

# Toronto **2018** **BUDGET**



## CAPITAL BUDGET NOTES



## City Clerk's Office

### 2018 – 2027 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 \$77.881 million providing the tools, systems and resources required to support their mission, strategic priorities and the delivery of core services.

The 2018-2027 Preliminary Capital Plan provides funding of \$36.692 million to enable democratic elections, support Elected and Accountability Officials and reflect the City's open government priorities to provide better access to City information and participation in decision-making processes.

## CONTENTS

### Overview

1. 10-Year Preliminary Capital Plan [5](#)
2. Issues for Discussion [19](#)

### Appendices

1. 2017 Performance [24](#)
2. 2018 Preliminary Capital Budget [25](#)
3. 2018 Preliminary Capital Budget; 2019 - 2027 Capital Plan [26](#)
4. 2018 Cash Flow and Future Year Commitments [27](#)
5. 2018 Preliminary Capital Budget with Financing Detail [28](#)
6. Reserve / Reserve Fund Review [29](#)

## CONTACTS

### Program:

**Ulli S. Watkiss**

City Clerk

Tel: (416) 392-8010

Email: [Ulli.Watkiss@Toronto.ca](mailto:Ulli.Watkiss@Toronto.ca)

### Corporate:

**Marie Barcellos**

Manager, Financial Planning

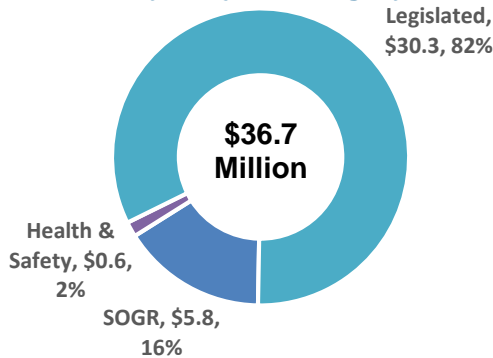
Tel: (416) 392-8393

E-Mail:

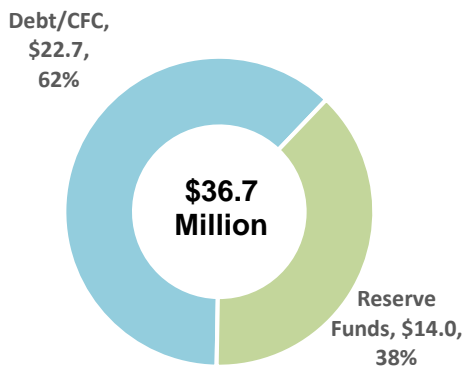
[Marie.Barcellos@Toronto.ca](mailto:Marie.Barcellos@Toronto.ca)

**CAPITAL SPENDING AND FINANCING**

**2018 - 2027 Preliminary Capital Budget and Plan By Project Category**



**By Funding Source**



**Where the money goes:**

The 2018 - 2027 Preliminary Capital Budget and Plan totalling \$36.692 million provides funding for:

- Legislated projects of \$30.297 million, such as the Toronto Election Management Information System (\$13.333 million), City Clerk's Office Business Systems (\$2.952 million) and Council Business Systems (\$2.540 million).
- State of Good Repair (SOGR) projects of \$5.795 million including the Archives Strategic Plan Implementation SOGR project (\$1.965 million) and the Infrastructure to Support Council Meeting Proceedings (\$1.765 million).
- Health & Safety projects of \$0.600 million to fund the City Clerk's Office Health & Safety Remediation SOGR project (\$0.400 million).

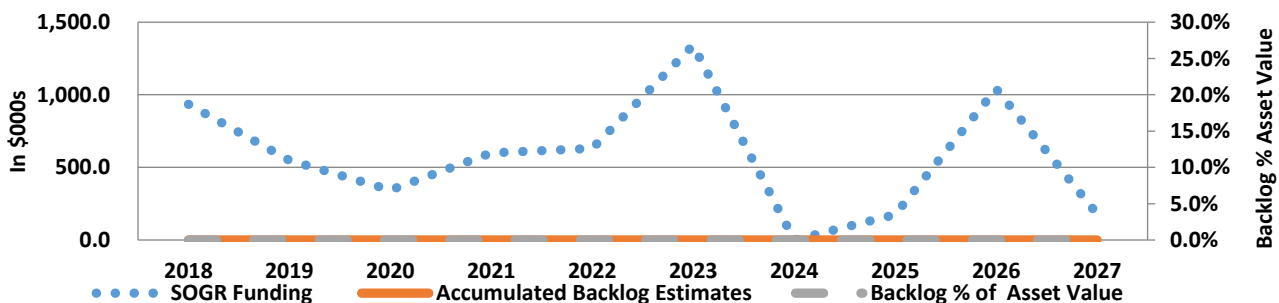
**Where the money comes from:**

The 10-Year Preliminary Capital Plan requires:

- Debt funding of \$22.694 million or 61.8% of the City Clerk's Office 10-year capital funding.
- Reserves/Reserve Funds of \$13.998 million or 38.2% of the 10-year capital funding.
  - The Election Reserve Fund will be utilized to address election-related needs, and the Equipment Reserve Fund will be utilized for the replacement of records / archives equipment.

**State of Good Repair Backlog**

The 10-Year Capital Plan includes cash flow funding of \$5.795 million for State of Good Repair. City Clerk's Office has no backlog of SOGR work as the Capital Plan funds the work on a scheduled basis.



**OUR KEY ISSUES & PRIORITY ACTIONS**

- Changes to the **Municipal Elections Act** have significant and far-reaching changes for candidates, voters, municipal councils and election administrators. It will significantly impact future election-related capital projects
- ✓ Need to adapt our current election planning and future election model to respond to and implement the significant changes to the **Municipal Elections Act** resulting from Bill 181, Municipal Elections Modernization Act and Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016.
- ✓ The 2018-2027 Preliminary Capital Plan is based on current information and will need to be reviewed against legislative changes, Council directions, outcome of appeal before the Ontario Municipal Board regarding ward boundary changes and alternative voting strategies.

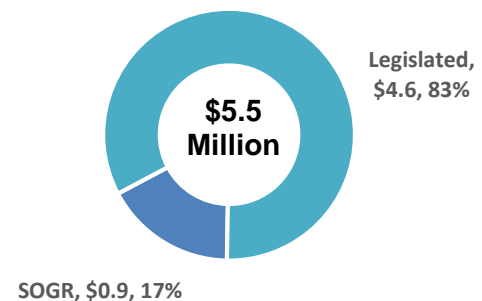


**2018 CAPITAL BUDGET HIGHLIGHTS**

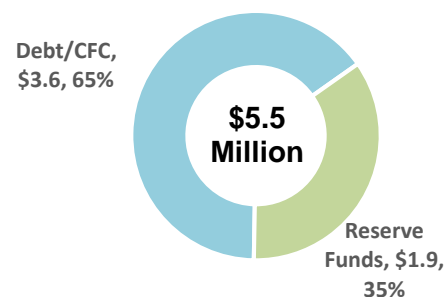
The 2018 Preliminary Capital Budget for City Clerk's Office of \$5.512 million, excluding carry forward funding, will:

- Continue the *Toronto Election Management Information System* project (\$1.772 million), a multi-module system that supports all aspects of the municipal election.
- Continue with the *Information Management Infrastructure* project (\$1.375 million).
- Continue the *Council Transition Requirements* project (\$1.110 million), to provide for the physical requirements to retrofit Councillors' offices and related spaces including 2<sup>nd</sup> Floor at Toronto City Hall, to meet Councillor needs for each Council term. It also includes a budgetary provision for reconfiguration required to accommodate an increase in the number of wards from 44 to 47 resulting from Council decision to approve the change to the ward boundary for Council term of office starting in 2018.

**2018 Preliminary Capital Budget by Project Category**



**By Funding Source**



## Actions for Consideration

Approval of the 2018 Preliminary Capital Budget as presented in these notes requires that:

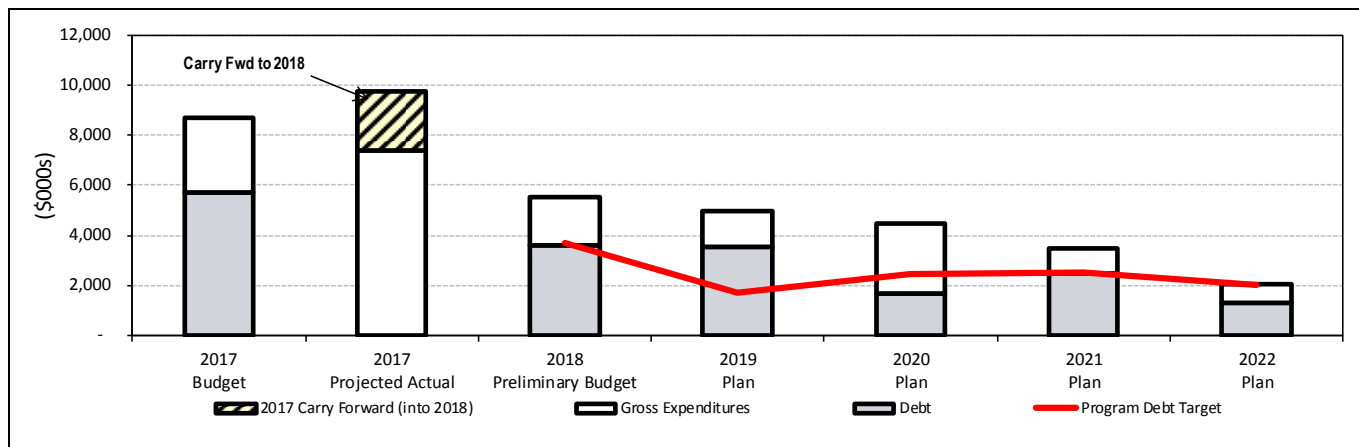
1. City Council approve the 2018 Capital Budget for City Clerk's Office with a total project cost of \$1.208 million, and 2018 cash flow of \$7.891 million and future year commitments of \$2.070 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 7 new / change in scope sub-projects with a 2018 total project cost of \$1.208 million that requires cash flow of \$0.505 million in 2018 and future year cash flow commitments of \$0.658 million for 2019; and \$0.045 million for 2020.
    - ii. 8 previously approved sub-projects with a 2018 cash flow of \$5.007 million; and future year cash flow commitments of \$1.267 million for 2019; \$0.050 million for 2020; and \$0.050 million for 2021.
  - b) 2017 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2017 into 2018 totalling \$2.379 million.
2. City Council approve the 2019 - 2027 Preliminary Capital Plan for City Clerk's Office totalling \$29.110 million in project estimates, comprised of \$3.050 million in 2019; \$4.355 million for 2020; \$3.420 million for 2021; \$2.050 million for 2022; \$3.777 million for 2023; \$1.967 million for 2024; \$4.439 million for 2025; \$3.172 million for 2026; and \$2.880 million in 2027.
3. City Council consider the operating costs of \$0.522 million net in 2018 ; \$0.329 million net in 2019; \$0.413 million net in 2020; and \$0.096 million net in 2021; and \$0.170 million in 2022 resulting from the approval of the 2018 Preliminary Capital Budget for inclusion in the 2018 and future year operating budgets. .
4. City Council approve 6.8 new temporary capital positions for the delivery of 2018 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.



# Part 1

## 10-Year Preliminary Capital Plan

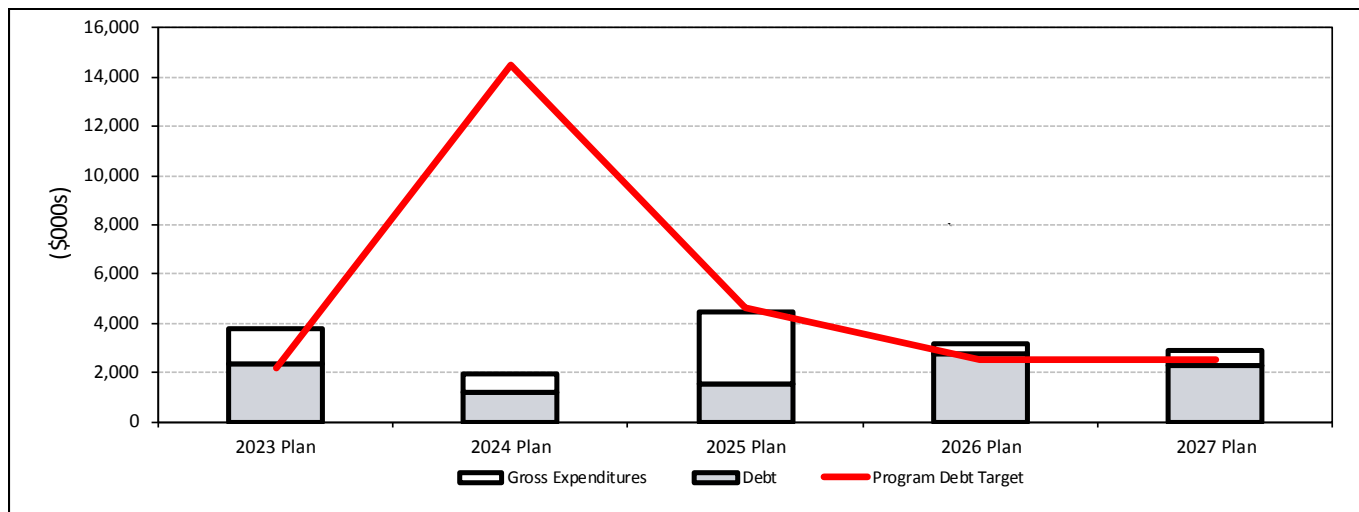
**Table 1a  
10-Year Capital Plan  
2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan**



		2018 Preliminary Capital Budget and 2019 - 2022 Capital Plan							5-Year Total Percent	
		2017		2018	2019	2020	2021	2022	2018 - 2022	
		Budget	Projected Actual							
<b>Gross Expenditures:</b>										
2017 Capital Budget & Approved FY Commitments		8,681	7,400	5,007	1,267	50	50		6,374	31.2%
Changes to Approved FY Commitments									-	
2018 New/Change in Scope and Future Year Commitments				505	658	45			1,208	5.9%
2019 - 2022 Capital Plan Estimates					3,050	4,355	3,420	2,050	12,875	62.9%
2-Year Carry Forward for Reapproval									-	
1-Year Carry Forward to 2018			2,379							
<b>Total Gross Annual Expenditures &amp; Plan</b>		<b>8,681</b>		<b>5,512</b>	<b>4,975</b>	<b>4,450</b>	<b>3,470</b>	<b>2,050</b>	<b>20,457</b>	<b>100.0%</b>
<b>Program Debt Target</b>				<b>3,675</b>	<b>1,730</b>	<b>2,440</b>	<b>2,500</b>	<b>2,000</b>	<b>12,345</b>	
<b>Financing:</b>										
Debt		5,698		3,580	3,525	1,695	2,470	1,325	12,595	61.6%
Reserves/Reserve Funds		2,983		1,932	1,450	2,755	1,000	725	7,862	38.4%
Development Charges									-	
Provincial/Federal									-	
Debt Recoverable									-	
Other Revenue									-	
<b>Total Financing</b>		<b>8,681</b>		<b>5,512</b>	<b>4,975</b>	<b>4,450</b>	<b>3,470</b>	<b>2,050</b>	<b>20,457</b>	<b>100.0%</b>
<b>By Project Category:</b>										
Health & Safety		7,991	6,801	4,577	4,425	4,105	2,870	1,420	17,397	85.0%
Legislated		690	599	935	550	345	600	630	3,060	15.0%
SOGGR									-	
Service Improvement									-	
Growth Related									-	
<b>Total by Project Category</b>		<b>8,681</b>		<b>5,512</b>	<b>4,975</b>	<b>4,450</b>	<b>3,470</b>	<b>2,050</b>	<b>20,457</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		<b>77,881</b>		<b>77,681</b>	<b>78,104</b>	<b>79,275</b>	<b>76,301</b>	<b>76,301</b>	<b>76,301</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)									-	
Accumulated Backlog Estimate (end of year)									-	
<b>Backlog: Percentage of Asset Value (%)</b>		<b>0.0%</b>		<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Debt Service Costs				54	435	410	231	291	1,421	
Operating Impact on Program Costs				522	329	413	96	170	1,529	
New Positions				3.8	3.0	1.8		0.5	9.0	



**Table 1b  
10-Year Capital Plan  
2023 - 2027 Preliminary Capital Plan**



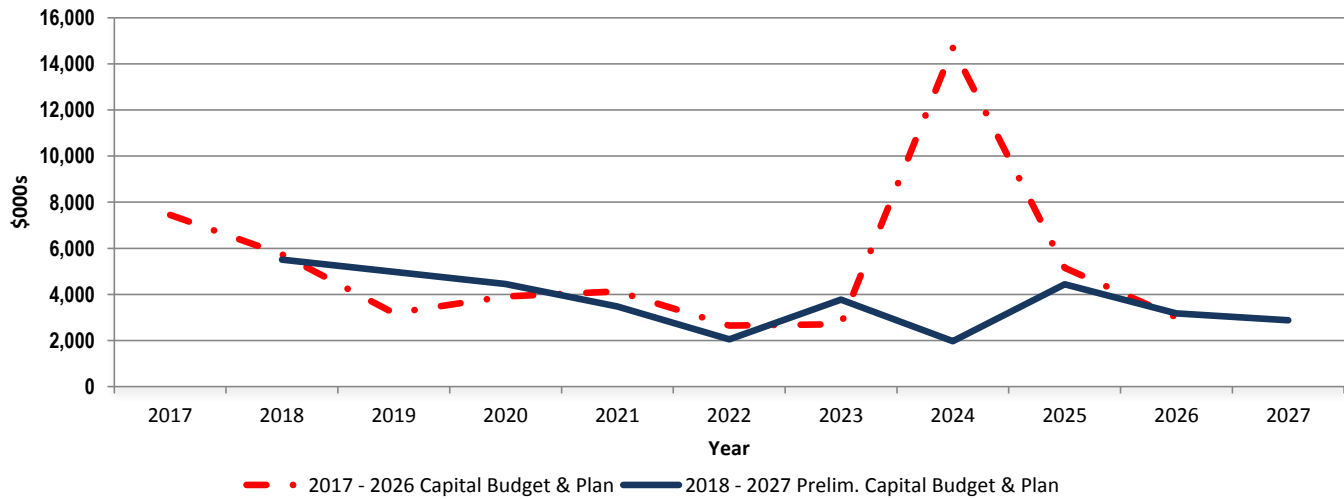
	2023 - 2027 Preliminary Capital Plan						10-Year Total Percent
	2023	2024	2025	2026	2027	2018 - 2027	
<b>Gross Expenditures:</b>							
2017 Capital Budget & Approved FY Commitments						6,374	17.4%
Changes to Approved FY Commitments						-	
2018 New/Change in Scope and Future Year Commitments						1,208	3.3%
2023 - 2027 Capital Plan Estimates	3,777	1,967	4,439	3,172	2,880	29,110	79.3%
2-Year Carry Forward for Reapproval						-	
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>3,777</b>	<b>1,967</b>	<b>4,439</b>	<b>3,172</b>	<b>2,880</b>	<b>36,692</b>	<b>100.0%</b>
<b>Program Debt Target</b>	<b>2,200</b>	<b>14,500</b>	<b>4,600</b>	<b>2,500</b>	<b>2,500</b>	<b>38,645</b>	
<b>Financing:</b>							
<b>Debt</b>	<b>2,363</b>	<b>1,200</b>	<b>1,537</b>	<b>2,740</b>	<b>2,259</b>	<b>22,694</b>	<b>61.8%</b>
Reserves/Reserve Funds	1,414	767	2,902	432	621	13,998	38.2%
Development Charges						-	
Provincial/Federal						-	
Debt Recoverable						-	
Other Revenue						-	
<b>Total Financing</b>	<b>3,777</b>	<b>1,967</b>	<b>4,439</b>	<b>3,172</b>	<b>2,880</b>	<b>36,692</b>	<b>100.0%</b>
<b>By Project Category:</b>							
Health & Safety		200	100	300		600	1.6%
Legislated	2,436	1,767	4,164	1,832	2,701	30,297	82.6%
SOGR	1,341		175	1,040	179	5,795	15.8%
Service Improvement						-	
Growth Related						-	
<b>Total by Project Category</b>	<b>3,777</b>	<b>1,967</b>	<b>4,439</b>	<b>3,172</b>	<b>2,880</b>	<b>36,692</b>	<b>100.0%</b>
<b>Asset Value(\$)</b> at year-end	<b>75,375</b>	<b>75,375</b>	<b>75,375</b>	<b>75,375</b>	<b>75,375</b>	<b>75,375</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)						-	
Accumulated Backlog Estimate (end of year)						-	
<b>Backlog: Percentage of Asset Value (%)</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>		
Debt Service Costs	189	277	159	220	339	2,606	
Operating Impact on Program Costs	168	221	87	130	177	2,312	
New Positions	1.5	1.5	0.5	0.5	1.5	14.5	

## Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Preliminary Capital Budget and the 2019 - 2027 Preliminary Capital Plan reflects a decrease of \$15.912 million in capital funding from the 2017 - 2026 Approved Capital Plan.

The chart and table below provide a breakdown of the \$15.912 million or 30.2% decrease in the Capital Program on an annual basis from 2017 - 2027.

**Chart 1**  
**Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)**



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	7,447	5,732	3,185	3,915	4,125	2,650	2,700	14,700	5,150	3,000		52,604
2018 - 2027		5,512	4,975	4,450	3,470	2,050	3,777	1,967	4,439	3,172	2,880	36,692
Change %		(3.8%)	56.2%	13.7%	(15.9%)	(22.6%)	39.9%	(86.6%)	(13.8%)	5.7%		(30.2%)
Change \$		(220)	1,790	535	(655)	(600)	1,077	(12,733)	(711)	172		(15,912)

As made evident in Chart 1 above, the \$15.912 million decrease in the Capital Plan is almost entirely attributed to the decreased cash flows for the Replacement of the Voting Equipment over the 10-year period, as reflected in the decreases shown in 2024 and 2025.

As reflected in Table 2 on the following page, changes to the 2017 – 2026 Approved Capital Plan, specifically the \$11.345 million decrease in capital funding over the nine common years of the Capital Plans (2018 – 2026) arise from the reprioritization of the City Clerk’s Office’s capital projects, to address changing legislation, priorities and needs. This Capital Plan may need to be adjusted, depending on Council’s decision regarding election equipment.



A summary of project changes for the years 2018 - 2026 totalling \$11.345 million are provided in Table 2 below:

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

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total	
2017 - 2026 Capital Budget & Plan	7,447	5,732	3,185	3,915	4,125	2,650	2,700	14,700	5,150	3,000		45,157	
2018 - 2027 Preliminary Capital Budget & Plan		5,512	4,975	4,450	3,470	2,050	3,777	1,967	4,439	3,172	2,880	33,812	
<b>Capital Budget &amp; Plan Changes (2018 - 2026)</b>		(220)	1,790	535	(655)	(600)	1,077	(12,733)	(711)	172		<b>(11,345)</b>	
	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
<b>Changes to Previously Approved Commitments in 10-Year Capital Plan</b>													
Replacement of New Voting Equipment	18,450						(200)	(13,000)	(3,000)		(16,200)		2,250
Toronto Election Management Info System (TEMIS)	11,027		1,170	1,275	(625)	75	914	567	2,352	(68)	5,660	621	17,308
Information Management Infrastructure	11,731	(43)	893	(633)	360	5			737	680	1,999	230	13,961
Printing Equipment Replacement Plan	1,300	(125)	(1,175)								(1,300)		-
City Clerk's Office Business Systems	4,049	213	137	58		(350)	537	(260)	(1,275)	10	(930)	1,100	4,219
IP Workflow Management System SOGR	1,070			(400)	(400)	(165)	366				(599)		471
Archives Strategic Plan Implementation	260			5							5		265
Archives Strategic Plan Implementation SOGR	1,500		50	200							250		1,750
Council Transition Requirements	2,350		(50)			(100)	(30)				(180)		2,170
Toronto Property System SOGR	800	(325)	450	40						(300)	(135)	179	844
Council Business Systems	2,454	60	310			(70)	(510)	(50)	475	(150)	65	500	3,019
Toronto Meeting Management Information System SOGR	1,310		5	(10)	10	5					10		1,320
Mail Security and Mail Room Upgrades	190							10			10		200
<b>Total Changes to Previously Approved Commitments</b>	<b>56,491</b>	<b>(220)</b>	<b>1,790</b>	<b>535</b>	<b>(655)</b>	<b>(600)</b>	<b>1,077</b>	<b>(12,733)</b>	<b>(711)</b>	<b>172</b>	<b>(11,345)</b>	<b>2,630</b>	<b>47,777</b>
<b>New to the 10-Year Capital Plan</b>													
Notices Management Information System (NMIS) SOGR												250	250
<b>Total New</b>												<b>250</b>	<b>250</b>
<b>Total Changes</b>	<b>56,491</b>	<b>(220)</b>	<b>1,790</b>	<b>535</b>	<b>(655)</b>	<b>(600)</b>	<b>1,077</b>	<b>(12,733)</b>	<b>(711)</b>	<b>172</b>	<b>(11,345)</b>	<b>2,880</b>	<b>48,027</b>

**Significant Capital Project Changes in the City Clerk's Office:**

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

**Changes to Previously Approved Projects' Future Year Commitments**

Project Cost Decreases:

- The *Replacement of the New Voting Equipment* capital project has been reduced by \$16.200 million from 2023 to 2025. The project has been removed from the 10-Year Preliminary Capital Plan and reclassified as unmet need since the procurement approach (lease vs. buy) and timing of replacement remains to be determined.
- The *Printing Equipment Replacement Plan* capital project has been reduced by \$1.300 million over the 10-year period as no further investment in printing equipment is required as a result of the implementation of the Information Production Service Efficiency Review. Funding from the Equipment Reserves has been adjusted accordingly.
- The *IP Workflow Management System SOGR* capital project has been reduced by \$0.599 million from 2020 to 2022 to reflect the current assessment of project need and to offset pressures in other priority projects and stay within debt targets.
- Funding for the *City Clerk's Office Business System* project has been increased by \$0.408 over the first three years of the 10-Year Capital Plan period, as various applications need to be replaced or enhanced to reflect industry State of Good Repair requirements for applications and encompass the requirements of the City Clerk's Office, such as the Registry Services Tracking System, the Toronto Gaming Information System and various other systems and applications. However, future year estimates have been reduced in order to reallocate to other priorities and stay within assigned debt targets, resulting in overall reduced cash flow funding of \$0.930 million over the 10 year period.

**Project Cost Increases:**

- The *Toronto Election Management Information System (TEMIS)* requires a funding increase of \$5.660 million over the 10-year period to meet business requirements for the 2022 and 2026 elections to ensure better integration of various project components, enable data analytics capabilities, and anticipate and utilize changing technologies (e.g. geographic voter data). The upgrades will also meet corporate and industry standards and allow for added functionalities.
- The *Information Management Infrastructure* project supports the City Clerk's Office core service of Open Government and the corporate information management mandate delegated to the City Clerk. 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. Three sub-projects have changed:
  - The *Enterprise Document and Records Management Solution (EDRMS)* sub-project is to develop and implement an information management regime in the City of Toronto to manage records in all formats through their life cycle. Funding for Phase 2 of this project is decreased by \$0.858 million over the 10-year period to stay within the debt target.
  - The *Open Information* sub-project will procure and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as improve public access to City information. The cost of this project has increased by \$2.607 million over the 10-year period mainly to support an enterprise repository to store and make available to other systems an inventory of terms to describe City information, making it easier for the public to search and access City information and services, and easier for staff to find and share information with each other and with the public. The increased funding will also be used to replace various business systems in Corporate Information Management Services including Digital Asset Library, Webgencat, and Forms Inventory Tool to ensure that systems comply with corporate and industry standards, comply with legislation such as Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Accessibility for Ontarians Disabilities Act (AODA), and in order to ensure that systems are in a state of good repair.
  - The *Privacy Case Management* sub-project requires an increase of \$0.250 million in 2019 to leverage internal systems to provide an integrated platform for the Privacy Program, allowing for workflow, collaboration, document management, reporting and metadata functionalities.
- The *Archives Strategic Plan Implementation SOGR* capital project cost has increased by \$0.255 million over the 10 years mainly to address the State of Good Repair requirements of the Records Centre Services and Archival Services work areas at 255 Spadina Road, to reconfigure processing and inventory control space to facilitate better workflow and space utilization, and to meet health & safety requirements.

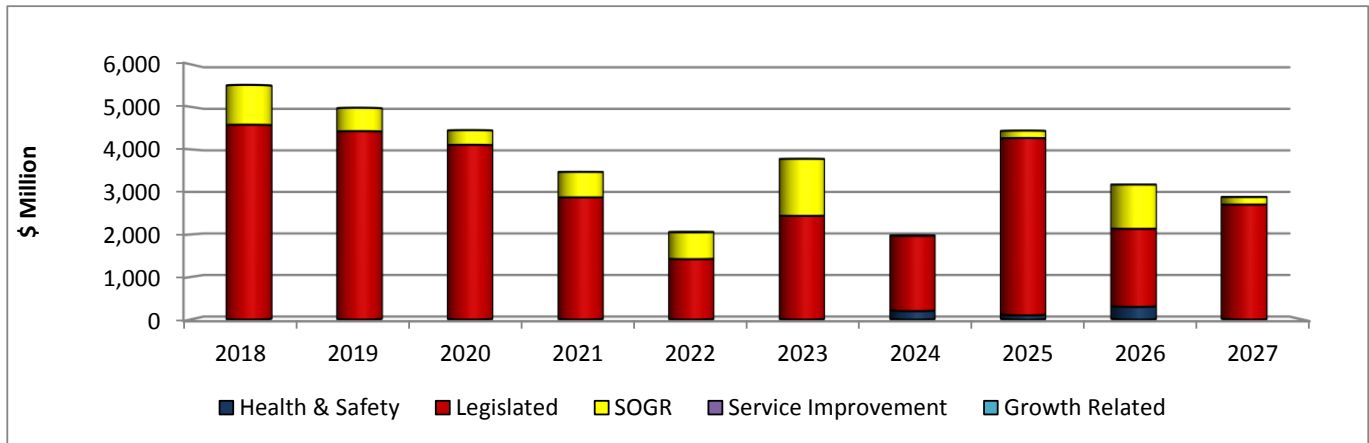
**New to the 10-Year Preliminary Capital Plan**

The following capital project is new to the 10-Year Capital Plan:

- The *Notices Information Management System SOGR* is used by City staff for the assembly, workflow management and publishing of public notices, and allows the public to access current and archived notices as well as provide direct access to notices open data sets. A state of good repair replacement is required in 2027, requiring new funding of \$0.250 million.

## 2018 – 2027 Preliminary Capital Plan

**Chart 2**  
**2018 – 2027 Preliminary Capital Plan by Project Category (In \$000s)**



As illustrated in Chart 2 above, the 10-Year Preliminary Capital Plan for City Clerk's Office of \$36.692 million provides 82.6% of funding for Legislated projects as priorities, 15.8% for State of Good Repair projects while Health & Safety projects represent the remaining 1.6% over the 10-year period.

- Health and Safety projects include the City Clerk's Office Health & Safety Remediation project and the Mail Security & Mail Room Upgrade project.
- The majority of cash flow funding has been dedicated to Legislated projects, which is consistent with the City Clerk's responsibility 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 include the Infrastructure to Support Council Meeting Proceedings project, Archives Strategic Plan Implementation State of Good Repair project, and the Toronto Property System SOGR project.

Table 3 below details all capital projects, by category, included in the 2018 - 2027 Preliminary Capital Budget and Plan for the City Clerk's Office:

**Table 3**  
**2018 - 2027 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
<i>City Clerk's Office Health &amp; Safety Remediation - SOGR</i>									100	300		400	400
<i>Mail Security &amp; Mail Room Upgrade</i>								200				200	200
<b>Sub-Total</b>	-	-	-	-	-	-	-	200	100	300	-	600	600
<b>Legislated</b>													
<i>Council Business Systems</i>	509	90	525					750	575	100	500	2,540	3,019
<i>City Clerk's Office Business Systems</i>	1,284	230	350	290		125	537			320	1,100	2,952	4,219
<i>Toronto Meeting Management Information System (TMMIS) - SOGR</i>			320	325	330	345						1,320	1,320
<i>Public Appointments - SOGR</i>							250	250				500	500
<i>Council Transition Requirements</i>	1,510	1,110	250			100	310			300		2,070	2,170
<i>Information Management Infrastructure:</i>												-	-
- <i>Enterprise Document &amp; Record Management Solution (EDRMS)</i>	4,829			615	1,275	250						2,140	6,969
- <i>Open Information</i>	3,904	1,375	1,330	225	365				737	680	230	4,942	6,742
- <i>Privacy Case Management</i>	-		250									250	250
<i>Toronto Election Management Info System (TEMIS)</i>	5,977	1,772	1,400	2,650	900	600	1,339	767	2,852	432	621	13,333	17,308
<i>Notices Management Information System (NMIS) SOGR</i>	-										250	250	250
<b>Sub-Total</b>	<b>18,013</b>	<b>4,577</b>	<b>4,425</b>	<b>4,105</b>	<b>2,870</b>	<b>1,420</b>	<b>2,436</b>	<b>1,767</b>	<b>4,164</b>	<b>1,832</b>	<b>2,701</b>	<b>30,297</b>	<b>42,747</b>
<b>State of Good Repair</b>													
<i>Infrastructure to Support council Meeting Proceedings</i>	1,710	600							125	1,040		1,765	2,875
<i>Wedding Chambers Renovations</i>					500							500	500
<i>Toronto Property System - SOGR</i>		175	450	40							179	844	844
<i>Archives Strategic Plan Implementation</i>	260	60	50	55	50							215	265
<i>Archives Strategic Plan Implementation - SOGR</i>			50	200					50			1,750	1,750
<i>IP Workflow Management System - SOGR</i>						475	975					471	471
<i>Records Centre Tracking System</i>		100		50	50	50						250	250
<b>Sub-Total</b>	<b>1,970</b>	<b>935</b>	<b>550</b>	<b>345</b>	<b>600</b>	<b>630</b>	<b>1,341</b>	<b>-</b>	<b>175</b>	<b>1,040</b>	<b>179</b>	<b>5,795</b>	<b>6,955</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>19,983</b>	<b>5,512</b>	<b>4,975</b>	<b>4,450</b>	<b>3,470</b>	<b>2,050</b>	<b>3,777</b>	<b>1,967</b>	<b>4,439</b>	<b>3,172</b>	<b>2,880</b>	<b>36,692</b>	<b>50,302</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2018 - 2027 Capital Projects

The 10-Year Preliminary Capital Plan focuses on the City Clerk's Office 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

- Health and Safety projects account for \$0.600 million or 1.6% of the total 10-Year Preliminary Capital Plan's expenditures.
  - *City Clerk's Office Health & Safety Remediation (\$0.400 million)* – Funding is required to modify/renovate to City Clerk's Office work locations in order to meet health and safety standards and requirements.
  - *The Mail Security and Mail Room Upgrades (\$0.200 million)* – Funding will be used to replace x-ray machines in City Hall and Civic Centres and upgrades to the mail room to meet health and safety standards.

### Legislated

- Legislated projects account for \$30.297 million or 82.6% of the total 10-Year Preliminary Capital Plan's expenditures.
  - *Toronto Election Management Information System project (TEMIS) (\$13.333 million)* – This is a multi-module system that supports all aspects of the municipal elections to ensure City Clerk's Office's readiness to administer open, fair and accessible elections at any time, in compliance with *the Municipal Elections Act*. Funding reflects the strategy of TEMIS being a continuous project for 10 years and work for each election separately identified as a sub-project through this period.
  - *The Information Management Infrastructure project (\$7.332 million)* – This 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 is comprised of three sub-projects:
    - *Enterprise Document and Records Management Solution (EDRMS) (\$2.140 million)* – This multi-year sub-project is a joint effort with the Information & Technology Division and other City divisions to continue with the phased implementation of an information management regime in the City of Toronto to manage records in all formats through their life cycle. This initiative will enable Divisions to share reliable and current information and enable improved customer service and public access to City information. Project implementation for Phase 1 is in progress.
    - *Open Information (\$4.942 million)* – This sub-project will acquire and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as improve public access to City information, including:
      - Online submission and payment of FOI Requests (completed)
      - Digital Asset Library functional review
      - Enterprise repository to store an inventory of terms and nomenclature to describe City information and services and for staff to find and share information with the public and among themselves.
    - *Privacy Case Management (\$0.250 million)* – This sub-project will leverage systems to provide an integrated platform for the Privacy Program, allowing for workflow, collaboration, document management, reporting and metadata functionalities.
  - *City Clerk's Office Business Systems (\$2.952 million)* - Funding will be used to enhance various business systems, such as replacements / upgrades to the Registry Services Tracking System, the Toronto Gaming Information System, Procurement and Asset Management System, Poll Case Manager system and various Access applications.
  - *Council Business System (\$2.540 million)* – Key components of this project includes replacement and/or upgrade of system for electronic reporting and management of Councillor expenses, correspondence management system and other Protocol applications. Upgrades are required for each new term of Council in 2018, 2022 and 2026.
  - *Council Transition Requirements (\$2.070 million)* – This project provides for the physical requirements to retrofit Councillor offices and related spaces including 2<sup>nd</sup> Floor at Toronto City Hall, to meet Councillor needs for each Council term. It also includes budgetary provisions for reconfiguration required to accommodate increase in the number of Councillors as a result of the Council decision approving the change to the ward boundary from 44 to 47 for Council term of office starting in 2018.
  - *The Toronto Meeting Management Information System (TMMIS) SOGR (\$1.320 million)* – Funding will be required for state of good repair replacement of the system that supports all aspects of Council's decision-

making and is the foundation of City Clerk's Office core service of Making Government Work. The replacement project is planned for 2019-2022.

- *The Public Appointments Information System (\$0.500 million)* – This project will replace/upgrade the Public Appointments System to meet business requirements as well as corporate and technology standards. The system provides the public online access to apply for appointments to City Committees, Agencies and task forces. It also provides the necessary tools for Secretariat to manage the workflow of the public appointments process.

### *State of Good Repair (SOGR)*

- SOGR projects account for \$5.795 million or 15.8% of the total 10-Year Preliminary Capital Plan's investments.
  - *Archives Strategic Plan Implementation SOGR (\$1.965 million)* – As part of the mandate to preserve and make accessible its holdings to City staff and the public in order to meet AODA requirements, the Archives has an active program of digitalization. Digitalization equipment will need to be upgraded and/or replaced in accordance with best practice in the IT and multimedia industry.
  - *The Infrastructure to Support Council/Committee Meetings (\$1.765 million)* – This project reflects the directions of Government Management Committee and Council to promote greater public access to Committee meetings through web-streaming as well as system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings. The Council Chamber and Civic Centre meeting chambers are due for audio visual, technology, and equipment refresh in 2025 to 2026. This will also include changes to maintain/upgrade the centre table equipment.
  - *Toronto Property System SOGR (\$0.844 million)* – This is a corporate system used by the public to access assessment roll information, and used by City staff to verify property ownership and tenant information based on data provided by the Municipal Property Assessment Corporation (MPAC), and to create mailing lists for City business. This project will replace and upgrade the current system to allow the public and staff electronic access to assessment roll information, meet business and legislative requirements, and maintain the system in a state of good repair.
  - *The Wedding Chambers Renovations (\$0.500 million)* – Cash flow funding will be required in 2021 in order to renovate/refresh the wedding chambers at Civic Centres. This would be 10 years after the original refresh.
  - *The Information Production Workflow Management System SOGR (\$0.471 million)* – This project will fund the upgrade/replacement of the system which facilitates workflow for design, high-speed copying and printing requests.
  - *The Records Centre Tracking System (0.250 million)* – This project will fund the replacement of three order pickers which would reach their end of service life.



## 2018 Preliminary Capital Budget and Future Year Commitments

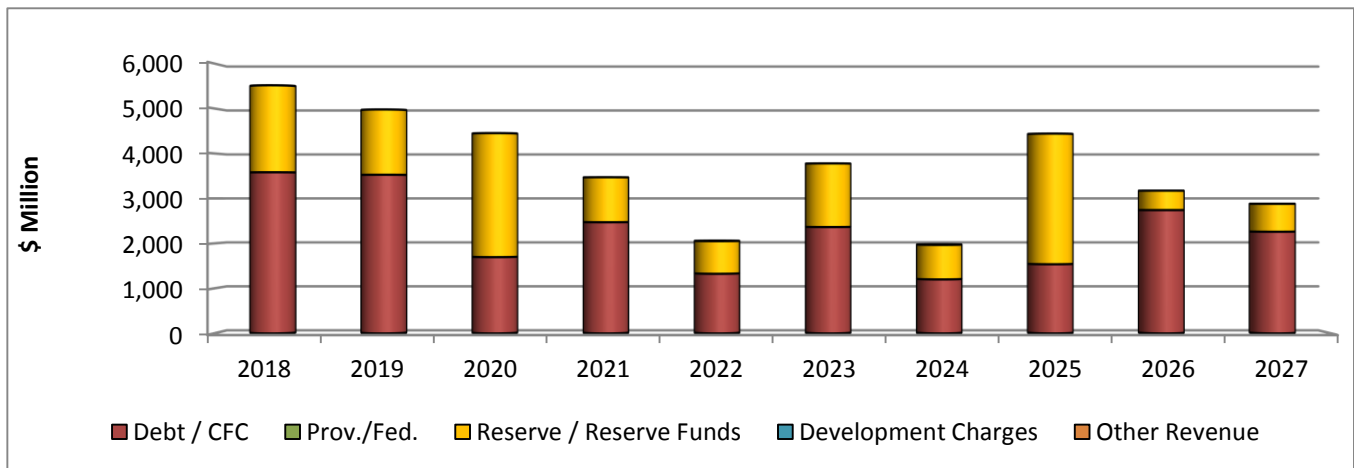
Included as a sub-set of the 10-Year Capital Plan is the 2018 Preliminary Capital Budget and Future Year Commitments, which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete capital work.

Table 3a on the following page lists the capital projects to be funded by the 2018 Preliminary Capital Budget and associated Future Year Commitments for the City Clerk's Office:

**Table 3a**  
**2018 Cash Flow & Future Year Commitments (In \$000s)**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
<i>Toronto Election Management Information System (TEMIS)</i>	1,772	230									2,002
<i>Archives Strategic Plan Implementation</i>	60	50	50	50							210
<i>Infrastructure to Support Council/Committee Meetings Information Management</i>	600										600
<i>Infrastructure</i>	1,418	687									2,105
<i>City Clerk's Office Business Systems</i>	17										17
<i>Council Business Systems</i>	30										30
<i>Council Transition Requirements</i>	1,110	300									1,410
<b>Subtotal</b>	<b>5,007</b>	<b>1,267</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,374</b>
Change in Scope											
<i>Archives Strategic Plan Information Management</i>	(43)	258	5								215
<i>City Clerk's Office Business Systems</i>	213										213
<i>Council Business Systems</i>	60										60
<i>Council Transition Requirements</i>		(50)									(50)
<b>Subtotal</b>	<b>230</b>	<b>208</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>443</b>
New w/Future Year											
<i>Records Centre Tracking System</i>	100										100
<i>Toronto Property System SOGR</i>	175	450	40								665
<b>Subtotal</b>	<b>275</b>	<b>450</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>765</b>
<b>Total Expenditure</b>	<b>5,512</b>	<b>1,925</b>	<b>95</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,582</b>
<b>Financing:</b>											
Debt/CFC	3,580	1,645	40								5,265
Debt Recoverable											-
Other											-
Reserves/Res Funds	1,932	280	55	50							2,317
Development Charges											-
Provincial/Federal											-
<b>Total Financing</b>	<b>5,512</b>	<b>1,925</b>	<b>95</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,582</b>

**Chart 3**  
**2018 – 2027 Preliminary Capital Plan by Funding Source (In \$000s)**



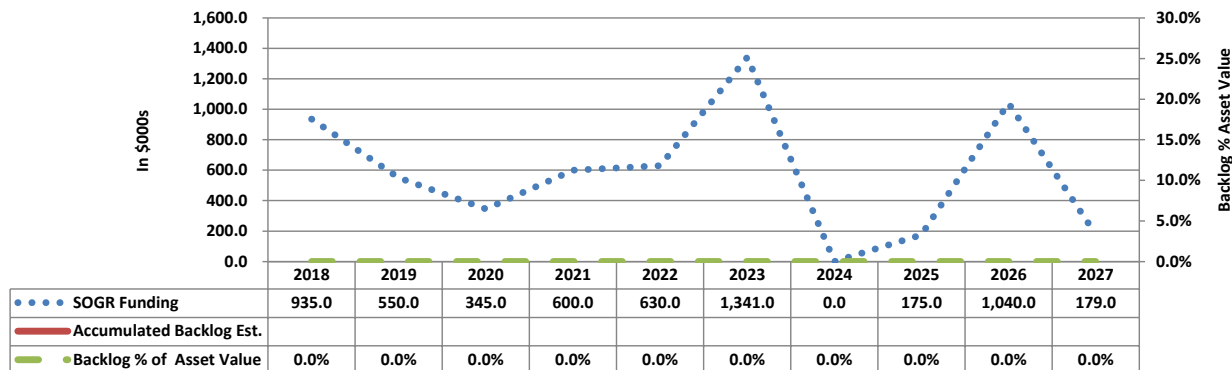
The 10-Year Preliminary Capital Plan of \$36.692 million will be financed by the following sources:

- Debt accounts for \$22.694 million or 61.8% of the financing over the 10-year period.
  - The debt funding is below the 10-year debt affordability target of \$38.645 million allocated to this Program by \$16.000 million, and mainly dedicated to Legislated projects:
    - In 2019, the City Clerk's Office is above the debt target by \$1.795 million, mainly due to cash flow funding increases for the *Open Information* (\$0.643 million) and the *Privacy Case Management* (\$0.250 million), both sub-projects of the *Information Management Infrastructure* capital project. Key drivers for exceeding the debt target include:
      - Compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and Freedom of Information and Protection of Privacy Act (FIPPA).
      - Compliance with more robust Corporate I&T standards in terms of servers, data migration and other infrastructure costs as the City's project management maturity improves.
      - Implementation of the Auditor General's recommendation to undertake enhanced Threat Risk Assessments (TRA) to ensure security of IT systems.
      - Higher costs for Privacy Impact Assessments (PIA) and Threat Risk Assessments (TRA) for resources which are now required following I&T's advice that internal resources cannot accommodate work.
      - Outcome of the Corporate Information Management Services (CIMS) applications rationalization review, requiring SOGR replacement for Webgenat and Digital Asset Library systems, increasing the cost of Information Management Infrastructure.
    - The *Toronto Property System* project requires \$0.450 million in 2019. The system is a corporate system and will be delivered, developed and supported by I&T.
    - The *Council Business System* project requires \$0.310 million in 2019, to replace the Councillor Expense Tracking System.
- Reserve and Reserve Funds for \$13.998 million or 38.2% of required funding over 10 years, primarily for election-related needs from the Election Reserve Fund and replacements of records/archives equipment from Clerk's Equipment Reserves for the following major projects:

- The *Toronto Election Management Information System*, at a cost of \$13.333 million, is funded by the Election Reserve Fund over the 10 year period.
- The *Archives Equipment Upgrade SOGR* project (\$0.415 million) and the *Records Centre Tracking System* project (\$0.250 million) are funded by the Clerk's Equipment Reserve for a total of \$0.665 million over the 10 year period.

### State of Good Repair (SOGR) Backlog

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



- There is no SOGR backlog associated with the City Clerk's Office capital assets.
- The 10-Year Preliminary Capital Plan dedicates \$5.795 million to SOGR spending over the 10-Year Capital Plan for regular upgrades and to extend useful life of systems.

### 10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2022 Plan		2018 - 2022		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
<b>Previously Approved</b>														
<i>Toronto Election Management Information System (TEMIS)</i>	329.3	2.0	51.9	0.5	17.6		102.6		130.0	0.5	631.4	3.0	1,041.4	6.5
<i>City Clerk's Office Business Systems</i>	103.9	1.0	85.8	0.8	68.7	0.5	2.5				260.9	2.3	392.9	3.4
<i>Council Business Systems</i>	88.6	0.8	121.6	1.0	44.3	0.5					254.4	2.3	381.9	2.8
<i>Voting Equipment Upgrade</i>					50.0						50.0	-	50.0	-
<i>Information Management Infrastructure</i>			69.4	0.8	232.0	0.8	(9.3)		40.0		332.1	1.5	446.0	1.9
<b>Total (Net)</b>	<b>521.8</b>	<b>3.8</b>	<b>328.6</b>	<b>3.0</b>	<b>412.6</b>	<b>1.8</b>	<b>95.8</b>	<b>-</b>	<b>170.0</b>	<b>0.5</b>	<b>1,528.8</b>	<b>9.0</b>	<b>2,312.2</b>	<b>14.5</b>

The 10-Year Preliminary Capital Plan will increase future year Operating Budgets by a total of \$2.312 million gross and \$1.220 million net, and 14.5 positions over the 2018 - 2027 period, as shown in the table above.

This is comprised of the following costs arising from the completion of the following capital projects:

- *Toronto Election Management Information System* – Additional funding represents an increase in operating costs for the SOGR system upgrades for the 2022 and 2026 Municipal Elections
- *City Clerk's Office Business Systems* – Additional funding is required to sustain various business enhancements to support the City Clerk's Office business systems such as the replacement of Registry Services Tracking System, By-law Status Registry Refresh, and Poll Case Manager.

- *Council Business Systems* – The SOGR for Council-related systems such as the Toronto Council Expense Management System and correspondence management system, require additional funding in operating costs.
- *Information Management Infrastructure* - Funding is required for the operating costs for the enterprise repository system in the Open Information sub-project.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

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

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount( \$000s)					
			Start Date	End Date	2018	2019	2020	2021	2022	2023 - 2027
<i>Project Manager</i>	CLK908191	0.3	2018	2018	34.0					
<i>Solution Architect</i>	CLK908191	0.1	2018	2018	13.8					
<i>Business Analyst</i>	CLK908191	0.3	2018	2018	30.3					
<i>Supervisor, Council &amp; Support Services</i>	CLK908191	0.1	2018	2018	12.0					
<i>Project Manager</i>	CLK908183	0.3	2018	2018	34.9					
<i>Business Analyst</i>	CLK908183	0.4	2018	2018	48.6					
<i>Supervisor, Council &amp; Support Services</i>	CLK908183	0.4	2018	2018	48.9					
<i>Systems Integrator 2</i>	CLK908183	0.5	2018	2018	51.9					
<i>Systems Integrator 1 (Quality Assurance)</i>	CLK908183	0.2	2018	2018	22.1					
<i>Systems Integrator 2 (UI Designer)</i>	CLK908183	0.2	2018	2018	20.0					
<i>Project Manager</i>	CLK908358	0.5	2018	2019	67.9	70.7				
<i>Solution Architect</i>	CLK908358	0.1	2018	2019	13.8	14.0				
<i>Business Analyst</i>	CLK908358	0.5	2018	2020	60.5	61.3	12.3			
<i>Subject Matter Expert</i>	CLK908358	0.1	2018	2019	17.6	30.6				
<i>Systems Integrator 2 (UI Designer)</i>	CLK908358	0.1	2018	2019	15.1					
<i>Project Manager</i>	CLK907368	1.0	2018	2020	145.0	147.0				
<i>Project Manager</i>	CLK906877	0.5	2018	2018	69.0					
<i>Business Analyst</i>	CLK906877	1.0	2018	2018	117.8					
<i>Systems Integrator 2 (Tester)</i>	CLK906877	0.3	2018	2018	24.6					
<b>Total</b>		<b>6.8</b>			<b>847.7</b>	<b>323.6</b>	<b>12.3</b>			

Approval of the 2018 – 2027 Preliminary Capital Budget and Plan will require 6.8 new temporary capital project delivery positions to implement the following projects:

- The *Council Business Systems* project requires 0.7 positions to upgrade / enhance various applications required by council including the Council Staff Management System, and Councillor Expense Tracking System.
- The *City Clerk's Office Business Systems* project requires 1.9 positions to upgrade / enhance various applications required by the City Clerk's Office including the Registry Services Tracking System and the Toronto Gaming Information System.
- The *Toronto Property System SOGR* project requires 1.4 positions to replace and upgrade the current system to allow the public and staff electronic access to assessment roll information, meet business and legislative requirements (eg. public notices, AODA, certified documents for courts), and maintain the system in a state of good repair.
- The *Open Information* project requires 1.0 position to build an enterprise repository, enabling and improving faster access to City information and services.
- The *Toronto Election Management Information System* project requires 1.8 positions to support capital delivery for the 2018 Municipal Elections.

It is recommended that Council approve these new 6.8 temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



# Part 2

## Issues for Discussion

## Issues Impacting the 2018 Capital Budget

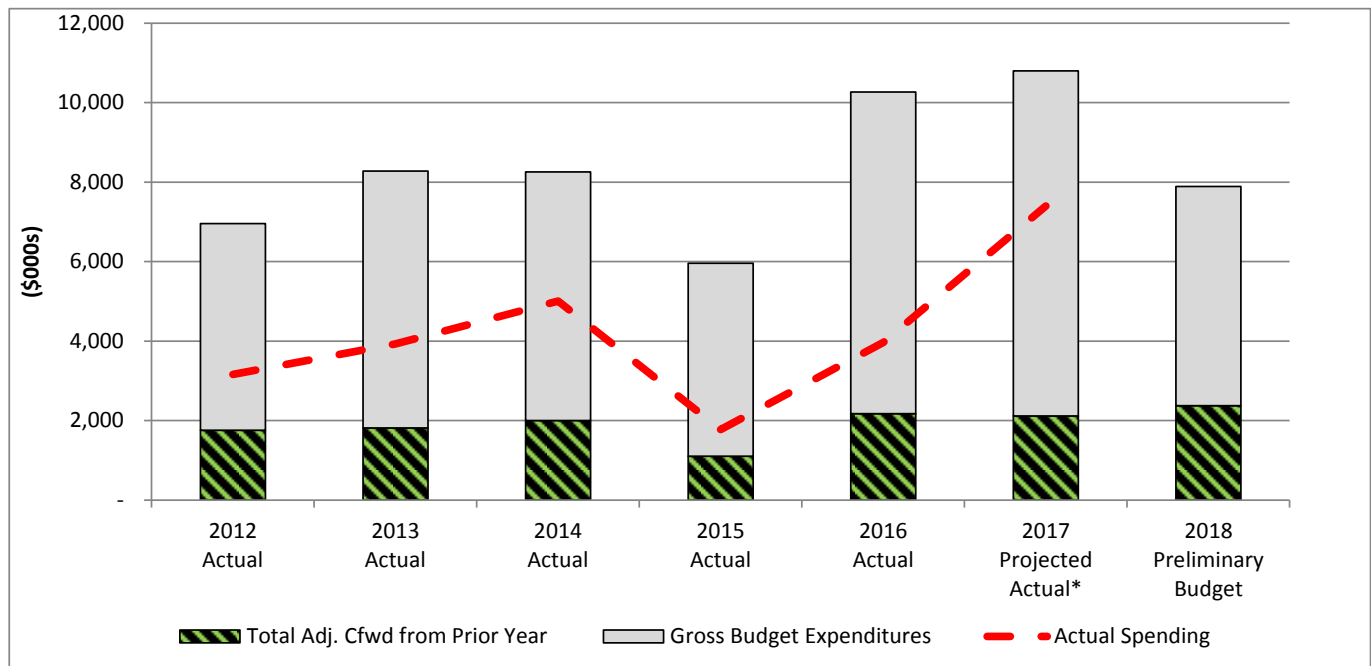
### Review of Capital Projects and Spending

- City Council, at its meeting of May 25, 2017 considered the report entitled "2018 Budget Process – Budget Directions and Schedule EX25.18" and directed that City Programs and Agencies submit their 2018 – 2027 Capital Budget and Plans requiring that:
  - annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- In implementing City Council's direction as noted above, projects were reviewed for readiness, dependencies, capacity to deliver and historical spending with cash flow funding being adjusted for many projects, including some being deferred or cancelled, to better align with expected delivery of projects while establishing the City Clerk's Office 2018-2027 Capital Plan.
- Historical trends for the City Clerk's Office indicate an average spending rate of 58% of its Approved Capital Budgets over the past 5 years.
- The following table and chart illustrates the City Clerk's Office rate of spending from 2012 to 2016 as well as the year-end projection for 2017:

**Chart 5**  
**Capacity to Spend – Budget vs. Actual**  
**(In \$000s)**

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %
Health & Safety	556	464	83.4%	708	477	67.4%	226	123	54.5%										
Legislated	3,827	1,933	50.5%	5,643	3,350	59.4%	5,228	4,119	78.8%	3,732	1,600	42.9%	6,277	2,822	45.0%	55.9%	7,991	6,801	85.1%
SOGR	817	766	93.7%	108	106	99.0%	796	765	96.0%	1,121	177	15.8%	1,815	1,143	63.0%	63.5%	690	599	86.8%
<b>Total</b>	<b>5,201</b>	<b>3,163</b>	<b>60.8%</b>	<b>6,459</b>	<b>3,934</b>	<b>60.9%</b>	<b>6,250</b>	<b>5,007</b>	<b>80.1%</b>	<b>4,853</b>	<b>1,777</b>	<b>36.6%</b>	<b>8,092</b>	<b>3,965</b>	<b>49.0%</b>	<b>57.8%</b>	<b>8,681</b>	<b>7,400</b>	<b>85.2%</b>

\* 2017 Projection based on the 2017 Q3 Capital Variance Report





- The historically low to moderate underspending is mainly attributable to the following:
  - Savings achieved for completed projects such as *Toronto Election Information System- 2014 Municipal Election* and *City Hall 1N Renovation* in 2013.
  - Procurement issues and delays related to the multi-year *Enterprise Document and Records Management Solution (EDRMS)* project that is being implemented in conjunction with the Information &.
    - The project was re-set in March 2015 after previous vendor challenges. A staff report was approved by Council in December 9-10, 2015 to proceed with the Provincial Vendor of Record (Open Text). The City has negotiated and signed agreements with OpenText. The solution will be deployed this year to replace current system. The roll-out solution across the City to all divisions to manage digital records will be phased-in beginning in 2018.
  - Legislated changes related to the *Municipal Elections Act (MEA)* which impacted implementation of *Vote Equipment Upgrade* and the *Toronto Election Management Information System*.
- Please refer to Issues Impacting the 10-Year Capital Plan for further details.

## Issues Impacting the 10-Year Capital Plan

### Unmet Needs

#### Replacement of Voting Equipment and Privacy Case Management SOGR

- The "Unmet Capital Needs" identified by the City Clerk's Office, as noted in the table below, includes the preliminary estimate for the Replacement of the Voting Equipment (\$16.200 million) and the state of good repair for the Privacy Case Management System SOGR (\$0.317 million).

#### Unmet Needs – Projects Excluded due to Funding Constraints (In \$000s)

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Replacement of Voting Equipment	16,200.0		16,200.0		200.0	13,000.0	3,000.0						
Privacy Case Management SOGR	317.0		317.0								50.0	267.0	
<b>Total</b>	<b>16,517.0</b>	<b>-</b>	<b>16,517.0</b>	<b>-</b>	<b>200.0</b>	<b>13,000.0</b>	<b>3,000.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50.0</b>	<b>267.0</b>	<b>-</b>

- New voting equipment will be required for the 2022 election to ensure the integrity of the voting process, the accuracy of the election results, reduce the risk to the City of equipment failure and provide the same level of service to the City's electors as is currently available.
- The procurement approach (lease vs. buy) and timing of replacement of voting equipment remains to be determined.
- The "Unmet Capital Needs" identified above cannot be accommodated within the City's current debt affordability targets given the limitations on debt servicing costs and therefore are not included in the 2018 - 2027 Capital Plan for the City Clerk's Office. The projects will be included on the list of unfunded "Capital Priorities" considered for funding in conjunction with other priorities in future budget processes.

#### Replacement of the New Vote Counting Equipment

- On June 30, 2015, a report entitled "[Feasibility of Extending Use of Current Vote Counting Equipment and Technology](http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-81618.pdf)" <http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-81618.pdf> was presented to the Executive Committee in response to the request that the City Clerk investigate the cost to extend the life cycle of the existing tabulators for an additional one, two or three terms of City Council, and have regard for ranked-ballot elections when considering the acquisition of new voting tabulators.

- The Executive Committee has requested that the City Clerk report back on item EX7.3, "*Feasibility of Extending Use of Current Vote Counting Equipment and Technology*", with an analysis of the election technology marketplace, including all available options for vote counting equipment, and including lease options.
- The City Clerk reported to Executive Committee on December 1, 2016 on a number of items including:
  - Changes to the Municipal Election Act
  - Ranked choice voting
  - Internet voting
  - Upgrade to existing voting equipment
- The *Replacement of the New Voting Equipment* is not part of the 10-Year Capital Plan for City Clerk's Office. The capital project is identified as an unfunded capital need, since the procurement approach (lease vs. buy) and timing of replacement remains to be identified.

### **Ward Boundary Review**

- While Council has adopted Option 1 – Recommended Wards with Refinements (47 Wards) as described in Attachment 5 to the report (October 18, 2016) from the City Manager <http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-97280.pdf>, there are currently appeals before the Ontario Municipal Board (OMB), the outcome of which will impact various capital projects including the Voting Equipment, TEMIS, Council Transition Requirements, and Infrastructure Requirements to support Council Meeting Proceedings. Depending on the outcome of the appeal to the OMB, a report may be required if the impacts to the capital plan are significant.



# Appendices

## Appendix 1

### 2017 Performance

#### 2017 Key Accomplishments

In 2017, the City Clerk's Office made significant progress and/or accomplished the following:

- ✓ **Toronto Elections Management Information System** is the core application that manages all aspects of the municipal election in compliance with the *Municipal Elections Act, 1996*. Significant progress have been made on many modules in advance of the 2018 Municipal Election, including:
  - Candidate Election Management Application – majority of components are complete; awaiting final provincial regulations on third party advertisers.
  - Voters' List Management Solution developed and testing is in progress.
  - Voting Place Management System developed and testing is in progress.
  - Toronto Election Management Information System development in progress.
  - Election Night Management System developed and testing is in progress.
  - Election Day Management System developed and testing is in progress.
  - vBoundary developed, tested and in production.
  - Toronto Election Results Application development in progress.
- ✓ The **reconfiguration of the Toronto Archives facility** at 255 Spadina Road is complete and open to the public. The facility enables an improved on-site customer service experience by providing a multi-purpose educational space for programing and events, by presenting a welcoming entrance and improved exhibit space, and fulfilling Accessibility for Ontarians with Disabilities Act (AODA) requirements.

#### 2017 Financial Performance

##### 2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
8,681	3,484	40.1%	7,400	85.2%	1,281	14.8%

\* Based on 2017 Q3 Capital Variance Report

For additional information regarding the 2017 Q3 capital variances and year-end projections for the City Clerk's Office, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on December 6, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

#### Impact of the 2017 Capital Variance on the 2018 Preliminary Capital Budget

- As a result of the delays in the capital projects, as described in the 2017 Q3 Capital Variance Report, funding of \$2.379 million is being carried forward to the 2018 Preliminary Capital Budget to continue the capital work.
- A detailed review of the 2018 – 2027 Preliminary Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for unique and major capital projects such as the Voting Equipment and Enterprise Document & Records Management Solution (EDRMS) which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2018 Preliminary Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

## Appendix 2

**2018 Preliminary Capital Budget;  
2019 - 2027 Capital Plan Including Carry Forward (\$000s)**

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
<b>Health &amp; Safety:</b>														
<i>City Clerk's Office Health &amp; Safety Remediation - SOGR</i>	400							-			100	300		400
<i>Mail Security &amp; Mail Room Upgrade</i>	200							-		200				200
<b>Sub-Total</b>	600	-	-	-	-	-	-	-	-	200	100	300	-	600
<b>Legislated:</b>														
<i>Council Business Systems</i>	3,019		90	525				615		750	575	100	500	2,540
<i>City Clerk's Office Business Systems</i>	4,219		230	350	290		125	995	537			320	1,100	2,952
<i>Toronto Meeting Management Information System (TMMIS) - SOGR</i>	1,320			320	325	330	345	1,320						1,320
<i>Public Appointments Information System</i>	500							-	250	250				500
<i>Council Transition Requirements</i>	2,170		1,110	250			100	1,460	310			300		2,070
<i>Information Management Infrastructure: - Enterprise Document &amp; Record Management Solution (EDRMS)</i>	6,969	741			615	1,275	250	2,881						2,881
<i>- Open Information</i>	6,742	161	1,375	1,330	225	365		3,456			737	680	230	5,103
<i>- Privacy Case Management</i>	250			250				250						250
<i>Toronto Election Management Info System (TEMIS)</i>	17,308	238	1,772	1,400	2,650	900	600	7,560	1,339	767	2,852	432	621	13,571
<i>Voting Equipment Upgrade</i>	2,250	1,150						1,150						1,150
<i>Notices Management Information System (NMIS) SOGR</i>	250							-					250	250
<b>Sub-Total</b>	44,997	2,290	4,577	4,425	4,105	2,870	1,420	19,687	2,436	1,767	4,164	1,832	2,701	32,587
<b>State of Good Repair:</b>														
<i>Infrastructure to Support Council / Committee Meetings</i>	2,875	85	600					685			125	1,040		1,850
<i>Wedding Chambers Renovations</i>	500					500		500						500
<i>Toronto Property System - SOGR</i>	844		175	450	40			665					179	844
<i>Archives Strategic Plan Implementation</i>	265	4	60	50	55	50		219						219
<i>Archives Strategic Plan Implementation - SOGR</i>	1,750			50	200		475	725	975		50			1,750
<i>IP Workflow Management System - SOGR</i>	471							105	366					471
<i>Records Centre Tracking System</i>	250		100		50	50	50	250						250
<b>Sub-Total</b>	6,955	89	935	550	345	600	630	3,149	1,341	-	175	1,040	179	5,884
<b>Total</b>	<b>52,552</b>	<b>2,379</b>	<b>5,512</b>	<b>4,975</b>	<b>4,450</b>	<b>3,470</b>	<b>2,050</b>	<b>22,836</b>	<b>3,777</b>	<b>1,967</b>	<b>4,439</b>	<b>3,172</b>	<b>2,880</b>	<b>39,071</b>

## **Appendix 3**

### **2018 Preliminary Capital Budget; 2019 - 2027 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											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	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 Management Info System (TEM)</u>																								
1 3	Toronto Election Mgmt Info Sys for 2018 Election	CW	S2	02	2,010	230	0	0	0	2,240	0	2,240	0	0	0	0	2,240	0	0	0	0	0	2,240	
1 4	Toronto Election Mgmt Info Sys for 2022 Election	CW	S6	02	0	1,170	2,650	900	600	5,320	654	5,974	0	0	0	0	5,974	0	0	0	0	0	5,974	
1 7	Toronto Election Mgmt Info Sys for 2026 Election	CW	S6	02	0	0	0	0	0	0	5,357	5,357	0	0	0	0	5,357	0	0	0	0	0	5,357	
Sub-total					2,010	1,400	2,650	900	600	7,560	6,011	13,571	0	0	0	0	13,571	0	0	0	0	0	13,571	
<u>CLK906878 Archives Strategic Plan Implementation</u>																								
1 9	Archives Equipment Upgrade - 2017-2023 SOGR	CW	S2	03	64	50	50	50	0	214	0	214	0	0	0	214	0	0	0	0	0	0	214	
1 14	Archives Equip Upgrade SOGR - Chg in CF 2018	CW	S3	03	0	0	5	0	0	5	0	5	0	0	0	5	0	0	0	0	0	0	5	
Sub-total					64	50	55	50	0	219	0	219	0	0	0	219	0	0	0	0	0	0	219	
<u>CLK906880 Voting Equipment Upgrade</u>																								
1 1	Voting Equipment Upgrade 2015	CW	S2	02	1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	0	1,150	0	0	0	0	1,150	
Sub-total					1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	0	1,150	0	0	0	0	1,150	
<u>CLK907142 Wedding Chambers Renovations</u>																								
1 2	Wedding Chambers Renovation SOGR 2021	CW	S6	03	0	0	0	500	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total					0	0	0	500	0	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500
<u>CLK907350 TMMIS SOGR</u>																								
1 2	TMMIS SOGR 2019	CW	S6	02	0	320	325	330	345	1,320	0	1,320	0	0	0	0	0	0	0	0	1,320	0	1,320	
Sub-total					0	320	325	330	345	1,320	0	1,320	0	0	0	0	0	0	0	0	0	1,320	0	1,320
<u>CLK907352 Infra. to support Council/Committee Meetings</u>																								
1 2	Infra. to support Council/Committee Meetings	CW	S2	03	685	0	0	0	0	685	0	685	0	0	0	0	0	0	0	0	685	0	685	
1 4	Infra. to support Council/Committee Meetings -SOGR	CW	S6	03	0	0	0	0	0	0	1,165	1,165	0	0	0	0	0	0	0	0	1,165	0	1,165	
Sub-total					685	0	0	0	0	685	1,165	1,850	0	0	0	0	0	0	0	0	0	1,850	0	1,850
<u>CLK907368 Information Management Infrastructure</u>																								
1 12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02	741	0	0	0	0	741	0	741	0	0	0	0	0	0	0	0	741	0	741	
1 23	EDRMS Phase 2	CW	S6	02	0	0	615	1,275	250	2,140	0	2,140	0	0	0	0	0	0	0	0	2,140	0	2,140	
1 24	Open Info Phase 2 - Enterprise Classification	CW	S2	02	1,579	687	0	0	0	2,266	0	2,266	0	0	0	0	0	0	0	0	2,266	0	2,266	
0 28	Open Info 2 - Division Specific	CW	S6	02	0	385	225	365	0	975	0	975	0	0	0	0	0	0	0	0	975	0	975	

## 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											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt	Total Financing		
<u>CLK907368 Information Management Infrastructure</u>																								
1 29	Open Info 2 Ent. Classification Chg in CF 2018	CW	S3	02	-43	258	0	0	0	215	0	215	0	0	0	0	0	0	0	0	215	0	215	
1 31	Privacy Case Management 2019	CW	S6	02	0	250	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250	
1 32	Open Info Phase 2 - Division Specific SOGR	CW	S6	02	0	0	0	0	0	0	1,647	1,647	0	0	0	0	0	0	0	0	1,647	0	1,647	
Sub-total					2,277	1,580	840	1,640	250	6,587	1,647	8,234	0	0	0	0	0	0	0	0	0	8,234	0	8,234
<u>CLK907376 IP Workflow Management System SOGR</u>																								
1 2	Information Workflow Mgt. System SOGR	CW	S6	03	0	0	0	0	105	105	366	471	0	0	0	0	0	0	0	0	471	0	471	
Sub-total					0	0	0	0	105	105	366	471	0	0	0	0	0	0	0	0	0	471	0	471
<u>CLK907415 Mail Security and Mail Room Upgrades</u>																								
1 5	Mail Security & Mail Room Upgrade 2024	CW	S6	01	0	0	0	0	0	0	200	200	0	0	0	0	0	0	0	0	200	0	200	
Sub-total					0	0	0	0	0	0	200	200	0	0	0	0	0	0	0	0	0	200	0	200
<u>CLK907573 Records Centre Tracking System</u>																								
1 2	Order Picker Replacement (2 Machines) 2018	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
1 3	Order Picker Replacement (1 Machine) - 2020	CW	S6	03	0	0	50	0	0	50	0	50	0	0	0	50	0	0	0	0	0	0	50	
1 4	Order Picker Replacement (1 Machine) - 2021	CW	S6	03	0	0	0	50	0	50	0	50	0	0	0	50	0	0	0	0	0	0	50	
1 5	Order Picker Replacement (1 Machine) - 2022	CW	S6	03	0	0	0	0	50	50	0	50	0	0	0	50	0	0	0	0	0	0	50	
Sub-total					100	0	50	50	50	250	0	250	0	0	0	250	0	0	0	0	0	0	0	250
<u>CLK907856 City Clerk's Office Health &amp; Safety Remediation</u>																								
1 3	City Clerk's Health & Safety Remediation-SOGR	CW	S6	01	0	0	0	0	0	0	400	400	0	0	0	0	0	0	0	0	400	0	400	
Sub-total					0	0	0	0	0	0	400	400	0	0	0	0	0	0	0	0	0	400	0	400
<u>CLK907945 Archives Strategic Plan Implementation SOGR</u>																								
1 1	Archives Facility- SOGR	CW	S6	03	0	0	0	0	400	400	900	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	75	75	125	200	0	0	0	200	0	0	0	0	0	0	200	
0 3	Records Centre Services SOGR	CW	S6	03	0	50	200	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250	
Sub-total					0	50	200	0	475	725	1,025	1,750	0	0	0	200	0	0	0	0	0	1,550	0	1,750
<u>CLK908183 City Clerk's Office Business Systems</u>																								
1 1	City Clerk's Off Business Systems 2016-2018	CW	S2	02	17	0	0	0	0	17	0	17	0	0	0	0	0	0	0	0	17	0	17	



**CITY OF TORONTO**

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

**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													
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>CLK908465 Notices Management Information System (NMIS)</u>																									
0	1	Notices Management Information System (NMIS) SOGR	CW	S6	02	0	0	0	0	0	0	250	250	0	0	0	0	0	0	250	0	250			
Sub-total						0	0	0	0	0	0	250	250	0	0	0	0	0	0	250	0	250			
<b>Total Program Expenditure</b>						7,891	4,975	4,450	3,470	2,050	22,836	16,235	39,071		0	0	0	669	13,571	1,150	0	0	23,681	0	39,071

**CITY OF TORONTO**

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

**Appendix 3**

**City Clerk's Office**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
Financed By:																								
		Reserves (Ind. "XQ" Ref.)				164	50	105	100	125	544	125	669	0	0	0	669	0	0	0	0	0	0	669
		Reserve Funds (Ind."XR" Ref.)				2,010	1,400	2,650	900	600	7,560	6,011	13,571	0	0	0	0	13,571	0	0	0	0	0	13,571
		Capital from Current				1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	1,150	0	0	0	0	0	1,150
		Debt				4,567	3,525	1,695	2,470	1,325	13,582	10,099	23,681	0	0	0	0	0	0	0	0	23,681	0	23,681
		<b>Total Program Financing</b>				<b>7,891</b>	<b>4,975</b>	<b>4,450</b>	<b>3,470</b>	<b>2,050</b>	<b>22,836</b>	<b>16,235</b>	<b>39,071</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>669</b>	<b>13,571</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>23,681</b>	<b>0</b>	<b>39,071</b>

Status Code	Description
S2	S2 Prior Year (With 2018 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2018 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 2019 & 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**

### **2018 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														
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	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 Management Info System (TEM)</u>																										
1	3	Toronto Election Mgmt Info Sys for 2018 Election	CW	S2	02	2,010	230	0	0	0	2,240	0	2,240	0	0	0	0	2,240	0	0	0	0	0	0	2,240	
Sub-total						2,010	230	0	0	0	2,240	0	2,240	0	0	0	0	2,240	0	0	0	0	0	0	2,240	
<u>CLK906878 Archives Strategic Plan Implementation</u>																										
1	9	Archives Equipment Upgrade - 2017-2023 SOGR	CW	S2	03	64	50	50	50	0	214	0	214	0	0	0	214	0	0	0	0	0	0	0	214	
1	14	Archives Equip Upgrade SOGR - Chg in CF 2018	CW	S3	03	0	0	5	0	0	5	0	5	0	0	0	5	0	0	0	0	0	0	0	5	
Sub-total						64	50	55	50	0	219	0	219	0	0	0	219	0	0	0	0	0	0	0	219	
<u>CLK906880 Voting Equipment Upgrade</u>																										
1	1	Voting Equipment Upgrade 2015	CW	S2	02	1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	0	1,150	0	0	0	0	0	1,150	
Sub-total						1,150	0	0	0	0	1,150	0	1,150	0	0	0	0	0	1,150	0	0	0	0	0	1,150	
<u>CLK907352 Infra. to support Council/Committee Meetings</u>																										
1	2	Infra. to support Council/Committee Meetings	CW	S2	03	685	0	0	0	0	685	0	685	0	0	0	0	0	0	0	0	0	685	0	685	
Sub-total						685	0	0	0	0	685	0	685	0	0	0	0	0	0	0	0	0	685	0	685	
<u>CLK907368 Information Management Infrastructure</u>																										
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02	741	0	0	0	0	741	0	741	0	0	0	0	0	0	0	0	0	741	0	741	
1	24	Open Info Phase 2 - Enterprise Classification	CW	S2	02	1,579	687	0	0	0	2,266	0	2,266	0	0	0	0	0	0	0	0	0	2,266	0	2,266	
1	29	Open Info 2 Ent. Classification Chg in CF 2018	CW	S3	02	-43	258	0	0	0	215	0	215	0	0	0	0	0	0	0	0	0	215	0	215	
Sub-total						2,277	945	0	0	0	3,222	0	3,222	0	0	0	0	0	0	0	0	0	0	3,222	0	3,222
<u>CLK907573 Records Centre Tracking System</u>																										
1	2	Order Picker Replacement (2 Machines) 2018	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	0	100	
Sub-total						100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	0	100	
<u>CLK908183 City Clerk's Office Business Systems</u>																										
1	1	City Clerk's Off Business Systems 2016-2018	CW	S2	02	17	0	0	0	0	17	0	17	0	0	0	0	0	0	0	0	0	17	0	17	
1	5	City Clerk's Off Business Systems 2018 Chg in CF	CW	S3	02	213	0	0	0	0	213	0	213	0	0	0	0	0	0	0	0	0	213	0	213	
Sub-total						230	0	0	0	0	230	0	230	0	0	0	0	0	0	0	0	0	0	230	0	230
<u>CLK908191 Council Business Systems</u>																										
1	1	Council Business Systems 2016-2018	CW	S2	02	30	0	0	0	0	30	0	30	0	0	0	0	0	0	0	0	0	30	0	30	

**CITY OF TORONTO**

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

<b>City Clerk's Office</b>						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
Sub-Project No.	Project Name	Ward	Stat.	Cat.		2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>CLK908191 Council Business Systems</u>																									
1	5	Council Business Systems 2018 - Chg in CF	CW	S3	02	60	0	0	0	0	60	0	60	0	0	0	0	0	0	0	0	0	60	0	60
		Sub-total				90	0	0	0	0	90	0	90	0	0	0	0	0	0	0	0	0	90	0	90
<u>CLK908195 Council Transition Requirements</u>																									
0	1	Council Transition Requirements 2017	CW	S2	02	1,110	300	0	0	0	1,410	0	1,410	0	0	0	0	0	0	0	0	1,410	0	1,410	
0	4	Council Transition Requirements - Chg in CF 2018	CW	S3	02	0	-50	0	0	0	-50	0	-50	0	0	0	0	0	0	0	0	-50	0	-50	
		Sub-total				1,110	250	0	0	0	1,360	0	1,360	0	0	0	0	0	0	0	0	1,360	0	1,360	
<u>CLK908358 Toronto Property System SOGR</u>																									
0	1	Toronto Property System SOGR 2018	CW	S4	03	175	450	40	0	0	665	0	665	0	0	0	0	0	0	0	0	665	0	665	
		Sub-total				175	450	40	0	0	665	0	665	0	0	0	0	0	0	0	0	665	0	665	
<b>Total Program Expenditure</b>						7,891	1,925	95	50	0	9,961	0	9,961	0	0	0	319	2,240	1,150	0	0	6,252	0	9,961	

**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									
						2018	2019	2020	2021	2022	Total 2018-2022	Total 2023-2027	Total 2018-2027	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2
Financed By:																					
Reserves (Ind. "XQ" Ref.)						164	50	55	50	0	319	0	319	0	0	0	0	0	0	319	
Reserve Funds (Ind."XR" Ref.)						2,010	230	0	0	0	2,240	0	2,240	0	2,240	0	0	0	0	2,240	
Capital from Current						1,150	0	0	0	0	1,150	0	1,150	0	1,150	0	0	0	0	1,150	
Debt						4,567	1,645	40	0	0	6,252	0	6,252	0	0	0	0	6,252	0	6,252	
<b>Total Program Financing</b>						<b>7,891</b>	<b>1,925</b>	<b>95</b>	<b>50</b>	<b>0</b>	<b>9,961</b>	<b>0</b>	<b>9,961</b>	<b>0</b>	<b>2,240</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>6,252</b>	<b>0</b>	<b>9,961</b>

**Status Code Description**

S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)

S3 S3 Prior Year - Change of Scope 2018 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**

### **2018 Preliminary 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	2018	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>0</b>	<b><u>CLK906877 Toronto Election Management Info System (TEMIS)</u></b>													
1	3 Toronto Election Mgmt Info Sys for 2018 Election	01/01/2015	12/31/2019	2,010	0	0	0	0	2,010	0	0	0	0	0
	<b>Project Sub-total:</b>			2,010	0	0	0	0	2,010	0	0	0	0	0
<b>0</b>	<b><u>CLK907352 Infra. to support Council/Committee Meetings</u></b>													
1	2 Infra. to support Council/Committee Meetings	01/01/2014	12/31/2017	685	0	0	0	0	0	0	0	0	685	0
	<b>Project Sub-total:</b>			685	0	0	0	0	0	0	0	0	685	0
<b>0</b>	<b><u>CLK908183 City Clerk's Office Business Systems</u></b>													
1	1 City Clerk's Off Business Systems 2016-2018	01/01/2016	12/31/2018	17	0	0	0	0	0	0	0	0	17	0
1	5 City Clerk's Off Business Systems 2018 Chg in CF	01/01/2018	12/31/2018	213	0	0	0	0	0	0	0	0	213	0
	<b>Project Sub-total:</b>			230	0	0	0	0	0	0	0	0	230	0
<b>0</b>	<b><u>CLK908191 Council Business Systems</u></b>													
1	1 Council Business Systems 2016-2018	01/01/2016	12/31/2018	30	0	0	0	0	0	0	0	0	30	0
1	5 Council Business Systems 2018 - Chg in CF	01/01/2018	12/31/2018	60	0	0	0	0	0	0	0	0	60	0
	<b>Project Sub-total:</b>			90	0	0	0	0	0	0	0	0	90	0
<b>0</b>	<b><u>CLK908195 Council Transition Requirements</u></b>													
0	1 Council Transition Requirements 2017	01/01/2017	12/31/2019	1,110	0	0	0	0	0	0	0	0	1,110	0
	<b>Project Sub-total:</b>			1,110	0	0	0	0	0	0	0	0	1,110	0
<b>1</b>	<b><u>CLK906878 Archives Strategic Plan Implementation</u></b>													
1	9 Archives Equipment Upgrade - 2017-2023 SOGR	01/31/2017	12/31/2023	64	0	0	0	64	0	0	0	0	0	0
	<b>Project Sub-total:</b>			64	0	0	0	64	0	0	0	0	0	0
<b>1</b>	<b><u>CLK906880 Voting Equipment Upgrade</u></b>													
1	1 Voting Equipment Upgrade 2015	10/01/2015	12/31/2017	1,150	0	0	0	0	0	1,150	0	0	0	0
	<b>Project Sub-total:</b>			1,150	0	0	0	0	0	1,150	0	0	0	0
<b>1</b>	<b><u>CLK907368 Information Management Infrastructure</u></b>													
1	12 Enterprise Doc & Rec Mgt Solution (EDRMS)	05/05/2011	05/05/2011	741	0	0	0	0	0	0	0	0	741	0
1	24 Open Info Phase 2 - Enterprise Classification	01/01/2016	12/31/2019	1,579	0	0	0	0	0	0	0	0	1,579	0
1	29 Open Info 2 Ent. Classification Chg in CF 2018	01/01/2018	12/31/2019	-43	0	0	0	0	0	0	0	0	-43	0
	<b>Project Sub-total:</b>			2,277	0	0	0	0	0	0	0	0	2,277	0
<b>1</b>	<b><u>CLK907573 Records Centre Tracking System</u></b>													
1	2 Order Picker Replacement (2 Machines) 2018	01/01/2018	12/31/2018	100	0	0	0	100	0	0	0	0	0	0
	<b>Project Sub-total:</b>			100	0	0	0	100	0	0	0	0	0	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	2018	Financing											
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
<b>1</b>	<b>CLK908358</b>	<b>Toronto Property System SOGR</b>															
0	1	Toronto Property System SOGR 2018	01/01/2018	12/31/2020	175	0	0	0	0	0	0	0	0	0	175	0	
		<b>Project Sub-total:</b>			175	0	0	0	0	0	0	0	0	0	175	0	
<b>Program Total:</b>					7,891	0	0	0	164	2,010	1,150	0	0	4,567	0		

- Status Code Description**  
 S2 S2 Prior Year (With 2018 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2018 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

Reserve / Reserve Fund – Program Specific  
(\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Clerk's Election Reserve Fund (XR10177)	Beginning Balance		15,805	7,620	7,174	8,957	13,108	4,600	3,387	7,043	8,752	(1,147)	
	Withdrawals (-)		(19,185)	(11,446)	(9,217)	(6,849)	(19,508)	(12,213)	(7,344)	(9,291)	(20,899)	(6,558)	
	<b>Total Withdrawals</b>		<b>(19,185)</b>	<b>(11,446)</b>	<b>(9,217)</b>	<b>(6,849)</b>	<b>(19,508)</b>	<b>(12,213)</b>	<b>(7,344)</b>	<b>(9,291)</b>	<b>(20,899)</b>	<b>(6,558)</b>	<b>(122,510)</b>
	Contributions (+)		11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
	<b>Total Contributions</b>		<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>110,000</b>
Total Reserve Fund Balance at Year-End		15,805	7,620	7,174	8,957	13,108	4,600	3,387	7,043	8,752	(1,147)	3,295	(12,510)

\* Based on the 2017 Q3 Variance Report

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										2018 - 2027 Total Contributions / (Withdrawals)
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	
Clerk's Equipment Reserve (XQ1507)	Beginning Balance		1,289	1,129	1,079	974	874	749	674	674	624	624	
	Withdrawals (-)		(160)	(50)	(105)	(100)	(125)	(75)	-	(50)	-	-	
	<b>Total Withdrawals</b>		<b>(160)</b>	<b>(50)</b>	<b>(105)</b>	<b>(100)</b>	<b>(125)</b>	<b>(75)</b>	<b>-</b>	<b>(50)</b>	<b>-</b>	<b>-</b>	<b>(665)</b>
	Contributions (+)		-	-	-	-	-	-	-	-	-	-	
	<b>Total Contributions</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total Reserve Fund Balance at Year-End		1,289	1,129	1,079	974	874	749	674	674	624	624	624	(665)

\* Based on the 2017 Q3 Variance Report