



2013

City of Toronto
City Clerk's Office

2013 Recommended Operating Budget &
2013 – 2022 Capital Budget and Plan

December 6, 2012

Agenda

- Program Overview
- 2012 Service Performance
- 2013 Staff Recommended Operating Budget
- Capital Overview
- 2012 Capital Performance
- 2013 – 2022 Staff Recommended Capital Budget & Plan

Operating Overview

City Clerk's Office Overview

Vision

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

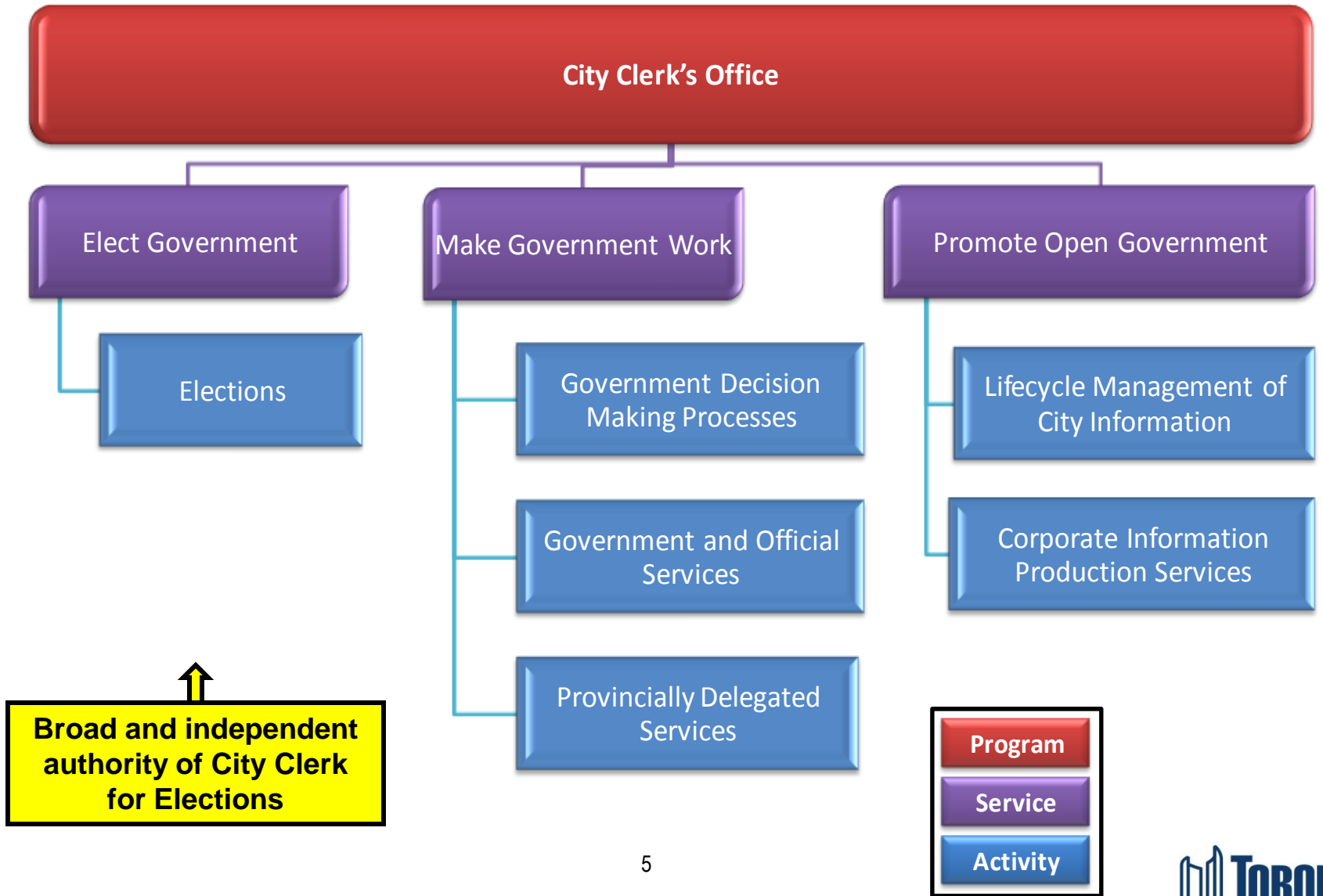
Mission

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

2013 Program Map



Key Service Objectives and Service Levels

Elect Government

- Ensure readiness to administer an open, fair and accessible election whenever one is required or called.
- Conduct elections in compliance with legislation.
- Provide all electors the opportunity to vote whenever an election is held.
- Facilitate Candidate Financial Filing & Disclosure in accordance with the Municipal Elections Act.

In 2013

- Maintain state of readiness to conduct election with ability to react immediately to decisions to hold By-elections to fill vacancies.
- Manage and conclude 2010 election processes. Two compliance audits ongoing and contribution rebates for these campaigns remain to be processed.
- Finalize all project plans for 2014 municipal election and be ready to accept nominations on January 2, 2014.

Key Service Objectives and Service Levels

Make Government Work

- Enable City Council to govern and represent the citizens and the City of Toronto.
- Maintain transparency and accessibility of government decision making processes and Councillor expenses.
- Provide administrative support to elected and accountability officers to allow them to perform their roles and responsibilities.
- Deliver protocol and official services for Canada's largest and most diverse City.
- Deliver provincially delegated or assigned services for the City in accordance with legislation and established customer service standards.

In 2013

- Support Council mid-term committee appointment transitions.
- Work with Province on modernization of statutory notice requirements.
- Implement e-Bingo initiative per Council decision.
- Improve customer service with implementation of on-line booking of wedding chambers through the e-wedding initiative.

Key Service Objectives and Service Levels

Promote Open Government

- Provide leadership on corporate information management policies, standards and strategies.
- Support information management practices in all City programs and direct appropriate public access to City records and information.
- Deliver top-quality and efficient corporate print and mail services.

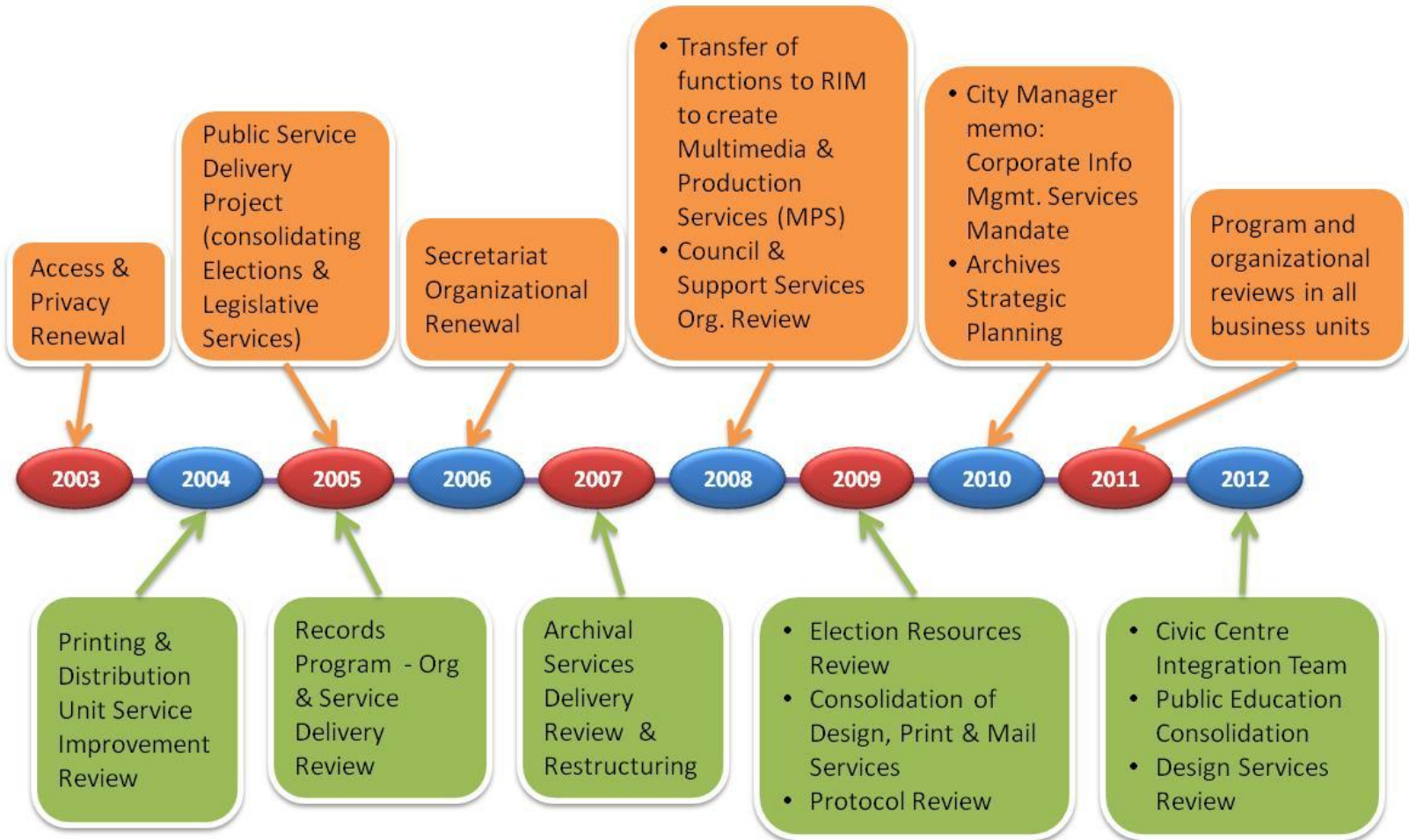
In 2013

- Implement Enterprise Document and Records Management Solution to provide lifecycle management of the City's electronic records.
- Develop major information management policies, including Personal Information Privacy Framework and Privacy Protection Policy.
- Organize 4 Open Government workshops and an Open Government Forum.
- Develop digitization standards for digital records for City divisions.

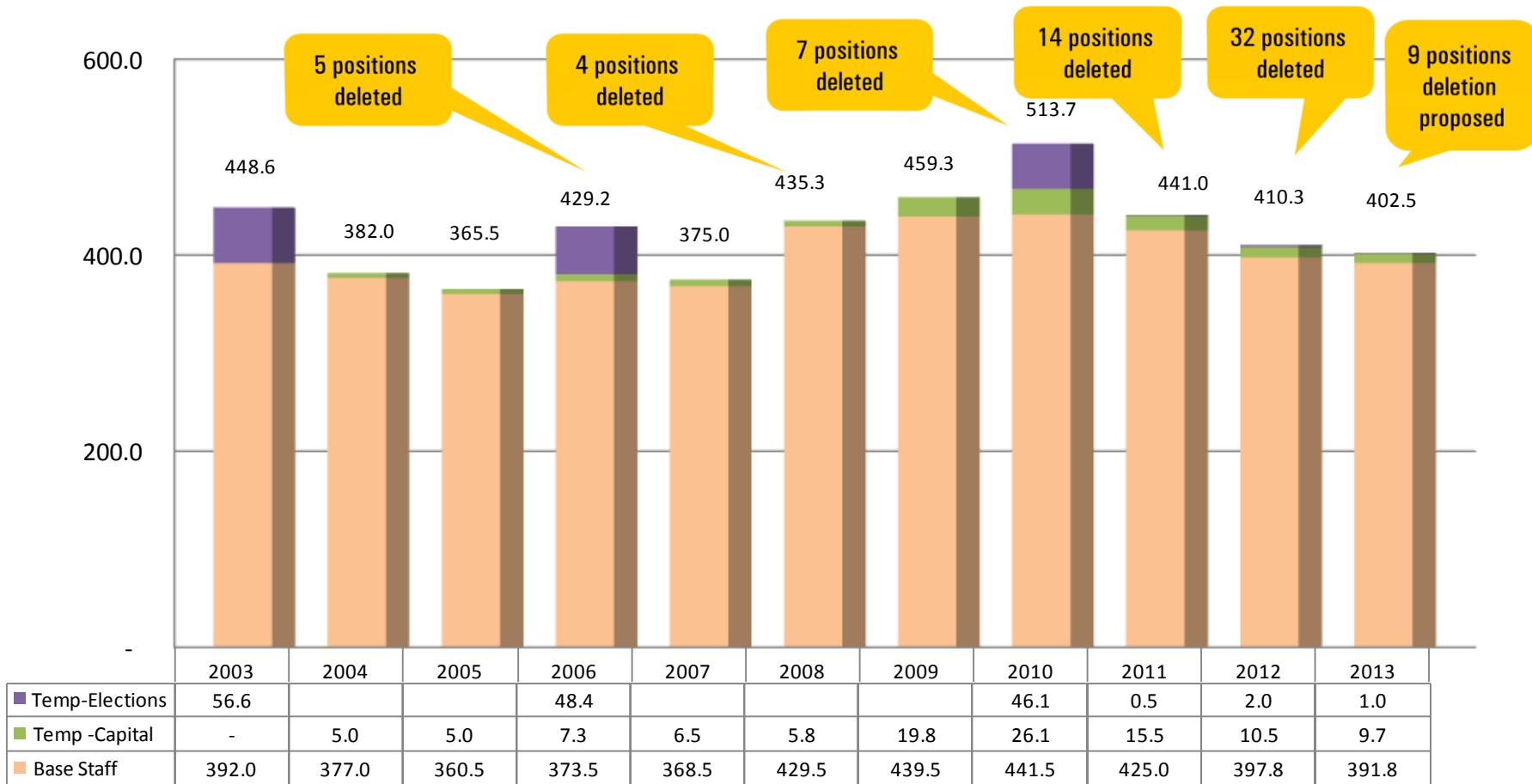
Organization and Responsibilities



Continuous Service Review since 2003

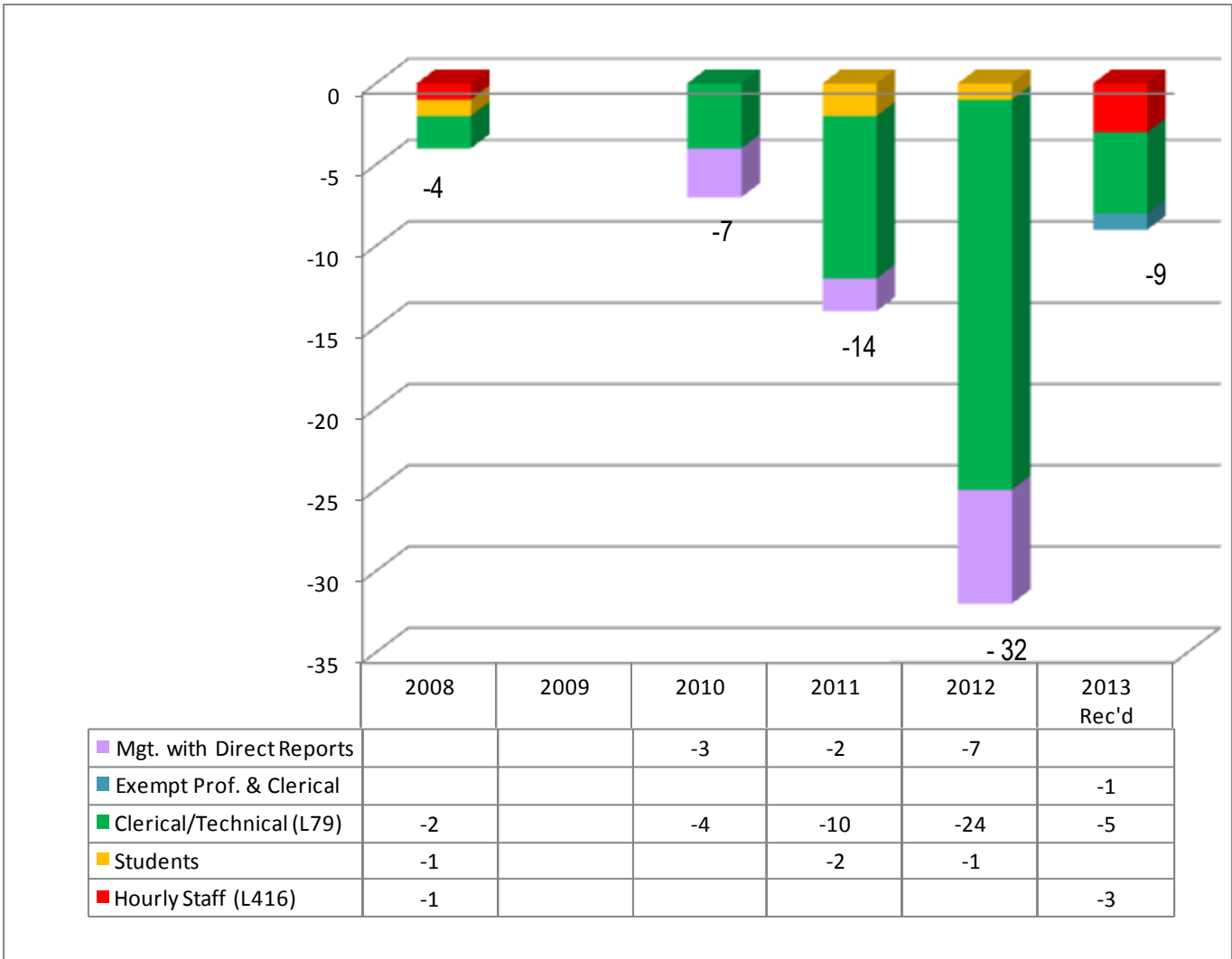


Staffing Trend



- Number of Directors: Reduced from 7 to 5 since 1998
- Number of Managers: Reduced by 7 between 2010 and 2012
- Number of Supervisors: Reduced by 4 between 2011 and 2012

Staff position deletion since 2008 by categories



Net Operating Budget and Staff Changes - 5 Year Overview

(\$000's)	Approved Budget					Rec'd Base
	2008	2009	2010	2011	2012	2013
Approved Budget	34,619.2	34,544.4	36,657.1	30,564.4	30,489.5	30,603.5
Net Change	3,217.8	(74.8)	2,112.7	(6,092.7)	(74.8)	113.9
% Change from Prior Year	10.2%	(0.2%)	6.1%	(16.6%)	(0.2%)	0.4%
Approved Complement ^(*)	435.3	459.3	513.7	441.0	410.3	402.5
Net Change	60.3	24.0	54.4	(72.7)	(30.8)	(7.8)
% Change in Staff Complement	16.1%	5.5%	11.8%	(14.1%)	(7.0%)	(1.9%)

Transfer of staff from City divisions for design, records management and Council reception

Elections review and temporary staff for capital projects and FCM

Temporary staff for Elections

Reverse Elections staff

Position deletions for budget reductions

(*) Inclusive Capital Temporary Positions

2012 Service Performance

2012 Key Accomplishments

• Major Achievements

✓ Strengthened democracy by:

- Successfully conducted the TDSB By-election for two vacancies in February 2012, with 143 voting locations, 31 candidates, 673 voting place staff hired and trained and 11,609 voters.
- Supported 209 meetings to cycle ending June 6, 2012, up from 188 meetings at the same time in 2011.
- Improved accessibility to Council's decision making process by the public with a 65% increase to the e-mail notification of Council/committee meeting agendas from 4,580 to 7,050 subscribers between January and June 2012.

✓ Improved openness, accountability and integrity of government:

- Developed and implemented major information management policies, e.g. Corporate Information Management Accountability Policy.
- Increased public access to City information through Open Data initiatives and routine disclosure of City information -- 19 Data sets disclosed in Q2 2013 and Fire Reports will be routinely disclosed in 2013.

2012 Key Accomplishments

- **Major Achievements**

- ✓ **Enhanced service efficiency and customer service:**
 - Launched Councillor Expense Tracking System to improve efficiency -- petty cash module being launched City-wide by Accounting Services.
 - Councillor Expense Dashboard provided real-time ability for Councillors to monitor budget expenditures.
 - Integrated claims intake unit launched to streamline and expedite claims reports preparation by divisions.
- ✓ Organized and supported major civic events, including the Pan Am Games launch, the visit of the Queen, the War of 1812 Celebrations, D-Day Ceremony and Toronto Book Awards. Preparations underway for Remembrance Day ceremonies.

2012 Key Accomplishments

• Major Achievements

✓ Continued to meet increased workload despite reduced resources:

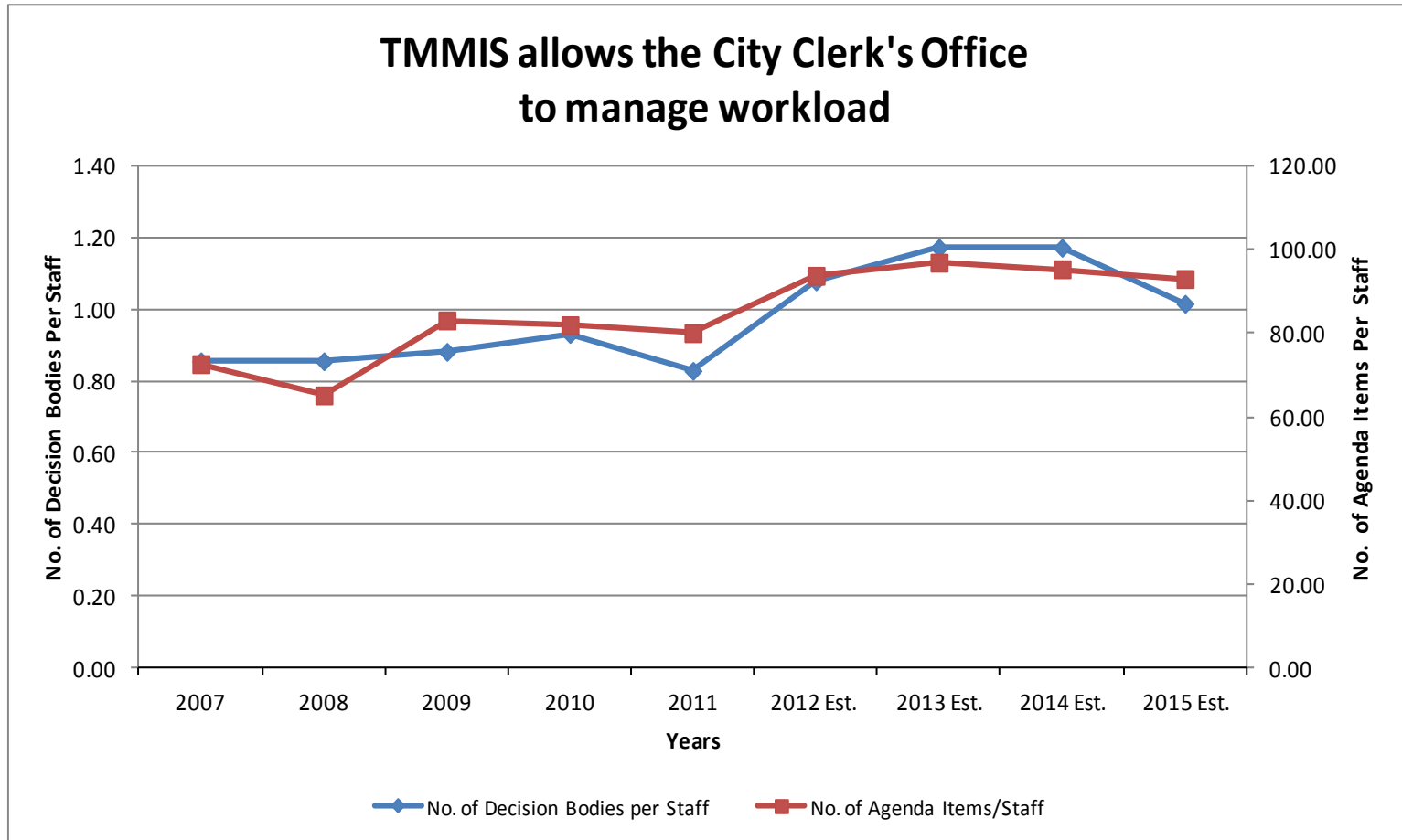
- Number of meetings up 11%
- Number of agenda items up 4%
- Number of deputations up 10%
- Number of meeting hours up 17%
- Number of FOI requests involving 3 or more divisions up 31%
- Number of pages reviewed up 77%
- Number of pages released up 75%
- Number of requests per Access and Privacy Officer up 23%
- Number of ceremonial documents up 10%

• Awards Received

✓ Received two City Manager's Public Service Excellence Awards:

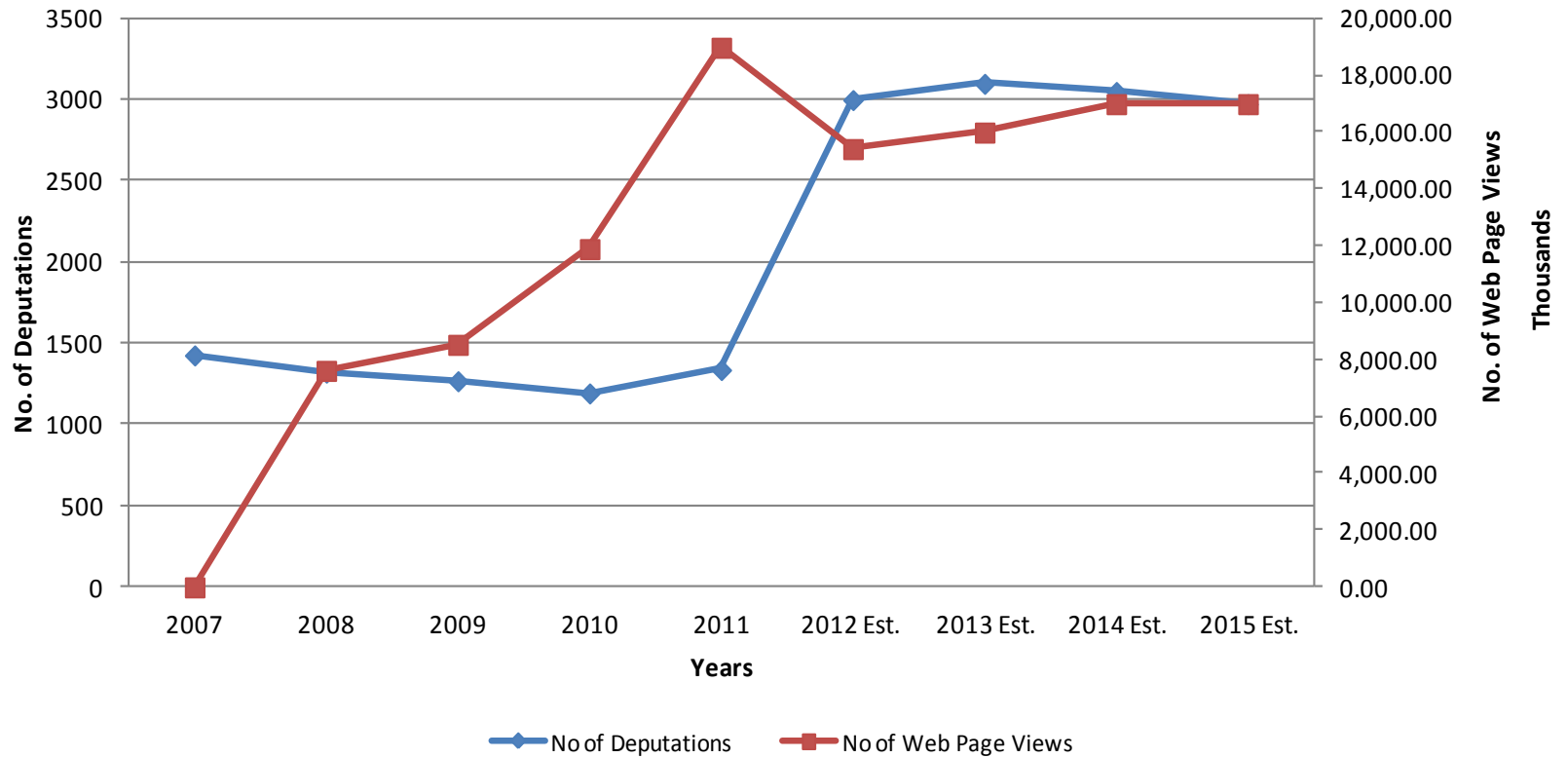
- The Elections Accessibility Plan, in the Access, Equity and Human Rights category.
- The Open Data Initiative, in the Cross-Corporate Project category.

Service Performance

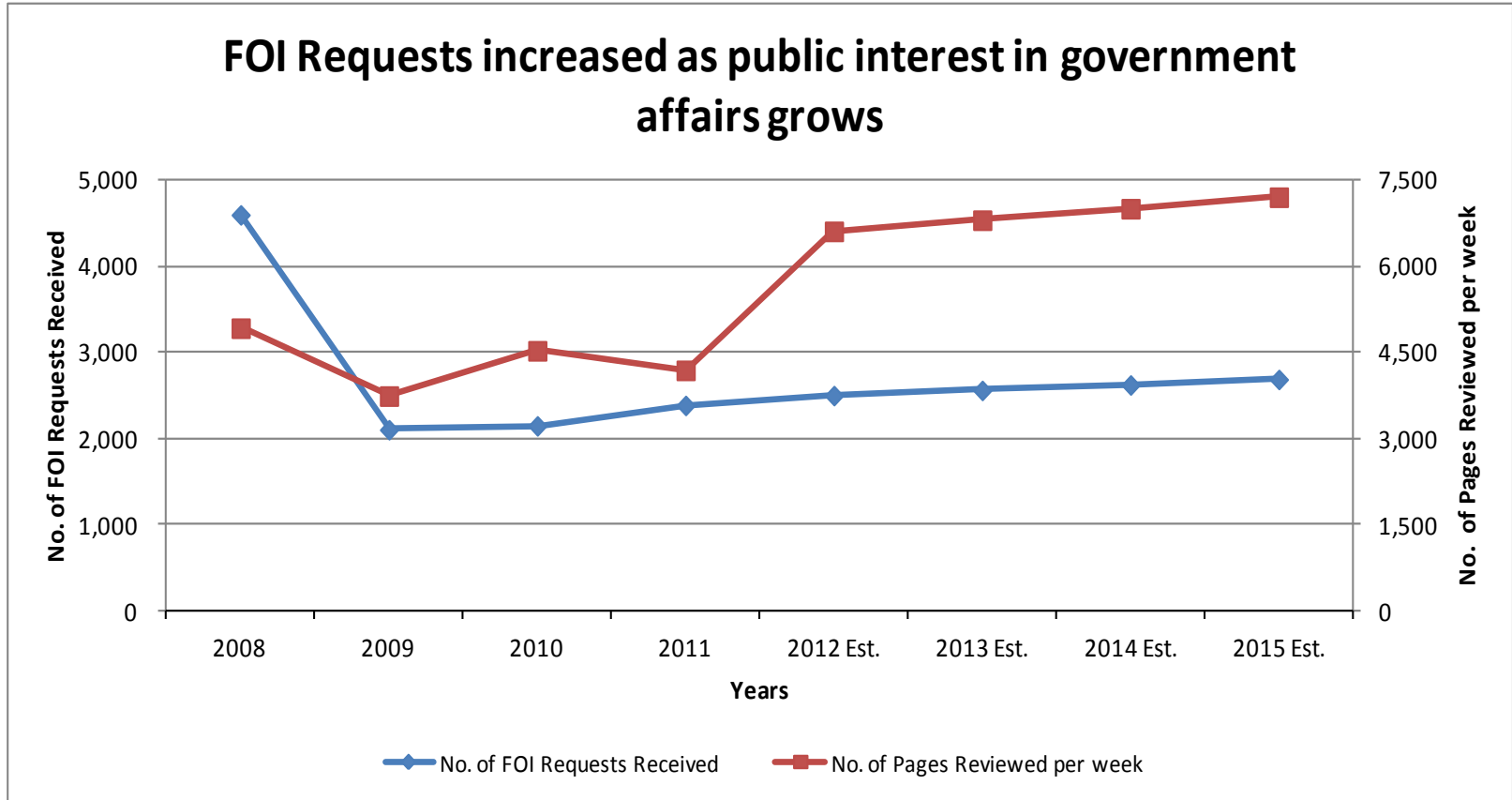


Service Performance

Public participation in the legislative process is growing



Service Performance



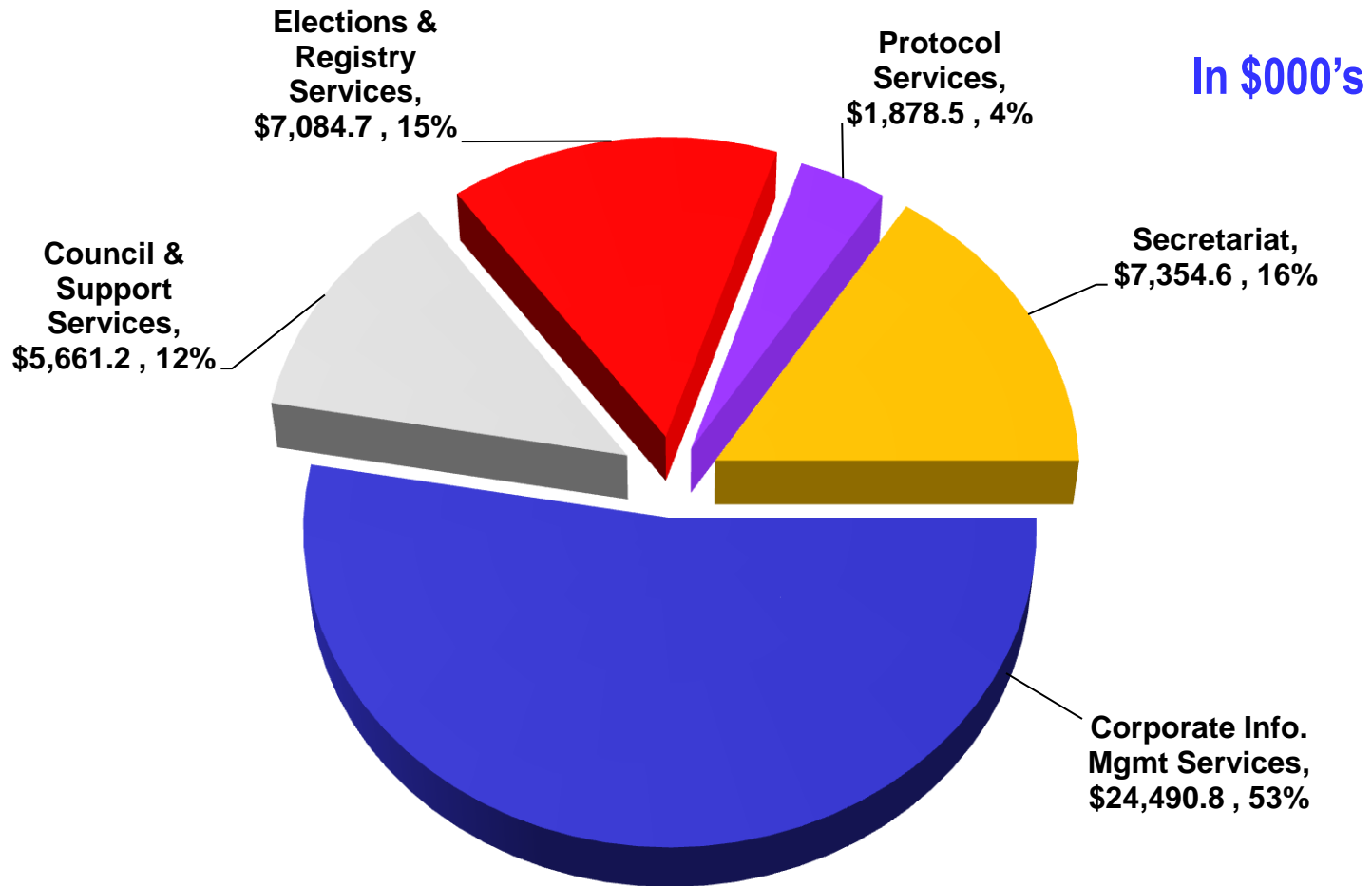
- Routine Disclosure of Building Plans reduced number of FOI requests in 2009.
- Requests involving 3 or more divisions increased 31% 2012 to 2011.

2012 Budget Variance - as at September 30, 2012

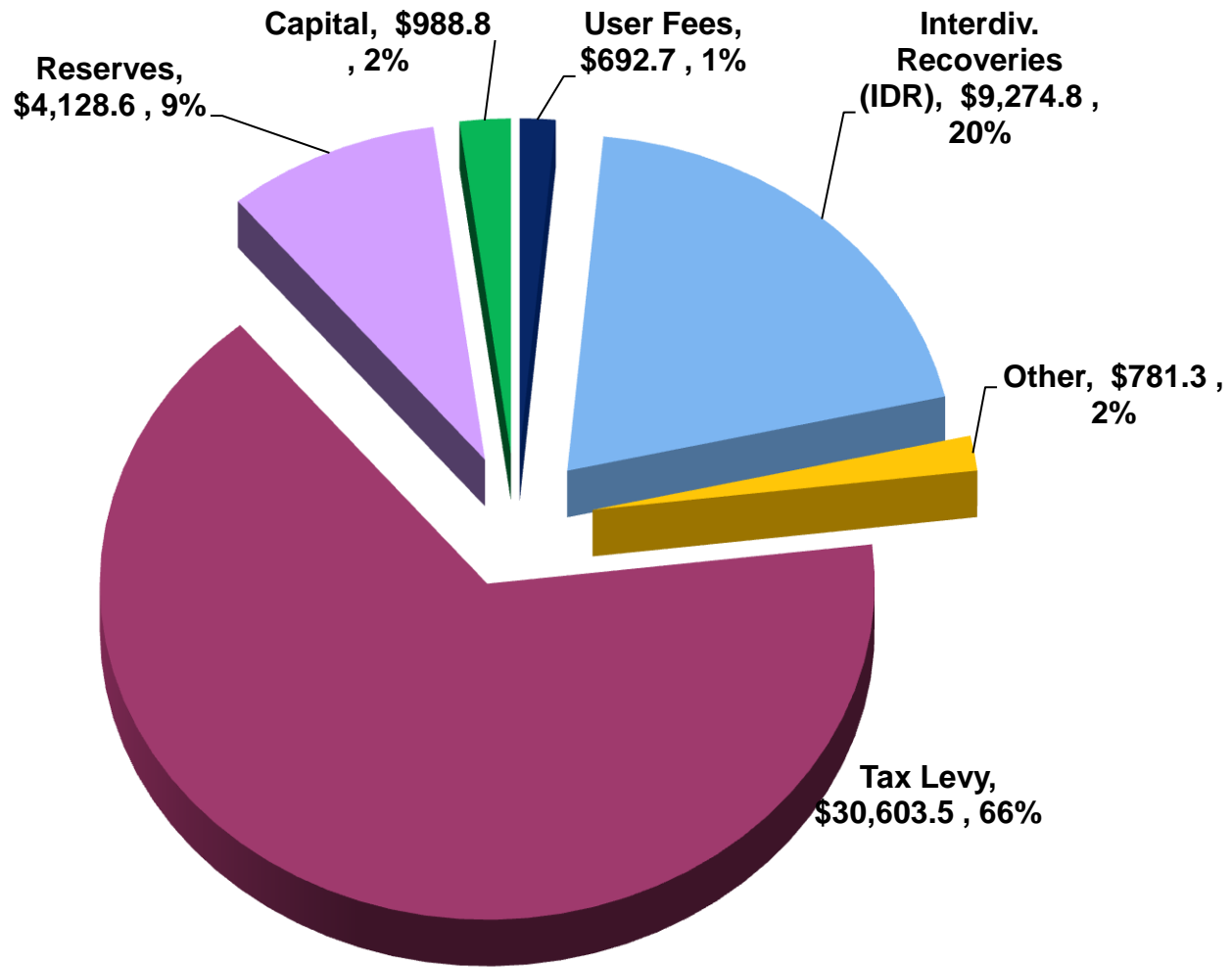
(In \$000's)	2010 Actuals	2011 Actuals	2012 Approved Budget	2012 Sept. 30 YTD Actuals	2012 Projected Actuals	2012 Approved Budget vs Projected Actuals	
	\$	\$	\$	\$	\$	\$	%
Gross Expenditure	56,514	48,151	48,086	33,513	47,406	(680.0)	(1.4%)
Revenues	20,515	17,118	17,596	12,361	17,116	(480.0)	(2.7%)
Net	36,000	31,033	30,490	21,152	30,290	(200.0)	(0.7%)
Approved Positions	513.7	441.0	410.3	389.5	389.5	(20.8)	(5.1%)

2013 Staff Recommended Operating Budget

Where the Proposed \$46.5M Gross Expenditure Goes



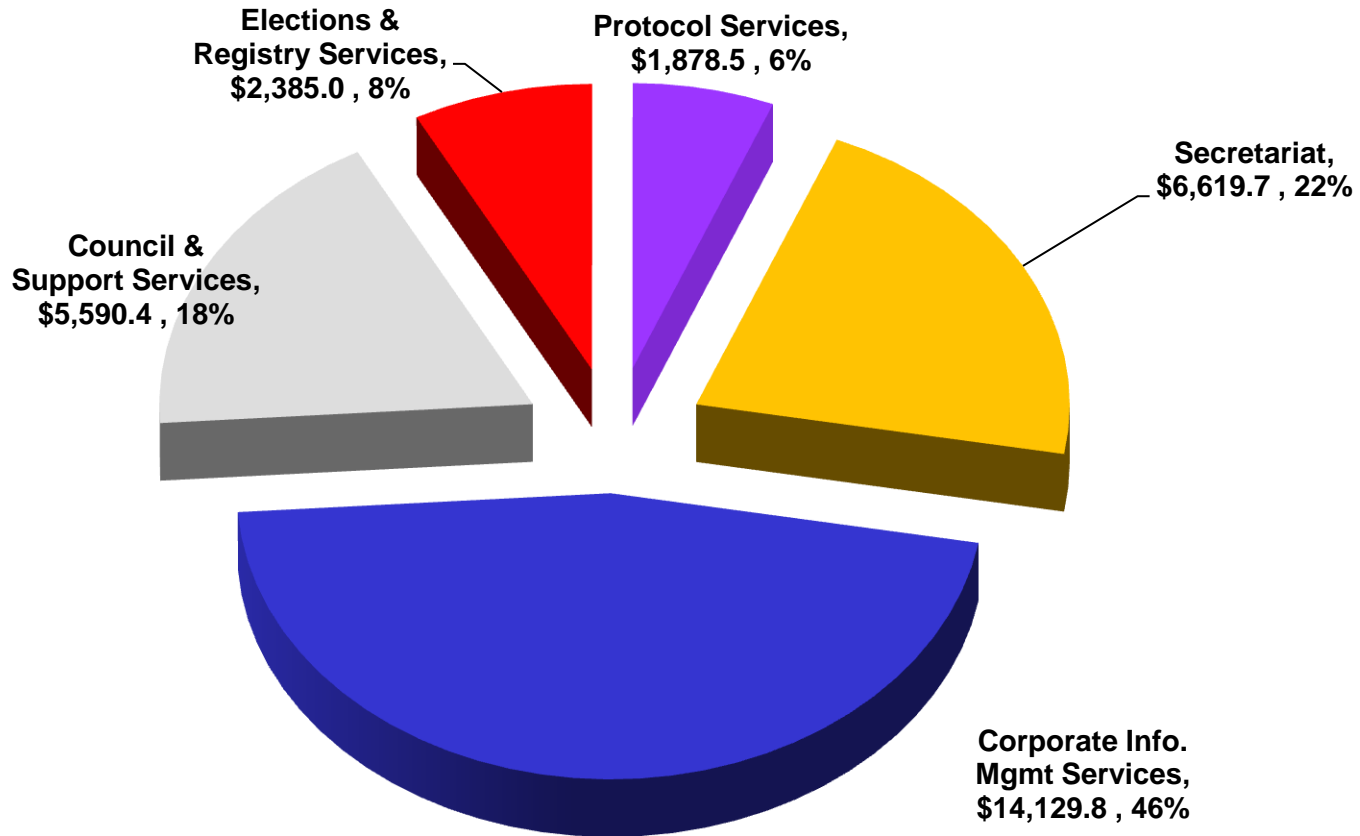
Where The \$46.5M Money Comes From



Funding Source
In \$000's

Where the Proposed \$30.6M Property Taxes Go

In \$000's



Staff Rec'd 2013 Net Operating Budget

(\$000s)	2012 Approved Budget		2013 Rec'd Budget		Change from 2012 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
City Clerk's Office	48,086	30,490	46,470	30,603	(1,616)	(3.4%)	114	0.4%

2013 Operating Budget Pressures

(\$000's)	Gross Expenditures	Net Expenditures	# Positions
2012 Approved Budget	48,085.9	30,489.6	410.3
Adjusted Base Increases:			
Operating Impact of Capital (sustainment)	402.8	402.8	3.0
Reversal of non-recurring 2012 election req.	(830.9)	0.0	(2.0)
Impact of Capital Project Delivery Positions	(460.2)	(0.0)	(0.8)
Progression Pay/Step Increases	165.7	165.7	0.0
COLA for union staff, benefit rate & econ. factors	301.6	301.6	0.0
Zero-based Items	8.0	0.0	0.0
Other Base Changes:			
IDC-IDR Changes and budget reallocation	(650.3)	23.5	
Changes to Election budget requirements	19.8	0.0	
Elections compliance audit & voting places insp.	276.8	0.0	1.0
Backfill of 2 positions for Union leave of absence	145.1	145.1	
Salary pressure for Comm. Admin position gapped in 2012 and conversion of SAC to SAB	115.5	115.5	
Fuel rate adj	(3.6)	(3.6)	
Revenue Changes:			
Revenue adjustments	(200.0)	25.9	
Recovery for staff on union leave of absence		(72.9)	
2013 Recommended Base Budget - before Service Changes	47,376.2	31,593.1	411.5

2013 Service Changes – To Achieve Target

Description	2013 Recommended Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% Change over 2012 Budget	2014		2015	
					Net Expenditure	Position Change	Net Expenditure	Position Change
Service Efficiencies								
Delete 4 Approved Positions (*)	(4.0)	(304.7)	(304.7)	(1.0%)	0.0	0.0	0.0	0.0
Delete 2 Approved Positions (*)	(2.0)	(91.8)	(91.8)	(0.3%)	(45.9)	0.0	0.0	0.0
Delete 2 Approved Positions (*)	(2.0)	(120.4)	(120.4)	(0.4%)	0.0	0.0	0.0	0.0
Position Reduction in Secretariat	(1.0)	(98.5)	(98.5)	(0.3%)	0.0	0.0	0.0	0.0
Gapping of positions related to staff on Union Leave of absence	0.0	(145.1)	(145.1)	(0.5%)	145.1	0.0	0.0	0.0
Forego Economic Factor Adjustments	0.0	(146.2)	(146.2)	(0.5%)	0.0	0.0	0.0	0.0
Sub-Total Service Efficiencies	(9.0)	(906.7)	(906.7)	(3.0%)	99.2	0.0	0.0	0.0
Revenue Adjustments:				0.0%				
Fully recover cost of Procurement Estimator in Copy Centre	0.0	0.0	(83.0)	(0.3%)				
Sub-Total Revenue Adjustments	0.0	0.0	(83.0)	(0.3%)	0.0	0.0	0.0	0.0
Total Service Changes	(9.0)	(906.7)	(989.7)	(3.2%)	99.2	0.0	0.0	0.0

(*) For details, refer to Confidential Attachment part of 2013 Operating Budget Analyst Note

User Fee Changes - Highlights

- New Fees**

Fee Description	Proposed 2013 User Fee Rate (per visit) in \$	2013 Projected Revenue (in \$)
Study Tour Fee organized by for profit tour operators :		
• 1 to 2 hour visit	1,000.00	4,000.00
• Half day visit	1,500.00	3,000.00
• 1 day visit	3,000.00	3,000.00
• 2 day visit	5,000.00	
Total		10,000.00

- User Fee Changes**

- 26 user fee rates adjusted to reflect inflationary adjustments
- Technical adjustments (on fee category) were made on some of the user fees

2014 and 2015 Outlook

Description	2014 - Incremental Increase					2015 - Incremental Increase					Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Positions	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Positions	
Known Impacts											
Capital sustainment of various capital projects	426.2	117.3	308.9	1.0%	0.8	50.0	50.0			(0.3)	1.0%
Progression pay increases	92.6		92.6	0.3%		62.2		62.2	0.2%		0.5%
Step increases	34.7		34.7	0.1%		4.5		4.5	0.0%		0.1%
Negotiated annual increase for unionized staff	293.3		293.3	1.0%		389.8		389.8	1.2%		2.2%
Reversal of gapping of positions related to staff on union leave of absence	145.1		145.1	0.5%							0.5%
Annualization of 2 deleted positions in 2013	(45.9)		(45.9)	(0.1%)							(0.1%)
Reversal of 2013 furniture requirements	(38.0)	(8.0)	(30.0)	(0.1%)							(0.1%)
User fee adjustments		5.2	(5.2)	(0.0%)			5.2	(5.2)	(0.0%)		(0.0%)
Reversal of 2013 election event requirements	(276.8)	(276.8)			(1.0)						
Sub-Total Known Impacts	631.2	(162.4)	793.6	2.6%	(0.3)	506.5	55.2	451.3	1.4%	(0.3)	4.1%
Anticipated Impacts											
Sub-Total - Anticipated Additional Impacts											
Total Incremental Impacts	631.2	(162.4)	793.6	2.6%	(0.3)	506.5	55.2	451.3	1.4%	(0.3)	4.1%

Note: Requirements for the 2014 municipal elections, fully recovered from the Election Reserve Fund, are not included in the 2014 Outlook.

Capital Overview

Capital Overview

- 2013-2022 Capital Plan comprised two components:
 - Non-Election-related capital projects, funded from debt or Equipment Reserve
 - Election-related capital projects funded entirely from Election Reserve
- 10-Year Plan meets corporate debt targets.
- City Clerk's Office asset inventory estimated at \$68 million with about \$32 million in archival collection, \$15 million in voting equipment, \$7 million in printing, copying and mailing equipment, and \$14 million for systems and applications.

Key Objectives

- Capital plan is developed to:
 - Support the role of the City Clerk's Office as the foundation of government and its mandate to enable democratic elections, promote open government and support elected and accountability officials.
 - Align with the Mayor's priorities in customer service, transparency and accountability.
 - Reflect corporate e-City strategic directions.
 - Meet legislative requirements in accessibility and health and safety.
 - Accommodate Council transition requirements.
 - Maintain assets in State of Good Repair

2012 Capital Performance

Summary of Major Projects Completed in 2012

- Completed the Archives Research Hall renovations with improved customer service and accessibility through public research station reconfigurations.
- Completed the integrated mail and the high-speed copy centre at City Hall which will fully comply with health and safety and accessibility standards and improve staff efficiency.
- Introduced public WiFi in Council Chamber and committee rooms and begin publication of speakers' list both inside meeting rooms and on-line through the meeting monitor.

Capital Spending - Budget to Actual Comparison

Including Enterprise Document & Records Management Solution (EDRMS)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
5,201	1,974	38.0%	3,487	67.0%	1,714	33.0%

* Based on the Third Quarter Capital Variance Report

Excluding Enterprise Document & Records Management Solution (EDRMS)

2012 Approved	Actuals as of Sept. 30, 2012 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
3,886	1,830	47.1%	3,028	77.9%	858	22.1%

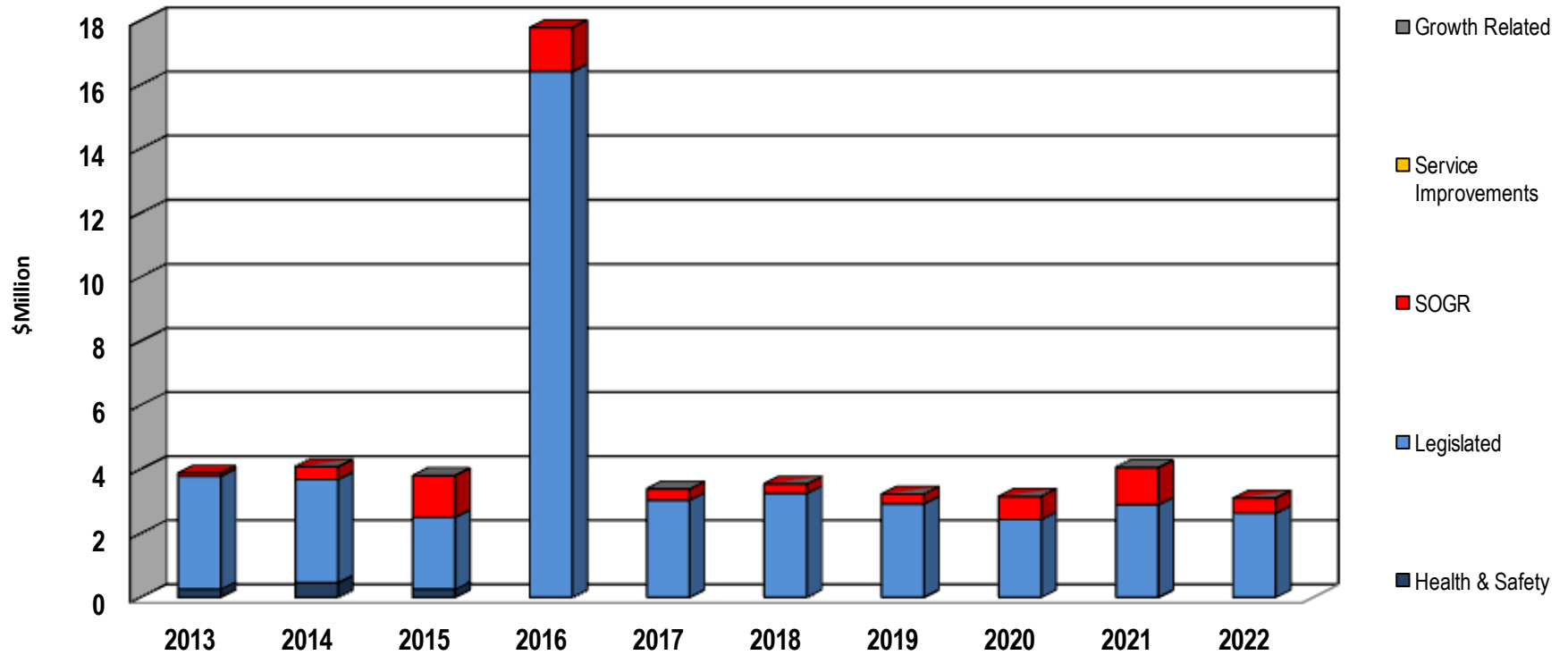
* Based on the Third Quarter Capital Variance Report

2013 – 2022 Staff Recommended Capital Budget & Plan

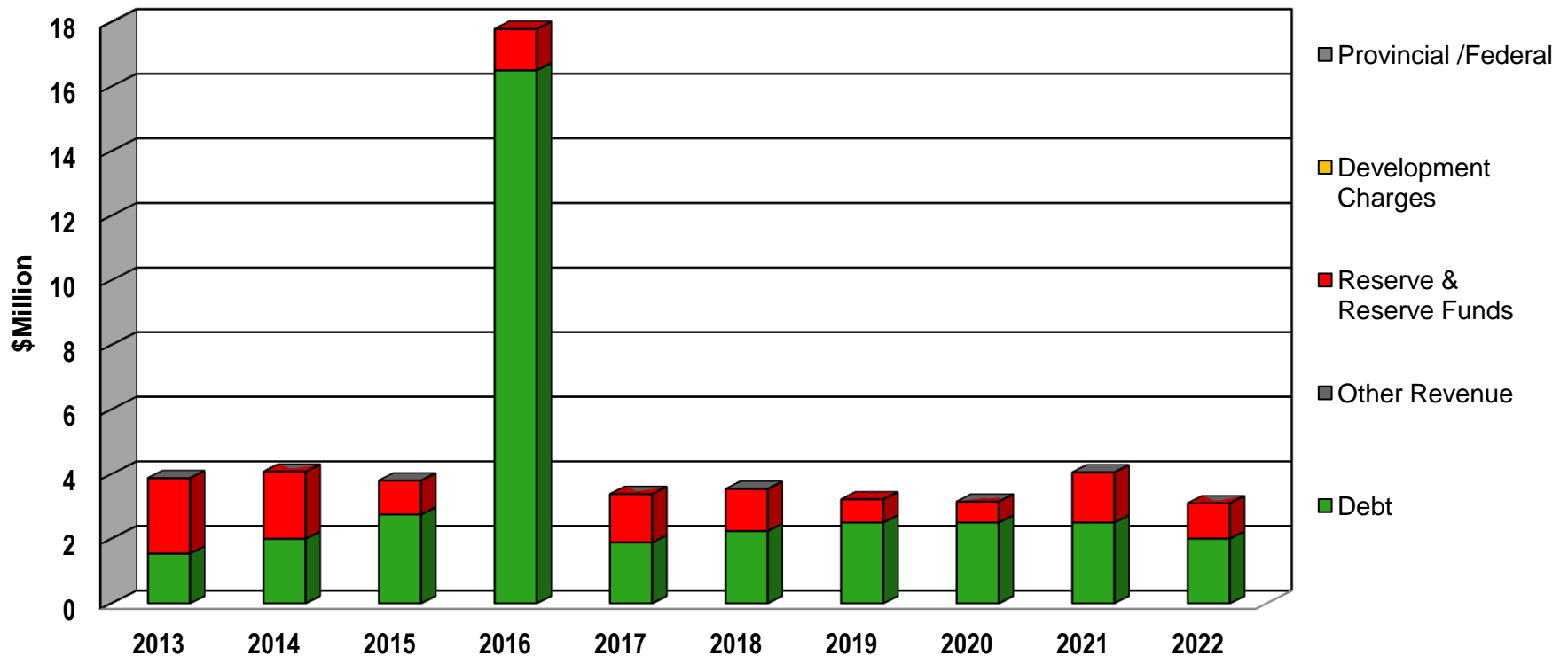
Summary of Major Projects in the 10-Year Capital Budget and Plan

Project	2013	2014	2015	2016	2017	2013 - 2017	2018	2019	2020	2021	2022	2013 - 2022
Access to Information SOGR					100.0	100.0	500.0					600.0
Alternate Voting	525.0	500.0	100.0		750.0	1,875.0	500.0			750.0	500.0	3,625.0
Archives Strategic Plan Implementation	50.0	200.0	350.0	350.0	350.0	1,300.0						1,300.0
Constituency Management System	96.0	134.0				230.0						230.0
Council Chamber Refresh			300.0			300.0			249.0	300.0		849.0
Council Transition System Changes		100.0	400.0			500.0		100.0	400.0			1,000.0
First & Second Floor Health & Safety Remediation	100.0	200.0				300.0						300.0
Implementation of New Vote Counting System			150.0	14,980.0	480.0	15,610.0						15,610.0
IP Workflow Management System	50.0					50.0						50.0
Information Management Infrastructure	924.0	881.0	410.0	150.0	150.0	2,515.0	235.0	565.0				3,315.0
Information Management SOGR				209.0	325.0	534.0	155.0	1,135.0	751.0	700.0	900.0	4,175.0
IP Workflow Management System SOGR						0.0			400.0	400.0	400.0	1,200.0
Mail Security and Mail Room Upgrades	150.0	250.0	250.0			650.0						650.0
Printing Equipment Replacement Plan 2014-2019		200.0	500.0	550.0		1,250.0	300.0	300.0				1,850.0
Records Centre Tracking System			150.0	475.0		625.0			70.0	70.0	70.0	835.0
Registry Service Tracking System (RSTS) SOGR					50.0	50.0	335.0					385.0
TMMIS SOGR			400.0	517.0	427.0	1,344.0	680.0	700.0	700.0	700.0	700.0	4,824.0
TO Meeting Mgmt Info Sy (TMMIS) for City & Public	270.0	280.0	390.0			940.0						940.0
Toronto Election Information System (TEIS)	1,710.0	1,330.0	400.0	550.0	700.0	4,690.0	500.0	420.0	578.0	735.0	525.0	7,448.0
Toronto Gaming Information System (TGIS) SOGR					50.0	50.0	335.0					385.0
Wedding Chambers Renovations										400.0		400.0
Total	3,875.0	4,075.0	3,800.0	17,781.0	3,382.0	32,913.0	3,540.0	3,220.0	3,148.0	4,055.0	3,095.0	49,971.0

2013 – 2022 Capital Plan by Category



2013 – 2022 Capital Plan by Funding Source



Incremental Operating Impact of Capital

(\$000s)	2013 Rec. Budget	2014 Plan	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2013-2022 Total
2013 Recommended Capital Budget											
TO Meeting Mgmt System (TMMIS) - 2012	120.0										120.0
											0.0
Sub-Total	120.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	120.0
Recommended 10-Year Capital Plan											
Alternate Voting		64.0									64.0
Enterprise Doc. & Rec. Mgmt Solution (EDRMS)		110.0									110.0
Form Management (Part of EDRMS)		28.0									28.0
Constituency Management System Usability Enhancement		26.0									26.0
Oder Picker Replacement (2 Machines) 2016				4.0							4.0
Council & Council Committee Web Streaming				440.0							440.0
Replacement of Vote Counting Equipment 2015					105.0						105.0
Access to Information SOGR							85.0				85.0
Record Centre Tracking System SOGR				0.0	20.0						20.0
Sub-Total	0.0	228.0	0.0	444.0	125.0	0.0	85.0	0.0	0.0	0.0	882.0
Total	120.0	228.0	0.0	444.0	125.0	0.0	85.0	0.0	0.0	0.0	1,002.0

