![budgetTO 2019]

City Clerk's Office

What We Do

We provide the foundation for municipal government in Toronto. The City Clerk's Office delivers more than 70 types of services from over 30 locations across the City from 12 buildings. Most services are prescribed in more than 60 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act. The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

As a shared service, City Clerk's Office staff also support the Mayor's Office, 25 Councillors' Offices and the Offices of the City's four Accountability Officers – Offices of the Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman, and is responsible for providing the tools, systems and resources required to support their mission, strategic priorities and the delivery of core services, which is realized through our three service areas:

- Elect Government
- Make Government Work
- Open Government

Why We Do It

We build public trust and confidence in local government.

Our Experience & Success

- Delivered the 2018 Municipal Election
- Managed the filling of Councillor vacancies and onboarding of new Councillors in Wards 33 and 41 and oversaw office operations during transition.
- Facilitated democratic decision-making through planning, staging and recording 375 meetings of City Council, its Committees & boards.
- Continue phased implementation of Information Production Services Transformation.
- Supported Mayor and Councillors for outbound and inbound missions, significant official visits and ceremonies (e.g. Yonge St.Tragedy Vigil, Commemoration of the 100th anniversary of WWI).

Key Challenges.

- Impacts of Bill 5 Better Local Government Act, 2018, Bill 139 Amendments to the Planning Act and the Province's Land Use Planning Appeal System, and changes to City Council's Governance Systems for 26 members still not fully known.
- Modernizing Election delivery and ensuring the adequacy of the Election Reserve Fund which funds municipal elections and by-elections, operating and capital budget needs of Election Services, candidate contribution rebate program and compliance audits.
- Changing the corporate information management culture to enable all City staff to become stewards of their information assets.

Priority Actions

- Manage and conclude post-election processes as required in legislation including posting the Accessibility Report, administering candidate and third party advertisers' financial filings and disclosure, administering the Election Contribution Rebate Program, and providing support to the Compliance Audit process.
- Implement new committee structure and mandates.
- Implement Council-approved mixed method of public appointments including establishment of a citizen-based tribunals nominating panel.
- Support further review of Bill 5 impacts on governance through the Special Committee on Governance.
- Absorb duties previously performed by the OMB now assigned to the City Clerk under Bill 139.
- Undertake Options Study on Voting Equipment, and a review of Election Organizational and Staffing Model.
- Undertake review of corporate information management governance and organizational and staffin model to modernize the City's handling of its information assets.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
$Million	2019	2020	2021
Gross Expenditures	$52.6	$52.1	$51.6
Revenues	$20.3	$19.2	$18.5
Net Expenditures	$32.3	$32.9	$33.1
Approved Positions	390.3	379.9	375.4

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
$Million	2019	2020-2028	Total
Gross Expenditures	$3.3	$29.9	$33.2
Debt	$1.6	$19.3	$20.9

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels

Council meeting agendas published **3** days before meeting.

Council meeting decisions published **2** days after meeting.

Marriage licenses issued within **30** minutes of application.

90% of councillor expense payment requests processed and forwarded to Accounting within **10** business days.

Meet **30**-day response time for FOI requests.

Outgoing mail processed within **24** hours of receipt from City divisions.

Source of image: www.icons8.com

Key Service Deliverables

Manage post-election processes as required by legislation, review of election systems and processes to modernize election delivery, and maintain state of readiness to conduct elections.

Complete Council Transition activities related to the 2018 Election.

Deliver open & accessible democratic meeting management and public appointment processes as required by legislation and under the new governance model.

Deliver finance, administration, technology and protocol support to the Mayor and City Council members, as well as provide support to the Accountability Officers.

Deliver Council-delegated services including registration of vital events, licensing of eligible charities, review of liquor license clearance, and providing public access to assessment rolls in compliance with legislation.

Provide direct public service on insurance claims and official mail receipt.

Deliver statutory and delegated corporate information services.

Provide Corporate mail and printing services.

Who We Serve

Elect Government

- The public
- Candidates and Electors
- Other governments
- Third party advertisers

Make Government Work

- The public
- City Council and its Members; Accountability Officers
- Other governments
- The Toronto Public Service, City agencies and corporations
- Charitable Organizations
- Community & International organizations

Open Government

- The public
- City Council and its Members
- The Toronto Public Service, City agencies and corporations
- Other governments
- Media

How Well We Are Doing

Performance Measures
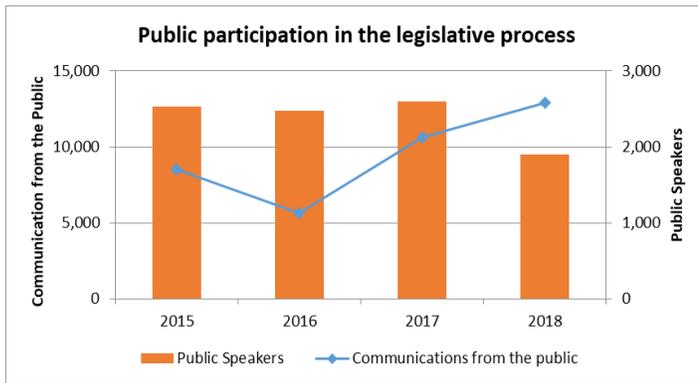
Behind the Numbers

Public participation in the legislative process

- Public participation in the legislative process is significant but varies from year to year based on issues of public interest.

- One indicator of public participation is the number of public speakers which ranged from 1,905 to 2,602 in the past four years.

- Another indicator is the number of communications from the public which ranged from 5,661 to 12,916.

2017 Cost per FOI Request (source: MBN Canada)
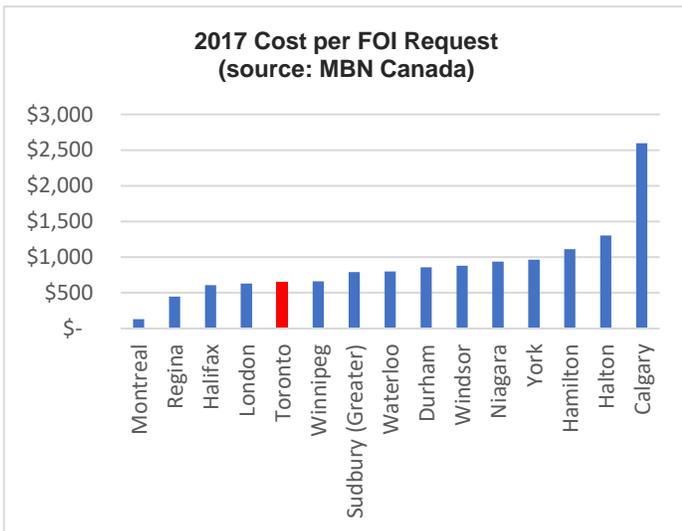
- Public interest in government information continues to grow from 2,104 Freedom of Information requests received in 2009 to 2,758 in 2018.

- Despite the higher number of requests, Toronto's cost to respond to a Freedom of Information Request is low.

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for City Clerk's Office of $52.625 million gross, $32.319 million net for the following services:

Service:	Gross ($000s)	Net ($000s)
Elect Government	6,865.4	0.0
Make Government Work	21,812.6	19,878.8
Open Government	23,947.4	12,440.5
Total Program Budget	52,625.3	32,319.3

2. City Council approve the 2019 service levels for the City Clerk's Office as outlined in Appendix 3 of this report, and associated staff complement of 390.3 positions, comprising of 19.7 capital positions and 370.6 operating positions.

3. City Council approve the 2019 other fee changes above the inflationary adjusted rate for the City Clerk's Office identified in Appendix 6, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

4. City Council direct the information contained in Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.

5. City Council approve the 2019 Staff Recommended Capital Budget for the City Clerk's Office with a total project cost of $8.100 million, and 2019 cash flow of $4.071 million and future year commitments of $6.880 million comprised of the following:

    a. New Cash Flow Funds for:

        1. Nine new / change in scope sub-projects with a 2019 total project cost of $8.100 million that requires cash flow of $1.365 million in 2019 and future year cash flow commitments of $4.035 million for 2020; $1.175 million for 2021; $0.870 million for 2022; and $0.655 million in 2023.

        2. Five previously approved sub-projects with a 2019 cash flow of $1.925 million; and future year cash flow commitments of $0.095 million for 2020; and $0.050 million for 2021.

    b. 2018 approved cash flow for one previously approved sub-project with carry forward funding from 2018 into 2019 totalling $0.781 million.

6. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for the City Clerk's Office totalling $22.998 million in project estimates, comprised of $1.760 million for 2020; $1.765 million for 2021; $2.685 million for 2022; $1.970 million for 2023; $1.505 million for 2024; $5.095 million for 2025; $4.205 million for 2026; $1.610 million for 2027, and $2.403 million for 2028.

7. City Council consider the operating costs of $0.060 million net in 2019; $0.088 million net in 2020; $0.176 million net in 2021; $0.157 million net in 2022; and $0.002 million net savings in 2023 resulting from the approval of the 2019 Capital Budget for inclusion in the 2019 and future year operating budgets.

8. City Council approve 12.3 net new temporary capital positions for the delivery of 2019 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.

2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP

City Clerk's Office
The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto, realized through our three service areas: 1. Elect Government by managing and conducting all aspects of local government elections; 2. Make Government Work by managing government decision-making process, providing government and official services, and delivering provincially delegated services; 3. Promote Open Government by managing City information through its lifecycle and delivering corporate print / photocopy and mail services.

Elect Government
- Elections

Make Government Work
- Government Decision Making Processes
- Government & Official Services
- Deliver Provincially Delegated Services

Open Government
- Lifecycle Management of City Information
- Corporate Information Production Services

Legend: Program | Service | Activity | Sub-Activity

2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget $52.6M

By Activity

- Deliver Provincially Delegated Services, $2.0, 9%
- Government & Official Services, $9.9, 45%
- Government Decision Making Processes, $9.9, 46%

By Funding Source

- Capital Transfers, $0.7, 3%
- Sundry & Other, $1.2, 6%
- Property Tax, $19.9, 91%
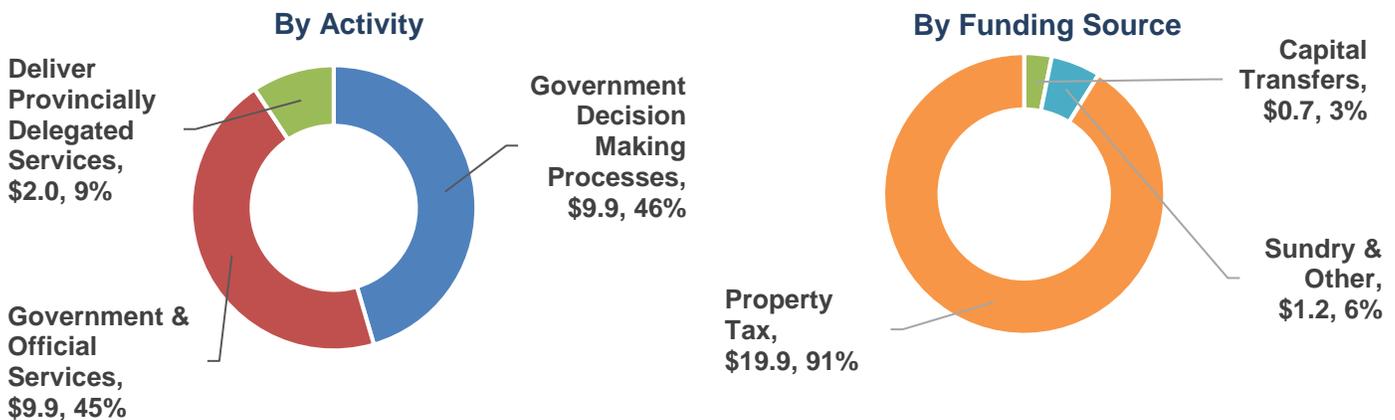
↘ **0.0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and provide a one-time enhancement request.

- **$0.592M** Efficiency savings through service changes and the deletion of 4 positions.

- **2020/2021** Increases primarily for known adjustments for salaries and benefits, operating impacts of capital and non-payroll items.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In $000s)	2018 Budget	2018 Projected Actual*	2019 Base	2019 New / Enhanced	Total Staff Recommended Budget	Changes $	Changes %	Incremental Change 2020 Plan	Incremental Change 2021 Plan
By Service	$	$	$	$	$	$	%	$	$
Elect Government									
Gross Expenditures	19,537.0	19,537.0	6,865.4		6,865.4	(12,671.7)	(64.9%)	(381.4)	(141.9)
Revenue	19,491.3	19,491.3	6,865.4		6,865.4	(12,626.0)	(64.8%)	(381.4)	(141.9)
Net Expenditures	45.7	45.7	0.0		0.0	(45.7)	(100.0%)	0.0	0.0
Make Government Work									
Gross Expenditures	21,207.3	20,623.3	21,812.6		21,812.6	605.3	2.9%	655.7	(349.4)
Revenue	1,454.8	1,454.8	1,933.7		1,933.7	478.9	32.9%	236.9	(506.0)
Net Expenditures	19,752.4	19,168.4	19,878.8		19,878.8	126.4	0.6%	418.8	156.6
Open Government									
Gross Expenditures	22,876.0	22,660.0	23,847.4	100.0	23,947.4	1,071.4	4.7%	(750.6)	(71.0)
Revenue	10,354.8	10,354.8	11,407.0	100.0	11,507.0	1,152.1	11.1%	(929.6)	(117.8)
Net Expenditures	12,521.2	12,305.2	12,440.5		12,440.5	(80.7)	(0.6%)	178.9	46.8
Total									
Gross Expenditures	63,620.3	62,820.3	52,525.3	100.0	52,625.3	(10,995.0)	(17.3%)	(476.4)	(562.4)
Revenue	31,301.0	31,301.0	20,206.1	100.0	20,306.1	(10,995.0)	(35.1%)	(1,074.1)	(765.8)
Total Net Expenditures	32,319.3	31,519.3	32,319.3		32,319.3	(0.0)	(0.0%)	597.7	203.4
Approved Positions	413.8	409.0	390.3	0.0	390.3	(23.5)	(5.7%)	(10.4)	(4.5)

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes
($0 Net)

• Reversal of cost to deliver the 2018 Municipal Election and implement Bill 5 of $14.5M gross and $0 net.

• Salary & benefit cost increases for COLA, progression pay and step, gapping and benefit increases.

• Above pressures offset by service efficiency savings, including a reduction in post-meeting captioning budget, record centre reduction as well as by base savings to achieve budget targes through reduction in non-payroll expenses and one-time gapping.

• Completed capital projects require 2.0 permanent positions for City Clerk's Business Systems and EDRMS sustainment.

• Temporary capital staffing results in an increase in 12.9 positions (12.3 positions for City Clerk's Office and 0.6 positions for Office of the Lobbyist Registrar)

New/Enhanced Service Priorities
($0 Net)

• One-time funded options study related to Information Production Services Transformation.

Future Year Plan

• Adjustments to salaries and benefits and inflationary increases to non-payroll expenses.

• Operating impact of capital projects once completed.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in City Clerk's Office's 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for the City Clerk's Office is $32.319 million net or equal to the 2018 Council Approved Net Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes to achieve efficiencies and meet budget target as well as recommended funding for new service priorities and outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In $000s)	Elect Government $	Make Government Work $	Open Government $	Total $	Total Positions
2018 Council Approved Operating Budget (Net)	**45.7**	**19,752.4**	**12,521.2**	**32,319.3**	**413.8**
Base Expenditure Changes					
Prior Year Impacts					
Reversal of 2018 Municipal Election Costs ($12.500M Gross)	0.0			0.0	(38.0)
Annualization of Implementation of Bill 139 ($2.000M Gross)	0.0			0.0	
Operating Impacts of Capital					
Business Systems, EDRMS & Enterprise Classification Sustainment		156.3	3.0	159.3	2.0
Delivery of Capital Projects					
2019 Temporary Capital Delivery for projects including *Election Technology Program* and *Information Production* ($2.345M Gross)	0.0	0.0	0.0	0.0	19.7
Reversal of 2018 Temporary Capital Positions ($0.847M Gross)	(0.0)	(0.0)	(0.0)	(0.0)	(6.8)
Inflationary Increases for Professional & Contracted Services		28.3	23.5	51.8	
Salaries and Benefits					
Adjustments, Inclusive of COLA and Benefit Increases		340.0	214.6	554.6	
Other Base Expenditure Changes					
Recoveries from Client Divisions for Printing, Copying & Mailing	(45.7)	8.4	39.0	1.8	
Election Related Requirements	0.0			0.0	3.6
One-Time Additional Gapping		(30.0)	(19.7)	(49.7)	
Reduction in Non-Payroll Expenses based on actual experience		(28.3)	(52.0)	(80.3)	
Sub-Total Base Expenditure Changes	**(45.7)**	**474.7**	**208.5**	**637.5**	**(19.5)**
Base Revenue Changes					
User Fee inflationary increases of 1.25%		(42.9)	(2.9)	(45.8)	
Sub-Total Base Revenue Changes		**(42.9)**	**(2.9)**	**(45.8)**	
Service Changes					
Service Efficiencies					
Information Production Service Transformation			(155.4)	(155.4)	(2.0)
Meeting Agenda Printing Reduction		(30.0)		(30.0)	
Record Centre Reduction			(130.9)	(130.9)	(1.0)
Civic Centre Integration		(75.5)		(75.5)	(1.0)
Post-Meeting Captioning Budget Reduction		(200.0)		(200.0)	
Sub-Total Service Changes[1]		**(305.5)**	**(286.2)**	**(591.7)**	**(4.0)**
Total Base Changes	**(45.7)**	**126.4**	**(80.6)**	**(0.0)**	**(23.5)**
New & Enhanced Services					
New Service Priorities					
Information Productions Transformation - Options Study		0.0		0.0	
Sub-Total New & Enhanced Services[1]		**0.0**		**0.0**	
Total 2019 Staff Recommended Operating Budget (Net)		**19,878.8**	**12,440.5**	**32,319.3**	**390.3**

Note:

1. For additional information, refer to Appendix 4 (page 39) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and Appendix 5 (page 40) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

Elect Government ensures readiness to administer an open, fair and accessible election whenever one is required or called, conducts elections in compliance with legislation, provide all electors the opportunity to vote whenever an election is held, facilitates Candidate and third party advertisers Financial Filing and Disclosure in compliance with legislation, and administers the Election Contribution Rebate Program.

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2019 Staff Recommended Operating Budget $6.9M
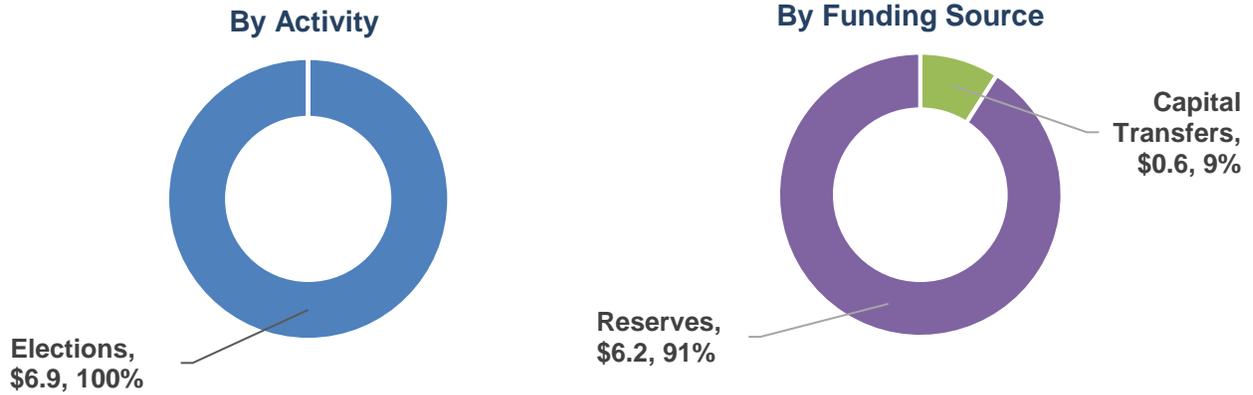
By Activity

By Funding Source

Elections, $6.9, 100%

Capital Transfers, $0.6, 9%

Reserves, $6.2, 91%

Refer to Appendix 2 (page 34) for the 2019 Staff Recommended Operating Budget by Service.
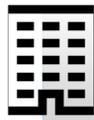
Key Service Levels

Administer elections in compliance with elections legislation.

Source of image: www.icons8.com

Refer to Appendix 3 (page 35) for a list of the 2019 Staff Recommended Service Levels for this Service.

Make Government Work enables City Council to govern and represent the citizens and the City of Toronto; maintains transparency and accessibility of government decision-making processes; provides administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities; delivers strategic protocol and official services for Canada's largest and most diverse City; and delivers provincially delegated services for the City in accordance with legislation and customer service standards.

2019 Staff Recommended Operating Budget $21.8M
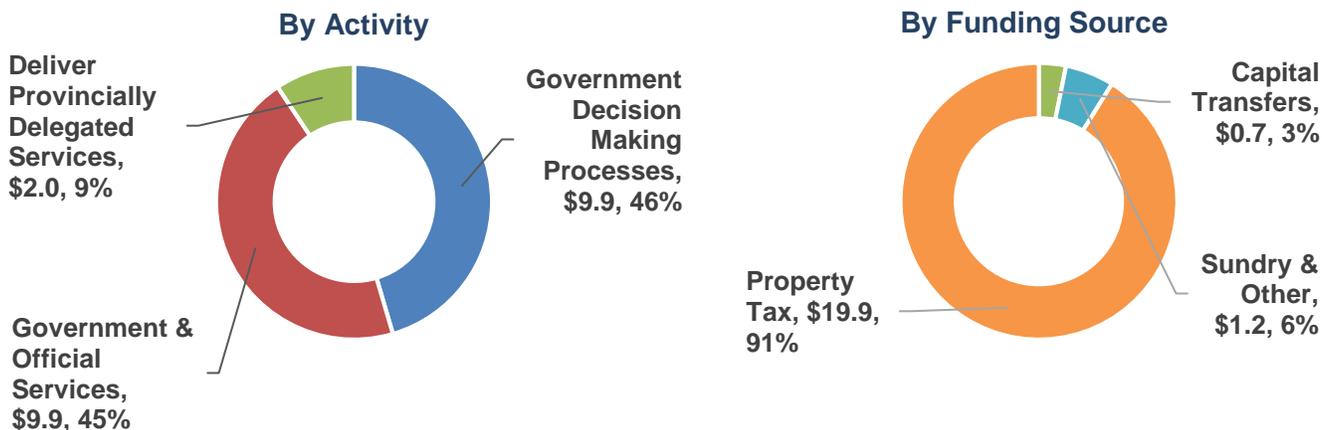
By Activity

Deliver Provincially Delegated Services, $2.0, 9%

Government & Official Services, $9.9, 45%

Government Decision Making Processes, $9.9, 46%

By Funding Source

Capital Transfers, $0.7, 3%

Property Tax, $19.9, 91%

Sundry & Other, $1.2, 6%

Refer to Appendix 2 (page 34) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Council meeting agendas published **3** days before meeting.

Marriage licenses issued within **30** minutes of application.

Council meeting decisions published **2** days after meeting.

90% of councillor requests for expense payment processed & forwarded to Accounting Services within **10** business days.

Source of image: www.icons8.com

Refer to Appendix 3 (page 35) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Public participation in the legislative process
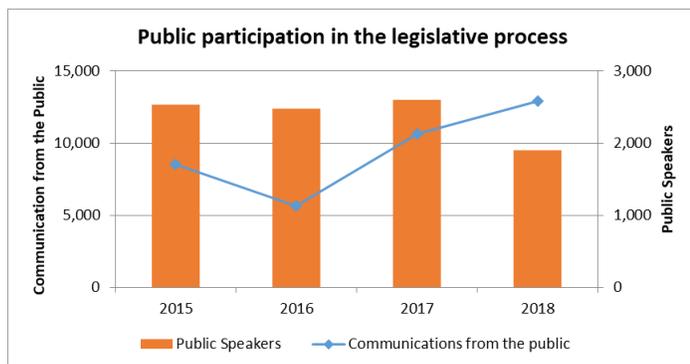
- Public participation in the legislative process is significant but vary from year to year based on issues of public interest.

- One indicator of public participation is the number of public speakers which ranged from 1,905 to 2,602 in the past four years.

- Another indicator is the number of communications from the public which ranged from 5,661 to 12,916.

Open Government provides leadership on corporate information management policies, standards and strategies; supports information management practices in all City programs; directs appropriate public access to City information; and delivers top-quality efficient corporate print/photocopy and mail services.

2019 Staff Recommended Operating Budget $23.9M
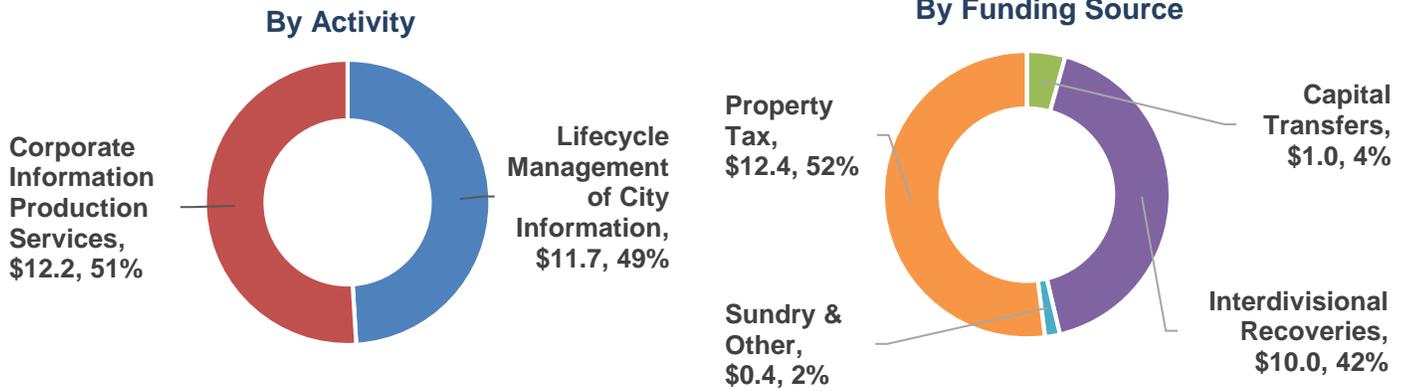
By Activity

Corporate Information Production Services, $12.2, 51%

Lifecycle Management of City Information, $11.7, 49%

By Funding Source

Property Tax, $12.4, 52%

Sundry & Other, $0.4, 2%

Capital Transfers, $1.0, 4%

Interdivisional Recoveries, $10.0, 42%

Refer to Appendix 2 (page 34) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Outgoing mail processed within **24** hours of receipt from City divisions.

Records retrieved within **3** business days at the Record Centre.

Meet **30**-day response time.

Source of image: www.icons8.com

Refer to Appendix 3 (page 35) for a list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

2017 Cost per FOI Request
(source: MBN Canada)

Montreal, Regina, Halifax, London, Toronto, Winnipeg, Sudbury (Greater), Waterloo, Durham, Windsor, Niagara, York, Hamilton, Halton, Calgary
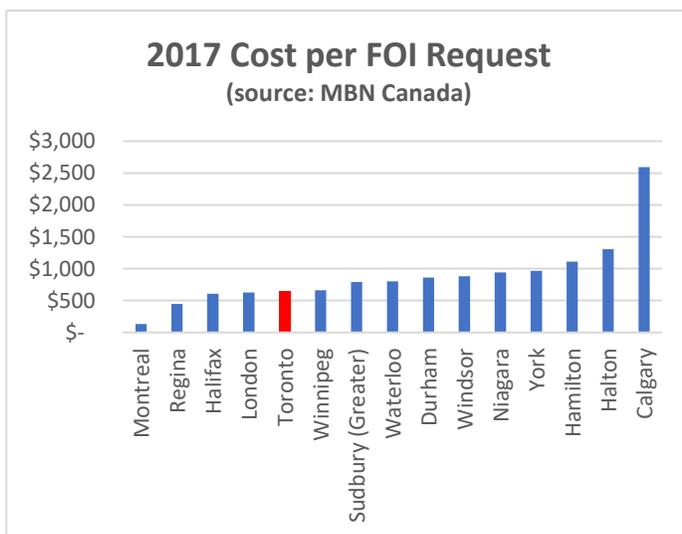
- Public interest in government information continues to grow from 2,104 Freedom of Information requests received in 2009 to 2,758 in 2018. Despite the higher number of requests, Toronto's cost to respond to a Freedom of Information Request is low.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Delivered the 2018 municipal election.
    - Recruited staff to fill 18,000 positions, coordinated over 1,100 training sessions, and contracted over 1,700 voting locations.
- Managed the filling of Councillor vacancies in Wards 33 and 41 by appointment, oversaw office operations during transition, and on-boarded new Councillors.
- Facilitated democratic decision-making through planning, staging and recording 375 meetings of City Council, its Committees and other boards.
- Absorbed the transfer of additional duties from the Ontario Municipal Board as part of the Provincial government's planning appeal reforms.
- Continued phased implementation of Information Production Services Transformation
    - Further reduced excess capacity by closing the Etobicoke Civic Centre Copy Centre.
    - Launched Design Services' new strategic mandate.
    - Implemented a new mail distribution model.
- Supported Mayor and Councillors for outbound and inbound missions, and significant official visits and ceremonies (e.g. Yonge Street Tragedy Vigil, Commemoration of the 100th Anniversary of WW1).

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved $0.400 million gross and net for a new and enhanced service priority in the 2018 Operating Budget for City Clerk's Office. Their implementation status and results to-date are highlighted below:

Real-time & Archived Video Captioning of Council & Committee Meetings

- City Council approved a budget of $0.400 million gross and net to enable provision of real-time captioning and post-captioning for all recorded/archived meeting videos for City Council, Standing Committees, and Community Councils meetings, to remove barriers and increase the public's accessibility to Council decision-making processes.
- In 2018, City Clerk's Office started to provide real-time captions on the live stream videos of City Council and Committee meetings. However, fully formatted post-production captions did not proceed as it was discovered that majority of the viewership of Council and Committee videos after the meeting occurs within one week of the live meeting.
- As the drop-off in viewership after a week is significant, it was determined that the cost and turnaround time required to produce formatted post-production captions do not provide good value for money. Instead, uploading of the edited transcripts of the real-time captions to the archived videos is found to be sufficiently accurate to serve as an assistive communication tool to the public. As such, a budget reduction of $0.200 million of the $0.400 million budget has been included in the 2019 Staff Recommended Operating Budget.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In $000s)	2017 Actual $	2018 Budget $	2018 Projected Actual * $	2019 Total Staff Recommended Budget $	2019 Change from 2018 Approved Budget $	2019 Change from 2018 Approved Budget %
Salaries and Benefits	39,289.6	46,170.3	45,370.3	40,976.0	(5,194.3)	(11.3%)
Materials & Supplies	1,110.8	1,790.5	1,790.5	1,084.0	(706.5)	(39.5%)
Equipment	208.8	386.1	386.1	120.3	(265.9)	(68.9%)
Service and Rent	7,777.3	13,686.8	13,686.8	9,236.3	(4,450.6)	(32.5%)
Contribution To Reserves/Reserve Funds	472.8	203.6	203.6	226.6	23.0	11.3%
Other Expenditures	33.6	35.1	35.1	38.7	3.7	10.5%
Inter-Divisional Charges	1,059.6	1,347.8	1,347.8	943.4	(404.4)	(30.0%)
Total Gross Expenditures	49,952.5	63,620.3	62,820.3	52,625.3	(10,995.0)	(17.3%)
Inter-Divisional Recoveries	10,927.3	10,133.3	10,133.3	10,490.4	357.1	3.5%
User Fees & Donations	278.0	306.5	306.5	303.7	(2.8)	(0.9%)
Transfers From Capital	2,418.6	847.4	847.4	2,344.7	1,497.3	176.7%
Contribution From Reserves/Reserve Funds	4,404.7	19,344.2	19,344.2	6,546.5	(12,797.7)	(66.2%)
Sundry and Other Revenues	364.5	669.7	669.7	620.8	(48.9)	(7.3%)
Total Revenues	18,393.1	31,301.0	31,301.0	20,306.1	(10,995.0)	(35.1%)
Total Net Expenditures	31,559.4	32,319.3	31,519.3	32,319.3	(0.0)	(0.0%)
Approved Positions	386.7	413.8	409.0	390.3	(23.5)	(5.7%)

* Year-End Projection Based on Q3 2018 Variance Report

The City Clerk's Office is projecting to be underspent by $0.800 million at year-end due to staff vacancies and related corporate challenges in filling these vacancies on a timely basis. Of the 413.8 approved positions, there were 9.8 vacancies as at September 30, 2018, including 6.0 permanent vacancies and 3.8 temporary vacancies. Of these vacancies, 4.8 positions will remain vacant at year-end. The rest are in the process of being filled.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The projected underspending in 2018 is not expected to continue into 2019, as vacancies are expected to be filled in 2019. Thus, there is no impact of the 2018 Operating Variance on the 2019 Operating Budget.

2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget $3.3M

By Project Category

SOGR, $0.6, 17%

Legislated, $2.7, 83%

By Funding Source

Debt/CFC, $1.6, 50%

Reserve Funds, $1.7, 50%

1
YEAR

- **$1.400M** Continue the *Election Technology Program,* a multi-module system that supports all aspects of the municipal election.

- **$0.485M** Continue with the *Information Management Infrastructure* project which supports the City's legislated requirement to manage its information through the information life cycle.

- **$0.225M** Start initiatives under the City Clerk's Office Business Systems project to manage liens, claims and Freedom of Information requests to meet legislative requirements.

- **$0.160M** Start the *Toronto Meeting Management Information System SOGR* project to replace and upgrade the current system that supports Council's decision-making through its standing committees, community council and City Council meetings.

2019-2028 Staff Recommended Capital Budget and Plan $33.2M

By Project Category

Service Improvement, $0.1, 0%

Health & Safety, $0.8, 3%

SOGR, $6.7, 20%

Legislated, $25.6, 77%

By Funding Source

Debt/CFC, $20.9, 63%

Reserve Funds, $12.3, 37%

10
YEARS

- **$11.580M** The *Election Technology Program* to support the municipal elections in 2022 and 2026 (excluding the replacement of voting equipment).

- **$4.845M** The City Clerk's Business Systems project to upgrade or enhance various applications to meet legislative requirements and protocol needs.

- **$3.055M** The *Infrastructure to Support Council / Committee Meetings* project to promote greater public access through upgrades to the physical infrastructure required to support Council and Committee meetings.

- **$3.028M** The *Information Management Infrastructure* project supports the City's legislated requirement for managing its information through the information life cycles.

2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
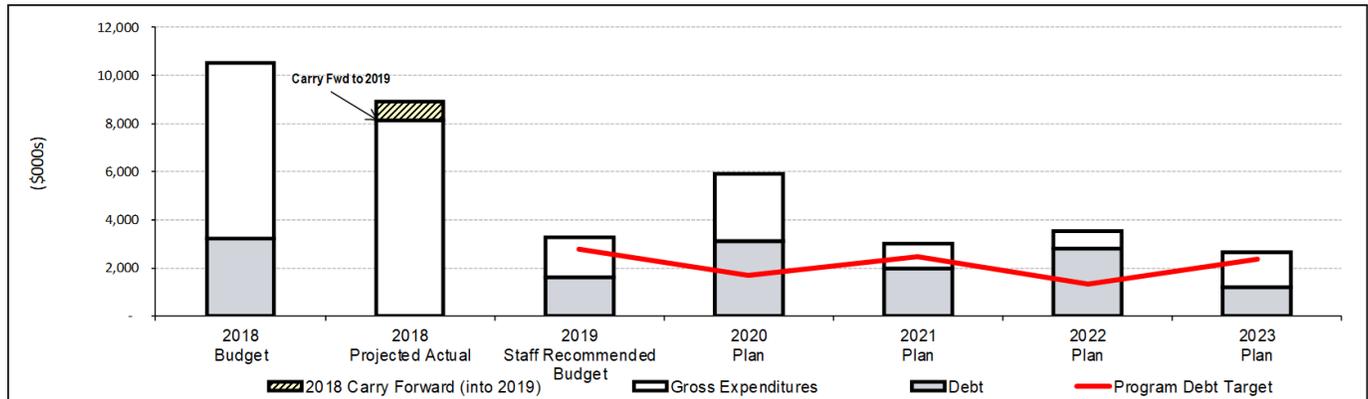
	2018		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan						
	Budget	Projected Actual	2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
Gross Expenditures by Project Category:									
Health & Safety	-		-	-	-	-	-	-	
Legislated	9,435		2,720	5,210	1,790	1,520	2,080	13,320	72.6%
SOGR	1,064		570	560	1,200	2,035	545	4,910	26.8%
Service Improvement	-		-	120	-	-	-	120	0.7%
Growth Related	-		-	-	-	-	-	-	
Total by Project Category	10,498		3,290	5,890	2,990	3,555	2,625	18,350	100.0%
Program Debt Target			2,775	1,695	2,470	1,325	2,363	10,628	
Financing:									
Debt	3,237		1,640	3,135	1,990	2,830	1,195	10,790	58.8%
Reserves/Reserve Funds	3,102		1,650	2,755	1,000	725	1,430	7,560	41.2%
Development Charges	-		-	-	-	-	-	-	
Provincial/Federal	-		-	-	-	-	-	-	
Debt Recoverable	-		-	-	-	-	-	-	
Other Revenue	4,159		-	-	-	-	-	-	
Total Financing	10,498		3,290	5,890	2,990	3,555	2,625	18,350	100.0%
By Status:									
2018 Capital Budget & Approved Future Year (FY) Commitments	10,498	8,114	1,925	95	50	-	-	2,070	11.3%
Changes to Approved FY Commitments	-		-	-	-	-	-	-	
2019 New/Change in Scope & FY Commitments			1,365	4,035	1,175	870	655	8,100	44.1%
2020 - 2023 Capital Plan Estimates				1,760	1,765	2,685	1,970	8,180	44.6%
2-Year Carry Forward for Reapproval			-					-	
1-Year Carry Forward to 2019		781							
Total Gross Annual Expenditures & Plan	10,498	8,895	3,290	5,890	2,990	3,555	2,625	18,350	100.0%
Asset Value ($) at year-end			80,181	80,297	81,124	79,235	79,915	79,273	
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			65	280	392	298	295	1,330	
Operating Impact on Program Costs			60	88	176	157	(2)	478	
New Positions			0	1	2	2	-	4	

Chart 2: 10-Year Capital Plan Overview (Continued)
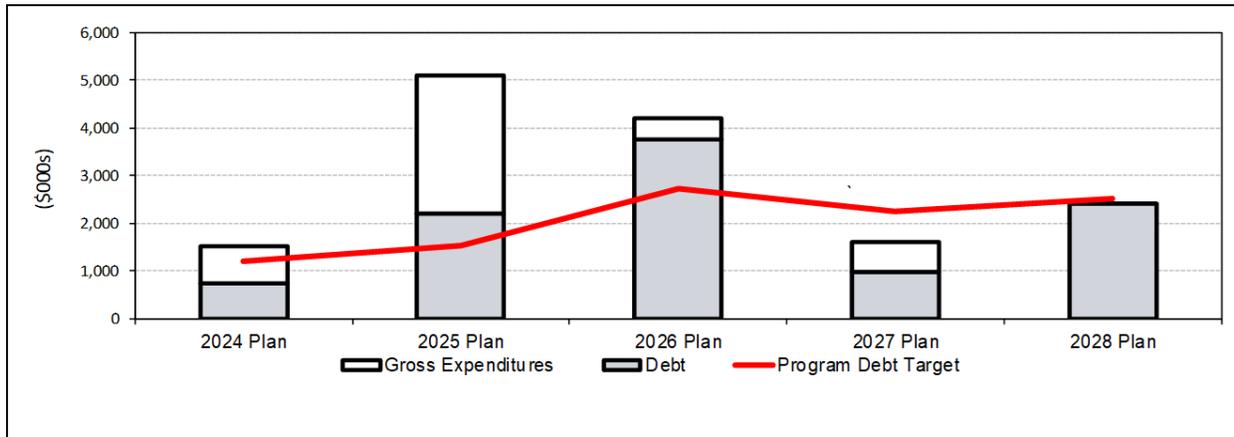
	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
Gross Expenditures by Project Category:							
Health & Safety	200	100	500	-	-	800	2.4%
Legislated	1,305	4,820	2,705	1,430	1,983	25,563	77.1%
SOGR	-	175	1,000	180	420	6,685	20.2%
Service Improvement	-	-	-	-	-	120	0.4%
Growth Related	-	-	-	-	-	-	
Total by Project Category	**1,505**	**5,095**	**4,205**	**1,610**	**2,403**	**33,168**	**100.0%**
Program Debt Target	**1,200**	**1,537**	**2,740**	**2,259**	**2,518**	**20,882**	
Financing:							
Debt	735	2,195	3,770	990	2,403	20,883	63.0%
Reserves/Reserve Funds	770	2,900	435	620	-	12,285	37.0%
Development Charges	-	-	-	-	-	-	
Provincial/Federal	-	-	-	-	-	-	
Debt Recoverable	-	-	-	-	-	-	
Other Revenue	-	-	-	-	-	-	
Total Financing	**1,505**	**5,095**	**4,205**	**1,610**	**2,403**	**33,168**	**100.0%**
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitments	-	-	-	-	-	2,070	6.2%
Changes to Approved FY Commitments	-	-	-	-	-	-	
2019 New/Change in Scope & FY Commitments	-	-	-	-	-	8,100	24.4%
2024 - 2028 Capital Plan Estimates	1,505	5,095	4,205	1,610	2,403	22,998	69.3%
2-Year Carry Forward for Reapproval						-	
Total Gross Annual Expenditures & Plan	**1,505**	**5,095**	**4,205**	**1,610**	**2,403**	**33,168**	**100.0%**
Asset Value($) at year-end	79,273	79,558	81,528	83,398	83,358	83,358	
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	135	162	358	366	193	2,544	
Operating Impact on Program Costs	-	-	-	0	-	478	
New Positions	-	-	-	-	-	4	

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In $000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
City Clerk's Office Health & Safety Remediation		-	-	-	-	-	-	100	500	-	-	**600**	600
Mail Security and Mail Room Upgrades		-	-	-	-	-	200	-	-	-	-	**200**	200
Sub-Total	**-**	**-**	**-**	**-**	**-**	**-**	**200**	**100**	**500**	**-**	**-**	**800**	**800**
Legislated													
City Clerk's Office Business Systems	1,497	225	715	190	250	475	95	810	1,185	-	900	**4,845**	6,342
Council Business Systems	569	-	450	-	-	-	190	1,060	380	450	-	**2,530**	3,099
Council Transition Requirements	1,460	250	-	100	400	-	-	100	400	-	-	**1,250**	2,710
Information Management Infrastructure	7,932	485	1,120	325	-	-	-	-	305	110	683	**3,028**	10,960
Notices Information System (NMIS) SOGR	-	-	-	-	-	-	-	-	-	250	-	**250**	250
Public Appointments Information System	-	-	-	-	-	250	250	-	-	-	-	**500**	500
Replacement of Voting Equipment	-	200	-	-	-	-	-	-	-	-	-	**200**	200
Toronto Meeting Mgt Info System (TMMIS) SOGR	-	160	275	275	270	-	-	-	-	-	400	**1,380**	1,380
Election Technology Program	5,977	1,400	2,650	900	600	1,355	770	2,850	435	620	-	**11,580**	17,557
Sub-Total	**17,435**	**2,720**	**5,210**	**1,790**	**1,520**	**2,080**	**1,305**	**4,820**	**2,705**	**1,430**	**1,983**	**25,563**	**42,998**
State of Good Repair													
City Hall Registry Counter Refresh	-	75	75	-	-	-	-	-	-	-	-	**150**	150
Toronto Property System SOGR	665	335	100	-	-	-	-	-	-	180	420	**1,035**	1,700
Archives Strategic Plan Implementation	265	50	55	50	-	-	-	-	-	-	-	**155**	420
Archives Strategic Plan Implementation SOGR	100	-	50	200	75	75	-	50	-	-	-	**450**	550
Infra. to support Council/Committee Meetings	1,710	-	-	100	1,830	-	-	125	1,000	-	-	**3,055**	4,765
Information Production Workflow Mgt. System SOGR	-	110	-	-	80	470	-	-	-	-	-	**660**	660
Records Centre Tracking System	-	-	50	50	50	-	-	-	-	-	-	**150**	150
Wedding Chambers SOGR	-	-	230	800	-	-	-	-	-	-	-	**1,030**	1,030
Sub-Total	**2,740**	**570**	**560**	**1,200**	**2,035**	**545**	**-**	**175**	**1,000**	**180**	**420**	**6,685**	**9,425**
Service Improvement													
Civil Weddings		-	120	-	-	-	-	-	-	-	-	**120**	120
Sub-Total	**-**	**-**	**120**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**120**	**120**
Total Expenditures by Category (excluding carry forward from 2018)	**20,175**	**3,290**	**5,890**	**2,990**	**3,555**	**2,625**	**1,505**	**5,095**	**4,205**	**1,610**	**2,403**	**33,168**	**53,343**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

The 10-Year Capital Plan focuses on funding 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 $0.800 million or 2.4% of the total 10-Year Staff Recommended Capital Plan's expenditures.

  - *City Clerk's Office Health & Safety Remediation* ($0.600 million) is required to modify/renovate City Clerk's Office work locations in order to meet health and safety standards and requirements.

  - *Mail Security and Mail Room Upgrades* ($0.200 million) funding will be used to replace x-ray machines in City Hall and Civic Centres to ensure the security of incoming mail and to upgrade the mail room to meet health and safety standards.

Legislated

- Legislated projects total $25.563 million or 77.1% of the total 10-Year Staff Recommended Capital Plan's expenditures. Election-related needs are funded through the Election Reserve Fund.

  - *The Election Technology Program* ($11.580 million) project 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 the program being continuous for 10 years, and work for each election separately identified as a sub-project through this period.

- *City Clerk's Office Business Systems* ($4.845 million) funding will be used to upgrade various applications to reflect industry standards of technology and to meet the City Clerk's Office needs, such as systems to manage liens, claims and Freedom of Information (FOI), By-law status registry, Registry Services Tracking System, Toronto Gaming Information System, Procurement and Asset Management System, and various Access applications.

- *The Information Management Infrastructure* ($3.028 million) supports the City's legislated requirement to manage its information through the information life cycle. It is comprised of the following sub-projects:

  - Open Information –($2.573 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:

    - Enterprise Classification

    - Digital Asset Library

    - Archival Database

  - Privacy Case Management ($0.455 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.

- *Council Business Systems* ($2.530 million) project includes replacement and/or upgrade of systems 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 2022 and 2026.

- *Toronto Meeting Management Information System (TMMIS) SOGR* ($1.380 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. A replacement project is planned for 2019-2022.

State of Good Repair (SOGR)

- SOGR projects account for $6.685 million or 20.2% of the total 10-Year Staff Recommended Capital Plan's allocated spending.

  - *Infrastructure to Support Council / Committee Meetings* ($3.055 million) promotes greater public access to Committee meetings through upgrades of the physical infrastructure required to support Council and Committee meetings.

  - *Toronto Property System SOGR* ($1.035 million) project will replace and upgrade the current 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.

  - *Wedding Chambers Renovations* ($1.030 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.

State of Good Repair (SOGR) Funding & Backlog

The 10-Year Staff Recommended Capital Plan will dedicate $6.685 million to SOGR projects for regular upgrades and to extend the useful life of systems. There is no SOGR backlog associated with the City Clerk's Office capital assets.

Chart 3: Total SOGR Funding & Backlog
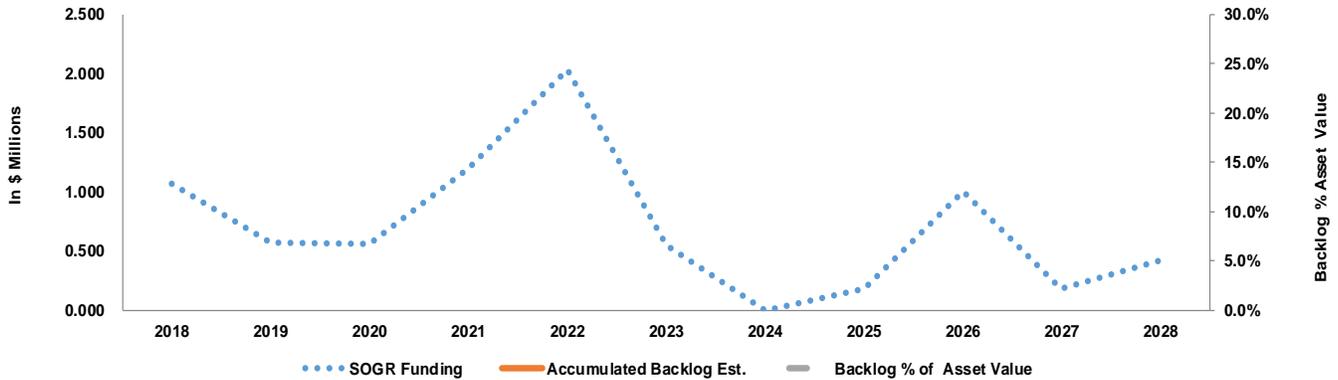
In $ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	1.064	0.570	0.560	1.200	2.035	0.545	0.000	0.175	1.000	0.180	0.420
Accumulated Backlog Est.											
Backlog % of Asset Value											
Total Asset Value	77.681	80.181	80.297	81.124	79.235	79.915	79.273	79.558	81.528	83.398	83.358

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget $000s	Positions	2020 Plan $000s	Positions	2021 Plan $000s	Positions	2022 Plan $000s	Positions	2023 Plan $000s	Positions	2019 - 2023 $000s	Positions	2019 - 2028 $000s	Positions
Previously Approved													3,000	-
Information Management Infrastructure	3	-	-	-	-	-	-	-	-	-	3	-	3	-
Sub-Total: Previously Approved	3	-	-	-	-	-	-	-	-	-	3	-	3	-
New Projects - 2019													358	3.0
City Clerk's Office Business Systems	57	0.3	82	0.8	116	1.0	(15)	-	-	-	240	2.0	240	2.0
Information Management Infrastructure	-	-	6	-	60	0.5	54	0.5	(1)	-	119	1.0	119	1.0
Sub-Total: New Projects - 2019	57	0.3	88	0.8	176	1.5	39	0.5	(1)	-	358	3.0	358	3.0
New Projects - Future Years													117	1.0
City Clerk's Office Business Systems	-	-	-	-	-	-	56	0.5	(1)	-	55	0.5	55	0.5
Council Business Systems	-	-	-	-	-	-	62	0.5	-	-	62	0.5	62	0.5
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	118	1.0	(1)	-	117	1.0	117	1.0
Total (Net)	60	0.3	88	0.8	176	1.5	157	1.5	(2)	-	478	4.0	478	4.0

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by $0.478 million net and 4.0 FTE positions over the 2019 - 2028 period.

Funding of $0.057M gross and net is required to sustain the City Clerk's Business Systems, and $0.003M gross and net for Information Management Infrastructure (Common Search / Enterprise Classification) to meet ongoing training needs.

Additional funding of $0.418M net will be required in years 2020-2028 to sustain the capital projects once they are completed and operationalized.

The 2019 operating costs for all these projects, as mentioned above, have been included in the 2019 Staff Recommended Operating Budget for the City Clerk's Office and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

New Capital Project Delivery Positions

Table 6: Capital Project Delivery: New Temporary Positions

Project Name	CAPTOR Project Number	Position Title	# of Positions	Project Delivery Start Date (m/d/yr)	Project Delivery End Date (m/d/yr)	Salary and Benefits $ Amount ($000s) 2019	2020	2021	2022	2023	2024 - 2028
City Clerk's Office Business Systems	CLK908183-8	Project Manager	0.3	04/01/2019	12/31/2020	35.2	36.0				
City Clerk's Office Business Systems	CLK908183-8	Business Analyst	0.5	06/01/2019	12/31/2020	61.0	62.0				
City Clerk's Office Business Systems	CLK908183-8	Systems Integrator 1		04/01/2020	12/31/2020		29.0				
City Clerk's Office Business Systems	CLK908183-8	Quality Assurance (gr 7915)		06/01/2020	12/31/2020		11.0				
City Clerk's Office Business Systems	CLK908183-8	UI Designer (gr 7913)	0.3	04/01/2019	12/31/2019	25.9					
Toronto Property System SOGR	CLK908358-1	Project Manager	0.6	04/01/2019	12/31/2019	84.2					
Toronto Property System SOGR	CLK908358-1	Business Analyst	0.5	06/01/2019	12/31/2020	61.0	12.0				
Toronto Property System SOGR	CLK908358-1	Systems Integrator 1	0.5	06/01/2019	12/31/2019	57.2					
Toronto Property System SOGR	CLK908358-1	Systems Integrator 2	1.0	04/01/2019	12/31/2020	103.5	26.0				
Toronto Property System SOGR	CLK908358-1	Quality Assurance (gr 7915)	0.3	06/01/2019	12/31/2019	28.6					
TMMIS SOGR	CLK907350-2	Business Analyst	0.5	06/01/2019	12/31/2022	61.0	124.0	125.0	64.0		
TMMIS SOGR	CLK907350-2	Systems Integrator 1	0.8	04/01/2019	12/31/2022	85.9	116.0	117.0	118.0		
IP Workflow Management System SOGR	CLK907376-3	Systems Integrator 2	0.3	06/01/2019	12/31/2019	27.2					
Information Management Infrastructure	CLK907368-35	Project Manager	0.2	06/01/2019	12/31/2021	19.7	36.0	36.0			
Information Management Infrastructure	CLK907368-35	Solution Architect	0.1	06/01/2019	12/31/2019	14.1					
Information Management Infrastructure	CLK907368-35	Business Analyst	0.5	04/01/2019	12/31/2021	61.0	30.0	12.0			
Information Management Infrastructure	CLK907368-35	Systems Integrator 1		06/01/2021	12/31/2021			18.0			
Information Management Infrastructure	CLK907368-35	Quality Assurance (gr 7915)		06/01/2021	12/31/2021			18.0			
Information Management Infrastructure	CLK907368-35	Research Analyst	0.3	06/01/2019	12/31/2019	25.9					
Information Management Infrastructure	CLK907368-31	Project Manager	0.3	04/01/2019	12/31/2019	35.2					
Information Management Infrastructure	CLK907368-31	Business Analyst	0.5	06/01/2019	12/31/2019	61.0					
Information Management Infrastructure	CLK907368-31	Systems Integrator 1	0.1	06/01/2019	12/31/2019	11.3					
Information Management Infrastructure	CLK907368-31	Quality Assurance (gr 7915)	0.3	06/01/2019	12/31/2019	28.6					
Election Technology Program	CLK906877-4	Project Manager	1.5	04/01/2019	12/31/2023	201.9	138.0	72.0	126.0	213.0	
Election Technology Program	CLK906877-4	Senior Systems Integrator	0.5	06/01/2019	12/31/2023	67.9	138.0	150.0	152.0	71.0	
Election Technology Program	CLK906877-4	Solution Architect	0.3	06/01/2019	12/31/2023	40.8	88.0	6.0		43.0	
Election Technology Program	CLK906877-4	Senior Project Analyst	0.4	06/01/2019	12/31/2023	51.9	29.0	5.0		55.0	
Election Technology Program	CLK906877-4	Business Analyst	1.6	04/01/2019	12/31/2023	193.3	129.0	68.0	10.0	203.0	
Election Technology Program	CLK906877-4	Trainer/Technical Writer		04/01/2020	12/31/2022		14.0	34.0	44.0		
Election Technology Program	CLK906877-4	Subject Matter Expert (gr 6.5)	0.5	04/01/2019	12/31/2023	66.0	86.0	87.0	78.0	70.0	
Total			**12.3**			**1,509.3**	**1,104.0**	**748.0**	**592.0**	**655.0**	**-**

Approval of the 2019 - 2028 Staff Recommended Capital Budget and Capital Budget for the City Clerk's Office will require 12.3 new temporary capital positions that have been included in the City Clerk's Office 2019 Staff Complement.

- *City Clerk's Office Business Systems* require 1.0 new temporary capital position to procure or develop the system required for the City Clerk's Office to receive and process online requests and claims from the public related to City of Toronto insurance claims, construction liens and access to information.

- *Toronto Property* System requires 2.9 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 (e.g. public notices, AODA, certified documents for courts), and maintain the system in a state of good repair.

- Toronto Meeting Management Information System SOGR requires 1.3 temporary positions to replace the system that supports City Council decision making.

- *IP Workflow Management System SOGR* require 0.3 temporary capital position to replace the online request portal for Information Production services.

- *Information Management Infrastructure* requires 2.1 new temporary capital positions to support the *Privacy Case Management* and *Archival Database* sub-projects*.*

- *Election Technology Program* requires 4.9 new temporary capital positions to support the capital delivery for the 2022 Municipal Elections.

It is recommended that City Council approve these new 12.3 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.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, the City Clerk's Office accomplished the following capital projects and activities.

- Successfully delivered the 2018 municipal election in compliance with the Municipal Election Act and Bill 5 Better Local Government Act which reduced Council size from 47 to 25 wards by:

  - Deploying all required modules of the Toronto Election Management Information System which is the foundational election administration system.

  - Purchasing and deploying new internal modems and associated software for the City's 1,850 voting equipment units using the latest secure wireless technology.

- Procured and configured the City Clerk's Office Mail Correspondence Management system to manage the intake of the City's official mail.

- Completed enhancements to Council Business Systems which include the following:

  - Toronto Council Expense Management System which promotes transparency of Councillor expenses through the addition of a dashboard that would facilitate the reporting of business meals, member travel and donations as well as reporting of key performance measures. Enhancements also included improvements to the user interface and ward changes required by Bill 5 Better Local Government Act.

  - Council Staff Management System – Facilitated Council Transition by implementing a new system that supports the hiring of Councillor staff, generates the required contracts, and reflect ward changes required by Bill 5 Better Local Government Act.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved new capital projects totalling $0.275 million in cash flow funding funded by $0.175 million. The implementation status is detailed below:

- *Toronto Property System SOGR.* This project will replace the corporate system used by the public to access assessment roll information, and used by the 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. Requirements gathering is in progress. In recognition of the enterprise-wide nature of this project, governance is transferred to Information & Technology Division in 2019.

- *Replacement of Order Pickers at the Records Centre.*   Order pickers need to be replaced as they have reached their end of life. The order pickers have been purchased in 2018 and are expected to be delivered in the first quarter of 2019.

2018 Financial Performance

Table 7: Budget vs. Actual by Project Category

Project Category (In $ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (**excl.** 1 Yr Carry Forward)	Staff Recommended Capital Budget (**incl.** 1 Yr Carry Forward)
Health & Safety	-	-		-	-		-	-
Legislated	9.091	4.734	**52.1%**	9.435	7.757	**82.2%**	2.720	3.501
SOGR	0.690	0.508	**73.7%**	1.064	0.358	**33.6%**	0.570	0.570
Service Improvement	-	-		-	-		-	-
Growth Related	-	-		-	-		-	-
Total	9.781	5.242	**53.6%**	10.498	8.114	**77.3%**	3.290	4.071

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, year-end spending is projected to be $3.290 million or 77.3%.

For additional information regarding the 2018 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, 2018" considered by City Council at its meeting on December 13, 2018.

http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described above, funding of $0.781 million has been carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.

ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- The 2018 Operating Budget of $63.620 million gross and $32.319 million net included the costs of the 2018 Municipal Election and Bill 5 implementation of $14.500 million gross and $0 net.

- The 2019 Operating Budget includes the reversal of the 2018 Municipal Election and Bill 5 implementation costs of $14.500 million gross and $0 net.

- Post-election activities require an increase of 4.6 temporary positions, offset by the deletion of a vacant permanent position with an impact of $1.235 million gross and $0 net.

- The completion of capital projects require $0.159 million and 2.0 permanent positions
    - City Clerk's Business Systems project – Creation of a Business Analyst position and non-payroll costs mainly for professional services and licenses
    - EDRMS project – Creation of a Project Manager position and non-payroll budget mainly for professional services, licenses and training costs.
    - Enterprise Classification – Non-payroll budget for training.

- Net changes in temporary capital staffing result in an increase of $1.497 million gross and $0 net and 12.9 temporary positions, of which 0.6 is for the Office of the Lobbyist Registrar.

- Budgetary pressures resulting from salaries and benefit increases are offset by:
    - Increase in user fee and non user fee reveues resulting in $0.046 million gross and net.
    - Service efficiencies totalling $0.592 million related to initiatives including the elimination of printed Council and Committee meeting materials for City staff, and reduction in the budget for post-meeting captioning for Council and Committee meeting videos.
    - Base expenditure reductions of $0.130 million as a result of one-time additional gapping, and further reductions in non-payroll expenses.

- Included in the 2019 Operating Budget is a new service priority of $0.100 million gross and $0 net to conduct a review to develop options relating to Information Production Services Transformation.

10-Year Capital Plan:

- The 2018-2027 Capital Plan provided funding of $37.192 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.

- $0.749 million previously included in City Clerk's Capital Plan for EDRMS Phase 2 was transferred to Information & Technology division to fund subject matter experts and business support capital positions.

- A detailed review of the Capital Budget and Plan was conducted and the necessary adjustments were made to the timing of cash flow funding for the following capital projects:
    - Information Management Infrastructure was adjusted to reflect the change in anticipated implementation requirements for Enterprise Classification.
    - City Clerk's Office Business Systems cash flows were increased to meet legislated requirements and to reflect end of life replacement of various applications and systems.

- Adjustments to SOGR projects to reflect changes in business requirements and deferral of cash flows reflecting readiness to proceed, enabled funding in the 2019-2028 Capital Plan of projects which primarily meet legislative requirements.

As the impacts of Bill 5 Better Local Government Act, 2018, Bill 139 Amendments to the Planning Act and the Province's Land Use Planning Appeal System, and changes to City Council's Governance Systems for 26 members are not fully known at this time, there may be financial impacts that have not been reflected in the 2019 Staff-Recommended Operating and Capital Plan.

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by the City Clerk's Office, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan. These projects will be included on the list of unfunded "Capital Priorities" considered for future funding in the budget process of future year.

Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In $ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In $ Millions)									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
NOT INCLUDED													
Replacement of Voting Equipment	16.000	-	16.000	-	13.000	3.000	-	-	-	-	-	-	-
Total Unmet Needs (Not Included)	**16.000**	**-**	**16.000**	**-**	**13.000**	**3.000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

- *Replacement of Voting Equipment* at a cost of $16.000 million will support voting equipment 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.

  - On June 30, 2015, a report entitled "Feasibility of Extending Use of Current Vote Counting Equipment and Technology" 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

  - Funding options will need to be identified including $0.200 million in 2019 to review technology options and acquisition approach to replace voting equipment.

OTHER ISSUES IMPACTING THE 2019 BUDGET

Modernization, Transformation and Innovation Initiatives

Phased implementation of the Information Production Services Transformation

- A multi-year implementation plan to modernize design, printing, high-speed copying and mailing services to reflect technological changes and divisional service delivery transformations.

- As part of the Information Production Services Transformation, the service delivery model for mail distribution is being aligned to respond to changing technology, new business processes, and current and future needs of the City divisions and programs.

    First Phase (2017-2018)

    - City Clerk's Office reduced the number of mail routes and adjusted service levels from daily delivery at all drops to once or twice weekly delivery where possible.

    Second Phase (2019)

    - City Clerk's Office will work with other City divisions that have internal courier services, including Policy Planning Finance & Administration and Toronto Public Health, to rationalize mail distribution services across the City where possible.

    Third Phase (2020)

    - The City will examine extending the shared service model to additional City Agencies where feasible. The City will also assess options for location of corporate mail services within the City's organizational structure.

Digital Information Management Transformation

- To establish the technology foundation as well as the policies, standards and framework for City divisions to ensure that their information is properly managed and accessible in the digital age.

Enhancements to Council Meeting Management

- Allow Members of Council and senior City officials to electronically view communications, confidential agenda documents and motions in real-time.

- Eliminate printed agendas for City officials.

Searchable and Accessible Public Notices

- Automation of business process and public access to public notices on various legislated matters.

ISSUES IMPACTING FUTURE YEARS

Adequacy of Election Reserve Fund

The Election Reserve funds the municipal elections and by-elections, operating and capital budget needs of Election Services, candidate contribution rebates, and compliance audits. While contributions have been increased in recent years, elections requirements to modernize election delivery while complying with the Municipal Election Act are expected to increase. Its sustainability will therefore need to be closely monitored.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following project is reported on a quarterly basis during 2018:

Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)

Project Overview and Deliverables

- EDRMS is a sub-project of the *Information Management Infrastructure* project which supports the City Clerk's Office core service of Open Government and its corporate information management mandate given to the City Clerk's Office by the City Manager in 2010. The project advances the City's Information Management Program and Framework by implementing the foundational technology to manage digital and paper records – the building blocks for an information management infrastructure, and to enable the public to access City information easily.

- *EDRMS* is a multi-year collaboration between the City Clerk's Office and Information & Technology Division to phase the development and implementation of an information management regime in the City of Toronto to manage records in all formats through their life cycle. It will enable Divisions to share reliable and current information and enable improved customer service and public access to City information.

- Council approved proceeding with the Provincial Vendor of Record (OpenText) on December 9-10, 2015. The City has negotiated and signed agreements with OpenText in 2016.

Financial Update for City Clerk's Office EDRMS

Project name (In $000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018 Budget	2018 Year-End Projection *	2019 Budget	2020 Plan	Projection To End of Project	Status	End Date Planned	End Date Revised	On Budget	On Time
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	2011	4,829	3,822	1,241	1,241			5,063	Minor Delay	Dec-17	Dec-18	Ⓨ	Ⓨ

* 2018 year-end projection based on the Q3 capital variance

	On Budget		On Time
> 70% of Approved Project Cost		Ⓖ	On/Ahead of Schedule
Between 50% and 70%		Ⓨ	Minor Delay < 6 months
< 50% or >100% of Approved Project Cost		Ⓡ	Significant Delay > 6 months

Project Status

- As at Q3 2018, electronic records pilot is in progress, Community, Information, Securities (CIS) model successfully deployed in pre-production; and file planning for sample groups completed for physical records migration pilot.

- As of Q4 2018, the solution is deployed to production and the electronic records pilot is underway.

2019 Plan

- The project is expected to accomplish the following:

  - Complete the electronic records pilot.

  - Roll out the solution to Divisions based on their business readiness.

  - Migrate all physical records in the legacy software Linklink.

Currently, the capital budget for EDRMS has a City Clerk's Office component and an I&T component. Given project focus shifts to migration and deployment in 2019, the Project Sponsors have agreed to consolidate the EDRMS capital projects into one in order to integrate project oversight. Starting in 2019, consolidated EDRMS will be reflected in I&T's capital budget and plan.

Key Project Challenges

The project has been delayed as the project sponsors have decided to adopt a more phased in approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions and also, to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.

APPENDICES

Appendix 1

2019 Organization Chart
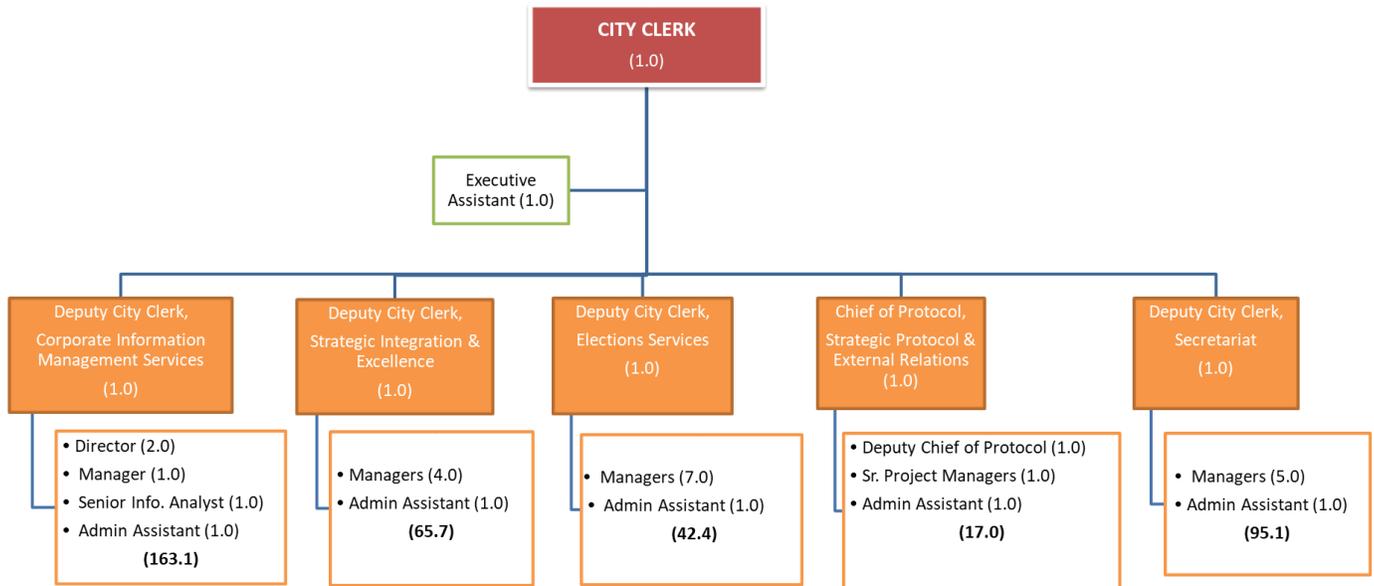
The 2019 total staff complement is a total of 390.3 positions, comprising 19.7 capital positions and 370.6 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	6.0	63.0	61.0	235.0	365.0
	Temporary	-	-	1.0	4.6	5.6
	Total Operating	6.0	63.0	62.0	239.6	370.6
Capital	Permanent	-	-	-	-	-
	Temporary	-	-	12.2	7.5	19.7
	Total Capital	-	-	12.2	7.5	19.7
Grand Total		**6.0**	**63.0**	**74.2**	**247.1**	**390.3**

Appendix 2

2019 Operating Budget by Service

Elect Government

(In $000s)	2018 Approved Budget	2019 Base	2019 New / Enhanced	2019 Total Staff Recommended Budget	Changes $	Changes %	Incremental Change 2020 Plan	Incremental Change 2021 Plan
By Service	$	$	$	$	$	%	$	$
Total								
Gross Expenditures	19,537.0	6,865.4	0.0	6,865.4	(12,671.7)	(64.9%)	(381.4)	(141.9)
Revenue	19,491.3	6,865.4	0.0	6,865.4	(12,626.0)	(64.8%)	(381.4)	(141.9)
Total Net Expenditures	45.7	0.0	0.0	0.0	(45.7)	(100.0%)	0.0	0.0
Approved Positions	71.7	40.5	0.0	40.5	(31.3)	(43.6%)	(4.8)	(1.5)

Make Government Work

(In $000s)	2018 Approved Budget	2019 Base	2019 New / Enhanced	2019 Total Staff Recommended Budget	Changes $	Changes %	Incremental Change 2020 Plan	Incremental Change 2021 Plan
By Service	$	$	$	$	$	%	$	$
Total								
Gross Expenditures	21,207.3	21,812.6	0.0	21,812.6	605.3	2.9%	655.7	(349.4)
Revenue	1,454.8	1,933.7	0.0	1,933.7	478.9	32.9%	236.9	(506.0)
Total Net Expenditures	19,752.4	19,878.8	0.0	19,878.8	126.4	0.6%	418.8	156.6
Approved Positions	178.1	180.7	0.0	180.7	2.7	1.5%	1.9	(2.1)

Open Government

(In $000s)	2018 Approved Budget	2019 Base	2019 New / Enhanced	2019 Total Staff Recommended Budget	Changes $	Changes %	Incremental Change 2020 Plan	Incremental Change 2021 Plan
By Service	$	$	$	$	$	%	$	$
Total								
Gross Expenditures	22,876.0	23,847.4	100.0	23,947.4	1,071.4	4.7%	(750.6)	(71.0)
Revenue	10,354.8	11,407.0	100.0	11,507.0	1,152.1	11.1%	(929.6)	(117.8)
Total Net Expenditures	12,521.2	12,440.5	0.0	12,440.5	(80.7)	(0.6%)	178.9	46.8
Approved Positions	164.0	169.1	0.0	169.1	5.1	3.1%	(7.6)	(0.9)

Appendix 3

2019 Service Levels

Elect Government

Activity	Type	Service Level Description	2016	2017	2018	2019
Election	Election	Administer elections in compliance with legislation	100% compliance with legislation	100% compliance with legislation	100% compliance with legislation	100% compliance with legislation

Make Government Work

Activity	Type	Service Level Description	2016	2017	2018	2019
Government Decision-Making Processes	Manage meetings and legislated notices	Manage meetings of Council, Committees, Agencies and Boards as directed by City Council.	100% compliance with legislated requirements. 100% agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of decisions published 2 days after meetings.	100% compliance with legislated requirements. 100% agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of decisions published 2 days after meetings.	100% compliance with legislated requirements. 100% agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of decisions published 2 days after meetings.	100% compliance with legislated requirements. 100% agendas published 3 days before Council meetings and 5 days for Committee meetings; 100% of decisions published 2 days after meetings.
Government Decision-Making Processes	Maintain legislative records	Maintain all legislative documents including meeting records and notices in accordance with all applicable legislation. *Enhanced Municipal Record to the Local Planning Appeals Tribunal (LPAT) - 2019*	100% compliance with legislated requirements.	100% compliance with legislated requirements.	100% compliance with legislated requirements.	100% compliance with legislated requirements.
Government Decision-Making Processes	Manage appointments to committees and other bodies	Manage recruitment and retention of appointments to City Boards, Committees and tribunals as vacancies arise in accordance with the Public Appointments Policy.	Ongoing recruitment to maintain a pool of qualified candidates to respond quickly to vacancies.	Ongoing recruitment to maintain a pool of qualified candidates to respond quickly to vacancies.	Ongoing recruitment to maintain a pool of qualified candidates to respond quickly to vacancies.	Ongoing recruitment to maintain a pool of qualified candidates to respond quickly to vacancies.
Government and Official Services	Support offices of elected officials, accountability officers, and City Clerk.	Provide financial, administrative and technology support to elected officials, accountability officers and the City Clerk.	90% of councillor requests for reimbursement/payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information. 100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours. Emails to Council Helpdesk responded to within 15 minutes (for Priority 1) to one business day (for Priority 5).	90% of councillor requests for reimbursement/payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information. 100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours. Emails to Council Helpdesk responded to within 15 minutes (for Priority 1) to one business day (for Priority 5).	90% of councillor requests for reimbursement/payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information. 100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours. Emails to Council Helpdesk responded to within 15 minutes (for Priority 1) to one business day (for Priority 5).	90% of councillor requests for reimbursement/payment of expenses processed and forwarded to Accounting Services within 10 business days of receipt of complete information. 100% of visitors at Council reception greeted, signed-in and issued visitor passes during business hours. Emails to Council Helpdesk responded to within 15 minutes (for Priority 1) to one business day (for Priority 5).

Make Government Work (continued)

Activity	Type	Service Level Description	2016	2017	2018	2019
Government and Official Services	Insurance Claims and Mail Intake	Facilitate insurance claims intake for all claims against the City. Receive and register all official correspondence addressed to the City Clerk and official Mayor's mail.	Receipt of claims acknowledged within 2 business days.	Receipt of claims acknowledged within 2 business days.	Receipt of claims acknowledged within 2 business days.	Receipt of claims acknowledged within 2 business days.
Government and Official Services	Strategic Protocol & External Relations	Contribute to the shaping of the City of Toronto's International and Intergovernmental Relations. Improve awareness and application of protocol procedures, the importance of Protocol and diplomacy. Celebrate individual, civic and community achievements and milestones.	Inquiries responded to within two business days. Requests for individual, civic and community recognitions processed within designated timelines.	Inquiries responded to within two business days. Requests for individual, civic and community recognitions processed within designated timelines.	Inquiries responded to within two business days. Requests for individual, civic and community recognitions processed within designated timelines.	Inquiries responded to within two business days. Requests for individual, civic and community recognitions processed within designated timelines.
Deliver Provincially Delegated Services	Register Vital Events	Facilitate registration of vital events.	100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.	100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.	100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.	100% of marriage licenses issued within 30 minutes of application. 100% of deaths registered within 5 days of receiving all required documentation. 100% of eligible booking requests processed within 30 minutes.
Deliver Provincially Delegated Services	Lottery licensing	License eligible charities for designated lottery schemes.	Lottery license applications processed within 15 business days; complete eligibility review within 30 days.	Lottery license applications processed within 15 business days; complete eligibility review within 30 days.	Lottery license applications processed within 15 business days; complete eligibility review within 30 days.	Lottery license applications processed within 15 business days; complete eligibility review within 30 days.
Deliver Provincially Delegated Services	Administration of Assigned Statutory Functions	Make Assessment Roll available to the public.	Assessment roll available during office hours	Assessment roll available during office hours	Assessment roll available during office hours	Assessment roll available during office hours

Open Government

Activity	Type	Service Level Description	2016	2017	2018	2019
Lifecycle Management of City Information	Access to information	Complete Freedom of Information requests within legislated timelines.	Meet 30-day response time	Meet 30-day response time	Meet 30-day response time	Meet 30-day response time
Lifecycle Management of City Information	Lifecycle management of records	Manage records in accordance with legislated requirements.	Manage records in accordance with legislated requirements. Records retrieved within 3 business days at the Records Centre. Records retrieved within 1 hour at the Archives Services Research Hall. Archival photo orders delivered within 10 business days upon payment receipt.	Manage records in accordance with legislated requirements. Records retrieved within 3 business days at the Records Centre. Records retrieved within 1 hour at the Archives Services Research Hall. Archival photos ordered delivered within 10 business days upon payment receipt.	Manage records in accordance with legislated requirements. Records retrieved within 3 business days at the Records Centre. Records retrieved within 1 hour at the Archives Services Research Hall. Archival photos ordered delivered within 10 business days upon payment receipt.	Manage records in accordance with legislated requirements. Records retrieved from the Records Centre within 3 business days. Records retrieved for use in the Archives' Research Hall within 1 hour. Archival photo orders delivered within 10 business days upon receipt of payment.
Corporate Information Production Services	External and internal mail	External mail processed within 24 hours of receipt. Internal mail distributed to an average of 122 locations each day.	Outgoing mail [processed within 24 hours of receipt from City divisions. Internal mail distribution to 256 city locations every day with 24-hour turnaround.	Outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distribution to 256 city locations every day with 24-hour turnaround.	Outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 122 locations each day.	Outgoing mail processed within 24 hours of receipt from City divisions. Internal mail distributed to an average of 122 locations each day.

Appendix 4

Summary of 2019 Service Changes

Description ($000s)	Service Changes						Total Service Changes			Incremental Change			
	Elect Government		Make Government Work		Open Government		$	$	#	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Service Efficiencies													
Information Production Service Transformation					(155.4)	(155.4)	(155.4)	(155.4)	(2.0)				
Meeting Agenda Printing Reduction			(30.0)	(30.0)			(30.0)	(30.0)					
Record Centre Reduction					(130.9)	(130.9)	(130.9)	(130.9)	(1.0)				
Civic Centre Integration			(75.5)	(75.5)			(75.5)	(75.5)	(1.0)				
Post-Meeting Captioning Budget Reduction			(200.0)	(200.0)			(200.0)	(200.0)					
Sub-Total			(305.5)	(305.5)	(286.2)	(286.2)	(591.7)	(591.7)	(4.0)				
Total 2019 Service Changes			(305.5)	(305.5)	(286.2)	(286.2)	(591.7)	(591.7)	(4.0)				

Form ID		Other City Programs Program - City Clerk's Office	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2019 Staff Recommended Base Budget Before Service Changes:			**53,117.0**	**20,206.1**	**32,911.0**	**394.30**	**597.7**	**203.4**

17640 Information Production Service Transformation

51 No Impact **Description:**

Efficiency savings realized from Service Transformation Review. Please refer to Confidential Attachment 1 under separate cover.

Service Level Impact:

Equity Statement:

Service: GV-Open Government

Total Staff Recommended Changes:			(155.4)	0.0	(155.4)	(2.00)	0.0	0.0
Staff Recommended Service Changes:			**(155.4)**	**0.0**	**(155.4)**	**(2.00)**	**0.0**	**0.0**

17648 Meeting Agenda Printing Reduction

51 No Impact **Description:**

Elimination of printed Council and Committee meeting materials (e.g. agendas, communications) for City staff.

Service Level Impact:

Meeting agenda are currently made available to the public, elected officials and City staff in both print and online. Meeting agendas will only be available online to City staff

Equity Statement:

The proposal is unlikely to have an equity impact.

Service: GV-Make Government Work

Total Staff Recommended Changes:			(30.0)	0.0	(30.0)	0.00	0.0	0.0
Staff Recommended Service Changes:			**(30.0)**	**0.0**	**(30.0)**	**0.00**	**0.0**	**0.0**

Category:

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

Run Date: 01/22/2019 18:01:16

Form ID		Other City Programs	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact	Program - City Clerk's Office	Gross Expenditure	Revenue	Net	Approved Positions		

17671   Record Centre Reduction

51   No Impact **Description:**

Efficiency savings realized will result in savings of $0.131 million. Please refer to Confidential Attachment 1 under separate cover.

Service Level Impact:

Equity Statement:

		Service: GV-Open Government						
		Total Staff Recommended Changes:	(130.9)	0.0	(130.9)	(1.00)	0.0	0.0
		Staff Recommended Service Changes:	**(130.9)**	**0.0**	**(130.9)**	**(1.00)**	**0.0**	**0.0**

17672   Civic Centre Integration

51   No Impact **Description:**

Efficiency savings will result in savings of $0.076 million. Please refer to Confidential Attachment 1 under separate cover.

Service Level Impact:

Equity Statement:

		Service: GV-Make Government Work						
		Total Staff Recommended Changes:	(75.5)	0.0	(75.5)	(1.00)	0.0	0.0
		Staff Recommended Service Changes:	**(75.5)**	**0.0**	**(75.5)**	**(1.00)**	**0.0**	**0.0**

17690   Post-Meeting Captioning Budget Reduction

51   No Impact **Description:**

Form ID		Other City Programs	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact	Program - City Clerk's Office	Gross Expenditure	Revenue	Net	Approved Positions		

In 2016, City Council directed an increase in the accessibility of public processes, consultations and committee meetings (EX20.30). The AODA establishes accessibility standards for live and recorded video content on the City's website.   At present we only partially meet the prevailing AODA standards for recorded/archived meeting videos. While the City is currently technically exempted from providing real time captioning for live videos under AODA, there is nevertheless increasing public expectations that public institutions like the City will exceed the technical standards by providing live captioning for important video content.   In 2018, base funding was increased in order to provide real-time captioning at a cost of $160 per hour, and fully formatted post-production captioning of archived online videos, at an estimated cost of $7.00 per minute. To date, real time captions were provided on the live stream videos of a number of City Council and Committee meetings. Fully formatted post-production captions were not provided. It was discovered that the majority of viewership of Council and Committee videos after the meeting occurs within one week of the live meeting. The drop off in viewership after a week is significant. The estimated turnaround time to produce formatted post-production captions is at minimum 5 business days or longer depending on the length and complexity of the meeting. It was determined that the quality of the transcript of the real time captions, with minimal editing by City staff, is sufficiently accurate to serve as an assistive communication tool. At this time, additional fully formatted post-production captions is not considered good value for money. The utility of this approach will be evaluated during 2019. As a result, a reduction of $200,000 from the base budget of $400,000 for Council and Council-committee Meeting Live Webcasting and On-demand Video Archiving is recommended.

Service Level Impact:

The current and future service level and standard are the provision of real time captions on the live stream video of City Council and Committee meetings and the provision of a synced transcript of the real time captions to the audio for archived videos.

Equity Statement:

The Post-Meeting Captioning Budget Reduction budget proposal is unlikely to have an equity impact. Formatted post-production captions of archived Council and committee meetings could enhance accessibility for persons with disabilities and persons for whom English is not their first language. However, staff have determined that the quality of the uploaded transcript of the real time captions, with minimal editing by City staff, is sufficiently accurate to serve as an assistive communication tool.

Service: GV-Make Government Work

	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan	2021 Plan
Total Staff Recommended Changes:	(200.0)	0.0	(200.0)	0.00	0.0	0.0
Staff Recommended Service Changes:	**(200.0)**	**0.0**	**(200.0)**	**0.00**	**0.0**	**0.0**

Summary:

Staff Recommended Service Changes:	**(591.7)**	**0.0**	**(591.7)**	**(4.00)**	**0.0**	**0.0**

Category:

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

| Form ID | | Other City Programs

Program - City Clerk's Office | Adjustments | | | | 2020 Plan Net Change | 2021 Plan Net Change |
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Staff Recommended Base Budget:			52,525.3	20,206.1	32,319.3	390.30	597.7	203.4

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in $000s)	New and Enhanced Services Priorities						Total			Incremental Change			
	Elect Government		Make Government Work		Open Government		$	$	Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities													
Staff Initiated:													
Information Productions Transformation - Options Study			100.0				100.0						
Sub-Total Staff Initiated			**100.0**				**100.0**						
Total Enhanced Services			**100.0**				**100.0**						
New Service Priorities													
Total 2019 New / Enhanced Services			**100.0**				**100.0**						

Form ID	Other City Programs	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category / Equity Impact	Program - City Clerk's Office	Gross Expenditure	Revenue	Net	Approved Positions		
17944	Info Prod Transformation – Options Study for Offset Printing						

74 | No Impact

Description:

The City Clerk's Office is seeking to engage the services of an external consultant with print industry-specific knowledge and expertise to conduct a further analysis of the Information Production unit's offset printing capabilities. Following their analysis, the consultant will identify the options available, and a recommended course of action. Based on the options and recommendations provided, the City Clerk's Office will determine a go forward strategy for offset printing that is cost effective, and continues to meet critical timelines and business requirements.

Service Level Impact:

Currently, the Information Production unit provides in-house offset and digital printing services to City divisions and some City agencies. In addition, it outsources a small percentage of jobs to external service providers, where the materials or timelines required cannot be accommodated in-house. The future service level will be determined based on the options and recommendations identified in the consultant's review. The City Clerk's Office will evaluate these options and recommendations to develop a go-forward strategy for its offset printing function.

Equity Statement:

This proposal is not anticipated to have any equity impacts. Based on the options and recommendations provided by the external consultant, the City Clerk's Office will determine a go-forward strategy for its offset printing capabilities. This strategy will seek to minimize the impact on all City Divisions, including those that provide service to equity-seeking groups.

Service: GV-Open Government

	Gross Expenditure	Revenue	Net	Approved Positions	2020 Plan	2021 Plan
Total Staff Recommended Changes:	100.0	100.0	0.0	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:	**100.0**	**100.0**	**0.0**	**0.00**	**0.0**	**0.0**

Summary:

Staff Recommended New / Enhanced Services:	**100.0**	**100.0**	**0.0**	**0.00**	**0.0**	**0.0**

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

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Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2018 Approved Rate	2019			2020 Plan Rate	2021 Plan Rate
					Inflationary Adjusted Rate	Other Adjustments	Budget Rate		
Rental of facility - Audio Visual Technician	Archives Services	Full Cost Recovery	Per hour (minimum 4 hours)	$46.28	$0.58		$46.86	$46.86	$46.86
Property Standards appeal	Secretariat	Full Cost Recovery	Per appeal	$285.20	$3.57	($0.02)	$288.75	$288.75	$288.75
Cost recovery related to Statutory Public Notices mailed (non City-initiated)	Secretariat	Full Cost Recovery	Per notice mailed	$1.33	$0.03	$0.01	$1.37	$1.37	$1.42

Appendix 7

2019 Capital Budget;
2020 - 2028 Capital Plan Including Carry Forward Funding

(In $000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
City Clerk's Office Health & Safety Remediation	-	-	-	-	-	-	-	100	500	-	-	**600**	600
Mail Security and Mail Room Upgrades	-	-	-	-	-	-	200	-	-	-	-	**200**	200
Sub-Total	**-**	**-**	**-**	**-**	**-**	**-**	**200**	**100**	**500**	**-**	**-**	**800**	**800**
Legislated													
City Clerk's Office Business Systems	1,497	225	715	190	250	475	95	810	1,185	-	900	**4,845**	6,342
Council Business Systems	569	-	450	-	-	-	190	1,060	380	450	-	**2,530**	3,099
Council Transition Requirements	1,460	250	-	100	400	-	-	100	400	-	-	**1,250**	2,710
Information Management Infrastructure	7,932	1,266	1,120	325	-	-	-	-	305	110	683	**3,809**	11,741
Notices Management Information System (NMIS) SOGR	-	-	-	-	-	-	-	-	-	250	-	**250**	250
Public Appointments Information System	-	-	-	-	-	250	250	-	-	-	-	**500**	500
Replacement of Voting Equipment	-	200	-	-	-	-	-	-	-	-	-	**200**	200
Toronto Meeting Mgt Info System (TMMIS) SOGR	-	160	275	275	270	-	-	-	-	-	400	**1,380**	1,380
Election Technology Program	5,977	1,400	2,650	900	600	1,355	770	2,850	435	620	-	**11,580**	17,557
Sub-Total	**17,435**	**3,501**	**5,210**	**1,790**	**1,520**	**2,080**	**1,305**	**4,820**	**2,705**	**1,430**	**1,983**	**26,344**	**43,779**
State of Good Repair													
City Hall Registry Counter Refresh	-	75	75	-	-	-	-	-	-	-	-	**150**	150
Toronto Property System SOGR	665	335	100	-	-	-	-	-	-	180	420	**1,035**	1,700
Archives Strategic Plan Implementation	265	50	55	50	-	-	-	-	-	-	-	**155**	420
Archives Strategic Plan Implementation SOGR	100	-	50	200	75	75	-	50	-	-	-	**450**	550
Infra. to support Council/Committee Meetings	1,710	-	-	100	1,830	-	-	125	1,000	-	-	**3,055**	4,765
Information Production Workflow Mgt. System SOGR	-	110	-	-	80	470	-	-	-	-	-	**660**	660
Records Centre Tracking System	-	-	50	50	50	-	-	-	-	-	-	**150**	150
Wedding Chambers SOGR	-	-	230	800	-	-	-	-	-	-	-	**1,030**	1,030
Sub-Total	**2,740**	**570**	**560**	**1,200**	**2,035**	**545**	**-**	**175**	**1,000**	**180**	**420**	**6,685**	**9,425**
Service Improvement													
Civil Weddings	-	-	120	-	-	-	-	-	-	-	-	**120**	120
Sub-Total	**-**	**-**	**120**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**120**	**120**
Total Expenditures by Category (including carry forward from 2018)	**20,175**	**4,071**	**5,890**	**2,990**	**3,555**	**2,625**	**1,505**	**5,095**	**4,205**	**1,610**	**2,403**	**33,949**	**54,124**

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

CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

						Current and Future Year Cash Flow Commitments								Current and Future Year Cash Flow Commitments Financed By										
Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt		Total Financing
CLK906877		Toronto Election Management Info System (TEMI																						
1	3	Toronto Election Mgmt Info Sys for 2018 Election	CW	S2	02	230	0	0	0	0	230	0	230	0	0	0	0	230	0	0	0	0	0	230
1	4	2022 Election Technology Program	CW	S4	02	1,170	2,650	900	600	655	5,975	0	5,975	0	0	0	0	5,975	0	0	0	0	0	5,975
1	7	Toronto Election Mgmt Info Sys for 2026 Election	CW	S6	02	0	0	0	0	700	700	4,675	5,375	0	0	0	0	5,375	0	0	0	0	0	5,375
		Sub-total				1,400	2,650	900	600	1,355	6,905	4,675	11,580	0	0	0	0	11,580	0	0	0	0	0	11,580
CLK906878		Archives Strategic Plan Implementation																						
1	9	Archives Equipment Upgrade - 2017-2022 SOGR	CW	S2	03	50	55	50	0	0	155	0	155	0	0	0	155	0	0	0	0	0	0	155
		Sub-total				50	55	50	0	0	155	0	155	0	0	0	155	0	0	0	0	0	0	155
CLK907142		Wedding Chambers SOGR																						
1	2	Wedding Chambers Renovation SOGR 2021	CW	S6	03	0	0	500	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500
1	4	Wedding Chamber Booking SOGR	CW	S6	03	0	230	300	0	0	530	0	530	0	0	0	0	0	0	0	0	530	0	530
		Sub-total				0	230	800	0	0	1,030	0	1,030	0	0	0	0	0	0	0	0	1,030	0	1,030
CLK907350		TMMIS SOGR																						
1	2	TMMIS SOGR 2019	CW	S4	02	160	275	275	270	0	980	0	980	0	0	0	0	0	0	0	0	980	0	980
1	4	TMMIS SOGR	CW	S6	02	0	0	0	0	0	0	400	400	0	0	0	0	0	0	0	0	400	0	400
		Sub-total				160	275	275	270	0	980	400	1,380	0	0	0	0	0	0	0	0	1,380	0	1,380
CLK907352		Infra. to support Council/Committee Meetings																						
1	4	Infra. to support Council/Committee Meetings -SOGR	CW	S6	03	0	0	0	0	0	0	1,125	1,125	0	0	0	0	0	0	0	0	1,125	0	1,125
1	8	Infra. to sup. Council/Committee Mtgs 2021-2022	CW	S6	03	0	0	100	1,830	0	1,930	0	1,930	0	0	0	0	0	0	0	0	1,930	0	1,930
		Sub-total				0	0	100	1,830	0	1,930	1,125	3,055	0	0	0	0	0	0	0	0	3,055	0	3,055
CLK907368		Information Management Infrastructure																						
1	24	Open Info Phase 2 - Enterprise Classification	CW	S2	02	1,726	0	0	0	0	1,726	0	1,726	0	0	0	0	0	0	781	0	945	0	1,726
1	30	Open Info 2 - Ent. Classification Chg CF 2019	CW	S3	02	-790	675	0	0	0	-115	0	-115	0	0	0	0	0	0	0	0	-115	0	-115
1	31	Privacy Case Management 2019	CW	S4	02	205	0	0	0	0	205	0	205	0	0	0	0	0	0	0	0	205	0	205
1	32	Open Inf 2-Division Specific-Digital Asset Library	CW	S6	02	0	315	0	0	0	315	0	315	0	0	0	0	0	0	0	0	315	0	315
1	34	Privacy Case Management System 2027-2028	CW	S6	02	0	0	0	0	0	0	250	250	0	0	0	0	0	0	0	0	250	0	250

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CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt		Total Financing
- CLK907368		Information Management Infrastructure																						
1	35	Open Info - Div Specific - Archival Database 2019	CW	S4	02	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	0	125	0	125
1	36	Open Info. - SOGR 2026-2028	CW	S6	02	0	0	0	0	0	0	848	848	0	0	0	0	0	0	0	0	848	0	848
1	37	Open Info - Div Specific - Archival Database 2020	CW	S6	02	0	130	325	0	0	455	0	455	0	0	0	0	0	0	0	0	455	0	455
		Sub-total				1,266	1,120	325	0	0	2,711	1,098	3,809	0	0	0	0	0	0	781	0	3,028	0	3,809
CLK907376		IP Workflow Management System SOGR																						
1	2	Information Workflow Mgt. System SOGR	CW	S6	03	0	0	0	80	470	550	0	550	0	0	0	0	0	0	0	0	550	0	550
1	3	Info. Production Online Request Portal Replacement	CW	S4	03	110	0	0	0	0	110	0	110	0	0	0	0	0	0	0	0	110	0	110
		Sub-total				110	0	0	80	470	660	0	660	0	0	0	0	0	0	0	0	660	0	660
CLK907415		Mail Security and Mail Room Upgrades																						
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	200	0	200
CLK907573		Records Centre Tracking System																						
1	3	Order Picker Replacement (1 Machine) - 2020	CW	S6	03	0	50	0	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	50	0	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	50	0	50	0	50	0	0	0	50	0	0	0	0	0	0	50
		Sub-total				0	50	50	50	0	150	0	150	0	0	0	150	0	0	0	0	0	0	150
CLK907856		City Clerk's Office Health & Safety Remediation																						
1	3	City Clerk`s Health & Safety Remediation-SOGR	CW	S6	01	0	0	0	0	0	0	600	600	0	0	0	0	0	0	0	0	600	0	600
		Sub-total				0	0	0	0	0	0	600	600	0	0	0	0	0	0	0	0	600	0	600
CLK907945		Archives Strategic Plan Implementation SOGR																						
1	2	Archives Equipment Upgrade - SOGR	CW	S6	03	0	0	0	75	75	150	50	200	0	0	0	200	0	0	0	0	0	0	200
1	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	75	75	400	50	450	0	0	0	200	0	0	0	0	250	0	450
CLK908183		City Clerk's Office Business Systems																						
1	2	City Clerk`s Business Systems 2020-2021	CW	S6	02	0	415	190	0	0	605	0	605	0	0	0	0	0	0	0	0	605	0	605
1	3	City Clerk`s Business Systems 2022-2026	CW	S6	02	0	0	0	250	475	725	2,090	2,815	0	0	0	0	0	0	0	0	2,815	0	2,815

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CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name / Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
		Current and Future Year Cash Flow Commitments												**Current and Future Year Cash Flow Commitments Financed By**									
CLK908183		City Clerk's Office Business Systems																					
1	8	City Clerk's Bus. System-Legislative Compliance	CW	S4	02	225	300	0	0	0	525	0	525	0	0	0	0	0	0	0	0	525	0	525
1	9	City Clerk's Business System 2028	CW	S6	02	0	0	0	0	0	0	900	900	0	0	0	0	0	0	0	0	900	0	900
		Sub-total				225	715	190	250	475	1,855	2,990	4,845	0	0	0	0	0	0	0	0	4,845	0	4,845
CLK908191		Council Business Systems																					
1	2	Council Business Systems 2020	CW	S6	02	0	450	0	0	0	450	0	450	0	0	0	0	0	0	0	0	450	0	450
1	3	Council Business Systems 2024-2027	CW	S6	02	0	0	0	0	0	0	2,080	2,080	0	0	0	0	0	0	0	0	2,080	0	2,080
		Sub-total				0	450	0	0	0	450	2,080	2,530	0	0	0	0	0	0	0	0	2,530	0	2,530
CLK908194		Public Appointments Information System																					
1	1	Public Appointments SOGR	CW	S6	02	0	0	0	0	250	250	250	500	0	0	0	0	0	0	0	0	500	0	500
		Sub-total				0	0	0	0	250	250	250	500	0	0	0	0	0	0	0	0	500	0	500
CLK908195		Council Transition Requirements																					
1	1	Council Transition Requirements 2017	CW	S2	02	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
1	2	Council Transition Requirements 2021-2022	CW	S6	02	0	0	100	400	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500
1	3	Council Transition Requirements 2025-2026	CW	S6	02	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500
		Sub-total				250	0	100	400	0	750	500	1,250	0	0	0	0	0	0	0	0	1,250	0	1,250
CLK908197		Replacement of New Voting Equipment																					
1	2	Replacement of Voting Equipment 2019	CW	S4	02	200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200
		Sub-total				200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200
CLK908358		Toronto Property System SOGR																					
1	1	Toronto Property System SOGR 2018	CW	S2	03	450	40	0	0	0	490	0	490	0	0	0	0	0	0	0	0	490	0	490
1	2	Toronto Property System SOGR 2027	CW	S6	03	0	0	0	0	0	0	600	600	0	0	0	0	0	0	0	0	600	0	600
1	4	Toronto Property System SOGR 2018	CW	S3	03	-115	60	0	0	0	-55	0	-55	0	0	0	0	0	0	0	0	-55	0	-55
		Sub-total				335	100	0	0	0	435	600	1,035	0	0	0	0	0	0	0	0	1,035	0	1,035
CLK908465		Notices Management Information System (NMIS)																					
1	1	Notices Management Information System (NMIS) SOGR	CW	S6	02	0	0	0	0	0	0	250	250	0	0	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	0	0	250	0	250

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CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

					Current and Future Year Cash Flow Commitments								Current and Future Year Cash Flow Commitments Financed By										
Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt		Total Financing
CLK908653		City Hall Registry Counter Refresh																						
1	1	City Hall Registry Counter Refresh	CW	S4	03	75	75	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	0	150
		Sub-total				75	75	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	0	150
CLK908667		Civil Weddings																						
1	1	Civil Weddings	CW	S6	04	0	120	0	0	0	120	0	120	0	0	0	0	0	0	0	0	120	0	120
		Sub-total				0	120	0	0	0	120	0	120	0	0	0	0	0	0	0	0	120	0	120
Total Program Expenditure						4,071	5,890	2,990	3,555	2,625	19,131	14,818	33,949	0	0	0	505	11,780	0	781	0	20,883	0	33,949

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

CITY OF TORONTO
Gross Expenditures ($000's)

City Clerk's Office

				Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward Stat. Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																					
		Reserves (Ind. "XQ" Ref.)		50	105	100	125	75	455	50	505	0	0	0	505	0	0	0	0	0	0	505
		Reserve Funds (Ind."XR" Ref.)		1,600	2,650	900	600	1,355	7,105	4,675	11,780	0	0	0	0	11,780	0	0	0	0	0	11,780
		Other1 (Internal)		781	0	0	0	0	781	0	781	0	0	0	0	0	0	781	0	0	0	781
		Debt		1,640	3,135	1,990	2,830	1,195	10,790	10,093	20,883	0	0	0	0	0	0	0	0	20,883	0	20,883
Total Program Financing				4,071	5,890	2,990	3,555	2,625	19,131	14,818	33,949	0	0	0	505	11,780	0	781	0	20,883	0	33,949

Status Code **Description**
S2 S2 Prior Year (With 2019 and\or Future Year Cashflow)
S3 S3 Prior Year - Change of Scope 2019 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 2020 & 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 8

2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In $000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
Toronto Property System SOGR	450	40	-	-	-	-	-	-	-	-	490
Archives Strategic Plan Implementation	50	55	50	-	-	-	-	-	-	-	155
Council Transition Requirements	250	-	-	-	-	-	-	-	-	-	250
Information Management Infrastructure	1,726	-	-	-	-	-	-	-	-	-	1,726
Election Technology Program	230	-	-	-	-	-	-	-	-	-	230
Subtotal	**2,706**	**95**	**50**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,851**
Change in Scope											
Toronto Property System SOGR	(115)	60	-	-	-	-	-	-	-	-	(55)
Information Management Infrastructure	(790)	675	-	-	-	-	-	-	-	-	(115)
Subtotal	**(905)**	**735**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(170)**
New w/Future Year											
City Hall Registry Counter Refresh	75	75	-	-	-	-	-	-	-	-	150
City Clerk's Office Business Systems	225	300	-	-	-	-	-	-	-	-	525
Information Management Infrastructure	330	-	-	-	-	-	-	-	-	-	330
Info Production Workflow Mgt. System SOGR	110	-	-	-	-	-	-	-	-	-	110
Replacement of Voting Equipment	200	-	-	-	-	-	-	-	-	-	200
Toronto Meeting Mgt Info System (TMMIS) SOGR	160	275	275	270	-	-	-	-	-	-	980
Election Technology Program	1,170	2,650	900	600	655	-	-	-	-	-	5,975
Subtotal	**2,270**	**3,300**	**1,175**	**870**	**655**	**-**	**-**	**-**	**-**	**-**	**8,270**
Total Expenditure (including carry forward from 2018)	**4,071**	**4,130**	**1,225**	**870**	**655**	**-**	**-**	**-**	**-**	**-**	**10,951**
Financing:											
Debt/CFC	1,640	1,425	275	270	-	-	-	-	-	-	3,610
Other	781	-	-	-	-	-	-	-	-	-	781
Reserves/Res Funds	1,650	2,705	950	600	655	-	-	-	-	-	6,560
Total Financing	**4,071**	**4,130**	**1,225**	**870**	**655**	**-**	**-**	**-**	**-**	**-**	**10,951**

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

CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

Sub-Priority	SubProj No.	Project Name / Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt	Debt - Recoverable	Total Financing
		CLK906877 Toronto Election Management Info System (TEMI																						
1	3	Toronto Election Mgmt Info Sys for 2018 Election	CW	S2	02	230	0	0	0	0	230	0	230	0	0	0	0	230	0	0	0	0	0	230
1	4	2022 Election Technology Program	CW	S4	02	1,170	2,650	900	600	655	5,975	0	5,975	0	0	0	0	5,975	0	0	0	0	0	5,975
		Sub-total				1,400	2,650	900	600	655	6,205	0	6,205	0	0	0	0	6,205	0	0	0	0	0	6,205
		CLK906878 Archives Strategic Plan Implementation																						
1	9	Archives Equipment Upgrade - 2017-2022 SOGR	CW	S2	03	50	55	50	0	0	155	0	155	0	0	0	155	0	0	0	0	0	0	155
		Sub-total				50	55	50	0	0	155	0	155	0	0	0	155	0	0	0	0	0	0	155
		CLK907350 TMMIS SOGR																						
1	2	TMMIS SOGR 2019	CW	S4	02	160	275	275	270	0	980	0	980	0	0	0	0	0	0	0	0	980	0	980
		Sub-total				160	275	275	270	0	980	0	980	0	0	0	0	0	0	0	0	980	0	980
		CLK907368 Information Management Infrastructure																						
1	24	Open Info Phase 2 - Enterprise Classification	CW	S2	02	1,726	0	0	0	0	1,726	0	1,726	0	0	0	0	0	0	781	0	945	0	1,726
1	30	Open Info 2 - Ent. Classification Chg CF 2019	CW	S3	02	-790	675	0	0	0	-115	0	-115	0	0	0	0	0	0	0	0	-115	0	-115
1	31	Privacy Case Management 2019	CW	S4	02	205	0	0	0	0	205	0	205	0	0	0	0	0	0	0	0	205	0	205
1	35	Open Info - Div Specific - Archival Database 2019	CW	S4	02	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	0	125	0	125
		Sub-total				1,266	675	0	0	0	1,941	0	1,941	0	0	0	0	0	0	781	0	1,160	0	1,941
		CLK907376 IP Workflow Management System SOGR																						
1	3	Info. Production Online Request Portal Replacement	CW	S4	03	110	0	0	0	0	110	0	110	0	0	0	0	0	0	0	0	110	0	110
		Sub-total				110	0	0	0	0	110	0	110	0	0	0	0	0	0	0	0	110	0	110
		CLK908183 City Clerk's Office Business Systems																						
1	8	City Clerk's Bus. System-Legislative Compliance	CW	S4	02	225	300	0	0	0	525	0	525	0	0	0	0	0	0	0	0	525	0	525
		Sub-total				225	300	0	0	0	525	0	525	0	0	0	0	0	0	0	0	525	0	525
		CLK908195 Council Transition Requirements																						
1	1	Council Transition Requirements 2017	CW	S2	02	250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
		Sub-total				250	0	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
		CLK908197 Replacement of New Voting Equipment																						

Current and Future Year Cash Flow Commitments / *Current and Future Year Cash Flow Commitments Financed By*

CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

Sub-Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments								Current and Future Year Cash Flow Commitments Financed By										
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
CLK908197		Replacement of New Voting Equipment																					
1	2	Replacement of Voting Equipment 2019	CW	S4	02	200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200
		Sub-total				200	0	0	0	0	200	0	200	0	0	0	0	200	0	0	0	0	0	200
CLK908358		Toronto Property System SOGR																					
1	1	Toronto Property System SOGR 2018	CW	S2	03	450	40	0	0	0	490	0	490	0	0	0	0	0	0	0	0	490	0	490
1	4	Toronto Property System SOGR 2018	CW	S3	03	-115	60	0	0	0	-55	0	-55	0	0	0	0	0	0	0	0	-55	0	-55
		Sub-total				335	100	0	0	0	435	0	435	0	0	0	0	0	0	0	0	435	0	435
CLK908653		City Hall Registry Counter Refresh																					
1	1	City Hall Registry Counter Refresh	CW	S4	03	75	75	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	0	150
		Sub-total				75	75	0	0	0	150	0	150	0	0	0	0	0	0	0	0	150	0	150
Total Program Expenditure						4,071	4,130	1,225	870	655	10,951	0	10,951	0	0	0	155	6,405	0	781	0	3,610	0	10,951

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

CITY OF TORONTO

Gross Expenditures ($000's)

City Clerk's Office

						Current and Future Year Cash Flow Commitments and Estimates								Current and Future Year Cash Flow Commitments and Estimates Financed By									
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																							
		Reserves (Ind. "XQ" Ref.)				50	55	50	0	0	155	0	155	0	0	0	155	0	0	0	0	0	155
		Reserve Funds (Ind."XR" Ref.)				1,600	2,650	900	600	655	6,405	0	6,405	0	0	0	0	6,405	0	0	0	0	0	6,405
		Other1 (Internal)				781	0	0	0	0	781	0	781	0	0	0	0	0	0	781	0	0	0	781
		Debt				1,640	1,425	275	270	0	3,610	0	3,610	0	0	0	0	0	0	0	0	3,610	0	3,610
Total Program Financing						4,071	4,130	1,225	870	655	10,951	0	10,951	0	0	0	155	6,405	0	781	0	3,610	0	10,951

Status Code **Description**
S2   S2 Prior Year (With 2019 and\or Future Year Cashflow)
S3   S3 Prior Year - Change of Scope 2019 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 9

2019 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

City Clerk's Office
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019 Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0 CLK906877	**Toronto Election Management Info System (TEMIS)**													
1 3	Toronto Election Mgmt Info Sys for 2018 Election	01/01/2015	12/31/2019	230	0	0	0	0	230	0	0	0	0	0
1 4	2022 Election Technology Program	01/01/2019	12/31/2023	1,170	0	0	0	0	1,170	0	0	0	0	0
	Project Sub-total:			1,400	0	0	0	0	1,400	0	0	0	0	0
0 CLK907350	**TMMIS SOGR**													
1 2	TMMIS SOGR 2019	01/01/2019	12/31/2022	160	0	0	0	0	0	0	0	0	160	0
	Project Sub-total:			160	0	0	0	0	0	0	0	0	160	0
0 CLK907376	**IP Workflow Management System SOGR**													
1 3	Info. Production Online Request Portal Replacement	04/01/2019	12/31/2019	110	0	0	0	0	0	0	0	0	110	0
	Project Sub-total:			110	0	0	0	0	0	0	0	0	110	0
0 CLK908183	**City Clerk's Office Business Systems**													
1 8	City Clerk's Bus. System-Legislative Compliance	03/01/2019	12/31/2020	225	0	0	0	0	0	0	0	0	225	0
	Project Sub-total:			225	0	0	0	0	0	0	0	0	225	0
0 CLK908195	**Council Transition Requirements**													
1 1	Council Transition Requirements 2017	01/01/2017	12/31/2019	250	0	0	0	0	0	0	0	0	250	0
	Project Sub-total:			250	0	0	0	0	0	0	0	0	250	0
0 CLK908197	**Replacement of New Voting Equipment**													
1 2	Replacement of Voting Equipment 2019	01/01/2019	12/31/2019	200	0	0	0	0	200	0	0	0	0	0
	Project Sub-total:			200	0	0	0	0	200	0	0	0	0	0
0 CLK908653	**City Hall Registry Counter Refresh**													
1 1	City Hall Registry Counter Refresh	04/01/2019	12/31/2020	75	0	0	0	0	0	0	0	0	75	0
	Project Sub-total:			75	0	0	0	0	0	0	0	0	75	0
1 CLK906878	**Archives Strategic Plan Implementation**													
1 9	Archives Equipment Upgrade - 2017-2022 SOGR	01/31/2017	12/31/2021	50	0	0	0	50	0	0	0	0	0	0
	Project Sub-total:			50	0	0	0	50	0	0	0	0	0	0
1 CLK907368	**Information Management Infrastructure**													
1 24	Open Info Phase 2 - Enterprise Classification	01/01/2016	12/31/2020	1,726	0	0	0	0	0	0	781	0	945	0
1 30	Open Info 2 - Ent. Classification Chg CF 2019	01/01/2019	12/31/2020	-790	0	0	0	0	0	0	0	0	-790	0
1 31	Privacy Case Management 2019	01/01/2019	12/31/2019	205	0	0	0	0	0	0	0	0	205	0
1 35	Open Info - Div Specific - Archival Database 2019	01/01/2019	12/31/2019	125	0	0	0	0	0	0	0	0	125	0
	Project Sub-total:			1,266	0	0	0	0	0	0	781	0	485	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

City Clerk's Office
Sub-Project Summary

Project/Financing				2019	Financing									
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
1	**CLK908358**	**Toronto Property System SOGR**													
1	1	Toronto Property System SOGR 2018	01/01/2018	12/31/2020	450	0	0	0	0	0	0	0	0	450	0
1	4	Toronto Property System SOGR 2018	01/01/2019	12/31/2019	-115	0	0	0	0	0	0	0	0	-115	0
		Project Sub-total:			335	0	0	0	0	0	0	0	0	335	0
Program Total:					4,071	0	0	0	50	1,600	0	781	0	1,640	0

Status Code   Description
S2   S2 Prior Year (With 2019 and\or Future Year Cashflow)
S3   S3 Prior Year - Change of Scope 2019 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 10

Inflows and Outflows to/from Reserves and Reserve Funds
2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In $000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * $	Withdrawals (-) / Contributions (+)		
			2019 $	2020 $	2021 $
Beginning Balance		**1,242.4**	**1,078.6**	**1,028.6**	**923.6**
Clerks Equipment Reserve	XQ1507				
Withdrawals (-)		(163.8)	(50.0)	(105.0)	(100.0)
Contributions (+)					
Total Reserve / Reserve Fund Draws / Contributions		**1,078.6**	**1,028.6**	**923.6**	**823.6**
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		**1,078.6**	**1,028.6**	**923.6**	**823.6**

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In $000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * $	Withdrawals (-) / Contributions (+)		
			2019 $	2020 $	2021 $
Beginning Balance		**224.1**	**135.5**	**164.6**	**193.7**
Clerks Vehicle Reserve	XQ1504				
Withdrawals (-)		(106.0)			
Contributions (+)					
Proceeds from Auction		11.3			
Annual Contribution		6.1	29.1	29.1	29.1
Total Reserve / Reserve Fund Draws / Contributions		**135.5**	**164.6**	**193.7**	**222.8**
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		**135.5**	**164.6**	**193.7**	**222.8**

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In $000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * $	Withdrawals (-) / Contributions (+)		
			2019 $	2020 $	2021 $
Beginning Balance		**17,871.5**	**6,752.7**	**5,906.3**	**7,455.7**
Election Reserve Fund	XR1017				
Withdrawals (-)		(22,264.0)	(11,846.4)	(9,450.6)	(6,369.7)
Contributions (+)		11,145.2	11,000.0	11,000.0	11,000.0
Total Reserve / Reserve Fund Draws / Contributions		**6,752.7**	**5,906.3**	**7,455.7**	**12,086.0**
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		**6,752.7**	**5,906.3**	**7,455.7**	**12,086.0**

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In $000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * $	Withdrawals (-) / Contributions (+)		
			2019 $	2020 $	2021 $
Beginning Balance		**35,866.3**	**31,921.8**	**32,119.3**	**32,316.9**
Insurance Reserve Fund	XR1010				
Withdrawals (-)					
Contributions (+)		197.5	197.5	197.5	197.5
Total Reserve / Reserve Fund Draws / Contributions		**36,063.9**	**32,119.3**	**32,316.9**	**32,514.4**
Other Program / Agency Net Withdrawals & Contributions		**(4,142.0)**			
Balance at Year-End		**31,921.8**	**32,119.3**	**32,316.9**	**32,514.4**

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In $000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * $	Withdrawals (-) / Contributions (+)		
			2019 $	2020 $	2021 $
Beginning Balance		**16,073.8**	**20,697.3**	**20,394.3**	**20,083.8**
Development Application Reserve Fund	XR1307				
Withdrawals (-)		(70.0)	(303.0)	(310.4)	(310.0)
Contributions (+)					
Total Reserve / Reserve Fund Draws / Contributions		**16,003.8**	**20,394.3**	**20,083.8**	**19,773.8**
Other Program / Agency Net Withdrawals & Contributions		**4,693.5**			
Balance at Year-End		**20,697.3**	**20,394.3**	**20,083.8**	**19,773.8**

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In $000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	Total
Clerk's Equipment Reserve (XQ1507)	Beginning Balance	1,242	1,079	1,029	924	824	699	624	624	574	574	574	
	Withdrawals (-)												
	Archives Equipment Upgrade (CLK906878)	(64)	(50)	(55)	(50)								(155)
	Archives Equipment Upgrade SOGR (CLK907945)					(75)	(75)		(50)				(200)
	Order Picker Replacement (CLK907573)	(100)		(50)	(50)	(50)							(150)
													-
	Total Withdrawals	**(164)**	**(50)**	**(105)**	**(100)**	**(125)**	**(75)**	**-**	**(50)**	**-**	**-**	**-**	**(505)**
													-
	Total Contributions	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Balance at Year-End		**1,079**	**1,029**	**924**	**824**	**699**	**624**	**624**	**574**	**574**	**574**	**574**	**(505)**

* Based on 9-month 2018 Reserve Fund Variance Report