

# Analyst Briefing Notes

## Budget Committee - February 16, 2010

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February 16, 2010

**PART I: 2010 OPERATING BUDGET****Executive Summary**

- The City Clerk's Office provides accessible, accountable and available government, making local government possible for Council, the public and staff. It conducts elections, manages Council decision-making processes, makes information accessible to the community, and supports Council offices. In order to achieve this, the City Clerk's Office operates three main service areas, which are (1) Make Government Work (2) Make Information Accessible and (3) Conduct Elections.
- The City Clerk's Office has established the following service objectives for 2010:
  - Electing government by managing elections operations and ensuring elections readiness.
  - Making government work by managing government decision-making, supporting elected and accountability officers, providing ceremonial and official events services, and delivering provincially delegated services.
  - Making information accessible by managing and storing records throughout the organization, enabling corporate information stewardship and delivering design, printing and distribution services in an accurate, consistent and timely manner.
- The City Clerk's Office achieved the following in 2009:
  - Established the new elections team and 27 project plans have been developed and are in progress for the 2010 Municipal Election.
  - Protocol staff showcased the City of Toronto at the 2009 Federation of Canadian Municipalities (FCM) conference in Whistler, B.C. Preparation initiated for the 2010 Federation of Canadian Municipalities (FCM) and Canadian Association of Municipal Administrators (CAMA) conference in Toronto.
  - Archives staff authored a book titled "Toronto's Visual Legacy" in celebration of Toronto's 175<sup>th</sup> anniversary, and held book-signing events and speaking engagements held through to year end. The first printing of the book was 95% sold out.
  - Made significant progress in the development of the City Clerk's Office Vision, Strategic Plan and corresponding People Plan, with four strategic directions identified and integrated planning model introduced to all business units and business managers/supervisors.
  - Reduced the volume of copying of Council agendas and minutes by educating City staff on the various features of the Toronto Meeting Management Information System.
  - Adopted Green printing as a best practice in the City Clerk's Office with mandatory duplex printing, and the introduction of solid ink printers which significantly reduces packaging of printer supplies.

- For 2009, the City Clerk’s Office projects year-end net expenditures of \$34.123 million which are \$0.421 million or 1.2% below the 2009 Approved Operating Budget of \$34.544 million net. This favourable variance is primarily due to the delay in filling staff vacancies but offset by the lower than expected demand from Programs for Design, Print and Mail services. This also resulted in lower revenues than budgeted. There is no impact on the 2010 Recommended Operating Budget as a result of the 2009 experience.

**Table 1: 2010 Recommended Budget**

(In \$000s)	2009		2010 Recommended Operating Budget			Change - 2010 Recommended Operating Budget v. 2009 Appvd. Budget		FY Incremental Outlook	
	2009 Appvd. Budget	2009 Projected Actual	2010 Rec. Base	2010 Rec. New/Enhanced	2010 Rec. Budget	\$	%	2011	2012
	\$	\$	\$	\$	\$			\$	\$
<b>GROSS EXP.</b>	52,821.0	51,699.8	59,793.7	370.0	60,163.7	7,342.7	13.9	2,860.0	2,104.7
<b>REVENUE</b>	18,276.6	17,576.6	22,987.5	383.7	23,371.2	5,094.6	27.9		
<b>NET EXP.</b>	34,544.4	34,123.2	36,806.2	(13.7)	36,792.5	2,248.1	6.5	2,860.0	2,104.7
<b>Approved Positions</b>	459.3	427.3	510.0	3.7	513.7	54.4	11.8	463.9	463.9

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
<b>NET BUDGET</b>	<b>36,831.1</b>	<b>36,806.2</b>	<b>(24.9)</b>	<b>35,103.9</b>
<b>PROGRAM REDUCTION (\$)</b>	<b>(1,742.3)</b>	<b>(1,767.6)</b>	<b>(25.3)</b>	<b>(1,727.2)</b>
<b>PROGRAM REDUCTION (%)</b>	<b>(5.0)</b>	<b>(5.1)</b>	<b>(0.1)</b>	<b>(5.0)</b>

- The 2010 Recommended Operating Budget for the City Clerk’s Office of \$60.164 million gross and \$36.793 million net is \$2.248 million or 6.5% above the 2009 Approved Net Operating Budget, and achieves Program reductions of \$1.768 million or 5.1% of the 2009 Approved Budget, which is \$0.025 million or 0.1% greater than the reduction target for the City Clerk’s Office in 2010.
- The 2010 Recommended Operating Budget for the City Clerk’s Office includes a contribution from the Elections Reserve Fund in the amount of \$5.110 million and a recommended increase of 46.1 temporary staffing for the 2010 Municipal Election
- The 2010 Recommended Operating Budget for the City Clerk's Office includes funding of \$0.370 million gross and \$0.014 net for new or enhanced service priority actions. Approval of the 2010 Recommended Budget will result in the Program’s total staff complement increasing from 459.3 to 513.7 approved positions, arising from the addition of 46.1 temporary positions for the 2010 Municipal Election, 5 permanent positions approved in 2009 to continue work on the elections engagement activities, 2 permanent positions to sustain/maintain/support the Toronto Meeting Management Information System and the Gaming and Registry Information System, 4.2 temporary positions due to operating impact from capital, to deliver on various projects approved in 2009, and the elimination of 7 permanent positions resulting from service efficiencies. 3.7 temporary positions are also recommended to deliver new projects contained in the 2010 Approved Capital Budget.
- The 2010 Recommended Operating Budget for the City Clerk's Office results in incremental future year net impacts to the Program of \$2.860 million in 2011 and \$2.105 million in 2012.

- The 2011 Outlook includes projected increases of \$1.880 million for COLA, progression pay and step increases, inflationary increases of \$0.286 million, annualized costs for the elections engagement activities of \$0.150 million, the reversal of the one time temporary assignment of an Archivist to work on Toronto Hydro's records, and the increased operating costs of \$0.544 million for maintenance of completed capital projects in 2011.
- The 2012 Outlook anticipates incremental increases of \$1.142 million for progression pay and step increases, inflationary increases of \$0.297 million for Supplies and Materials, Services and Rents, and operating impact from capital of \$0.665 million for maintaining and sustaining completed capital projects: Electronic Records and Desktop Applications to Manage City Records.
- The City Clerk's Office will present 2011 reduction options during the 2011 Operating budget process to meet the 2011 Operating Budget Target accordingly.
- The 2010 Recommended Base Budget provides funding for the following key cost drivers:
  - Increases in salaries and benefits resulting from progression pay, step and COLA adjustments.
  - Annualizations of funding for the enhanced core elections engagement activities approved in 2009.
  - Operating impact from capital to sustain and to deliver on projects approved in 2009.
  - Inflationary increases for non-Salary items, namely Materials and Supplies, Services and Rents.
- The cost drivers noted above will be partially off-set by \$1.768 million net service change savings included in the 2010 Recommended Operating Budget that will also realize savings of \$0.241 million in 2011.
- The service change actions include \$1.551 million net in service efficiencies, \$0.085 million net in revenue changes, and \$0.131 million in minor service changes. A reduction of 7 permanent positions attributed to three organizational reviews underway in the City Clerk's Office to improve on the organization structure, business processes and services will result in savings of \$0.554 million included in the service efficiencies. Through the reassignment and absorption of work by existing staff, the City Clerk's Office can maintain 2009 services.
- The following key program issues have been identified during the 2010 Operating Budget process:
  - The Elections Reserve Fund is inadequate to continue to sustain the costs of the Municipal elections every 4 years, make payments pursuant to the Contributions Rebate Program, and replace elections' equipment and systems.
- The 2010 Recommended Operating Budget for the City Clerk's Office provides funding for the Program to:

- Promote an open, accessible government that encourages full participation of the public in Council's decision-making.
- Ensure business processes, organizational structure and technologies support the City's new governance structure and Accountability Officers.
- Manage the Toronto Meeting Management Information System to effectively support Council meetings and tracking of the progress and disposition of Council agenda items.
- Provide leadership and stewardship in information management for providing greater access to City information.
- Enhance the public's accessibility to information, while ensuring the protection of private information.
- Enhance the capacity of core internal functions to support the delivery of City services
- Improve the capacity of Protocol Services to support the 2010 FCM Conference.
- Enhance Elections Operations to prepare and deliver the 2010 Municipal Election for approximately 1,521,200 eligible electors, with over 400 candidates for 44 Council seats.
- Improve the election processes by:
  - Addressing the quality of the Voters' List.
  - Enhancing the accessibility of the electoral process and administer elections in a fair and impartial manner.
  - Broadening election outreach to increase voter participation.
  - Developing new tools and technology for election information systems.

## Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2010 Recommended Operating Budget for the City Clerk's Office of \$60.164 million gross and \$36.793 million net, comprised of the following services:

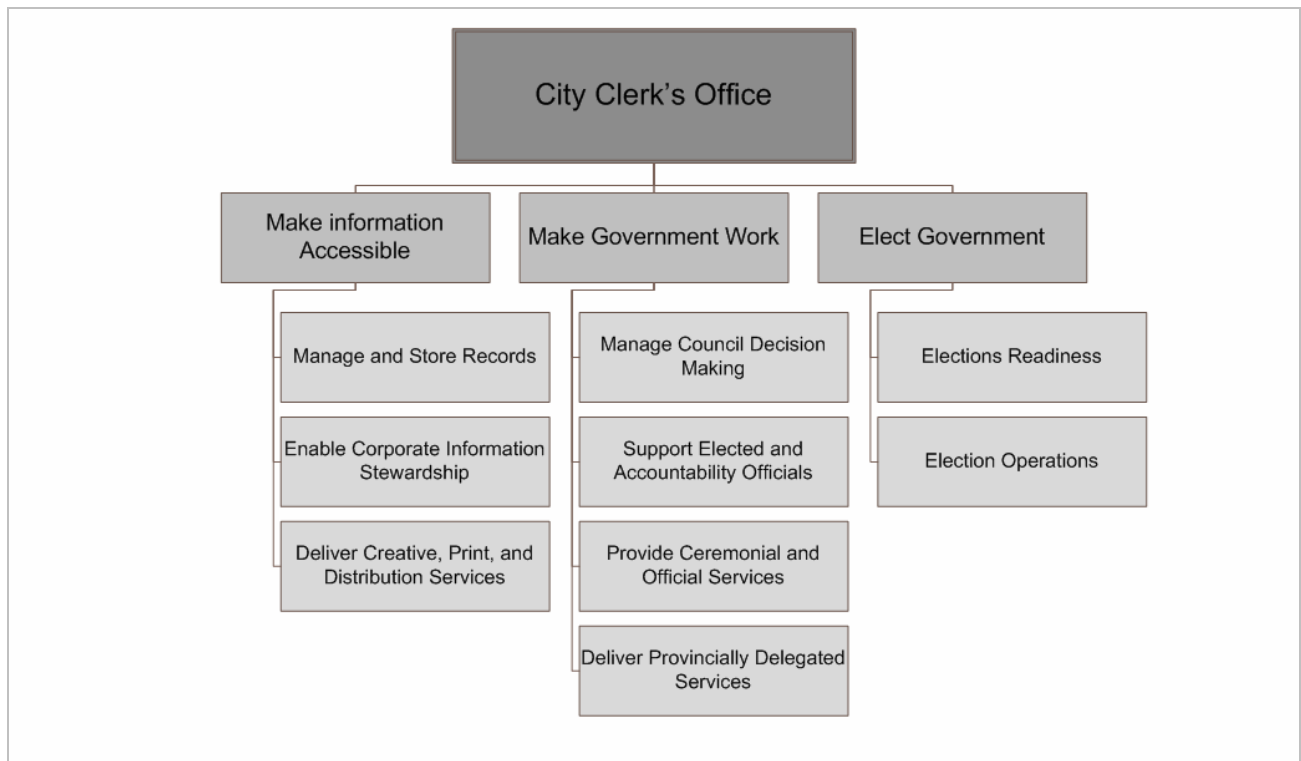
<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Secretariat	7,705.5	6,957.5
Records and Information Management	26,981.5	11,828.3
Council and Support Services	6,290.0	5,375.8
Corporate Access and Privacy	2,105.9	1,719.5
Elections and Registry Services	13,891.6	8,751.3
Protocol	3,189.2	2,160.1
	60,163.8	36,792.6
Total Program Budget	60,163.8	36,792.6

**PART II: 2010 SERVICE OVERVIEW AND PLAN**

**Mission Statement**

The City Clerk's Office provides the foundation for city government in Toronto, realized through electing government, making government work and making information accessible.

**Program Map**



Through the City Clerk's Office's 3 Services, Make Information Accessible, Make Government Work, and Conduct Elections, the Program will manage Information and provide records, archival services, corporate access and privacy, printing and distribution services and multi-media and production services. It will manage government decision-making processes, support Council office operations, provide protocol services, and conduct the municipal elections. It will manage the delivery of legislated services in the areas of registry and gaming services and meeting legislated requirements in all the Program's business units and performing the duties assigned in legislation to the City Clerk.

The City Clerk's Office's 2010 Recommended Services are:

**ELECT GOVERNMENT**

The City Clerk's Office will manage and conduct the municipal election process, by-elections, referendums, and appointments to Council vacancies, in accordance with provincial legislation and democratic principles.

***Election Readiness***

- Ensure infrastructure, resources, staffing and corporate support for 100 percent elections readiness whenever one is called or required.
- Monitor legislative changes to ensure elections readiness
- Deliver election service languages: notices, forms and other Election-related information in 22 languages (5 more than in 2006).

***Election Operations***

- Hold elections every 4 years on the 4<sup>th</sup> Monday in October.
- Hold 2 weekends and 6 weekdays advance voting from 10 a.m. to 6 p.m.
- Pay rebates to individuals who make contributions to candidates as prescribed.
- Fill Council vacancies within prescribed timeline – by appointment or by-election.
- Manage candidate financial disclosure, taking into account new legislation.

**MAKE GOVERNMENT WORK**

The City Clerk's Office will manage the government decision-making process, supporting Council office operations, providing protocol services and conducting elections.

***Manage Council decision-making***

- Manage appointments to committees and other bodies by:
  - For beginning of term: filling vacancies before initial meeting.
  - During term: filling vacancies within 2 meeting cycles.
- Manage City Council meeting through publishing:
  - Main Agenda 5 days in advance of meeting.
  - Supplementary agenda 2 days before meeting
  - Decision documents within 2 days.
- Manage Statutory Committees of Council and Council Advisory bodies by publishing agenda 5 days in advance of meetings.
- Maintain Municipal Code, By-Law tracking, and registry and provide reference services in accordance with legislated responsibility of City Clerk.

- Fulfill notice responsibilities as required in legislation or by-law.
- Conduct statutory or City by-law required polls.
- Coordinate municipal clearance for liquor licences – 24 hour turn-around from application receipt to distribution to division.

***Support elected and accountability officials***

- Post year-to-date expenses for Members of City Council on the internet within 30 days of the end of each quarter.
- Support provided within 24 hours of request or in accordance with established service standards
- Respond to calls to IT Service Desk within 10 minutes.
- Council Reception Desk Service: 5 receptionists during office hours – 3 at City Hall, 1 at North York Civic Centre and 1 at Scarborough Civic Centre.
- Support to Accountability Offices – Office Hours: Monday – Friday 8:30 am – 4:30 pm
- Receive insurance claims against City in accordance with legislative requirements.

***Provide ceremonial and official events services***

- Produce official functions and civic events, as directed or requested
- Produce official and ceremonial documents within 4 weeks of request receipt.
- Provide protocol support to Councillors, Divisions, diplomatic community, and general public as requested – including beyond business hours and weekends.
- Provide photo, audio and video services to official functions, civic events and programs as required.

***Deliver provincially delegated services***

- 100% response to all access requests within 30 days per legislative requirements.
- Perform Privacy compliance audits in response to all requests from Divisions and ensure compliance with legislation.
- Respond to Provincial information and Privacy Commission tribunals.
- Issue gaming licenses within 30 days of receipt of application.
- Issue Marriage licenses as per legislative requirements and within 20 minutes
- Issue death registration within 5 days.

**MAKE INFORMATION ACCESSIBLE**

The City Clerk's Office will manage Information and Records in all media through the life cycle of creation, use, storage and disposition, and ensure compliance with statutory requirements, including access and privacy. It will preserve and make accessible the archival records, and provide multi-media and production services and mail distribution and courier services for the City.

***Manage and store information***

- Retain and preserve records in secure and accessible manner in 100% compliance with legislation.
- 100% of City records scheduled per legislative requirements (plus records of certain local boards)
- 100% of official City archival records preserved as required by legislation.
- Make Archival collections accessible in variety of formats as required by legislation and by-law.
- Effectively respond to increasing public demand/expectation for education on Toronto history and archive collection, school tours, and exhibitions.

***Enable corporate information stewardship***

- 100% of City records scheduled per legislative requirements (plus records of certain local boards)
- 100% of official City archival records must be preserved as required by legislation.
- Make Archival collections accessible in a variety of formats as required by legislation and by-law.
- Effectively responding to increasing public demand/expectation for education on Toronto history and archive collection, school tours, and exhibitions.

***Corporate multi-media, print, high-speed photocopying and mail services***

- Same day external mail processing with Toronto delivery in 24 hours and GTA within 2 days.
- Internal mail distribution to 256 city locations every day with 24 hour turnaround for inter-office mail.
- Internal furniture/equipment distribution as requested.
- As City Printer of Record, to provide offset printing services within budget and timelines.
- Provide in-house high speed photocopying services to ensure City meets legislative requirements for availability and timeliness, and for privacy and confidentiality of certain information.

***Municipal Education Program***

- Provide a municipal education program to Grades 5, 10 and ESL classes by responding to requests within 24 business hours. 100% eligible requests accommodated.

***Multilingual Translation and Interpretation (new service activity)***

- Co-ordinate and manage multilingual translation and interpretation requests for City divisions, Mayor and Council.

**Service Objectives**

The City Clerk's Office has established service objectives to address its challenges and opportunities in making information accessible, making government work, and conducting elections. The following section outlines the City Clerk's Office service objectives for 2010 and beyond:

- Provide support to the City Clerk's Office, Mayor's Office, Councillors' offices and the Office of the Integrity Commissioner, the Ombudsman, and the .
- Manage the legislative process of City Council, the Standing Committees, Community Councils, and other deliberative bodies, including the appointment process for Members of Council and citizens to these bodies, as well as by-law management.
- Provide City printing, reproduction and distribution services as Printer and Copier of Record.
- Provide direct front line services to the public, including access to and maintenance of the assessment roll, the issuance of marriage licenses, burial permits, lottery licenses, intake of municipal clearance for liquor licenses, provision of travel letters, and administration of wedding chamber bookings.
- Administer harmonized polling for City divisions on traffic calming, Business Improvement Areas, permit parking, front pad parking, alternate side parking and boulevard cafes.
- Develop and administer charitable gaming and lottery licensing and compliance programs.
- Develop and administer corporate strategies, policy standards, and services in lifecycle records and information management. Identify, select, describe, and preserve archival records of enduring value.
- Develop and implement corporate programs to comply with the Municipal Freedom of Information and Protection of Privacy Act.
- Manage the City's Protocol services; organize official visits, ceremonies, awards and recognition programs; produce scrolls, proclamations, greetings and correspondence for the Mayor and Council.
- Administer the conduct of Municipal elections as well as by-elections for positions on City Council and the City's School Boards.
- Enhance service levels to advance the Council's strategic priorities on civic engagement.

**PART III: 2009 EXPERIENCE****2009 Accomplishments**

The City Clerk's Office major accomplishments in 2009 include:

- The elections renewal project, as approved in the 2009 operating and capital budget process, provided the basis for the City to build a solid foundation to manage the 2010 and future year elections. The new elections management team is in place and 27 project plans have been developed and in progress.
- Hired staff and initiated preparation for the 2010 Federation of Canadian Municipalities (FCM) and Canadian Association of Municipal Administrators (CAMA) conference. Protocol staff showcased the City at the 2009 conference in Whistler, B.C. A Councillor steering committee was formed and began regular meetings.
- Archives staff authored a book titled "Toronto's Visual Legacy" in celebration of Toronto's 175<sup>th</sup> anniversary and received overwhelming public interest and support.
- An Information Management Working Group was formed and initiated work on principles of an information management framework and an accompanying Accountability Policy to establish responsibilities for City executives and employees.
- Conducted an organization and business review of the Multimedia and Design Services Unit and the Print and Distribution Unit to form a new Design, Print and Mail unit.
- Made significant progress in the development of the City Clerk's Office Vision, Strategic Plan and corresponding People Plan, with four strategic directions identified and integrated planning model introduced to all business units and managers/supervisors.
- Continued staff engagement initiatives to evolve the City Clerk's Office into a motivated, nimble, dynamic and learning organization. The City Clerk's Office 2009 learning program consisted of courses related to technology applications for service enhancements. A virtual library was launched to enable all City Clerk's Office staff to have instant on-line access to reference materials available in different business units, while the mentoring program provided one-on-one career and personal advice opportunities to non-union participants.
- Developed a City Clerk's Office customer service accessibility statement and launched a comprehensive training program and package to enable the City Clerk's Office to meet the Accessibility for Ontarians with Disabilities Act (AODA) requirements of training all staff prior to January 1, 2010. With the City Manager's Office, coordinated a training program for Members of Council and their staff on the customer services accessibility standards.
- Promoted environmental sustainability with the continued reduction of copying of Council agendas and minutes by educating City staff on the various features of the Toronto Meeting Management Information System.

**Table 2: 2009 Budget Variance Review (\$000s)**

(In \$000s)	2008 Actuals	2009 Approved Budget	2009 Projected Actuals*	2009 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
<b>GROSS EXP.</b>	49,908.7	52,821.0	51,699.8	(1,121.2)	(2.1)
<b>REVENUES</b>	15,289.5	18,276.6	17,576.6	(700.0)	(3.8)
<b>NET EXP.</b>	34,619.2	34,544.4	34,123.2	(421.2)	(1.2)
<b>Approved Positions</b>	435.3	459.3	427.3	(32.0)	(7.0)

\*Projected Actuals Based on the September 30, 2009 Variance Report

**2009 Budget Variance Analysis**

The City Clerk’s Office Third Quarter Variance report projects that the Program will be \$1.200 million or 3.4% below the 2009 Approved Operating Budget of \$35.323 million by year-end.

- The under-spending is primarily due to delay in filling staff vacancies, and lower than expected demand from Programs for Design, Print and Mail services. This also resulted in lower revenues than budgeted.

**Impact of 2009 Operating Variance on the 2010 Recommended Budget**

- There is no impact of the 2009 Operating Variance on the 2010 Recommended Operating Budget. The staff vacancies are expected to be reduced in 2010.

**PART IV: 2010 RECOMMENDED BASE BUDGET**

**Table 3: 2010 Recommended Base Budget (\$000s)**

	2009 Appvd. Budget	2010 Recommended Base	Change 2010 Recommended Base v. 2009 Appvd. Budget		FY Incremental Outlook	
			\$	%	2011	2012
(In \$000s)	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>	52,821.0	59,793.7	6,972.7	13.2	2,740.0	2,104.7
<b>REVENUE</b>	18,276.6	22,987.5	4,710.9	25.8		0.0
<b>NET EXP.</b>	34,544.4	36,806.2	2,261.8	6.5	2,740.0	2,104.7
<b>Approved Positions</b>	459.3	510.0	50.7	11.0	463.9	463.9

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
<b>NET BUDGET</b>	36,831.1	36,806.2	(24.9)	35,103.9
<b>PROGRAM REDUCTION (\$)</b>	(1,742.3)	(1,767.6)	(25.3)	(1,727.2)
<b>PROGRAM REDUCTION (%)</b>	(5.0)	(5.1)	(0.1)	(5.0)

**Table 3a: Program Reduction Requirements (\$000s)**

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	34,544.0	
<b>Pressures Reported with 2010 Outlook</b>	<b>4,014.3</b>	<b>0.0</b>
<b>5% Reduction Target</b>	<b>(1,727.2)</b>	<b>(1,727.2)</b>
Additional Pressures not in 2010 Reported Outlook	(15.1)	TBD
<b>Program Reduction Target</b>	<b>(1,742.3)</b>	<b>(1,727.2)</b>
<b>Net Budget Target</b>	<b>36,831.1</b>	<b>35,103.9</b>

**2010 Recommended Base Budget**

The 2010 Recommended Base Budget of \$36.806 million net represents a \$2.262 million or 6.5% increase over the City Clerk’s Office 2009 Approved Operating Budget of \$34.544 million. The 2010 Recommended Base Budget includes \$4.029 million or 11.6% in base budget increases, which have been partially offset by savings of \$1.768 million or 5.1% arising from Service Changes, resulting in the City Clerk’s Office exceeding its Program Reduction Target of \$1.742 million by \$0.025 million or 0.1%.

It should be noted that in addition to base service changes totaling \$1.768 million, the 2010 Recommended Operating Budget for the City Clerk's Office includes a New/Enhanced Service Priority Action of \$0.014 million net for New Revenues in Archives services that contributes to achieving the Program target.

- The 2010 Recommended Operating Base Budget accommodates increases in salaries and benefits resulting from progression pay, and COLA, annualization of salaries and benefits for positions to sustain and to deliver on capital projects approved in 2009, and inflationary increases for non-salary items.

Approval of the 2010 Recommended Base Budget will result in the program's total staff complement increasing from 459.3 to 510.0 approved positions arising from the addition of 46.1 temporary positions for the 2010 Municipal Election, 5 permanent positions approved in 2009 to continue work on the elections engagement activities, 2 permanent positions to sustain/maintain/support the Toronto Meeting Management Information System and the Gaming and Registry Information System, 4.2 temporary positions due to operating impact from capital, to deliver on various projects approved in 2009, and the elimination of 7 permanent positions resulting from service efficiencies.

### **2010 Base Budget Key Cost Drivers**

The 2010 Recommended Base Budget provides funding for the following key cost drivers:

- Cost of living allowance (COLA) of 2% for union staff and 1% for exempt staff resulting in an increase of \$0.581 million including benefits.
- Step and progression pay increments of \$0.330 million.
- Annualized costs for the 2010 Election of \$2.621 million.
- Operating impact of Capital to sustain and support the Toronto Meeting Management Information System, and the Gaming and Registry Information System of \$0.144 million.
- Inflationary increases on non-salaries items of \$0.220 million.
- Reversal of one-time additional gapping of 0.6% in 2009 of \$0.196 million.

Base budget pressures have been offset by reductions in the base resulting in 2010 savings of \$0.020 million as follows:

- *Funding of the Christmas Concert to be in the Non-Program Budget:* The Christmas concert has become a tradition, and needs to be continue. The funding for this event is recommended to be transferred to the Non-Program Budget. This results in a reduction to the City Clerk's Office by \$0.020 million net in 2010.

### **2010 Service Changes**

The Program's 2010 Recommended Base Budget includes additional service adjustment savings of \$1.768 million with incremental increases of \$0.241 million net in 2011 due to reversals of some one time reductions in 2010 resulting from service review actions.

The recommended service changes are summarized below:

*Service Efficiencies*

- Reduction of 7 permanent positions attributed to three organizational reviews underway in the City Clerk's Office to improve on the organization structure, business processes and services resulting in savings of \$0.554 million net.
- Implementation of the Toronto Meeting Management Information System is expected to result in additional savings of \$0.150 million net due to efficiencies that allow for a reduction in photocopying of documents required for Council and Committee meetings.
- Improved work processes in the Records and Information Management Unit will result in savings of \$0.094 million net from lower overtime, and reduced purchases of supplies and materials.
- Funding election engagement initiatives from the Elections Reserve Fund for the 2010 Municipal Election will reduce expenditures by \$0.754 million net.

*Revenue Adjustments*

- A rate increase from \$200 to \$250 for the Property Standard Appeal will generate additional revenues of \$0.020 million.
- A reimbursement by Toronto Hydro in an amount of \$0.015 million for services by an Archivist to work on Toronto Hydro's records for two months will result in a partial offset of expenditures.
- With Copy services at full cost recovery, a charge back for 50% of the salaries and benefits cost of the High-speed Copy and Mail Supervisor position for copying services to divisional clients will have incremental recoveries of \$0.050 million.

*Minor Service Level Changes*

- Additional gapping in Protocol services and reduced purchases of materials and supplies will achieve incremental savings of \$0.091 million net.
- A reduction in purchases of Archives materials and supplies is expected to result in decrease to expenditures by \$0.020 million net.

## **2011 and 2012 Outlook: Net Incremental Impact**

Approval of the 2010 Recommended Base Budget for the City Clerk's Office will result in a 2011 incremental cost increases of \$.002 million net, and a 2012 incremental cost increases of \$2.105 million net to maintain 2010 level of service. Future year costs are primarily attributed to the following:

- The 2011 Outlook for the City Clerk's Office anticipates net expenditures increases of \$1.359 million net for COLA, progression pay, and step increases; inflationary increases for non-labour items of \$0.304 million, funding for elections engagement initiatives of \$0.150 million, an increase in Inter-Divisional Charges of \$0.070 million from the Facilities Division for their services rendered to the new Print Shop at 2 Hobson St., a reversal of the recovery from Toronto Hydro for archival services of \$0.015 million net, and the operating impact from capital for

sustaining and supporting the eForm, the Design, Print and Mail Workflow Management System and the Public Appointment Database Systems of \$0.384 million.

- The 2012 net incremental outlook of \$2.105 million includes \$1.142 million for progression pay and step increases, inflationary increases of \$0.297 million for non-labour items, and operating impact from capital of \$0.665 million to sustain the Toronto Meeting Management Information Systems, the Electronic Records, and Desktop Applications to Manage City Records.

## PART V: 2010 RECOMMENDED SERVICE CHANGES

**Table 4: 2010 Recommended Service Change Summary**  
(In \$000s)

Description	2010 Recommended Service Changes				Net Incremental Impact	
	Position Change	Gross Exp.	Net Exp.	% Change over 2009 Budget	2011	
	#	\$	\$	#	\$	# Pos
<b>Base Change Summary</b>		(20.0)	(20.0)	-0.1%		
<b>Service Efficiencies:</b>						
Meeting Mgmt Information System Efficiencies		(150.0)	(150.0)	-0.4%		
Records Mgmt Chargebacks		(94.0)	(94.0)	-0.3%		
Organizational Reviews in City Clerk's Office	(7.0)	(553.6)	(553.6)	-1.6%		
Reduce Budget for election engagement activities.		(754.0)	(754.0)	-2.2%	150.0	
<b>Revenue Changes</b>						
Highspeed Copy & Mail Budget Review			(50.0)	-0.1%		
Increase in Secretariat's User Fee Revenue.			(20.0)			
Temporary Toronto Hydro funding for an Archivist.			(15.0)		15.0	
<b>Minor Service Level Changes:</b>				0.0%		
Increased gapping in Protocol		(75.6)	(75.6)		75.6	
Reduce promotional materials in Protocol		(15.0)	(15.0)			
Reduce Archives Supplies		(20.4)	(20.4)			
<b>Sub-Total Service Changes</b>	<b>(7.0)</b>	<b>(1,662.6)</b>	<b>(1,747.6)</b>	<b>-5.1%</b>	<b>240.6</b>	<b>0.0</b>
<b>Total Changes</b>	<b>(7.0)</b>	<b>(1,682.6)</b>	<b>(1,767.6)</b>	<b>-5.1%</b>	<b>240.6</b>	<b>0.0</b>

### 2010 Recommended Service Changes

The budgetary impact of implementing the following 10 service changes are included in the 2010 Recommended Base Budget, with savings of \$1.768 million in 2010 and incremental cost increases of \$0.241 million in 2011. Approval of the recommended service changes will result in a reduction of 7 approved positions reducing the complement to 513.7 positions. The 2010 Recommended Base Budget includes funding of \$4.029 million net for base budget increases, which have been partially offset by \$1.768 million in budget reductions arising from recommended Base and Service Changes.

#### Service Changes

The following recommended service changes included in the City Clerk's Office 2010 Recommended Base Budget are discussed below.

***Service Efficiencies******Organizational Reviews in the City Clerk's Office***

Three organizational reviews are underway in the City Clerk's Office:

- Secretariat is evaluating service delivery efficiencies and job requirements given the implementation of the Toronto Meeting Management Information System (TMMIS).
- A management consultant from the City Manager's Office is conducting a comprehensive study of the functions, staffing and organizational alignment of the Corporate Access and Privacy (CAP) and Records and Information Management (RIM) functions.
- Multimedia Production Services (MPS) has been merged with the Printing and Distribution Unit (part of RIM) to form the Design, Print and Mail (DPM) unit. The new structure is being reviewed in 2010 to co-ordinate with the move to the unit's new facility at 2 Hobson Street.

Seven (7) positions are being kept vacant and will be deleted at the end of the organizational review. However, pending the final review outcome, the specific position titles and number of positions to be deleted will need to be confirmed. Savings are estimated to be \$0.554 million net in 2010.

***Toronto Meeting Management Information System (TMMIS) Efficiencies – Photocopy Reductions.***

The implementation of the Toronto Meeting Management Information System resulted in efficiencies that have reduced the volume of photocopying documents for Council and Committee meetings for a savings of \$0.150 million net.

***Reduction in Records Management Chargebacks***

Improved work processes in Records Management have enabled a reduction in overtime budget, and record keeping supplies resulting in a savings of \$0.094 million net.

***Fund Election Engagement Activities from the Election Event Budget***

The 2009 Approved Operating Budget included funding of \$1.000 million for election engagement initiatives to encourage participation in the voting process and in democracy. Initial activities began in 2009, but the bulk of the activities will be conducted in 2010. It is recommended that the election engagement initiatives which are part of the Election event be funded from the Elections Reserve Fund. This will result in savings of \$0.754 million net in 2010.

***Revenue Changes******Increase in Secretariat's User Fee Revenues***

A rate increase from \$200 to \$250 for the Property Standard Appeal fee costs will result in an increase in revenues of \$0.020 million, effective April 1, 2010, with incremental impact of \$.005 million for 2011. This fee is paid by the property owner in an application to appeal to the Property Standards Committee in matters of property standards compliance or violations. For example: if a property owner received an order from a City Property Standards Officer to correct alleged defects

which do not confirm with the prescribed City standards, the property owner may appeal the order to the Property Standards Committee by sending a Notice of Appeal. An application fee is required to be paid to the City for such an appeal.

***One-time Toronto Hydro funding for an Archivist***

An Archivist will work full time for 2 months to inventory Toronto Hydro records. Toronto Hydro is expected to reimburse the City Clerk's Office for the 2 months costs plus a 10% partial recovery for administration costs. This recovery will reduce net expenditures by \$0.015 million. An Archivist will be reassigned from all normal duties. Other archivists will have to assume more reference duties throughout the week and on Saturdays, while one is assigned to the Toronto Hydro project for two months.

***Hightspeed Copy and Mail Budget Supervisor Chargeback***

The salaries and benefits of the Hightspeed Copy and Mail Supervisor have to date been fully absorbed by the Program. Since the copy service is a full cost recovery cost centre, 50% of the supervisor's salary and benefits cost should be recovered. This was never charged back to client divisions in the past, but this initiative is consistent with the operational mandate of the Copy Service unit. Fifty percent of the Hightspeed Copy and Mail Supervisor's costs in an amount of \$0.050 million will be added to the inter-divisional recoveries for copy services.

**Minor Service Level Changes*****Increase in gapping and reducing expenditures for promotional materials in the Protocol Unit***

A translator (Chinese) position and a vacant Support Assistant C position will be gapped for 4 months and 9 months respectively for a saving of \$0.076 million net. Gapping the translator staff position will require that Divisions retain an outside translator for their Chinese translation needs. All other languages are currently contracted out. Operationally, the gapping has created additional work for the Supervisor who is now co-ordinating the Chinese requests. As well, the gapping of the Support Assistant C position has created additional work on the other support staff within the section.

The reduction of presentation items will entail a more careful allocation of gifts to official visitors to the City of Toronto, and for corporate promotions. Corporate promotion gifts will be reduced, resulting in a savings of \$0.015 million net in 2010.

***Reduction in Archives Supplies and Materials***

Purchases of Supplies and Materials for the Archives will be reduced. The impact is less promotion of educational and outreach programs, and reduced materials during exhibits. The expected savings is \$0.020 million net.

**PART VI:  
RECOMMENDED NEW SERVICE PRIORITY ACTIONS**

**Table 5: 2010 New / Enhanced Service Priority Actions: Summary**

(In \$000s)

Description	2010 Recommended			Net Incremental Impact			
	Gross Exp.	Net Exp.	New Positions	2011		2012	
	\$	\$	#	\$	# Pos	\$	# Pos
<b>Enhanced Services - Program Initiated</b>							
Temporary Capital staffing - E-Forms project	150.0	0.0	1.6	100.0			
Temporary Capital staffing - Integrated Access to Archival Records	47.0	0.0	0.3				
Temporary Capital staffing - Public Appointment Database	173.0	0.0	1.8	20.0			
<b>Sub-Total Enhanced Services</b>	<b>370.0</b>	<b>0.0</b>	<b>3.7</b>	<b>120.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>New Services - Program Initiated</b>							
Archives New Revenues Initiative		(13.7)					
<b>Sub-Total New Services</b>	<b>0.0</b>	<b>(13.7)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Enhanced/New Services</b>	<b>370.0</b>	<b>(13.7)</b>	<b>3.7</b>	<b>120.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**2009 Recommended New / Enhanced Service Priority Actions**

**Enhanced Service Priority Actions**

*Program Initiated*

*Temporary Staffing Requirements to Deliver Capital Projects*

The 2010 Approved Capital Budget includes capital projects that require additional staff resources to complete.

A total of 3.7 new staff are recommended totalling of \$0.370 million gross, \$0.0 net with costs being recovered from the 2010 Approved Capital Budget for the City Clerk’s Office from the following projects:

*Capital Project Temporary Staffing – E-Forms*

The E-Form capital project will ensure that electronic forms are standardized and user-friendly and create efficiency. This project will require 1.6 temporary Senior Records and Information Analyst positions at a cost of \$0.150 million gross and \$0.0 net for 2010.

*Capital Project Temporary Staffing – Integrated Access to Archival Records.*

The WebGENCAT system currently used to describe and search for archival holdings is over 12 years old, and needs to be upgraded or replaced to take advantage of technological advances and meet the City's enterprise architecture requirements. The Integrated Access to Archival Records requires a Senior System Integrator position for one quarter of the year at a cost of \$0.047 million gross and \$0.0 net.

*Capital Project Temporary Staffing – Public Appointment Database project*

The Public Appointment capital project will develop an effective, comprehensive tool to better engage the public in the appointments process and to manage the appointments process more effectively. The City appoints Councillors and the public to over 270 bodies. This project requires 1.8 staff positions at a cost of \$0.173 million gross, and \$0.0 net comprised of 1.5 positions of Systems Integrator positions, and 0.3 of a position of a Senior Systems Integrator position for 2010.

**New Service Priority Actions*****Program Initiated****Archives New Revenues Initiative*

The Toronto Archives is initiating actions to generate revenues through educational workshops, the sale of large digital prints, and fund-raising initiatives which is expected to increase revenues by \$0.014 million in 2010.

The Archives Unit will implement the following revenue initiatives as follows:

- Offer educational workshops to the public on various topics related to archival collections and services. Possible workshop topics include how to research the history of your house, digital photography and the care and storage of family photographs and heirlooms.
- Offer the sale of high quality digital prints of 16 x 20 size (up from the current 11 x 14 size). The introduction of these larger size digital prints will increase the market for digital products, meet a demand from the public for large historical images to be used for exhibition and personal use, and align digital print products with other public institutions such as the Toronto Public Library which already offers this product.
- Pursue new fund-raising initiatives in order to expand the Unit's revenue base.

**PART VII: ISSUES FOR DISCUSSION****2010 Budget Issues****Adequacy of the Election Reserve Fund**

Toronto has one of the most complex elections in North America, both in terms of the number of candidates, and the types of ballots. In the 2006 election, Toronto had 456 candidates for 84 offices with 220 ballot types, 1,600 voting locations and 2 million ballots.

Toronto's municipal election is larger than elections in 9 of the 13 provinces and territories in Canada.

The municipal election is facing increasing public scrutiny and challenges:

- Increased emphasis on accountability measures, electronic financial filing, and the contribution rebate program demands new expertise and attention to elections financing.
- The increased use of technology in election campaigns and the lack of an effective enforcement mechanism demands greater attention to ensure compliance with election rules and regulations.
- There is increasing demand for new technology and using technology to spread information and engage voters. New expertise is required to understand emerging trends, implement new tools, and ultimately, review and examine new voting methods.

There is a need to outreach and engage Toronto's diverse communities. There is a significant requirement for Toronto to examine new services such as enhanced voter outreach programs, examine issues to extend voting rights to landed immigrants, and engage the youth and other diverse communities. Dedicated staff are required to work collaboratively with Toronto's many agencies and organizations to create a broad awareness of the rights and responsibilities of voting.

The Election Reserve Fund is established to provide funding to meet the needs of election events, the election contribution rebate program, by-election and appointment costs, and election equipments and systems replacement or upgrades.

The City Clerk's Office's Operating Budgets provides funding annually in non-election years as a contribution to the Elections Reserve Fund based on ¼ of the estimated cost of the election every 4 years. A contribution is also made from the Non-Program Expenditures Budget. In 2009, the contribution from the City Clerk's Operating Budget was \$2.197 million, and \$0.600 million from Non-Program Budget.

The 2010 Municipal Election requires a contribution from the Elections Reserve fund in an amount of \$5.110 million to deliver the 2010 Election.

At its meeting of December 2, 2009, Council approved the report "Election Campaign Finance By-laws – Updated Report (Bill 212)" which has resulted in the need to increase funding from the Non-Program Budget to the Elections Reserve Fund by \$0.200 million to \$0.800 million per annum beginning in 2010 to pay for the Contribution Rebate Program.

It is estimated that \$3.2 million will be required to fund the Contribution Rebate Program for the 2010 election. The previous annual non-program contribution of \$0.600 million, totaling only \$2.4 million over 4 years, is insufficient to fund the rebate program. The non-program contribution was increased to \$0.800 million beginning in 2010 to provide on-going stable funding for the rebate program. Rebate payments will be made to applicants in 2011 and 2012.

The Election Reserve Forecast Table below shows the forecasted balances in the reserve fund over the foreseeable future.

**Election Reserve Fund Forecast (as of February 2, 2010)**

In \$000s	2009	2010	2011	2012	2013	2014	2015
<b>Election Reserve Fund, Beginning Balance</b>	<b>11,651</b>	<b>7,998</b>	<b>1,818</b>	<b>1,101</b>	<b>3,199</b>	<b>5,223</b>	<b>11</b>
<b>Contributions:</b>	<b>2,857</b>	<b>800</b>	<b>2,997</b>	<b>2,997</b>	<b>2,997</b>	<b>800</b>	<b>2,997</b>
a. Contribution to Reserves from Current	2,197	-	2,197	2,197	2,197	-	2,197
b. Non-Program Contribution to Reserves	600	800	800	800	800	800	800
c. Additional Corporate surplus contribution	-	-	-	-	-	-	-
d. Interest Income at 0% (for 2010 onwards)	60	-	-	-	-	-	-
e. Contract Elections Revenue	-	-	-	-	-	-	-
<b>Withdrawals:</b>	<b>(6,510)</b>	<b>(6,980)</b>	<b>(3,714)</b>	<b>(899)</b>	<b>(974)</b>	<b>(6,012)</b>	<b>(3,774)</b>
a. Election Event	-	(5,110)	-	-	-	(5,532)	-
b. Election Clean-Up	-	-	(80)	-	-	-	(87)
c. By-Election	-	-	-	(175)	(175)	-	-
d. Voters' List	-	-	-	-	-	-	-
e. Contribution Rebate	-	-	(3,000)	(200)	-	-	(3,247)
f. Compliance Audit Committee	-	-	(38)	(19)	(19)	-	(41)
g. Capital Projects							
1. Replacement of the Toronto Election	(597)	(987)	(597)	(505)	(780)	(480)	(400)
2. Electronic Transmission of Election Results - Transmission Equipment Replacement	-	(600)	-	-	-	-	-
3. Election Facility Acquisition	(3,191)	-	-	-	-	-	-
4. Election Facility Renovation	(2,227)	(282)	-	-	-	-	-
h. Elections Staffing	(495)	-	-	-	-	-	-
<b>Election Reserve Fund, Uncommitted Ending Balance</b>	<b>7,998</b>	<b>1,818</b>	<b>1,101</b>	<b>3,199</b>	<b>5,223</b>	<b>11</b>	<b>(766)</b>

**Notes:**

- Interest income from 2010 onwards assumes 0% rate of return.
- Election Event cost is adjusted for inflation at an annual rate of 2% after the 2010 elections and may change depending on voting methodology.
- Funding for Election Contribution Rebate is assumed to be sufficient with contribution from Non-Program.
- This forecast has not taken into account changes in Toronto's demographic profile (e.g. population growth) which would increase the number of voters as well as related resource requirements (e.g. more voting centres, more election staff required), and expenses to address Voters' List issues.
- Actual 2009 figures are preliminary based on Period 13 figures.
- Funding for TEIS capital requirements based on approved 2010-2019 capital plan.
- Fee for Compliance Audit Committee for 2010 Election is estimated at \$75K and payable in 2011 - 2013. The fee for 2014 elections and thereafter are based on fee for 2010 election and increase by 2% rate of inflation

8. By-election is assumed to remain at \$175k annually on 2nd and 3rd year after election year. This cost may or may not be required.

9. Annual contribution to Reserves from Current will remain at 2009 level of \$2.197 million

10. Non-Program Contribution to Reserves will increase to \$0.8 million starting in 2010

The Election Reserve Forecast Table above shows that the Election Reserve Fund will be depleted by 2014 if funding to the Election Reserve Fund is not increased.

Increased annual contributions may be required beginning in 2011 to ensure the adequacy of the reserve fund to provide funding to deliver on municipal elections every 4 years, and ensure sufficient financial liquidity to meet the liabilities arising from the rebate program, and upgrades to equipment and systems.

In addition, it will allow the City Clerk's Office to explore new processes and methods for managing Toronto's current and future municipal elections. It would also enable the City Clerk's Office to proactively respond to emerging challenges and continue to deliver high quality services that meet the needs of Toronto's diverse voters and candidates.

## Appendix A

## 2010 Recommended Base Budget Changes vs. 2009 Approved Budget

(In \$000s)	Summary of 2010 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2011	2012
		\$	\$	\$	\$	\$
<b>2009 Council Approved Operating Budget</b>	<b>459.3</b>	<b>53,057.9</b>	<b>18,041.3</b>	<b>35,016.6</b>	<b>0.0</b>	<b>0.0</b>
Technical Adjustments		(314.0)	235.3	(549.3)		
In-Year Budget Adjustments		77.1		77.1		
<b>2009 Approved Operating Budget</b>	<b>459.3</b>	<b>52,821.0</b>	<b>18,276.6</b>	<b>34,544.4</b>	<b>0.0</b>	<b>0.0</b>
Prior Year Impacts:						
Annualizations from Prior Year	5.0	2,555.2	(65.9)	2,621.1		
Reversals from Prior Year		195.7		195.7		
Operating Impacts of Capital	6.2	457.7	313.7	144.0	264.0	665.0
Zero Base Items						
Economic Increases:						
Salary		911.1		911.1	1,879.6	1142.3
Non Salary		220.1		220.1	355.8	297.4
<b>Adjusted Base Budget</b>	<b>470.5</b>	<b>57,160.8</b>	<b>18,524.4</b>	<b>38,636.4</b>	<b>2,499.4</b>	<b>2,104.7</b>
Base Expenditure Changes	46.5	4,295.5	4,378.1	(82.6)		
Base Revenue Changes						
<b>2010 Base Budget Prior to Service Changes</b>	<b>517.0</b>	<b>61,456.3</b>	<b>22,902.5</b>	<b>38,553.8</b>	<b>2,499.4</b>	<b>2,104.7</b>
Recommended Service Changes:						
Service Efficiencies	(7.0)	(1,551.6)		(1,551.6)	150.0	
Revenue Changes			85.0	(85.0)	15.0	
Minor Service Level Changes		(111.0)		(111.0)	75.6	
Major Service Level Changes						
<b>Total Recommended Base Changes</b>	<b>(7.0)</b>	<b>(1,662.6)</b>	<b>85.0</b>	<b>(1,747.6)</b>	<b>240.6</b>	<b>0.0</b>
<b>2010 Recommended Base Budget</b>	<b>510.0</b>	<b>59,793.7</b>	<b>22,987.5</b>	<b>36,806.2</b>	<b>2,740.0</b>	<b>2,104.7</b>

**Appendix B**  
**Summary of Service Changes**

**Appendix C**

**Summary of 2010 Recommended  
New/Enhanced Service Priority Actions**

## Appendix D

## Program Summary by Expenditure Category

CLUSTER: OTHER PROGRAMS PROGRAM: CITY CLERK'S OFFICE							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	36,885.3	34,985.3	42,434.2	5,548.9	15.0%	41,317.5	42,730.9
Materials and Supplies	2,073.2	2,073.2	2,331.4	258.2	12.5%	1,860.8	1,897.6
Equipment	144.9	144.9	282.6	137.7	95.0%	104.5	121.0
Services & Rents	8,884.6	9,663.4	12,282.9	3,398.3	38.2%	8,952.7	9,492.1
Contributions to Capital	-	-	-	-	n/a	0.0	0.0
Contributions to Reserve/Res Funds	2,638.1	2,638.1	478.9	(2,159.2)	(81.8%)	2,676.1	2,676.1
Other Expenditures	38.0	38.0	-	(38.0)	(100.0%)	0.0	0.0
Interdivisional Charges	2,157.0	2,157.0	2,353.8	196.8	9.1%	2,075.3	2,075.3
<b>TOTAL GROSS EXPENDITURES</b>	<b>52,821.0</b>	<b>51,699.8</b>	<b>60,163.8</b>	<b>7,342.8</b>	<b>13.9%</b>	<b>56,987.0</b>	<b>58,993.0</b>
Interdivisional Recoveries	14,357.3	13,657.3	13,812.0	(545.3)	(3.8%)	13,812.0	13,812.0
Provincial Subsidies	-	-	-	-	n/a	0.0	0.0
Federal Subsidies	6.0	6.0	-	(6.0)	(100.0%)	0.0	0.0
Other Subsidies	-	-	-	-	n/a	0.0	0.0
User Fees & Donations	347.4	347.4	361.4	14.0	4.0%	361.4	361.4
Transfers from Capital Fund	1,617.0	1,617.0	2,300.7	683.7	42.3%	2,300.7	2,300.7
Contribution from Reserve Funds	1,217.3	1,217.3	5,560.3	4,343.0	356.8%	117.4	18.8
Contribution from Reserve	-	-	-	-	n/a	0.0	0.0
Sundry Revenues	731.7	731.7	1,336.8	605.1	82.7%	742.8	742.8
<b>TOTAL REVENUE</b>	<b>18,276.6</b>	<b>17,576.6</b>	<b>23,371.2</b>	<b>5,094.6</b>	<b>27.9%</b>	<b>17,334.4</b>	<b>17,235.7</b>
<b>TOTAL NET EXPENDITURES</b>	<b>34,544.4</b>	<b>34,123.2</b>	<b>36,792.6</b>	<b>2,248.2</b>	<b>6.5%</b>	<b>39,652.6</b>	<b>41,757.3</b>
<b>APPROVED POSITIONS</b>	<b>459.3</b>	<b>527.3</b>	<b>513.7</b>	<b>54.4</b>	<b>11.8%</b>	<b>481.0</b>	<b>485.0</b>

## Appendix E

### Inflows / Outflows to / from Reserves & Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December \$	Proposed Withdrawals (-) /		
			2010	2011	2012
			\$	\$	\$
Insurance Reserve Fund	XR1010	32,534.1	160.9	160.9	160.9
Equipment Reserve	XQ1507	2,578.5	264.7	264.7	264.7
Vehicles Replacement Reserve	XQ1504	462.8	15.3	15.3	15.3
Election Reserve Fund	XR1017	8,527.1	(5,110.3)		
Corp Conference Reserve Fund	XQ0012	216.6	(450.0)		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>(5,119.4)</b>	<b>440.9</b>	<b>440.9</b>