

# Toronto 2017 BUDGET



## CAPITAL PROGRAM SUMMARY



## City Clerk's Office

### 2017 – 2026 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 \$80.920 million providing the tools, systems and resources required to support their mission, strategic priorities and the delivery of core services.

The 2017-2026 Capital Plan provides funding of \$52.604 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.

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### Overview

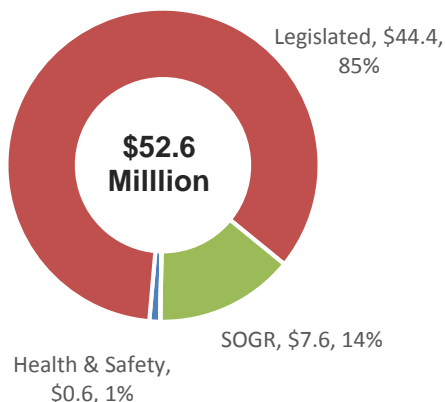
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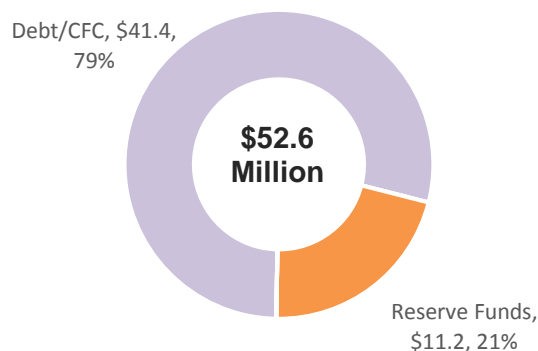
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## Capital Spending and Financing

### 2017-2026 Capital Budget and Plan By Project Category



### By Funding Source



### Where the money goes:

The 2017–2026 Capital Budget and Plan totalling \$52.604 million provides funding for:

- Legislated projects of \$44.444 million, such as the implementation of the New Vote Counting System (\$18.083 million) and the Toronto Election Management Information System (\$8.827 million).
- State of Good Repair (SOGR) projects of \$7.570 million includes the Infrastructure to Support Council Meeting Proceedings project (\$1.890 million).
- Health & Safety projects of \$0.590 million to fund the City Clerk's Office Health & Safety Remediation SOGR project (\$0.400 million).

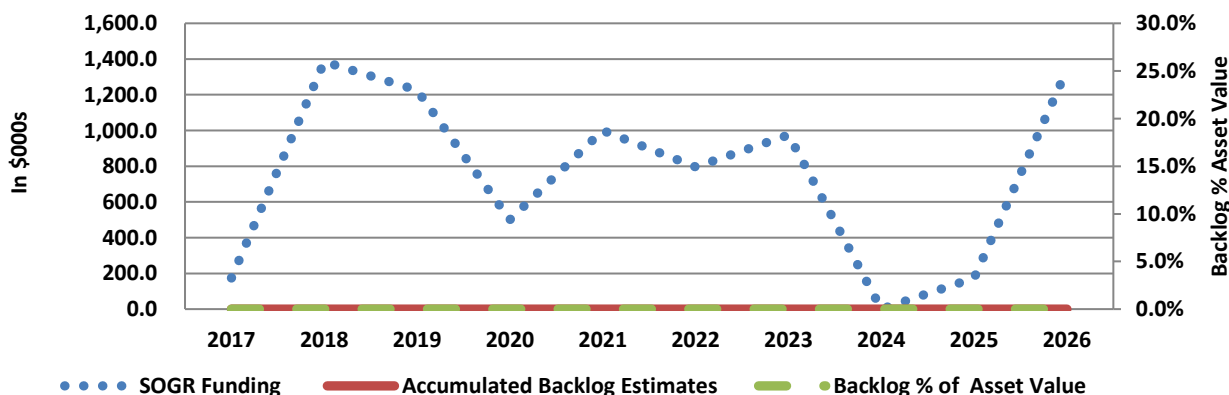
### Where the money comes from:

The 10-Year Capital Plan is funded by 2 major sources, Debt and Reserves/Reserve Funds:

- Debt funding of \$41.393 million comprises 78.7% of the City Clerk's Office 10-year capital funding.
- Reserves/Reserve Funds of \$11.211 million comprises 21.3% of the 10-year capital funding.
  - The Election 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 \$7.570 million for State of Good Repair. City Clerk's Office has no backlog of SOGR work as the Capital Plan funds the work on a scheduled basis.



### Our Key Issues & Priority Actions

- New **Municipal Elections Act** has significant and far-reaching changes for candidates, voters, municipal councils and election administrators. It will impact significantly election capital projects.
  - ✓ Need to understand, respond to and implement the significant changes to the *Municipal Elections Act* resulting from Bill 181, Municipal Elections Modernization Act and Bill 68, Modernizing Ontario's Municipal Legislation Act, 2016. The City Clerk has reported to Executive Committee on December 1, 2016 to update City Council on these changes. City Council will consider the Executive Committee recommendations to adopt these changes at its meeting on December 13 and 14, 2016.
  - ✓ The 2017-2026 Capital Plan is based on current information and will need to be reviewed against legislative changes, Council directions, alternative voting strategies and the recent Council decision approving a ward boundary structure based on 47 wards.

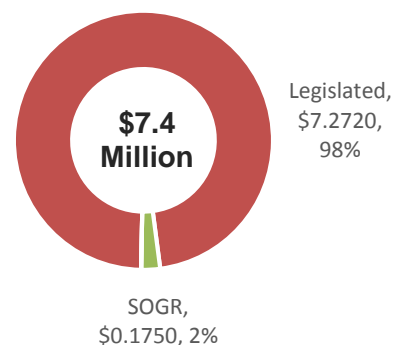
### 2017 Capital Budget Highlights

The 2017 Capital Budget for the City Clerk's Office of \$7.447 million, excluding carry forward funding, will:

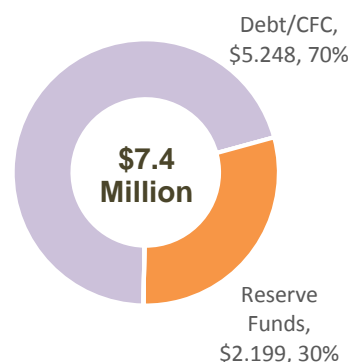
- Deliver and upgrade the current tabulators for the Voting *Equipment Upgrade* project (\$1.883 million), for use in the 2018 and 2022 Municipal Elections.
- Continue the *Toronto Election Management Information System* project (\$1.775 million), a multi-module system that supports all aspects of the municipal election.
- Continue with the *Information Management Infrastructure* project (\$2.210 million).
- Continue the *City Clerk's Office Business System* project (\$1.100 million), to upgrade or enhance various applications to reflect updated technology industry standards and the requirements of the City Clerk's Office.



### 2017 Capital Budget By Project Category



### By Funding Source



## Council Approved Budget

City Council approved the following recommendations:

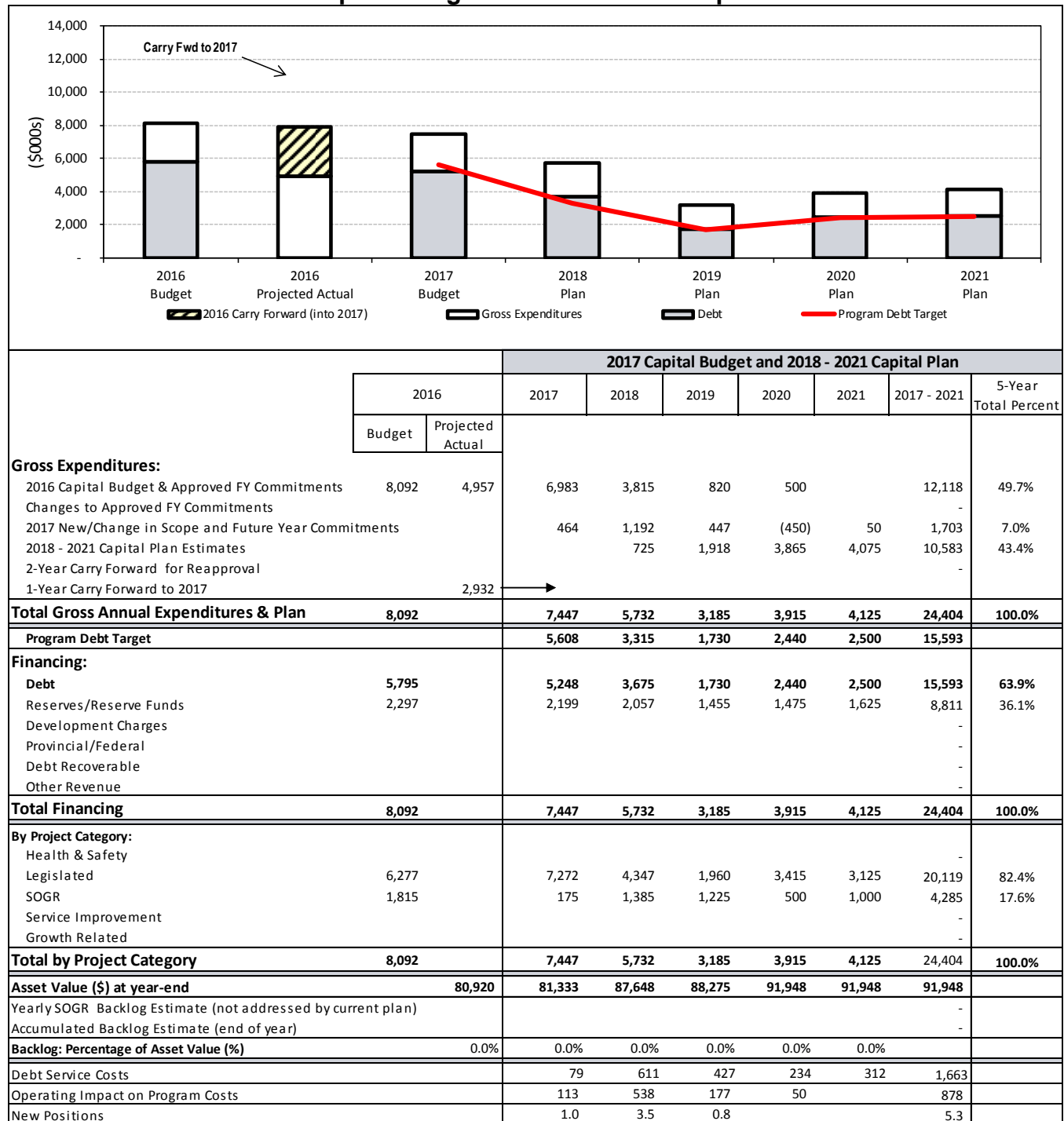
1. City Council approve the 2017 Capital Budget for City Clerk's Office with a total project cost of \$1.703 million, and 2017 cash flow of \$10.379 million and future year commitments of \$6.375 million comprised of the following:
  - a) New Cash Flow Funds for:
    - i. 8 new / change in scope sub-projects with a 2017 total project cost of \$1.703 million that requires cash flow of \$0.464 million in 2017 and future year cash flow commitments of \$1.192 million for 2018; \$0.447 million for 2019; decrease of \$0.450 million for 2020; and \$0.050 million for 2021;
    - ii. 7 previously approved sub-projects with a 2017 cash flow of \$6.983 million; and future year cash flow commitments of \$3.815 million for 2018; \$0.820 million for 2019; and \$0.500 million for 2020; and
  - b) 2016 approved cash flow for 5 previously approved sub-projects with carry forward funding from 2016 into 2017 totalling \$2.932 million.
2. City Council approve the 2018 - 2026 Capital Plan for the City Clerk's Office totalling \$38.783 million in project estimates, comprised of \$0.725 million for 2018; \$1.918 million for 2019; \$3.865 million for 2020; \$4.075 million for 2021; \$2.650 million for 2022; \$2.700 million for 2023; \$14.700 million for 2024; \$5.150 million for 2025 and \$3.000 million in 2026.
3. City Council consider the operating costs of \$0.113 million net in 2017; \$0.538 million net in 2018; \$0.177 million net in 2019; and \$0.050 million net in 2020 resulting from the approval of the 2017 Capital Budget for inclusion in the 2017 and future year operating budgets.
4. City Council approve 16.3 new temporary capital positions for the delivery of 2017 capital projects and that the duration for each temporary position not exceed the life and funding of its respective projects / sub-projects.



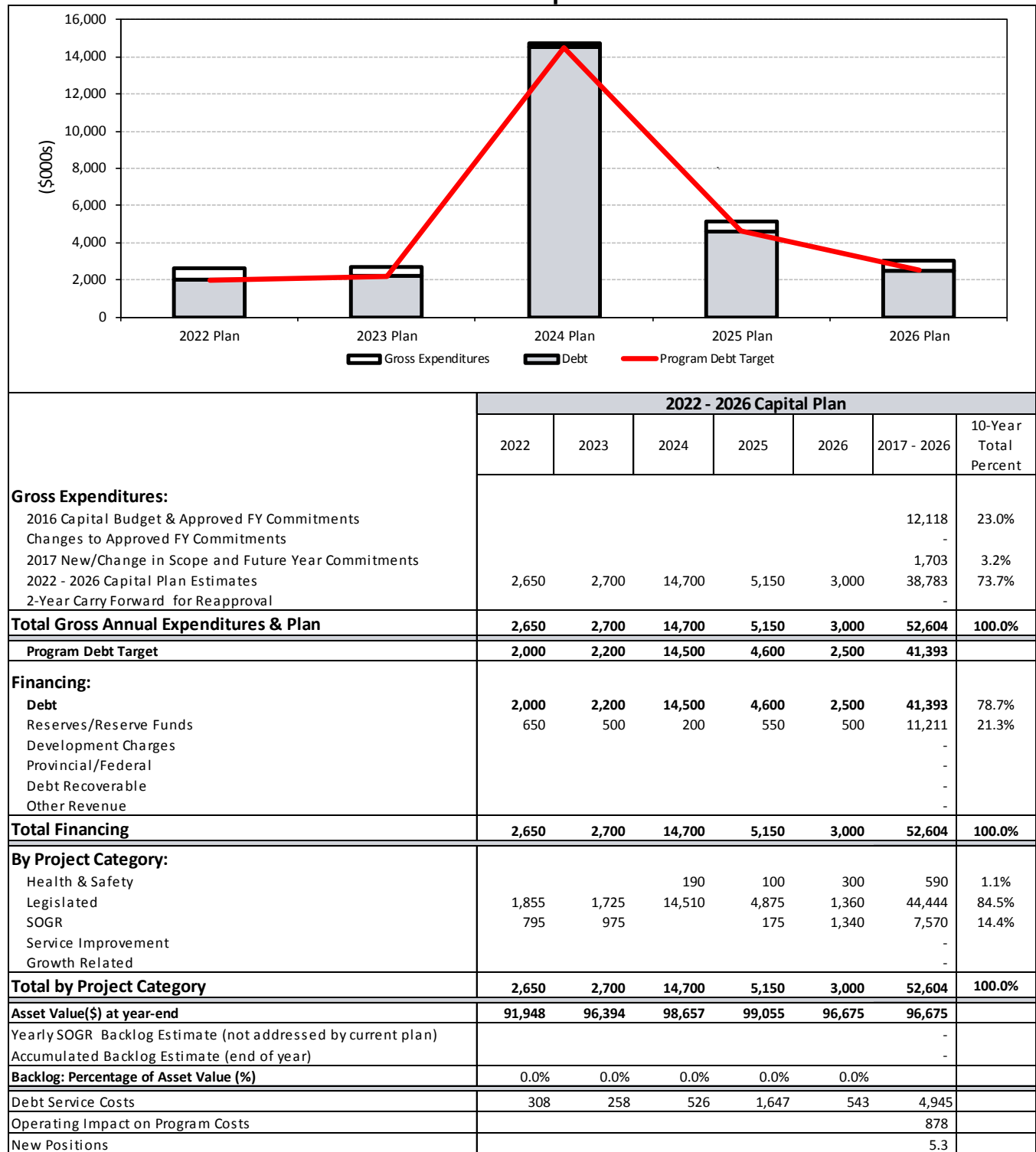
# Part 1:

## 10-Year Capital Plan

**Figure 1a**  
**10-Year Capital Plan**  
**2017 Capital Budget and 2018 - 2021 Capital Plan**



**Table 1b**  
**10-Year Capital Plan**  
**2022 - 2026 Capital Plan**



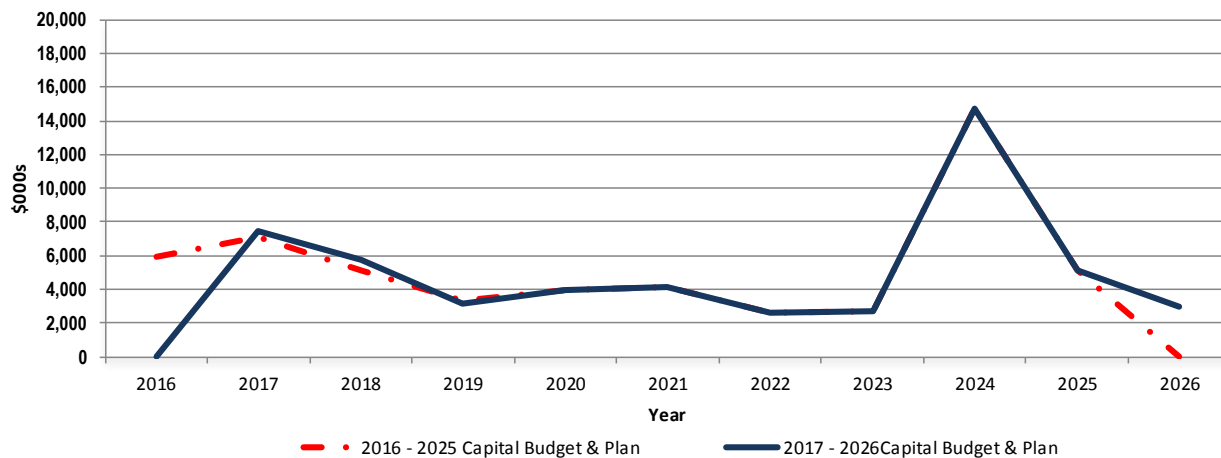


## Key Changes to the 2016 - 2025 Approved Capital Plan

The 2017 Capital Budget and the 2018 – 2026 Capital Plan reflects an increase of \$0.806 million in capital funding from the 2016 - 2025 Approved Capital Plan.

The chart and table below provide a breakdown of the \$0.806 million or 1.7% increase in the Capital Program on an annual basis from 2016 to 2026.

**Chart 1**  
**Changes to the 2016 - 2025 Approved Capital Plan (In \$000s)**



(\$000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	10-Year Total
2016 - 2025	5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100		54,715
2017 - 2026		7,447	5,732	3,185	3,915	4,125	2,650	2,700	14,700	5,150	3,000	52,604
Change %		4.4%	12.4%	(4.8%)	(0.8%)	0.0%	0.0%	0.0%	0.0%	1.0%		(3.9%)
Change \$		314	632	(160)	(30)	0	0	0	0	50		(2,111)

As reflected in Table 2 on the following page, changes to the 2016 – 2025 Approved Capital Plan, specifically the \$0.806 million increase in capital funding over the nine common years of the Capital Plans (2017 – 2025) arise from the reprioritization of the City Clerk's Office's capital projects. This Capital Plan may need to be adjusted, depending on Council's decision regarding election equipment.



A summary of project changes for the years 2017 to 2025 totalling \$0.806 million are provided in Table 2 below:

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

\$000s	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2017 - 2025 Total
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		48,798
2017 - 2026 Capital Budget & Plan		7,447	5,732	3,185	3,915	4,125	2,650	2,700	14,700	5,150	3,000	49,604
<b>Capital Budget &amp; Plan Changes (2017 - 2025)</b>		314	632	(160)	(30)	-	-	-	-	50		806

	Total Project Cost	2017	2018	2019	2020	2021	2022	2023	2024	2025	2017 - 2025	2026	Revised Total Project Cost
<b>Previously Approved</b>													
City Clerk's Office Business Systems	1,684	995	(318)	103	122	(112)	361	(120)	135	889	2,055	310	4,049
Information Management Infrastructure	13,330	(1,195)	158	(213)	(27)	227	(199)	(350)			(1,599)		11,731
Council Business Systems	1,404	89	(90)	95	(125)	(125)	(57)	380	668	(35)	800	250	2,454
Infrastructure to Support Council/Committee Meetings	2,585	125							(500)	(375)	(750)	1,040	2,875
City Clerk's Office Health & Safety Remediation	837								(258)	(479)	(737)	300	400
Toronto Election Management Info System (TEMIS)	10,145	300	272	(190)							382	500	11,027
Council Transition Requirements	1,900		110					40			150	300	2,350
IP Workflow Management System SOGR	1,200						(130)				(130)		1,070
Toronto Meeting Management Information System SOGR	1,230			15	30	10	25				80		1,310
Archives Strategic Plan Implementation SOGR	1,710			30	(30)			300	(300)	50	50		1,760
Mail Security and Mail Room Upgrades	185								5		5		190
Public Appointments Information System	500							(250)	250		-		500
<b>Total Previously Approved</b>	36,710	314	132	(160)	(30)	-	-	-	-	50	306	2,700	39,716
<b>New</b>													
Toronto Property System SOGR			500								500	300	800
<b>Total New</b>		-	500	-	-	-	-	-	-	-	500	300	800
<b>Total Changes</b>	36,710	314	632	(160)	(30)	-	-	-	-	50	806	3,000	40,516

### 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:

#### Project Cost Increases:

- The *City Clerk's Office Business Systems* project has been increased by \$2.055 million over the 10 year period as various applications need to be replaced 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 *Council Business System* project has increased by \$0.800 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. The project includes Council Staffing Management System, Councillor Electronic Expense Reporting System and various other applications.
- The *Toronto Election Management Information System (TEMIS)* requires a cash flow funding increase of \$0.382 million over the 10 year period to meet legislative requirements for the 2018 election. The upgrade will also meet corporate and industry standards and allow for added functionalities.

#### Project Cost Decreases:

- 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 procures and implements appropriate components to establish an enterprise technology solution to manage digital records from creation to destruction. The cash flow requirements have been reduced by \$0.409 million over the 10-year period to reflect business needs and reallocate to other projects in order to stay within debt targets.

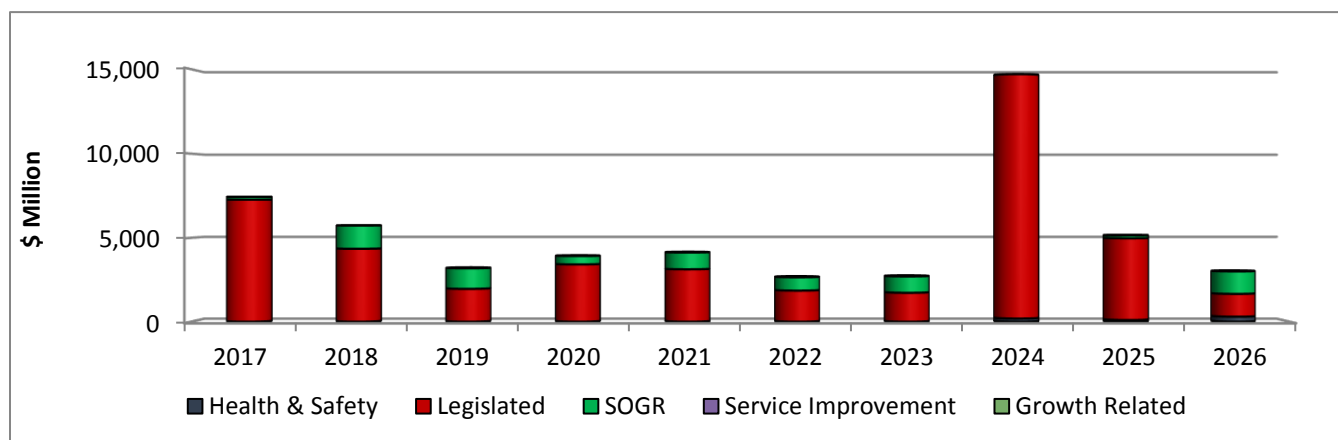
- The *Open Information* sub-project will procure and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as improve public access to City information. Cash flow funding has decreased by \$1.190 million over the 10-year period as the store and access information component is now integrated with EDRMS, therefore, no longer requiring cash flow funding in the *Open Information*.
- Future year estimates for the *Infrastructure to Support Council/Committee Meetings* is reduced by \$0.750 million over the 10 year period to reflect business requirements and reallocated to other projects such as City Clerk's Office and Council Business Systems projects.
- Future year estimates for the *City Clerk's Office Health and Safety Remediation* project is reduced by \$0.737 million over the 10 year period to offset pressures in other priority projects and stay within debt targets.

#### New Project:

- The *Toronto Property System (TPS) SOGR* project is a corporate system used by multiple divisions to verify property ownership and tenant information based on data provided by the Municipal Property Assessment Corporation (MPAC), and to create mailing lists for City business. Supported by I&T Division, the system requires new funding of \$0.500 million in 2018.
  - The current system, which is more than 15 years old, is not publicly accessible online, is not compliant with AODA, MFFIPA and Assessment Act requirements, which is impacting the City's ability to provide notices to the public including legislatively required notices.
  - This project will replace and upgrade the current system to allow the public and staff electronic access to assessment roll information, meet business and legislative requirements (e.g. public notices, AODA, certified documents for courts) and maintain the system in a state of good repair.

## 2017 – 2026 Capital Plan

**Chart 2**  
**2017 – 2026 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 \$52.604 million provides 84.5% funding for Legislated projects as priorities, 14.4% for State of Good Repair projects and Health & Safety projects represent the remaining 1.1% over the 10-year period.

- Health and Safety projects include the City Clerk's Office Health & Safety Remediation project and the Mail Security & Mail Room Upgrade project.

- The level of funding for Legislated projects is consistent with the City Clerk's responsibility to meet legislated requirements in election-related capital projects, Accessibility for Ontarians with Disabilities Act (AODA) and the Occupational Health and Safety Act.
- State of Good Repair projects comprised of the Infrastructure to Support Council Meeting Proceedings project, Archives Strategic Plan Implementation State of Good Repair, and Printing Equipment Replacement Pan.

The following table details, by category, the capital projects in the 2017 – 2026 Capital Budget and Plan for the City Clerk's Office:

**Table 3**  
**2017 - 2026 Capital Plan by Project Category (In \$000s)**

	Total App'd Cash Flows to Date*	2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2017 - 2026 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
City Clerk's Office Health & Safety Remediation - SOGR										100	300	400	400
Mail Security & Mail Room Upgrade									190			190	190
<b>Sub-Total</b>		-	-	-	-	-	-	-	190	100	300	590	590
<b>Legislated</b>													
Council Business Systems	510	204	30	215			70	510	800	100	250	2,179	2,454
City Clerk's Office Business Systems	607	1,100	17	213	232		475		260	1,275	310	3,882	4,049
Toronto Meeting Management Information System (TMMIS) - SOGR	-			315	335	320	340					1,310	1,310
Public Appointments - SOGR	-							250	250			500	500
Council Transition Requirements	-	100	1,110	300			200	340			300	2,350	2,350
Information Management Infrastructure:												-	-
- Enterprise Document & Record Management Solution (EDRMS)	4,889	1,765			1,473	1,280	245					4,763	7,827
- Open Information	5,094	445	1,418	687								2,550	3,904
- Forms Management												-	-
Toronto Election Management Info System (TEMIS)	5,595	1,775	1,772	230	1,375	1,525	525	425	200	500	500	8,827	11,027
Implementation of New Vote Counting System	3,714	1,883						200	13,000	3,000		18,083	19,915
<b>Sub-Total</b>	<b>20,410</b>	<b>7,272</b>	<b>4,347</b>	<b>1,960</b>	<b>3,415</b>	<b>3,125</b>	<b>1,855</b>	<b>1,725</b>	<b>14,510</b>	<b>4,875</b>	<b>1,360</b>	<b>44,444</b>	<b>53,336</b>
<b>State of Good Repair</b>													
Infrastructure to Support Council Meeting Proceedings	1,585	125	600							125	1,040	1,890	2,875
Wedding Chambers Renovations						500						500	500
Toronto Property System - SOGR			500								300	800	800
Archives Strategic Plan Implementation - SOGR		50	60	50	50	50	475	975		50		1,760	1,760
IP Workflow Management System - SOGR					400	400	270					1,070	1,070
Printing Equipment Replacement Plan	100		125	1,175								1,300	1,400
Records Centre Tracking System			100		50	50						250	250
<b>Sub-Total</b>	<b>1,685</b>	<b>175</b>	<b>1,385</b>	<b>1,225</b>	<b>500</b>	<b>1,000</b>	<b>795</b>	<b>975</b>	<b>-</b>	<b>175</b>	<b>1,340</b>	<b>7,570</b>	<b>8,655</b>
<b>Total Expenditures by Category (excluding carry forward)</b>	<b>22,095</b>	<b>7,447</b>	<b>5,732</b>	<b>3,185</b>	<b>3,915</b>	<b>4,125</b>	<b>2,650</b>	<b>2,700</b>	<b>14,700</b>	<b>5,150</b>	<b>3,000</b>	<b>52,604</b>	<b>62,581</b>

\*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)

## 2017 – 2026 Capital Projects

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

### Health and Safety

- Major Health and Safety projects include:
  - *City Clerk's Office Health & Safety Remediation (\$0.400 million)* – Funding is required to modify/renovate to City Clerk's Office work locations in order to meet health and safety standards and requirements.
  - *The Mail Security and Mail Room Upgrades (\$0.190 million)* – Funding will be used to replace x-ray machines in City Hall and Civic Centres and upgrades to the mail room to meet health and safety standards.

*Legislated*

- Major Legislated projects account for \$44.444 million or 84.5% of the total 10-Year Capital Plan.
  - *Voting Equipment Upgrade/Replacement (\$18.083 million)* – Cash flowing funding of \$1.883 million will be used to extend the life cycle of the existing 1,850 tabulators for the 2018 and 2022 elections, with the remaining \$16.200 million to replace the existing vote counting system for the 2026 municipal elections in order to ensure the integrity of the voting process and the accuracy of election results, and to reduce the risk of the corporation of equipment failure.
  - *Toronto Election Management Information System (TEMIS) (\$8.827 million)* – This is a multi-module system that supports all aspects of the municipal elections to ensure City Clerk's Office's readiness to administer open, fair and accessible elections at any time, in compliance with *the Municipal Elections Act*. Funding reflects the strategy of TEMIS being a continuous project for 10 years and work for each election separately identified as a sub-project through this period.
  - *The Information Management Infrastructure (\$7.313 million)* – This project supports the City Clerk's Office core service of Open Government 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 provides 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) (\$4.763 million)* – This multi-year sub-project is a joint effort with the Information & Technology Division and other City divisions to develop and implement an information management regime in the City of Toronto to manage records in all formats through their life cycle. This sub-project will enable Divisions to share reliable and current information and enable improved customer service and public access to City information. Project implementation is ongoing.
    - *Open Information (\$2.550 million)* – This sub-project will procure and implement solutions to support open, democratic decision-making processes and effective dialogue with the public as well as improve public access to City information, including:
      - Online submission and payment of FOI Requests (completed)
      - Digital Asset Library functional review
      - Enterprise repository to store an inventory of terms and nomenclature to describe City information and services and for staff to find and share information with the public and among themselves.
  - *City Clerk's Office Business Systems (\$3.882 million)* - Funding will be used to enhance various business systems, such as replacements / upgrades to the Registry Services Tracking System and the Toronto Gaming Information System.
  - *Council Transition Requirements (\$2.350 million)* – This project provides for the physical requirements to retrofit Councillor offices and related spaces including 2<sup>nd</sup> Floor at Toronto City Hall, to meet Councillor needs for each Council term. It also includes some budgetary provisions for reconfiguration required to accommodate increase in the number of Councillors as a result of the recent Council decision approving the change to the ward boundary structure from 44 to 47 for Council term of office starting in 2018.
  - *The Toronto Meeting Management Information System (TMMIS) SOGR (\$1.310 million)* – Funding will be required for state of good repair replacement of the system that supports all aspects of Council's decision-making and is the foundation of City Clerk's Office core service of Making Government Work.

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

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

- SOGR projects account for \$7.570 million or 14.4% of the total 10-Year Capital Plan.
  - *The Infrastructure to Support Council/Committee Meetings (\$1.890 million)* – This project reflects the directions of Government Management Committee and Council to promote greater public access to Committee meetings through web-streaming as well as system replacement/upgrades of the physical infrastructure required to support Council and Committee meetings.
  - *Archives Strategic Plan Implementation SOGR (\$1.760 million)* – As part of the mandate to preserve and make accessible its holdings to City staff and the public, the Archives has an active program of digitalization. Digitalization equipment will need to be upgraded and/or replaced in accordance with best practice in the IT and multimedia industry.
  - *Printing Equipment Replacement Plan (\$1.300 million)* – This project will provide funding for the replacement of printing equipment, such as paper cutters, printing press, 3-hole punchers and various bindery equipment, until 2019. This project is entirely funded from the Equipment Reserve, funded with annual contributions from the city Clerk's Office operating budget.
  - *The Information Production Workflow Management System SOGR (\$1.070 million)* – This project will fund the upgrade/replacement of the system which facilitates workflow for design, high-speed copying and printing requests.
  - *Toronto Property System SOGR (\$0.800 million)* – This is a corporate system used by multiple divisions to verify property ownership and tenant information based on data provided by the Municipal Property Assessment Corporation (MPAC), and to create mailing lists for City business.

## **2017 Capital Budget and Future Year Commitments**

Included as a sub-set of the 10-Year Capital Plan is the 2017 Capital Budget and Future Year Commitments, that consists of 2017 and future year cash flow 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.

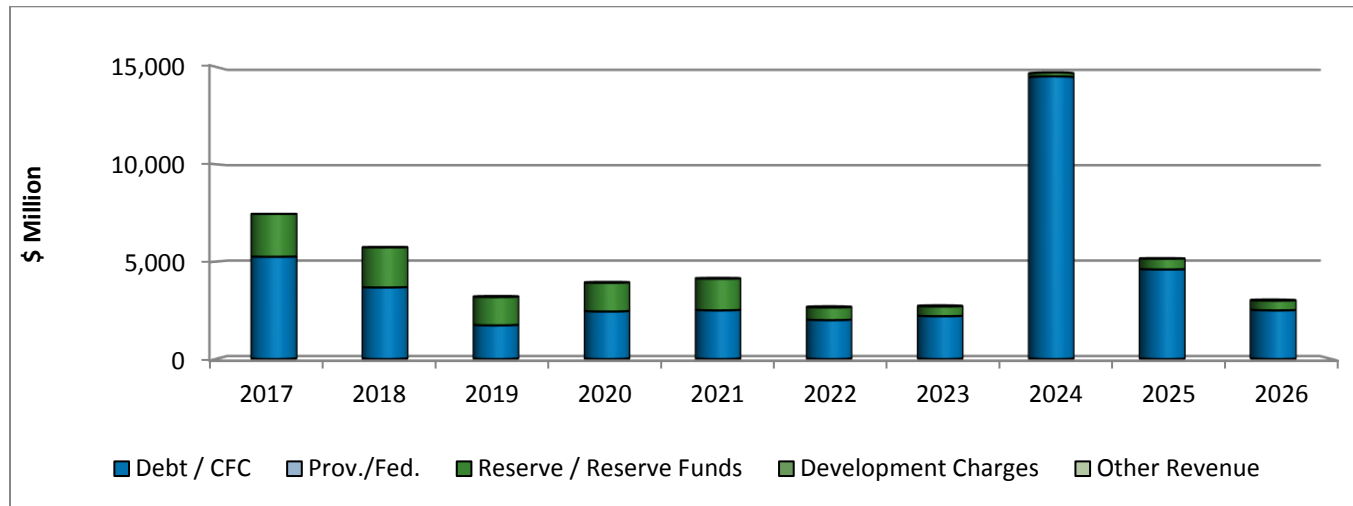
- Table 3a below lists the 2017 Capital Budget and Future Year Commitments for the City Clerk's Office:

**Table 3a**  
**2017 Cash Flow & Future Year Commitments (In \$000s)**

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total 2017 Cash Flow & FY Commits
<b>Expenditures:</b>											
Previously Approved											
Toronto Election Mangement											3,395
Information System (TEMIS)	1,475	1,500	420								1,883
Voting Equipment Upgrade	1,883										
Infrastructure to Support		600									600
Council/Committee Meetings											
Information Management											
Infrastructure	3,405	1,260	400	500							5,565
City Clerk's Office Business Systems	105	335									440
Council Business Systems	115	120									235
Subtotal	6,983	3,815	820	500	-	-	-	-	-	-	12,118
Change in Scope											
Toronto Election Mangement	300	272	(190)								382
Infrastructure to Support	125										125
Information Management	(1,195)	158	287	(500)							(1,250)
City Clerk's Office Business Systems	995	(318)									677
Council Business Systems	89	(90)									(1)
Subtotal	314	22	97	(500)	-	-	-	-	-	-	(67)
New w/Future Year											
Archives Equipment Upgrade	50	60	50	50	50						260
Council Transition Requirements	100	1,110	300								1,510
Subtotal	150	1,170	350	50	50	-	-	-	-	-	1,770
<b>Total Expenditure</b>	<b>7,447</b>	<b>5,007</b>	<b>1,267</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,821</b>
<b>Financing:</b>											
Debt/CFC	5,248	3,175	987								9,410
Debt Recoverable											-
Other											-
Reserves/Res Funds	2,199	1,832	280	50	50						4,411
Development Charges											-
Provincial/Federal											-
<b>Total Financing</b>	<b>7,447</b>	<b>5,007</b>	<b>1,267</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,821</b>

- Approval of the 2017 Capital Budget of \$7.447 million will result in future year funding commitments of \$5.007 million in 2018, \$1.267 million in 2019, \$0.050 million in 2020, and \$0.050 million in 2021 for a total of \$13.821 million.

**Chart 3**  
**2017 – 2026 Capital Plan by Funding Source (In \$000s)**



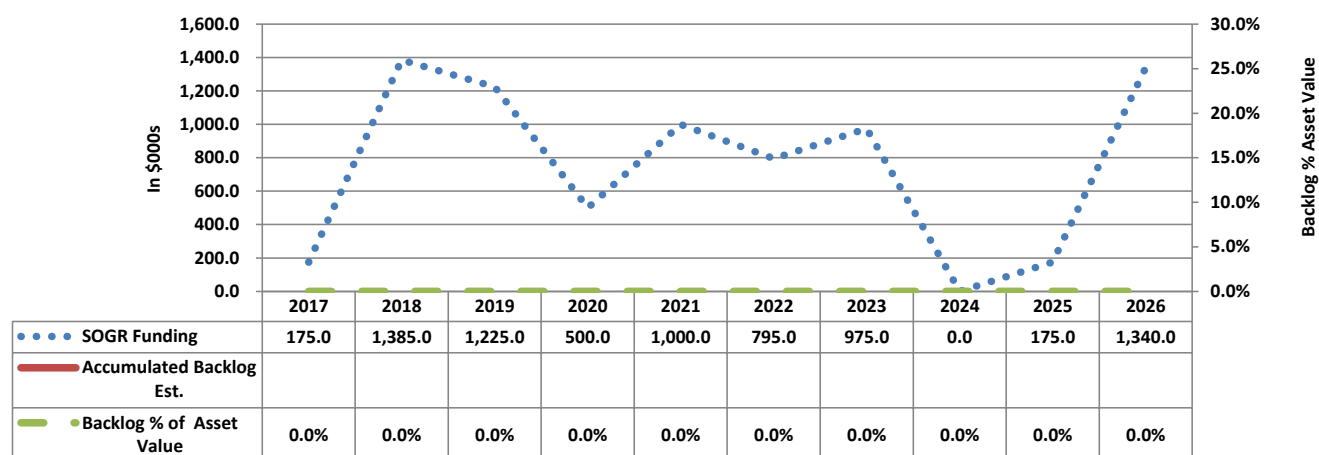
The 10-Year Capital Plan of \$52.604 million cash flow funding will be financed by the following sources:

- Debt accounts for \$41.393 million or 78.7% of the financing over the 10-year period.
  - The debt funding is on target with the 10-year debt affordability guidelines, mainly dedicated to Legislated projects:
    - In 2017, the City Clerk's Office is below the debt target by \$0.360 million, and over the debt target by \$0.360 million in 2018, as a result of the Toronto Property System SOGR project which is planned for implementation in 2018.
- Reserve and Reserve Funds constitute \$11.211 million or 21.3% 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 Clerk's Equipment Reserves for the following major projects:
  - Toronto Election Management Information System is funded by the Election Reserve Fund for \$8.827 million over the 10 year period.
  - The Printing Equipment Replacement Plan project is funded by the Clerk's Equipment Reserve for \$1.300 million over the 10 year period.



## State of Good Repair (SOGR) Backlog

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



- There is no SOGR backlog associated with the City Clerk's Office capital assets.
- The 10-Year Capital Plan dedicates \$7.570 million to SOGR spending over the 10-Year Capital Plan for regular upgrades and to extend useful life of systems.

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

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

Projects	2017 Budget		2018 Plan		2019 Plan		2020 Plan		2021 Plan		2017 - 2021		2017 - 2026	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
Toronto Election Management Information System (TEMIS)	58.0	0.5	367.0	2.0	52.0	0.5					477.0	3.0	477.0	3.0
City Clerk's Office Business Systems	26.0	0.3	119.0	1.0							145.0	1.3	145.0	1.3
Council Business Systems	29.0	0.3	52.0	0.5							81.0	0.8	81.0	0.8
Voting Equipment Upgrade							50.0				50.0	-	50.0	-
Information Management Infrastructure					125.0	0.3					125.0	0.3	125.0	0.3
<b>Total (Net)</b>	<b>113.0</b>	<b>1.0</b>	<b>538.0</b>	<b>3.5</b>	<b>177.0</b>	<b>0.8</b>	<b>50.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>878.0</b>	<b>5.3</b>	<b>878.0</b>	<b>5.3</b>

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$0.878 million net over the 2017 – 2026 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- Toronto Election Management Information System – \$0.477 million, 3.0 positions
- City Clerk's Office Business Systems – \$0.145 million, 1.3 positions
- Council Business Systems – \$0.081 million, 0.8 position
- Voting Equipment Upgrade – \$0.050 million
- Information Management Infrastructure - \$0.125 million, 0.3 position

These future operating impacts will be reviewed each year as part of the annual 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)	2017	2018	2019	2020	2021	2022 - 2026
Sr. Project Analyst	CLK908191-1	0.5	2017	2017	50.0					
Business Analyst	CLK908191-1	0.5	2017	2018	48.0	30.0				
Systems Integrator 1	CLK908191-1	0.8	2017	2017	66.0					
Systems Integrator 2	CLK908191-1	0.3	2017	2017	33.0					
Sr. System Integrator	CLK907368-12	1.0	2017	2017	138.0					
Project Manager	CLK907368-24	1.0	2017	2018	128.0	145.0				
Business Analyst	CLK907368-24	1.0	2017	2019	126.0	130.0	68.0			
Project Manager	CLK908183-1	0.8	2017	2017	103.0					
Sr. Project Analyst	CLK908183-1	1.3	2017	2017	132.0					
Business Analyst	CLK908183-1	1.5	2017	2017	192.0					
Systems Integrator 1	CLK908183-1	1.5	2017	2018	165.0	17.0				
Systems Integrator 2	CLK908183-1	2.8	2017	2017	295.0					
Project Manager	CLK906877-3	0.8	2017	2018	102.0	69.0				
Business Analyst	CLK906877-3	2.0	2017	2018	245.0	118.0				
Systems integrator 1	CLK906877-3	0.5	2017	2017	57.0					
Systems Integrator 2	CLK906877-3	0.3	2017	2018	24.0	25.0				
<b>Total</b>		<b>16.3</b>			<b>1,904.0</b>	<b>534.0</b>	<b>68.0</b>	<b>-</b>	<b>-</b>	<b>-</b>

Approval of the 2017 – 2026 Capital Budget and Plan will require 16.3 new temporary capital project delivery positions to implement the following projects:

- The *Council Business Systems* project requires 2.0 positions 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 *Open Information* project requires 2.0 positions to build an enterprise repository, enabling and improving faster access to City information and services.
- The City Clerk's Office Business Systems project requires 7.8 positions to upgrade / enhance various applications required by the City Clerk's Office including the Registry Services Tracking System and the Toronto Gaming Information System.
- The Toronto Election Management Information System project requires 3.5 positions to support capital delivery for the 2018 Municipal Elections.

It is recommended that Council approve these new 16.3 temporary capital positions for the delivery of the above capital projects / sub-projects and that the duration for each temporary position not exceed the life of the funding of its respective capital projects / sub-projects.



# Part 2:

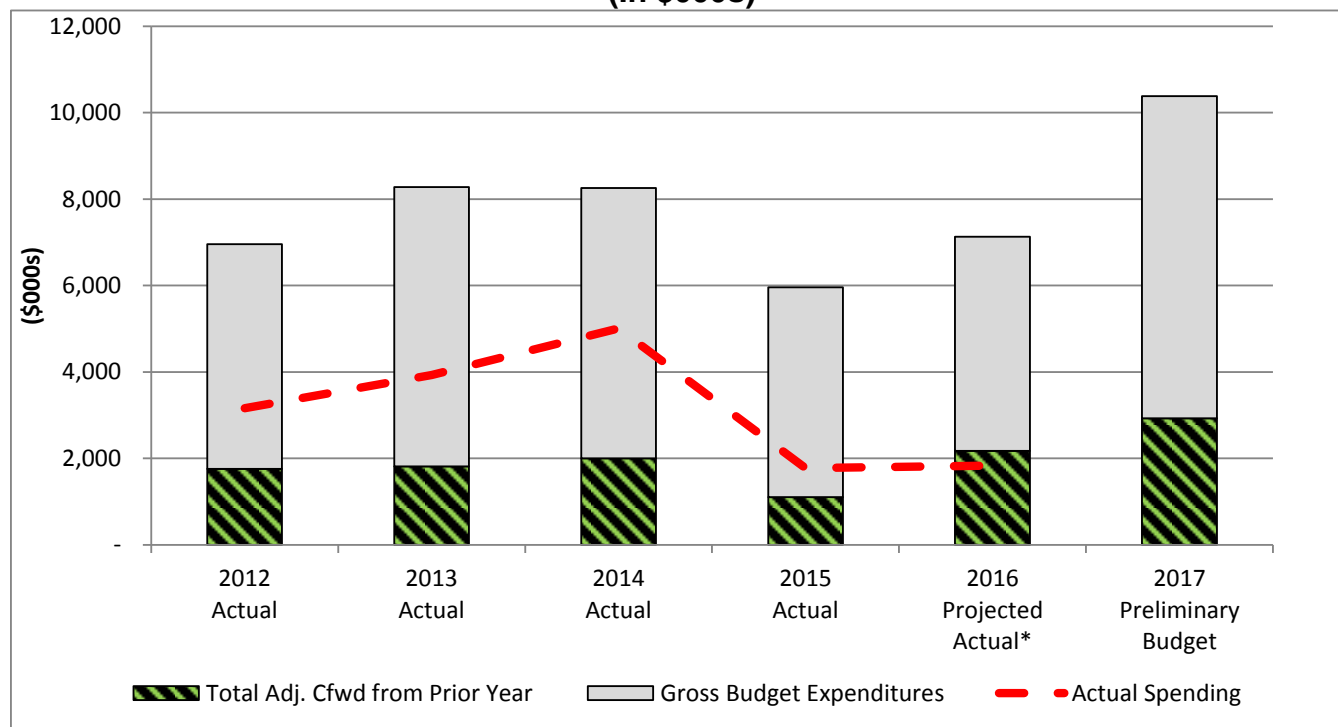
## Issues for Discussion

## Issues Impacting the 2017 Capital Budget

### Review of Capital Projects and Spending

- City Council, at its meeting of July 12, 2016 considered the report entitled "2017 Budget Process – Budget Directions and Schedule EX16.37" and directed staff to:
  - Submit their 2017 – 2026 Capital Budget and Plans requiring that annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe.
- 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 2017 - 2026 City Clerk's Office Capital Plan.
- Historical trends for the City Clerk's Office indicate an average spending rate of 61% of its Approved Capital Budgets over the past 5 years.
- The following table illustrates the City Clerk's Office rate of spending from 2012 to 2016:

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



Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	
Health & Safety	556	464	83.4%	708	477	67.4%	226	123	54.5%							71.4%
Legislated	3,827	1,933	50.5%	5,643	3,350	59.4%	5,228	4,119	78.8%	3,732	1,600	42.9%	6,277	3,645	58.1%	59.3%
SOGR	817	766	93.7%	108	106	99.0%	796	765	96.0%	1,121	177	15.8%	1,815	1,312	72.3%	67.1%
<b>Total</b>	<b>5,201</b>	<b>3,163</b>	<b>60.8%</b>	<b>6,459</b>	<b>3,934</b>	<b>60.9%</b>	<b>6,250</b>	<b>5,007</b>	<b>80.1%</b>	<b>4,853</b>	<b>1,777</b>	<b>36.6%</b>	<b>8,092</b>	<b>4,957</b>	<b>61.3%</b>	<b>61.1%</b>

Note - 2016 Projection based on the 2016 Q3 Capital Variance Report

- The historically low to moderate underspending is mainly attributable to the following:
  - Savings achieved for completed projects such as *Toronto Election Information System- 2014 Municipal Election* and *City Hall 1N Renovation* in 2013.
  - Procurement issues and delays related to the multi-year *Enterprise Document and Records Management Solution (EDRMS)* project that is being implemented in conjunction with the Information & Technology and other City Divisions.
    - The project was re-set in March 2015 after previous vendor challenges including delays in the Request for Proposal (RFP) and subsequent complexity of evaluating the bids. The project approach, scope, and project schedule have been redefined. A staff report was approved by Council in December 9-10, 2015 to proceed with the Provincial Vendor of Record (Open Text).
    - In 2016, work with OpenText is in progress with solution expected to be configured early 2017 and piloted within City Clerk's Office and the Information and Technology Division. Rollouts to other City divisions and City users are expected to commence in 2017.
  - Legislated changes related to the *Municipal Elections Act (MEA)* which impacted implementation of *Vote Equipment Upgrade* and the *Toronto Election Management Information System*.
- Refer to Issues Impacting the 10-Year Capital Plan for further details.

## Issues Impacting the 10-Year Capital Plan

### ***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.
  - The City Clerk reported to Executive Committee on December 1, 2016 on a number of items including:
    - Changes to the Municipal Election Act
    - Ranked choice voting
    - Internet voting
    - Upgrade to existing voting equipment
- City Council will consider Executive Committee recommendations to adopt the City Clerk's recommendations at its meeting on December 13 and 14, 2016.
- The 10-Year Capital Plan for City Clerk's Office includes:
  - Cash flow funding of \$3.565 million in 2017 to retrofit the City's existing 1,850 tabulators for the 2018 and 2022 elections to enable the processing of ranked choice voting for the 2018 election and ensure these systems meet current and future technology standards compatible with City systems. This requirement will be adjusted pending Council's direction on the City Clerk's report to the Executive Committee.
  - 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

### 2016 Performance

#### 2016 Key Accomplishments

In 2016, the City Clerk's Office made significant progress and/or accomplished the following:

✓ **Council Transition System Changes**

The Protocol Services Management Solution modernizes Protocol Services' mandate, advances online delivery of services to the public and members of Council, enhances collaboration and workflow amongst staff, and enables better management decision-making through reporting tools and data analytics. The Solution will facilitate online submission of requests from the public for services such as celebratory documents, study tours and flag raisings; requests from Members of Council for the loan of equipment, booking of the official delegate lounge and official gifts; and division staff for photo and video services and loan of equipment. The Solution will also enhance management of official delegations, visits and ceremonies.

✓ **Infrastructure Support to Council Meetings**

State of Good Repair renovation completed for the Photo Video Studio. The renovation provides better support to the corporate demand for in-house videography capability for online and in-class training videos, webcasts, and use of You Tube and other social media for raising public awareness on various City initiatives and campaigns, addresses Health & Safety requirements, improves wayfinding for clients with more direct access to the studio; improves technical capability for both photo and video through a proper sound booth, adjustable lighting and improved workflow; and a more efficient use of space.

#### 2016 Financial Performance

##### 2016 Budget Variance Analysis (in \$000's)

2016 Budget	As of Sept. 30, 2016		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
8,092	1,835	22.7%	4,957	61.3%	3,135	38.7%

\* Based on 2016 Third Quarter Capital Variance Report

The City Clerk's Office capital program is currently forecasting to spend \$4.957 million, or 61.3% of its 2016 Capital Budget.

For additional information regarding the 2016 Q3 capital variances and year-end projections for [Program/Agency Name], please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2016*" considered by City Council at its meeting on December 13, 2016.

<http://app.toronto.ca/tmmis/decisionBodyProfile.do?function=doPrepare&meetingId=11065>

#### Impact of the 2016 Capital Variance on the 2017 Capital Budget

- As a result of delays, as described in the 2016 Q3 Capital Variance Report, funding of \$2.932 million is being carried forward to the 2017 Capital Budget to continue the capital work.
- A detailed review of the 2017 – 2026 Capital Budget and Plan has been conducted and the necessary adjustments has been made to the timing of cash flow funding for major capital project such as the Voting Equipment, which is the major contributor to 2016 under expenditures. By deferring the cash flow funding for certain projects to future years, the 2017 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.



## Appendix 2

### 2017 Capital Budget; 2018 to 2026 Capital Plan (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2017	2018	2019	2020	2021	2017 - 2021	2022	2023	2024	2025	2026	2017 - 2026 Total
<b>Health &amp; Safety:</b>														
City Clerk's Office Health & Safety														
Remediation - SOGR	400							-				100	300	400
Mail Security & Mail Room Upgrade	190							-			190			190
<b>Sub-Total</b>	<b>590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>190</b>	<b>100</b>	<b>300</b>	<b>590</b>
<b>Legislated:</b>														
Council Business Systems	2,454		204	30	215			449	70	510	800	100	250	2,179
City Clerk's Office Business Systems	4,049		1,100	17	213	232		1,562	475		260	1,275	310	3,882
Toronto Meeting Management Information System (TMMIS) - SOGR	1,310				315	335	320	970	340					1,310
Public Appointments - SOGR	500							-		250	250			500
Council Transition Requirements	2,350		100	1,110	300			1,510	200	340			300	2,350
Information Management Infrastructure:	-							-						-
- Enterprise Document & Record Management Solution (EDRMS)	7,827	95	1,765			1,473	1,280	4,613	245					4,858
- Open Information	3,904	58	445	1,418	687			2,608						2,608
- Forms Management	-							-						-
Toronto Election Management Info System (TEMIS)	11,027	640	1,775	1,772	230	1,375	1,525	7,317	525	425	200	500	500	9,467
Voting Equipment Upgrade	3,715	1,682	1,883					3,565						3,565
Replacement of New Voting Equipment	16,200							-		200	13,000	3,000		16,200
<b>Sub-Total</b>	<b>53,336</b>	<b>2,475</b>	<b>7,272</b>	<b>4,347</b>	<b>1,960</b>	<b>3,415</b>	<b>3,125</b>	<b>22,594</b>	<b>1,855</b>	<b>1,725</b>	<b>14,510</b>	<b>4,875</b>	<b>1,360</b>	<b>46,919</b>
<b>State of Good Repair:</b>														
Infrastructure to Support council Meeting Proceedings	2,875		125	600				725				125	1,040	1,890
Wedding Chambers Renovations	500						500	500						500
Toronto Property System - SOGR	800			500				500					300	800
Archives Strategic Plan Implementation	260	457	50	60	50	50	50	717						717
Archives Strategic Plan Implementation - SOGR	1,500							-	475	975		50		1,500
IP Workflow Management System - SOGR	1,070					400	400	800	270					1,070
Printing Equipment Replacement Plan	1,400			125	1,175			1,300						1,300
Records Centre Tracking System	250			100		50	50	200	50					250
<b>Sub-Total</b>	<b>8,655</b>	<b>457</b>	<b>175</b>	<b>1,385</b>	<b>1,225</b>	<b>500</b>	<b>1,000</b>	<b>4,742</b>	<b>795</b>	<b>975</b>	<b>-</b>	<b>175</b>	<b>1,340</b>	<b>8,027</b>
<b>Total</b>	<b>62,581</b>	<b>2,932</b>	<b>7,447</b>	<b>5,732</b>	<b>3,185</b>	<b>3,915</b>	<b>4,125</b>	<b>27,336</b>						<b>55,536</b>

## Appendix 3

### 2017 Capital Budget; 2018 to 2026 Capital Plan

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.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>CLK906877 Toronto Election Management Info System (TEMI)</u>																									
1	3	Toronto Election Mgmt Info Sys for 2018 Election	CW	S2	02	2,115	1,500	420	0	0	4,035	0	4,035	0	0	0	0	4,035	0	0	0	0	0	4,035	
1	4	Toronto Election Mgmt Info Sys for 2022 Election	CW	S6	02	0	0	0	1,375	1,525	2,900	950	3,850	0	0	0	0	3,850	0	0	0	0	0	3,850	
1	7	Toronto Election Mgmt Info Sys for 2026 Election	CW	S6	02	0	0	0	0	0	0	1,200	1,200	0	0	0	0	1,200	0	0	0	0	0	1,200	
1	9	TO Elect'n Mgmt Info Sys-2018 Elect Chg in CF 2017	CW	S3	02	300	272	-190	0	0	382	0	382	0	0	0	0	382	0	0	0	0	0	382	
Sub-total						2,415	1,772	230	1,375	1,525	7,317	2,150	9,467	0	0	0	0	9,467	0	0	0	0	0	9,467	
<u>CLK906878 Archives Strategic Plan Implementation</u>																									
1	7	Archives Facility	CW	S2	03	457	0	0	0	0	457	0	457	0	0	0	0	0	0	0	0	457	0	457	
1	9	Archives Equipment Upgrade - 2017-2023 SOGR	CW	S4	03	50	60	50	50	50	260	0	260	0	0	0	260	0	0	0	0	0	0	260	
Sub-total						507	60	50	50	50	717	0	717	0	0	0	260	0	0	0	0	0	457	0	717
<u>CLK906880 Voting Equipment Upgrade</u>																									
1	1	Voting Equipment Upgrade 2015	CW	S2	02	3,565	0	0	0	0	3,565	0	3,565	0	0	0	0	0	0	0	0	3,565	0	3,565	
Sub-total						3,565	0	0	0	0	3,565	0	3,565	0	0	0	0	0	0	0	0	0	3,565	0	3,565
<u>CLK907142 Wedding Chambers Renovations</u>																									
1	2	Wedding Chambers Renovation SOGR 2021	CW	S6	03	0	0	0	0	500	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
Sub-total						0	0	0	0	500	500	0	500	0	0	0	0	0	0	0	0	0	500	0	500
<u>CLK907146 Printing Equipment Replacement Plan 2014-2019</u>																									
1	10	Printing Equipment Upgrade/Replacement 2018-2019	CW	S6	03	0	125	1,175	0	0	1,300	0	1,300	0	0	0	1,300	0	0	0	0	0	0	1,300	
Sub-total						0	125	1,175	0	0	1,300	0	1,300	0	0	0	1,300	0	0	0	0	0	0	0	1,300
<u>CLK907350 TMMIS SOGR</u>																									
1	2	TMMIS SOGR 2019	CW	S6	02	0	0	315	335	320	970	340	1,310	0	0	0	0	0	0	0	0	1,310	0	1,310	
Sub-total						0	0	315	335	320	970	340	1,310	0	0	0	0	0	0	0	0	0	1,310	0	1,310
<u>CLK907352 Infra. to support Council/Committee Meetings</u>																									
1	2	Infra. to support Council/Committee Meetings	CW	S2	03	0	600	0	0	0	600	0	600	0	0	0	0	0	0	0	0	600	0	600	
1	4	Infra. to support Council/Committee Meetings -SOGR	CW	S6	03	0	0	0	0	0	0	1,165	1,165	0	0	0	0	0	0	0	0	1,165	0	1,165	
1	6	Infras to Supp Council/Ctte Mtg-Chg in CF 2017	CW	S3	03	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	0	125	0	125	
Sub-total						125	600	0	0	0	725	1,165	1,890	0	0	0	0	0	0	0	0	0	1,890	0	1,890

**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.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	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	12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02	1,920	0	0	0	0	1,920	0	1,920	0	0	0	0	0	0	0	1,920	0	1,920	
1	23	EDRMS Phase 2 (2019)	CW	S6	02	0	0	0	1,473	1,280	2,753	245	2,998	0	0	0	0	0	0	0	2,998	0	2,998	
1	24	Open Info Phase 2	CW	S2	02	1,638	1,260	400	500	0	3,798	0	3,798	0	0	0	0	0	0	0	3,798	0	3,798	
1	26	Open Info Phase 2 Chg in CF 2017	CW	S3	02	-1,135	158	287	-500	0	-1,190	0	-1,190	0	0	0	0	0	0	0	-1,190	0	-1,190	
1	27	EDRMS - Chg in CF 2017	CW	S3	02	-60	0	0	0	0	-60	0	-60	0	0	0	374	0	0	0	0	-434	0	-60
Sub-total						2,363	1,418	687	1,473	1,280	7,221	245	7,466	0	0	0	374	0	0	0	0	7,092	0	7,466
<u>CLK907376 JP Workflow Management System SOGR</u>																								
1	2	Information Workflow Mgt. System SOGR	CW	S6	03	0	0	0	400	400	800	270	1,070	0	0	0	0	0	0	0	1,070	0	1,070	
Sub-total						0	0	0	400	400	800	270	1,070	0	0	0	0	0	0	0	0	1,070	0	1,070
<u>CLK907415 Mail Security and Mail Room Upgrades</u>																								
1	5	Mail Security & Mail Room Upgrade 2024	CW	S6	01	0	0	0	0	0	0	190	190	0	0	0	0	0	0	0	190	0	190	
Sub-total						0	0	0	0	0	0	190	190	0	0	0	0	0	0	0	0	190	0	190
<u>CLK907573 Records Centre Tracking System</u>																								
1	2	Order Picker Replacement (2 Machines) 2018	CW	S6	03	0	100	0	0	0	100	0	100	0	0	0	100	0	0	0	0	0	100	
1	3	Order Picker Replacement (1 Machine) - 2020	CW	S6	03	0	0	0	50	0	50	0	50	0	0	0	50	0	0	0	0	0	50	
1	4	Order Picker Replacement (1 Machine) - 2021	CW	S6	03	0	0	0	0	50	50	0	50	0	0	0	50	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	50	
Sub-total						0	100	0	50	50	200	50	250	0	0	0	250	0	0	0	0	0	0	250
<u>CLK907856 City Clerk's Office Health &amp; Safety Remediation</u>																								
1	3	City Clerk's Health & Safety Remediation-SOGR	CW	S6	01	0	0	0	0	0	0	400	400	0	0	0	0	0	0	0	400	0	400	
Sub-total						0	0	0	0	0	0	400	400	0	0	0	0	0	0	0	0	400	0	400
<u>CLK907945 Archives Strategic Plan Implementation SOGR</u>																								
1	1	Archives Facility- SOGR	CW	S6	03	0	0	0	0	0	0	1,300	1,300	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	200	200	0	0	0	200	0	0	0	0	0	200	
Sub-total						0	0	0	0	0	0	1,500	1,500	0	0	0	200	0	0	0	0	1,300	0	1,500
<u>CLK908183 City Clerk's Office Business Systems</u>																								

# 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.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>CLK908183 City Clerk's Office Business Systems</u>																									
1	1	City Clerk's Off Business Systems 2016-2018	CW	S2	02	105	335	0	0	0	440	0	440	0	0	0	0	0	0	0	0	440	0	440	
1	2	City Clerk's Business Systems 2019-2022	CW	S6	02	0	0	213	232	0	445	475	920	0	0	0	0	0	0	0	0	920	0	920	
1	3	City Clerk's Business Systems 2023-2026	CW	S6	02	0	0	0	0	0	0	1,845	1,845	0	0	0	0	0	0	0	0	1,845	0	1,845	
1	4	City Clerk's Business Sys 2016-2018 - Chg CF 2017	CW	S3	02	995	-318	0	0	0	677	0	677	0	0	0	0	0	0	0	0	677	0	677	
Sub-total						1,100	17	213	232	0	1,562	2,320	3,882	0	0	0	0	0	0	0	0	3,882	0	3,882	
<u>CLK908191 Council Business Systems</u>																									
1	1	Council Business Systems 2016-2018	CW	S2	02	115	120	0	0	0	235	0	235	0	0	0	0	0	0	0	0	235	0	235	
1	2	Council Business Systems 2019-2022	CW	S6	02	0	0	215	0	0	215	70	285	0	0	0	0	0	0	0	0	285	0	285	
1	3	Council Business Systems 2023-2026	CW	S6	02	0	0	0	0	0	0	1,660	1,660	0	0	0	0	0	0	0	0	1,660	0	1,660	
1	4	Council Business Sys 2016-2018 - Chg CF 2017	CW	S3	02	89	-90	0	0	0	-1	0	-1	0	0	0	0	0	0	0	0	-1	0	-1	
Sub-total						204	30	215	0	0	449	1,730	2,179	0	0	0	0	0	0	0	0	2,179	0	2,179	
<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	S4	02	100	1,110	300	0	0	1,510	0	1,510	0	0	0	0	0	0	0	0	1,510	0	1,510	
0	2	Council Transition Requirements 2022	CW	S6	02	0	0	0	0	0	0	540	540	0	0	0	0	0	0	0	0	540	0	540	
0	3	Council Transition Requirements 2026	CW	S6	02	0	0	0	0	0	0	300	300	0	0	0	0	0	0	0	0	300	0	300	
Sub-total						100	1,110	300	0	0	1,510	840	2,350	0	0	0	0	0	0	0	0	2,350	0	2,350	
<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
<u>CLK908358 Toronto Property System SOGR</u>																									
1	1	Toronto Property System SOGR 2018	CW	S6	03	0	500	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	

CITY OF TORONTO

Gross Expenditures (\$000's)  
Appendix 3

City Clerk's Office																									
Sub- PrioritySubProj No. Sub-project Name Ward Stat. Cat.							Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
												Total	Total	Total	Provincial Grants and Subsidies		Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
							2017	2018	2019	2020	2021	2017-2021	2022-2026	2017-2026											
CLK908358 Toronto Property System SOGR																									
1	2	Toronto Property System SOGR 2026				CW	S6	03	0	0	0	0	0	300	300	0	0	0	0	0	0	0	300	0	300
Sub-total							0	500	0	0	0	500	300	800	0	0	0	0	0	0	0	0	800	0	800
Total Program Expenditure							10,379	5,732	3,185	3,915	4,125	27,337	28,200	55,537	0	0	0	2,384	9,467	0	0	0	43,686	0	55,537

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-Project No.	Project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Priority	SubProj No.	Sub-project Name																				
Financed By:																						
		Reserves (Ind. "XQ" Ref.)			424	285	1,225	100	100	2,134	250	2,384	0	0	0	2,384	0	0	0	0	0	2,384
		Reserve Funds (Ind."XR" Ref.)			2,415	1,772	230	1,375	1,525	7,317	2,150	9,467	0	0	0	0	9,467	0	0	0	0	9,467
		Debt			7,540	3,675	1,730	2,440	2,500	17,886	25,800	43,686	0	0	0	0	0	0	0	0	43,686	43,686
Total Program Financing					10,379	5,732	3,185	3,915	4,125	27,337	28,200	55,537	0	0	0	2,384	9,467	0	0	0	43,686	55,537

Status Code	Description
S2	S2 Prior Year (With 2017 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2017 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 2018 & 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**

### **2017 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												
							2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>CLK906877 Toronto Election Management Info System (TEM)</u>																									
1	3	Toronto Election Mgmt Info Sys for 2018 Election	CW	S2	02		2,115	1,500	420	0	0	4,035	0	4,035	0	0	0	0	4,035	0	0	0	0	0	4,035
1	9	TO Elect'n Mgmt Info Sys-2018 Elect Chg in CF 2017	CW	S3	02		300	272	-190	0	0	382	0	382	0	0	0	0	382	0	0	0	0	0	382
Sub-total							2,415	1,772	230	0	0	4,417	0	4,417	0	0	0	0	4,417	0	0	0	0	0	4,417
<u>CLK906878 Archives Strategic Plan Implementation</u>																									
1	7	Archives Facility	CW	S2	03		457	0	0	0	0	457	0	457	0	0	0	0	0	0	0	457	0	457	
1	9	Archives Equipment Upgrade - 2017-2023 SOGR	CW	S4	03		50	60	50	50	50	260	0	260	0	0	0	0	0	0	0	0	0	260	
Sub-total							507	60	50	50	50	717	0	717	0	0	0	260	0	0	0	0	457	0	717
<u>CLK906880 Voting Equipment Upgrade</u>																									
1	1	Voting Equipment Upgrade 2015	CW	S2	02		3,565	0	0	0	0	3,565	0	3,565	0	0	0	0	0	0	0	3,565	0	3,565	
Sub-total							3,565	0	0	0	0	3,565	0	3,565	0	0	0	0	0	0	0	0	3,565	0	3,565
<u>CLK907352 Infra. to support Council/Committee Meetings</u>																									
1	2	Infra. to support Council/Committee Meetings	CW	S2	03		0	600	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
1	6	Infras to Supp Council/Ctte Mtg-Chg in CF 2017	CW	S3	03		125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	125	0	125	
Sub-total							125	600	0	0	0	725	0	725	0	0	0	0	0	0	0	0	725	0	725
<u>CLK907368 Information Management Infrastructure</u>																									
1	12	Enterprise Doc & Rec Mgt Solution (EDRMS)	CW	S2	02		1,920	0	0	0	0	1,920	0	1,920	0	0	0	0	0	0	0	1,920	0	1,920	
1	24	Open Info Phase 2	CW	S2	02		1,638	1,260	400	500	0	3,798	0	3,798	0	0	0	0	0	0	0	3,798	0	3,798	
1	26	Open Info Phase 2 Chg in CF 2017	CW	S3	02		-1,135	158	287	-500	0	-1,190	0	-1,190	0	0	0	0	0	0	0	-1,190	0	-1,190	
1	27	EDRMS - Chg in CF 2017	CW	S3	02		-60	0	0	0	0	-60	0	-60	0	0	0	374	0	0	0	0	-434	0	-60
Sub-total							2,363	1,418	687	0	0	4,468	0	4,468	0	0	0	374	0	0	0	0	4,094	0	4,468
<u>CLK908183 City Clerk's Office Business Systems</u>																									
1	1	City Clerk's Off Business Systems 2016-2018	CW	S2	02		105	335	0	0	0	440	0	440	0	0	0	0	0	0	0	440	0	440	
1	4	City Clerk's Business Sys 2016-2018 - Chg CF 2017	CW	S3	02		995	-318	0	0	0	677	0	677	0	0	0	0	0	0	0	677	0	677	
Sub-total							1,100	17	0	0	0	1,117	0	1,117	0	0	0	0	0	0	0	0	1,117	0	1,117
<u>CLK908191 Council Business Systems</u>																									
1	1	Council Business Systems 2016-2018	CW	S2	02		115	120	0	0	0	235	0	235	0	0	0	0	0	0	0	235	0	235	

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.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
CLK908191 Council Business Systems																									
1	4	Council Business Sys 2016-2018 - Chg CF 2017	CW	S3	02	89	-90	0	0	0	-1	0	-1	0	0	0	0	0	0	0	0	-1	0	-1	
Sub-total						204	30	0	0	0	234	0	234	0	0	0	0	0	0	0	0	0	234	0	234
CLK908195 Council Transition Requirements																									
0	1	Council Transition Requirements 2017	CW	S4	02	100	1,110	300	0	0	1,510	0	1,510	0	0	0	0	0	0	0	0	1,510	0	1,510	
Sub-total						100	1,110	300	0	0	1,510	0	1,510	0	0	0	0	0	0	0	0	0	1,510	0	1,510
Total Program Expenditure						10,379	5,007	1,267	50	50	16,754	0	16,754	0	0	0	634	4,417	0	0	0	11,703	0	16,754	

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											
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.	2017	2018	2019	2020	2021	Total 2017-2021	Total 2022-2026	Total 2017-2026	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.)				424	60	50	50	50	634	0	634	0	0	0	634	0	0	0	0	0	0	
		Reserve Funds (Ind."XR" Ref.)				2,415	1,772	230	0	0	4,417	0	4,417	0	0	0	0	4,417	0	0	0	0	0	
		Debt				7,540	3,175	987	0	0	11,703	0	11,703	0	0	0	0	0	0	0	0	11,703	0	
Total Program Financing						10,379	5,007	1,267	50	50	16,754	0	16,754	0	0	0	0	634	4,417	0	0	0	11,703	0

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

### **2017 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

[illegible]

(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

## 1 CLK907368 Information Management Infrastructure

1 27 EDRMS - Chg in CF 2017

01/01/2017 12/31/2017

Project Sub-total:

## Program Total:

Start Date	Completion Date	2017	Financing									
		Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
		-60	0	0	0	374	0	0	0	0	-434	0
		2,363	0	0	0	374	0	0	0	0	1,989	0
		10,379	0	0	0	424	2,415	0	0	0	7,540	0

## Status Code Description

S2 S2 Prior Year (With 2017 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2017 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

## Category Code Description

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



## Appendix 6

### Reserve / Reserve Fund Review

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

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Clerk's Election Reserve Fund (XR10177)	Beginning Balance	8,165	11,606	14,591	8,178	10,153	13,644	17,444	9,248	10,303	14,495	18,854	
	(Withdrawals)	(7,559)	(8,015)	(17,413)	(9,025)	(7,509)	(7,200)	(19,197)	(9,945)	(6,808)	(6,641)	(20,711)	(112,464)
	Total Withdrawals	(7,559)	(8,015)	(17,413)	(9,025)	(7,509)	(7,200)	(19,197)	(9,945)	(6,808)	(6,641)	(20,711)	(112,464)
	Contributions	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	110,000
	Total Contributions	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	110,000
Total Reserve Fund Balance at Year-End		11,606	14,591	8,178	10,153	13,644	17,444	9,248	10,303	14,495	18,854	9,143	(2,464)

\* Based on the 2016 Q3 Variance Report

Note: Estimates were completed prior to the availability of Municipal Elections Act (MEA) changes and will be adjusted as we move forward into the 2018.

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2016	Contributions / (Withdrawals)										2017 - 2026 Total Contributions / (Withdrawals)
			2017 Budget	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	
Clerk's Equipment Reserve (XQ1507)	Beginning Balance	887	977	1,191	1,171	211	375	540	680	869	1,134	1,349	
	(Withdrawals)	(175)	(50)	(285)	(1,225)	(100)	(100)	(125)	(75)	-	(50)	-	(2,185)
	Total Withdrawals	(175)	(50)	(285)	(1,225)	(100)	(100)	(125)	(75)	-	(50)	-	(2,185)
	Contributions	265	265	265	265	265	265	265	265	265	265	265	2,911
	Total Contributions	265	265	265	265	265	265	265	265	265	265	265	2,911
Other Program / Agency Net (Withdrawals) and Contributions													
Total Reserve Fund Balance at Year-End		977	1,191	1,171	211	375	540	680	869	1,134	1,349	1,613	726

\* Based on the 2016 Q3 Variance Report