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City Clerk's Office

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

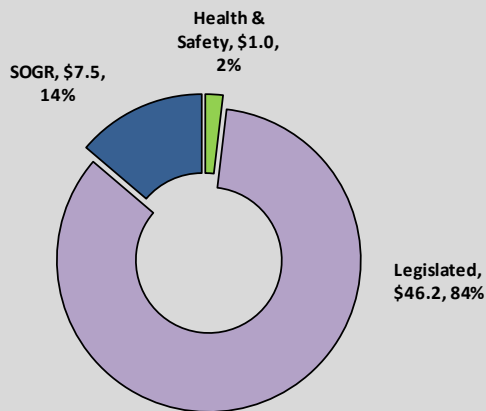
The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work and opening government.

The City Clerk's Office is responsible for assets valued at \$78.178 million providing the systems, information and 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 \$54.715 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.

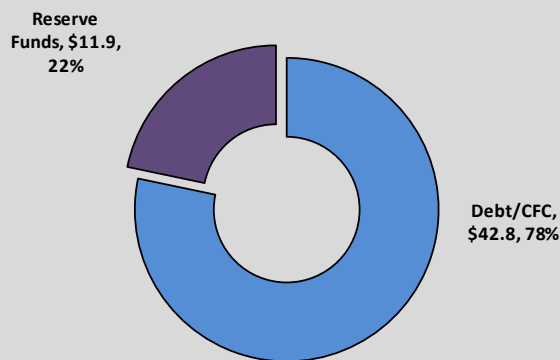
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



\$54.715 Million

2016-2025 Capital Budget and Plan by Funding Source



\$54.715 Million

Where does the money go?

- Legislated projects of \$46.158 million including:
 - Replacement of New Voting Equipment project \$16.200 million
 - Toronto Election Management System (TEMS) project \$9.745 million.
- State of Good Repair (SOGR) projects of \$7.535 million including:
 - Infrastructure to Support Council/Committee Meetings project \$1.600 million,
 - Archives Strategic Plan Implementation project \$1.450 million.
- Health and Safety projects \$1.022 million including:
 - City Clerk's Office Health & Safety Remediation project \$0.837 million.

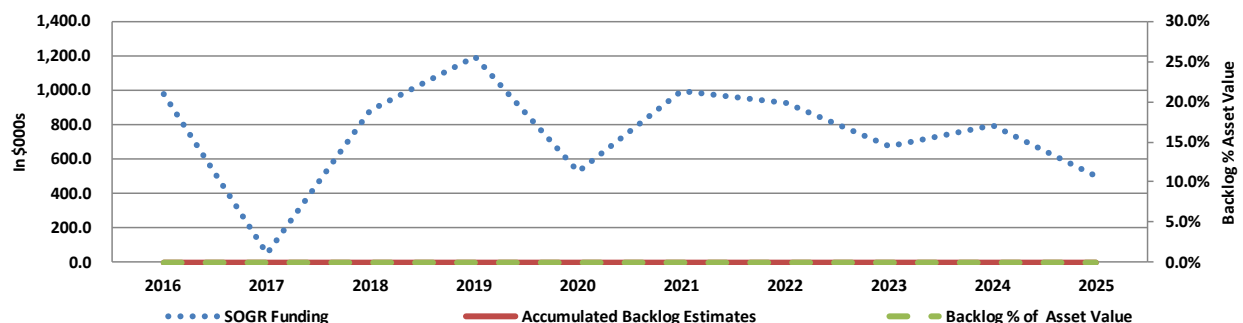
Where does the money come from?

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

- Debt funding of \$42.835 million comprises 78.3% of the City Clerk's Office 10-year capital funding.
- Reserves/Reserve Funds of \$11.880 million or 21.7%. The Elections Reserve Fund will primarily be utilized to address election-related needs and the Equipment Reserve Fund for the replacement of printing and records / archives equipment.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of \$7.535 million for State of Good Repair to address the backlog. The prior year SOGR backlog was 1.0% of asset replacement value and will be eliminated by 2016 as reflected in the chart below.



Key Issues & Priority Actions

Modernizing Elections – A number of uncertainties exist with the unknown outcome of the provincial review of *Municipal Elections Act, 1996*, Ward Boundary Review and changes to elections administration.

- ✓ The City Clerk's Office will be submitting a series of reports to Council per its directives in the past year and once legislative changes are known.
- ✓ The 2016-2025 Capital Plan is based on current information and will need to be reviewed against legislative changes, Council directions, alternative voting strategies and the outcome of the ward boundary review.
- ✓ Cash flows of \$16.200 million are included in the 10-year Plan for New Voting Equipment.

Information Production Business Model Review – A review is required to assess the viability of the current business model.

- ✓ Discussions are occurring through the shared services table and with the City Manager's Office to identify options that the City should pursue and related implementation plans which may impact the City Clerk's Office 10-year Capital Plan.

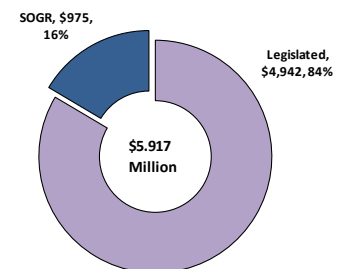


2016 Capital Budget Highlights

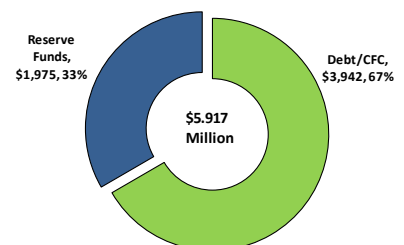
The 2016 Capital Budget for the City Clerk's Office of \$5.917 million, excluding carry forward funding, will provide funding, including for:

- Deliver and upgrade the current tabulators for the *Voting Equipment Upgrade* project (\$1.682 million), for use in the 2018 and 2022 Municipal Elections.
- Continue the *Toronto Election Management System* project (\$1.800 million), a multi-module system that supports all aspects of the municipal election.
- Continue with *Information Management Infrastructure* project (\$1.243 million).
- Continue the *Archives Strategic Plan Implementation* project (\$0.875 million) which is key to providing the public with access to and managing the lifecycle of City information.

2016 Capital Budget by Project Category
(in \$000s)



2016 Capital Budget by Funding Source
(in \$000s)



COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approved the 2016 Capital Budget for the City Clerk's Office with a total project cost decrease of \$3.976 million, and 2016 cash flow of \$7.546 million and future year commitments of \$12.118 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 1 new / 7 change in scope sub-projects with a 2016 total project cost decrease of \$3.976 million that requires cash flow decrease of \$12.044 million in 2016 and future year cash flow commitments of \$4.103 million for 2017; \$3.065 million for 2018; \$0.400 million for 2019; and \$0.500 million for 2020;
 - ii. 6 previously approved sub-projects with a 2016 cash flow of \$17.961 million; and future year cash flow commitments of \$2.880 million for 2017; \$0.750 million for 2018; and \$0.420 million for 2019; and
 - b) 2015 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2015 into 2016 totalling \$1.629 million.
2. City Council approved the 2017 - 2025 Capital Plan for the City Clerk's Office totalling \$36.680 million in project estimates, comprised of \$0.150 million in 2017; \$1.285 million for 2018; \$2.525 million for 2019; \$3.445 million for 2020; \$4.125 million for 2021; \$2.650 million for 2022; \$2.700 million for 2023; \$14.700 million for 2024; and \$5.100 million in 2025.
3. City Council approved 3.0 new temporary capital positions for the delivery of 2016 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.



Part I:

10-Year Capital Plan

10 Year Capital Plan

Table 1a
2016 Budget, 2017-2020 Capital Plan

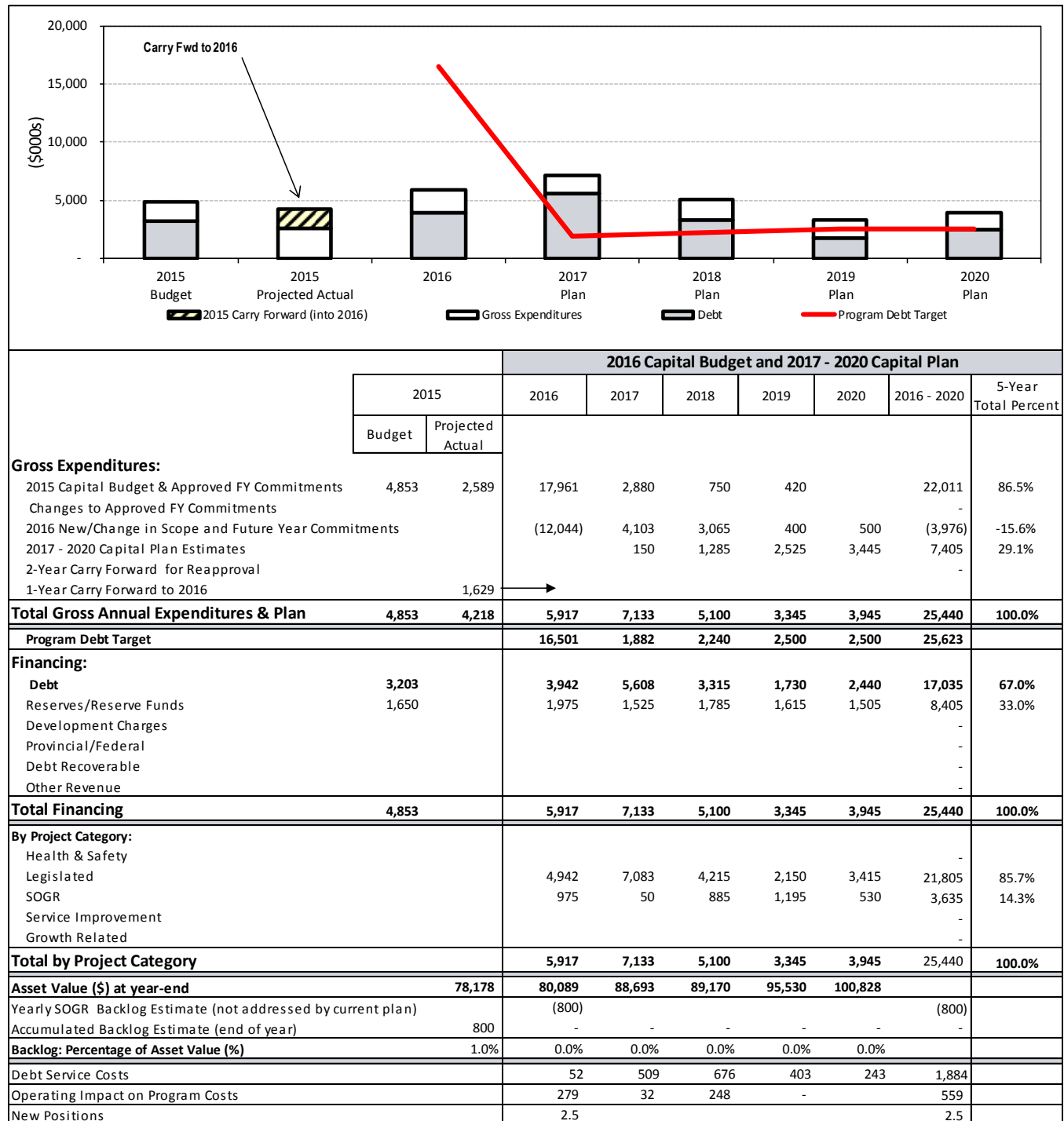
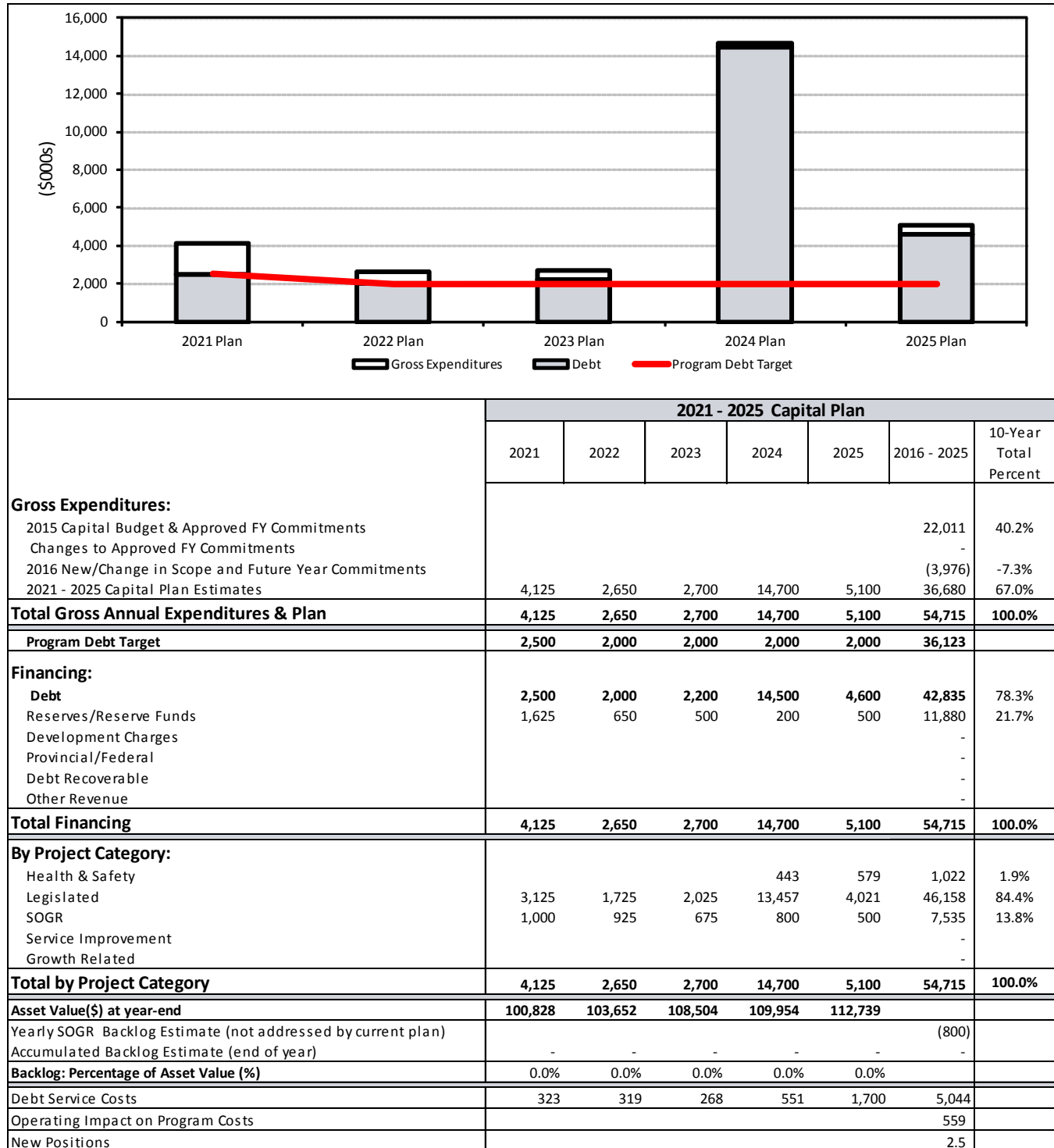


Table 1b
2021 - 2025 Capital Plan

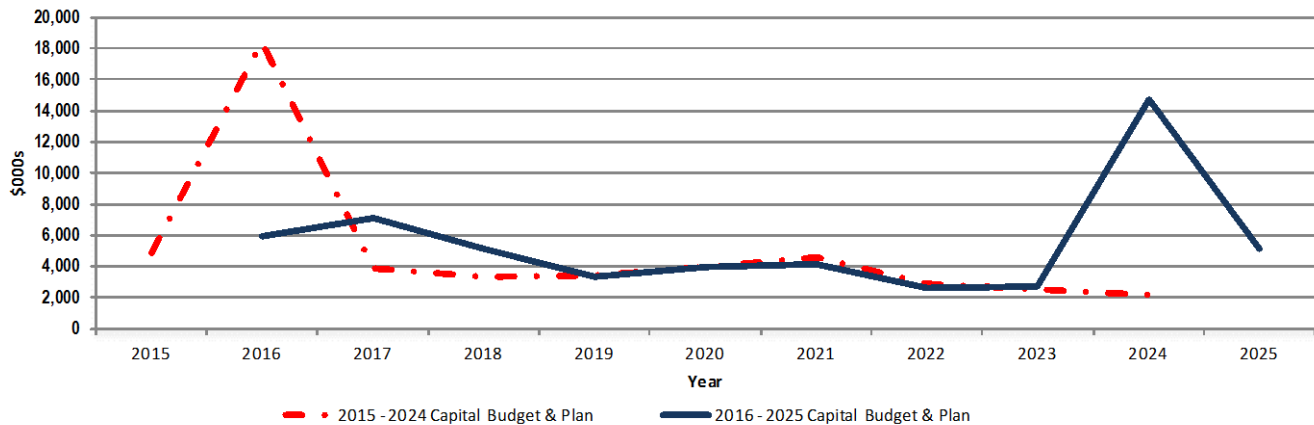


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of \$4.302 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the \$4.302 million or 9.5% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In \$000s)



(\$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	4,853	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200		50,166
2016 - 2025 Capital Budget & Plan		5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100	54,715
Change %		(67.8%)	83.7%	52.2%	(3.5%)	(1.5%)	(10.8%)	(8.6%)	8.0%	568.2%		9.1%
Change \$		(12,469)	3,251	1,750	(120)	(60)	(500)	(250)	200	12,500		4,549

The \$4.549 million increase in the Capital Program largely reflects the change in the timing for the Vote Counting Equipment which assumes the upgrade of existing vote counting equipment, for 2018 and 2022, delaying the requirement of their replacement for the 2026 municipal election.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the \$4.302 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the current assessment of capital needs and the reprioritization of the City Clerk's Office capital projects. This plan may need to be adjusted, depending on Council's decision regarding elections equipment.

A summary of project changes for the years 2016 to 2024 totalling \$4.302 million are provided in Table 2 below:

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

\$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	4,853	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200		45,313
2016 - 2025 Capital Budget & Plan		5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100	49,615
Capital Budget & Plan Changes (2016 - 2024)		(12,469)	3,251	1,750	(120)	(60)	(500)	(250)	200	12,500		4,302

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
Previously Approved													
Voting Equipment Upgrade	15,610	(13,298)	1,403								(11,895)		3,715
Information Management Infrastructure	11,257	568	2,905	360	(200)	300	(147)	(256)	(250)		3,280		14,537
City Clerk's Office Business Systems	1,092	102	(247)	(405)	110	110	112	114	120	125	141	386	1,619
Toronto Election Management System (TEMS)	14,600	500	25	750							1,275	500	16,375
Infrastructure to Support Council/Committee Meetings	3,075	(300)	(300)	600	(500)	(400)	(90)				(990)	500	2,585
Council Transition Requirements	3,405		100	400	(300)	(195)		200	(500)	(500)	(795)		2,610
City Clerk's Office Health & Safety Remediation	500									(242)	(242)	579	837
Alternate Voting	2,644	(100)					(500)	(250)			(850)		1,794
Public Appointments Information System	-								500		500		500
Printing Equipment Replacement Plan	1,650	(225)	(500)	(175)	650						(250)		1,400
Records Centre Tracking System	600	(100)		100						(200)	(200)		400
Archives Strategic Plan Implementation	2,355	269	(250)								19		2,374
Mail Security and Mail Room Upgrade	185							(185)		185	-		185
Total Previously Approved	56,974	(12,584)	3,136	1,630	(240)	(185)	(625)	(377)	(130)	(632)	(10,007)	1,965	48,932
New													
Replacement of New Voting Equipment									200	13,000	13,200	3,000	16,200
Council Business Systems		115	115	120	120	125	125	127	130	132	1,109	135	1,244
Total New		115	115	120	120	125	125	127	330	13,132	14,309	3,135	17,444
Total Changes	56,974	(12,469)	3,251	1,750	(120)	(60)	(500)	(250)	200	12,500	4,302	5,100	66,376

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

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

- The *Voting Equipment Upgrade* project has been reduced by \$11.895 million as the purchase of new voting equipment will be postponed until the 2026 municipal election.
 - This revised project will now retrofit existing 1,850 tabulators for the 2018 and 2022 elections to enable the processing of ranked choice voting for the 2018 election as well as upgrading or replacing modems, parts and software to meet current and future technology standards compatible with City systems.
 - 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 option for vote counting equipment, and including lease options. A report to Council will be submitted once changes to the Municipal Election Act (MEA) become known.
- 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. Two sub-projects have changed:
 - The *Enterprise Document and Records Management Solution (EDRMS)* sub-project funding 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 \$0.977 million over the 10-year period to reflect the incremental procurement and implementation of appropriate components for the adjusted project requirements.
 - The *Open Information* sub-project will procure and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as

improve public to access City information. Cash flow funding has increased by \$2.303 million to plan, establish governance and information management practices using SharePoint technology, to establish an enterprise repository and to upgrade and conduct a functional review of the Digital Asset Library.

- *The City Clerk's Office Business System* project has been increased by \$0.141 million over the 10 year period as various applications need to be upgraded or enhanced to reflect industry State of Good Repairs requirements for applications and encompass the requirements of the City Clerk's Office, such as the Registry Services Tracking System, the Toronto Gaming Information System and various other systems and applications.
- *The Toronto Election Management System (TEMS)* requires cash flow funding increases of \$1.275 million over the 10 year period to meet business requirements for the 2018 election. The upgrade will also meet corporate and industry standards and allow for added functionalities.
- Cash flow funding for the *Infrastructure to Support Council/Committee Meetings* is reduced by \$0.990 million over the 10 year period to reflect business requirements and the SOGR sub-project has cash flows increased by \$0.500 million in 2025.
- *The Council Transition Requirements* project's cash flows have been accelerated from 2019 and 2020 to 2017 and 2018 in order to meet the requirements of the new Council.
 - It also includes potential impact of the Ward Boundary Review, the outcome of which will be implemented in time for the 2018 Elections.
 - Depending on the outcome, reconfiguration may be required to Councillor offices in order to accommodate changes to the number of Councillors. The funding estimates will be revisited accordingly, once the outcome of the Ward Boundary Review is known.
 - Cash flow funding for the Council Transition Requirements 2022 subproject has been reduced by \$0.795 million to reflect business needs and reallocate to other projects.
- *The Alternate Voting* project has cash flow funding reduced by \$0.850 million over the 10 year period. At the direction of City Council, the internet voting for people with disabilities was pursued for the 2014 municipal election, but had to be cancelled due to time constraints and project complexity.
 - As a result it has been determined that any internet voting that the City may undertake in the future will be a purchase of service rather than a built system, and cash flows beyond 2015 will no longer be required.
- Cash flow funding has been reduced for the *Printing Equipment Replacement Plan* by \$0.250 million over the 10 year plan, to defer the purchase of a plate processor conveyor and scanner as the life of existing equipment can be extended.
- *The Records Centre Tracking System* project has cash flow funding of \$0.100 million deferred from 2016 to 2018 as the life of the order pickers can be extended. Cash flow of \$0.200 million for 2024 SOGR has been reallocated to priority projects.

New projects totalling \$14.309 million have been added to the 2016 – 2025 Approved Capital Plan:

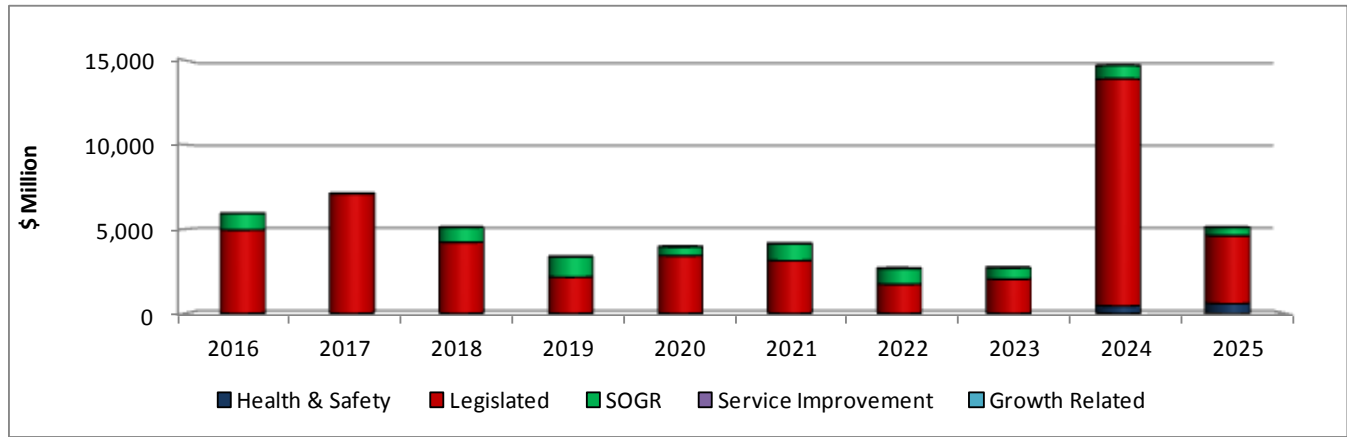
- *The Replacement of the New Voting Equipment* project will require increased funding of \$13.200 million prior to the 2026 municipal election to ensure the integrity of the voting process and the

accuracy of election results, and reduce the risk to the City of equipment failure and provide the same level of service to the City's electors as is currently available.

- *The Council Business System* project has increased by \$1.109 million over the 10 year period, in order to upgrade or enhance various applications to reflect the requirements of Council, to ensure new functionalities and requirements are added, and corporate technology and industry standards are met. This project includes Council Staff Management System, Councillor Expense Tracking System, and various other applications.

2016 – 2025 Capital Plan

Chart 2
2016 – 2025 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 \$54.715 million predominantly provides funding for Legislated projects, which represent 84.4% total funding over the 10-year period.

- Health and Safety projects represent \$1.022 million or 1.9% of project funding included in the 2016-2025 Capital Plan, mainly for the City Clerk's Office Health & Safety Remediation project.
- The level of funding for Legislated projects, is consistent with the City Clerk's Office responsibility to meet legislated requirements in election-related capital projects, Accessibility for Ontarians with Disabilities Act (AODA) and the Occupational Health and Safety Act.
- State of Good Repair projects represent \$7.535 million or 13.8% of project funding included in the 2016-2025 Capital Plan, mainly for the Infrastructure to Support Council/Committee Meetings project, Archives Strategic Plan Implementation State of Good Repair, and Printing Equipment Replacement Plan.

The following table details the projects, by category, included within the 2016 – 2025 Capital Budget and Plan for the City Clerk's Office:

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

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
City Clerk's Office Health & Safety Remediation	500									258	579	837	837
Mail Security and Mail Room Upgrades	185									185		185	185
Sub-Total	685									443	579	1,022	1,022
Legislated													
Replacement of New Voting Equipment									200	13,000	3,000	16,200	16,200
Voting Equipment Upgrade	15,610	1,682	1,883									3,565	3,715
Information Management Infrastructure:	11,257												14,537
- EDRMS		380	1,825		500	1,000	1,053	444	350			5,552	
- Open Information		863	1,580	1,260	400	500						4,603	
- Forms Management													
Toronto Election Management System (TEMS)	14,600	1,800	1,475	1,500	420	1,375	1,525	525	425	200	500	9,745	16,375
City Clerk's Office Business Systems	1,092	102	105	335	110	110	112	114	120	125	386	1,619	1,619
Council Transition Requirements	3,405		100	1,000	300			200	300			1,900	2,610
Council Business Systems	-	115	115	120	120	125	125	127	130	132	135	1,244	1,244
Toronto Meeting Management Information System (TMMIS)													
SOGR	1,230				300	305	310	315				1,230	1,230
Public Appointments Information System									500			500	500
Sub-Total	47,195	4,942	7,083	4,215	2,150	3,415	3,125	1,725	2,025	13,457	4,021	46,158	58,031
State of Good Repair													
Infrastructure to Support Council/Committee Meetings	3,075			600						500	500	1,600	2,585
Archives Strategic Plan Implementation	2,355	875	50	60	20	80	50					1,135	2,374
Archives Strategic Plan Implementation SOGR	1,710							475	675	300		1,450	1,710
Printing Equipment Replacement Plan	1,650	100		125	1,175							1,400	1,400
IP Workflow Management System SOGR	1,200					400	400	400				1,200	1,200
Wedding Chambers Renovations	500						500					500	500
Records Centre Tracking System	600			100		50	50	50				250	400
Sub-Total	11,090	975	50	885	1,195	530	1,000	925	675	800	500	7,535	10,169
Total Expenditures by Category (excluding carry forward)	58,970	5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100	54,715	69,222

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

2016 – 2025 Capital Projects

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

Health and Safety

Major Health and Safety projects include:

- The *City Clerk's Office Health & Safety Remediation* project that requires funding of \$0.837 million in 2024-2025 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 renovation work has been completed in 2014.
- The *Mail Security and Mail Room Upgrades* project requires \$0.185 million in 2024 to replace x-ray machines in City Hall and Civic Centres and upgrades to the mail room to meet health and safety standards. This would be 10 years after the replacement of current equipment.

Legislated

Major Legislated projects total \$46.158 million or 84.4% of the total 10-Year Capital Plan's spending.

- The *Replacement of New Voting Equipment* project requires funding of \$16.200 million for the 2026 municipal elections to ensure the integrity of the voting process and the accuracy of election results, and to reduce the risk to the corporation of equipment failure.

- *The Voting Equipment Upgrade* project will require cash flow funding of \$3.565 million to retrofit 1,850 existing tabulators for the 2018 and 2022 elections and to enable the processing of ranked choice voting for the 2018 election, and equipment to meet current and future technology standards compatible with City systems.
- *The Information Management Infrastructure* project requires 10 year funding of \$10.155 million to support the City Clerk's Office core service of Open Government, Strategic Action # 13 Open Government by Design in the City of Toronto's 2013- 2018 Strategic Plan, and the 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 providing the fundamental building blocks for a robust information management infrastructure and enables the public to access City information easily. It is comprised of three sub-projects:
 - *Enterprise Document and Records Management Solution (EDRMS)* (\$5.552 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 is ongoing, cash flow requirements have been adjusted to reflect the new timeline, and further project adjustments may be required.
 - *Open Information* (\$4.603 million) – This project will procure and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as improve public access to City information. Funding will be used:
 - To plan, establish governance and information management practices using SharePoint technology for the corporate SharePoint environment which is being implemented by IT.
 - To establish an enterprise repository to store (and make available to other systems) an inventory of terms and nomenclature to describe City information, making it easier for the Public to search and access City information and services, and easier for staff to find and share information with each other and with the Public.
 - To upgrade and undertake a functional review of the Digital Asset Library to give public access to City assets.
 - *Forms Management* – 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.
- *The Toronto Election Management System* project is a multi-module system that has total project costs of \$9.745 million that supports all aspects of municipal elections to ensure that the City Clerk's Office's readiness to administer open, fair and accessible elections at any time, in compliance with the *Municipal Elections Act 1996*.
- *The City Clerk's Office Business Systems* project requires funding of \$1.619 million to enhance various business systems, such as replacements/upgrades to the Registry Services Tracking System and the Toronto Gaming Information System.

- The *Council Transition Requirements* project totals \$1.900 million for physical requirements to retrofit Councillor offices and related spaces including potential impact from the Ward Boundary review.
- *The Council Business Systems* project requires costs \$1.244 million. The other key component of this project involves the system for electronic reporting of Councillor expenses and other Protocol applications. Upgrades would be required for the new term of Council in 2018 and 2022.
- *The Toronto Meeting Management Information System (TMMIS)* SOGR provides funding of \$1.230 million to rewrite systems for phases 1 and 2 of an Agenda/Decision management system for Council and Committees.
- *The Public Appointments Information System* project totals \$0.500 million to replace/upgrade the Public Appointments System in 2023 to meet business requirements and corporate and industry technology standards.

State of Good Repair

SOGR projects account for \$7.535 million or 13.8% of the total 10-Year Capital Plan.

- *The Infrastructure to Support Council/Committee Meetings* project costs \$1.600 million and reflects the directions of Government Management Committee and Council to promote greater public access to Committee meetings through web-streaming as well as system replacement / upgrades of the physical infrastructure required to support Council and Committee meetings, including 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 Archives Strategic Plan Implementation* project provides funding of \$1.135 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 and meeting AODA requirements. This involves re-configuring the existing 255 Spadina Road facility and repurposing some of the ground floor space.
 - *The Archives Equipment Upgrade and SOGR* sub-projects require cash flow funding of \$0.335 million in 2016-2021 to upgrade/replace digital equipment.
- *The Archives Strategic Plan Implementation SOGR* 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.
- *The Printing Equipment Replacement Plan* project has multi-year funding of \$1.400 million for the replacement of printing equipment until 2019. Existing equipment will be 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 Information Production Workflow Management System SOGR* project for \$1.200 million will facilitate workflow for design, high-speed copying and printing requests, as an upgrade is required every 9 to 10 years to meet new technology standards.
- *The Wedding Chambers Renovations* project totals \$0.500 million in 2021 to renovate wedding chambers at Civic Centres, as the last renovation was done in 2012.
- *The Records Centre Tracking System* project's cash flow funding of \$0.250 million is to replace order picker equipment over the 10 year period and will replace the existing system in the Record Centre for tracking available spaces for boxes of paper records with an electronic system to increase efficiencies.

2016 Capital Budget and Future Year Commitments

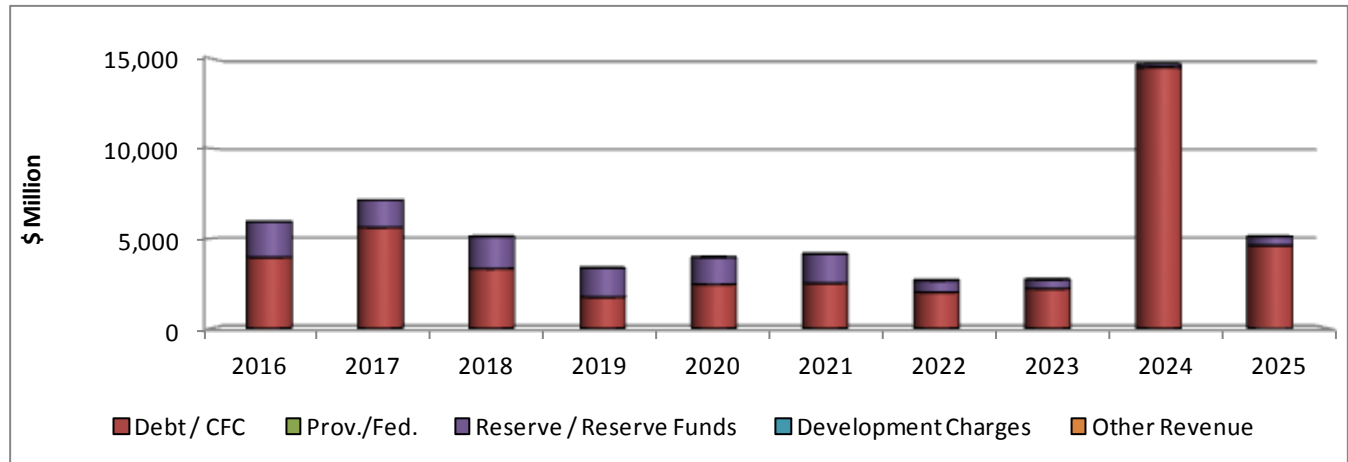
Included as a sub-set of the 10-Year Capital Plan is the 2016 Capital Budget and Future Year Commitments, that consists of 2016 and future year cash flows for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects that collectively require Council approval to begin, continue or complete capital work.

- Table 3a below lists the 2016 Cash Flow and Future Year Commitments for the City Clerk's Office:

Table 3a
2016 Cash Flow & Future Year Commitments (In \$000s)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Toronto Elections Management System (TEMS)</i>	1,300	1,450	750	420							3,920
<i>Archives Strategic Plan Implementation</i>	606	250									856
<i>Voting Equipment Upgrade</i>	14,980	480									15,460
<i>Infrastructure to Support Council/Committee Meetings</i>	300	300									600
<i>Alternate Voting</i>	100										100
<i>Information Management Infrastructure</i>	675	400									1,075
Subtotal	17,961	2,880	750	420							22,011
Change in Scope											
<i>Toronto Elections Management System (TEMS)</i>	500	25	750								1,275
<i>Archives Strategic Plan Implementation</i>	269	(250)									19
<i>Voting Equipment Upgrade</i>	(13,298)	1,403									(11,895)
<i>Infrastructure to Support Council/Committee Meetings</i>	(300)	(300)	600								
<i>Alternate Voting</i>	(100)										(100)
<i>Information Management Infrastructure</i>	(295)	1,425									1,130
Subtotal	(13,224)	2,303	1,350								(9,571)
New w/Future Year											
<i>Printing Equipment Replacement Plan</i>	100										100
<i>Information Management Infrastructure</i>	863	1,580	1,260	400	500						4,603
<i>City Clerk's Office Business Systems</i>	102	105	335								542
<i>Council Business Systems</i>	115	115	120								350
Subtotal	1,180	1,800	1,715	400	500						5,595
Total Expenditure	5,917	6,983	3,815	820	500						18,035
Financing:											
Debt/CFC	3,942	5,508	2,315	400	500						12,665
Reserves/Res Funds	1,975	1,475	1,500	420							5,370
Total Financing	5,917	6,983	3,815	820	500						18,035

Chart 3
2016 – 2025 Capital Plan by Funding Source (In \$000s)

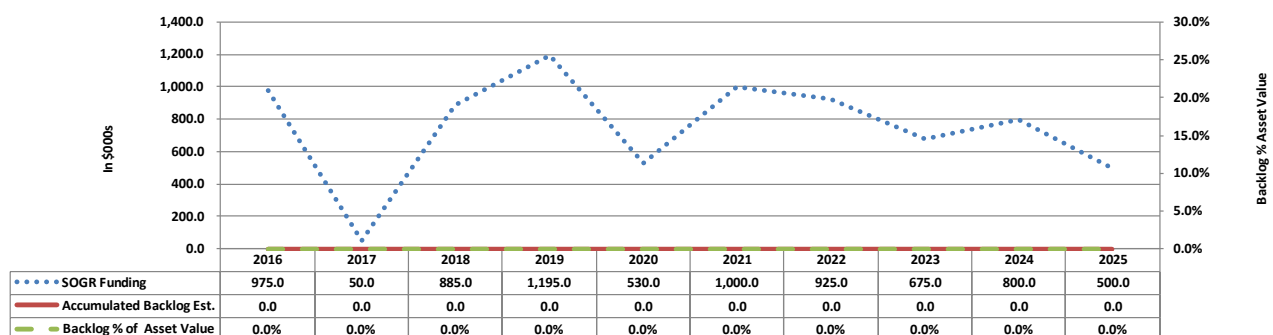


The 10-Year Capital Plan of \$54.715 million cash flow funding is financed by the following sources:

- Debt accounts for \$42.835 million or 78.3% of the financing over the 10-year period, which is \$6.715 million over the guidelines of \$36.123 million, dedicated mainly to Legislated projects:
 - In 2016, the City Clerk's Office is below the debt target by \$12.559, mainly due to a change in scope to the Voting Equipment Upgrade project, while in 2017 the Program is over the debt target by \$3.726 million mainly due to increased cash flows required for the Information Management Infrastructure project.
 - In 2024 and 2025 the Program is over the debt target by \$16.200 million due to the Replacement of the New Voting Equipment.
- Reserve and Reserve Funds constitute \$11.880 million or 21.7% of required funding over 10 years, primarily for election-related needs from the Election Reserve Fund and replacements of printing and records / archives equipment from Clerks Equipment Reserves.

State of Good Repair (SOGR) Backlog

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



- The SOGR backlog is estimated to be \$0.800 million or 1.0% of City Clerk's Office total asset replacement value of \$78.178 million by December 31, 2015. The backlog is mainly comprised of SOGR needs for the Archives Strategic Plan Implementation.
- The 10-Year Capital Plan dedicates \$7.535 million to SOGR spending over 10-Year Capital Plan.
- The SOGR backlog is estimated to be eliminated at the end of 2016.

10-Year Capital Plan: Net Operating Budget Impact

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

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Council Transition System Changes</i>	125.0	1.3									125.0	1.3		
<i>TMMIS Phase 3</i>	102.0	1.0									102.0	1.0		
<i>EDRMS</i>			32.0		248.0						280.0	-		
<i>Forms Management</i>	32.0	0.3									32.0	0.3		
<i>Records Centre Tracking System SOGR</i>	20.0										20.0	-		
Total (Net)	279.0	2.5	32.0	-	248.0	-	-	-	-	-	559.0	2.5	-	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.559 million net over the 2016 – 2025 period, as shown in the table above.

- This is comprised of funding to sustain the following capital projects:
 - *Council Transition System Changes* – \$0.125 million, 1.3 positions
 - *Toronto Meeting Management Information System* - \$0.102 million, 1.0 position
 - *Forms Management project* - \$0.032 million, 0.3 position
 - *Records Centre Tracking System SOGR project* - \$0.020 million
 - Additional funding of \$0.032 million and \$0.248 million will be required in 2017 and 2018 respectively to support and maintain the EDRMS project once it is completed and operationalized.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Table 6
Capital Project Delivery: New Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)					
			Start Date	End Date (m/d/yr)	2016	2017	2018	2019	2020	2020 - 2025
Systems Integrator 1	CLK908191-1	1.0	2016	2018	115.0	115.0	120.0			
Systems Integrator 1	CLK908191-2 & 3		2019	2025				120.0	125.0	649.0
Senior System Integrator (Migration)	CLK907368-12	1.0	2016	2017	135.0	138.0				
Systems Integrator 2	CLK908183-1	1.0	2016	2018	102.0	105.0	105.0			
Systems Integrator 2	CLK908183-2 & 3		2019	2025				110.0	110.0	592.0
Senior Systems Integrator	CLK907350-2		2019	2025				73.0	73.0	148.0
Systems Integrator 1	CLK907350-2		2019	2025				120.0	122.0	251.0
Systems Integrator 2	CLK907350-2		2019	2025				107.0	110.0	226.0
Senior Systems Integrator	CLK908194-1		2023	2023						200.0
Systems Integrator 1	CLK908194-1		2023	2023						65.0
Systems Integrator 2	CLK908194-1		2023	2023						235.0
Total		3.0			352.0	358.0	225.0	530.0	540.0	2,366.0

- Approval of the 2016 – 2025 Capital Budget and Plan results in a requirement for 3.0 new temporary capital project delivery positions in 2016 to implement the following projects:
 - The *Council Business Systems* project requires 1.0 position to upgrade / enhance various applications required by Council including the Council Staff Management System, and Councillor Expense Tracking System.
 - The *Enterprise Document & Records Management Solution (EDRMS)* project requires 1.0 position to support initiatives that rely heavily on digital information.
 - The *City Clerk's Office Business Systems* project requires 1.0 position to upgrade / enhance various applications required by City Clerk's Office including the Registry Services Tracking System and the Toronto Gaming Information System.
- Council approved these 3.0 additional temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



Part II:

Issues for Discussion

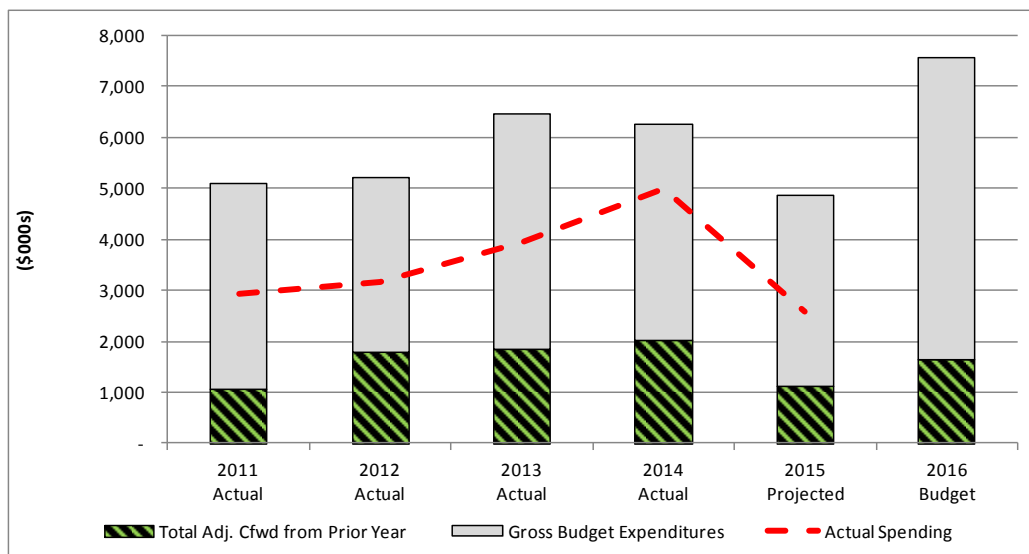
Issues for Discussion

Issues Impacting the 2016 Capital Budget

Review of Capital Projects and Spending

- During the 2015 Budget process, City Council directed that the Deputy City Manager & Chief Financial Officer to commence a detail review of the City's 2016 - 2025 capital requirements as part of the City's 2016 Capital Budget process to ensure that debt affordability targets continue to be maintained, and report the results to Budget Committee early in the 2016 budget process.
- In implementing the City Council's direction as noted above, projects were reviewed for readiness, dependencies, capacity to deliver and historical spending with cash flow funding being adjusted for many projects, including some being deferred or cancelled, to better align with expected delivery of projects while establishing the 2016 - 2025 City Clerk's Office Capital Plan.
- Historical trends for the City Clerk's Office indicate an average spending rate of 63% of its Approved Capital Budgets over the past 5 years.
- The following table illustrates the City Clerk's Office rate of spending from 2011 to 2015:

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



Category	2011			2012			2013			2014			2015 Projected*			Spending Rate 5 Year Avg. %
	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Actual	Spending Rate %	Approved Budget	Proj'd Actual	Spending Rate %	
Health & Safety	462,000	213,972	46.3%	556,000	463,695	83.4%	708,171	477,484	67.4%	225,681	122,993	54.5%				65.5%
Legislated	3,132,863	1,851,818	59.1%	3,827,491	1,933,152	50.5%	5,643,432	3,349,667	59.4%	5,227,977	4,119,293	78.8%	3,732,233	2,370,283	63.5%	63.2%
SOG	1,472,096	859,465	58.4%	817,293	766,169	93.7%	107,597	106,477	99.0%	796,388	764,870	96.0%	1,120,914	219,197	19.6%	63.0%
Growth Related																
Total	5,066,959	2,925,255	57.7%	5,200,784	3,163,016	60.8%	6,459,200	3,933,628	60.9%	6,250,046	5,007,156	80.1%	4,853,147	2,589,480	53.4%	63.3%

*Based on the 2015 3rd quarter Capital Variance Report

- The moderately low spending rate is mainly attributable to the delays of the multi-year *Enterprise Document and Records Management Solution (EDRMS)* project, that is being implemented in conjunction with the Information & Technology and other City Divisions. The delays were due to:

- A longer than expected development time for the Request For Proposal (RFP) – the first RFP was executed using the "Champion" (partnership) model with City Clerk's Office, Revenue Services Division and I&T Division;
- A much longer posting of the call (at the request of the vendors);
- The subsequent complexity of evaluating the bids; and
- The extended process for the negotiation of the Contract and Statement of Work.
- In 2015, anticipated under spending continues for EDRMS. The project was re-set in March 2015 after previous vendor challenges. The project approach, scope, and project schedule have been redefined. A staff report was approved by Council in December 2015 to enter into agreement with the Province's Vendor of Record.

Replacement of the New Vote Counting Equipment

- On June 30, 2015, a report entitled "*Feasibility of Extending Use of Current Vote Counting Equipment and Technology*" <http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-81618.pdf> 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.
 - An analysis of a report is underway and a report will be forthcoming once changes to the Municipal Election Act are known.
 - Pending Council's decision in 2016, changes will be reflected prior to the 2017 Budget process.
- The 10-Year Capital Plan for City Clerk's Office includes:
 - Cash flow funding of \$3.565 million in 2016 and 2017 to retrofit the City's existing 1,850 tabulators for the 2018 and 2022 elections to enable the processing of ranking choice voting for the 2018 election and ensure these systems meet current and future technology standards compatible with City systems.
 - An estimate of \$16.200 million is included in the period 2023-2025 for the *New Voting Equipment* in time for the 2026 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.



Appendices

Appendix 1

2015 Performance

2015 Key Accomplishments

In 2015, the City Clerk's Office continued to provide tools that supported Toronto resident's interaction with their City government, facilitated greater operational efficiency and effectiveness and enhanced public trust and confidence in Toronto's government:

- ✓ Facilitated a more efficient, effective, timely and accurate administration and processing of the candidate contribution rebate program with the upgrade of the Contribution Rebate System, a key component of the Toronto Election Management System.
 - The automated and integrated contribution rebate system tracks, cross-references and performs audit checks on applications made by individuals who contribute to candidates in Toronto's municipal elections. It automated the rebate issuing process through its integration with SAP, the City's enterprise business application.
- ✓ Enhanced public engagement with full implementation and enhanced features of the Public Appointments Information System
 - Significantly expedited the ease, coordination and transparency of members of the public applying to sit on the boards of the City's agencies and corporations, and the administration of these applications and appointments
 - Improved accessibility (AODA/WCAG) for members of the public who use screen-reading technologies (i.e. JAWS, Browse Aloud etc.).
 - Introduction of a review screen which allows the applicant to review completed applications prior to submission, thus improving the quality of submitted applications.
 - Introduction of automatic confirmation e-mail notifications to applicants, eliminating the need for applicants calling to confirm receipt of application
 - Additional enhanced features improved operational efficiencies in the appointments process, and automated the manual process that generates the confidential package materials for nominating panel members.
 - From January 1 to October 31, 2015, the system processed 3016 applications for appointment to 214 board positions on City agencies and corporations.
- ✓ Enhanced public access to government decision-making with new features in the Toronto Meeting Management Information System (TMMIS), the core system which supports Council and Committee meetings.
 - Member deliberation in Council and Committee meetings is enhanced with the ability for staff to rapidly display or print multiple motions for member consideration and debate.
 - The public can now search for interested agenda items in multiple meetings easier with the ability to customize, search for and store their search criteria as "saved searches".
 - Introduction of features which support web streaming for Council and Committee meetings.

- Accessibility improvements to the displayed information in City Council and Committee meetings proving high-contrast highlighting of a portion of the motion, and additional updates to Meeting Monitor colour-contrast increasing readability of agenda item information.
 - Improved Open Data sets where the public, media and staff can download datasets for all members in a single step, instead of having to generate individual data sets on a per member basis.
 - In 2015, the Toronto Meeting Management Information System (TMMIS) supported 421 meetings, 1,159 meeting hours, and 6,500 agenda items.
- ✓ Improved efficiency and effectiveness of public participation in government decision-making on local matters with the full launch of a new on-line polling management system.
- The automated and streamlined system facilitates gathering public opinion on neighbourhood initiatives such as front yard parking and formation of business improvement areas through the internet. Polls are often a required step in the process where staff report to community council on certain recommendations related to these local matters.
 - The time required to conduct a poll is sharply reduced. As well, at any given time, the public, City staff and Members of Council can review the number of polls that is being conducted, and the results of past polls. The availability of up-to-date online information on all polling activities greatly improve the openness and transparency of the City's decision making process.
- ✓ Through the deployment of a new Forms Inventory Tool, the public can now easily access a range of public services through an online catalogue of AODA-compliant and easy to use forms and supporting documents.
- The tool also facilities City divisions to easily submit their business forms for approval by the City Clerk's Office Forms Management Program in compliance with provincial privacy and accessibility legislation as well as City standards.
 - The availability of consistent and consistent, accessible forms enhanced the City's customer service to the public, enables better information management within divisions, and enforces the City's open government strategic direction.

2015 Financial Performance

Table 9
2015 Budget Variance Analysis (In \$000's)

2015 Approved	As of Sept. 30, 2015		Projected Actuals at Year End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
4,853	1,397	28.8%	2,589	53.4%	2,264	46.6%

* Based on 2015 Third Quarter Capital Variance Report

2015 Experience

At its meeting on December 9, 2015, Council approved the 2015 Capital Variance Report for the nine months ended September 30, 2015. Please refer to the attached link for the staff report regarding the details of variance explanations and year-end projections for the City Clerk's Office:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.28>

Impact of the 2015 Capital Variance on the 2016 Budget

- As a result of capital project delays, as described in the 2015 Q3 Capital Variance Report, funding of \$1.629 million is being carried forward to the 2016 Capital Budget to continue the capital work.
- A detailed review of the 2016 – 2025 Capital Budget and Plan has been conducted and the necessary adjustments have been made to the timing of cash flow funding for unique and significant capital projects such as Infrastructure to Support Council/Committee Meetings and the Enterprise Document and Record Management Solution (EDRMS) which are the major contributors to annual under expenditures. By adjusting the cash flow funding to future years, based on actual project progress and timelines, the 2016 Capital Budget will lead to a higher rate of spending.

Appendix 2

Table 10
2016 Capital Budget; 2017 to 2025 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2016	2017	2018	2019	2020	2016 - 2020	2021	2022	2023	2024	2025	2016 - 2025 Total
Health & Safety:														
Mail Security & Mail Room Upgrades	185							-				185		185
City Clerk's Office Health & Safety Remediation	837							-				258	579	837
Sub-Total	1,022	-	-	-	-	-	-	-	-	-	-	443	579	1,022
Legislated:														
Toronto Election Management System (TEMS)		122	1,800	1,475	1,500	420	1,375	6,692	1,525	525	425	200	500	9,867
Voting Equipment Upgrade	3,715		1,682	1,883				3,565						3,565
TMMIS SOGR	1,230					300	305	605	310	315				1,230
Information Management Infrastructure	14,537	623	1,243	3,405	1,260	900	1,500	8,931	1,053	444	350			10,778
City Clerk's Office Business Systems	1,619		102	105	335	110	110	762	112	114	120	125	386	1,619
Council Business Systems	1,244		115	115	120	120	125	595	125	127	130	132	135	1,244
Public Appointments Information System	500							-			500			500
Council Transition Requirements	2,610			100	1,000	300		1,400		200	300			1,900
Council Transition System Changes	710	81						81						81
Replacement of New Voting Equipment	16,200							-			200	13,000	3,000	16,200
Sub-Total	42,366	826	4,942	7,083	4,215	2,150	3,415	22,631	3,125	1,725	2,025	13,457	4,021	46,984
State of Good Repair:														
Archives Strategic Plan Implementation	2,374	310	875	50	60	20	80	1,395	50					1,445
Archives Strategic Plan Implementation SOGR	1,710							-		475	675	300		1,450
Wedding Chambers Renovation	500							-	500					500
Printing Equipment Replacement Plan	1,400		100		125	1,175		1,400						1,400
Infrastructure to Support Council/Committee Meetings	2,585	493			600			1,093				500	500	2,093
IP Workflow Management System SOGR	1,200						400	400	400	400				1,200
Records Centre Tracking System	400				100		50	150	50	50				250
Sub-Total	10,169	803	975	50	885	1,195	530	4,438	1,000	925	675	800	500	8,338
Total	53,557	1,629	5,917	7,133	5,100	3,345	3,945	27,069	4,125	2,650	2,700	14,700	5,100	56,344

Appendix 3

2016 Capital Budget; 2017 to 2025 Capital Plan

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											
						2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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 System (TEMS)																									
1	3	Toronto Election Management Sys for 2018 Election	CW	S2	02	1,422	1,450	750	420	0	4,042	0	4,042	0	0	0	0	4,042	0	0	0	0	0	4,042	
1	4	Toronto Election Mgt Sys for 2022 Election	CW	S6	02	0	0	0	0	1,375	1,375	2,475	3,850	0	0	0	0	3,850	0	0	0	0	0	3,850	
1	7	Toronto Election Management Sys for 2026 Election	CW	S6	02	0	0	0	0	0	0	700	700	0	0	0	0	700	0	0	0	0	0	700	
1	8	TO Election Mgmt Sys-2018 Election Chg in CF 2016	CW	S3	02	500	25	750	0	0	1,275	0	1,275	0	0	0	0	1,275	0	0	0	0	0	1,275	
Sub-total						1,922	1,475	1,500	420	1,375	6,692	3,175	9,867	0	0	0	0	9,867	0	0	0	0	0	9,867	
CLK906878 Archives Strategic Plan Implementation																									
1	3	Archives Equipment Upgrade	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	60	0	0	0	0	0	0	60	
1	7	Archives Facility	CW	S2	03	856	250	0	0	0	1,106	0	1,106	0	0	0	0	0	310	0	796	0	0	1,106	
1	9	Archives Equipment Upgrade - 2017-2023 SOGR	CW	S6	03	0	50	60	20	80	210	50	260	0	0	0	260	0	0	0	0	0	0	260	
1	12	Archives Facility - Chg in CF 2016	CW	S3	03	254	-250	0	0	0	4	0	4	0	0	0	0	0	0	0	4	0	0	4	
1	13	Archives Equipment Upgrade - Chg in CF 2016	CW	S3	03	15	0	0	0	0	15	0	15	0	0	0	15	0	0	0	0	0	0	15	
Sub-total						1,185	50	60	20	80	1,395	50	1,445	0	0	0	335	0	0	310	0	800	0	1,445	
CLK906880 Voting Equipment Upgrade																									
1	1	Voting Equipment Upgrade 2015	CW	S2	02	14,980	480	0	0	0	15,460	0	15,460	0	0	0	0	0	0	0	15,460	0	0	15,460	
1	2	Voting Equipment Upgrade - Chg in Scope & CF 2016	CW	S3	02	-13,298	1,403	0	0	0	-11,895	0	-11,895	0	0	0	0	0	0	0	-11,895	0	0	-11,895	
Sub-total						1,682	1,883	0	0	0	3,565	0	3,565	0	0	0	0	0	0	0	0	3,565	0	0	3,565
CLK907142 Wedding Chambers Renovations																									
1	2	Wedding Chambers Renovation SOGR 2021	CW	S6	03	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	500	0	0	500	
Sub-total						0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	0	0	500
CLK907146 Printing Equipment Replacement Plan 2014-2019																									
1	6	Printing Equipment Upgrade/Replacement 2016	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
1	10	Printing Equipment Upgrade/Replacement 2018-2019	CW	S6	03	0	0	125	1,175	0	1,300	0	1,300	0	0	0	1,300	0	0	0	0	0	0	1,300	
Sub-total						100	0	125	1,175	0	1,400	0	1,400	0	0	0	1,400	0	0	0	0	0	0	1,400	
CLK907350 TMMIS SOGR																									

CITY OF TORONTO

Gross Expenditures (\$000's)
Appendix 3

City Clerk's Office						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
Sub-Project No.	Project Name	Ward	Stat.	Cat.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>CLK907350 TMMIS SOGR</u>																									
1	2	TMMIS SOGR 2019	CW	S6	02	0	0	0	300	305	605	625	1,230	0	0	0	0	0	0	0	0	1,230	0	1,230	
Sub-total						0	0	0	300	305	605	625	1,230	0	0	0	0	0	0	0	0	0	1,230	0	1,230
<u>CLK907352 Infra. to support Council/Committee Meetings</u>																									
1	2	Infra. to support Council/Committee Meetings	CW	S2	03	793	300	0	0	0	1,093	0	1,093	0	0	0	0	0	0	0	0	1,093	0	1,093	
1	4	Infra. to support Council/Committee Meetings -SOG	CW	S6	03	0	0	0	0	0	0	1,000	1,000	0	0	0	0	0	0	0	0	1,000	0	1,000	
1	5	Infras to Support Council/Ctte Mtg -Chg in CF 2016	CW	S3	03	-300	-300	600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sub-total						493	0	600	0	0	1,093	1,000	2,093	0	0	0	0	0	0	0	0	0	2,093	0	2,093
<u>CLK907361 Alternate Voting</u>																									
1	1	Alternate Voting	CW	S2	02	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	0	0	100	
1	8	Alternate Voting - Change in CF 2016	CW	S3	02	-100	0	0	0	0	-100	0	-100	0	0	0	0	-100	0	0	0	0	0	-100	
Sub-total						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>CLK907368 Information Management Infrastructure</u>																									
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02	1,199	400	0	0	0	1,599	0	1,599	0	0	0	0	0	0	0	0	1,599	0	1,599	
1	16	Open Information	CW	S2	02	99	0	0	0	0	99	0	99	0	0	0	0	0	0	0	0	99	0	99	
1	23	EDRMS Phase 2 (2019)	CW	S6	02	0	0	0	500	1,000	1,500	1,847	3,347	0	0	0	0	0	0	0	0	3,347	0	3,347	
1	24	Open Info Phase 2	CW	S4	02	863	1,580	1,260	400	500	4,603	0	4,603	0	0	0	0	0	0	0	0	4,603	0	4,603	
1	25	EDRMS Change in Scope & CF 2016	CW	S3	02	-295	1,425	0	0	0	1,130	0	1,130	0	0	0	0	0	0	0	0	1,130	0	1,130	
Sub-total						1,866	3,405	1,260	900	1,500	8,931	1,847	10,778	0	0	0	0	0	0	0	0	0	10,778	0	10,778
<u>CLK907372 Council Transition System Changes</u>																									
1	2	Council Transition System Changes 2014	CW	S2	02	81	0	0	0	0	81	0	81	0	0	0	0	0	0	0	0	81	0	81	
Sub-total						81	0	0	0	0	81	0	81	0	0	0	0	0	0	0	0	0	81	0	81
<u>CLK907376 IP Workflow Management System SOGR</u>																									
1	2	Information Workflow Mgt. System SOGR	CW	S6	03	0	0	0	0	400	400	800	1,200	0	0	0	0	0	0	0	0	1,200	0	1,200	
Sub-total						0	0	0	0	400	400	800	1,200	0	0	0	0	0	0	0	0	0	1,200	0	1,200
<u>CLK907415 Mail Security and Mail Room Upgrades</u>																									

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						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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>CLK908194 Public Appointments Information System</u>																									
0	1	Public Appointments SOGR	CW	S6	02	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	0	500	0	500
<u>CLK908195 Council Transition Requirements</u>																									
0	1	Council Transition Requirements 2017	CW	S6	02	0	100	1,000	300	0	1,400	0	1,400	0	0	0	0	0	0	0	0	1,400	0	1,400	
0	2	Council Transition Requirements 2022	CW	S6	02	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						0	100	1,000	300	0	1,400	500	1,900	0	0	0	0	0	0	0	0	0	1,900	0	1,900
<u>CLK908197 Replacement of New Voting Equipment</u>																									
0	1	Replacement of Voting Equipment 2023	CW	S6	02	0	0	0	0	0	0	16,200	16,200	0	0	0	0	0	0	0	0	16,200	0	16,200	
Sub-total						0	0	0	0	0	0	16,200	16,200	0	0	0	0	0	0	0	0	0	16,200	0	16,200
Total Program Expenditure						7,546	7,133	5,100	3,345	3,945	27,069	29,275	56,344	0	0	0	2,135	9,867	0	310	0	44,032	0	56,344	

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						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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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.)				175	50	285	1,195	130	1,835	300	2,135	0	0	0	2,135	0	0	0	0	0	0	2,135
		Reserve Funds (Ind."XR" Ref.)				1,922	1,475	1,500	420	1,375	6,692	3,175	9,867	0	0	0	0	9,867	0	0	0	0	0	9,867
		Other1 (Internal)				310	0	0	0	0	310	0	310	0	0	0	0	0	0	310	0	0	0	310
		Debt				5,139	5,608	3,315	1,730	2,440	18,232	25,800	44,032	0	0	0	0	0	0	0	0	44,032	0	44,032
Total Program Financing						7,546	7,133	5,100	3,345	3,945	27,069	29,275	56,344	0	0	0	2,135	9,867	0	310	0	44,032	0	56,344

Status Code	Description
S2	S2 Prior Year (With 2016 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2016 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 2017 & 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

2016 Cash Flow and Future Year Commitments

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)
Appendix 4

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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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 System (TEMS)																									
1	3	Toronto Election Management Sys for 2018 Election	CW	S2	02	1,422	1,450	750	420	0	4,042	0	4,042	0	0	0	0	4,042	0	0	0	0	0	4,042	
1	8	TO Election Mgmt Sys-2018 Election Chg in CF 2016	CW	S3	02	500	25	750	0	0	1,275	0	1,275	0	0	0	0	1,275	0	0	0	0	0	1,275	
Sub-total						1,922	1,475	1,500	420	0	5,317	0	5,317	0	0	0	0	5,317	0	0	0	0	0	5,317	
CLK906878 Archives Strategic Plan Implementation																									
1	3	Archives Equipment Upgrade	CW	S2	03	60	0	0	0	0	60	0	60	0	0	0	60	0	0	0	0	0	0	60	
1	7	Archives Facility	CW	S2	03	856	250	0	0	0	1,106	0	1,106	0	0	0	0	0	0	310	0	796	0	1,106	
1	12	Archives Facility - Chg in CF 2016	CW	S3	03	254	-250	0	0	0	4	0	4	0	0	0	0	0	0	0	0	4	0	4	
1	13	Archives Equipment Upgrade - Chg in CF 2016	CW	S3	03	15	0	0	0	0	15	0	15	0	0	0	15	0	0	0	0	0	0	15	
Sub-total						1,185	0	0	0	0	1,185	0	1,185	0	0	0	75	0	0	310	0	800	0	1,185	
CLK906880 Voting Equipment Upgrade																									
1	1	Voting Equipment Upgrade 2015	CW	S2	02	14,980	480	0	0	0	15,460	0	15,460	0	0	0	0	0	0	0	0	15,460	0	15,460	
1	2	Voting Equipment Upgrade - Chg in Scope & CF 2016	CW	S3	02	-13,298	1,403	0	0	0	-11,895	0	-11,895	0	0	0	0	0	0	0	0	-11,895	0	-11,895	
Sub-total						1,682	1,883	0	0	0	3,565	0	3,565	0	0	0	0	0	0	0	0	0	3,565	0	3,565
CLK907146 Printing Equipment Replacement Plan 2014-2015																									
1	6	Printing Equipment Upgrade/Replacement 2016	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	100	
Sub-total						100	0	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	0	0	100
CLK907352 Infra. to support Council/Committee Meetings																									
1	2	Infra. to support Council/Committee Meetings	CW	S2	03	793	300	0	0	0	1,093	0	1,093	0	0	0	0	0	0	0	0	1,093	0	1,093	
1	5	Infras to Support Council/Ctte Mtg -Chg in CF 2016	CW	S3	03	-300	-300	600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Sub-total						493	0	600	0	0	1,093	0	1,093	0	0	0	0	0	0	0	0	0	1,093	0	1,093
CLK907361 Alternate Voting																									
1	1	Alternate Voting	CW	S2	02	100	0	0	0	0	100	0	100	0	0	0	0	100	0	0	0	0	0	100	
1	8	Alternate Voting - Change in CF 2016	CW	S3	02	-100	0	0	0	0	-100	0	-100	0	0	0	0	-100	0	0	0	0	0	-100	
Sub-total						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CLK907368 Information Management Infrastructure																									
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02	1,199	400	0	0	0	1,599	0	1,599	0	0	0	0	0	0	0	0	1,599	0	1,599	

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)
Appendix 4**

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.	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>CLK907368 Information Management Infrastructure</u>																									
1	16	Open Information	CW	S2	02	99	0	0	0	0	99	0	99	0	0	0	0	0	0	0	0	99	0	99	
1	24	Open Info Phase 2	CW	S4	02	863	1,580	1,260	400	500	4,603	0	4,603	0	0	0	0	0	0	0	0	4,603	0	4,603	
1	25	EDRMS Change in Scope & CF 2016	CW	S3	02	-295	1,425	0	0	0	1,130	0	1,130	0	0	0	0	0	0	0	0	1,130	0	1,130	
Sub-total						1,866	3,405	1,260	400	500	7,431	0	7,431	0	0	0	0	0	0	0	0	7,431	0	7,431	
<u>CLK907372 Council Transition System Changes</u>																									
1	2	Council Transition System Changes 2014	CW	S2	02	81	0	0	0	0	81	0	81	0	0	0	0	0	0	0	0	81	0	81	
Sub-total						81	0	0	0	0	81	0	81	0	0	0	0	0	0	0	0	0	81	0	81
<u>CLK908183 City Clerk's Office Business Systems</u>																									
1	1	City Clerk's Off Business Systems 2016-2018	CW	S4	02	102	105	335	0	0	542	0	542	0	0	0	0	0	0	0	0	542	0	542	
Sub-total						102	105	335	0	0	542	0	542	0	0	0	0	0	0	0	0	0	542	0	542
<u>CLK908191 Council Business Systems</u>																									
1	1	Council Business Systems 2016-2018	CW	S4	02	115	115	120	0	0	350	0	350	0	0	0	0	0	0	0	0	350	0	350	
Sub-total						115	115	120	0	0	350	0	350	0	0	0	0	0	0	0	0	0	350	0	350
Total Program Expenditure						7,546	6,983	3,815	820	500	19,664	0	19,664	0	0	0	175	5,317	0	310	0	13,862	0	19,664	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4

City Clerk's Office						Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By											
<u>Sub-Priority</u>	<u>Project No. SubProj No.</u>	<u>Project Name Sub-project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>	2016	2017	2018	2019	2020	Total 2016-2020	Total 2021-2025	Total 2016-2025	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.)				175	0	0	0	0	175	0	175	0	0	0	175	0	0	0	0	0	0	175
		Reserve Funds (Ind."XR" Ref.)				1,922	1,475	1,500	420	0	5,317	0	5,317	0	0	0	0	5,317	0	0	0	0	0	5,317
		Other1 (Internal)				310	0	0	0	0	310	0	310	0	0	0	0	0	0	310	0	0	0	310
		Debt				5,139	5,508	2,315	400	500	13,862	0	13,862	0	0	0	0	0	0	0	0	13,862	0	13,862
Total Program Financing						7,546	6,983	3,815	820	500	19,664	0	19,664	0	0	0	175	5,317	0	310	0	13,862	0	19,664

- Status CodeDescription
- S2S2 Prior Year (With 2016 and/or Future Year Cashflow)
- S3S3 Prior Year - Change of Scope 2016 and/or Future Year Cost\Cashflow)
- S4S4 New - Stand-Alone Project (Current Year Only)
- S5S5 New (On-going or Phased Projects)

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

Appendix 5

2016 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

Project/Financing			Start Date	Completion Date	2016 Cash Flow	Financing									
Priority	Project	Project Name				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 System (TEMS)													
1	3	Toronto Election Management Sys for 2018 Election	01/01/2015	12/31/2019	1,422	0	0	0	0	1,422	0	0	0	0	0
1	8	TO Election Mgmt Sys-2018 Election Chg in CF 2016	01/01/2015	12/31/2019	500	0	0	0	0	500	0	0	0	0	0
		Project Sub-total:			1,922	0	0	0	0	1,922	0	0	0	0	0
0	CLK907352	Infra. to support Council/Committee Meetings													
1	2	Infra. to support Council/Committee Meetings	01/01/2014	12/31/2017	793	0	0	0	0	0	0	0	0	793	0
1	5	Infras to Support Council/Ctte Mtg -Chg in CF 2016	01/01/2016	12/31/2018	-300	0	0	0	0	0	0	0	0	-300	0
		Project Sub-total:			493	0	0	0	0	0	0	0	0	493	0
0	CLK907372	Council Transition System Changes													
1	2	Council Transition System Changes 2014	01/01/2014	12/31/2016	81	0	0	0	0	0	0	0	0	81	0
		Project Sub-total:			81	0	0	0	0	0	0	0	0	81	0
0	CLK908183	City Clerk's Office Business Systems													
1	1	City Clerk`s Off Business Systems 2016-2018	01/01/2016	12/31/2018	102	0	0	0	0	0	0	0	0	102	0
		Project Sub-total:			102	0	0	0	0	0	0	0	0	102	0
0	CLK908191	Council Business Systems													
1	1	Council Business Systems 2016-2018	01/01/2016	12/31/2018	115	0	0	0	0	0	0	0	0	115	0
		Project Sub-total:			115	0	0	0	0	0	0	0	0	115	0
1	CLK906878	Archives Strategic Plan Implementation													
1	3	Archives Equipment Upgrade	01/01/2011	12/31/2016	60	0	0	0	60	0	0	0	0	0	0
1	7	Archives Facility	01/01/2015	12/31/2016	856	0	0	0	0	0	0	310	0	546	0
1	12	Archives Facility - Chg in CF 2016	01/01/2015	12/31/2016	254	0	0	0	0	0	0	0	0	254	0
1	13	Archives Equipment Upgrade - Chg in CF 2016	01/01/2011	12/31/2016	15	0	0	0	15	0	0	0	0	0	0
		Project Sub-total:			1,185	0	0	0	75	0	0	310	0	800	0
1	CLK906880	Voting Equipment Upgrade													
1	1	Voting Equipment Upgrade 2015	10/01/2015	12/31/2017	14,980	0	0	0	0	0	0	0	0	14,980	0
1	2	Voting Equipment Upgrade - Chg in Scope & CF 2016	01/01/2016	12/31/2017	-13,298	0	0	0	0	0	0	0	0	-13,298	0
		Project Sub-total:			1,682	0	0	0	0	0	0	0	0	1,682	0
1	CLK907146	Printing Equipment Replacement Plan 2014-2019													
1	6	Printing Equipment Upgrade/Replacement 2016	01/01/2016	12/31/2016	100	0	0	0	100	0	0	0	0	0	0
		Project Sub-total:			100	0	0	0	100	0	0	0	0	0	0
1	CLK907361	Alternate Voting													
1	1	Alternate Voting	01/01/2011	12/31/2014	100	0	0	0	0	100	0	0	0	0	0

(Phase 2) 22-City Clerk's Office

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO

Appendix 5

City Clerk's Office

Sub-Project Summary

Project/Financing

Priority Project Project Name

Project/Financing					2016	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 <u>CLK907361</u> <u>Alternate Voting</u>															
1		8 Alternate Voting - Change in CF 2016	01/01/2016	12/31/2016	-100	0	0	0	0	-100	0	0	0	0	0
Project Sub-total:					0	0	0	0	0	0	0	0	0	0	0
1 <u>CLK907368</u> <u>Information Management Infrastructure</u>															
1		12 Enterprise Doc & Rec Mgt Solution (EDRMS)	05/05/2011	05/05/2011	1,199	0	0	0	0	0	0	0	0	1,199	0
1		16 Open Information	01/01/2013	12/31/2017	99	0	0	0	0	0	0	0	0	99	0
1		24 Open Info Phase 2	01/01/2016	12/31/2021	863	0	0	0	0	0	0	0	0	863	0
1		25 EDRMS Change in Scope & CF 2016	01/01/2016	12/31/2017	-295	0	0	0	0	0	0	0	0	-295	0
Project Sub-total:					1,866	0	0	0	0	0	0	0	0	1,866	0
Program Total:					7,546	0	0	0	175	1,922	0	310	0	5,139	0

Status Code Description

S2 S2 Prior Year (With 2016 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2016 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, 2015	Contributions / (Withdrawals)										
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total Contributions / (Withdrawals)
Clerk's Equipment Reserve (XQ1507)	Beginning Balance	679	887	976	1,191	1,170	240	375	539	679	868	1,133	
	Withdrawals (-)	(57)	(175)	(50)	(285)	(1,195)	(130)	(100)	(125)	(75)			(2,135)
	Total Withdrawals		(175)	(50)	(285)	(1,195)	(130)	(100)	(125)	(75)	-	-	(2,135)
	Contributions (+)	265	265	265	265	265	265	265	265	265	265	265	2,646
													-
	Total Contributions		265	265	265	265	265	265	265	265	265	265	2,646
Total Reserve Fund Balance at Year-End		887	976	1,191	1,170	240	375	539	679	868	1,133	1,398	

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2015	Contributions / (Withdrawals)										
			2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total Contributions / (Withdrawals)
Clerk's Election Reserve Fund (XR1017)	Beginning Balance	6,753	7,753	8,593	10,101	(990)	(1,115)	483	1,957	(5,388)	(6,252)	(3,442)	
	Withdrawals (-)	(8,000)	(8,360)	(7,692)	(20,291)	(9,325)	(7,602)	(7,726)	(16,545)	(10,064)	(6,390)	(7,033)	(101,028)
	Total Withdrawals		(8,360)	(7,692)	(20,291)	(9,325)	(7,602)	(7,726)	(16,545)	(10,064)	(6,390)	(7,033)	(101,028)
	Contributions (+)	9,000	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	92,000
													-
	Total Contributions		9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	9,200	92,000
Total Reserve Fund Balance at Year-End		7,753	8,593	10,101	(990)	(1,115)	483	1,957	(5,388)	(6,252)	(3,442)	(1,275)	(9,028)