	2,000	2,000	36,873	
Financing:							
Recommended Debt	2,500	2,500	2,000	2,000	2,000	36,873	75.2%
Reserves/Reserve Funds	1,505	2,125	900	500	200	12,190	24.8%
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	4,005	4,625	2,900	2,500	2,200	49,063	100.0%
By Project Category:							
Health & Safety			185		500	685	1.4%
Legislated	3,075	3,535	1,790	1,825	700	38,812	79.1%
SOGR	930	1,090	925	675	1,000	9,566	19.5%
Service Improvement							
Growth Related							
Total by Project Category	4,005	4,625	2,900	2,500	2,200	49,063	100.0%
Asset Value(\$) at year-end	82,882	83,749	84,282	92,411	94,801		
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)	0.0%	0.0%	0.0%	0.0%	0.0%		
Debt Service Costs	335	335	323	268	268	4,618	
Operating Impact on Program Costs						1,308	
New Positions						9.5	

Key Changes to the 2014 - 2023 Approved Capital Plan

The 2015 Recommended Capital Budget and the 2016 - 2024 Recommended Capital Plan reflects an increase of \$1.517 million in capital funding from the 2014 to 2023 Approved Capital Plan.

The table and chart below provide a breakdown of the \$1.517 million or 3.3% increase in the Capital Program on an annual basis from 2014 to 2024.

Chart 1
Changes to the 2014 -2023 Approved Capital Plan (In \$000s)



(\$000s)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Total
2014 - 2023 Capital Budget & Plan	6,250	3,850	17,756	3,382	3,540	3,445	3,148	4,055	3,170	3,000		51,596
2015 - 2024 Rec'd Capital Budget & Plan		3,750	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200	49,063
Change %		(2.6%)	3.5%	14.8%	(5.4%)	0.6%	27.2%	14.1%	(8.5%)	(16.7%)		-4.9%
Change \$		(100)	630	500	(190)	20	857	570	(270)	(500)		-2,533

As made evident in the chart above, the \$2.533 million decrease in the Capital Program reflects the inclusion of 2013 carryforwards in the 2014 Approved Capital Budget.

As reflected in Table 2 on the following page, changes to the 2014 – 2023 Approved Capital Plan, specifically the recommended \$1.517 million in increased capital funding in the nine common years of the Capital Plans (2015 – 2023) arise from the reprioritization of City Clerk's Office capital projects, while remaining within debt targets.

A summary of project changes for the years 2015 to 2023 totalling \$1.517 million are provided in Table 2 below:

**Table 2
Summary of Project Changes (In \$000s)**

\$000s	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2015 - 2023 Total
2014 - 2023 Capital Budget & Plan	6,250	3,850	17,756	3,382	3,540	3,445	3,148	4,055	3,170	3,000		45,346
2015 - 2024 Rec'd Capital Budget & Plan		3,750	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200	46,863
Capital Budget & Plan Changes (2015 - 2023)		(100)	630	500	(190)	20	857	570	(270)	(500)		1,517

	Total Project Cost	2015	2016	2017	2018	2019	2020	2021	2022	2023	2015 - 2023	2024	Revised Total Project Cost
<i>Previously Approved</i>													
Toronto Election Information System (TEIS)	10,913	150	750	750	250	-	797	790			3,487	200	14,600
Archives Strategic Plan Implementation	1,868	(385)	341	50	60	20	80	50			216		2,084
Printing Equipment Replacement Plan 2014-2015	1,850	(500)		500							-		1,850
Infrastructure to Support Council/Committee Meetings	2,990	235	(250)	300			(200)	(500)			(415)	500	3,075
Alternate Voting	4,744	250	(100)	(750)	(500)			(250)	(250)	(500)	(2,100)		2,644
Information Management Infrastructure	9,767	265	475	(350)			200	500			1,090		10,857
Council Transition System Changes	3,176	(115)	(156)								(271)	500	3,405
Registry Services Systems SOGR	750	-	(50)								(50)		700
Records Centre Tracking System	1,040	-	(380)				(20)	(20)	(20)		(440)	200	800
											-		
Total Previously Approved	37,098	(100)	630	500	(190)	20	857	570	(270)	(500)	1,517	1,400	40,015

Significant Capital Project Changes in City Clerk's Office:

The following previously approved City Clerk's Office capital projects have been allocated increased funding to address key priorities outlined below:

- *The Toronto Election Information System (TEIS)* requires cash flow funding increases of \$3.487 million over the 10 year Capital Plan for the following:
 - In order to meet business requirements for the 2018 election, cash flow funding of \$1.900 million is required for the TEIS Maintenance & Upgrade 2018 sub-project. The upgrade includes the module in the application that is used to update the voters' list in voting locations.
 - Cash flows of \$1.587 million are also required for the TEIS Maintenance & Upgrade sub-project in 2020 and 2021 in preparation for the 2022 election.
- *The Archives Strategic Plan* project requires increased funds of \$0.216 million over the 10 year Capital Plan or the following reasons:
 - A reconfigured facility is required to enable the Program to improve on-site customer service experience, meet the needs of researchers, provide safe and secure storage of the City's archival materials, meet AODA accessibility requirements, and facilitate the public's access to the City's archival records. A consultant study is completed in 2014 with construction to begin in 2015.
- *The Information Management Infrastructure* project supports Strategic Action #13 of the City's strategic plan, "Open Government by Design" and supports the City's legislated requirement for managing its information through the information life cycle. It comprises three sub-projects:

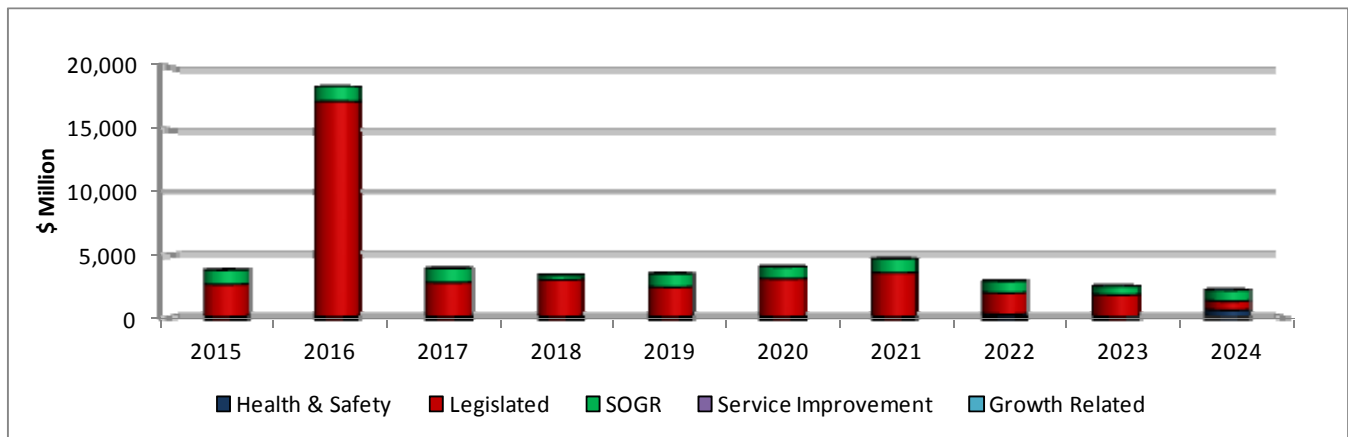
- *The Enterprise Document and Records Management Solution (EDRMS)* sub-project which will procure and implement appropriate components to establish an enterprise technology solution to manage digital records from creation to destruction. The cash flow requirements have been increased by \$1.550 million over the 10 year period to reflect the incremental procurement and implementation of appropriate components for the adjusted project requirements.
- *The Forms Management* sub-project is a customer service initiative to simplify how the City receives requests for service. Cash flow funding is reduced by \$0.210 million in 2015 as the deliverable of the project will be completed sooner (by Q1 2015 instead of September 2015).
- *The Open Information* sub-project will procure and implement solutions to improve public access to City information, including allowing the public to order and pay for Freedom of Information requests and Archives materials through an on-line portal. Cash flow funding has been deferred from the first five years to the second five years of the 10 year Capital Plan period, while reducing a total of \$0.250 million of cash flow funding, as some of the components will be delivered in 2014 and 2015.

Significant reductions have been made to the following project costs:

- Cash flow funding for the *Infrastructure to Support Council/Committee Meetings* project is reduced over the 10 year period as the Council, Committee Rooms & Community Council Refresh sub-project has been deferred and funding reallocated to other projects such as EDRMS.
- *The Alternate Voting* project has cash flow funding reduced by \$2.100 million over the 10 year period. Cash flows are increased in 2015 by \$0.250 million in order to continue with phase 1 of Alternate Voting to enable continuation of testing of the developed Poll Case Manager (PCM) and completion of the pilot e-polling project (one of the alternative voting methods). Phase 2 of the Alternate Voting project is deferred, thereby reducing cash flow funding.
- *The Council Transition System Changes* project is required to meet the requirements of the new Council. Cash flow funding has been reduced by \$0.271 million to reflect business needs and reallocate to other projects.
- *The Registry Service Tracking System SOGR* project reflects a decrease of \$0.050 million to stay within debt target.
- *The Records Centre Tracking System* project has cash flow funding reduced by \$0.440 million over the 10 year period to reflect revised business needs, reallocate to other priority projects and stay within debt target.

2015 – 2024 Recommended Capital Plan

Chart 2
2015 – 2024 Capital Plan by Project Category (In \$000s)



As illustrated in the chart above, the 10-Year Recommended Capital Plan for the City Clerk's Office of \$49.063 million predominately provides funding for Legislated projects, which represent 79.1% of total funding over the 10-year period.

- The level of funding for Legislated projects is consistent with the City Clerk's Office requirement to meet legislated requirements in election-related capital projects, Accessibility for Ontarians with Disabilities Act (AODA) and the Occupational Health and Safety Act.
- State of Good Repair projects represent \$9.566 million or 19.5% of project funding included in the 2015-2024 Recommended Capital Plan, mainly for the Infrastructure to Support Council/Committee Meetings project.

Table 3
Summary of Capital Projects by Category (In \$000s)

	Total App'd Cash Flows to Date*	2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2015 - 2024 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Health & Safety													
First & Second Floor Health & Safety Remediation	400										500	500	900
Mail Security and Mail Room Upgrades	871								185			185	1,056
Sub-Total	1,271	-	-	-	-	-	-	-	185	-	500	685	1,956
Legislated													
Implementation of New Vote Counting System		150	14,980	480								15,610	15,610
Toronto Election Information System (TEIS)	6,480	550	1,300	1,450	750	420	1,375	1,525	525	425	200	8,520	14,600
Information Management Infrastructure:	4,917												10,857
- EDRMS		900	675	400		500	1,000	700	700	600		5,475	
- Open Information				100	900	600	200	500				2,300	
- Forms Mgt		90										90	
Council Transition System Changes	981	450			600	600	195			800	500	3,145	3,405
Alternate Voting	1,394	400	100					500	250			1,250	2,644
TMMIS SOGR						300	305	310	315			1,230	1,230
Registry Services Systems SOGR				300	400							700	700
Toronto Gaming Information System SOGR				52	340							392	392
Toronto Meeting Management Information System (TMMIS)	600	100										100	600
Sub-Total	14,372	2,640	17,055	2,782	2,990	2,420	3,075	3,535	1,790	1,825	700	38,812	50,038
State of Good Repair													
Infrastructure to Support Council/Committee Meetings	1,300	560	300	300		500	400	90			500	2,650	3,075
Printing Equipment Replacement Plan	200		325	500	300	525						1,650	1,850
Archives Strategic Plan Implementation	668	400	606	300	60	20	80	50				1,516	2,084
Archives Strategic Plan Implementation SOGR									475	675	300	1,450	1,450
IP Workflow Management System SOGR							400	400	400			1,200	1,200
Records Centre Tracking System		150	100				50	50	50		200	600	600
Wedding Chambers Renovations								500				500	500
Sub-Total	2,168	1,110	1,331	1,100	360	1,045	930	1,090	925	675	1,000	9,566	10,759
Total Expenditures by Category	17,811	3,750	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200	49,063	62,753

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects.

2015-2024 Recommended Capital Projects

The 10-Year Recommended Capital Plan focuses on Legislated and State of Good Repair 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

First & Second Floor Health & Safety Remediation

- This project provides funding of \$0.500 million in 2024 to modify/renovate Council Reception Desks on second floor of City Hall and Registry and Council and Support Services (CSS) first floor office area in order to meet health and safety standards and requirements. This would be 10 years after current work has been completed.

The Mail Security & Mail Room Upgrade SOGR

- This project will require cash flow funding of \$0.185 million to replace x-ray machines in City Hall and Civic Centres and upgrades to the mail room to meet health and safety standards every 10 years.

Legislated*The Implementation of the New Vote Counting System*

- This project requires funding of \$15.610 million in order to ensure a new system is in place for the 2018 Municipal 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 for the 2018 municipal election to ensure the integrity of the voting process, the accuracy of the election results, reduce the risk to the corporation of equipment failure and provide the same level of service to the City's electors as is currently available.

The Toronto Election Information System

- This is a multi-module system requiring funding of \$8.520 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 provides funding to ensure upgrades to the system can be made for the SOGR for 2018, 2022 and 2026 elections to ensure readiness to administer open, fair and accessible elections at any time.

The Information Management Infrastructure

- This project requires 10 year funding of \$7.865 million to support the City Clerk's Office core service of Open Government and implement Strategic Action #13 "*Open Government by Design*". The project advances the City's Information Management Program and Framework, provides the fundamental building blocks for a robust information management infrastructure and enables the public to access City information easily. It comprises three sub-projects:
 - Enterprise Document and Records Management Solution (EDRMS) (\$5.475 million) - This multi-year project is a joint effort with the Information & Technology Division and other City divisions to procure and implement incrementally appropriate components to establish an enterprise technology solution to manage digital records from creation to destruction. Digital information is not managed by the current technology tools and presents risks to the City. Project implementation for the pilot project is ongoing, but cash flow requirements have been adjusted to reflect the new timeline. Further project adjustments may be required.
 - Open Information (\$2.300 million) – This project will procure and implement solutions to improving public access to City information, including allowing the public to order and pay for Freedom of Information requests and Archives materials through an on-line portal.
 - Forms Management (\$0.090 million) – This project involves identifying, developing and migrating the more than 1,000 City forms to a new platform that is compliant with Accessibility of Ontarians Disability Act (AODA) communications requirements. It also aims to convert the

Forms Repository from the current web-based repository-mimicking inventory tool to a more functionally robust technology platform supporting internal workflow and governance processes, forms database search and retrieval, universal access to public facing forms, and authoritative form management and version control.

The Council Transition System Changes

- The project requires \$3.145 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 systems related to council transition is scheduled in 2015. Upgrades would also be required for the new term of Council in 2018 and 2022.

The Alternate Voting

- Cash flow funding of \$1.250 million, including \$0.500 million for a feasibility study is required on providing alternate vote channels/polling for 2018 Election and a pilot project for Advance Voting and SOGR of \$0.750 million for alternative voting channels.

The Registry Services Systems SOGR

- \$0.700 million of funding is required to refresh the Registry Services Tracking System (RSTS) in accordance with industry best practice, to add on-line registration capabilities, to refresh liquor license application and Point of Sale (POS) application.

The Toronto Gaming Information System SOGR

- Cash flow funding of \$0.392 million is required over the 10 year period to develop a new version of the Toronto Gaming Information System. This upgrade will incorporate any business or legislative changes that are required.

The Toronto Meeting Management Information System (TMMIS)

- Cash flow funding of \$0.100 million is required in 2015. The TMMIS is a multi-phased eGovernment project with objectives for building internal and external components of an Agenda/Decision management system for Council and Committees.
- *The TMMIS SOGR* requires funding of \$1.230 million in 2019 to rewrite systems for phases 1 and 2.

State of Good Repair

The Infrastructure to Support Council/Committee Meetings

- This project requires funding of \$2.650 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 Facilities Management staff.

The Printing Equipment Replacement Plan

- Multi-year funding of \$1.650 million is required for the replacement of printing equipment starting in 2015 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. Funds will be used to purchase paper cutters, printing press, 3 hole-punchers and various bindery equipment.

The Archives Strategic Plan Implementation

- This project requires funding of \$1.146 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.
- In 2015, 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 2015 for work to be completed in 2017.
- *The Archives Equipment Upgrade SOGR* sub-project in 2015-2021 requires cash flow funding of \$0.370 million to upgrade/replace digital equipment.

The Archives Strategic Plan Implementation SOGR

- This project requires cash flow funding of \$1.450 million over the 10 year period to upgrade the Archive Facility to support archives services more directly and enable a broad range of uses for the building and to maintain Archives equipment in a state of good repair.

The Information Production Workflow Management System SOGR

- Cash flow funding of \$1.200 million is required to upgrade the system every 9 to 10 years to meet new technology standards.

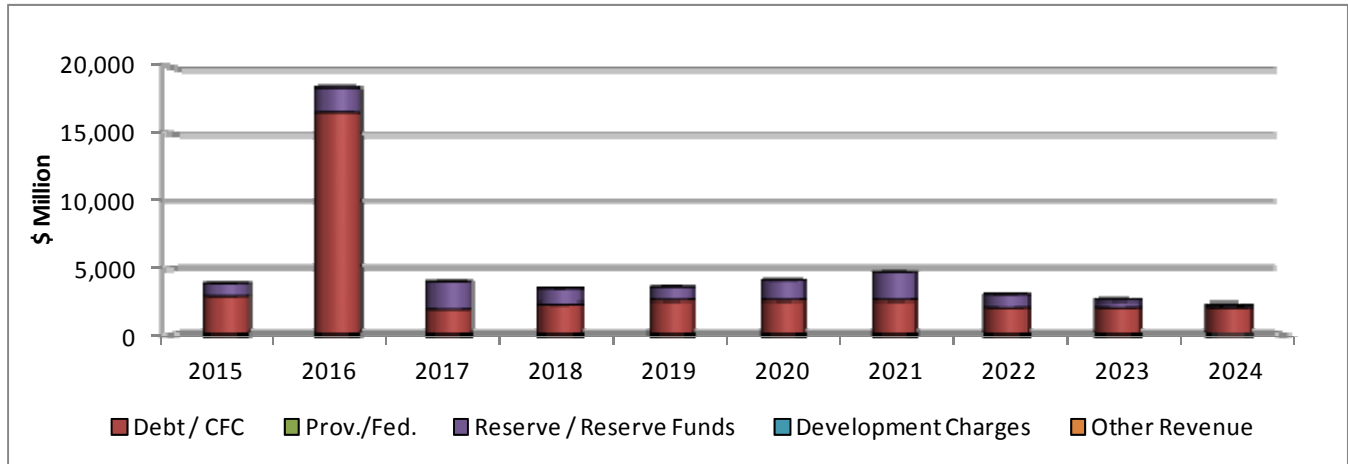
The Records Centre Tracking System

- This project will require cash flow funding of \$0.600 million to replace order pickers and the existing system in the Record Centre for tracking available spaces for boxes of paper records with an electronic system to increase efficiencies.

The Wedding Chambers Renovations

- The project requires cash flow funding of \$0.500 million in 2021 to renovate wedding chambers at Civic Centres.

Chart 3
2015 – 2024 Capital Plan by Funding Source (In \$000s)

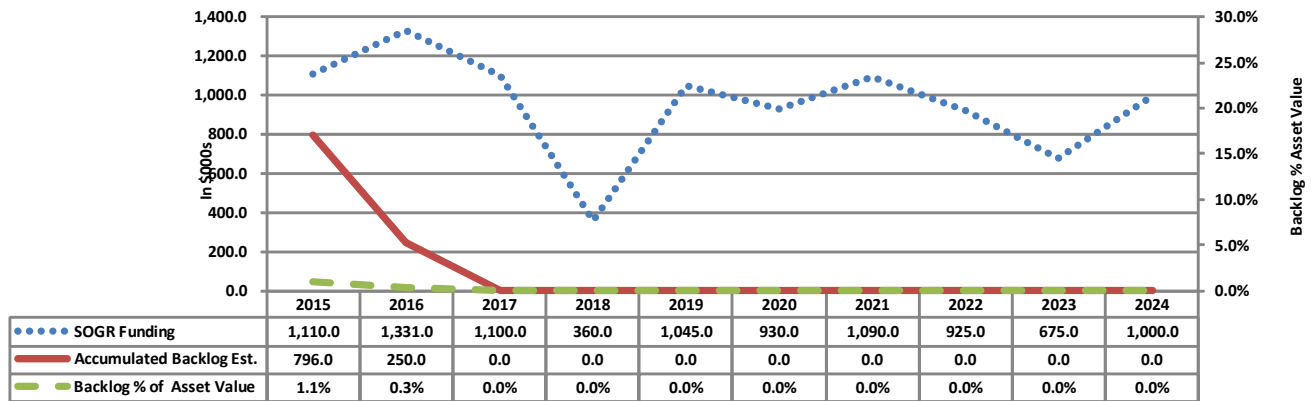


The 10-Year Recommended Capital Plan of \$49.063 million will be financed by the following sources:

- Debt, which accounts for \$36.873 million or 75.2% of the financing over the 10-year period.
 - The higher debt levels in 2016 include 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 in each of the 10 years.
- Reserve and Reserve Funds represent the remaining \$12.190 or 24.8% of funding for the 10-Year Recommended Capital Plan
 - 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.

State of Good Repair (SOGR) Backlog

Chart 4
SOGR Funding & Backlog (In \$000s)



The 10-Year Recommended Capital Plan dedicates \$9.566 million to SOGR spending over 10-Year Capital Plan, which on average is \$0.957 million annually.

- The SOGR backlog is estimated to be \$1.146 million or 1.6% of City Clerk's Office total asset replacement value of \$73.211 million by December 31, 2014. The backlog is mainly comprised of SOGR needs for the Archives Strategic Plan Implementation.
- The recommended SOGR funding of \$9.566 million will address the backlog during the 10-Year Recommended Capital Plan time frame.
- The SOGR backlog is estimated to be eliminated at the end of the first five years.

10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019		2015 - 2024	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Council Transition System Changes	47.0	0.50	77.0	0.75							124.0	1.3	124.0	1.3
Implementation of New Vote Counting System					105.0						105.0		105.0	
TMMIS Phase 3	100.0	1.00	102.0	1.00							202.0	2.0	202.0	2.0
TEIS	70.0										70.0		70.0	
EDRMS			198.0	2.00	302.0	2.25	75.0	0.75			575.0	5.0	575.0	5.0
Forms Management	91.0	0.75	32.0	0.25							123.0	1.0	123.0	1.0
Open Information									85.0	0.25	85.0	0.3	85.0	0.3
Records Centre Tracking System SOGR			20.0								20.0		20.0	
Order Picker Replacement			4.0								4.0		4.0	
Total Recommended (Net)	308.0	2.3	433.0	4.0	407.0	2.3	75.0	0.8	85.0	0.3	1,308.0	9.5	1,308.0	9.5

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$1.308 million net over the 2015 – 2024 period, as shown in the table above.

Approved permanent positions will increase by 9.5 over the 10-year time frame. This is comprised of funding to sustain the following capital projects once they are completed and operationalized:

- Additional funding of \$0.308 million and 2.25 additional positions will be required in 2015 for support and maintenance for the following technology systems:
 - Toronto Meeting Management Information System (\$0.100 million, 1.0 position)
 - Forms Management project (\$0.091 million, 0.75 position)
 - Toronto Elections Information System (\$0.070 million)
 - Council Transition System Changes (\$0.047 million, 0.5 position).
- Additional funding of \$1.000 million will be required in years 2016-2024 to maintain the following systems once they are completed and operationalized:
 - TMMIS project (\$0.102 million)
 - Information Management Infrastructure project (\$0.692 million)
 - Council Transition System Changes (\$0.077 million)
 - Implementation of the New Vote Counting System (\$0.105 million)
 - Records Centre Tracking System (\$0.024 million).
- Additional 7.25 positions will be required in years 2016-2024 to support and maintain the following systems as they are completed:
 - Toronto Meeting Management Information System (1.0)
 - Information Management Infrastructure project (5.5)
 - Council Transition System Changes project (0.75).

**Table 6
Capital Project Delivery: Temporary Positions**

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)					
			Start Date	End Date (m/d/yr)	2015	2016	2017	2018	2019	2020 - 2024
System Integrator 2	CLK907133-08	1.00	2015	2015	100.0					
Senior System Integrator	CLK907368-20	1.00	2015	2015	128.0					
Senior Information Analyst	CLK907368-17	0.25	2015	2015	30.0					
System Integrator 2	CLK907372-02	1.00	2015	2015	105.0					
System Integrator 1	CLK907372-02	1.00	2015	2015	120.0					
Protocol Officer	CLK907372-02	0.50	2015	2015	50.0					
Business Analyst	CLK907372-02	1.25	2015	2015	150.0					
Business Analyst	CLK906877-06	1.00	2015	2015	111.0					
Business Analyst	CLK906880-01	1.00	2015	2015	128.0					
Project Cordinator	CLK907361-06	0.62	2015	2015	75.0					
System Integrator 1	CLK907361-06	0.63	2015	2015	65.0					
Total		9.25			1,062.00					

The City Clerk's Office 2014 Approved Staff Complement includes 11.0 temporary positions for capital project delivery.

The City Clerk's Office requires 9.25 temporary positions beginning in 2015, a net decrease of 1.75 positions from 2014, to complete the following projects:

- *The Toronto Meeting Management Information System (TMMIS)* project requires 1.0 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 1.0 positions to support initiatives that rely heavily on digital information.
- *The Forms Management* project requires 0.25 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* project requires 3.75 positions to make changes to systems or applications to reflect Council needs for the new term 2014-2018.
- *The Toronto Election Information System (TEIS)* project requires 1.0 position to upgrade the current system to meet corporate and industry standards, and allow for added functionality.
- *The Implementation of New Vote Counting System* project requires 1.0 position as a Business Analyst to undertake requirements gathering.
- *The Alternate Voting* project requires 1.25 positions to research new voting methods in addition to evaluating the effectiveness of existing voting channels.
- It is recommended that Council approve these 9.25 temporary capital positions for the delivery of the 2015 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.

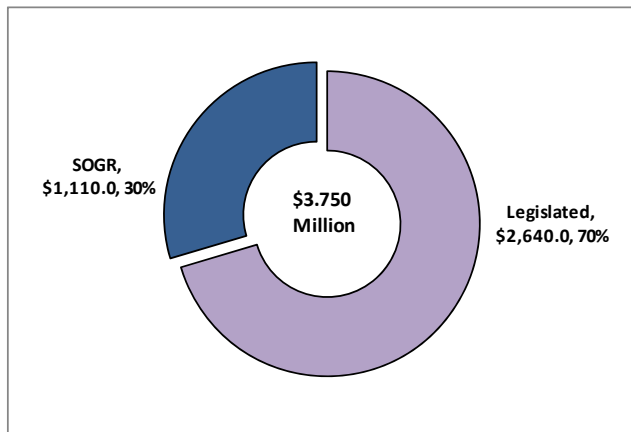


Part II:
2015 Capital Budget

2015 Recommended Capital Budget

2015 Capital Budget by Project Category and Funding Source

2015 Capital Budget by Project Category
(in \$000s)



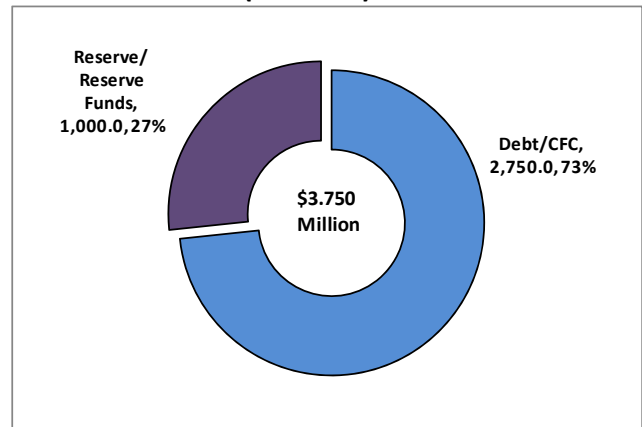
\$120.0 million

The 2015 Recommended Capital Budget, excluding funding carried forward from 2014 to 2015, requires cash flow funding of \$3.750 million.

The 2015 Capital Budget expenditures are allocated into the following categories:

- *Legislated (\$2.640 million, 70.4%)*
 - In 2015, Legislated projects continue to drive the City Clerk's Office Capital Budget.
- *SOGR (\$1.110 million, 29.6%)*
 - Funding for Growth projects in 2015 is primarily for the Archives Strategic Plan Implementation project and the Infrastructure to Support Council/Committee Meetings project.

2015 Capital Budget by Funding Source
(in \$000s)



\$120.0 million

The 2015 Recommended Capital Budget is financed primarily by:

- *Debt (\$2.750 million, 73.3 %)*
 - This is on target with the debt affordability guideline set for this Program in 2015. The largest project funded by debt in 2015, is the Information Management Infrastructure project, requiring \$0.990 million or 36% of recommended debt funding.
- *Reserve and Reserve Funds (\$1.000 million, 26.7%)*
 - The Toronto Election Information System (TEIS) project and the Alternate Voting project are funded from the Election Reserve Fund, while the Archives Equipment SOGR is funded from the City Clerk's Equipment Reserves.

**Table 7
2015 Recommended Cash Flow & Future Year Commitments (In \$000s)**

	2013 and Prior Year Carry Forwards	2014 Carry Forwards	2015 Rec'd Cash Flow	Total 2015 Cash Flow (Incl 2014 C/Fwd)	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2015 Rec'd Cash Flow & FY Commits
Expenditures														
Previously Approved		1,008	2,165	3,173	756	200	400	600						5,129
Change in Scope			785	785	379	500	(400)	(600)						664
New			800	800	16,826	2,180	750	420						20,976
New w/Future Year														
Total Expenditure		1,008	3,750	4,758	17,961	2,880	750	420						26,769
Financing														
Debt		409	2,750	3,159	16,501	1,430								21,090
Other														
Reserves/Res Funds		599	1,000	1,599	1,460	1,450	750	420						5,679
Development Charges														
Provincial/Federal														
Total Financing (including carry forward funding)		1,008	3,750	4,758	17,961	2,880	750	420						26,769

Approval of the 2015 Recommended Capital Budget of \$4.758 million including carry forward funding of \$1.008 million, and provides \$2.165 million for previously approved projects already underway and an increase in funding of \$1.585 million for new/change in scope projects.

- Approval of the 2015 Recommended Capital Budget will result in future year commitment of \$17.961 million in 2016, \$2.880 million in 2017, \$0.750 million in 2018, and \$0.420 million in 2019.
- Reserves / Reserve funds of \$5.679 million will fund the Toronto Election Information System (TEIS), the Alternate Voting project, and the Archives Equipment SOGR project.
- Debt funding of \$21.090 million will fund the Archives Strategic Plan Implementation, Implementation of New Vote Counting System, Toronto Meeting Management Information System, Infrastructure to Support Council/Committee Meetings project, Information Management Infrastructure project, Council Transition System Changes, and Records Centre Tracking System.

2015 Recommended Capital Project Highlights

Table 8
2015 Recommended Capital Project Highlights (in \$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Toronto Election Information System (TEIS)	6,480	1,142	1,300	1,450	750	420	5,062						5,062
Archives Strategic Plan Implementation	668	407	606	250			1,263						1,263
Implementation of New Vote Counting System		150	14,980	480			15,610						15,610
Toronto Meeting Mgmt Information System	600	100					100						100
Infrastructure to Support Council/Committee Meetings	1,300	642	300	300			1,242						1,242
Alternate Voting	1,394	443	100				543						543
Information Management Infrastructure	4,917	1,154	675	400			2,229						2,229
Council Transition System Changes	981	570					570						570
Records Centre Tracking System		150					150						150
Total (including carry forward funding)	16,340	4,758	17,961	2,880	750	420	26,769						26,769

The 2015 Recommended Capital Budget provides funding of \$4.758 million (including carry forward funding) to:

- *Begin:*
 - Implementation of New Vote Counting System (\$0.150 million);
 - Records Centre Tracking System (\$0.150 million);
- *Continue:*
 - Toronto Election Information System (\$1.142 million);
 - Archives Strategic Plan Implementation (\$0.407 million);
 - Infrastructure to Support Council/Committee Meetings project (\$0.642 million);
 - Alternate Voting project (\$0.443 million);
 - Information Management Infrastructure project (\$1.154 million); and
 - Council Transition System Changes project (\$0.570 million).
- *Complete:*
 - Toronto Meeting Management Information System – Phase 3 (\$0.100 million).



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 10-Year Capital Plan

Modernising Elections in a changing legislative framework

There are many factors that impact the delivery of elections. The Municipal Elections Act, 1996 is being reviewed and the outcome is unknown. A number of corporate projects will also impact elections capital projects including the ward boundary review. The City Clerk's Office will be submitting a series of reports to Council per its directives in the past year. The 2015-2024 capital plan is based on current information and will need to be reviewed against potential legislative changes, Council directions, alternative voting strategies and the outcome of the ward boundary review.



Appendices

Appendix 1

2014 Performance

2014 Key Accomplishments

In 2014, the City Clerk's Office accomplished the following:

- Completed the following changes to the Toronto Elections Information System (TEIS):
 - ✓ Developed new applications:
 - **Candidates application** was redeveloped in Java to support 606 candidate nominations, control user access to MyCampaign and Electronic Filing Disclosure System, and support campaign financial disclosure.
 - **My Campaign** was developed to provide candidates with easy access to election information, including to download the voters' list via an online portal.
 - ✓ Enhanced applications:
 - **MyVote** provided the public with access to relevant election information, including "Where do I vote", "Ballot Sample", "Who is running in my ward" and "Am I on the Voters' List, "and real-time List of Candidates who ran in the 2014 Municipal Elections.
 - **Election Results Systems** provided the public and the media quick access to election results (including mayoral results by ward) and allowed quick input of information into open data.
 - ✓ Procured third-party applications/services:
 - **Staffing:** On-line recruitment application (Toronto Election Application Portal) provided a tool for the public to apply for voting place jobs, complete pre-assessments and for staff to schedule interviews with prospective election day positions.
 - **Training:** An on-line module to provide over 16,000 election day workers training for various election day positions. This is in addition to the # hours of classroom training.
 - **Warehouse:** An internal web application to track more than 2 million items of election supplies and/or equipment (i.e. vote tabulators) that were deployed to 1,679 voting places.
 - **Voter Data Cleansing Solution:** A voter data cleansing application that provided an efficient tool for correcting 26,283 errors in the voters' list.
 - **Municipal Voter View:** An application used during the advance vote to mark electors as "voted" in real time on the electronic voters' list.
- Continued to enhance public access to government decision-making through the following:
 - ✓ Launched a new **Public Appointments System** that provides:
 - a one-stop public access portal (www.toronto.ca/ServeYourCity) on Public Appointments including the ability to view opportunities, view current and historical membership, and submit on-line applications
 - a new secure back-office system to manage Public Appointment recruitments for vacancies.

- ✓ Enhanced the **Toronto Meeting Management Information System (TMMIS)** (www.toronto.ca/council) which supported over 300 meetings, over 700 meeting hours and over 5,000 agenda items in 2014 to include:
 - Additional public-access navigation/process improvements, integrated social-media sharing options, and a more convenient ability to filter meeting items by status.
 - An improved Speaker list management system with added options for managing large numbers of speakers (deputations). In 2014, there were about 2,900 deputations.
 - A new Speakers List feature allows dynamic publishing of a Speakers List for all registered deputations on the day of a meeting (including added deputations as they are registered in real-time).
 - An upgrade of the built-in HTML editor and new editor options for fast and reliable assembly and projection of decision information (including motions) during meetings.
 - A new time-saving extension that allows staff to select and import relevant amending-motions into the decision assembly area of the system.
 - New back-office navigation features have added for faster access to recent items and recent meetings.
 - Improved integration of real-time statistics for items and meetings.
 - Application Server (Websphere Version 8) compliance and multi-browser compliance for state of good repair. This one might be too technical.
- ✓ Upgraded audio visual and related equipment in Committee Rooms 1 and 2 at Toronto City Hall to enhance meetings and meeting broadcasts.
- Supported elected officials in effectively engaging their constituents and managing the interactions with constituents through enhancements to the **Constituency Management System** as follows:
 - ✓ Implementing a new mobile friendly channel that is secure and easily accessible
 - ✓ Supporting multiple wireless device screen sizes that has a fluid and responsive user interface design and caters to touch-based interaction
 - ✓ Enhancing the search functionality to be more user friendly and intuitive
- Promoted Open government:
 - ✓ Enhanced public access to archival records and government information.
 - ✓ Developed procedures to allow public to access public services through forms that are AODA-compliant and easier to use.

2014 Financial Performance

**Table 9
2014 Budget Variance Analysis (In \$000's)**

2014 Approved	As of Sept. 30, 2014		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
6,250	3,394	54.3%	5,206	83.3%	1,044	16.7%

*Based on the Third Quarter Variance Report

2014 Experience

Capital expenditures for the 9 months ending September 30, 2014 totaled \$3.394 or 54.3% of the 2014 Approved Capital Budget of \$6.250 million. Projected year-end spending is expected to be \$5.206 million or 83.3%.

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

The Enterprise Document and Record Management Solution (EDRMS)

- Capital expenditures totaled \$0.273 million representing 44.5% of the 2014 approved cash flow of \$0.614 million during the nine months ended September 30, 2014. It is estimated that \$0.450 million or 73.3% of the 2014 approved cash flow will be spent by year-end. The project is on track and is progressing; however, no purchases of hardware or software are anticipated before 2015. The year to date under spending is a result of vendor resource allocation issue and the project has since been reset as approved by Executive Sponsors. Procurement options are being investigated.

The Toronto Elections Information System (TEIS)

- Capital expenditures totaled \$1.628 million representing 52.7% of the 2014 approved cash flow of \$3.092 million during the nine months ended September 30, 2014. It is estimated that \$2.495 million or 80.7% of the 2014 approved cash flow will be spent by year end. The project is complete with the exception of post-election applications such as Rebates Management and Financial Filing modules.

Impact of the 2014 Capital variance on the 2015 Recommended Budget

- Funding of \$1.008 million is being carried forward to the 2015 Recommended Capital Budget to continue previously approved projects.

Appendix 2

Table 10
2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan (\$000s)

Project	Total Project Cost	2015	2016	2017	2018	2019	2015 - 2019	2020	2021	2022	2023	2024	2015 - 2024 Total
Toronto Election Information System (TEIS)	14,600	1,142	1,300	1,450	750	420	5,062	1,375	1,525	525	425	200	9,112
Archives Strategic Plan Implementation	2,084	407	606	300	60	20	1,393	80	50				1,523
Implementation of New Vote Counting System	15,610	150	14,980	480			15,610						15,610
Toronto Meeting Management Information System (TMMIS)	600	100					100						100
Wedding Chambers Renovations	500								500				500
Printing Equipment Replacement Plan	1,850		325	500	300	525	1,650						1,650
TMMIS SOGR	1,230					300	300	305	310	315			1,230
Infrastructure to Support Council/Committee Meetings	3,075	642	300	300		500	1,742	400	90			500	2,732
Alternate Voting	2,644	443	100				543		500	250			1,293
Information Management Infrastructure:	10,857												
- Enterprise Doc & Rec Mgt Solution (EDRMS)		1,064	675	400		500	2,639	1,000	700	700	600		5,639
- Open Information				100	900	600	1,600	200	500				2,300
- Forms Management		90					90						90
Council Transition System Changes	3,405	570			600	600	1,770	195			800	500	3,265
IP Workflow Management System SOGR	1,200							400	400	400			1,200
Registry Services Systems SOGR	700			300	400		700						700
Toronto Gaming Information System (TGIS) SOGR	392			52	340		392						392
Mail Security and Mail Room Upgrades	1,056									185			185
Records Centre Tracking System	600	150	100				250	50	50	50		200	600
First & Second Floor Health & Safety Remediation	900											500	500
Archives Strategic Plan Implementation SOGR	1,450									475	675	300	1,450
Total (including carry forward funding)	62,753	4,758	18,386	3,882	3,350	3,465	33,841	4,005	4,625	2,900	2,500	2,200	50,071

Appendix 3

2015 Rec'd Capital Budget; 2016 to 2024 Rec'd Capital Plan

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 3**

City Clerk's Office						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
<u>Sub- Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>																				
Priority	SubProj No.	Sub-project Name				2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>CLK907573</u> <u>Records Centre Tracking System</u>																								
1	6	Records Centre Tracking System - SOGR 2024	CW	S6	03	0	0	0	0	0	0	200	200	0	0	0	0	0	0	0	0	200	0	200
		Sub-total				150	100	0	0	0	250	350	600	0	0	0	250	0	0	0	0	350	0	600
<u>CLK907856</u> <u>First & Second Floor Health & Safety Remediation</u>																								
1	3	1st & 2nd Floor Health & Safety Remediation-SOGR	CW	S6	01	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500
		Sub-total				0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500
<u>CLK907945</u> <u>Archives Strategic Plan Implementation SOGR</u>																								
1	1	Archives Facility- SOGR	CW	S6	03	0	0	0	0	0	0	1,300	1,300	0	0	0	0	0	0	0	0	1,300	0	1,300
1	2	Archives Equipment Upgrade - 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	1,450	1,450	0	0	0	150	0	0	0	0	1,300	0	1,450
Total Program Expenditure						4,758	18,386	3,882	3,350	3,465	33,841	16,230	50,071	0	0	0	2,427	10,362	0	0	0	37,282	0	50,071

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- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
				2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																						
Reserves (Ind. "XQ" Ref.)				57	485	550	360	545	1,997	430	2,427	0	0	0	2,427	0	0	0	0	0	2,427	
Reserve Funds (Ind."XR" Ref.)				1,542	1,400	1,450	750	420	5,562	4,800	10,362	0	0	0	0	10,362	0	0	0	0	10,362	
Debt				3,159	16,501	1,882	2,240	2,500	26,282	11,000	37,282	0	0	0	0	0	0	0	37,282	0	37,282	
Total Program Financing				4,758	18,386	3,882	3,350	3,465	33,841	16,230	50,071	0	0	0	2,427	10,362	0	0	0	37,282	0	50,071

Status Code	Description
S2	S2 Prior Year (With 2015 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2015 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 2016 & 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

2015 Recommended Cash Flow and Future Year Commitments

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4**

City Clerk's Office

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>CLK906877 Toronto Election Information System (TEIS)</u>																								
1	3	TEIS Maintenance & Upgrade for 2018 Election	CW	S4	02	150	1,300	1,450	750	420	4,070	0	4,070	0	0	0	0	4,070	0	0	0	0	4,070	
1	6	TEIS Maintenance & Upgrade 2014	CW	S2	02	992	0	0	0	0	992	0	992	0	0	0	0	992	0	0	0	0	992	
Sub-total						1,142	1,300	1,450	750	420	5,062	0	5,062	0	0	0	0	5,062	0	0	0	0	5,062	
<u>CLK906878 Archives Strategic Plan Implementation</u>																								
1	3	Archives Equipment Upgrade	CW	S2	03	57	50	0	0	0	107	0	107	0	0	0	107	0	0	0	0	0	107	
1	7	Archives Facility	CW	S4	03	350	546	250	0	0	1,146	0	1,146	0	0	0	0	0	0	0	1,146	0	1,146	
1	11	Archives Equipment Upgrade SOGR - Change in CF	CW	S3	03	0	10	0	0	0	10	0	10	0	0	0	10	0	0	0	0	0	10	
Sub-total						407	606	250	0	0	1,263	0	1,263	0	0	0	117	0	0	0	0	1,146	0	1,263
<u>CLK906880 Implementation of New Vote Counting System</u>																								
1	1	Replacement of Vote Counting Equipment - 2015	CW	S4	02	150	14,980	480	0	0	15,610	0	15,610	0	0	0	0	0	0	0	15,610	0	15,610	
Sub-total						150	14,980	480	0	0	15,610	0	15,610	0	0	0	0	0	0	0	0	15,610	0	15,610
<u>CLK907133 TO Meeting Mgmt Info Sy (TMMIS) for City & Pub</u>																								
1	8	TMMIS Phase 3	CW	S2	02	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	100	
Sub-total						100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100
<u>CLK907352 Infra. to support Council/Committee Meetings</u>																								
1	2	Infra. to support Council/Committee Meetings	CW	S2	03	407	550	0	0	0	957	0	957	0	0	0	0	0	0	0	957	0	957	
1	3	Infra. to support Council/Committee Meetings	CW	S3	03	235	-250	300	0	0	285	0	285	0	0	0	0	0	0	0	285	0	285	
Sub-total						642	300	300	0	0	1,242	0	1,242	0	0	0	0	0	0	0	1,242	0	1,242	
<u>CLK907361 Alternate Voting</u>																								
1	1	Alternate Voting	CW	S2	02	43	0	0	0	0	43	0	43	0	0	0	0	0	0	0	43	0	43	
1	6	Alternate Voting - Change in CF	CW	S3	02	400	100	0	0	0	500	0	500	0	0	0	0	500	0	0	0	0	500	
Sub-total						443	100	0	0	0	543	0	543	0	0	0	0	500	0	0	0	43	0	543
<u>CLK907368 Information Management Infrastructure</u>																								
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02	589	0	0	0	0	589	0	589	0	0	0	0	0	0	0	589	0	589	
1	16	Open Information	CW	S2	02	0	0	200	400	600	1,200	0	1,200	0	0	0	0	0	0	0	1,200	0	1,200	
1	17	Forms Management (Part of EDRMS)	CW	S2	02	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300	

CITY OF TORONTO

**Gross Expenditures (\$000's)
Appendix 4**

City Clerk's Office

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By																
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing						
<u>CLK907368 Information Management Infrastructure</u>																													
1	20	EDRMS Change in Cash Flow	CW	S3	02	475	675	400	0	0	1,550	0	1,550	0	0	0	0	0	0	0	0	0	0	0	0	1,550	0	1,550	
1	21	Open Information - Change in CF	CW	S3	02	0	0	-200	-400	-600	-1,200	0	-1,200	0	0	0	0	0	0	0	0	0	0	0	0	-1,200	0	-1,200	
1	22	Forms Management - Change in CF	CW	S3	02	-210	0	0	0	0	-210	0	-210	0	0	0	0	0	0	0	0	0	0	0	0	-210	0	-210	
Sub-total						1,154	675	400	0	0	2,229	0	2,229	0	0	0	0	0	0	0	0	0	0	0	0	2,229	0	2,229	
<u>CLK907372 Council Transition System Changes</u>																													
1	2	Council Transition Sys Changes - 2014	CW	S2	02	685	156	0	0	0	841	0	841	0	0	0	0	0	0	0	0	0	0	0	0	841	0	841	
1	4	Council Transition Sys Changes 2014 - CF Chg	CW	S3	02	-115	-156	0	0	0	-271	0	-271	0	0	0	0	0	0	0	0	0	0	0	0	-271	0	-271	
Sub-total						570	0	0	0	0	570	0	570	0	0	0	0	0	0	0	0	0	0	0	0	570	0	570	
<u>CLK907573 Records Centre Tracking System</u>																													
1	1	Records Centre Tracking System - SOGR	CW	S4	03	150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	0	0	0	0	150	0	150	
Sub-total						150	0	0	0	0	150	0	150	0	0	0	0	0	0	0	0	0	0	0	0	0	150	0	150
Total Program Expenditure						4,758	17,961	2,880	750	420	26,769	0	26,769	0	0	0	117	5,562	0	0	0	0	0	0	0	21,090	0	26,769	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

City Clerk's Office

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By								
						2015	2016	2017	2018	2019	Total 2015-2019	Total 2020-2024	Total 2015-2024	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1
Financed By:																				
Reserves (Ind. "XQ" Ref.)						57	60	0	0	0	117	0	117	0	0	0	0	0	0	117
Reserve Funds (Ind."XR" Ref.)						1,542	1,400	1,450	750	420	5,562	0	5,562	0	5,562	0	0	0	0	5,562
Debt						3,159	16,501	1,430	0	0	21,090	0	21,090	0	0	0	0	21,090	21,090	
Total Program Financing						4,758	17,961	2,880	750	420	26,769	0	26,769	0	5,562	0	0	0	21,090	26,769

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

2015 Recommended Capital Budget with Financing Detail

(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



CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2015	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>CLK906877 Toronto Election Information System (TEIS)</u>													
1	3 TEIS Maintenance & Upgrade for 2018 Election	01/01/2015	12/31/2019	150	0	0	0	0	150	0	0	0	0	0
1	6 TEIS Maintenance & Upgrade 2014	01/01/2011	12/31/2015	992	0	0	0	0	992	0	0	0	0	0
	Project Sub-total:			1,142	0	0	0	0	1,142	0	0	0	0	0
0	<u>CLK907352 Infra. to support Council/Committee Meetings</u>													
1	2 Infra. to support Council/Committee Meetings	01/01/2014	12/31/2016	407	0	0	0	0	0	0	0	0	407	0
1	3 Infra. to support Council/Committee Meetings	01/01/2015	12/31/2017	235	0	0	0	0	0	0	0	0	235	0
	Project Sub-total:			642	0	0	0	0	0	0	0	0	642	0
0	<u>CLK907372 Council Transition System Changes</u>													
1	2 Council Transition Sys Changes - 2014	01/01/2014	12/31/2016	685	0	0	0	0	0	0	0	0	685	0
1	4 Council Transition Sys Changes 2014 - CF Chg	05/30/2015	12/31/2016	-115	0	0	0	0	0	0	0	0	-115	0
	Project Sub-total:			570	0	0	0	0	0	0	0	0	570	0
1	<u>CLK906878 Archives Strategic Plan Implementation</u>													
1	3 Archives Equipment Upgrade	01/01/2011	12/31/2016	57	0	0	0	57	0	0	0	0	0	0
1	7 Archives Facility	01/01/2015	12/31/2017	350	0	0	0	0	0	0	0	0	350	0
	Project Sub-total:			407	0	0	0	57	0	0	0	0	350	0
1	<u>CLK906880 Implementation of New Vote Counting System</u>													
1	1 Replacement of Vote Counting Equipment - 2015	10/01/2015	12/31/2017	150	0	0	0	0	0	0	0	0	150	0
	Project Sub-total:			150	0	0	0	0	0	0	0	0	150	0
1	<u>CLK907133 TO Meeting Mgmt Info Sy (TMMIS) for City & Public</u>													
1	8 TMMIS Phase 3	01/01/2012	12/31/2015	100	0	0	0	0	0	0	0	0	100	0
	Project Sub-total:			100	0	0	0	0	0	0	0	0	100	0
1	<u>CLK907361 Alternate Voting</u>													
1	1 Alternate Voting	01/01/2011	12/31/2014	43	0	0	0	0	0	0	0	0	43	0
1	6 Alternate Voting - Change in CF	01/01/2015	12/31/2016	400	0	0	0	0	400	0	0	0	0	0
	Project Sub-total:			443	0	0	0	0	400	0	0	0	43	0
1	<u>CLK907368 Information Management Infrastructure</u>													
1	12 Enterprise Doc & Rec Mgt Solution (EDRMS)	05/05/2011	05/05/2011	589	0	0	0	0	0	0	0	0	589	0
1	17 Forms Management (Part of EDRMS)	01/01/2014	12/31/2015	300	0	0	0	0	0	0	0	0	300	0
1	20 EDRMS Change in Cash Flow	01/01/2015	12/31/2023	475	0	0	0	0	0	0	0	0	475	0
1	22 Forms Management - Change in CF	01/01/2015	03/31/2015	-210	0	0	0	0	0	0	0	0	-210	0
	Project Sub-total:			1,154	0	0	0	0	0	0	0	0	1,154	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



CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2015	Financing											
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
1	CLK907573	Records Centre Tracking System															
1	1	Records Centre Tracking System - SOGR	01/01/2015	12/31/2015	150	0	0	0	0	0	0	0	0	0	0	150	0
		Project Sub-total:			150	0	0	0	0	0	0	0	0	0	0	150	0
		Program Total:			4,758	0	0	0	57	1,542	0	0	0	0	3,159	0	

Status Code Description

S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2015 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 Reserve / Reserve Fund Review

**Table 11: Reserve / Reserve Fund – Program Specific
(\$000s)**

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Clerk's Equipment Reserve XQ1507	Beginning Balance		679	887	666	381	286	5	140	305	444	634	
	(Withdrawals)		(57)	(485)	(550)	(360)	(545)	(130)	(100)	(125)	(75)	-	(2,427)
	Total Withdrawals		(57)	(485)	(550)	(360)	(545)	(130)	(100)	(125)	(75)	-	(2,427)
	Contributions		265	265	265	265	265	265	265	265	265	265	2,647
	Total Contributions		265	265	265	265	265	265	265	265	265	265	2,647
Total Reserve Fund Balance at Year-End		679	887	666	381	286	5	140	305	444	634	899	

* Based on the 9 Month Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2014 *	Contributions / (Withdrawals)										2015 - 2024 Total Contributions / (Withdrawals)
			2015 Budget	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	
Clerk's Election Reserve XR1017	Beginning Balance		7,145	6,017	7,823	9,432	3,704	3,611	5,431	6,510	9	(820)	
	(Withdrawals)		(10,128)	(7,394)	(7,591)	(14,929)	(9,293)	(7,380)	(8,120)	(15,701)	(10,029)	(6,204)	(96,769)
	Total Withdrawals		(10,128)	(7,394)	(7,591)	(14,929)	(9,293)	(7,380)	(8,120)	(15,701)	(10,029)	(6,204)	(96,769)
	Contributions		9,000	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	91,800
	Total Contributions		9,000	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	91,800
Total Reserve Fund Balance at Year-End		7,145	6,017	7,823	9,432	3,704	3,611	5,431	6,510	9	(820)	2,176	

* Based on the 9 Month Variance Report