

Analyst Briefing Notes
Budget Committee
(February 10, 2009)

PART I: 2009 OPERATING BUDGET

Executive Summary2
 Recommendations.....6

PART II: 3-YEAR SERVICE OVERVIEW AND PLAN

Service Challenges and Opportunities8
 Service Objectives8
 Priority Actions.....9

PART III: 2008 BUDGET VARIANCE ANALYSIS

2008 Experience10
 Impact of 2008 Operating Variance on the 2009 Recommended Budget10

PART IV: 2009 RECOMMENDED BASE BUDGET

2009 Recommended Base Budget11
 2009 Key Cost Drivers and Reduction Strategies.....12

PART V: RECOMMENDED NEW/ENHANCED SERVICE PRIORITY ACTIONS

2009 Recommended New/Enhanced Service Priority Actions.....13

PART VI: ISSUES FOR DISCUSSION

2009 Budget Issues17
 Issues Referred to the 2009 Operating Budget ProcessN/A

Appendix A: 2009 Recommended Base Budget Changes vs. 2008 Approved Budget18

Appendix B: Summary of Service Level Adjustments.....19

Appendix C: Summary of 2009 Recommended New/Enhanced Service Priority Actions.....20

Appendix D: Program Summary by Expenditure Category21

Appendix E: Inflows/Outflows to/from Reserves and Reserve Funds.....22

Contacts: Judy Broughton
 Manager, Financial Planning
 Tel: (416) 392-8393

Harvey Tham
 Senior Financial Planning Analyst
 Tel: (416) 397-4218

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 faces significant challenges and opportunities over the next 3 years as a result of increased public demand and legislative changes. Specific challenges include:
 - Changing provincial legislation with unclear timelines and details, including election legislation.
 - Expectation for improved services through multiple channels and with new technology, such as faster and more accurate information, better participation opportunities and more convenient service delivery mechanisms.
 - Changing demographics and population growth, which create upward pressures in service demands.
 - Significant under-resourcing for core elections operations.
- The service objectives for the City Clerk's Office address the challenges and opportunities outlined above, and reflect the mandate of the Program:
 - To conduct elections in a way which ensures the integrity and accessibility of the electoral process and to administer elections in a fair and impartial manner.
 - To make government work by establishing policies, procedures and providing services to support the Mayor and Council, enabling them to hold meetings and represent the citizens and the City of Toronto, by delivering provincially delegated processes in gaming and vital statistics, and by providing operational support to accountability officers.
 - To promote an "open and accessible government" that encourages full participation of the public in Council's decision-making.
 - To make information accessible by creating and managing information as a corporate asset and balancing the integrity of information with the protection of privacy and public accessibility.
- The 2009 Recommended Operating Budget includes funding for priority actions which address the challenges, opportunities and service objectives outlined above. The recommended funding for new/enhanced priority actions total \$2.572 million of which \$1.000 million gross, and \$0.0 net is to enhance Elections Operations to prepare for the 2010 municipal election; \$0.217 million and \$0.0 net to prepare for the 2010 FCM Conference and \$1.221 million and \$0.0 net to deliver capital projects.

The 2009 Recommended Operating Budget provides funding \$1.000 million gross and \$0.0 net to 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.

The 2009 Recommended Operating Budget provides funding to make government work by:

- Promoting an open, accessible government that encourages full participation of the public in Council's decision-making.
- Ensuring business processes, organizational structure and technologies support the City's new governance structure and Accountability Officers.
- Managing the Toronto Meeting Management Information System to effectively support Council meetings and tracking of the progress and disposition of Council agenda items.

The 2009 Recommended Operating Budget provides funding to make information accessible by:

- Providing leadership and stewardship in information management for providing greater access to City information.
- Enhancing the public's accessibility to information, while ensuring the protection of private information.

The 2009 Recommended Operating Budget provides funding to enhance the capacity of core internal functions to support the delivery of City services by:

- Implementing a new service delivery model for the Multi-Media and Production Services Unit (MMPS) and integrate the operations of MMPS with the Print Distribution Unit to deliver high-quality, customer-focused service for communication products that comply with environment standards.
 - Improving the capacity of Protocol Services to support the 2010 FCM Conference.
- For 2008, the City Clerk's Office is projecting year-end net expenditures of \$34.424 million, which is \$0.195 million under the 2008 Approved Adjusted Budget of \$34.619 million net. The projected year-end variance is largely due to under-spending in salaries and benefits attributable to position vacancies. The 2008 operating variance will have no impact on the 2009 recommended budget as the vacancies are expected to be filled in 2009.

Table 1: 2009 Recommended Budget

(In \$000s)	2008		2009 Recomm'd Operating Budget			Change - 2009 Recommended Operating Budget v. 2008 Appvd. Budget		FY Incremental Outlook	
	2008 Appvd. Budget	2008 Projected Actual	2009 Base	2009 New/Enhanced	2009 Operating Budget	\$	%	2010	2011
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	49,908.0	49,231.8	50,370.1	2,687.8	53,057.9	3,149.9	6.3	4,122.0	1,408.2
REVENUE	15,289.0	14,807.5	15,353.5	2,687.8	18,041.3	2,752.3	18.0		
NET EXP.	34,619.0	34,424.3	35,016.6	0.0	35,016.6	397.6	1.1	4,122.0	1,408.2
Approved Positions	440.3	405.3	439.3	23.0	462.3	22.0	5.0		
TARGET			33,926.6		33,926.6				
\$ Over / (Under) Program Target			1,090.0		1,090.0				
% Over / (Under) Program Target			3.2%		3.2%				

- The 2009 Recommended Operating Budget for the City Clerk's Office is \$53.058 million gross, \$35.017 million net and is \$1.090 million or 3.2% higher than the 2009 target of \$33.927 million that is 2% less than the 2008 Approved Operating Budget.
- The 2009 Recommended Operating Budget for the City Clerk's Office is comprised of base funding of \$50.486 million gross, and \$35.017 million net, and \$2.572 million gross and \$0.0 net for new/enhanced service priorities. Approval of the 2009 Recommended Operating Budget will result in the Program's staff complement increasing by 8 permanent and 15 temporary positions to 462.3 positions.
 - The 2010 Outlook net impact increase of \$4.122 million is primarily due to merit, step, and annualized costs for recommended new positions for 2009 and an increase of 5 positions in 2010 for the municipal election. The 2011 Outlook impact of \$1.408 million net is comprised of ongoing step and merit increases, and the annualized cost of \$0.266 million, as a result of the 2010 municipal election initiatives.
- The 2009 Recommended Base Budget funds the Program's key cost drivers including the annualized 2008 cost of living adjustments (COLA), merit and step increases that total \$0.691 million net. These are defrayed by efficiencies of \$0.121 million net resulting from cost reduction measures including reduced overtime, consumption of materials and supplies, and deferral of contributions to the equipment replacement reserves.
- The Recommended New/Enhanced Service Priorities totalling \$2.572 million gross and \$0.0 net will add 8 permanent and 15 temporary positions for new/enhanced service priority actions to ensure adequacy of resources in Elections Operations to effectively conduct the 2010 Municipal Election, to support the 2010 FCM Conference taking place in the City of Toronto, to perform Privacy Impact Assessment on the City's capital projects, and to deliver on capital projects approved in the 2009 Capital Budget.

- The 2009 Recommended Operating Budget will enable the City Clerk's Office to meet its responsibilities to conduct elections, to make government work, and to make information accessible, 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. It will address the issues of quality and completeness of the Voters' List.
 - Enhance the public's accessibility to information and provide corporate leadership and stewardship in information management for providing greater access to City information while ensuring the protection of private information.
 - Continue to manage the Toronto Meeting Management Information System to support council meetings and tracking of the progress and disposition of Council agenda items through the use of web-based near real-time venues.
 - Ensure that multi-media and production services are delivered promptly, and at a high standard.
 - These actions are all aligned with the Mayor's and Council's strategic priority to promote a more efficient, effective public service in the City and to promote an "open and accessible government" that encourages full participation of the public in Council's decision-making.

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

1. Council approve the 2009 Recommended Operating Budget for the City Clerk's Office of \$53.058 million gross and \$35.017 million net comprised of the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Secretariat	7,638.6	7,470.5
Records and Information Management	26,478.1	11,472.7
Council and Support Services	6,142.7	5,135.7
Corporate Access and Privacy	1,982.6	1,499.1
Elections and Registry Services	9,024.8	7,864.8
Protocol	1,791.1	1,573.8
	<hr/>	<hr/>
Total Program Budget	<u>53,057.9</u>	<u>35,016.6</u>

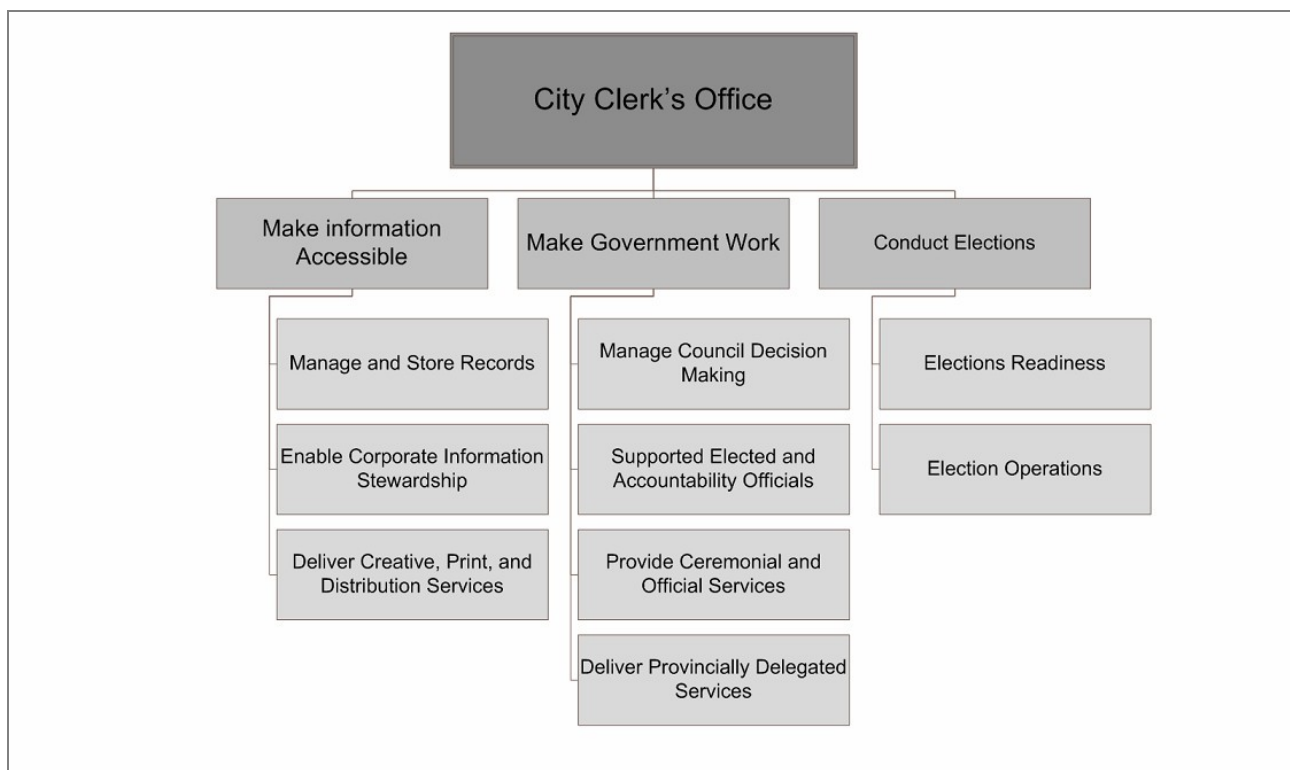


3-Year Service Overview and Plan

The City Clerk's Office manages the governmental processes for the City of Toronto to ensure that it is open, transparent, and accountable; manages information as a critical asset, and balances the integrity of the information with public accessibility. The City Clerk's Office provides registry and gaming services to the public in accordance with legislated requirements by providing direct front line services to the public, including developing and administering charitable gaming and lottery licenses and compliance program. As the City's printer of record, the City Clerk's Office provides off-set printing and high-speed copying services to divisions and local boards and provides mail distribution and courier services for the City. In addition, the Program manages and administers corporate records in all media through the life cycle of creation, use, storage and disposition, and the preservation and accessibility of archival records, fostering a corporate information management culture that supports ready access to business records, builds on and is strengthened by technological improvement and complies with relevant statutory requirements, including access and privacy.

The City Clerk's Office delivers three services and their associated activities, as detailed in the following Program Map.

Program Map



Service Challenges and Opportunities

Given the substantial need for the City to have an effective and efficient government, to manage records and information and their accessibility, while ensuring safeguard of privacy, and to deliver legislated services, the City Clerk's Office faces significant challenges, including the following:

- Unknown impact on service delivery requirements resulting from legislative and governance changes, Council decisions, Information and Privacy Commission and court decisions. demographics and public demand.
- Changing provincial legislation with unclear timelines and details, including the gaming, and elections legislations. This requires the City Clerk's Office to create and maintain optimal nimbleness and capacity to respond to these unknown legislative changes.
- Increasing public demand and expectation for improved service through multiple channels and with new technology for faster and more accurate information, multiple and better participation opportunities and more convenient service delivery mechanisms, complicated by changing demographics and population growth.
- Increasing awareness of the need for electronic service delivery and governance of information management to reduce risk to the City and respond to the public's demands for electronic engagement and electronic services and programs.
- Lack of capacity as a result of financial constraints on program delivery, and potentially puts the City's reputation and credibility at risk.

Service Objectives

The City Clerk's Office has established service objectives to address the challenges and opportunities outlined above:

- Establish and manage the democratic and administrative processes of the City government so that it is open, transparent, and accountable to the citizens of Toronto.
- Provide registry and gaming, and other services to the public as mandated by Provincial legislation and Council direction.
- Manage and conduct the municipal election process, by-elections, referendums and appointments to Council vacancies, in accordance with provincial legislation and democratic principles.
- Provide overall direction and leadership in the City's protocol requirements to profile the City of Toronto in a politically sensitive and positive manner.
- Manage information as a critical corporate asset and balance the integrity of the information with public accessibility.

Priority Actions

The 2009 Recommended Operating Budget provides \$35.017 million net in base and new funding for the City Clerk's Office to deliver its service objectives, and in particular, the following priority action items that advance the Mayor's and Council priorities for an "*Open and Accessible Government*" that encourages full participation of the public in Council's decision-making:

- The 2009 Recommended Operating Budget provides funding of \$1.000 million gross and \$0.0 net to enhance core elections resources and corporate support to ensure election readiness for the 2010 municipal election. In addition, this funding will allow the Program to broaden election outreach efforts to increase voter participation.
- The 2009 Recommended Operating Budget provides funding of \$0.217 million gross and \$0.0 net to prepare for the FCM 2010 Conference that will be hosted by the City of Toronto.
- The 2009 Recommended Operating Budget provides funding of \$0.134 million to conduct Privacy Impact Assessments on the City's capital projects to comply with privacy legislation.
- The 2009 Recommended Operating Budget provides funding of \$1.337 million gross and \$0.0 net to complete capital projects that will:
 - 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.
 - Enable corporate information management stewardship with enhanced capability for routine disclosure and mediation.
 - Develop and administer corporate strategies, policy standards, and services in lifecycle records and information management.
 - Develop and implement corporate programs to comply with the Municipal Freedom of Information and Protection of Privacy Act.
 - Enhance the multi-media, design, multi-lingual, video and photographic services.
 - Develop and implement a Case Management System for the Accountability Offices (The Ombudsman, The Integrity Commissioner, and The Lobbyist Registrar) to enable them to record, track and report on incidents, complaints, and investigations.
 - Enable the City Clerk's Office to fulfill its statutory responsibility to make by-law accessible.



Table 2: 2008 Budget Variance Review

(In \$000s)	2007 Actuals	2008 Approved Budget	2008 Projected Actuals*	2008 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
GROSS EXP.	44,320.0	49,908.0	49,231.8	(676.2)	(1.4)
REVENUES	12,919.0	15,289.0	14,807.5	(481.5)	(3.1)
NET EXP.	31,401.0	34,619.0	34,424.3	(194.7)	(0.6)
Approved Positions	375.0	440.3	405.3	(35.0)	(7.9)

* Based on 2008 3rd quarter variance report

2008 Experience

- The City Clerk's Office's year-end net favourable variance is projected to be \$0.194 million or 0.6% under the 2008 Approved Operating Budget of \$34.619 million net.
- The favourable variance in gross expenditures of \$0.676 million was attributed to vacancies and continued gapping. Lower expenditures in equipment rentals, license fees, interdivisional charges, and lower spending in materials and supplies as a result of lower printing and copying services demand by client Programs also contributed to the under spending. These were offset by lower revenue in the amount of \$0.482 million due to the reduced demand for printing and reproduction services resulting from the implementation of the Toronto Meeting Management Information System.

Impact of 2008 Operating Variance on the 2009 Recommended Budget

The 2008 operating variance will have no impact on the 2009 recommended budget as the vacancies are expected to be filled in 2009. The changes in demand for printing and distribution are adjusted on both the expenditure and recovery side, resulting in little or no impact on the net operating budget.



Table 3: 2009 Recommended Base Budget

(In \$000s)	2008 Appvd. Budget	2009 Recommended Base	Change 2009 Recommended Base v. 2008 Appvd. Budget		FY Incremental Outlook	
					2010	2011
	\$	\$	\$	%	\$	\$
GROSS EXP.	49,908.0	50,370.1	462.1	0.9	1,496.1	1,142.4
REVENUE	15,289.0	15,353.5	64.5	0.4	0.0	0.0
NET EXP.	34,619.0	35,016.6	397.6	1.1	1,496.1	1,142.4
Approved Positions	440.3	439.3	(1.0)	(0.2)		
NET TARGET		33,926.6				
\$ Over / (Under) Program Target		1,090.0				
% Over / (Under) Program Target		3.2%				

2009 Recommended Base Budget

- The 2009 Recommended Base Budget expenditures of \$50.486 million gross reflect an increase of \$0.578 million or 1.2% compared to the 2008 Approved Operating Budget of \$50.486 million. The increase in gross expenditures includes funding for the annualized impact of 2008 COLA, merit, step and fringe benefits cost increases.
- The 2009 Recommended Base Budget revenues of \$15.470 million are \$0.180 million or 1.2% higher than the 2008 Approved Operating Budget. The increase reflects the introduction of a fee that will generate \$0.175 million for records storage and retrieval services to Ontario Works, and an increase of \$0.005 million from users' fee increases overall in 2009.
- The 2009 Recommended Base Budget of \$35.017 million net is 1.1% or \$0.398 million higher than the 2008 Approved Operating Budget and 3.2% or \$1.090 million over the 2009 target, after recommended service level adjustments of \$0.540 million are reflected.

2009 Key Cost Drivers and Reduction Strategies

The 2009 Recommended Base Budget provides funding for the following key cost drivers:

- Increases to salaries and benefits of \$0.691 million net for merit, step increases and annualized cost of 2008 COLA and fringe benefits increases.
- Inflationary increases of \$0.098 million.
- The requirement to pay PST in the amount of \$0.081 million on the work performed by in-house designers for multi-media production, a service that was consolidated last year, into the City Clerk's Office.
- Conversion of two Registry Support "B" positions to Election Coordinators positions resulted in an incremental cost of \$0.044 million.

Reduction strategies recommended to mitigate cost pressures include:

Service Efficiencies

- A reduction of \$0.066 million in the contribution to Vehicles and Equipment Reserve based on an assessment of future funding requirements.
- A reduction of \$0.025 million in overtime as a result of operational efficiencies.
- A reduction of \$0.030 million for materials and supplies based on actual experience.
- An increase in gapping by 0.6% or \$0.214 million to meet cost pressures.
- Inflationary increases of \$0.098 million are absorbed as an efficiency saving.

Revenue Adjustments

- The City Clerk's Office has been providing records storage and retrieval service to the TTC, the Toronto City Police, and the Ontario Works, which is part of the Toronto Employment and Social Services Program. The records are stored in boxes and retrieval is received in boxes. Given the costs pressures facing the Program, the 2009 Recommended Operating Budget include a revenue adjustment of \$0.175 million based on a fee of \$5.00 per box each time a box of records is requested to be stored or to be retrieved that will be charged starting in 2009 to Ontario Works. Negotiations will begin to take place with other Agencies, Boards and Commissions and Programs as appropriate.

2010 and 2011 Outlook: Net Incremental Impact

The 2010 net incremental Outlook reflects an increase of \$1.496 million for merit and step increases and annualized costs of \$0.022 million for new positions in 2009, and operating impact from capital deferred from 2009. The 2011 Outlook impact of \$1.142 million net is comprised of ongoing step and merit increases.

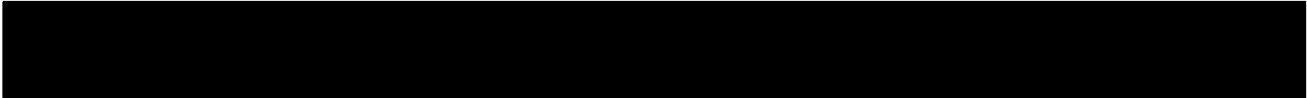


Table 4
2009 New / Enhanced Service Priority Actions: Summary
(In \$000s)

Description	2009 Recommended		Rec. New Positions	Net Incremental	
	Gross Exp.	Net Exp.		2010	2011
	\$	\$	#	\$	\$
Enhanced Services:					
(a) Enhanced Services - Council Approved					
(b) Enhanced Services - Program Initiated					
Enhanced Core Election Resources	842.0	0.0	8.0	1,732.9	265.8
Broaden Elections Outreach Efforts	158.0	0.0		893.0	
Privacy Impact Assessment Core Resources	133.5	0.0	1.2		
Support for FCM 2010 Annual Conference	217.3	0.0	2.0		
Sub-Total Enhanced Services	1,350.8	0.0	11.2	2,625.9	265.8
New Services:					
(a) New Services - Council Approved					
(b) New Services - Program Initiated					
Temporary Staffing for Capital Projects	1,337.0	0.0	11.8		
Sub-Total New Services	1,337.0	0.0	11.8	0.0	0.0
Total New/Enhanced Services	2,687.8	0.0	23.0	2,625.9	265.8

2009 Recommended New / Enhanced Service Priority Actions**Enhanced Service Priority Actions – Program Initiated:*****Elections Operation***

The Elections Operation Unit in the City Clerk's Office has been severely understaffed since amalgamation.

In comparison with all Provinces, statistics have shown that Toronto's 2006 municipal election was larger than 9 of the 13 provinces and territories in Canada, with Toronto having the highest number of eligible electors per Elections staff. In Toronto, the ratio is 117,009 eligible electors for 1 staff versus 41,745 eligible electors per staff for the Ontario Provincial election, the second highest ratio. This indicates that the City Clerk's Office (Toronto's) Elections office is significantly understaffed.

On-going and future year risk factors include:

- Financial disclosure requirements.
- Accuracy and completeness of the Voters' List

It is recommended that eight new permanent positions be added to the existing Elections staff complement of 13 effective May 1, 2009, in order to fully comply with legislative and organizational requirements.

These positions are for preparatory work to have the City ready for the municipal election in 2010, and to conduct the election in compliance with provincial legislation, and in accordance with democratic principles. This requires the Program to manage the election process, and to address several issues, including the inaccuracies, and completeness of the current Voters' List as compiled by the Municipal Property Assessment Corporation (MPAC), and to administer the election campaign financial disclosure requirements of the Municipal Elections Act, 1996 through the receipt of financial statements and the administration of the contribution rebate program pursuant to the by-law enacted by City Council, internet voting options, election training and other technical election matters.

Total funding in the amount of \$0.842 million is recommended for 2009, funded from the Elections Reserve Fund. This will have a net incremental impact in 2010 of \$1.733 million.

Broaden Elections Outreach Efforts

To enhance the election outreach efforts and respond to the increasing demands for municipal election related civic engagement and outreach initiatives, \$0.158 million gross and \$0.0 net is recommended for 2009, and \$0.893 million gross and net for 2010.

The new outreach initiatives will assist in achieving Council's priority of improving city-wide engagement through:

- Building lasting local partnerships to ensure that all communities are included in municipal election outreach activities.
- Creating a comprehensive civics education program so that all citizens are informed of how their participation in the municipal election can help to shape the City's future.

- Using diverse communication methods to engage people through purposeful dialogue in their communities.

These enhancements will ensure that the City Clerk's Office can continue to protect the accessibility and integrity of the electoral process, while seeking new ways to improve Toronto's municipal election for all stakeholders.

Privacy Impact Assessment (PIA)

The current City of Toronto Capital Budget policy requires a Privacy Impact Assessment to be completed for each capital project undertaken to enable the City to be proactive in meeting its legal obligations under privacy legislation and serve to reassure the public that privacy protection is being built into the City's programs and services.

Without the completion of PIAs, the City runs the risks that capital projects may be launched that violate Ontario privacy laws and fair information practices.

The 2009 Recommended Operating Budget provides funding of \$0.134 million gross and \$0.0 net for 1.2 new positions for the Corporate Access and Privacy Office to facilitate effective delivery of Privacy Impact Assessments on capital projects effective May 1, 2009.

Support for the 2010 FCM Annual Conference

City Council has committed to host the FCM 2010 Annual Conference in June 2010. The Protocol Office is currently at maximum capacity with regard to program and event support and additional resources are required to meet the City's commitment. The 2009 Recommended Operating Budget includes 2 positions and \$0.217 million gross, \$0.0 net, funded from the Conference Reserve Fund.

The obligations of the Host City include: development and coordination of study tours of up to 10 hours to accommodate 2,500 attendees; development and co-ordination of the companions program; development and co-ordination of two social events – opening reception and gala evening; development and co-ordination of the farewell breakfast; co-ordination of transportation; research and purchase of Host gift; research, development and co-ordination of promotional activities for the 2010 Conference at the 2009 Conference – trade show booth, Board of Directors reception; liaison with the FCM Board of Directors, and liaison with Councillors.

Temporary Staffing to Deliver Capital Projects

The 2009 Recommended Operating Budget includes 11.8 positions and \$1.337 million gross, \$0.0 net to deliver capital projects approved in the 2009 Capital Budget. These projects, which are shown in the table below, are to continue with the implementation of the Meeting Management Information Systems, and to develop and complete the following projects:

- The Councillor Electronic Expense Reporting System which will improve and streamline the processes of reviewing and reporting on the Councillors' Office Budgets.
- Case Management System for the Accountability Offices (The Ombudsman, The Integrity Commissioner, The Lobbyist Registrar) to record, track and report on incidents, complaints and investigations.

- Information Management System is a multi-phase initiative that will address the issue of managing information. This project will integrate the existing information management initiatives ongoing in the City, such as Documents Management and Enterprise Architecture.
- The Freedom of Information Tracking and Reporting System will enhance public access to information held by the City and ensure infrastructure to capture Freedom of Information requests, and facilitate access to records and tracking their dispositions is provided.
- Multi-Media Production Services and Printing Workflow which will provide an integrated electronic workflow management system to improve service efficiency, integrate business practices to enable the sharing of multimedia files and images for easy retrieval and duplication, and ensure accurate and prompt tracking of jobs.
- The By-Law Registry Upgrade will enable the City Clerk’s Office to comply with statutory responsibility to make by-laws accessible to serve the public. This project will scan and digitize the by-laws, including pre-amalgamation by-laws to facilitate linking the By-Law Registrar on the internet for online access.

Description	2009 Recommended		Rec. New Positions
	Gross Exp.	Net Exp.	
	\$	\$	#
Capital Projects Delivery Staffing			
Meeting Management Info Sys for City & Public	400.0		3.0
Councillor Electronic Expense Reporting System	192.0		2.0
Case Mgmt System for Accountability Officers	75.0		0.8
Information Management System	110.0		1.0
Freedom of Information Tracking and Reporting System	300.0		3.0
Multi-Media Production Services & Printing Workflow	130.0		1.0
By-law Registry Upgrade	130.0		1.0
Total	1,337.0	0.0	11.8

2009 Budget Issues

2009 Recommended Operating Budget vs. Guideline

The 2009 Recommended Operating Budget for the City Clerk's Office is 3.2% or \$1.090 million over target. The increase is mainly attributed to the cumulative impact of the key cost drivers which include merit and steps increases, and annualized costs for 2008 COLA.

The Program's recommended reduction options totalling \$0.715 million, include adjustments to reduce overtime, and materials and supplies, as well as absorb all inflationary increases.

Further reductions will result in significant reductions in service levels which would adversely impact many of the public services, and Council and government support services delivered by the Program.

Elections Operation

The City Clerk's Office, as the legislated Office responsible for running the municipal election, must ensure that the integrity and relevance of Toronto's election process is maintained and enhanced.

The City Clerk's Office is engaged in discussions with the Province about new Toronto-specific elections legislation. This will form part of a more complete review of Toronto's election delivery model that encompasses issues of the voters' list, internet voting options, election training and other technical election matters.

The 2009 Recommended Operating Budget provides funding of \$0.842 million gross and \$0.0 net with funding from the Elections Reserve Fund for 8 new permanent positions to enhance core elections resources and corporate support to ensure election readiness for the 2010 municipal election. In 2010, funding for an additional 5 positions at a cost of \$1.733 million gross and net will be considered during the 2010 Operating Budget Process.

Data from Statistics Canada show that 49% of Toronto residents were born outside of Canada from 200 regions and countries, and 43% are racial minorities, 46% are tenants. There are more than 90 religious groups in Toronto and more than 100 dialects and languages regularly spoken.

The City Clerk's Office needs to have a focused outreach strategy to reach Toronto's diverse community, especially its many new residents who speak English as a second language and who are not used to participating in democratic processes. A concerted effort is required to make them understand how their local government works, how municipal decision-making has real relevance in their life, and how they can participate and make a difference in local decision-making. This outreach effort will also encompass residents in many priority neighbourhoods who feel disengaged from local democratic processes, young Torontonians who do not see municipal elections as interesting or relevant and tenants who have high mobility rates.

Appendix A

2009 Recommended Base Budget Changes vs. 2008 Approved Budget

(In \$000s)	Summary of 2009 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2010	2011
		\$	\$	\$	\$	\$
2008 Council Approved Operating Budget	435.3	49,640.7	15,289.5	34,351.2	0.0	0.0
In-year approvals and technical adjustments	5.0	308.3		308.3		
Corporate adjustments		(40.3)		(40.3)		
2008 Approved Operating Budget	440.3	49,908.7	15,289.5	34,619.2	0.0	0.0
Prior year impacts		690.9		690.9		
Zero base items				0.0		
Economic factors		113.8		113.8		
Adjusted Base Budget	440.3	50,713.4	15,289.5	35,423.9	0.0	0.0
Other base changes		177.4		177.4		
Base revenue changes			5.0	(5.0)		
Recommended Service Level Adjustments:				0.0		
Base changes	(1.0)	19.1	(116.0)	135.1		
Service efficiencies		(539.8)		(539.8)		
Revenue adjustments			175.0	(175.0)		
Minor service impact				0.0		
Major service impact				0.0		
Total Recommended Base Adjustments	(1.0)	(343.3)	64.0	(407.3)	0.0	0.0
2009 Recommended Base Budget	439.3	50,370.1	15,353.5	35,016.6	0.0	0.0
2009 Program Operating Target				33,926.8		
% Over (Under) Program Target				3.2%		
% Over (Under) 2008 Appvd. Budget				1.1%		

Appendix B

Summary of Service Level Adjustments

Appendix C

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

Appendix D

Program Summary by Expenditure Category

CLUSTER: OTHER PROGRAM PROGRAM: CITY CLERK'S OFFICE							
	2008 Approved Budget	2008 Projected Actuals	2009 Recommended Budget	Change from 2008 Approved Budget		2010 Outlook	2011 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	33,556.6	32,714.9	36,970.2	3,413.6	10.2%	40,932.2	42,540.4
Materials and Supplies	2,132.5	1,733.1	2,119.8	(12.7)	(0.6%)	2,133.8	2,133.8
Equipment	105.6	354.1	127.0	21.4	20.2%	127.0	127.0
Services & Rents	9,353.1	8,599.0	9,376.8	23.7	0.3%	9,527.8	9,527.8
Contributions to Capital			0.0	0.0	n/a		
Contributions to Reserve/Res Funds	2,589.4	2,597.9	2,425.5	(163.9)	(6.3%)	2,425.5	2,425.5
Other Expenditures	38.0	40.9	38.0	0.0	0.0%	38.0	38.0
Interdivisional Charges	2,133.5	1,467.0	2,000.8	(132.7)	(6.2%)	1,995.7	1,995.7
TOTAL GROSS EXPENDITURES	49,908.7	47,506.9	53,057.9	3,149.2	6.3%	57,180.0	58,788.2
Interdivisional Recoveries	(14,016.0)	(12,572.7)	(14,152.2)	(136.2)	1.0%	(14,152.2)	(14,152.2)
Provincial Subsidies			0.0	0.0	n/a		
Federal Subsidies	(6.0)	(8.2)	(6.0)	0.0	0.0%	(6.0)	(6.0)
Other Subsidies			0.0	0.0	n/a		
User Fees & Donations	(366.4)	(907.5)	(366.3)	0.1	(0.0%)	(366.3)	(366.3)
Transfers from Capital Fund	(492.0)	(567.8)	(1,750.5)	(1,258.5)	255.8%	(1,750.5)	(1,750.5)
Contribution from Reserve Funds			(1,217.3)	(1,217.3)	n/a	(1,217.3)	(1,217.3)
Contribution from Reserve			0.0	0.0	n/a		
Sundry Revenues	(409.1)	(143.8)	(549.0)	(139.9)	34.2%	(549.0)	(549.0)
TOTAL REVENUE	(15,289.5)	(14,200.0)	(18,041.3)	(2,751.8)	18.0%	(18,041.3)	(18,041.3)
TOTAL NET EXPENDITURES (EXCLUDING CAPITAL FINANCING)	34,619.2	33,306.9	35,016.6	397.4	1.1%	39,138.7	40,746.9
APPROVED POSITIONS	439.3	406.8	462.3	23.0	5.2%	468.9	466.9

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2008	Proposed Withdrawals (-) / Contributions (+)		
			2009	2010	2011
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	27,774.8	83.6	83.6	83.6
Elections Reserve Fund	XR1017	7,193.5	1,197.2	(3,236.2)	2,197.2
Equipment Reserve	XQ1507	2,127.1	192.7	192.7	192.7
Corporate Conference Reserve	XQ0012	150.0	(217.3)	(253.0)	
Total Reserve / Reserve Fund Draws / Contributions			1,256.2	(3,212.9)	2,473.5