

City Clerk's Office

Staff Recommended 2015 Operating Budget & 2015 – 2024 Capital Budget and Plan

Budget Committee Presentation
January 29, 2015



Agenda

- City Clerk's Office Overview
- 2015 – 2024 Staff Recommended Capital Budget & Plan
- 2015 Staff Recommended Operating Budget
- Recommended Service Levels
 - Service Performance and Service Levels
 - Issues, Opportunities and Priority Actions



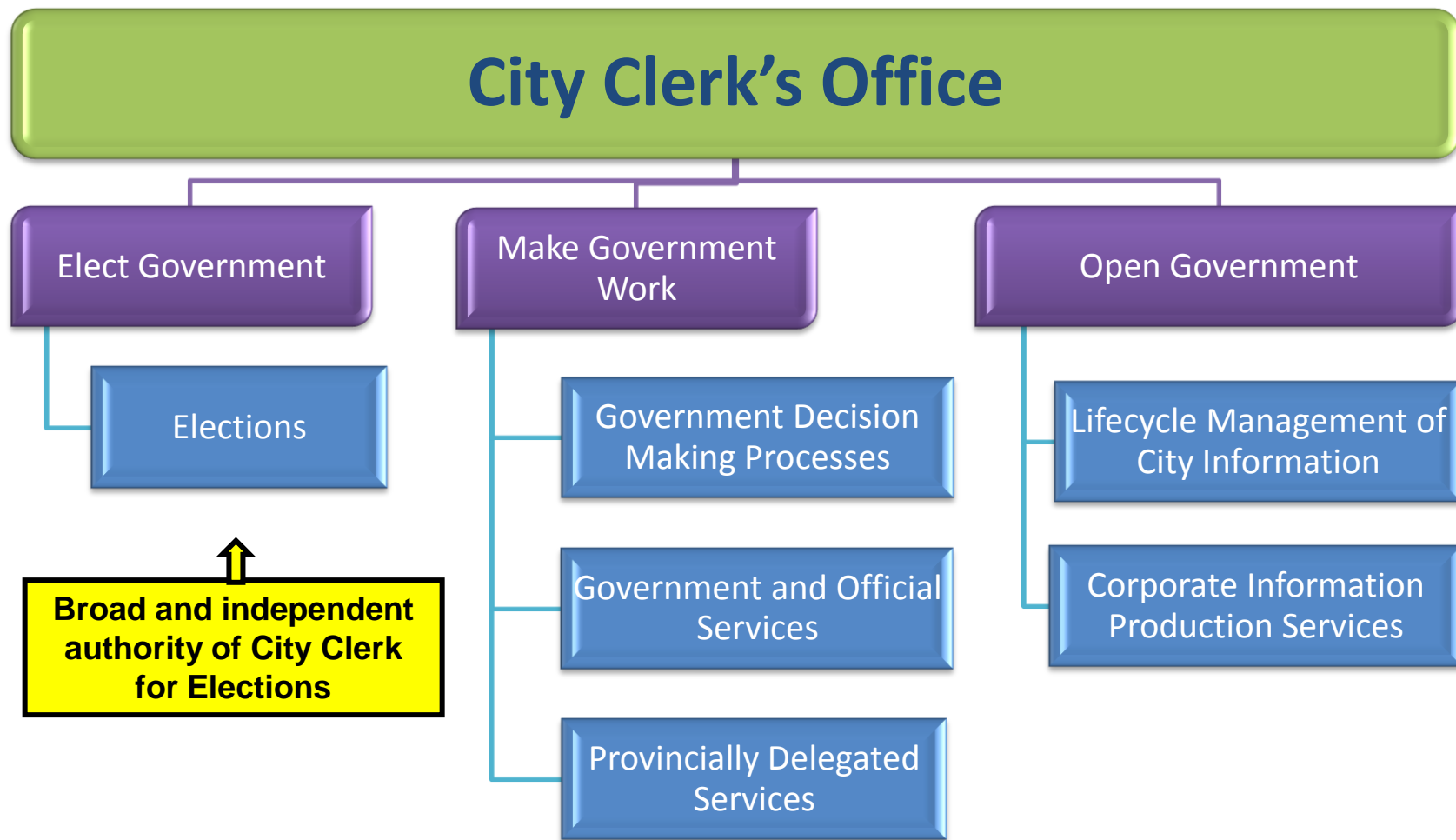
City Clerk's Office Overview



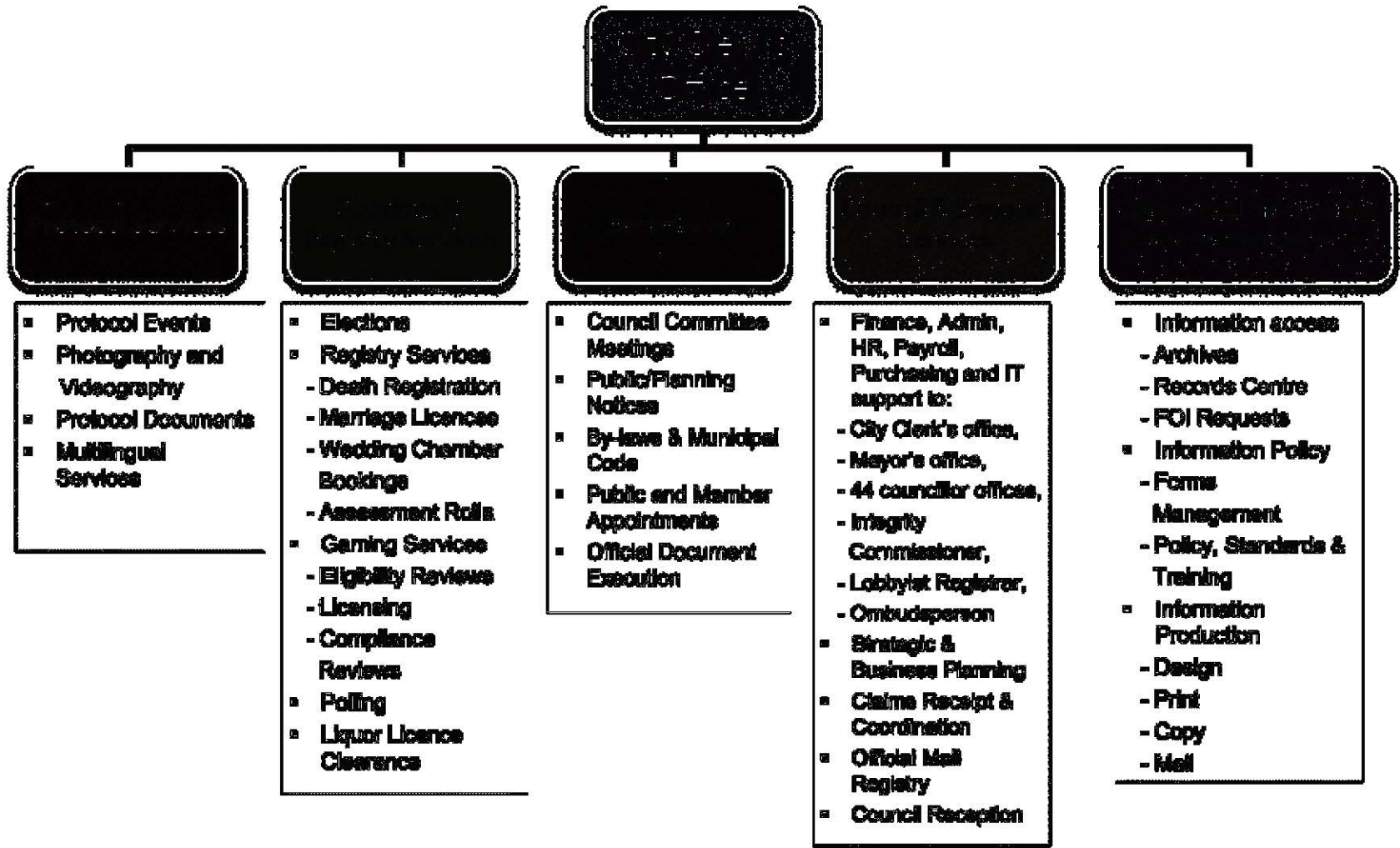
Overview

- 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.

2015 Program Map



2015 Organization Chart (Functions)



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 Term Plan 2015-2018



Year 1
Government Foundation
Transitional

Years 2 and 3
Service Improvement & Capacity
Building

Year 4
Government Foundation
Election

October
Election Day

Elect Government	Elections Readiness Accessibility Report Election Closeout report Compliance Audit Election Financial Filing Elections staffing review	Elections readiness Post-election activity: rebates, financial filings Compliance audit New election technologies	Elections readiness: People, facility, system, plans, tools TEIS improvements	Elections Operations January – nominations accepted
Make Government Work	Council transition Appointments Webstreaming Council Pan Am games Continuity of Government	Public notice application Mid-term appointments IT helpdesk improvements	Council chamber technology Council office support improvements Toronto's 150 th	Prepare for Council transition Final meeting cycles
Open Government	IM strategic plan Open Gov by-design IM infrastructure TMMIS improvement Clerk's IM Plan Privacy training	Implement Open Government Strategy EDRMS Implementation Privacy by design	Implement Open Government Strategy	Implement Open Government Strategy
Organization Capacity Building	2015-2018 strategic plan People strategy	Cross-training strategies Succession plan	Job description review Development position	
	Protocol Services Info Production review	ERS review -	Council reception review	
	Positive spaces	WSIB training		
Support Corporate projects	ESS/MSS launch Email Exchange migration IT self-serve	EDRMS corporate roll-out HR BI	FPARS captor replacement ELI for divisional use	



**Staff Recommended
2015 – 2024 Capital Budget and Plan**



Major Projects in the 10-Year Capital Plan

Elect Government

- Acquisition and implementation of new Vote Counting Equipment
- Toronto Election Information System
- Alternate Voting

Make Government Work

- Toronto Meeting Management Information System SOGR
- Infrastructure to support Council/Committee Meetings

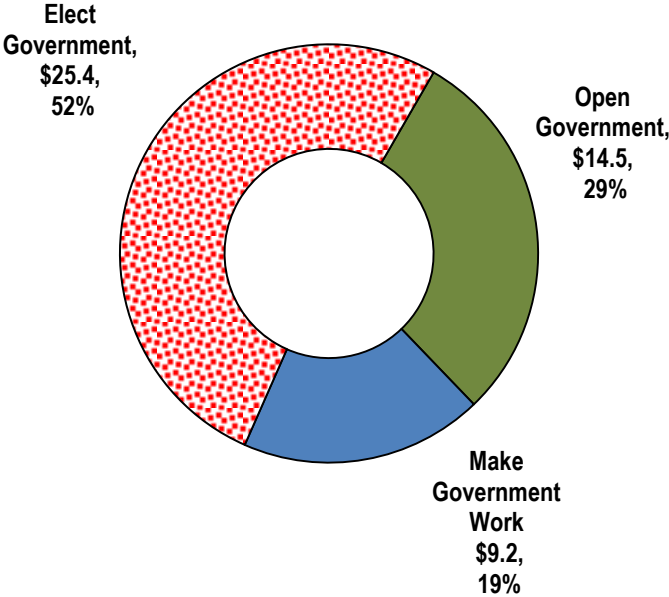
Open Government

- Information Management Infrastructure
- Archives Strategic Plan Implementation

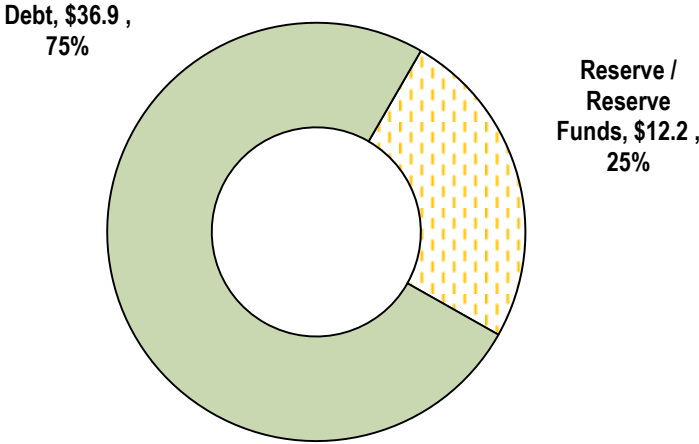
2015 – 2024 Capital Budget and Plan

Capital Spending by Program and Funding Sources

Where the Money Goes
\$49.063 Million

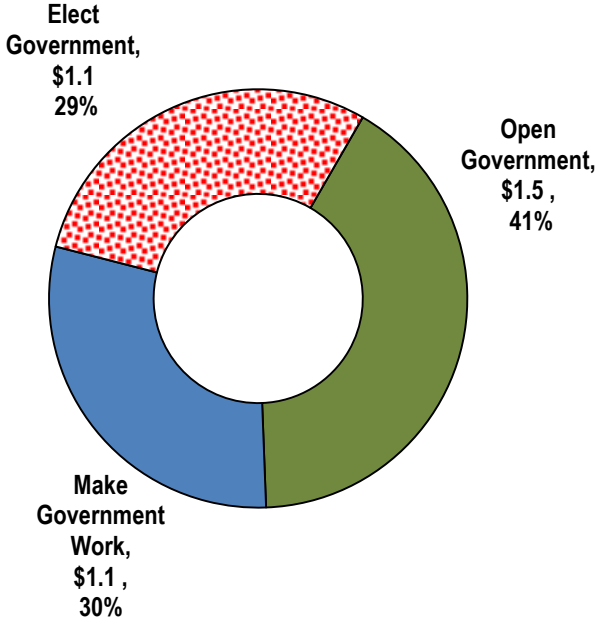


Where the Money Comes From
\$49.063 Million

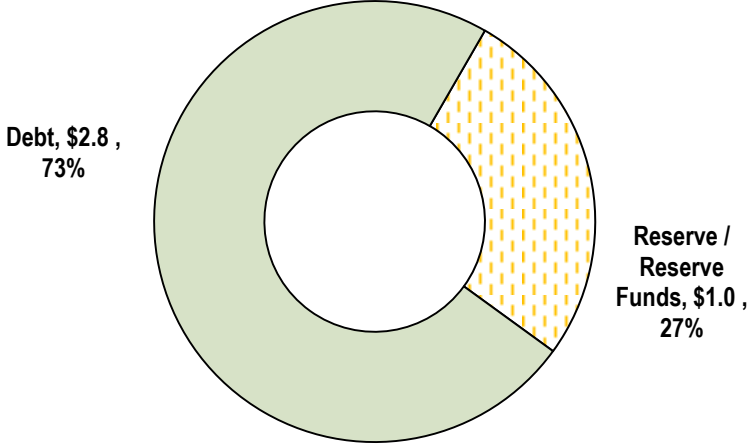


2015 Capital by Service and Funding Sources

Where the Money Goes \$3.750 Million

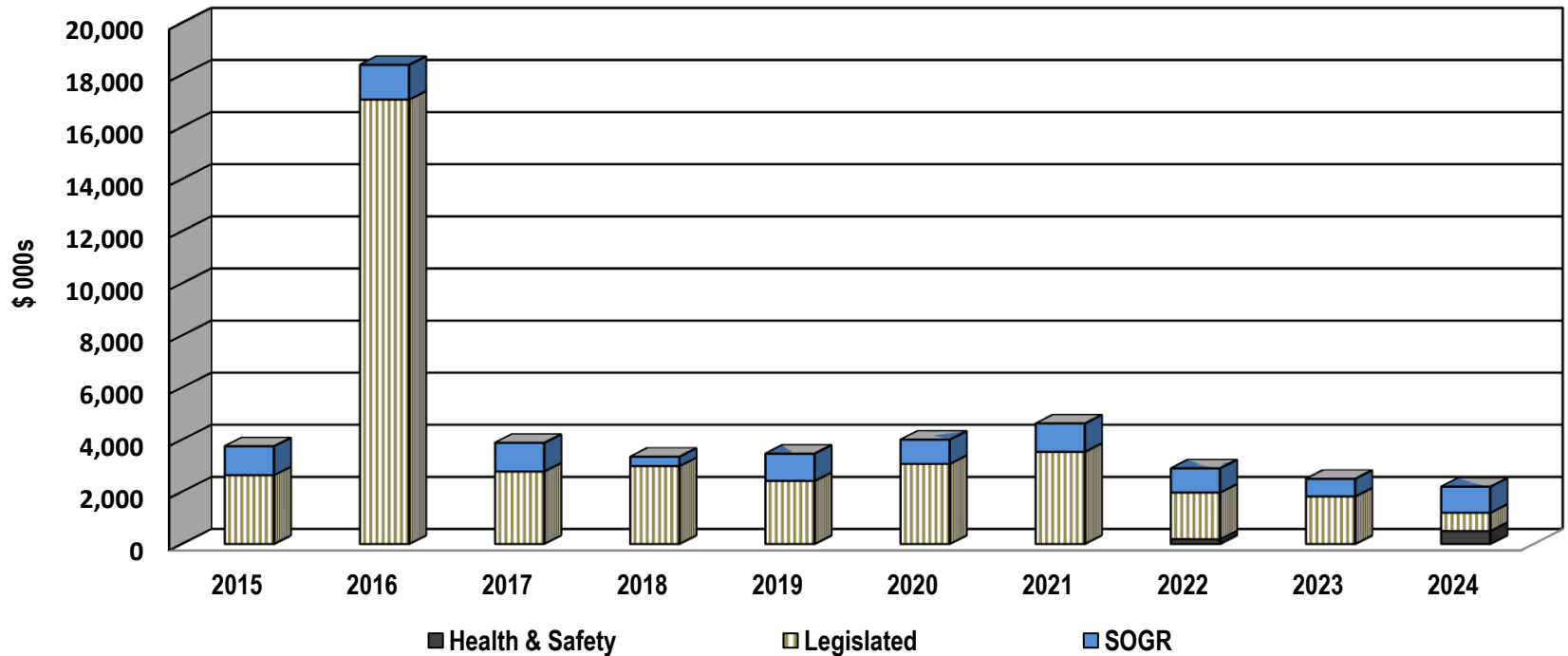


Where the Money Comes From \$3.750 Million



2015 – 2024 Capital Plan by Category

	2015–2024 Capital Budget and Plan by Project Category									
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Health & Safety	0	0	0	0	0	0	0	185	0	500
Legislated	2,640	17,055	2,782	2,990	2,420	3,075	3,535	1,790	1,825	700
SOGR	1,110	1,331	1,100	360	1,045	930	1,090	925	675	1,000
Service Improvement	0	0	0	0	0	0	0	0	0	0
Growth Related	0	0	0	0	0	0	0	0	0	0



Incremental Operating Impact of Capital

Projects	2015 Rec'd Budget		2016 Plan		2017 Plan		2018 Plan		2019 Plan		2015 - 2019 Total		2015 - 2024 Total	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved projects														
Council Transition System Changes	47.0	0.5	77.0	0.8	-	-	-	-	-	-	124.0	1.3	124.0	1.3
Implementation of New Vote Counting Sys	-	-	-	-	105.0	-	-	-	-	-	105.0	-	105.0	-
TMMIS Phase 3	100.0	1.0	102.0	1.0	-	-	-	-	-	-	202.0	2.0	202.0	2.0
TEIS	70.0	-	-	-	-	-	-	-	-	-	70.0	-	70.0	-
EDRMS	-	-	198.0	2.0	302.0	2.3	75.0	0.8	-	-	575.0	5.0	575.0	5.0
Forms Management	91.0	0.8	32.0	0.3	-	-	-	-	-	-	123.0	1.0	123.0	1.0
Open Information	-	-	-	-	-	-	-	-	85.0	0.3	85.0	0.3	85.0	0.3
Records Centre Tracking System SOGR	-	-	20.0	-	-	-	-	-	-	-	20.0	-	20.0	-
Order Picker Replacement	-	-	4.0	-	-	-	-	-	-	-	4.0	-	4.0	-
Total Recommended (Net)	308.0	2.3	433.0	4.0	407.0	2.3	75.0	0.8	85.0	0.3	1,308.0	9.5	1,308.0	9.5

Issues for 2015 and Beyond

Modernise Government amidst societal changes:

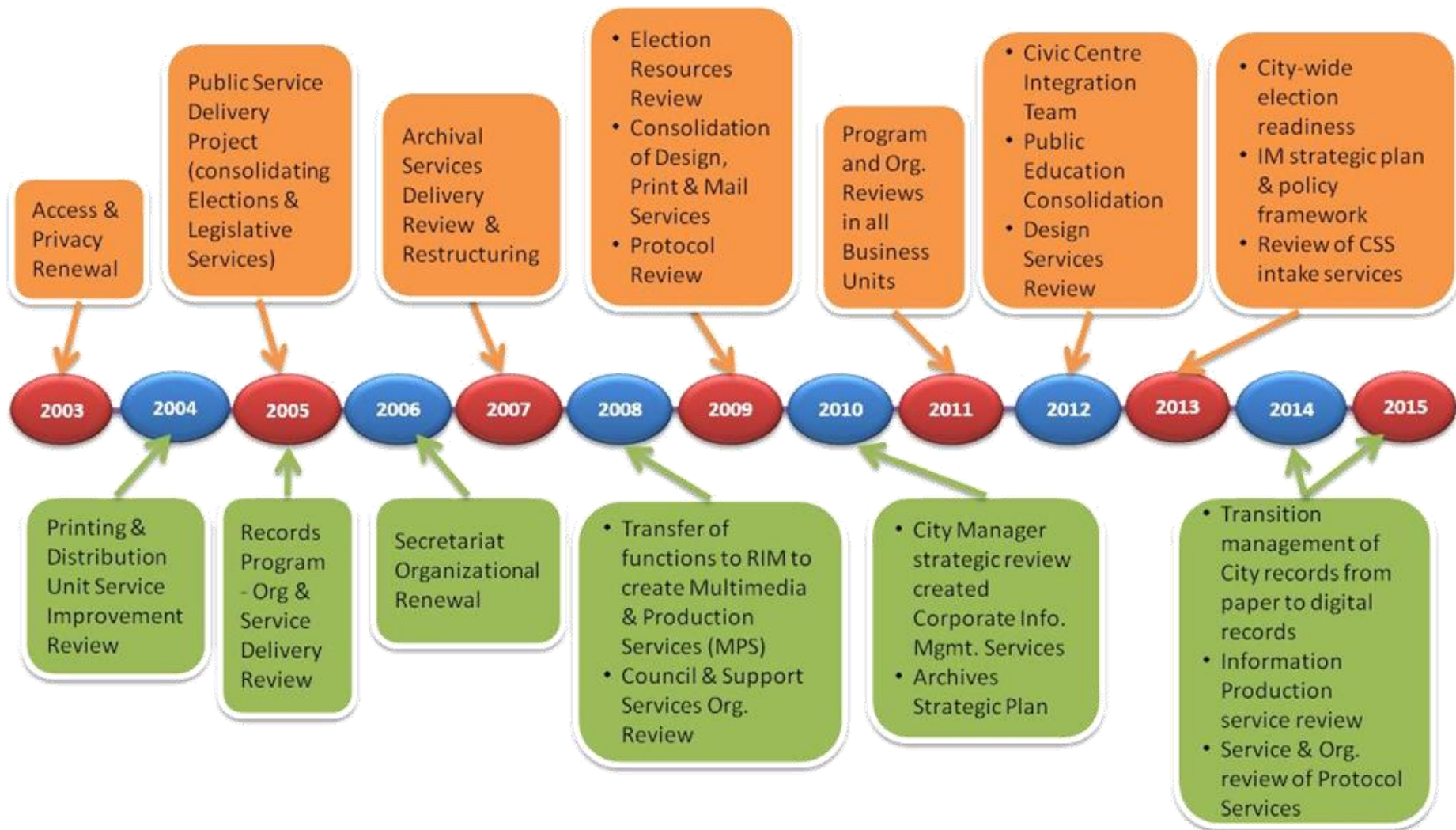
- Modernize elections in face of changing legislative framework:
 - ✓ *Municipal Elections Act, 1996* being reviewed
 - ✓ City Clerk's Office will report to Council on a series of directives from last term
 - ✓ Outcome of ward boundary review
 - ✓ Alternate voting strategies
- Promote greater information sharing amongst City and with public so as to promote greater citizen engagement - - Open Government



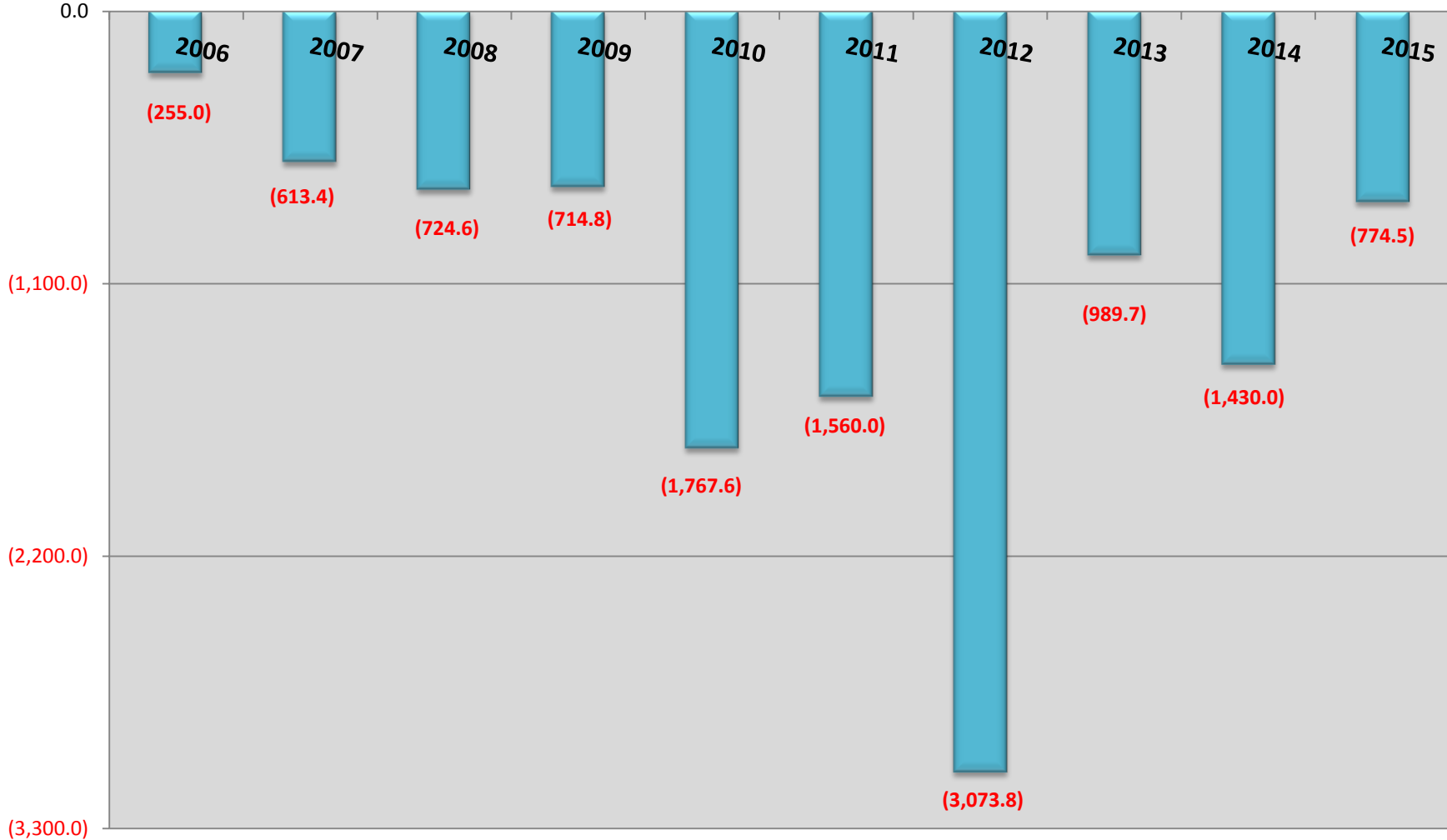
**Staff Recommended
2015 Operating Budget and Plan**



Continuous Service Improvement Review since 2003



Budget Reductions of \$12million since 2007



2015 Service Priorities and Deliverables

Elect Government

- Manage and conclude post-election processes as required by legislation
- Review election systems and processes to modernize election delivery
- Maintain state of readiness to conduct elections

Make Government Work

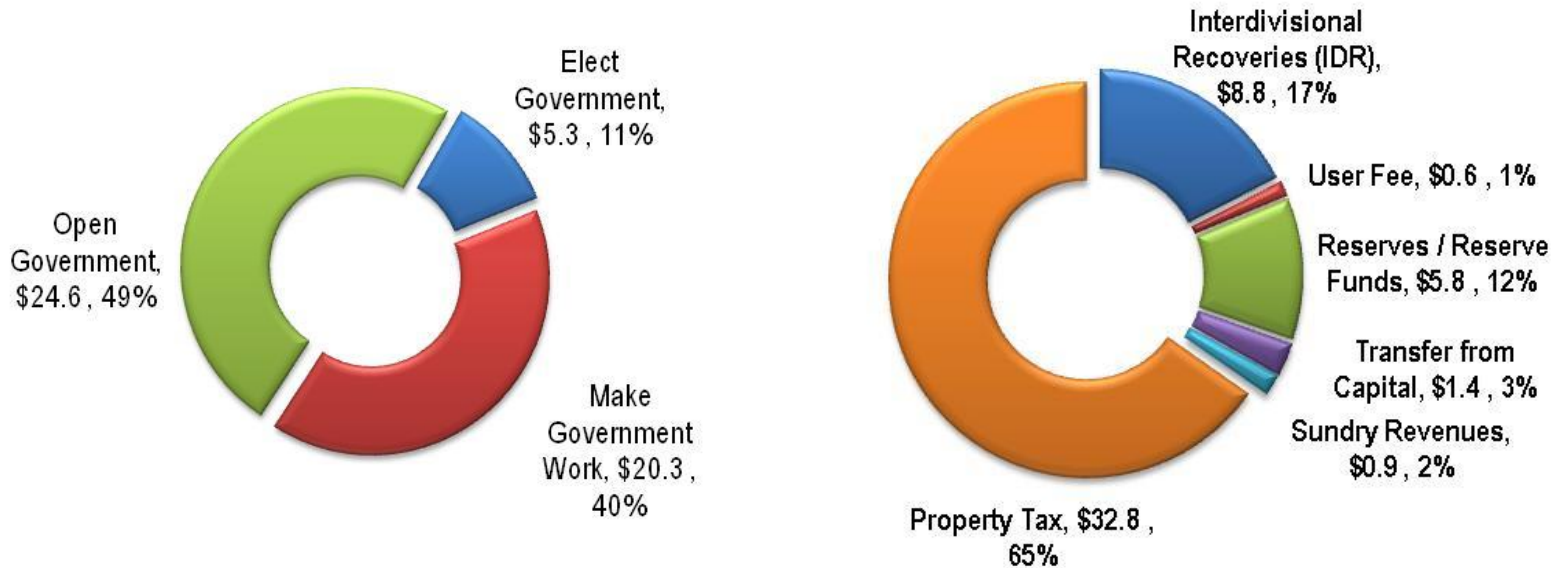
- Implement public appointments per new model approved by Council
- Continue Council transition with support to Elected Officials' office operations
- Support Pan Am and ParaPan Am Games
- Develop and implement Councillor Coordination Emergency Support Function

Open Government

- Lead on Open Government by Design and implementation of City of Toronto information management framework
- Monitor and enhance information policy framework to promote public confidence in government's collection, use and transparency of information
- Maintain FOI compliance rate and increase public access to information

Recommended Gross Operating Budget by Service and Funding Source

Total \$50.2 million



Staff Rec'd 2015 Net Operating Budget

(\$000s)	2014 Budget		2015 Budget		Change from 2014 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Elect Government	17,141	1,239	5,270		(11,871)	(69.3%)	(1,239)	(100.0%)
Make Government Work	15,838	14,658	20,272	18,023	4,433	28.0%	3,365	23.0%
Open Government	26,613	15,631	24,637	14,739	(1,976)	(7.4%)	(891)	(5.7%)
Total City Clerk's Office	59,592	31,528	50,178	32,763	(9,414)	(15.8%)	1,235	3.9%

Net Operating Budget and Staff Changes

- 5 Year Overview

	Approved Budget					Rec'd Base
	2010	2011	2012	2013	2014	2015
Approved Net Budget (\$000's)	36,657.1	30,564.4	30,489.5	31,039.1	31,527.8	32,762.7
Net Change	2,112.7	(6,092.7)	(74.8)	549.6	488.6	1,234.9
% Change from Prior Year	6.1%	(16.6%)	(0.2%)	1.8%	1.6%	3.9%
Approved Complement *	513.7	441.0	410.3	402.5	439.9	415.4
Net Change	54.4	(72.7)	(30.8)	(7.8)	37.4	(24.5)
% Change in Staff Complement	11.8%	(14.1%)	(7.0%)	(1.9%)	9.3%	(5.6%)

* Includes temporary capital positions

Temporary staff
for 2010
Municipal Election

Reversal of
temporary
Elections staff

Position deletion
for budget reductions

Temporary staff for
2014 Municipal Election
& PanAm / ParaPan;
permanent positions for
Public Appointment Units

Reverse
temporary
Elections staff;
capital sustainment

Reduced **75.5** positions since 2007



- Number of Directors: Reduced from 7 to 5 since 1998
- Number of Managers: Reduced by 8 between 2010 and 2014
- Number of Supervisors: Reduced by 4 between 2011 and 2012

2015 Operating Base Budget Key Drivers

	(In \$000s)
Expenditure Changes	
Operating Impacts of Capital	238.0
Capital Delivery (Temp Staff) - Change	197.0
Step and Progression Pay	
Step Increase	37.5
Progression & Re-earnable Lump Sum	243.6
Economic Factors	
COLA	588.7
Non Payroll	190.7
Other Base Changes	
Base Salaries, Benefit & Gapping Adjustments	905.1
Others (including IDC / IDR Reconciliation)	(194.2)
Total Expenditure Changes	2,206.4
Revenue Changes	
Capital Delivery (Temp Staff) - Change	197.0
Total Revenue Changes	197.0
Net Expenditure Changes	2,009.4

2015 Budget Reduction

Description (\$000s)	In \$000s	
	Gross	Net
Base Changes:		
Base Expenditure Changes		
<i>Reduction in Non Payroll</i>	(96.9)	(96.9)
<i>Forego Economic Factors - Non Payroll</i>	(190.7)	(190.7)
<i>Reduction in IDC Facilities</i>	(51.3)	(51.3)
Base Expenditure Change	(338.9)	(338.9)
Service Efficiencies		
<i>Gapping of 5 Positions</i>	(435.6)	(435.6)
Service Efficiencies	(435.6)	(435.6)
Total Changes	(774.5)	(774.5)

2016 and 2017 Plans

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Total Incremental Impact	637.8	(667.0)	1,304.8	4.0%	0.8	436.9	(110.4)	547.3	1.6%	(1.2)



2015 Recommended Service Levels



Key Service Levels (Examples)

Elect Government

- Continuous readiness for by-elections

Make Government Work

- 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.
- Conduct polls within 30 days of notices received
- Insurance claims registered and circulated to three major divisions and insurance adjuster within 48 hours of receipt of claim.

Open Government

- Target current service level of 75% 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 and distribute to 256 city locations every day with 48-hour turnaround for internal mail

2014 Service Accomplishments

Elect Government

- Delivered the 2014 municipal election in compliance with legislation and record stats:
 - Almost 1 million voters
 - More than 600 candidates
 - Close to 1,700 voting places
 - Almost 20% turnout for advance vote
- Supported the appointment and transition for the vacancies in Wards 5 and 20.
- Continued support of post-2010 election compliance audit activities.

Make Government Work

- Created and fully-staffed the new Public Appointments Unit within the City Clerk's Office.
- Ensured smooth transition to the 2014-2018 Council term
- Managed the transfer of statutory power and responsibilities to the Deputy Mayor during the Mayor's leave of absence in May and June 2014

2014 Service Accomplishments

Make Government Work (*continued*)

- Developed and received Council approval of the Human Resources Management and Ethical Framework for Members' Staff.
- Continued to build Toronto's reputation by organizing major civic events. 360 events supported in 2014.

Open Government

- Supported the City's Strategic Plan and led implementation of the Open Government by Design strategic action.
- Protection of Privacy policy developed and rolled-out across the City.
- Responded to increasingly complex Freedom of Information requests; FOI requests received in 2014 is at 2,822.
- Fostered the expansion of the Open Government Community of Practice with representatives of Ontario municipalities, the Province of Ontario and British Columbia.

2014 Service Accomplishments

Adopt, Innovate and Foster Leadership

- Received 2014 Excellence Canada - Ontario Accessibility Award.
- Received 2013 City Manager's Award – Human Rights, Equity and Diversity Category for training initiative with CAMH on Customer Service in a Crisis Situation.
- Received 2013 City Manager's Honourable Mention Award – Open Government

Service Statistics (Examples)

Elect Government

- 1,813,915 eligible electors in 2014 vs. 1,643,427 in 2010
- 991,754 voters in 2014 vs. 827,723 in 2010
- 54.67% voter turnout in 2014 vs. 50.5% in 2010
- 606 certified candidates in 2014 vs. 476 in 2010
- 15,146 election workers hired in 2014 vs. 10,279 in 2010

Make Government Work

- Number of decision bodies supported increased by 30% from 54 in 2010 to 70 in 2014
- Number of deputations increased by 6% from 2,739 in 2010 to 2,900 in 2014
- Number of insurance claims processed increased by 39% from 4,276 in 2011 to 5,961 in 2014

Service Statistics (Examples)

Make Government Work (continued)

- Number of Flag Raising events increased by 25% from 73 in 2013 to 91 in 2014
- Number of Protocol presentations in Council increased by 24% from 21 in 2013 to 26 in 2014

Open Government

- Number of FOI requests received increased by 31% from 2,104 in 2009 to 2,822 in 2014
- Number of pages reviewed per week for FOI requests increased by 225% from 4,529 in 2010 to 10,192 in 2014
- Number of new data sets supported in 2014 increased by 36 for a total of 169 data sets; 4 of 36 new data sets published by City Clerk's Office
- Flickr page views of Archival records increased by 1,020% from 178,382 in 2010 to 1,998,321 in 2014
- Digital content of Archival records made available to the public increased by 56% from 416,228 in 2010 to 650,376 in 2014.

Key Issues and considerations

- Modernising government in the Digital Age
 - *Challenges:*
 - ✓ Making government decisions faster and easier to understand
 - ✓ Using City data for greater citizen engagement and participation
 - ✓ Promoting transparency of City Information using technology and policy framework
 - ✓ Influencing legislative changes
 - ✓ Driving results through information sharing with the public to jointly solve problems
 - *Constraints:*
 - ✓ Outdated legislation
 - ✓ financial and technology restraints.

Thank You

