



City Clerk's Office 2013 Service Level Review

September 24, 2013

Agenda

1. Program Map
2. Program Overview
3. Service Review – Key Service Levels:
 - ✓ Elect Government
 - ✓ Make Government Work
 - ✓ Open Government

City Clerk's Office – Overview

Vision

We envision a city in which all are fully engaged in an open and accessible local government

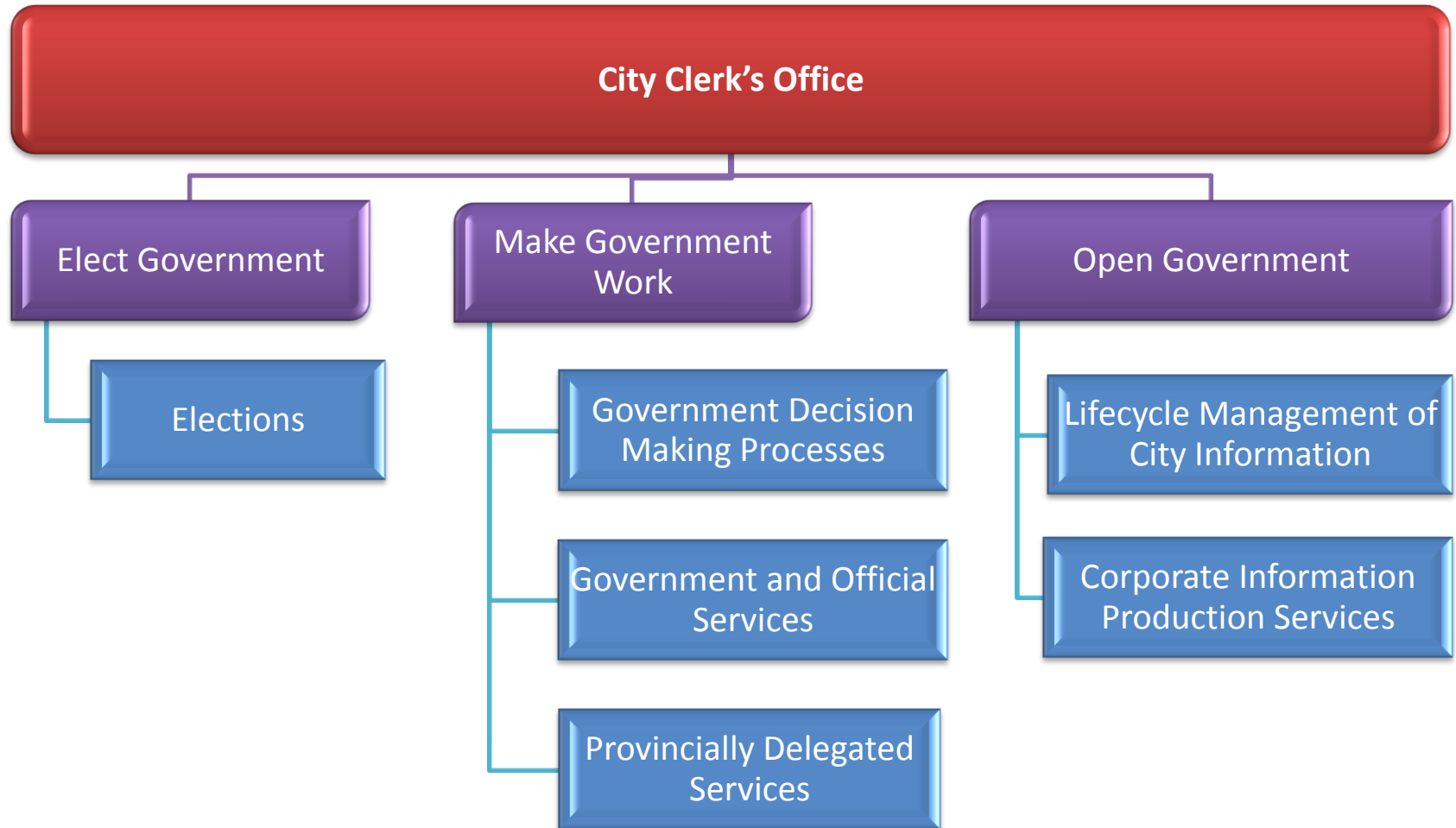
Mission

We build public trust and confidence in government

Strategic Directions

- we strengthen democracy
- we improve openness and integrity of government
- we foster leadership
- we adapt and innovate

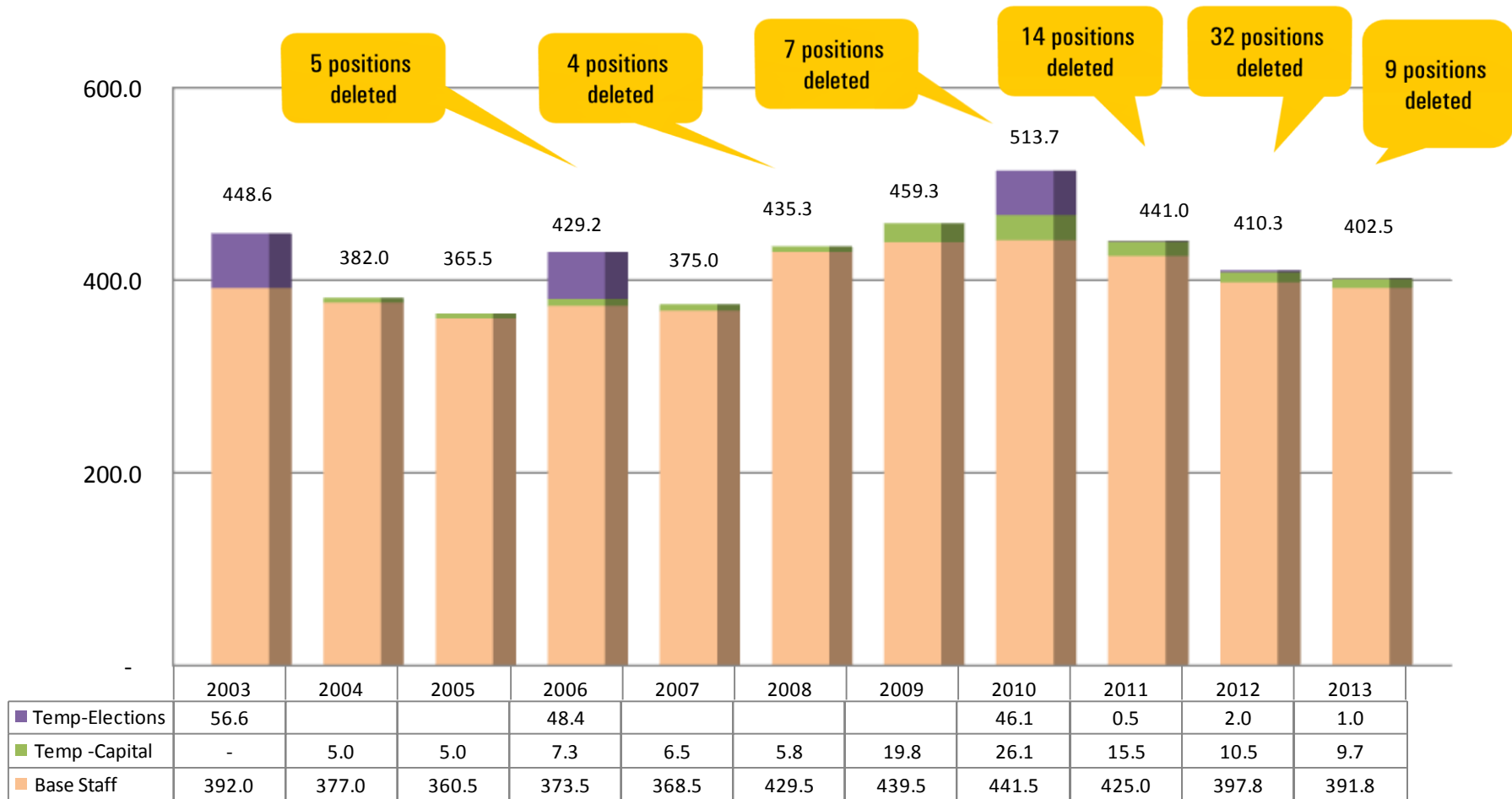
Program Map



Program Overview

- The City Clerk is an independent Officer of the City of Toronto, reporting to Council for legislated responsibilities and to the City Manager for administrative purposes.
- The City Clerk's Office's delivers more than 70 services, most of which are prescribed in more than 60 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Marriage Act, Assessment Act, and Planning Act.
- The City Clerk's Office also delivers services delegated by Council, such as processing of freedom of information requests and lottery licensing.
- Under the Municipal Elections Act, 1996, the City Clerk has broad and independent authority to deliver the municipal elections.
- City Clerk's Office staff deliver services from over 30 locations across the City from 12 buildings, civic centres, City Hall and Metro Hall.

66 positions deleted as a result of reduction options since 2008



City Clerk's Office 2013 Staffing

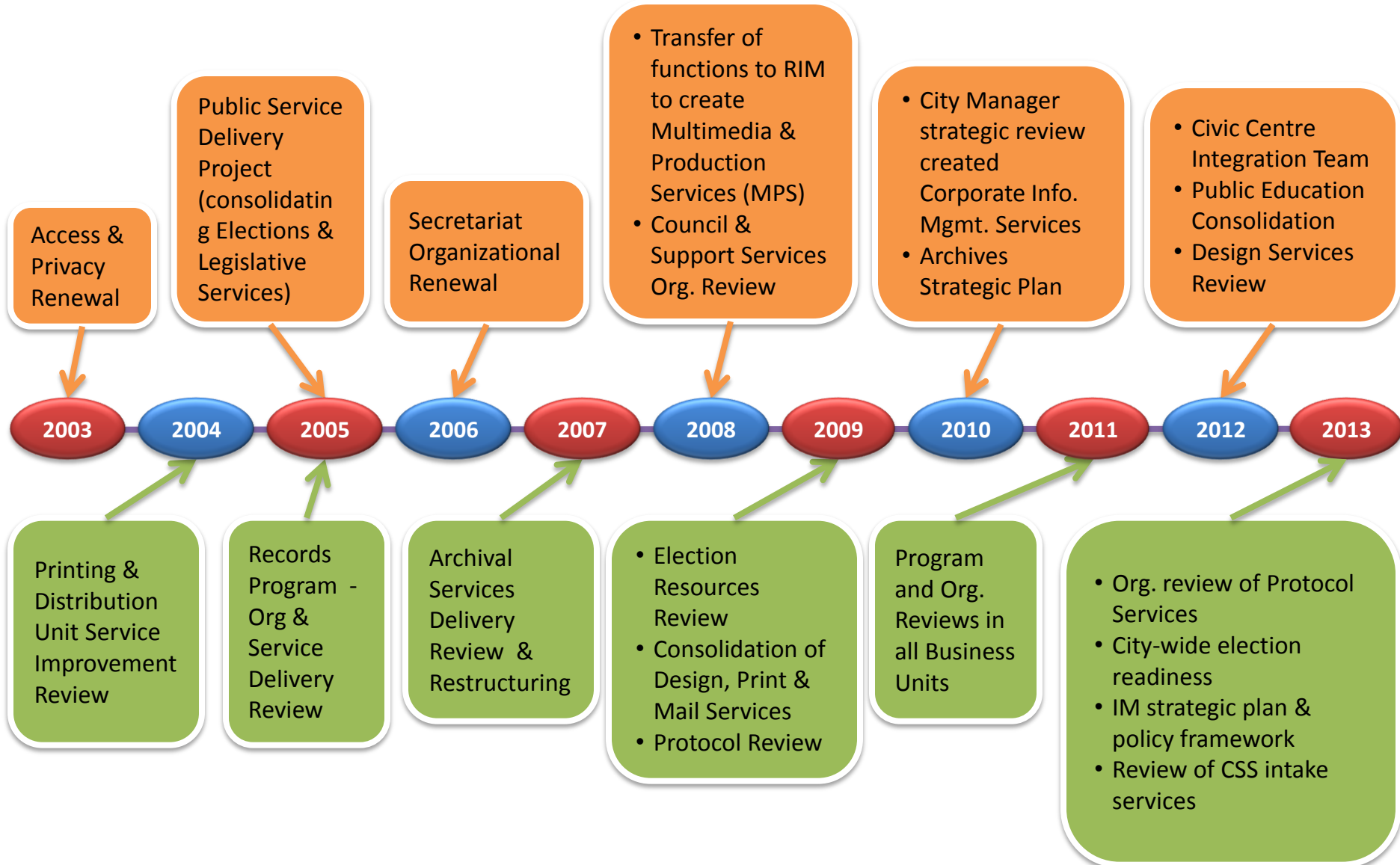
	2013 Approved Positions	YTD August 2013		
		Permanent Vacancy (1)	Temporary Vacancy (2)	Total
Operating	392.75	(12.75)	(18.00)	(30.75)
Capital	9.75		(6.75)	(6.75)
Total	402.5	(12.75)	(24.75)	(37.50)

(1) Permanent vacancy as a result of gapping, staff retirement, staff turnover

(2) Temporary vacancy as a result of leaves of absences, sick leaves, acting assignments, and delays in hiring capital positions.

Continuous service improvement reviews since 2003

Organization structure and business process changes enhance service delivery efficiency and effectiveness, improve customer service, increase transparency and accountability and promote organization nimbleness and innovation.



Elect Government

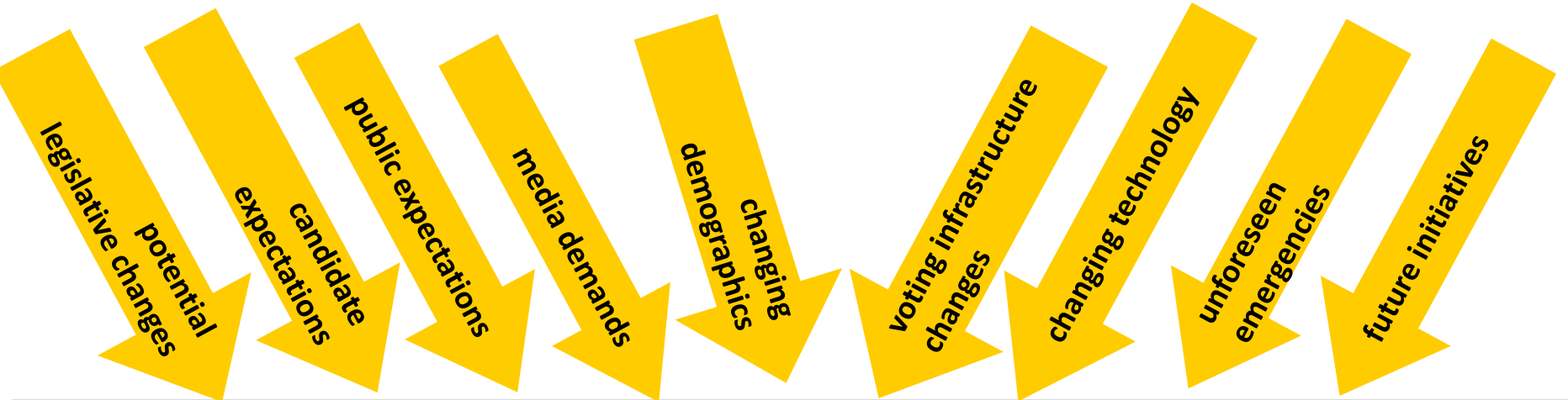
Key Service Levels

- Ensure readiness to administer an open, fair and accessible election whenever one is required.
- Administer electoral events as required, in compliance with principles, timelines and standards outlined in the Municipal Elections Act, 1996 and City Council By-law (i.e. for advance vote and translation) to enable and accommodate Toronto's 1.6 million eligible electors to vote on election day.
- Facilitate Candidate Financial Filing & Disclosure in accordance with the Municipal Elections Act.

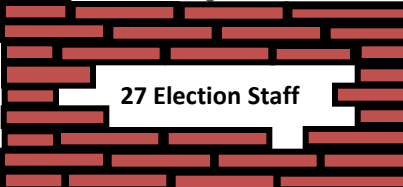
2014 Service Level

- Delivery of the 2014 Municipal Election – nominations begin January 2, 2014. Voting Day is Monday, October 27, 2014

Elect Government - Current Environment



1.6 million electors
12,000 voting place staff
1,600+ voting locations
460 supervisors
27 ward managers
450+ candidates



Elect Government

Issues, Challenges and Opportunities:

- Availability of experienced and knowledgeable staff to undertake democratic renewal of elections, including:
 - Alternative voting technologies, including internet voting
 - Ward Boundary Review
 - Extending voting rights to permanent residents
 - Ranked ballot voting
- Making elections more available, accessible and understandable to Toronto's growing and increasingly diverse population
- Elections are becoming increasingly more litigious, requiring increased staffing resources, and more exhaustive training and procedures to ensure compliance with legislation.
- Advocate change to the Municipal Elections Act to help modernize the election process to make it simpler, more understandable and accessible for all; to provide for clearer financing rules and better enforcement mechanisms; and to accommodate modern technology, including use of social media.

Make Government Work

Key Service Levels:

- Maintain transparency, accountability, integrity and accessibility of government and its decision making processes:
 - Manage meetings of 58 decision bodies, including more than 6,000 agenda items and 8,500 reports.
 - Agendas published on line and in hard copy 5 working days ahead of meetings;
 - Produce 100% of meeting minutes accurately.
 - 100% of legislative record of City of Toronto available and accessible. (on-line or on-request)
 - Provide administrative support to elected and accountability officials. All expenses processed within 10 working days of receipt of complete paperwork.
- Enable City Council to govern and represent the citizens and the City of Toronto locally, nationally and internationally
 - Deliver protocol services for Canada's largest and most diverse City, including more than 5,000 ceremonial documents and 300 events
- Deliver provincially delegated services for the City in accordance with legislation and established customer service standards
 - Process more than 17,000 marriage lottery and other licenses

Make Government Work

2014 major initiatives:

- Implement Council direction on Public Appointments in response to Ombudsman's recommendations.
- Ensure smooth Council transition related to the 2014 election.
- Implement Government Management Committee direction on web-streaming of Council/Committee meetings.
- Implement E-Bingo Initiative.
- Provide Protocol support for Host City responsibilities for PanAm and ParaPanAm Games
- Continue core service delivery in face of increasing work load demands.

Make Government Work

Issues, Challenges and Opportunities:

- Need to show public that our processes are open, accountable, transparent and accessible.
- Challenge to accomplish this in face of growth and increasing diversity of population with reduced resources
- How to continuously engage the public to pro-actively meet their needs so that there is better understanding and participation in government
- Keeping pace with changing technology and increasing public expectations for open accessible information available on-demand while coping with already reduced resources.

Open Government

Key Service Levels:

- Deliver an accountable, accessible, responsible and trustworthy government:
 - Process increasing numbers and complexity of freedom of information requests within legislated time frames established by the Municipal Freedom of Information and Protection of Privacy Act. (2584 requests in 2012).
 - Reaching out to new audiences to increase access to archival information – online ordering of archival photographs, Twitter
 - Train City staff on managing information – eg. in 2012 1,098 staff trained in access and privacy.
- Deliver top-quality and efficient corporate print and mail services.
 - External mail processed within 24 hours.
 - Internal mail distribution to 256 city locations with 48-hour turnaround for inter-office mail
 - Process design, print and copy jobs within budget and timelines of client

Open Government

2014 major initiatives:

- Implement Shared Services Study recommendation to plan the transition of the management of City records from paper to digital records.
- In collaboration with I&T and City Divisions, incorporate information management policies and best practices into the planning and implementation of business processes, technology and front-line customer service delivery .
- Build out Information Management Framework with clear definitions and guidelines for staff to easily determine how to make information accessible and protect privacy
- Increase public access to information by posting of more open data sets.
- Implement on line submission of FOI requests to provide improved customer service.
- Increase staff Information Management awareness by presenting Open Government workshops, training, presentations and creating online videos and learning.
- Review Information Production services.

Open Government

Issues, Challenges and Opportunities:

- In partnership with Information and Technology and business divisions make information available to the public in a timely manner through open data or posting it on the web.
- Collaborate with HR and I&T to move the organization and staff from paper to digital information management since >90% of City information is created digital.
- Engage the public to identify the government information they require that would improve living and working in the City
- Advocate for greater corporate accountability and investment in managing the City information contained in the City's technology applications and infrastructure.
- Align print, mail and copy services in face of new technology.

Conclusion

- Most City Clerk's Office services are mandated by legislation or reflect Council directions, with service levels and standards set in legislation
- Current staffing and budget resources are limited and barely sufficient to manage growing demand and diversity of Toronto's population.
- Division has gone through organizational, service and business process reviews continuously to seek efficiencies and enhance service effectiveness. Planned reviews for 2013 and 2014 include protocol services, information production and digital information transition.
- City Clerk's Office has demonstrated corporate leadership and a high level of accountability, integrity, transparency and accessibility to maintain confidence and trust in government as recognized by Ombudsman's Award for division efforts
- Need people with experience and foresight to lead us with changes ahead so that Council can govern in the best way possible.