
BRIEFING NOTE -- Demand on Protocol Services

Toronto Protocol -- Background

- Toronto Protocol is a business unit in the City Clerk's Office. The City Clerk's Office supports good government in many ways, including:
 - Facilitating a responsive and accountable Council decision-making process
 - Ensuring that the City carries out its statutory and legislated duties
 - Supporting an open, transparent and accountable government
 - Promoting effective public engagement
 - Providing stewardship to the City's information assets
 - Supporting Toronto in its interaction with citizens and other governments.
- Protocol Services promotes civic engagement through the organization of civic events, corporate awards and presentations, conferences, seminars, functions and flag-raising ceremonies, and the preparation of official correspondence, tributes and memorials, letters of greetings and proclamations, and letters of support or commendation and scrolls on behalf of the Mayor, Members of Council.
- Protocol Services supports Toronto in its international exchanges through a variety of programs. It positions Toronto as a world class city through active receipt of international delegations and study groups, courtesy calls and visits of dignitaries. It maintains Toronto's positive image among the City's more than 100 consulates and supports the City's international missions and activities in Culture, Economic Development and Tourism.
- Protocol Services manages an inventory of official gifts and presentation items to help create a positive image of the City locally, nationally and internationally.
- Protocol Services is the sole authority for the City of Toronto on issues of Protocol. It provides protocol advice to City divisions, agencies, boards and commissions, as well as to the Mayor's Office and Members of Council on various protocol matters.

Protocol Services – 2005 Budget and Service Level

- The approved operating budget for Toronto Protocol in 2005 was \$1.45 million. The unit is comprised of 15 staff, with salaries and benefits comprising 75% of the total operating budget.
- In 2005, Toronto Protocol organized 317 events, coordinated 96 in-bound trips, produced 4,694 official documents, prepared 743 corporate correspondence and responded to 3,200 enquiries. Staff worked approximately 900 hours of overtime.

- The Unit supported the City's International Alliance Program which features 12 international partnerships with in-bound and out-bound delegations, community events, flag-raising ceremonies and technical partnerships managed by the City Manager's Office.
- Protocol Services also provided support to conferences, seminars and workshops, e.g. the Metropolis 2005 Conference, Strong Toronto/Strong Ontario Consultation, GTA Mayors and Chairs Meeting, Mayors' Summit, the Great Lakes and St. Lawrence Mayors Meeting, FCM Women in Municipal Politics Luncheon and the upcoming Metropolis 2006 Meeting.

Demand on Protocol Services

- The demand on Protocol Services has increased significantly between 2001 and 2005. On the other hand, Protocol staff has decreased from 16 to 15 staff.
- In 2001, Protocol managed and coordinated 247 events. In 2005, the number of events has increased to 317, a 28% increase. At the same time, events are becoming more complex, with an increasing trend for last minute and rush requests.
- Similarly, the number of inbound delegations increased from 66 in 2001 to 96 in 2005, a 45% increase.
- The number of official documents and corporate correspondence has remained relatively stable through the years, with increased demand following an election year, and leveling off in subsequent years.
- As a result of the increased demand on their services, the overtime/lieu time incurred by Protocol staff has increased correspondingly. In 2001, Protocol staff recorded 352 hours of overtime. This increased to 900 hours in 2005. In addition, like many other staff in the corporation, Protocol staff put in overtime hours regularly without reporting or recording them.

Response to Increased Demand on Protocol Services

- In November 2004, the City Clerk's Office prepared a report to Council outlining options for expanded Protocol Services in response to concerns expressed by the Mayor and Members of Council regarding sufficient resources to meet the increased demands and expectations of Toronto's role in the international community. The report outlined various options for enhancing Protocol Services, including the addition of 1 to 4 positions.
- In April 2005, the City Manager submitted a report to the Policy and Finance Committee on the proposed merging of Special Events and Protocol Services. The report outlined the distinct nature of the two services. The report repeated the concern expressed by the Mayor and certain Council members that Protocol is under-resourced to meet the demands of Toronto as Ontario's capital and Canada's largest city. The report also referred the issue of expanded intergovernmental and international activities to the 2006 Operating Budget deliberations.
- In the 2006 Operating Budget submission, the City Clerk's Office submitted a new/enhanced service request to enhance Protocol Services with 4.0 staff. Through the administrative review

process, the City Clerk's Office indicated that the enhancement of Protocol Services is the top priority for the CCO, and sought 2.5 staff resources.

- None of the City Clerk Office's new/enhanced requests were recommended, including the request for enhancement to Protocol Services.

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