



Toronto 2015 BUDGET

CAPITAL PROGRAM SUMMARY



Highlights

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City Clerk's Office

2015 – 2024 CAPITAL BUDGET AND PLAN OVERVIEW

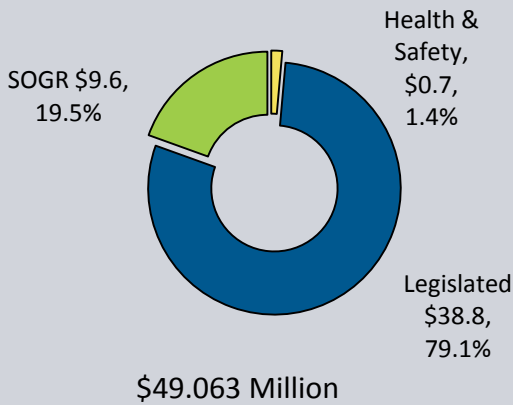
The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work and opening government.

The City Clerk's Office is responsible for assets valued at \$73.211 million providing the systems and the tools to support the City Clerk's mission of building public trust and confidence in local government.

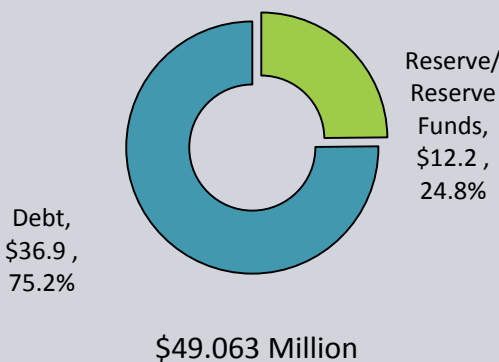
The 10-Year Capital Plan provides funding of \$49.063 million to enable the City Clerk's Office to deliver its legislated responsibilities in elections, supporting Council decision-making, and providing lifecycle management of City information.

Capital Spending and Financing

2015-2024 Capital Budget and Plan by Expenditures Category



2015-2024 Capital Budget and Plan by Funding Source



Where does the money go?

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

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

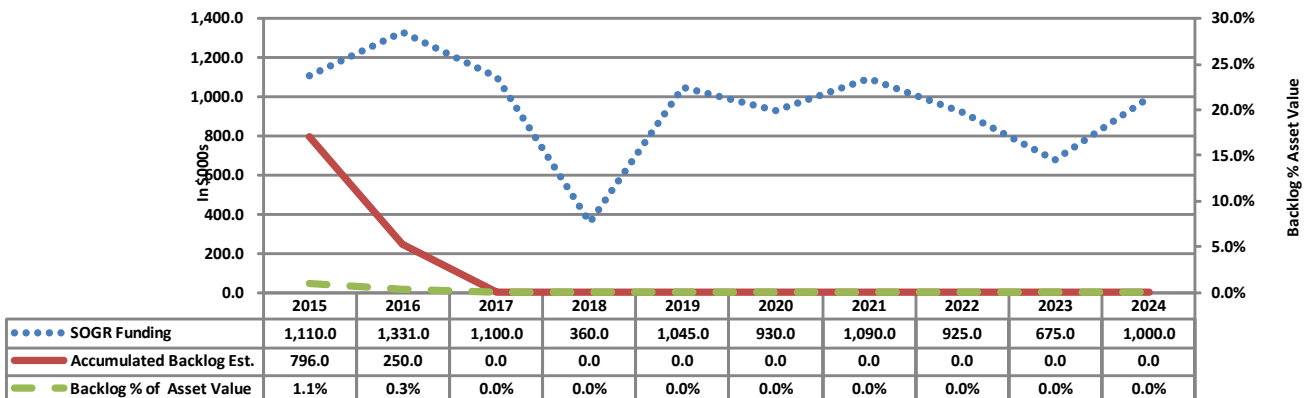
Where does the money come from?

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

- Debt funding of \$36.873 million comprises 75.2% of the City Clerk's Office 10-year capital funding.
- Other sources of funding include Reserves/Reserve Funds of \$12.190 million or 24.8%. This funding source will primarily be utilized to address election-related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from the Equipment Reserves.

State of Good Repair Backlog

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



Key Challenges & Priority Actions

Modernising Elections and government services

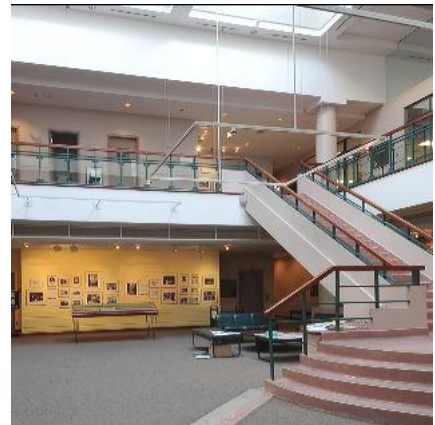
- The City of Toronto must modernize in the digital age. The City Clerk's Office 10-year capital plan will provide the systems to support the modernization of its three services in Elect Government, Make Government Work and Open Government.

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

2015 Capital Budget Highlights

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

- The Toronto Election Information System (\$1.142 million), a multi-module system that supports all aspects of the municipal election;
- The Alternate Voting project (\$0.443 million), which has 2 phases with the goal of implementing robust, secure and easily accessible alternative voting options for the 2018 or 2022 elections;
- The Infrastructure to Support Council and Committee Meetings project (\$0.642 million) which promotes greater public access to Committee meetings through web-streaming, and provides for system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings;
- The Information Management Infrastructure project (\$1.154 million), including Electronic Document & Record Management Solution (EDRMS), Open Information project and the Forms Management Project.
- The Council Transition System Changes (\$0.570 million) provides for required system and application upgrades as part of transition to a new term of Council.



Council Approved Budget

City Council approved the following recommendations:

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

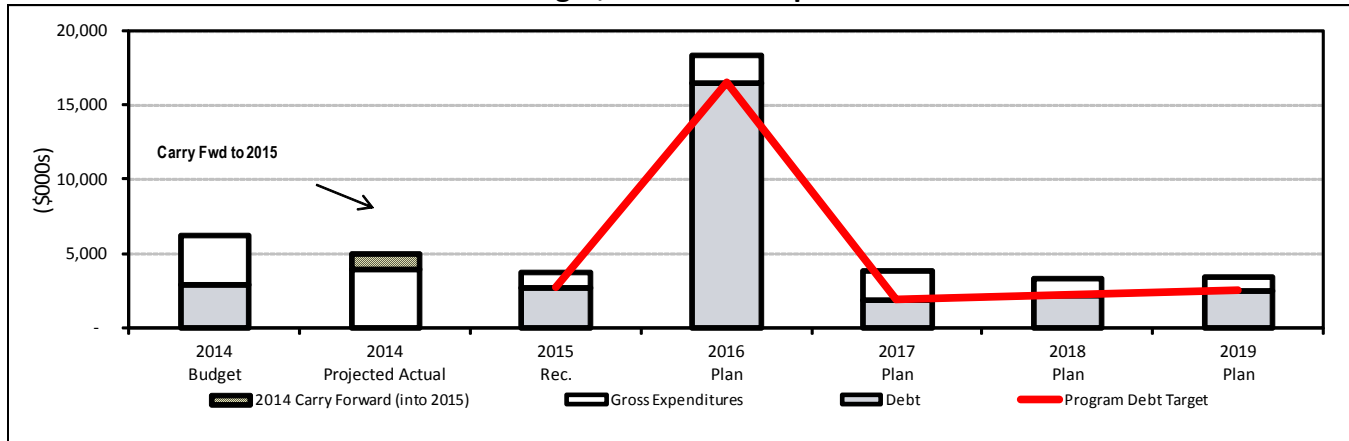


Part I:

10-Year Capital Plan

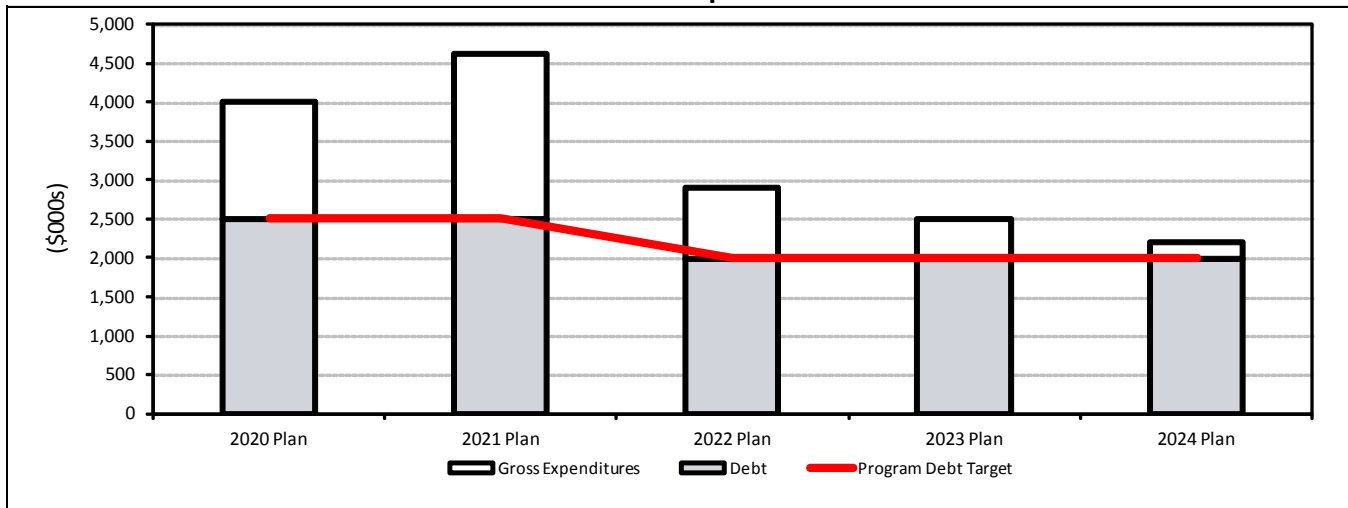
10 Year Capital Plan

Table 1a
2015 Budget, 2016-2019 Capital Plan



| | 2015 Capital Budget and 2016 - 2019 Capital Plan | | | | | | | | 5-Year Total Percent |
|--|--|--------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------|
| | 2014 | | 2015 | 2016 | 2017 | 2018 | 2019 | 2015 - 2019 | |
| | Budget | Actual | | | | | | | |
| Gross Expenditures: | | | | | | | | | |
| 2014 Capital Budget & Approved FY Commitments | 6,250 | 3,999 | 2,165 | 756 | 200 | 400 | 600 | 4,121 | 12.6% |
| Changes to Approved FY Commitments | | | | | | | | | |
| 2015 New/Change in Scope and Future Year Commitments | | | 1,585 | 17,205 | 2,680 | 350 | (180) | 21,640 | 65.9% |
| 2016- 2019 Capital Plan Estimates | | | | 425 | 1,002 | 2,600 | 3,045 | 7,072 | 21.5% |
| 2-Year Carry Forward for Reapproval | | | | | | | | | |
| 1-Year Carry Forward to 2015 | | 1,008 | | | | | | | |
| Total Gross Annual Expenditures & Plan | 6,250 | 5,007 | 3,750 | 18,386 | 3,882 | 3,350 | 3,465 | 32,833 | 100.0% |
| Program Debt Target | | | 2,750 | 16,501 | 1,882 | 2,240 | 2,500 | 25,873 | |
| Financing: | | | | | | | | | |
| Debt | 2,907 | | 2,750 | 16,501 | 1,882 | 2,240 | 2,500 | 25,873 | 78.8% |
| Reserves/Reserve Funds | 3,343 | | 1,000 | 1,885 | 2,000 | 1,110 | 965 | 6,960 | 21.2% |
| Development Charges | | | | | | | | | |
| Provincial/Federal | | | | | | | | | |
| Debt Recoverable | | | | | | | | | |
| Other Revenue | | | | | | | | | |
| Total Financing | | | 3,750 | 18,386 | 3,882 | 3,350 | 3,465 | 32,833 | 100.0% |
| By Project Category: | | | | | | | | | |
| Health & Safety | 226 | | | | | | | | |
| Legislated | 5,348 | | 2,640 | 17,055 | 2,782 | 2,990 | 2,420 | 27,887 | 84.9% |
| SOGR | 676 | | 1,110 | 1,331 | 1,100 | 360 | 1,045 | 4,946 | 15.1% |
| Service Improvement | | | | | | | | | |
| Growth Related | | | | | | | | | |
| Total by Project Category | | | 3,750 | 18,386 | 3,882 | 3,350 | 3,465 | 32,833 | 100.0% |
| Asset Value (\$) at year-end | 73,211 | | 75,265 | 77,893 | 78,901 | 79,689 | 82,487 | | |
| Yearly SOGR Backlog Estimate (not addressed by current plan) | | | (350) | (546) | (250) | | | | |
| Accumulated Backlog Estimate (end of year) | 1,146 | | 796 | 250 | | | | | |
| Backlog: Percentage of Asset Value (%) | 1.6% | | 1.1% | 0.3% | 0.0% | 0.0% | 0.0% | | |
| Debt Service Costs | | | 46 | 651 | 1,824 | 261 | 307 | 3,088 | |
| Operating Impact on Program Costs | | | 308 | 433 | 407 | 75 | 85 | 1,308 | |
| New Positions | | | 2.3 | 4.0 | 2.3 | 0.8 | 0.3 | 9.5 | |

Table 1b
2020 - 2024 Capital Plan



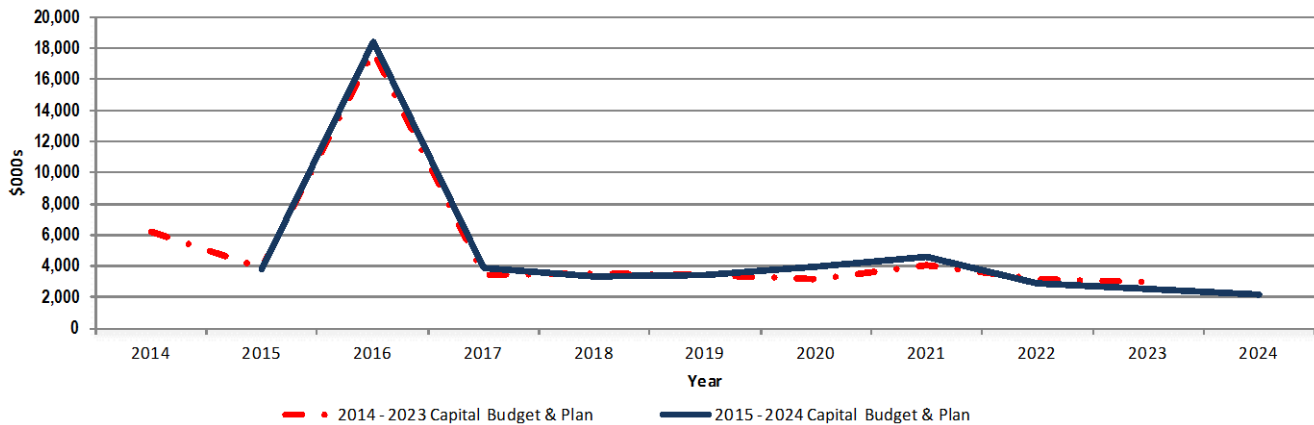
| | 2020 - 2024 Capital Plan | | | | | | 10-Year Total Percent |
|--|--------------------------|---------------|---------------|---------------|---------------|---------------|-----------------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2015 - 2024 | |
| Gross Expenditures: | | | | | | | |
| 2014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

Key Changes to the 2014 - 2023 Approved Capital Plan

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

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

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



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

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

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

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

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

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

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

Significant Capital Project Changes in City Clerk's Office:

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

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

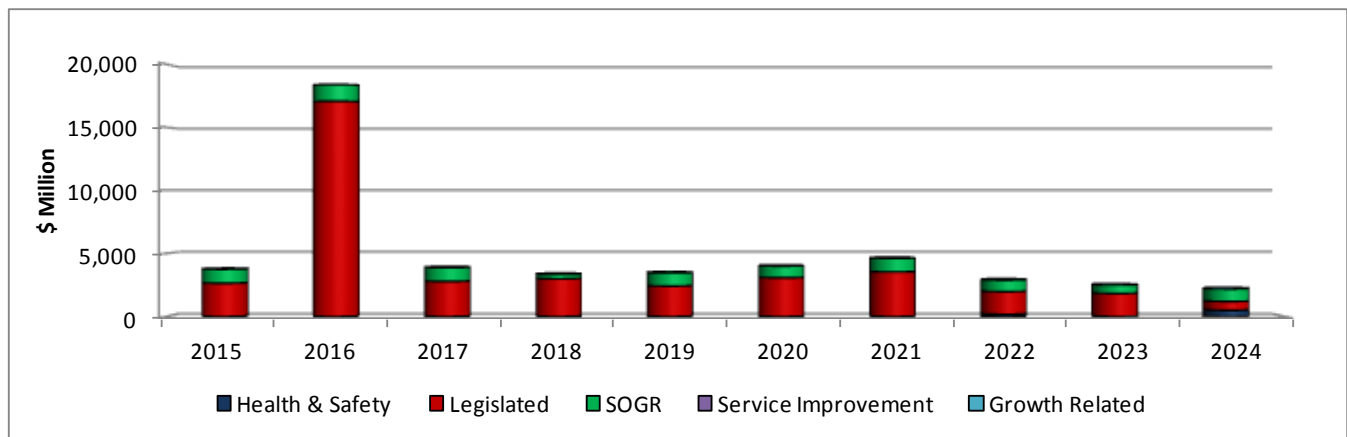
- *The Enterprise Document and Records Management Solution (EDRMS)* sub-project which will procure and implement appropriate components to establish an enterprise technology solution to manage digital records from creation to destruction. The cash flow requirements have been increased by \$1.550 million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

Significant reductions have been made to the following project costs:

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

2015 – 2024 Capital Plan

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



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

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

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

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

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

2015-2024 Capital Projects

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

Health and Safety

First & Second Floor Health & Safety Remediation

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

The Mail Security & Mail Room Upgrade SOGR

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

Legislated*The Implementation of the New Vote Counting System*

- This project requires funding of \$15.610 million in order to ensure a new system is in place for the 2018 Municipal election. The City currently owns 1,850 optical scan vote counting units with a wireless modem for the transmission of election night results. These vote counting units were purchased in 2000 from Election Systems and Software Inc. (ES&S). A performance clause that parts and maintenance services would be available for 15 years was included in the agreement. This agreement expires after the 2014 election. New equipment is required for the 2018 municipal election to ensure the integrity of the voting process, the accuracy of the election results, reduce the risk to the corporation of equipment failure and provide the same level of service to the City's electors as is currently available.

The Toronto Election Information System

- This is a multi-module system requiring funding of \$8.520 million that supports all aspects of the municipal election. The City Clerk is mandated by the *Municipal Elections Act 1996* to conduct an election in compliance with legislation. This project provides funding to ensure upgrades to the system can be made for the SOGR for 2018, 2022 and 2026 elections to ensure readiness to administer open, fair and accessible elections at any time.

The Information Management Infrastructure

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

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

The Council Transition System Changes

- The project requires \$3.145 million of funding for application upgrades. As part of transition to a new term of Council, changes to systems or applications are required. This project includes a review of the public appointments database. The other key component of this project involves the system for electronic reporting of councillor expenses and other Protocol applications. The upgrade and SOGR for the systems related to council transition is scheduled in 2015. Upgrades would also be required for the new term of Council in 2018 and 2022.

The Alternate Voting

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

The Registry Services Systems SOGR

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

The Toronto Gaming Information System SOGR

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

The Toronto Meeting Management Information System (TMMIS)

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

State of Good Repair

The Infrastructure to Support Council/Committee Meetings

- This project requires funding of \$2.650 million and reflects the directions of Government Management Committee and Council to promote greater public access to Committee meetings through web-streaming and also the system replacement / upgrades of the physical infrastructure required to support Council and Committee meetings.

The project includes the following components:

- a) Upgrade or replacement of the Request to Speak system
- b) Upgrade or replacement of the voting system in the chamber
- c) Migration from analog to digital video recording of Council/committee meetings

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

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

The Printing Equipment Replacement Plan

- Multi-year funding of \$1.650 million is required for the replacement of printing equipment starting in 2015 until 2019. Existing equipment is at the end of their useful life and will result in downtime, inability to meet deadlines and potential risk of injury to staff if they are not replaced. Funds will be used to purchase paper cutters, printing press, 3 hole-punchers and various bindery equipment.

The Archives Strategic Plan Implementation

- This project requires funding of \$1.146 million. Based on a preliminary feasibility study on the expansion of the Toronto Archives at 255 Spadina Road, an external consultant was engaged to conduct a comprehensive community consultation and visioning exercise to develop a strategic plan for the Archives. The final report recommended the improvement of the on-site customer service experience rather than a full-scale facility expansion project. This involves re-configuring the existing 255 Spadina Road facility and repurposing some of the ground floor space.
- In 2015, an RFP will be issued for the detailed drawings and construction of the atrium/display area and the conversion of the current theatre to meet AODA requirements. The contract will be awarded in 2015 for work to be completed in 2017.
- *The Archives Equipment Upgrade SOGR* sub-project in 2015-2021 requires cash flow funding of \$0.370 million to upgrade/replace digital equipment.

The Archives Strategic Plan Implementation SOGR

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

The Information Production Workflow Management System SOGR

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

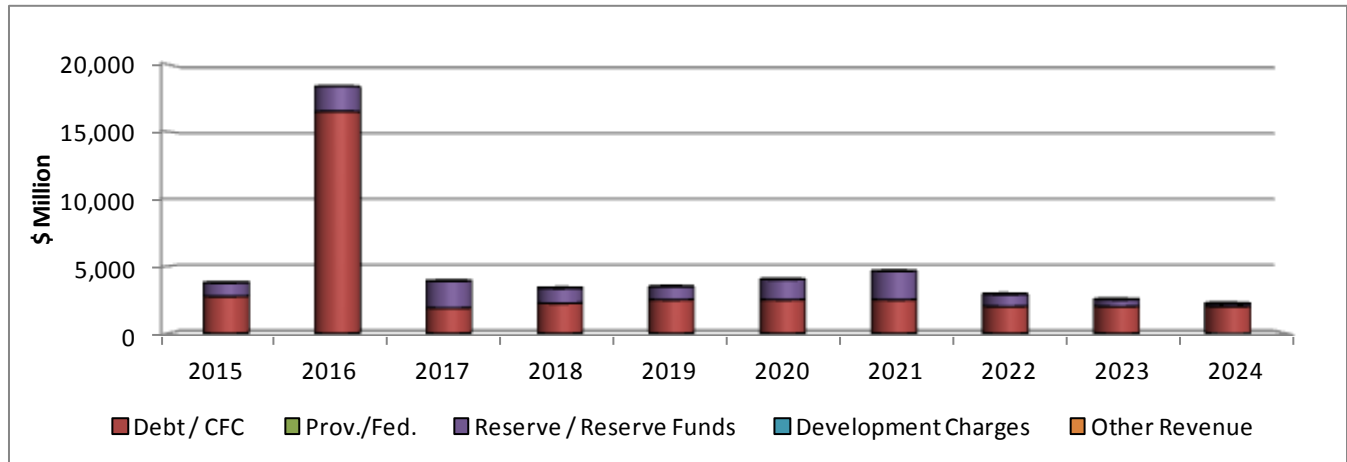
The Records Centre Tracking System

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

The Wedding Chambers Renovations

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

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

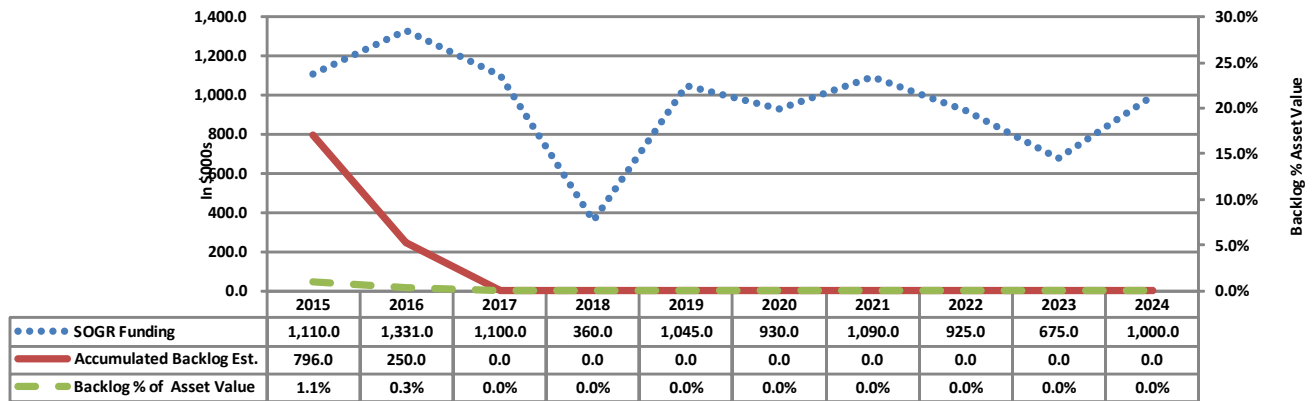


The 10-Year Capital Plan of \$49.063 million will be financed by the following sources:

- Debt, which accounts for \$36.873 million or 75.2% of the financing over the 10-year period.
 - The higher debt levels in 2016 include the replacement of the new vote counting system. This project requires \$15.610 million of debt funding
 - The 10-Year Recommended Capital Plan meets the debt affordability target in each of the 10 years.
- Reserve and Reserve Funds represent the remaining \$12.190 or 24.8% of funding for the 10-Year Capital Plan
 - This financing source will primarily be utilized to address election-related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from the Equipment Reserves.

State of Good Repair (SOGR) Backlog

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



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

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

10-Year Capital Plan: Net Operating Budget Impact

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

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

*** Exclude Lobbyist Registry SOGR & Mobile Device Interface \$5k in 2017.

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

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

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

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

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

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

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

- *The Toronto Meeting Management Information System (TMMIS)* project requires 1.0 positions to upgrade the current system and allow for added functionality using new technology in the future.
- *The Enterprise Document & Records Management Solution (EDRMS)* project requires 1.0 positions to support initiatives that rely heavily on digital information.
- *The Forms Management* project requires 0.25 positions to reformat all public facing forms using WebWizard and publish the electronic version of forms via a City Forms portal.
- *The Council Transition System Changes* project requires 3.75 positions to make changes to systems or applications to reflect Council needs for the new term 2014-2018.
- *The Toronto Election Information System (TEIS)* project requires 1.0 position to upgrade the current system to meet corporate and industry standards, and allow for added functionality.
- *The Implementation of New Vote Counting System* project requires 1.0 position as a Business Analyst to undertake requirements gathering.
- *The Alternate Voting* project requires 1.25 positions to research new voting methods in addition to evaluating the effectiveness of existing voting channels.
- It is that Council approve these 9.25 temporary capital positions for the delivery of the 2015 capital projects / sub-projects and that the duration for each temporary position does not exceed the life of the funding of its respective capital projects / sub projects.

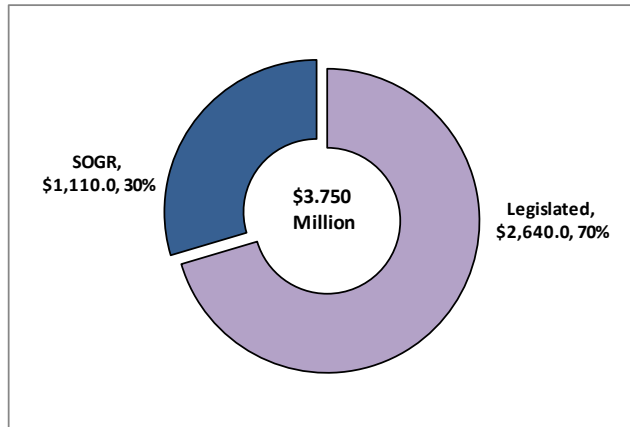


Part II: 2015 Capital Budget

2015 Capital Budget

2015 Capital Budget by Project Category and Funding Source

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



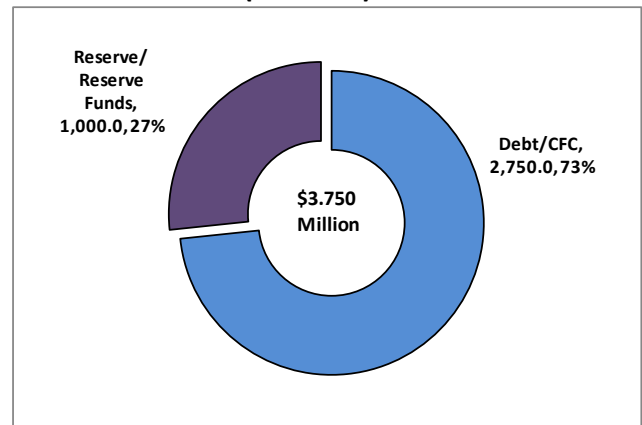
\$120.0 million

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

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

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

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



\$120.0 million

The 2015 Capital Budget is financed primarily by:

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

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

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

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

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

2015 Capital Project Highlights

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

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

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

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



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 10-Year Capital Plan

Modernising Elections in a changing legislative framework

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



Appendices

Appendix 1

2014 Performance

2014 Key Accomplishments

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

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

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

2014 Financial Performance

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

| 2014 Approved | As of Dec 31, 2014 | | Unspent Balance | |
|---------------|--------------------|---------|-----------------|--------------|
| \$ | \$ | % Spent | \$ Unspent | % Unspent |
| 6,250 | 5,007 | 80.1% | 1,243 | 19.9% |

2014 Experience

Capital expenditures for the year ending December 31, 2014 totaled \$5.007 or 80.1% of the 2014 Approved Capital Budget of \$6.250 million.

- The under-spending in 2014 is largely attributed to the Enterprise Document and Record Management Solution (EDRMS) project with capital expenditures of \$0.367 million representing 59.7% of the 2014 approved cash flow of \$0.614 million. This is a multi-dimensional project with the City Clerk's Office, Revenue Services and Information and Technology Division as partners. The project is in definition and planning stage. The reduced scope has been identified and will leverage business process models and requirements gathered in the previous work design.

Impact of the 2014 Capital variance on the 2015 Budget

- In addition to the original unspent cash flow of \$1.008 million, \$0.095 million is being carried forward to the 2015 Capital Budget, for a total of \$1.103 million, to continue previously approved projects.

Appendix 2

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

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

Appendix 3

2015 Capital Budget; 2016 to 2024 Capital Plan

CITY OF TORONTO

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

City Clerk's Office

| Sub-Project No. | Project Name | Ward | Stat. | Cat. | Current and Future Year Cash Flow Commitments | | | | | | | | | Current and Future Year Cash Flow Commitments Financed By | | | | | | | | | | |
|--|--|------|-------|------|---|------|------|------|-------|--------------------|--------------------|--------------------|---------------------------------------|---|------------------------|----------|------------------|----------------------------|---------|--------|-------------------------------|--------------------|-----------|-----------|
| | | | | | 2015 | 2016 | 2017 | 2018 | 2019 | Total 2015-2019 | Total 2020-2024 | Total 2015-2024 | Provincial Grants and Subsidies | Federal Subsidy | Development Charges | Reserves | Reserve Funds | Capital from Current | Other 1 | Other2 | Debt - Recoverable Debt | Total Financing | | |
| | | | | | | | | | | | | | | | | | | | | | | | 2020-2024 | 2020-2024 |
| <u>CLK907368 Information Management Infrastructure</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 24 | Open Info Phase 2 (2017) | CW | S6 | 02 | 0 | 0 | 100 | 900 | 600 | 1,600 | 700 | 2,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2,300 | 0 | 2,300 | |
| | Sub-total | | | | 1,154 | 675 | 500 | 900 | 1,100 | 4,329 | 3,700 | 8,029 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,029 | 0 | 8,029 |
| <u>CLK907372 Council Transition System Changes</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 1 | Council Transition Sys Changes-2018 | CW | S6 | 02 | 0 | 0 | 0 | 600 | 600 | 1,200 | 195 | 1,395 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,395 | 0 | 1,395 | |
| 1 2 | Council Transition Sys Changes - 2014 | CW | S2 | 02 | 685 | 156 | 0 | 0 | 0 | 841 | 0 | 841 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 841 | 0 | 841 | |
| 1 3 | Council Transition System Changes 2023 | CW | S6 | 02 | 0 | 0 | 0 | 0 | 0 | 0 | 1,300 | 1,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,300 | 0 | 1,300 | |
| 1 4 | Council Transition Sys Changes 2014 - CF Chg | CW | S3 | 02 | -115 | -156 | 0 | 0 | 0 | -271 | 0 | -271 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -271 | 0 | -271 | |
| | Sub-total | | | | 570 | 0 | 0 | 600 | 600 | 1,770 | 1,495 | 3,265 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,265 | 0 | 3,265 |
| <u>CLK907376 IP Workflow Management System SOGR</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 2 | Information Workflow Mgt. System SOGR | CW | S6 | 03 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200 | 1,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200 | 0 | 1,200 | |
| | Sub-total | | | | 0 | 0 | 0 | 0 | 0 | 0 | 1,200 | 1,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,200 | 0 | 1,200 | |
| <u>CLK907384 Registry Services Systems SOGR</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 1 | Registry Services System SOGR | CW | S6 | 02 | 0 | 0 | 300 | 400 | 0 | 700 | 0 | 700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 700 | 0 | 700 | |
| | Sub-total | | | | 0 | 0 | 300 | 400 | 0 | 700 | 0 | 700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 700 | 0 | 700 | |
| <u>CLK907389 Toronto Gaming Info. System (TGIS) SOGR</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 1 | Toronto Gaming Info System (TGIS) SOGR | CW | S6 | 02 | 0 | 0 | 52 | 340 | 0 | 392 | 0 | 392 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 392 | 0 | 392 | |
| | Sub-total | | | | 0 | 0 | 52 | 340 | 0 | 392 | 0 | 392 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 392 | 0 | 392 | |
| <u>CLK907415 Mail Security and Mail Room Upgrades</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 5 | Mail Security & Mail Room Upgrade 2022 | CW | S6 | 01 | 0 | 0 | 0 | 0 | 0 | 0 | 185 | 185 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 185 | 0 | 185 | |
| | Sub-total | | | | 0 | 0 | 0 | 0 | 0 | 0 | 185 | 185 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 185 | 0 | 185 | |
| <u>CLK907573 Records Centre Tracking System</u> | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 1 | Records Centre Tracking System - SOGR | CW | S4 | 03 | 150 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 150 | |
| 1 2 | Order Picker Replacement (2 Machines) - 2016 | CW | S6 | 03 | 0 | 100 | 0 | 0 | 0 | 100 | 0 | 100 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | |
| 1 3 | Order Picker Replacement (1 Machine) - 2020 | CW | S6 | 03 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | 50 | 0 | 0 | 0 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | |
| 1 4 | Order Picker Replacement (1 Machine) - 2021 | CW | S6 | 03 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | 50 | 0 | 0 | 0 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | |
| 1 5 | Order Picker Replacement (1 Machine) - 2022 | CW | S6 | 03 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | 50 | 0 | 0 | 0 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 50 | |

CITY OF TORONTO

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

City Clerk's Office

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

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

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3

City Clerk's Office

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

| Status Code | Description |
|-------------|--|
| S2 | S2 Prior Year (With 2015 and/or Future Year Cashflow) |
| S3 | S3 Prior Year - Change of Scope 2015 and/or Future Year Cost(Cashflow) |
| S4 | S4 New - Stand-Alone Project (Current Year Only) |
| S5 | S5 New (On-going or Phased Projects) |
| S6 | S6 New - Future Year (Commencing in 2016 & Beyond) |

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

Appendix 4

2015 Cash Flow and Future Year Commitments

CITY OF TORONTO

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

City Clerk's Office

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

CITY OF TORONTO

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

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

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

City Clerk's Office

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

| | |
|--------------------|--|
| Status Code | Description |
| S2 | S2 Prior Year (With 2015 and/or Future Year Cashflow) |
| S3 | S3 Prior Year - Change of Scope 2015 and/or Future Year Cost(Cashflow) |
| S4 | S4 New - Stand-Alone Project (Current Year Only) |
| S5 | S5 New (On-going or Phased Projects) |

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

Appendix 5

2015 Capital Budget with Financing Detail

(Phase 2) 22-City Clerk's Office

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

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

(Phase 2) 22-City Clerk's Office

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

Project/Financing

Priority Project Project Name

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

Status Code Description

S2 S2 Prior Year (With 2015 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2015 and/or Future Year Cost(Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description

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

Appendix 6 Reserve / Reserve Fund Review

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

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

* Based on the 9 Month Variance Report

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

* Based on the 9 Month Variance Report