

**Analyst Briefing Notes**  
**Administration Committee**  
**(January 5, 2006)**

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Contacts: Judy Broughton, Manager, Financial Planning Division  
 Tel: (416) 392-8393  
 Harvey Tham, Senior Financial Planning Analyst  
 Tel: (416) 397-4218

## PART I: 2006 Operating Budget Overview

### Table 1: 2006 Proposed Budget

(In \$000s)	2005		2006 Proposed Operating Budget			Change 2006 Proposed from 2005 Budget		FY Incremental Outlook	
	2005 Approved Budget	2005 Proj Act.	2006 Proposed Base	2006 New Council Priorities	2006 Proposed Op. Bud.			2007	2008
	\$	\$	\$	\$	\$			\$	\$
<b>GROSS EXP.</b>	40,837.9	40,421.0	47,042.0	0.0	47,042.0	6,204.1	15.2	(4,825.0)	(100.0)
<b>REVENUE</b>	20,930.8	20,062.8	18,050.7	0.0	18,050.7	(2,880.1)	(13.8)	(4,688.0)	(100.0)
<b>NET EXP.</b>	19,907.1	20,358.2	28,991.3	0.0	28,991.3	9,084.2	45.6	(137.0)	0.0
<b>Approved Positions</b>	365.5	365.5	360.5	0.0	360.5	(5.0)	(1.4)	0.0	0.0
<b>TARGET</b>			<b>27,662.9</b>						
<b>\$ Over / (Under) Program Target</b>			<b>1,328.4</b>						
<b>% Over / (Under) Program Target</b>			<b>4.8%</b>						

### Executive Summary

- The 2005 projected year-end net expenditure of \$20.358 million is \$0.451 million or 2.3% above the 2005 Approved Budget. This unfavourable variance is attributed to lower than budgeted revenue of \$0.828 million from registry, gaming licenses and contract election activities. This is a result of declining demand for birth registrations, the closure of bingo halls, and a reduced market for break-open lottery tickets. Contract elections revenue was not achieved due to a bid being lost to a successful private firm for the British Columbia municipal election.
- The 2006 Proposed Budget for the City Clerk's Office of \$28.991 million net is entirely comprised of Base funding, and is 45.6% higher than the 2005 Approved Budget. This is due to a proposed transfer of the City Clerk's Office's budgeted revenues from registry, gaming licenses and contract elections to Non-Program revenue budget. The declining trend in these sources of revenues is placing the City Clerk's Office in an unsustainable situation when service demand in other areas is increasing. This proposed transfer results in a distortion of the percentage over target (45.6%). Adjusting the target to exclude the revenue impact, results in the Proposed Budget being 4.8% over target.
- 2006 Proposed Base Budget is \$1.310 million or 4.8% over the target mainly as result of collective agreements, merit and step, fringe benefits, and inflationary increases. Any reductions to get the City Clerk's Office's 2006 Budget closer to the 2% target would require significant reductions in staffing of existing services. Given the new City of Toronto Act, the Bellamy report, and the review of the governance structure, all of which will have operational and cost implications on the City Clerk's Office, no further reductions are proposed.

- The 2006 Proposed Base Budget adjustments include a reduction of \$7.358 million in revenues which is to be transferred to the Non-Program revenue budget, and minor service level adjustments of \$0.218 million with a reduction of five positions.
- Key cost drivers for 2006 include pressures resulting from collective agreements, merit and step, fringe benefits and inflationary increases for non-labour expenditures.
- A Notice of Motion approved by City Council in October 2005 directed the City Clerk to report to the Administration Committee on options to maintain all the services currently being offered at the East York Civic Centre by the City Clerk’s Office. This will have an incremental impact on the Program’s 2006 Operating Budget in the amount of \$0.137 million. This funding has not been included in the 2006 Proposed Operating Budget.
- A Staff Report will be before the Policy and Administration Committee at its January 23, 2006 meeting on the Harmonized Polling Procedures which will make the City Clerk’s Office the focal point for the delivery of Polling services. Should the City Clerk’s Office take on the polling activities currently conducted by other Programs, an additional \$0.093 million funding would be required annually. This funding has not been included in the City Clerk’s 2006 Proposed Operating Budget.
- A Staff Report will be before the Administration Committee at its meeting of January 5, 2006 reporting on the impact of City Council’s decision to create new Committees and Advisory Bodies. This will require one additional position with financial impact of \$0.092 million annually, and for 2006 the annualized financial impact is \$0.069 million. The 2006 funding has not been included in the City Clerk’s 2006 Proposed Operating Budget.
- The 2007 and 2008 net incremental outlook reflects the impact from the 2006 Election event. The adjustments necessary to achieve the targeted 0% net increase year over year will be considered during the future year budget cycle.

**Recommendations**

It is recommended that:

- (1) the City Clerk’s Office 2006 Proposed Operating Budget of \$47.042 million gross and \$28.991 million net, comprised of the following services, be approved:

<u>Service:</u>	<u>Gross</u> <u>(\$000's)</u>	<u>Net</u> <u>(\$000's)</u>
Secretariat	7,652.0	7,120.9
Records & Information Management	21,875.2	9,194.1
Council & Support Services	2,465.3	1,930.3
Corporate Access & Privacy	1,604.4	1,554.4
Elections & Registry Services	11,904.3	7,650.6
Protocol	1,541.0	1,541.0
	<hr/>	<hr/>
Total Program Budget	47,042.2	28,991.3
	<hr/>	<hr/>

- (2) The City Clerk to report back to the Administration Committee before the start of the 2007 process on the operational impact on the City Clerk's Office arising from the new City of Toronto Act, the new governance structure for the City, and governance issues reported by the Bellamy Commission, and any financial implications and impact from these changes.

## PART II: BASE BUDGET

### Section A: 2005 Budget Variance Analysis

**Table 2: 2005 Budget Variance Review**

	2004 Actuals	2005 Approved Budget	2005 Projected Actuals *	2005 Approved vs Projected Actuals Variance Over / (Under)	
(In \$000s)	\$	\$	\$	\$	%
<b>GROSS EXP.</b>	38,563.0	40,837.9	40,421.0	(416.9)	(1.0)
<b>REVENUES</b>	19,031.3	20,930.8	20,062.8	(868.0)	(4.1)
<b>NET EXP.</b>	19,531.7	19,907.1	20,358.2	451.1	2.3
<b>Approved Positions</b>	382.0	365.5	365.5	0.0	0.0

\*Projected Actual expenditures to year-end based on 3<sup>rd</sup> Quarter Variance Report

### 2005 Experience

- The 3rd quarter projection to year-end is \$20.358 million net, compared to the 2005 Approved Budget of \$19.907 million. This reflects an unfavourable variance of \$0.451 million or 2.3%, which is attributed to the following:
  - Total revenue is expected to be below budget by \$0.868 million due to lower marriage licenses issued and decreased gaming licenses for bingo, break-open lottery tickets, and raffles. The latter source of revenue is on a declining trend as a result of closure of bingo halls, and rapid decline of public interest in break-open lottery tickets, due to the many new lottery products being marketed, such as various Scratch and Win, and the Pay-Day lottery. Competition from casinos, slots, and off-track betting is also a contributing factor. In addition, the contract election revenue of \$0.150 million did not materialize as the City Clerk's Office lost its bid to service the British Columbia municipal election to a private firm.
  - Offsetting the loss in revenue is a favourable variance in gross expenditures of \$0.417 million resulting from cost containment measures adopted by the Program, and lower than expected spending for printing and reproduction supplies, and rental of machines and equipment, due to lower than expected service demand from program clients.

### Impact of 2005 Operating Variance on 2006 Proposed Budget

- The declining trend in registry and gaming revenues is expected to continue into the future years.
- In addition, the expected contract revenue from contract election services to British Columbia did not materialize and no new revenue sources are expected this year or in future years, given the competition from private firms. The 2006 Proposed Operating Budget has been adjusted to reflect this.

**Section B: 2006 Proposed Base Budget**

**Table 3: 2006 Proposed Base Budget**

	2005 Approved Budget	2006 Requested Base	2006 Proposed Base	Change		FY Incremental Outlook	
				2006 Proposed Base v. 2005 Approved Budget		2007	2008
(In \$000s)	\$	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>	40,837.9	47,260.4	47,042.0	6,204.1	15.2	(4,825.0)	(100.0)
<b>REVENUE</b>	20,930.8	25,408.4	18,050.7	(2,880.1)	(13.8)	(4,688.0)	(100.0)
<b>NET EXP.</b>	19,907.1	21,852.0	28,991.3	9,084.2	45.6	(137.0)	0.0
<b>Approved Positions</b>	365.5	365.5	360.5	(5.0)	(1.4)	0.0	0.0
<b>NET TARGET</b>		<b>27,662.9</b>					
<b>\$ Over / (Under) Program Target</b>		<b>1,328.4</b>					
<b>% Over / (Under) Program Target</b>		<b>4.8%</b>					

**2006 Proposed Base Budget**

The 2006 Proposed Base Budget of \$28.991 million net represents 45.6% increase over the City Clerk’s Office 2005 Approved Budget. This is due to the proposed transfer of \$7.358 million in revenue from Registry and Licenses to the Non-Program Revenue Budget, in order to recognize the continual decline in Registry and Licensing revenues related to birth registration, and licensing for bingo halls, break-open lottery tickets, raffles, and contract elections. The declining trend in these sources of revenues is placing the City Clerk’s Office in an unsustainable situation when service demand in other areas is increasing. The proposed transfer of revenues distorts the percentage over target (45.6%). Adjusting the target to exclude the impact of this transfer results in the Program being 4.8% over target.

The 2006 Proposed Base Budget is \$1.329 million or 4.8% over its revised target of \$27.663 million, the result of collective agreements, ongoing merit and step, fringe benefit increases, and inflationary increases to non-labour costs.

The 2006 Proposed Base Budget includes service level reductions totaling \$0.218 million attributed to Service Level adjustments resulting in savings from the deletion of five staff positions.

The 2006 Proposed Base Budget also includes gross expenditures of \$4.145 million and a recovery of \$4.076 million from the Elections Reserve to fund the 2006 Municipal election. This occurs in each election year, at three year intervals.

The City Clerk’s Office considered further reduction options in order to achieve a 2% net increase year over year, all of which would result in significant reductions in staffing and services. Through the Administrative review phase, consideration and discussion of these options took place, but in light of the new City of Toronto Act, the City’s governance review and governance issues arising from the Bellamy report, which have operational and financial implications for the City Clerk’s Office, it was determined that any action to eliminate services in order to achieve target be on hold until the full impact of these unique events on the City Clerk’s Office becomes clear.

The City Clerk will report back to the Administration Committee before the start of the 2007 process on the operational impact on the City Clerk's Office arising from the new City of Toronto Act, the City's governance review, and governance issues reported by the Bellamy Commission, and any financial implications and impact from these changes.

**2006 Key Cost Drivers**

Key cost drivers impacting the City Clerk's Office's 2006 Operating Budget includes the collective agreements, ongoing merit and step, fringe benefits and inflationary increases for non-labour costs of \$2.076 million.

**Table 4: Summary of Proposed Base Budget Changes  
From 2005 Approved Budget**

	Summary of 2006 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2007	2008
(\$000's)		\$	\$	\$	\$	\$
<b>2005 Approved Operating Budget</b>	<b>383.0</b>	<b>40,023.5</b>	<b>20,930.8</b>	<b>19,092.7</b>	<b>0.0</b>	<b>0.0</b>
In-year approvals and technical adjustments	(17.5)	814.4		814.4		
<b>2005 Approved Operating Budget</b>	<b>365.5</b>	<b>40,837.9</b>	<b>20,930.8</b>	<b>19,907.1</b>	<b>0.0</b>	<b>0.0</b>
Annualizations		5,977.4	4,110.9	1,866.5		
Economic factors		228.4	0.0	228.4		
<b>Adjusted Base Budget</b>	<b>365.5</b>	<b>47,043.7</b>	<b>25,041.7</b>	<b>22,002.0</b>	<b>0.0</b>	<b>0.0</b>
Other base changes		216.7	366.7	(150.0)	0.0	
Base revenue changes				0.0		
<b>2006 Base Budget Request</b>	<b>365.5</b>	<b>47,260.4</b>	<b>25,408.4</b>	<b>21,852.0</b>	<b>0.0</b>	<b>0.0</b>
Proposed Base Adjustments:						
Other base changes						
Revenue transfer to Non-Program			(7,357.7)	7,357.7		
Service efficiencies				0.0		
Revenue adjustments				0.0		
Minor service impact	(5.0)	(218.4)		(218.4)		
Major service impact				0.0		
<b>Total Proposed Base Adjustments</b>	<b>(5.0)</b>	<b>(218.4)</b>	<b>(7,357.7)</b>	<b>7,139.3</b>	<b>0.0</b>	<b>0.0</b>
<b>2006 Proposed Base Budget</b>	<b>360.5</b>	<b>47,042.0</b>	<b>18,050.7</b>	<b>28,991.3</b>	<b>(137.0)</b>	<b>0.0</b>
<b>2006 Program Operating Target</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>27,662.9</b>		
<b>% Over (Under) Program Target*</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>4.8</b>		
<b>% Over (Under) 2005 Approved Budget</b>	<b>(1.4)</b>	<b>15.2</b>	<b>(13.8)</b>	<b>45.6</b>		

\*revised target excluding revenues transferred to Non-Program.

## Section C: 2006 Base Budget Issues

### Key Issues / Recommendations

The 2006 Proposed Operating Budget for the City Clerk's Office is recommended at \$28.991 million or 4.8% over the revised target of \$27.663 million which is adjusted by excluding the revenues that will be transferred to the Non-Program Revenue Budget. The variance over the revised target is proposed due to the potential operational and financial impact for the City Clerk's Office from the implementation of the new City of Toronto Act, and the governing Toronto Panel Recommendations, and governance issues arising from the Bellamy report. The Bellamy hearings into the MFP Leasing also resulted in the transfer of significant volume of records and files for the City Clerk's Office to manage.

### *Service Level Changes*

The City Clerk's Office has identified the following Service Level reductions totaling \$0.218 million which have been proposed:

	Net (\$000s)
o Deletion of a Lottery Compliance Officer position (1 position)	(62.0)
o Support services reduction (1 position)	(43.0)
o Reduction of Public Reception and general clerk support (3 positions)	<u>(113.0)</u>
o Total	<u>(218.0)</u>

The deletion of one permanent position in Legislative Services is made possible due to the declining business in gaming licenses over the past few years due to the closure of bingo halls, and the anticipation for more bingo hall closings as a result of the implementation of the new smoking legislation which takes effect in 2006. With fewer bingo halls operating in the City, staff workload has also decreased accordingly. This position is currently vacant.

The reduction of the four additional positions would involve layoff of permanent staff. The service impact resulting from the deletion of these positions would be managed through internal re-alignment of responsibilities.

### *Revenue Changes*

Aside from the cost pressure arising from COLA, harmonization and inflation affecting all ABCs and City Programs, the City Clerk's Office is facing significant cost pressures from declining registry and gaming revenue. In 2006, the shortfall is expected to be \$1.200 million. The continual decline in registry revenues and the need to absorb lost revenue while service volumes increase has resulted in an unsustainable situation within the City Clerk's Office. The Program has no control over declining trends of revenues caused by the closure of bingo halls, competition from casinos, off-track betting, slots, and the proliferation of Provincial lotteries. In addition, the 2005 budgeted revenue from contract election of \$0.150 million will not materialize because the contract was awarded to another company. No revenues from contract elections are anticipated from 2006 and future years.

As a result, it is proposed that the revenue from registry and gaming totaling \$7.208\* million and the \$0.150 million from contract election in the 2005 Operating Base Budget of the City Clerk's Office be transferred to the Non-Program Revenue Budget.

<b>*Revenue</b>	<b>2005</b>
Marriage Licences	2,275.0
Wedding Chambers	187.5
Birth Registrations	1,000.0
Travel letters	75.0
Death registrations	775.0
Bingo	2,350.0
BOT (Nevada)	340.0
Raffles	150.2
Liquor Licences	40.0
Total gaming and registry	<u>7,192.7</u>
Other:	
Assessment Fees	10.0
Fence Viewer Fees	5.0
Total Other	<u>15.0</u>
Contract Election	<u>150.0</u>
Total Revenue to Non Program	<u>7,357.7</u>

The 2006 Proposed Operating Budget for Non Program will include these revenues, and the resultant pressure from the shortfall will be identifiable in that budget.

**Services at East York Civic Centre**

Responding to the direction of City Council in 2004 to review vital statistics service provision and better align resources to accommodate budgetary pressures, the City Clerk's Office underwent a thorough restructuring process. This resulted in the merger of Elections and Registry Services. Another change arising from the restructuring review is enhanced service efficiencies resulting from the centralization of gaming at Toronto City Hall, and of birth registrations processing at Etobicoke. The 2005 Operating Budget provided for this centralized model. At its meeting of October 26-31, 2005, City Council approved a notice of motion that directed the City Clerk to stop any changes, and to report to the Administration Committee on options for maintaining all the services currently being offered at the East York Civic Centre by the City Clerk's Office. This report will be considered at the January 5, 2006 meeting of the Administration Committee.

To continue the staffing of Registry Services and Access Toronto Services at East York Civic Centre, would require \$0.148 million annually. The incremental impact for the City Clerk's Office's 2006 Operating Budget would be \$0.137 million. This funding is not included in the 2006 Proposed Budget.

**Harmonized Polling Procedures**

City Council at its meeting of November 6-8, 2001, adopted Works Committee, Report 16, Clause 13(a) that directed the City Clerk to “report on a democratic method of conducting polls whereby all property owners (citizens and non-citizens) are afforded equal rights in any polling process.”

Since that time, the existing legislation and best practices of the former municipalities have been reviewed by members of the Poll Harmonization Committee.

The City of Toronto conducts polls to determine the opinion of affected residents and businesses on the following issues:

- Alternate Side Parking, Overnight Parking, and Change in Direction.
- Business Improvement Areas
- Boulevard Cafes
- Front Yard Parking, Commercial and Residential Boulevard Parking
- Permit Parking
- Traffic Calming
- Parking Prohibitions

For the most part, the Program that has an interest in the issue conducts the poll. For instance, Transportation Services carries out polls regarding Parking issues. Municipal Licensing Services completes the polls on Boulevard Cafes. The exception to this practice occurs with Business Improvement Areas and Permit Parking. In these cases, the poll is initiated by Economic Development and Transportation Services, respectively, while the actual poll is conducted by the City Clerk's Office.

Inconsistencies in polling practices arose after amalgamation because each of the five former municipalities had their own polling procedures.

Staff are currently preparing a report for the Policy and Finance Committee to outline the way in which the various polls are currently being conducted and to provide recommendations for the harmonization of polling procedures, that ensure polling in Toronto is conducted in a democratic manner where all property-owners are afforded equal rights.

Should the City Clerk's Office take on polling activities currently conducted by other Programs, an additional \$0.093 million in funding would be required annually. This funding has not been included in the City Clerk's Office 2006 Proposed Operating Budget.

**New Committees and Advisory Bodies**

A Staff Report will be before the Administration Committee at its meeting of January 5, 2006 regarding the establishment of new Committees and Advisory Bodies which identifies the resource impact on the City Clerk's Office 2006 Operating Budget.

Since June 2005, City Council has created four new committees and advisory bodies, including the:

- Affordable Housing Committee (*established June 14, 15 and 16, 2005*)
- Community Partnership and Investment Program Appeals Sub-Committee (*established June 14, 15 and 16, 2005*)

- Mayor's Economic Competitiveness Advisory Committee (*established December 5, 6 and 7, 2005*), and
- Ethics Steering Committee (*established December 5, 6 and 7, 2005*)

These new committees and advisory bodies all require City Clerk's Office Secretariat support services, including meeting management, agenda preparation and distribution, and decision tracking. In order to provide the services necessary to support these new committees and advisory bodies, funding for one additional position of \$0.092 million annually would be required, with an annualized impact of \$0.069 million in 2006. The 2006 funding has not been included in the City Clerk's 2006 Proposed Operating Budget.

### **3 Yr Operating Budget Overview**

- In 2005 the City Clerk's Office started restructuring pursuant to the Public Service Delivery Project initiated to determine the best management and organizational alignment of the City Clerk's Office for the efficient delivery of direct services to the public from the Civic Centres, and City Hall. This has resulted in the previous Legislative Services being combined with Election Services, and renamed Elections and Registry Services.
- Concurrent with the above, a major initiative began to review the Corporate Access and Privacy Program. There was an immediate need to improve the timeliness and quality of responses for freedom of information requests and informal access to information. The Provincial Information and Privacy Commission in 2003 identified that the City of Toronto had such a low compliance rate on timeliness that it dragged down the overall compliance for all municipalities in Ontario.
- The amalgamation of Legislative Services and Elections Services enabled the City Clerk's Office to shift three staff positions to Corporate Access and Privacy to facilitate the renewal of this program.
- The City of Toronto Act, and the new City governance structure are expected to have some financial implications on the City Clerk's Office budget in 2006 and future years. However, the financial impact arising from these changes are not quantifiable at this time.
- The Governing Toronto Panel recommended the formation of an Executive Committee, and the establishment of a Speaker for Council. These recommendations will have impact on the operations of the City Clerk's Office.
- The report on the implementation of the Bellamy Recommendations proposed forming an Ethics Steering Committee. These recommendations will have operational and financial implications on the City Clerk's Office. However, it is not clear presently, how the governance and related issues will eventually evolve.
- The 2007 and 2008 net incremental outlook reflects the impact from the 2006 Election event. The adjustments necessary to achieve the targeted 0% net increase year over year will be considered during the future year budget cycle.

### **Service Levels, Delivery, or Gap Issues**

The City Clerk's Office has identified service level, delivery, or gap issues as follows:

- The judgement from the Information and Privacy Commission demanded a cultural shift within the City towards openness and transparency. This would require significant training for City

staff and a comprehensive review and development of routine disclosure policies and possibilities. The Corporate Access and Privacy Renewal Project requires the continued support of resources to enable the City to meet legislative requirements, boost training capabilities and improve the City's FOI compliance rates.

- An increasing demand on programs and services delivered by the City Clerk's Office places significant pressure on already stretched staff resources. Two examples are the exponential increase in overseas delegations and international visits requiring Protocol support, and the growing number of advisory bodies requiring Secretariat support.
- In the past few years, the City Clerk's Office has already undergone organizational reviews and business process reviews in several areas, including the merging of Legislative Services with Elections to form the Elections and Registry Services Unit, the re-organization of the Corporate Access and Privacy Office, and the current review of the Records and Information Management and Secretariat area. Efficiencies within the program have already been accomplished and maximized through these organizational reviews.
- Many of the programs delivered by the City Clerk's Office are either Statutory (e.g. Elections, Assessment Roll, Vital Statistics, Council Meeting Management and Council Records and By-laws), or Delegated Statutory (Corporate Records, Archives, Charitable Gaming and Access and Privacy). Other services are essential to the governance and operation of the City as a corporation, including Mayor and Council Support, Protocol, Printing and Mail and Distribution. These services cannot be discontinued without significant impact on the effective functioning of the City government.

**Issues Referred to 2006 Operating Budget Process**

- Additional budget to retain staff at East York Civic Centre, pending the Administration Committee decision on January 5, 2006.
- Additional funding of \$0.093 million to conduct polling activities with harmonized polling procedures, pending the decision of Policy and Finance Committee on January 23, 2006.
- Funding for one additional position to the Secretariat to support additional new Subcommittees, pending the Administration Committee decision on January 5, 2006.

**Outstanding Issues from 2005 and Prior Years**

None.

**Appendix A**

**Summary of Proposed Service Level Adjustments**

**PART III: NEW COUNCIL PRIORITIES**

**Section D: 2006 Proposed New Council Priorities**

**Table 5: Summary of 2006 New Council Priorities (\$000)**

Council Priority	Description	Total 2006 New Requests		2006 Not Proposed		2006 Proposed Council Priorities		Proposed New Positions	Net Incremental Impact	
		Gross Exp.	Net Exp.	Gross Exp.	Net Exp.	Gross Exp.	Net Exp.		2007	2008
		\$	\$	\$	\$	\$	\$	#	\$	\$
<b>Council Priorities:</b>										
	None									
	Sub-Total Council Priorities									
<b>New Requests Referred to 2006 Operating Budget:</b>										
	None									
	Sub-Total Referred									
<b>New Program Requests:</b>										
	Research Hall service improvements	117.2	117.2	117.2	117.2					
	Municipal Code supplementation	40.0	40.0	40.0	40.0					
	Second shift for Records Centre	190.9	190.9	190.9	190.9					
	Access and Privacy revitalization	113.5	113.5	113.5	113.5					
	Protocol services enhancements	460.0	460.0	460.0	460.0					
	Reduction in gapping	259.0	259.0	259.0	259.0					
	Sub-Total New Program Requests	1,180.6	1,180.6	1,180.6	1,180.6					
<b>Total New Council Priorities</b>		<b>1,180.6</b>	<b>1,180.6</b>	<b>1,180.6</b>	<b>1,180.6</b>					
<b>Council Priority</b> 1 - Improve Public Service 2 - Make Progress on the Waterfront 3 - Improve Business Climate 4 - Make Toronto a clean and beautiful city 5 - Strengthen our at-risk neighbourhoods 6 - Ensure housing is affordable 7 - Get the powers and funding needed for Toronto to succeed 8 - Improve the planning process 9 - Increase public involvement in civic affairs 10 - N/A										

**Key Issues and Recommendations**

While the new/enhanced initiatives included in the City Clerk's Office 2006 Budget submission are essential to good governance of the City of Toronto and would alleviate the significant demands faced by the City Clerk's Office on their services, they are not recommended as a result of affordability constraints.

**New Requests Referred to 2006 Operating Budget Process**

None

**2006 New Program Requests**

- All recommended new program proposals are to be restricted to items that support Council's highest priorities. Hence, although the new requests submitted by the City Clerk's Office are essential to good governance of the City of Toronto, and would alleviate the significant demands faced by the City Clerk's Office, they are not proposed.
- The City Clerk's Office submitted new/enhanced services are presented below:

- **Research Hall service improvements:**

The Archives' ability to respond to inquiries from the public, City staff, and councillors in a timely and effective manner is affected by limited staff resources, which has resulted in severely curtailed e-mail reference service over the last three years. Recently purchased digital equipment will be underutilized without sufficient staff resources. The popularity of Saturday hours outweighs the ability of the research staff to adequately deal with large number of researchers on these days. This situation will only be exacerbated by the anticipated increase in inquiries when the Archives' data base is launched on the internet later this year. The Archives also has a considerable backlog of government records, which requires processing. The volume and complexity of digital and photographic orders has increased the turnaround time for process requests for clients.

- **Municipal Code Supplementation:**

Council adopted a Municipal Code. (Administration Committee Report 19(9), October 2000). Council continues to amend the Code at each meeting. The Code is supplemented at least four times per year. Ongoing by-law harmonization efforts are anticipated in 2006, including, but not limited to: Traffic and Parking, Water and Drainage, Council Procedures, Agencies, Boards and Commissions, Fees.

As an alternate option to this new request, the City Clerk's Office is proposing that the Municipal Code Supplementation costs be the responsibility of the City Program or ABC initiating the code supplementation.

- **Records Centre:**

The facility has almost reached capacity in three years instead of the original estimate of seven years. Due to the lack of storage room at City facilities, divisions are sending greater numbers of boxes to the Records Centre for storage, citing health and safety reasons. There are currently 30,000 boxes identified for destruction.

Although the above situation warrants additional resources, this request has been deferred and the City Clerk's Office will find alternate options to address the backlog for now.

- **Freedom of Information and of Privacy:**

The Municipal Freedom of Information and Protection Privacy Act (MFIPPA) allows individuals the right to request access to government information The Corporate Access and

Privacy staff have not received MFIPPA access and privacy training in over 5 years. In order to reduce the cost pressures, this request has been deferred to 2007.

- **Additional Gapping:**

To reduce the gapping from 3% to 2% to enable the City Clerk's Office to meet its ongoing demand on programs and services. The City Clerk's Office will attempt to manage its gapping target within existing resources.

- **Protocol Services:**

From 2003 to 2004, Protocol services experienced an increase of 24% in events, and 58% in documents produced. 2005 figures so far are consistent with 2004. Increased demand for services provided by Protocol, particularly with the support provided to the City's international programs and intergovernmental relations, has been identified.

A report submitted to Policy and Finance Committee by the City Manager's office on the Review of Special Events and Protocol functions dated March 14, 2005, advised that Protocol is under-resourced to meet the demands of Canada's largest City. The City Manager proposed that the issue of expanded intergovernmental and international activities impacting service demands on Protocol be addressed in Protocol's operating plan and budget for 2006.

The City Clerk's Office has advised that the increase to Protocol Services is the highest priority new request.

The Protocol request for new funding is \$0.460 million gross and net, with an increase of 4 staff positions. In view of the current City financial situation, the City Clerk's Office amended this request to \$0.270 million with an increase of 2.5 staff positions, however, this revised request has not been proposed.

**Appendix B**

**Summary of New Council Priority Services**