City Clerk's Office

2014 Recommended Operating Budget & 2014 – 2023 Capital Budget and Plan
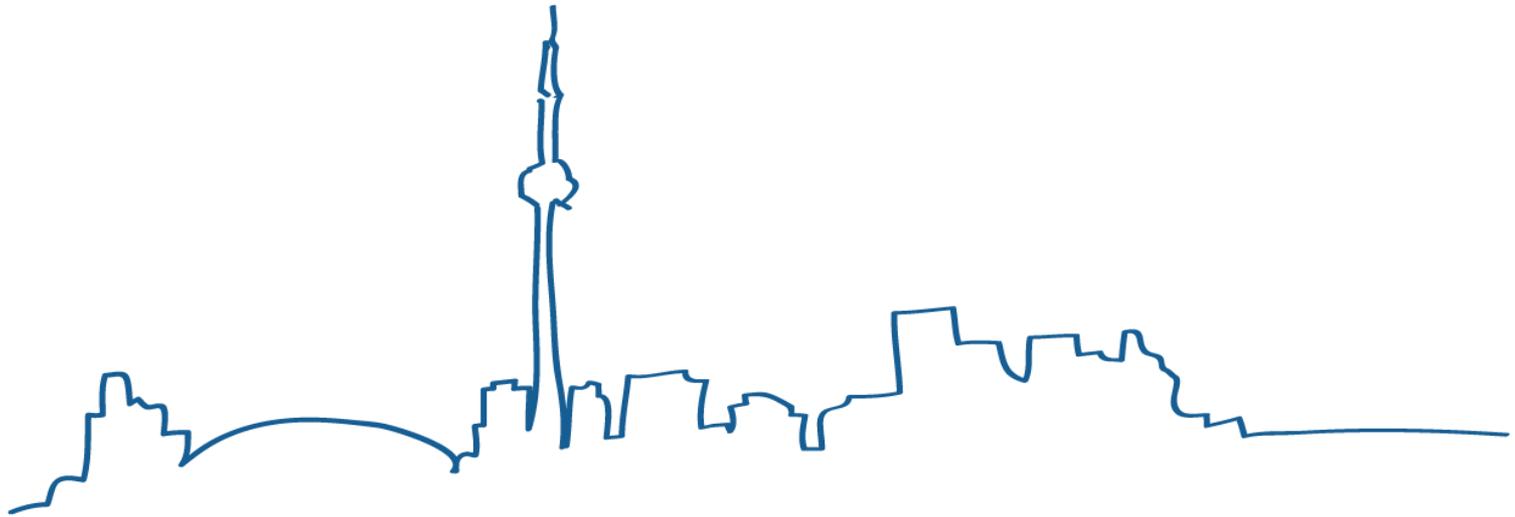
Budget Committee Presentation – December 13, 2014

Agenda

- Operating Overview

    ➢ 2013 Service Performance

    ➢ 2014 Staff Recommended Operating Budget

- Capital Overview

    ➢ 2013 Capital Performance

    ➢ 2014 – 2023 Staff Recommended Capital Budget & Plan

- Key Issues for 2014 and Beyond

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
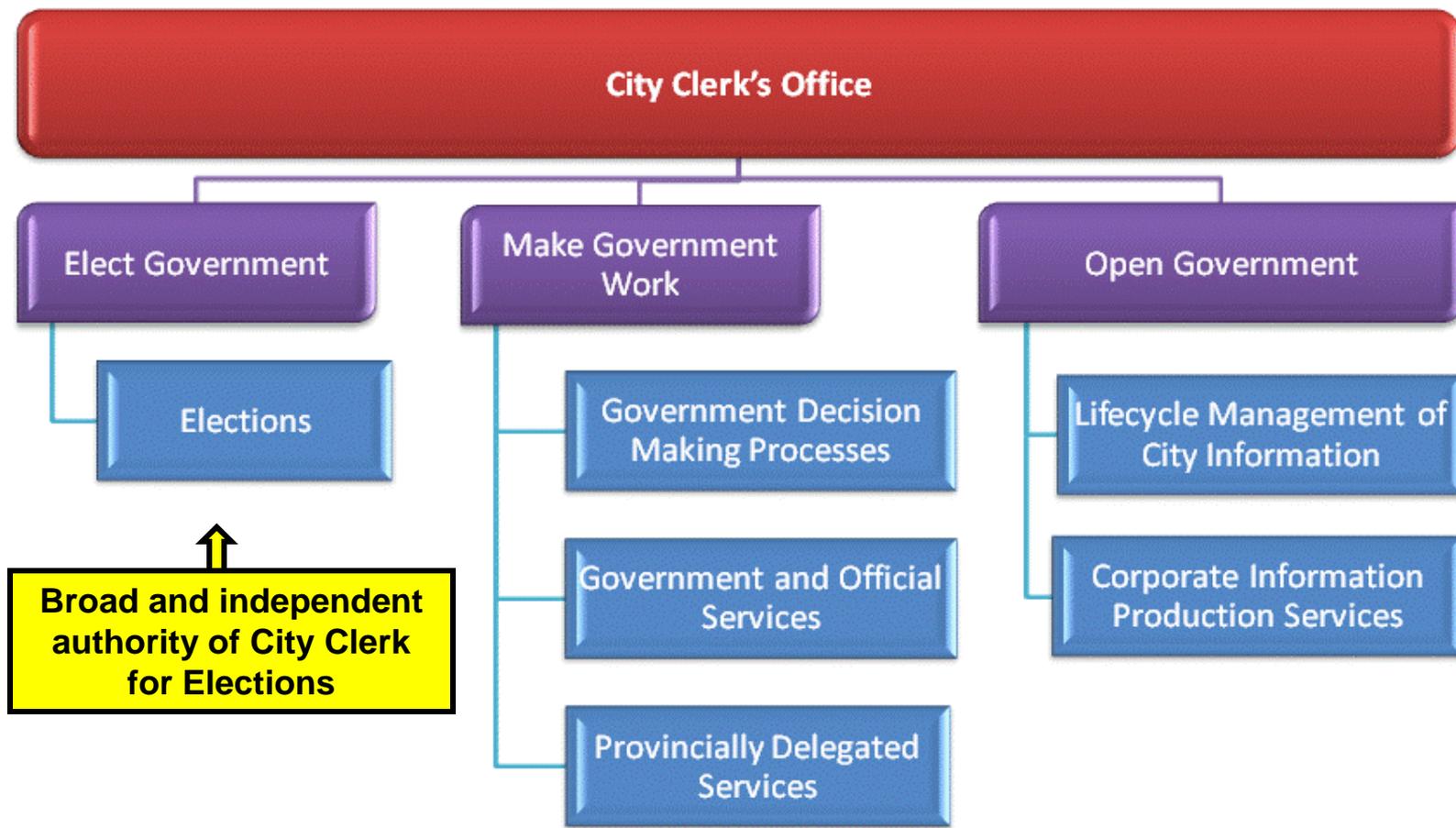
Strategic Directions

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

City Clerk's Office 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.
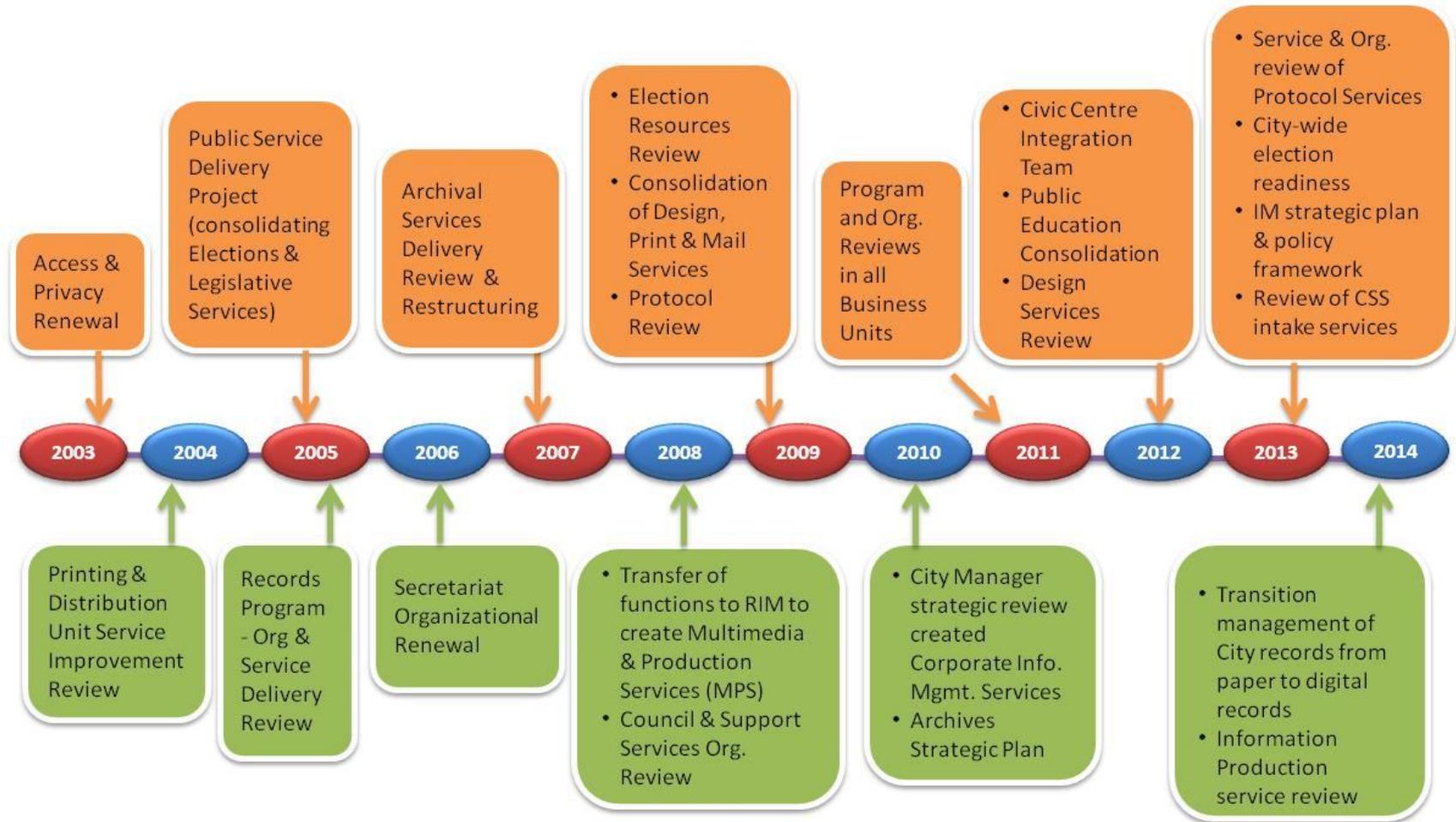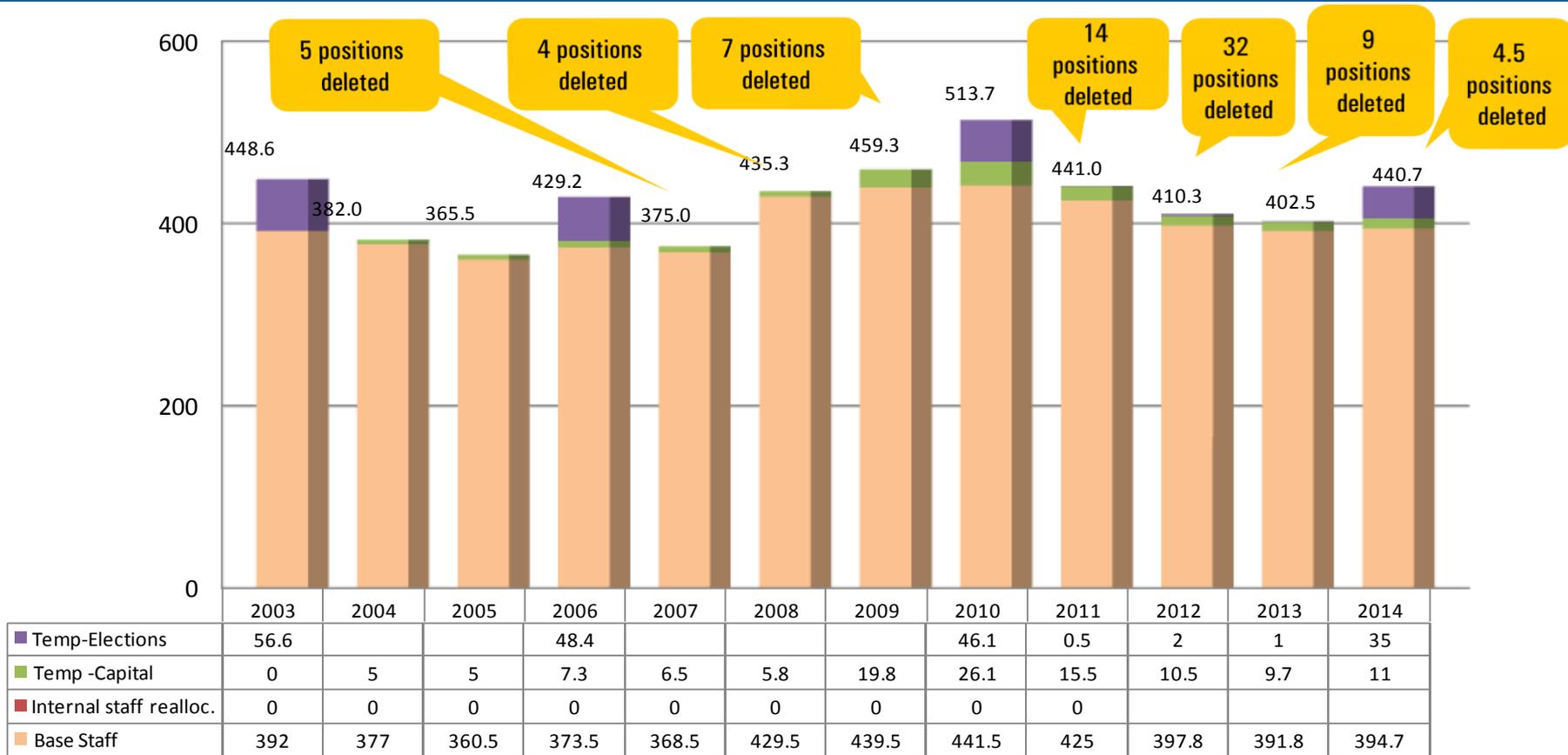
2014 Program Map

Broad and independent authority of City Clerk for Elections

Note: Excludes Support to Deputy Mayor

2014 Organization Chart (Functions)

City Clerk's Office

Protocol Services
- Protocol Events
- Photography and Videography
- Protocol Documents
- Multilingual Services

Elections & Registry Services
- Elections
- Registry Services
  - Death Registration
  - Marriage Licences
  - Wedding Chamber Bookings
  - Assessment Rolls
- Gaming Services
  - Eligibility Reviews
  - Licensing
  - Compliance Reviews
- Polling
- Liquor Licence Clearance

Secretariat
- Council Committee Meetings
- Public/Planning Notices
- By-laws & Municipal Code
- Public and Member Appointments
- Official Document Execution

Council & Support Services
- Finance, Admin, HR, Payroll, Purchasing and IT support to:
  - City Clerk's office,
  - Mayor's office,
  - 44 councillor offices,
  - Integrity Commissioner,
  - Lobbyist Registrar,
  - Ombudsperson
- Strategic & Business Planning
- Claims Receipt & Coordination
- Official Mail Registry
- Council Reception

Corporate Information Management Services
- Information access
  - Archives
  - Records Centre
  - FOI Requests
- Information Policy
  - Forms Management
  - Policy, Standards & Training
- Information Production
  - Design
  - Print
  - Copy
  - Mail

Continuous service improvement reviews since 2003

Staffing Trend

Chart annotations (callouts):
- 5 positions deleted
- 4 positions deleted
- 7 positions deleted
- 14 positions deleted
- 32 positions deleted
- 9 positions deleted
- 4.5 positions deleted

Bar totals: 448.6 · 382.0 · 365.5 · 429.2 · 375.0 · 435.3 · 459.3 · 513.7 · 441.0 · 410.3 · 402.5 · 440.7

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
■ Temp-Elections	56.6			48.4				46.1	0.5	2	1	35
■ Temp -Capital	0	5	5	7.3	6.5	5.8	19.8	26.1	15.5	10.5	9.7	11
■ Internal staff realloc.	0	0	0	0	0	0	0	0	0			
■ Base Staff	392	377	360.5	373.5	368.5	429.5	439.5	441.5	425	397.8	391.8	394.7

- Number of Directors: Reduced from 7 to 5 since 1998
- Number of Managers: Reduced by 7 between 2010 and 2012. 1 more reduction in 2014
- Number of Supervisors: Reduced by 4 between 2011 and 2012

Note: Excludes Support to Deputy Mayor
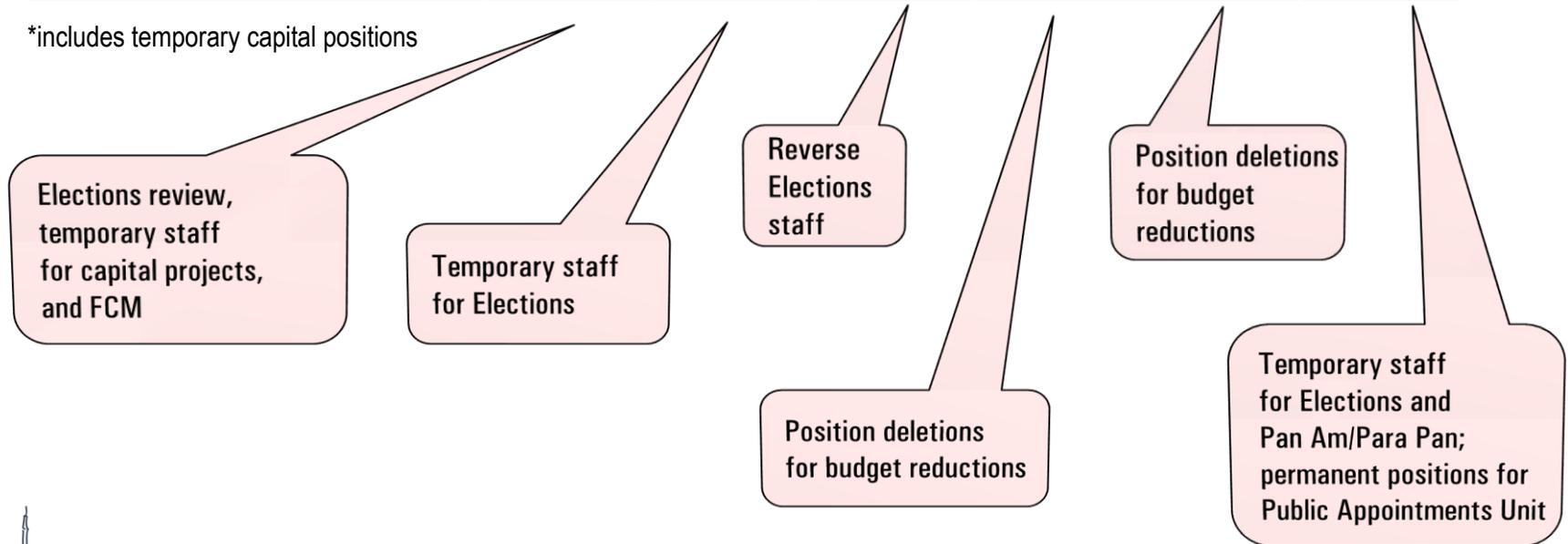
Service change reduction since 2006

Year	Value
2006	(255.0)
2007	(613.4)
2008	(724.6)
2009	(714.8)
2010	(1,767.6)
2011	(1,560.0)
2012	(3,073.8)
2013	(989.7)
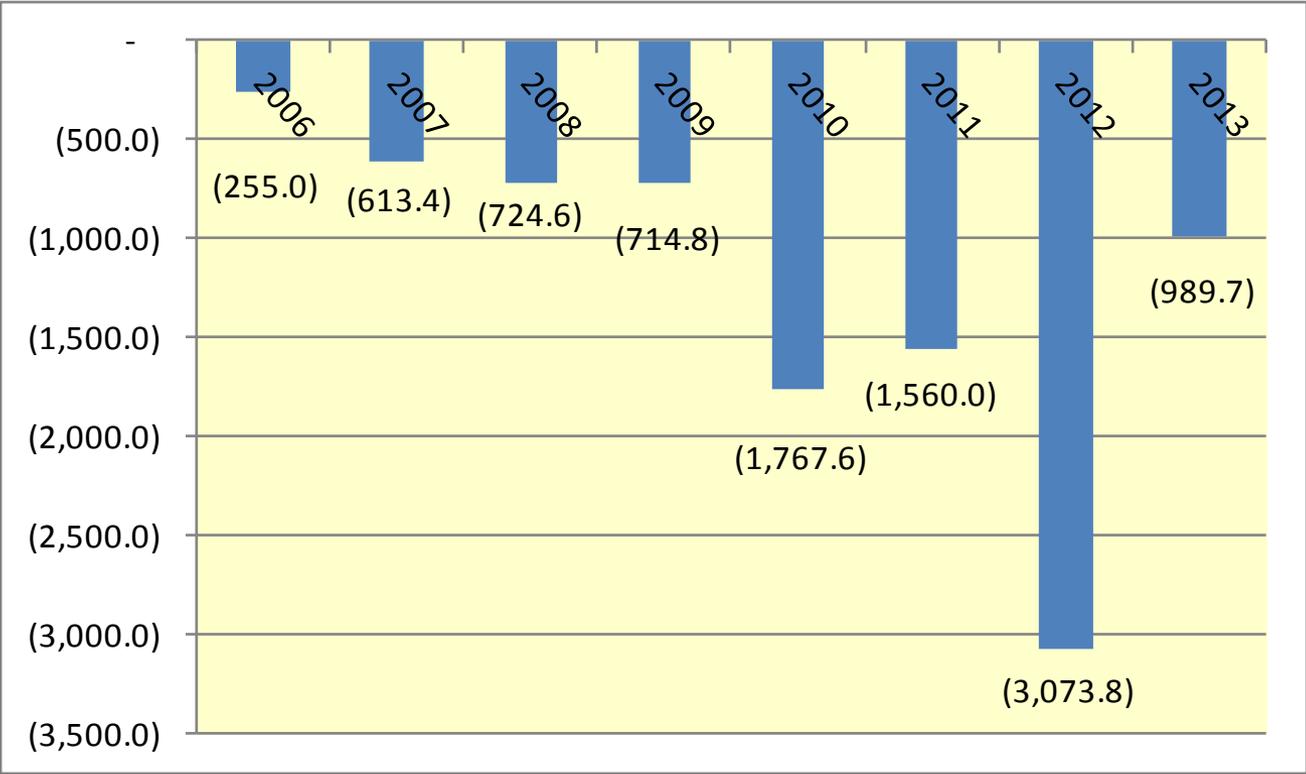
Net Operating Budget and Staff Changes - 5 Year Overview

($000's)	Approved Budget					Rec'd Base
	2009	2010	2011	2012	2013	2014
Approved Net Budget	34,544.4	36,657.1	30,564.4	30,489.5	31,039.1	31,527.8
Net Change	(74.8)	2,112.7	(6,092.7)	(74.8)	549.6	488.6
% Change from Prior Year	**-0.2%**	**6.1%**	**-16.6%**	**-0.2%**	**1.8%**	**1.6%**
Approved Complement*	459.3	513.7	441.0	410.3	402.5	440.7
Net Change	24.0	54.4	(72.7)	(30.8)	(7.8)	38.2
% Change in Staff Complement	**5.5%**	**11.8%**	**-14.1%**	**-7.0%**	**-1.9%**	**9.5%**

*includes temporary capital positions

Elections review, temporary staff for capital projects, and FCM

Temporary staff for Elections

Reverse Elections staff

Position deletions for budget reductions

Position deletions for budget reductions

Temporary staff for Elections and Pan Am/Para Pan; permanent positions for Public Appointments Unit

Note: Excludes Support to Deputy Mayor

2013 Service Performance

2013 Key Accomplishments

- Strengthened democracy:

  - Managed the Ward 3 appointment process and ensured a smooth transition for the Ward 3 Councillor

  - Received and confirmed eligibility of a petition with over 1,200 names requesting a change to the City's ward boundaries for the 2014 election and reported to Council in accordance to the *Municipal Elections Act*.

  - Supported 62 decision bodies, 353 meetings, 6,190 agenda items, and 2,900 deputations

  - All aspects of the preparation for 2014 municipal election in progress – ready to accept nominations January 2, 2014

- Improved openness, accountability and integrity of government:

  - Led the Strategic Action in the City's Strategy Plan 2013-2018 on *Open Government by Design*

  - Developed and implemented major information management policies, e.g. Information Management Privacy Framework

2013 Key Accomplishments

> Launched an Open Government Community of Practice with MaRS Discover District, U of T Faculty of Information Science, other municipal governments and 2 provinces.

> Increased public access to City information through publishing Open Government License that simplifies the use of Open Data, with 22 new datasets published in 2013 (total 134 now available).

- Enhanced customer service and partnerships:

  > Launched online wedding chamber bookings

  > Initiated E-bingo revitalization program to assist charities in reaching their fund-raising goals

  > Launched Councillor Expense Dashboard to facilitate Councillor tracking of expenses

- Organized and supported major civic events, including Royal visits, the Toronto Book Awards and Pan Am/ParaPanAm lead up activities; Preparations underway for Remembrance Day ceremonies.

2013 Budget Variance - as at September 30, 2013

(In $000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Sept. 30 YTD Actuals	2013 Projected YE Actuals	2013 Approved Budget vs Projected Actuals	
	$	$	$	$	$	$	%
Gross Expenditure	48,151	47,802	47,259	34,147	46,479	(780)	-1.7%
Revenues	17,118	17,529	16,220	11,955	15,740	(480)	-3.0%
Net	31,033	30,273	31,039	22,192	30,739	(300)	-1.0%
Approved Positions	441.0	410.3	402.5	388.9	397.0	(5.5)	-1.4%

Key Points

- Revenue variance in Information Production unpredictable. Issue partially resolved with separation in billing of fixed costs and variable costs. Will be fully resolved in 2014.

- Surplus mainly due to delays in filling vacancies and pro-active management of budget in anticipation of 2014 service change requirements

Excludes Support to Deputy Mayor

Key Service Level - Examples

Elect Government

- All aspects of preparation for 2014 municipal election developed and ready for accepting nominations beginning January 2, 2014.

Make Government Work

- Comply with legislated requirements
- Fulfill public notice responsibilities as required by legislation.
- Conduct polls within 30 days of notices sent.
- Maintain 100% of legislative record of Toronto available and accessible on-line or on-request -- agendas published 5 days before meetings and decision documents within 2 days of meeting.
- Councillor expenses processed within 10 days of receipt of complete information

# Key Service Levels - Examples

Make Government Work (Continued)

- Insurance claims registered and circulated to three major divisions and insurance adjuster within 48 hours of receipt of claim.

- Marriage licenses issued within 30 minutes of receipt of completed application.

- Liquor license clearance applications circulated to relevant City divisions within 1 business day of receipt of application.

Open Government

- Maintain 80% compliance rate of legislated standard of 30 day response for Freedom of Information requests.

- Manage 360,000 boxes of records at Records Centre

- Process Canada Post mail within 24 hours

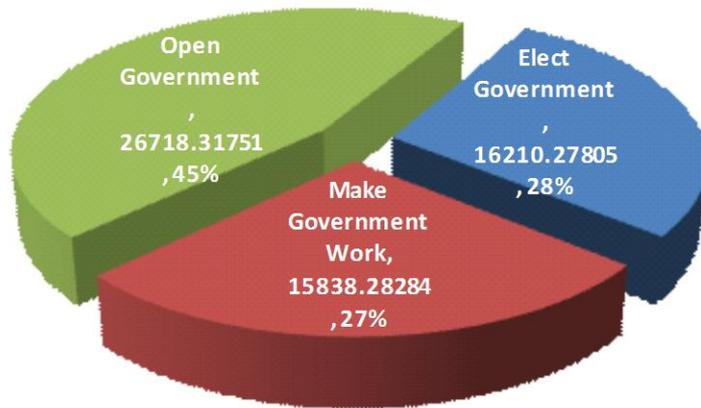- Distribution to 256 city locations every day with 48-hour turnaround for internal mail

TORONTO
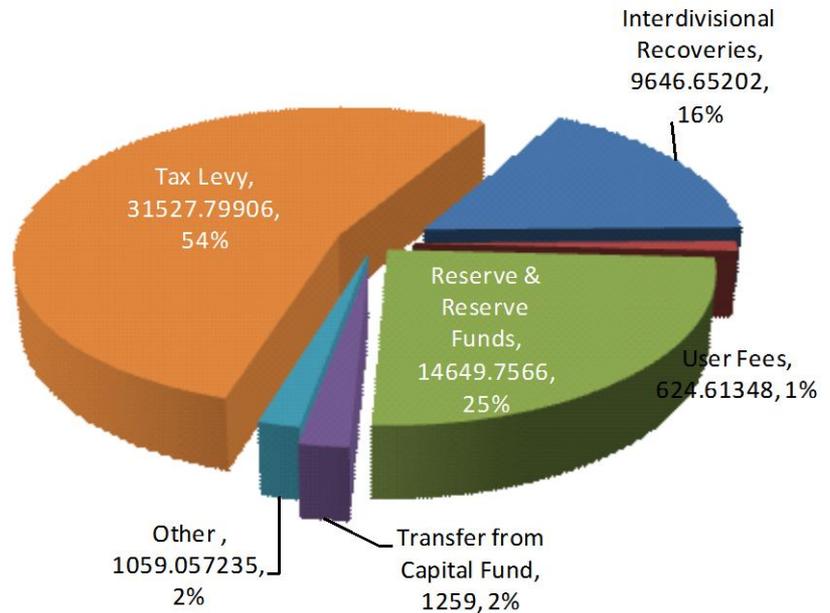
2014 Staff Recommended Operating Budget
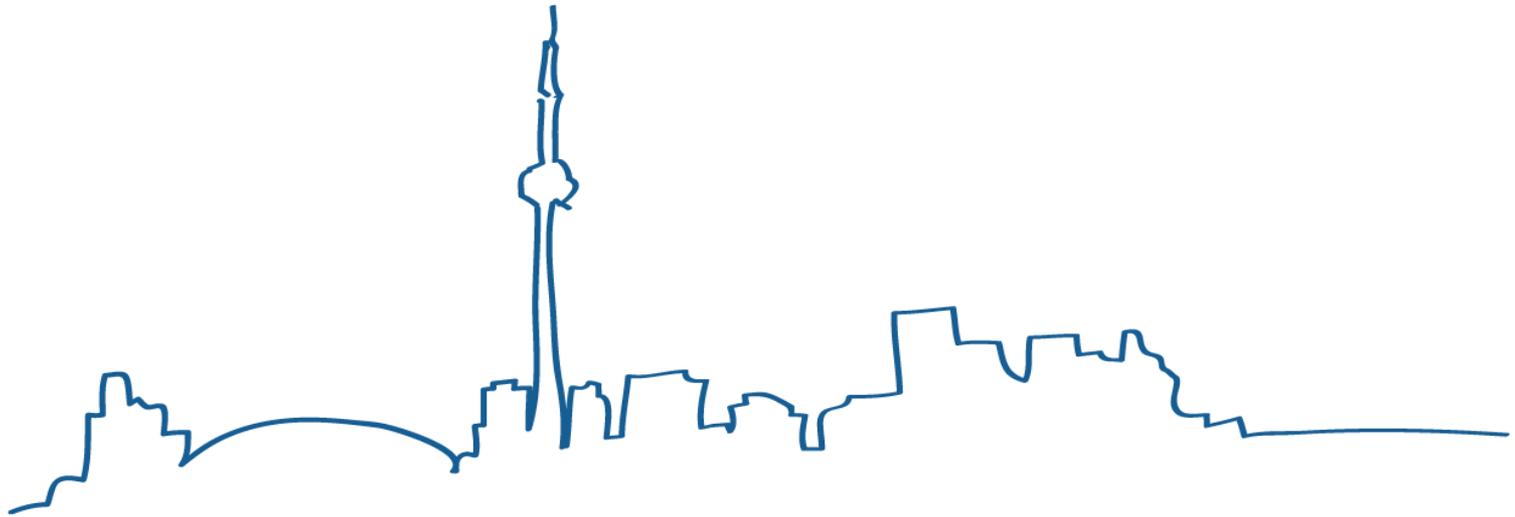
2014 Gross Operating Expenditures by Service & Funding Sources

2014 Operating Budget by Service ($000s)

- Open Government, 26718.31751, 45%
- Elect Government, 16210.27805, 28%
- Make Government Work, 15838.28284, 27%

2014 Operating Budget by Funding Source ($000s)

- Tax Levy, 31527.79906, 54%
- Interdivisional Recoveries, 9646.65202, 16%
- Reserve & Reserve Funds, 14649.7566, 25%
- User Fees, 624.61348, 1%
- Other, 1059.057235, 2%
- Transfer from Capital Fund, 1259, 2%

Total: $58.867 million

Note: Excludes Support to Deputy Mayor

Staff Rec'd 2014 Net Operating Budget

(In $000s)	2013 Budget	2014 Budget		
By Service	**$**	**$**	**$**	**%**
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)				
Gross Expenditures	47,259.2	58,766.9	11,507.7	24.4%
Revenue	16,220.0	27,239.1	11,019.1	67.9%
Total Net Expenditures	**31,039.1**	**31,527.8**	**488.6**	**1.6%**
Approved Positions	**402.5**	**440.7**	**38.2**	**9.5%**
SUPPORT TO DEPUTY MAYOR				
Gross Expenditures	429.9	882.8	452.9	105.4%
Revenue	-	-	0.0	0.0%
Net Expenditures	429.9	882.8	452.9	105.4%
Approved Positions	**10.0**	**10.0**	**0.0**	**0.0%**
GRAND TOTAL				
Gross Expenditures	47,689.0	59,649.7	11,960.7	25.1%
Revenue	16,220.0	27,239.1	11,019.1	67.9%
Net Expenditures	31,469.0	32,410.6	941.6	3.0%
Approved Positions	**412.5**	**450.7**	**38.2**	**9.2%**

2014 Operating Budget – Key Cost Drivers

(In $000s)	2014 Rec'd Base Budget
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)	
Gross Expenditure Changes	
Prior Year Impacts	
Reversal of Non -Recurring Items	(208.9)
Operating Impacts of Capital	
Operating impacts for capital project sustainments	382.9
Capital Project Delivery	270.3
Economic Factors	
COLA for Union and Non Union Staff	447.4
Non Payroll	199.8
Step & Progression Pay	
Step Increase for Union Staff	23.6
Progression & Re-earnable Lump Sum for Non Union Staff	193.4
Other Base Changes	
2014 Municipal Election Event Requirements	10,000.0
Business Model Review	200.0
Others (IDCs Reconciliations, Election Operations, etc.)	293.7
Total Gross Expenditures Changes	**11,802.1**
Revenue Changes	
2014 Municipal Election Event Requirement	10,000.0
Business Model Review	200.0
Capital Project Delivery	270.3
Reversal of Non -Recurring Items	(276.8)
User Fee & Non User Fee Revenue	(37.2)
Others (IDRs Reconciliations, Election Operations, etc.)	215.9
Total Revenue Changes	**10,372.1**
Net Expenditures	**1,430.0**

2014 Recommended Service Changes
- to Achieve Target

Description ($000s)	2014 Recommended Service Changes				Net Incremental Impact			
					2015		2016	
	Position Change	Gross Exp.	Net Expense	% Change over 2014 Budget	Net Expense	Pos.	Net Expense	Pos.
	#	$	$	%	$	#	$	#
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)								
Base Changes:								
Base Expenditure Changes								
Reduction in Non Payroll Budget	0.00	(37.2)	(37.2)	(0.1%)	0.0	0.0	0.0	0.0
Base Expenditure Change	-	(37.2)	(37.2)	(0.1%)	-	-	-	-
Service Efficiencies								
Gapping of One Position on Loan to CUPE Local 79	0.00	(67.9)	(67.9)	(0.2%)	67.9	0.0	0.0	0.0
Forego Inflationary Impacts on Non Payroll	0.00	(199.8)	(199.8)	(0.6%)	0.0	0.0	0.0	0.0
Savings from Position Conversion in CSS	0.00	(46.1)	(46.1)	(0.1%)	(1.0)	0.0	0.0	0.0
Digital Transformation Transition	(3.00)	(202.4)	(202.4)	(0.6%)	(4.5)	0.0	0.0	0.0
Reduce Benefit Rate by 1%	0.00	(262.0)	(262.0)	(0.8%)	262.0	0.0	0.0	0.0
Reduction of One Position in Corporate Info Mgmt Serv.	(1.00)	(132.0)	(132.0)	(0.4%)	(4.2)	0.0	0.0	0.0
One time Gapping for 3 Positions	0.00	(297.7)	(297.7)	(0.9%)	297.7	0.0	0.0	0.0
One time Increase in General Gapping	0.00	(140.0)	(140.0)	(0.4%)	140.0	0.0	0.0	0.0
Sub-Total	(4.00)	(1,348.0)	(1,348.0)	(4.3%)	757.9	-	-	-
Revenue Adjustments								
Partial Cost Recovery of an Archivist	0.00	0.0	(44.8)	(0.1%)	44.8		-	
Sub-Total	0.00	0.0	(44.8)	(0.1%)	44.8	-	-	-
Total Changes	(4.00)	(1,385.3)	(1,430.1)	(4.5%)	802.7	-	-	-

Recommended New / Enhanced

Description	2014 Recommended			Net Incremental Impact			
				2015 Plan		2016 Plan	
	Gross Expenditures	Net Expenditures	New Positions	Net Expenditures	# Positions	Net Expenditures	# Positions
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)							
New Service Priorities							
Elections Alternative Strategies	350.1	0.0	3.0	0.0	0.0	0.0	0.0
Establishment of a Public Appointments Unit	488.7	488.7	3.0	8.7		0.0	0.0
Protocol Support for the 2015 PanAm / ParaPanAm Games	252.0	0.0	0.4	0.0	0.2	0.0	(0.6)
Total	**1,090.8**	**488.7**	**6.4**	**8.7**	**0.2**	**0.0**	**(0.6)**

Capital Overview

Capital Overview

- 2014-2023 Capital Plan meets corporate debt targets

- 10-year plan comprised two components:
  - Non-Election-related capital projects, funded from debt or Equipment Reserve
  - Election-related capital projects funded from Election Reserve

- City Clerk's Office asset inventory estimated at $69 million:
  - Elect Government $19 million including $15 million in voting equipment
  - Make Government Work $8 million
  - Open Government $42 million including $32 million in archival collection

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.
    - 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

2013 Capital Performance
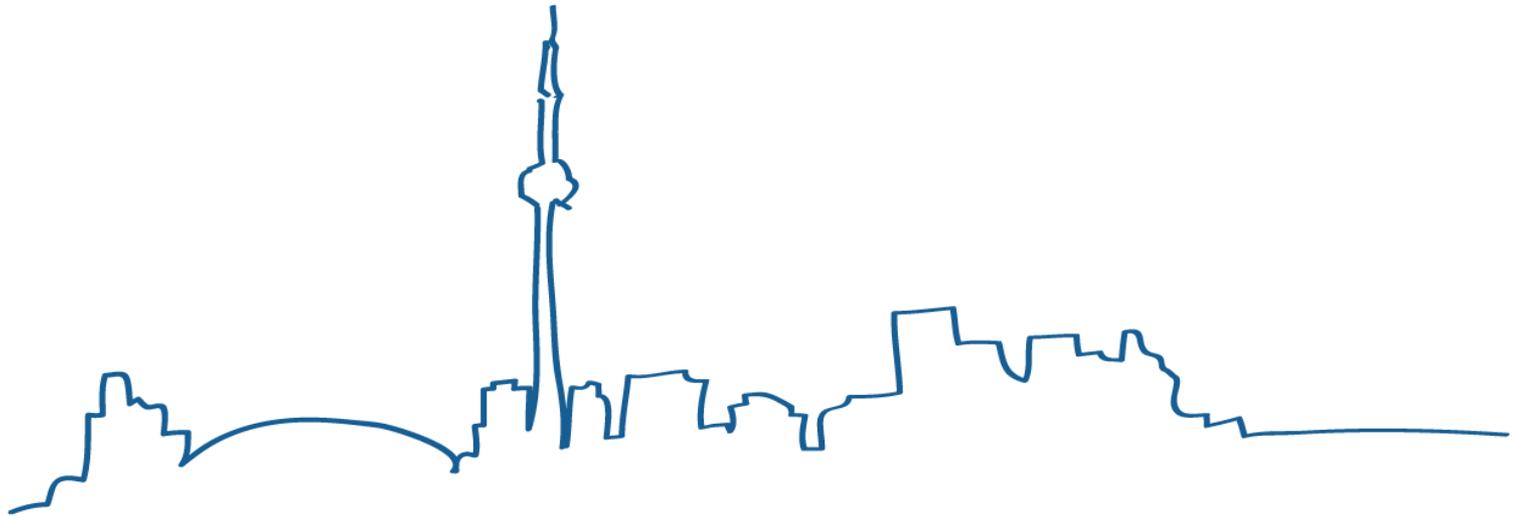
Summary of Major On-going Projects in 2013

City Clerk's Office 2013 capital projects support our three services to ensure compliance with legislation and meet health and safety standards:

- **Elect Government**
  - Toronto Elections Information System (TEIS), including acquisition of warehouse and staffing applications and a voters' list application
- **Make Government Work**
  - Toronto Meeting Management Information System (TMMIS)
  - Constituency Management System mobile enhancement
- **Open Government**
  - Enterprise Document & Records Management Solution (EDRMS) to manage electronic records through its lifecycle.
  - Information Production Workflow System for print and copy services

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TORONTO

Capital Spending - Budget to Actual Comparison

2013 Approved	Actuals as of Sept. 30, 2013		Projected Actuals at Year End		Projected Unspent Balance	
$	$	% Spent	$	% Spent	$	% Unspent
5,694,200	2,192,877	38.5%	4,511,350	79.2%	1,182,850	20.8%

Major causes of variance:

• Projects are more cost-effective with tender results are lower than planned during pre-tender stage
• Project timing have been adjusted as a result of difficulty in hiring IT resources for IT development and analysis
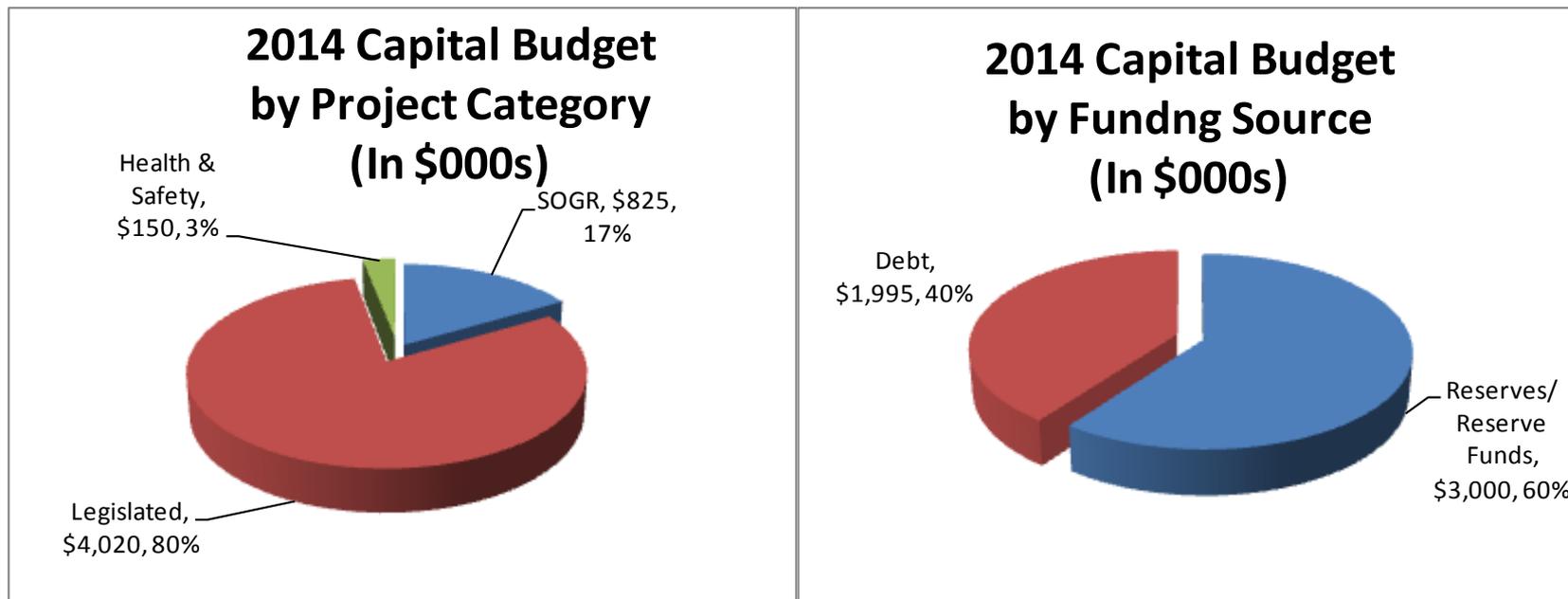• Project implementation challenges

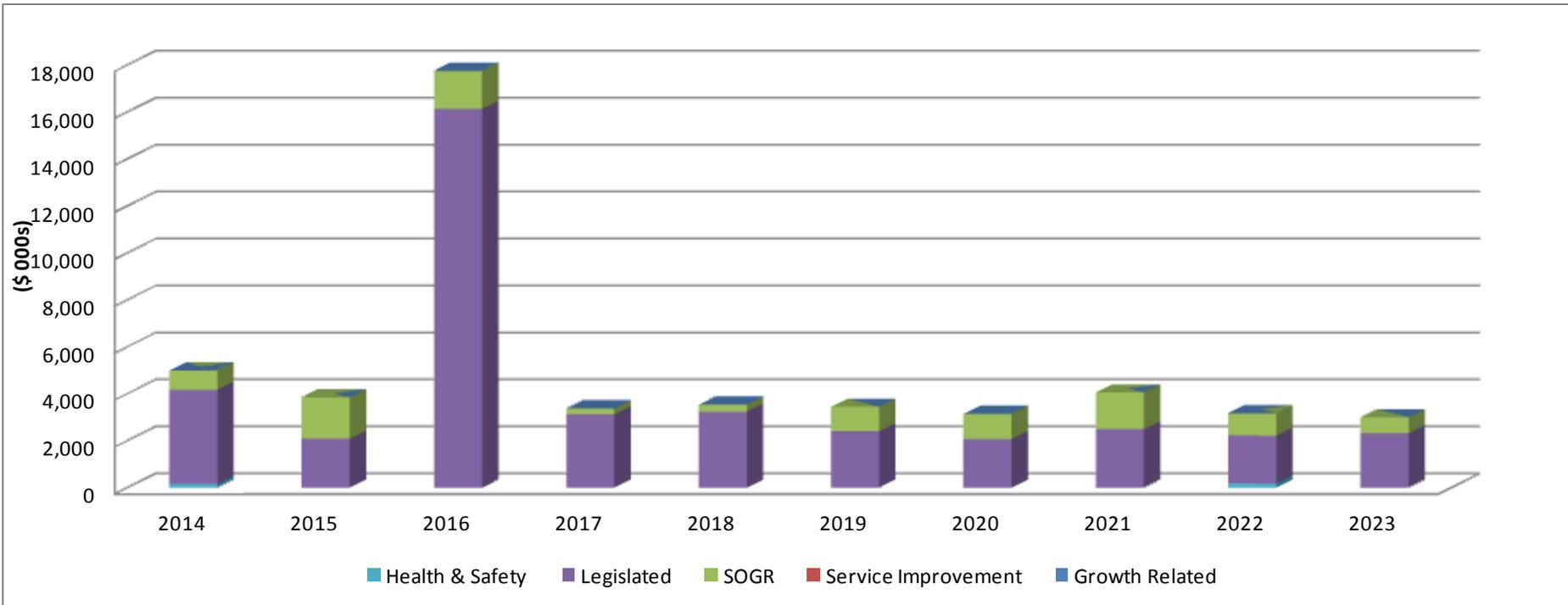# 2014 – 2023 Staff Recommended Capital Budget and Plan

10-Year Capital Budget and Plan (excluding carryforward)

Project	Proposed 2014 Budget	Plan									2014 - 2023
		2015	2016	2017	2018	2019	2020	2021	2022	2023	
Alternate Voting	425	150	200	750	500			750	500	500	3,775
Archives Strategic Plan Implementation	200	785	265	250							1,500
Archives Strategic Plan Implementation SOGR									475	675	1,150
Council Transition System Changes	260	565	156		600	600	195			800	3,176
First & Second Floor Health & Safety Remediation	150										150
Implementation of New Vote Counting System		150	14,980	480							15,610
Information Management Infrastructure	870	725		200	400	600					2,795
Information Management SOGR			200	650	500	500	1,000	700	700	600	4,850
Infra. to support Council/Committee Meetings	425	325	550			500	600	590			2,990
IP Workflow Management System SOGR							400	400	400		1,200
Mail Security and Mail Room Upgrades									185		185
Printing Equipment Replacement Plan 2014-2019	200	500	325		300	525					1,850
Records Centre Tracking System		150	480				70	70	70		840
Registry Services Systems SOGR			50	300	400						750
TMMIS SOGR							300	305	310	315	1,230
TO Meeting Mgmt Info Sy (TMMIS) for City & Public	140	100									240
Toronto Election Information System (TEIS)	2,325	400	550	700	500	420	578	735	525	425	7,158
Toronto Gaming Info. System (TGIS) SOGR				52	340						392
Wedding Chambers Renovations									500		500
Total	4,995	3,850	17,756	3,382	3,540	3,445	3,148	4,055	3,170	3,000	50,341

2014 Capital Budget by Project Category and Funding Source

2014 Capital Budget by Project Category (In $000s)

- Health & Safety, $150, 3%
- SOGR, $825, 17%
- Legislated, $4,020, 80%

2014 Capital Budget by Fundng Source (In $000s)

- Debt, $1,995, 40%
- Reserves/Reserve Funds, $3,000, 60%

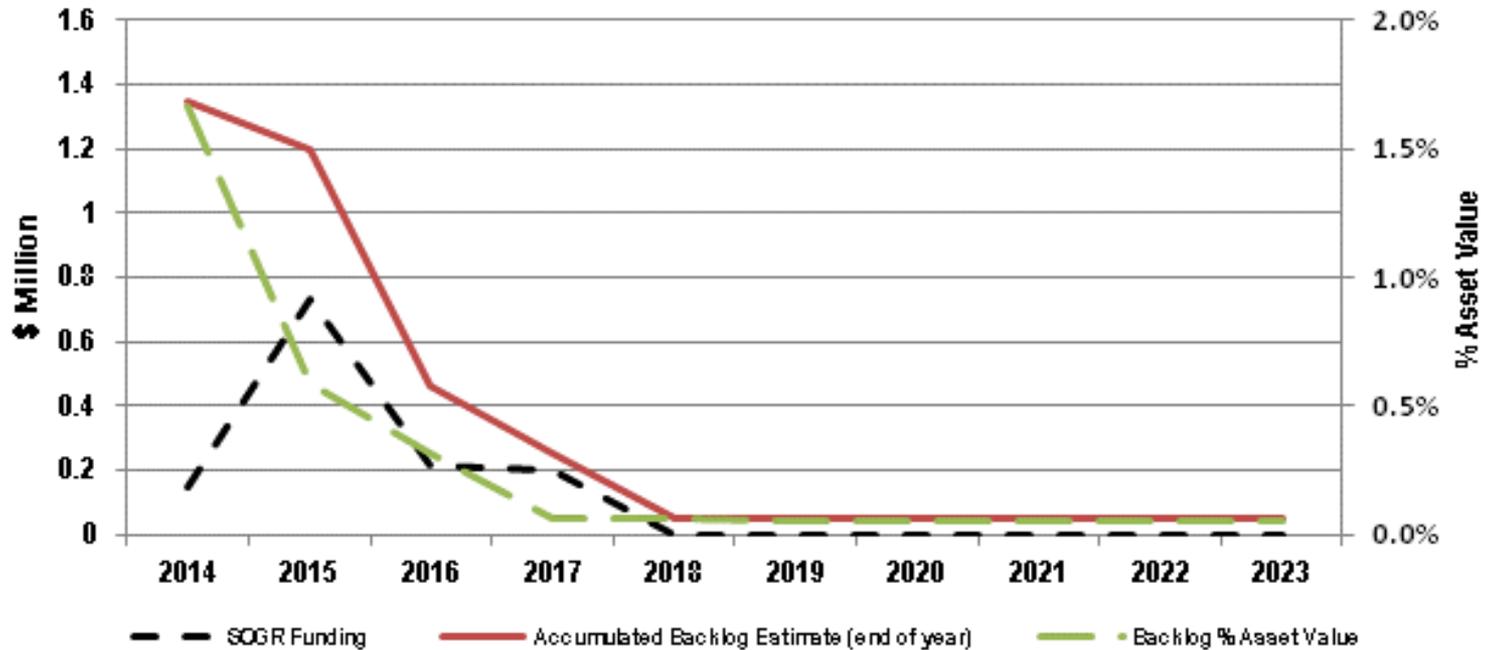# 2014 – 2023 Capital Plan by Category

2013 – 2022 Capital Plan by Funding Source
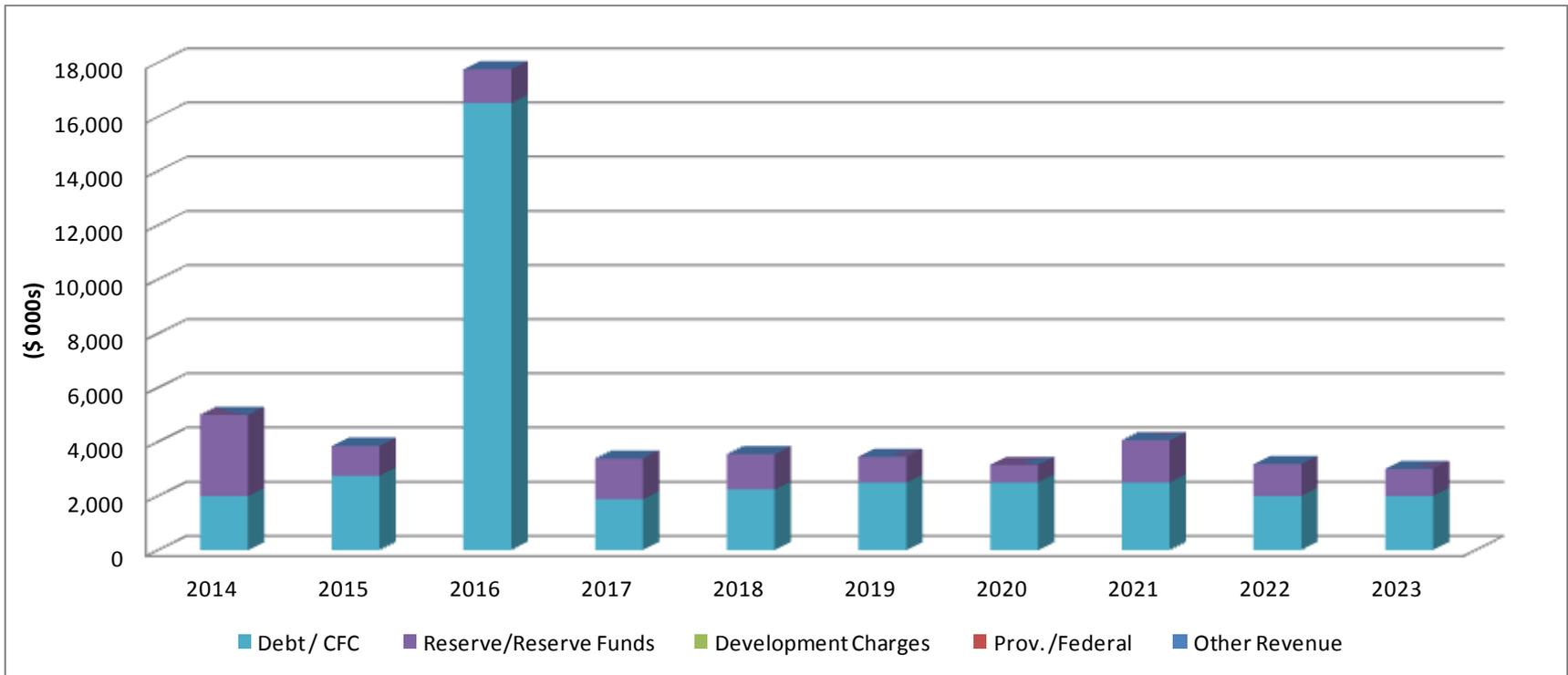
State of Good Repair

Accumulated Backlog by Asset Type and Backlog as a % of Asset Value

Incremental Operating Impact of Capital

($000s)	2014 Rec. Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014-2023 Total
2014 Recommended Capital Budget											
TMMIS Phase 3	110.0										110.0
Alternate Voting	73.0										73.0
EDRMS	25.0										25.0
Forms Management	32.0										32.0
Constituency Management System	32.0										32.0
Sub-Total	**272.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**272.0**
Recommended 10-Year Capital Plan											
TMMIS Phase 3		100.0	102.0								202.0
Council Transition System Changes			28.0								28.0
Replacement of Vote Counting System				105.0							
Access to Information SOGR						85.0					
Records Centre Tracking System-SOGR				20.0							
Order Picker Replacement			4.0								
Forms Management		35.0	105.0								
Sub-Total	**-**	**135.0**	**239.0**	**125.0**	**-**	**85.0**	**-**	**-**	**-**	**-**	**230.0**
Total	**272.0**	**135.0**	**239.0**	**125.0**	**0.0**	**85.0**	**0.0**	**0.0**	**0.0**	**0.0**	**856.0**

Key Issues for 2014 and Beyond

- Adequacy of Election Reserve Fund

- Future direction with respect to alternative voting technology, ward boundaries, voting model, voting methods, voting equipment options and changes in Election legislation lead to uncertainty around elections capital requirements.

- Investment in information technology lags behind investment in information management (content of the applications and systems)

- As many City Clerk's Office services are legislated, potential legislative changes can have significant impact on our systems and applications.

Thanks