



# Toronto 2015 BUDGET

## OPERATING ANALYST NOTES



## City Clerk's Office

### 2015 OPERATING BUDGET OVERVIEW

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of **Elect Government, Make Government Work and Open Government** services.

### 2015 Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is \$50.178 million gross as shown below.

(in \$000's)	2014 Approved Budget	2015 Rec'd Budget	Change	
			\$	%
Gross Expenditures	59,592.3	50,177.9	(9,414.4)	(15.8%)
Gross Revenues	28,064.5	17,415.2	(10,649.3)	(37.9%)
<b>Net Expenditures</b>	<b>31,527.8</b>	<b>32,762.7</b>	<b>1,234.9</b>	<b>3.9%</b>

The 2015 Recommended Operating Budget of \$32.763 million net is \$1.235 million or 3.9% over the 2014 Approved Budget of \$31.528 million net and provides \$2.009 million net in funding for base budget increases (mainly salary and benefit increases for COLA, progression pay and step increases, and operating impacts for sustainment of completed capital projects), which have been offset by \$0.775 million net in service budget reductions (mainly gapping of positions and foregoing economic factors).

[toronto.ca/budget/2015](http://toronto.ca/budget/2015)

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## Contacts

### Kenneth Quan

Manager, Financial Planning  
Tel: (416) 392-8393  
E-Mail: [kquan2@Toronto.ca](mailto:kquan2@Toronto.ca)

### Lucy Eusepio

Financial Planning Analyst  
Tel: (416) 397-8992  
E-Mail: [leusepi@Toronto.ca](mailto:leusepi@Toronto.ca)

**Fast Facts**

- The City Clerk's Office delivers more than 70 types of services to the public, elected officials, accountability officers and City of Toronto divisions, agencies and corporations.
- Staff is located at 30 work locations across the City, some embedded with City divisions.

**Trends**

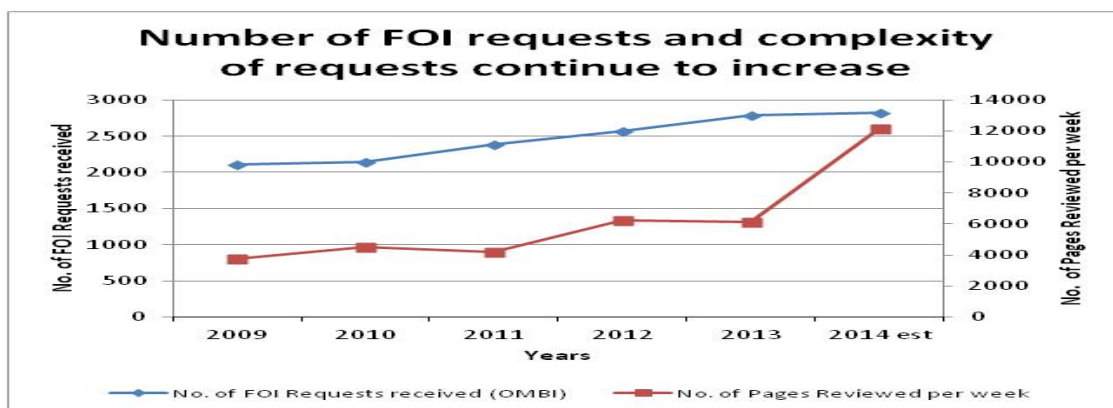
- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million web page views in 2009 to 2,900 and 16.8 million respectively in 2014
- Public interest in government information continues to grow from 2,104 FOI requests received in 2009 to 2,822 in 2014.

**Our Service Deliverables for 2015**

The 2015 Recommended Operating Budget of \$50.178 million gross and \$32.763 million net provides funding to:

- Manage and conclude post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Maintain state of readiness to conduct elections.
- Support the successful transition into the new term of Council.
- Implement public appointments program, including launch of recruitment campaign to fill public appointments' vacancies.
- Deliver improvements to advance principles of open, accessible democratic government.
- Support City Council in its decision-making
- Provide administrative support to elected officials and the Accountability Officers.
- Support the City's Strategic Plan and lead implementation of the Open Government by Design strategic action.
- Maintain core service levels and meet/exceed established customer service standards.
- Maintain FOI compliance rate and increase public access to

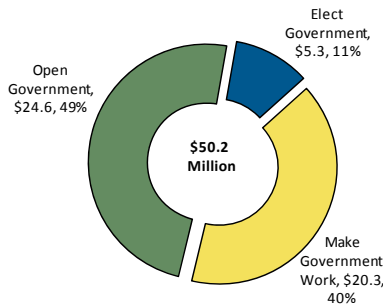
**Key Performance Measure**



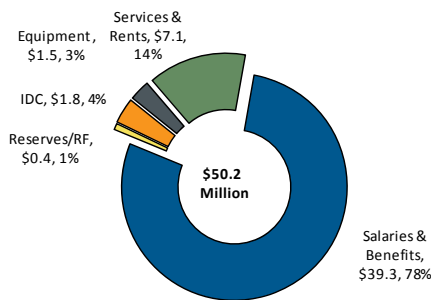
2015 Operating Budget Expenses & Funding

Where the money goes:

2015 Budget by Service  
\$50.2 Million

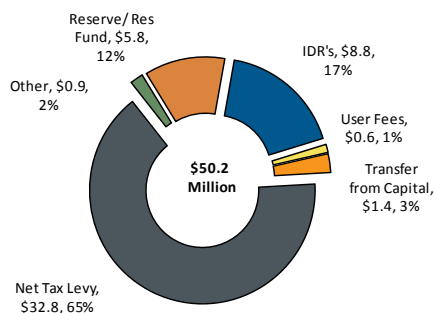


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- Modernize government services in a digital age and engage citizens to solve their problems by:
  - Finding systems and processes to make government decisions faster and easier to understand
  - Using the data that the City has to enable greater citizen engagement, collaboration and participation
  - Promoting transparency of City information using technology and policy frameworks
- Educating and influencing legislative changes
- Driving results through information sharing with the public to jointly derive solutions to their problems.
- Continue to maintain service levels in the current fiscal environment.

2015 Operating Budget Highlights

The 2015 Recommended Operating Budget of \$32.763 million net is \$1.235 million or 3.9% over the 2014 Approved Budget of \$31.528 million net and provides funding to:

- Salary and benefit increases due to cost of living allowance, progression pay and re-earnable lump sum pay, step increase, gapping and fringe benefits for staff (\$1.775 million net).
- Base expenditure savings (\$0.339 million) resulting from a line by line expenditure review and foregoing economic factors.
- Service efficiencies savings (\$0.436 million) as a result of one-time gapping of positions.

## Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Operating Budget for City Clerk's Office of \$50.178 million gross, \$32.763 million net of the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Elect Government:	5,269.5	0.0
Make Government Work:	20,271.5	18,023.3
Open Government:	24,636.9	14,739.4
Total Program Budget	<u>50,177.9</u>	<u>32,762.7</u>

2. City Council approve the 2015 recommended service levels for City Clerk's Office as outlined on pages 14, 17 and 20 of this report and associated staff complement of 415.4 positions;
3. City Council approve the 2015 recommended user fee rate changes related to other adjustments for the City Clerk's Office identified in Appendix 7a as well as discontinued fees identified in Appendix 7c, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

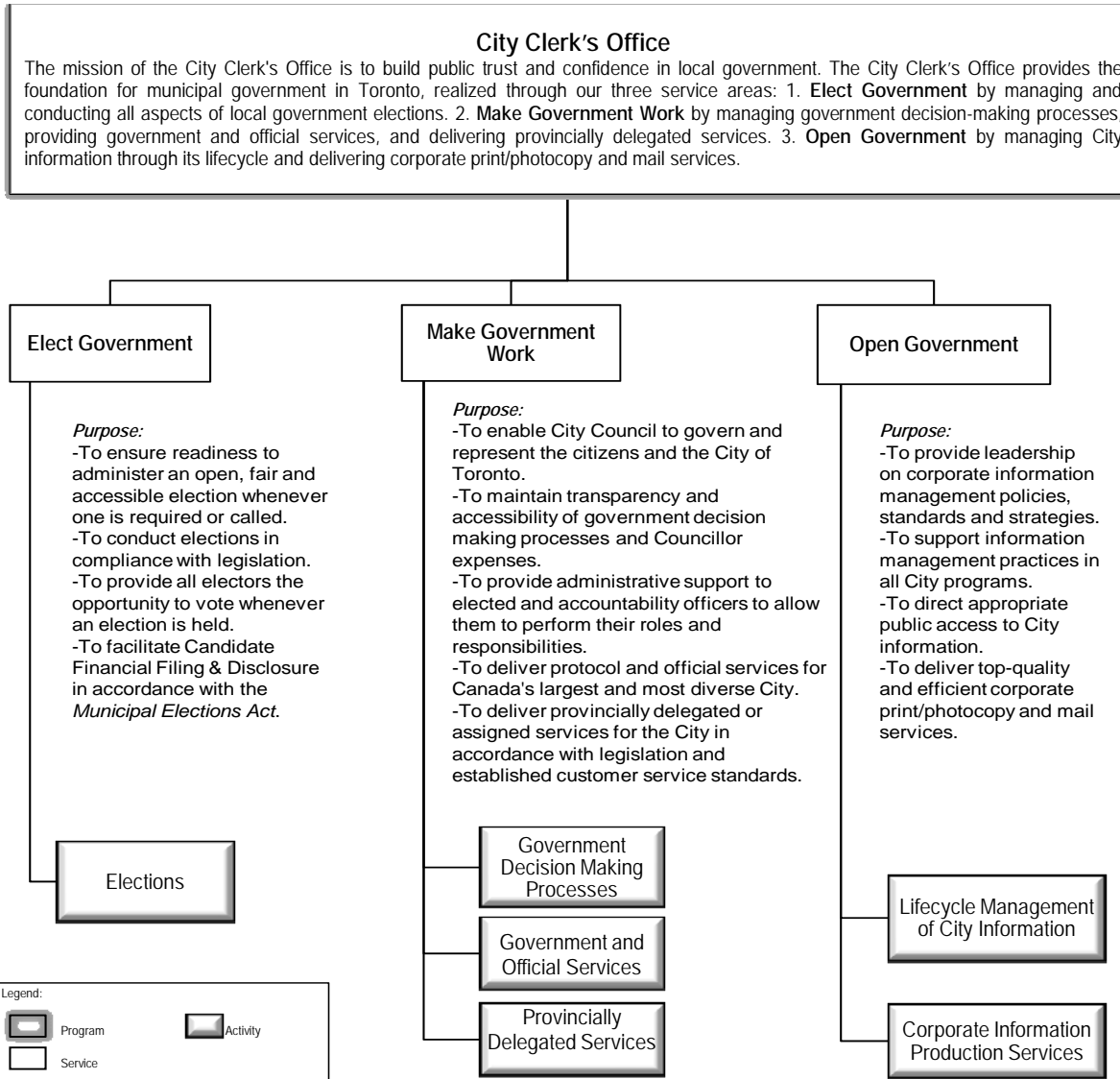


## **Part I:**

2015 – 2017

Service Overview and  
Plan

# Program Map



Service Customer

**Elect Government**

- The public
- Candidates and electors
- Other governments

**Make Government Work**

- The public
- City Council and its Members; Accountability Officers
- The Toronto Public Service, City agencies and corporations
- Other governments
- Charitable organizations

**Open Government**

- The public
- City Council and its Members.
- The Toronto Public Service, City agencies and corporations
- Other governments

**2015 Service Deliverables**

The 2015 Recommended Operating Budget of \$50.178 million gross and \$32.763 million net for the City Clerk's Office will enable staff to:

**Elect Government**

- Manage and conclude post-election processes as required in legislation
- Review of election systems and processes to modernize election delivery
- Maintain state of readiness to conduct elections
- Prepare for the 2018 municipal election

**Make Government Work**

- Support the successful transition into the new term of Council
- Deliver improvements to advance principles of open, accessible democratic government
- Support City Council in its decision-making
- Provide administrative support to elected officials and the Accountability Officers
- Provide Protocol and Official Services
- Deliver open and accessible democratic processes to meet or exceed statutory requirements and established performance standards
- Deliver provincially delegated services to meet/exceed standards

**Open Government**

- Lead on Open Government by Design
- Maintain core service levels and meet/exceed established customer service standards
- Maintain FOI compliance rate and increase public access to information

**Table 1**  
**2015 Recommended Operating Budget and Plan by Service**

(In \$000s)	2014		2015 Recommended Operating Budget					Incremental Change			
	Approved Budget	Projected Actual	2015 Rec'd Base	2015 Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd vs. 2014 Budget Approved Changes		2016 Plan		2017 Plan	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Elect Government</b>											
Gross Expenditures	17,140.7	16,210.3	5,269.5		5,269.5	(11,871.2)	(69.3%)	289.0	5.5%	742.1	13.4%
Revenue	15,902.2	14,971.7	5,269.5		5,269.5	(10,632.6)	(66.9%)	289.0	5.5%	742.1	13.4%
<b>Net Expenditures</b>	<b>1,238.6</b>	<b>1,238.6</b>				<b>(1,238.6)</b>	<b>(100.0%)</b>				
<b>Make Government Work</b>											
Gross Expenditures	15,838.3	15,823.3	20,271.5		20,271.5	4,433.2	28.0%	47.2	0.2%	(543.7)	(2.7%)
Revenue	1,179.9	1,164.9	2,248.2		2,248.2	1,068.3	90.5%	(672.4)	(29.9%)	(922.7)	(58.6%)
<b>Net Expenditures</b>	<b>14,658.4</b>	<b>14,658.4</b>	<b>18,023.3</b>		<b>18,023.3</b>	<b>3,364.9</b>	<b>23.0%</b>	<b>719.5</b>	<b>4.0%</b>	<b>379.0</b>	<b>2.0%</b>
<b>Open Government</b>											
Gross Expenditures	26,613.3	26,613.3	24,636.9		24,636.9	(1,976.4)	(7.4%)	301.6	1.2%	238.5	1.0%
Revenue	10,982.5	10,982.5	9,897.5		9,897.5	(1,085.0)	(9.9%)	(283.6)	(2.9%)	70.2	0.7%
<b>Net Expenditures</b>	<b>15,630.9</b>	<b>15,630.9</b>	<b>14,739.4</b>		<b>14,739.4</b>	<b>(891.4)</b>	<b>(5.7%)</b>	<b>585.2</b>	<b>4.0%</b>	<b>168.3</b>	<b>1.1%</b>
<b>Total</b>											
Gross Expenditures	59,592.3	58,646.9	50,177.9		50,177.9	(9,414.4)	(15.8%)	637.8	1.3%	436.9	0.9%
Revenue	28,064.5	27,119.1	17,415.2		17,415.2	(10,649.3)	(37.9%)	(667.0)	(3.8%)	(110.4)	(0.7%)
<b>Total Net Expenditures</b>	<b>31,527.8</b>	<b>31,527.8</b>	<b>32,762.7</b>		<b>32,762.7</b>	<b>1,234.9</b>	<b>3.9%</b>	<b>1,304.8</b>	<b>4.0%</b>	<b>547.3</b>	<b>1.6%</b>
<b>Approved Positions</b>	<b>439.9</b>	<b>427.9</b>	<b>415.4</b>		<b>415.4</b>	<b>(24.5)</b>	<b>(5.6%)</b>	<b>0.8</b>	<b>0.2%</b>	<b>(1.2)</b>	<b>(0.3%)</b>

Note: 2014 Projected Actual Expenditures are System Generated

The 2015 Recommended Operating Budget for City Clerk's Office is \$50.178 million gross and \$32.763 million net. The net budget increased by \$1.235 million or 3.9% due to the following.

- The year over year net increase arises primarily from salary and benefit increases for cost of living allowance, progression and re-earnable lump sum pay and step increases, and operating impacts for sustainment of completed capital projects, which are partially offset by base expenditure reductions through a line by line expenditure review and forgoing economic factors on non-payroll items and service efficiency savings of one-time positions gapping.
- The 2015 net budget for Make Government Work service increased by \$3.365 million or 23% while the 2015 net budget for Elect Government service and Open Government service decreased by \$1.239 million and \$0.891 million respectively, to reflect non-election year requirements among others.

Approval of the 2015 Recommended Operating Budget will result in the City Clerk's Office reducing its total staff complement by 24.5 positions from 439.9 to 415.4, as highlighted in the table below:



**Table 2**  
**2015 Recommended Total Staff Complement**

Changes	2015 Budget				Plan	
	Elect Government	Make Government Work	Open Government	Total	2016	2017
<b>2014 Approved Complement</b>	81.0	147.1	212.6	440.7	415.4	416.2
In-year Adjustments			(0.8)	(0.8)		
<b>Adjusted 2014 Staff Complement</b>	81.0	147.1	211.9	439.9	415.4	416.2
<b>Service Realignment</b>	(11.4)	24.6	(13.3)	0.0		
<b>Recommended Change in Staff Complement</b>						
Reversal of 2014 Municipal Election Event	(32.0)			(32.0)		
Operating Impacts of Completed Capital Project		2.0	1.0	3.0	4.3	1.3
Capital Project Delivery (Net Positions)	(1.4)	4.0	(1.3)	1.3	0.2	(2.4)
Post Election Activities	3.0			3.0	(3.0)	
Protocol Support for 2015 PanAm Games		0.2		0.2	(0.6)	
<b>Total</b>	<b>39.3</b>	<b>177.9</b>	<b>198.3</b>	<b>415.4</b>	<b>416.2</b>	<b>415.0</b>
<b>Position Change Over Prior Year</b>	<b>(41.8)</b>	<b>30.8</b>	<b>(13.6)</b>	<b>(24.5)</b>	<b>0.8</b>	<b>(1.2)</b>
<b>% Change Over Prior Year</b>	<b>(51.5%)</b>	<b>20.9%</b>	<b>(6.4%)</b>	<b>(5.6%)</b>	<b>0.2%</b>	<b>(0.3%)</b>

The Program’s total staff complement will decrease by 5.6% or 24.5 positions primarily as a result of the following changes:

- A decrease of 32.0 temporary positions from the Elect Government service that was required for the preparation and delivery of the 2014 Municipal Election event.
- An increase of 3.0 permanent positions is required to sustain completed capital projects: Toronto Meeting Management Information System (1.0), Forms Management (1.0) and Council Transition project (1.0). A further 4.3 and 1.3 positions will be required in 2016 and 2017 respectively.
- A net increase of 1.3 temporary capital positions as a net impact from the 2015 capital project requirements. A net 0.2 temporary capital position will be added in 2016 and a net 2.4 temporary position will be deleted in 2017.
- An increase of 3.0 temporary positions is requested to deliver post election activities, which will be deleted in 2016.
- An increase of 0.2 temporary positions is necessary to support the 2015 PanAm and Para PanAm games, and 0.6 temporary positions will be deleted in 2016 as the games come to a close.

The 2015 Recommended Operating Budget includes base expenditure pressures of \$2.009 million net, primarily attributable to salary and non-salary inflationary increases, and the operating impact of completed capital projects. The pressures have been partially offset by \$0.339 million in base expenditure changes and \$0.436 million in service efficiencies as detailed below:

**Table 3**  
**Key Cost Drivers**

(In \$000s)	2015 Recommended Operating Budget			Total Rec'd 2015 Base Budget
	Elect Government	Make Government Work	Open Government	
<b>Gross Expenditure Changes</b>				
<b>Operating Impacts of Capital</b>		147.0	91.0	238.0
<b>Capital Delivery (Temp Staff)-Net</b>	(157.5)	493.5	(139.0)	197.0
<b>Step and Progression Pay</b>				
Step Increases		24.2	13.3	37.5
Progression & Re-earnable Lump Sum		153.1	90.5	243.6
<b>Economic Factors</b>				
COLA for Union & Non-Union		288.6	300.1	588.7
Non Payroll		15.6	175.1	190.7
<b>Other Base Changes</b>				
Base Salaries, Benefit & Gapping Adjustments	(1,200.2)	2,817.2	(712.0)	905.1
Others (including IDC/IDR Reconciliations)	(38.4)	194.7	(350.5)	(194.2)
<b>Total Gross Expenditure Changes</b>	<b>(1,396.1)</b>	<b>4,133.9</b>	<b>(531.5)</b>	<b>2,206.4</b>
<b>Revenue Changes</b>				
Capital Delivery (Temp Staff)-Change	(157.5)	493.5	(139.0)	197.0
<b>Total Revenue Changes</b>	<b>(157.5)</b>	<b>493.5</b>	<b>(139.0)</b>	<b>197.0</b>
<b>Net Expenditure Changes</b>	<b>(1,238.6)</b>	<b>3,640.4</b>	<b>(392.5)</b>	<b>2,009.4</b>

Key cost drivers for the City Clerk's Office are discussed below:

- Salaries and benefits adjustments (including COLA, step increases, progression and re-earnable lump sum pay, fringe benefits and gapping) result in an increase of \$ \$1.775 million net.
- Operating impacts of capital of \$0.238 million represent the cost for sustainment of the Forms Management Project, the Toronto Meeting Management Information System, and Council Transition project.
- Net changes in temporary capital staffing results in an increase of 1.3 temporary positions and \$0.197 million gross and \$0 net, that are recovered by the City Clerk's Office Capital Budget.
- Economic factors on non-payroll items results in an increase of \$0.191 million.
- IDC/ IDR Reconciliations to reflect actual requirements results in a decrease of \$0.160 million net.

In order to offset the above pressures, the 2015 recommended service changes for the City Clerk's Office consists of base expenditures changes of \$0.339 million and service efficiency savings of \$0.436 million as detailed below:

Table 4

2015 Total Recommended Service Change Summary

Description (\$000s)	2015 Recommended Service Changes						Total Rec'd Service Changes			Incremental Change				
	Elect Government		Government Work		Open Government		\$	\$	#	2016 Plan		2017 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
<b>Base Changes:</b>														
<b>Base Expenditure Changes</b>														
<i>Reduction in Non Payroll</i>			(72.1)	(72.1)	(24.8)	(24.8)	(96.9)	(96.9)						
<i>Forego Economic Factors - Non Payroll</i>			(15.6)	(15.6)	(175.1)	(175.1)	(190.7)	(190.7)						
<i>Reduction in IDC Facilities</i>					(51.3)	(51.3)	(51.3)	(51.3)						
<b>Base Expenditure Change</b>			(87.7)	(87.7)	(251.2)	(251.2)	(338.9)	(338.9)						
<b>Service Efficiencies</b>														
<i>Gapping of 5 Positions</i>			(187.8)	(187.8)	(247.8)	(247.8)	(435.6)	(435.6)		435.6				
<b>Sub-Total</b>			(187.8)	(187.8)	(247.8)	(247.8)	(435.6)	(435.6)		435.6				
<b>Total Changes</b>			(275.5)	(275.5)	(499.0)	(499.0)	(774.5)	(774.5)		435.6				

**Base Expenditure Changes (Savings of \$0.339 million gross & \$0.339 million net)**

- A line by line budget to actual review results in non-payroll expenditure savings of \$0.097 million.
- Foregoing economic factors on non-payroll items results in savings of \$0.191 million.
- A reduction in interdivisional charges from Facilities Management to reflect actual savings of \$0.051 million.

**Service Efficiencies (Savings of \$0.436 million gross & \$0.436 million net)**

- A one-time gapping of 5 positions results in savings of \$0.436 million. Workloads will be adjusted for existing staff. The one-time gapping will be reversed in 2016.

Approval of the 2015 Recommended Base Budget will result in a 2016 incremental net cost of \$1.305 million and a 2017 incremental net cost of \$0.547 million to maintain the 2015 level of service as discussed in the following section.

**Table 6**  
**2016 and 2017 Plan by Program**

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Known Impacts:</b>										
Salary (progression pay, re-earnable lump sum, step, gapping & benefits)	203.4	72.6	130.8	0.4%		100.1	45.1	55.0	0.2%	
Temporary Capital Staffing (Net)	33.5	33.5	(0.0)		0.2	(261.5)	(261.5)			(2.4)
Operating Impacts of Capital	433.0	0.0	433.0	1.3%	4.3	307.0		307.0	0.9%	1.3
Economic Factors - Non Payroll	171.0		171.0	0.5%		176.3		176.3	0.5%	
Post Election Event Activities	240.4	240.4			(3.0)					
Reversal of Protocol Support to 2015 PanAm & ParapanAm Games	(889.0)	(889.0)			(0.6)					
Reversal of One Time Gapping	435.6		435.6	1.3%						
Changes in Revenue (incl IDC IDR Reconciliation)	1.0	(124.5)	125.5	0.4%		1.0	1.0			
Additional non payroll requirements for Election Operations Unit						105.0	105.0			
Others (additional non payroll)	9.0	0.0	9.0			9.0	0.0	9.0		
<b>Total Incremental Impact</b>	<b>637.8</b>	<b>(667.0)</b>	<b>1,304.8</b>	<b>4.0%</b>	<b>0.8</b>	<b>436.9</b>	<b>(110.4)</b>	<b>547.3</b>	<b>1.6%</b>	<b>(1.2)</b>

Future year incremental costs are primarily attributable to the following:

**Known Impacts**

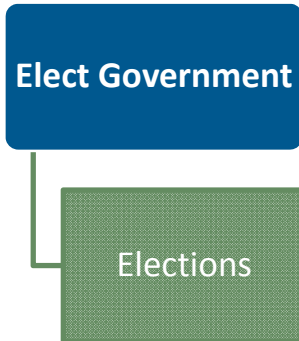
- Progression and re-earnable lump sum pay, step increases, COLA and fringe benefit increases result in net increases of \$0.131 million in 2016 and \$0.055 million in 2017.
- The reversal of temporary capital staffing results in an increase of 0.2 positions and \$0.034 million gross and \$0 net in 2016, and a decrease of 2.4 positions and \$0.262 million gross and \$0 net in 2017.
- Operating impact of capital results in an increase of 4.3 permanent positions and \$0.433 million gross in 2016 and 1.3 positions and \$0.307 million in 2017, for the sustainment of the following projects:
  - Enterprise Document & Records Management Solution (\$0.198 million in 2016 and \$0.302 million in 2017)
  - Toronto Meeting Management Information System (\$0.102 million in 2016)
  - Council Transition (\$0.77 million in 2016)
  - Forms Management (\$0.032 million in 2016)
  - Records Centre Tracking System SOGR and Order Picker Replacement (\$0.024 million in 2016)
  - Lobbyist Registry SOGR and Mobile Device Interface (\$0.005 million in 2017)
- Inflationary increases on non-payroll items results in increases of \$0.171 million and \$0.176 million in 2016 and 2017, respectively.
- Post election events activities, such as compliance audit requirements, results in increases of \$0.240 million gross and \$0 net in 2016.
- Reversal of protocol support for the 2015 PanAm and ParapanAm games results in a decrease of 0.6 temporary position and \$0.889 million gross and \$0 net in 2016.
- The reversal of prior year's one-time gapping results in an increase of \$0.436 million in 2016.



## **Part II:**

2015 Recommended  
Budget by Service

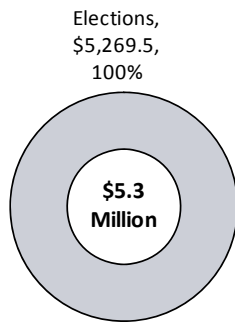
## Elect Government



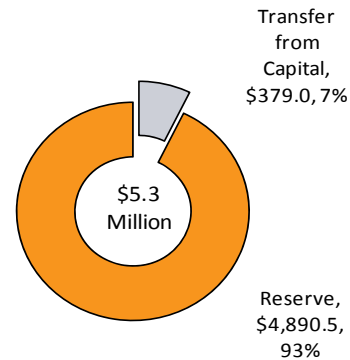
### What We Do

- 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 and Disclosure in compliance with the *Municipal Elections Act, 1996*
- Administer the Election Contribution Rebate Program

2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



## 2015 Service Levels

### Elect Government

Activity	Type	Status	Service Levels				2015 Recommended
			2011	2012	2013	2014	
Elections	Election Delivery and financial reporting	Approved	<b>Statutory Service Level:</b> Administer electoral events as needed and in compliance with prescribed timelines and standards outlined in the Municipal Elections Act, 1996 and by City Council By-law 1176-2009.			<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Election Readiness	Approved	<b>Statutory Service Level:</b> Full readiness to conduct an election, by-election or referendum whenever one is called.				

The 2015 Recommended Service Levels are consistent with the Service Levels approved in 2014.

Table 7

2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget			2016 Plan	2017 Plan			
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Elections	17,140.7	5,269.5		5,269.5	(11,871.2)	(69.3%)		5,269.5	(11,871.2)	(69.3%)	289.0	5.5%	742.1	13.4%	
<b>Total Gross Exp.</b>	17,140.7	5,269.5		5,269.5	(11,871.2)	(69.3%)		5,269.5	(11,871.2)	(69.3%)	289.0	5.5%	742.1	13.4%	
<b>REVENUE</b>															
Elections	15,902.2	5,269.5		5,269.5	(10,632.6)	(66.9%)		5,269.5	(10,632.6)	(66.9%)	289.0	5.5%	742.1	13.4%	
<b>Total Revenues</b>	15,902.2	5,269.5		5,269.5	(10,632.6)	(66.9%)		5,269.5	(10,632.6)	(66.9%)	289.0	5.5%	742.1	13.4%	
<b>NET EXP.</b>															
Elections	1,238.6				(1,238.6)	(100.0%)			(1,238.6)	(100.0%)					
<b>Total Net Exp.</b>	1,238.6				(1,238.6)	(100.0%)			(1,238.6)	(100.0%)					
<b>Approved Positions</b>	81.0	39.3		39.3	(41.7)	(51.5%)		39.3	(41.7)	(51.5%)	(3.3)	(8.3%)	5.0	13.9%	

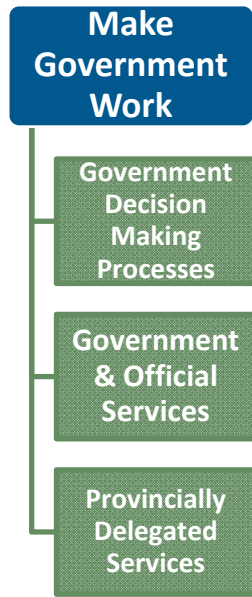
The 2015 Recommended Operating Base Budget for Elect Government of \$5.270 million gross and \$0 net is \$1.239 million below the 2014 Approved Net Budget.

The **Elections Service** ensures readiness to administer an open, fair and accessible election whenever one is required or called, conducts elections in compliance with legislation, provides all electors the opportunity to vote whenever an election is held and facilitates Candidate Financial Filing and Disclosure in compliance with the *Municipal Elections Act, 1996*.

- Base budget pressures in Elections Service are mainly due to salaries cost increases (COLA, step increases and progression and re-earnable lump sum pay), totaling \$0.148 million gross and \$0 net.
- Other salary and benefit adjustments including to reflect non-election year service requirements result in a decrease of \$1.263 million gross.

No service level changes are recommended for this Service.

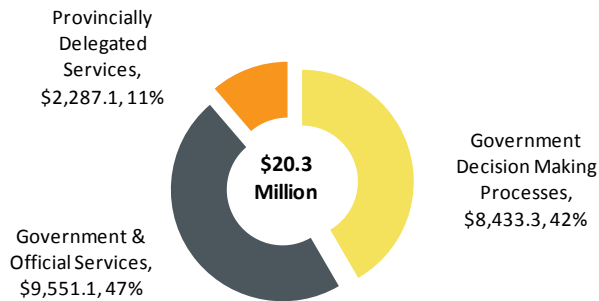
# Make Government Work



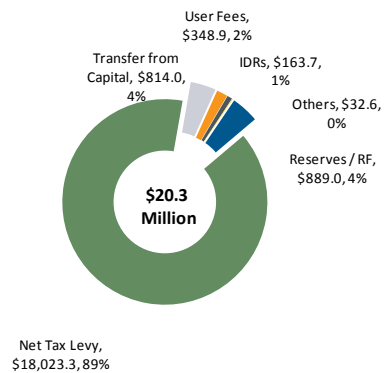
## What We Do

- 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 officials 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 services for the City in accordance with legislation and customer service standards

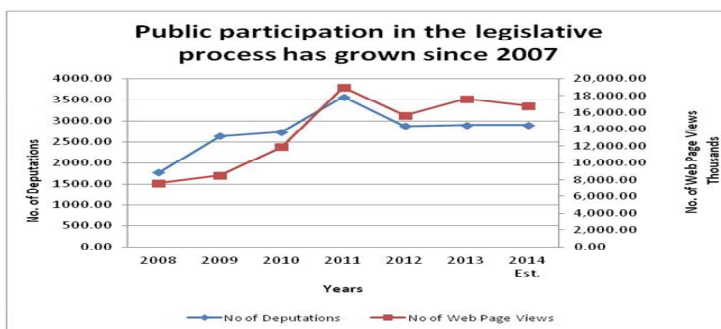
## 2015 Service Budget by Activity (\$000s)



## Service by Funding Source (\$000s)



## Key Service Performance Measurement



- Public participation in the legislative process has grown from 1,775 public deputation and 7.6 million visits to the web-site in 2008 to 2,900 and 16.8 million respectively in 2014.



### 2015 Service Levels Make Government Work

Activity	Type	Status	Service Levels			
			2011	2012	2013	2014
Government Decision Making Processes	Manage meetings and legislated notices	Approved	<b>Statutory Service Level:</b> Comply with requirements for meetings and notices as required in legislation and/or by-law.			<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Maintain legislative records	Approved	<b>Statutory Service Level:</b> Maintain Municipal Code, By-law tracking and registry and provide reference services in accordance with legislated responsibility of City Clerk. 100% of legislative record of City of Toronto available and accessible (on-line or on-request)			
	Manage appointments to committees and other bodies	Approved	Beginning of term – fill 100% of vacancies before initial meeting; During term – fill 100% of vacancies within 2 meeting cycles within the provisions of the Public Appointments Policy.			
Government and Official Services	Council administrative services	Approved	Deliver support services in compliance with Council policies.			Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Protocol Services	Approved	Support provided as directed/requested to meet specified timelines (including beyond business hours and weekends)			
Provincially Delegated Services	Register Vital Events	Approved	<b>Statutory Service Level:</b> Comply with legislation for the registration of vital events.  Service delivery at 4 locations – City Hall, Etobicoke CC, North York CC and Scarborough CC			<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Administration of Assigned Statutory Functions	Approved	<b>Statutory Service Level:</b> Comply with legislation for the licensing of eligible charities, liquor license clearance and access to assessment rolls.			

The 2015 Recommended Service Levels are consistent with the approved 2014 Service Levels.

Table 7

2015 Recommended Service Budget by Activity

	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget			2016 Plan		2017 Plan		
	(\$000s)	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Gov't Decision Making Proc.	8,546.7	8,450.9	(17.6)	8,433.3	(113.3)	(1.3%)		8,433.3	(113.3)	(1.3%)	74.2	0.9%	42.8	0.5%	
Gov't & Official Services	4,805.1	9,783.7	(232.6)	9,551.1	4,745.9	98.8%		9,551.1	4,745.9	98.8%	(37.4)	(0.4%)	(585.8)	(6.2%)	
Provincially Delegated Serv.	2,486.5	2,312.5	(25.4)	2,287.1	(199.4)	(8.0%)		2,287.1	(199.4)	(8.0%)	10.4	0.5%	(0.8)	(0.0%)	
<b>Total Gross Exp.</b>	<b>15,838.3</b>	<b>20,547.1</b>	<b>(275.5)</b>	<b>20,271.5</b>	<b>4,433.2</b>	<b>28.0%</b>		<b>20,271.5</b>	<b>4,433.2</b>	<b>28.0%</b>	<b>47.2</b>	<b>0.2%</b>	<b>(543.7)</b>	<b>(2.7%)</b>	
<b>REVENUE</b>															
Gov't Decision Making Proc.	775.8	569.0		569.0	(206.8)	(26.7%)		569.0	(206.8)	(26.7%)	(99.0)	(17.4%)	1.0	0.2%	
Gov't & Official Services	383.8	1,679.2		1,679.2	1,295.4	337.5%		1,679.2	1,295.4	337.5%	(573.3)	(34.1%)	(923.7)	(83.5%)	
Provincially Delegated Serv.	20.2				(20.2)	(100.0%)			(20.2)	(100.0%)					
<b>Total Revenues</b>	<b>1,179.9</b>	<b>2,248.2</b>		<b>2,248.2</b>	<b>1,068.3</b>	<b>90.5%</b>		<b>2,248.2</b>	<b>1,068.3</b>	<b>90.5%</b>	<b>(672.4)</b>	<b>(29.9%)</b>	<b>(922.7)</b>	<b>(58.6%)</b>	
<b>NET EXP.</b>															
Gov't Decision Making Proc.	7,770.8	7,881.9	(17.6)	7,864.3	93.5	1.2%		7,864.3	93.5	1.2%	173.2	2.2%	41.9	0.5%	
Gov't & Official Services	4,421.3	8,104.4	(232.6)	7,871.8	3,450.5	78.0%		7,871.8	3,450.5	78.0%	535.9	6.8%	337.9	4.0%	
Provincially Delegated Serv.	2,466.3	2,312.5	(25.4)	2,287.1	(179.1)	(7.3%)		2,287.1	(179.1)	(7.3%)	10.4	0.5%	(0.8)	(0.0%)	
<b>Total Net Exp.</b>	<b>14,658.4</b>	<b>18,298.8</b>	<b>(275.5)</b>	<b>18,023.3</b>	<b>3,364.9</b>	<b>23.0%</b>		<b>18,023.3</b>	<b>3,364.9</b>	<b>23.0%</b>	<b>719.5</b>	<b>4.0%</b>	<b>379.0</b>	<b>2.0%</b>	
<b>Approved Positions</b>	<b>147.1</b>	<b>177.9</b>		<b>177.9</b>	<b>30.8</b>	<b>20.9%</b>		<b>177.9</b>	<b>30.8</b>	<b>20.9%</b>	<b>5.3</b>	<b>3.0%</b>	<b>(6.7)</b>	<b>(3.7%)</b>	

The 2015 Recommended Operating Base Budget for Make Government Work of \$20.272 million gross and \$18.023 million net is \$3.365 million or 23% over the 2014 Approved Net Budget.

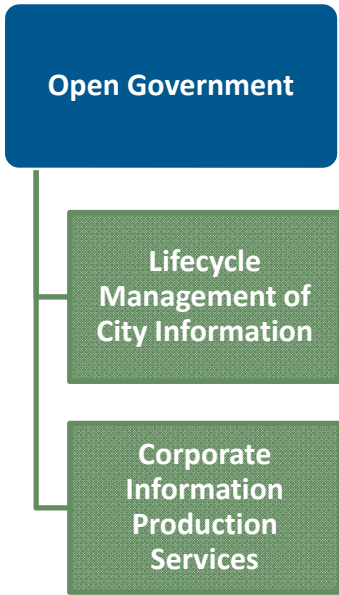
The **Make Government Work Service** enables City Council to govern and represent the citizens and the City of Toronto, maintains transparency and accessibility of government decision making processes, provides administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities, deliver protocol and official services for Canada's largest and most diverse City and delivers provincially delegated services for the City in accordance with legislation and customer service standards.

- Base budget pressures in the Make Government Work Service are mainly due to salaries cost increases (COLA, step increases and progression and re-earnable lump sum pay) totaling \$0.467 million.
- Operating impacts of \$0.147 million net from capital for 2 permanent positions to sustain the following systems: TMMIS (1 position) and Council Transition project (1 position).
- A net impact of 4.0 temporary capital positions, \$0.494 million gross and \$0 net is required to deliver 2015 capital projects.
- Other salary and benefit adjustments including to reflect non-election year service requirements result in an increase of \$2.817 million.

In order to offset the above pressures, the 2015 recommended service changes for Make Government Work consists of base expenditures changes of \$0.088 million, and service efficiency savings of \$0.188 million as detailed below:

- A line by line review results in a reduction in non-payroll items results in savings.
- Foregoing economic factors for non-payroll items.
- A one-time gapping of 2 positions.

# Open Government

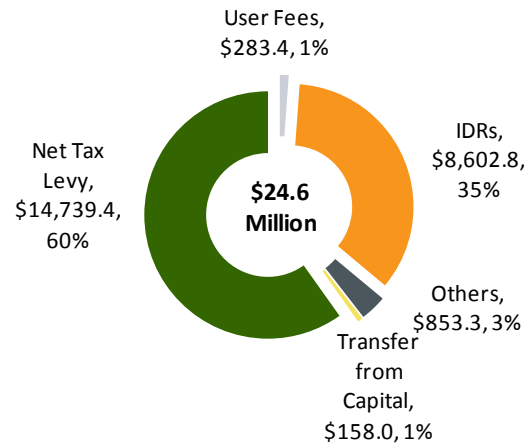
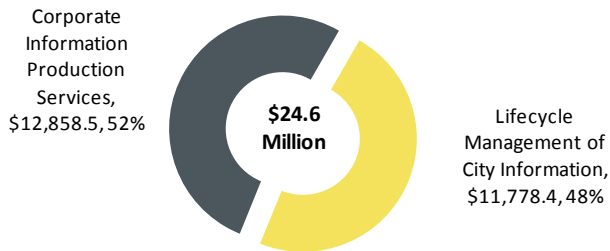


## What We Do

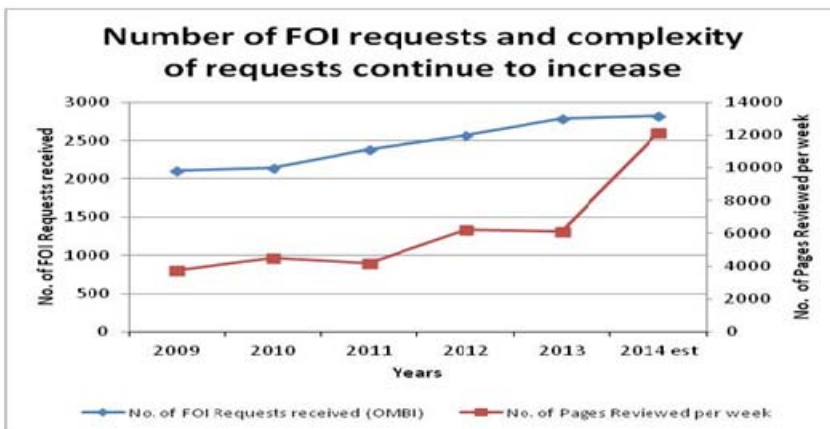
- Ensure information policy framework is in place to enhance public confidence in the government in the collection and use of information, and in making them accessible and transparent
- Provide leadership on corporate information management policies, standards and strategies
- Support information management practices in all City programs
- Direct appropriate public access to City information
- Deliver top-quality and efficient corporate print/photocopy and mail services

## 2015 Service Budget by Activity (\$000s)

## Service by Funding Source (\$000s)



## Key Service Performance Measurement



- The number of pages reviewed per week has been increasing since 2009 and this reflects the complexity of the requests and the large volumes of information being requested.

### 2015 Service Levels Open Government

Activity	Type	Status	Service Levels				2015 Recommended
			2011	2012	2013	2014	
Lifecycle Management of City Information	Access to information	Approved	Process access requests within 30 days 75% of the time in Q1 2011.		Process 80% of freedom of information access requests within legislated requirement of 30 days.	Compliance rate might decrease as FOI requests continue to be more complex	<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Lifecycle management of records	Approved	<b>Statutory Service Level:</b> Manage records in accordance with legislated requirements.			<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Corporate Information Production Services	External and internal mail	Approved	External mail Processed within 24 hours. Internal mail distribution to 256 city locations every day with 24-hour turnaround for inter-office mail	External mail Processed within 24 hours. Internal mail distribution to 256 city locations every day with 48-hour turnaround for inter-office mail		Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Print/photocopy City information	Approved	Process jobs within budget and timelines of client				

The 2015 Recommended Service Levels are consistent with the approved 2014 Service Levels.

**Table 7**  
**2015 Recommended Service Budget by Activity**

(\$000s)	2014	2015 Recommended Operating Budget						2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget	2016 Plan		2017 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Lifecycle Mgmt of City Info	12,399.0	11,951.2	(172.8)	11,778.4	(620.7)	(5.0%)		<b>11,778.4</b>	(620.7)	(5.0%)	72.1	0.6%	89.6	0.8%
Corp. Info. Prod. Serv.	14,214.3	13,184.7	(326.2)	12,858.5	(1,355.8)	(9.5%)		<b>12,858.5</b>	(1,355.8)	(9.5%)	229.5	1.8%	148.8	1.1%
<b>Total Gross Exp.</b>	<b>26,613.3</b>	<b>25,135.8</b>	<b>(499.0)</b>	<b>24,636.9</b>	<b>(1,976.4)</b>	<b>(7.4%)</b>		<b>24,636.9</b>	<b>(1,976.4)</b>	<b>(7.4%)</b>	<b>301.6</b>	<b>1.2%</b>	<b>238.5</b>	<b>1.0%</b>
<b>REVENUE</b>														
Lifecycle Mgmt of City Info	1,066.8	922.0		922.0	(144.8)	(13.6%)		<b>922.0</b>	(144.8)	(13.6%)	(284.6)	(30.9%)	69.2	10.9%
Corp. Info. Prod. Serv.	9,915.6	8,975.4		8,975.4	(940.2)	(9.5%)		<b>8,975.4</b>	(940.2)	(9.5%)	1.0	0.0%	1.0	0.0%
<b>Total Revenues</b>	<b>10,982.5</b>	<b>9,897.5</b>		<b>9,897.5</b>	<b>(1,085.0)</b>	<b>(9.9%)</b>		<b>9,897.5</b>	<b>(1,085.0)</b>	<b>(9.9%)</b>	<b>(283.6)</b>	<b>(2.9%)</b>	<b>70.2</b>	<b>0.7%</b>
<b>NET EXP.</b>														
Lifecycle Mgmt of City Info	11,332.2	11,029.1	(172.8)	10,856.3	(475.8)	(4.2%)		<b>10,856.3</b>	(475.8)	(4.2%)	356.7	3.3%	20.4	0.2%
Corp. Info. Prod. Serv.	4,298.7	4,209.2	(326.2)	3,883.1	(415.6)	(9.7%)		<b>3,883.1</b>	(415.6)	(9.7%)	228.5	5.9%	147.9	3.6%
<b>Total Net Exp.</b>	<b>15,630.9</b>	<b>15,238.4</b>	<b>(499.0)</b>	<b>14,739.4</b>	<b>(891.4)</b>	<b>(5.7%)</b>		<b>14,739.4</b>	<b>(891.4)</b>	<b>(5.7%)</b>	<b>585.2</b>	<b>4.0%</b>	<b>168.3</b>	<b>1.1%</b>
<b>Approved Positions</b>	<b>211.8</b>	<b>198.3</b>		<b>198.3</b>	<b>(13.6)</b>	<b>(6.4%)</b>		<b>198.3</b>	<b>(13.6)</b>	<b>(6.4%)</b>	<b>(1.3)</b>	<b>(0.6%)</b>	<b>0.5</b>	<b>0.3%</b>

The 2015 Recommended Operating Base Budget for Open Government of \$24.637 million gross and \$14.739 million net is \$0.891 million or 5.7% below the 2014 Approved Net Budget.

The **Open Government Service** provides leadership on corporate information management policies, standards and strategies, supports information management practices in all City programs, directs appropriate public access to City information and delivers top-quality and efficient corporate print/photocopy and mail services.

- Base budget pressures in Open Government Service are mainly due to salaries cost increases (COLA, step increases and progression and re-earnable lump sum pay) totaling \$0.404 million.
- Operating impacts of \$0.091 million net from capital are required for the sustainment of the Forms Management Project (1.0 position).
- The reversal of prior capital project delivery results in a decrease of 1.3 temporary positions and \$0.139 million gross and \$0 net.
- Other salary and benefit adjustments to reflect non-election year service adjustments result in a decrease of \$0.712 million.
- IDC/IDR reconciliation to reflect actual requirements result in a decrease of \$0.146 million net.

In order to offset the above pressures, the 2015 recommended service changes for Open Government consists of base expenditures changes of \$0.251 million, and service efficiency savings of \$0.248 million as detailed below:

- One-time gapping of 3 positions.
- A line by line review results in a reduction in non-payroll items.
- Foregoing economic factors for non-payroll items results in savings of \$0.175 million.
- Reduction in interdivisional charges from Facilities Management to reflect actual results in savings of \$0.051 million.



## **Part III:**

Issues for Discussion

## Issues for Discussion

### Issues Impacting the 10-Year Capital Plan

#### *Elections Reserve Fund*

The sustainability of the Election Reserve Fund is an ongoing concern as it funds all aspects of the Municipal election, including both operating and capital costs. In each of the past 2 years, the reserve has received an infusion of funds from prior year surpluses, which has extended its sustainability. The reserve is forecast to remain healthy until 2022. However, as election requirements including legislated ones continue to evolve, its costs can increase substantially. The City Clerk's Office in conjunction with Financial Planning Division staff will continue to monitor expenditures and anticipate expenditures before they happen to ensure it remains healthy.

	2014	2015	2016	2017	2018	2019
<b>Election Reserve Fund, Beginning Balance</b>	<b>11,861,800</b>	<b>7,144,847</b>	<b>6,017,294</b>	<b>7,823,348</b>	<b>9,432,357</b>	<b>3,682,713</b>
<b>Contributions/Inflows:</b>	<b>10,663,015</b>	<b>9,000,000</b>	<b>9,200,000</b>	<b>9,200,000</b>	<b>9,200,000</b>	<b>9,200,000</b>
a. Contribution to Reserves from Current	0	0	0	0	0	0
b. Non-Program Contribution to Reserves (contribution rebate)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
c. Non-Program Contribution to Reserves	7,400,000	7,800,000	8,000,000	8,000,000	8,000,000	8,000,000
d. Corporate surplus contribution	2,000,000					
e. Additional annual contribution required to maintain \$7M ending balance						
f. Interest Income and other adj	43,015					
g. Contract Elections Revenue						
h. Nomination Fee						
i. Court-ordered payment	20,000					
<b>Withdrawals/Outflows:</b>	<b>-15,379,968</b>	<b>-10,127,552</b>	<b>-7,393,947</b>	<b>-7,590,991</b>	<b>-14,949,644</b>	<b>-9,293,064</b>
a. Election Event (GV0017)	-8,618,629				-9,329,081	
b. Fund operating budget from Reserve (GV0016)	-3,852,834	-4,187,488	-4,249,811	-4,393,582	-4,481,454	-4,571,083
c. Internet Voting for People with disabilities (GV0017)	-41,764					
d. Post Election Activities (GV0017) - excluding compliance audit costs		-239,132	-79,500	-79,500		-258,844
e. Elections Preparation (Candidates Materials, Voting Places Inspections)				-79,992		
f. By-Election (City Wards)			-189,426	-193,214		
g. By-Election (TDSB) - Wards 17 & 20						
h. Voters' List						
i. Contribution Rebate		-3,685,234	-601,000	-514,155		-3,989,016
j. Compliance Audit Committee		-50,000	-450,000	-450,000		-54,122
k. Legal fees	-48,856	-50,000	-50,000	-50,000		
l. Elections Alternative Strategies	-327,166	-363,890	-374,210	-380,547	-389,109	
m. Capital Projects						
1. Toronto Election Information System (TEIS) & SOGR	-1,304,057	-1,044,807	-1,300,000	-1,450,000	-750,000	-420,000
2. TEIS - Additional requirements for Warehouse & Staffing Modules - capital outlays, equipment and maintenance costs (estimate)	-685,777	-107,002				
3. TEIS - Voter list cleansing	-500,885					
4. Alternate Voting Phase 1, 2 & SOGR	0	-400,000	-100,000			
<b>Election Reserve Fund, Ending Balance:</b>	<b>7,144,847</b>	<b>6,017,294</b>	<b>7,823,348</b>	<b>9,432,357</b>	<b>3,682,713</b>	<b>3,589,649</b>

#### *Modernizing government in the Digital Age amidst Constraints*

The main challenge of municipal government in the digital age is to engage citizens in government and to maintain their trust and confidence. The City Clerk's Office, providing the foundation services for local government in Toronto, must have the tools and resources to address the challenges of growing scepticism, apathy, disengagement and mistrust amongst Toronto's public and modernize government services to reflect public requirements and societal changes.

Modernizing government services and engaging people to solve their problems in government means that we must:

- find systems and processes to make government decisions faster and easier to understand
- using and sharing government data both within the government and with citizens so as to facilitate collaboration and generate jointly developed solutions
- use technology to engage citizens, better understand their problems and needs, and deliver services that meet these requirements
- educate and influence provincial legislative changes
- engage employees to search for new processes and solutions and search for technological innovations

The modernization of government services is being done against a backdrop of outdated provincial legislation, financial and technology restraints. It is critical that the City Clerk's Office maintain its current resources in the 2015 operating budget.





## **Appendices:**

## Appendix 1

### 2014 Service Performance

#### 2014 Key Service Accomplishments

In 2014, the City Clerk's Office accomplished the following:

##### *Elect Government*

- ✓ Delivered the 2014 municipal election in compliance with the *Municipal Elections Act, 1996* and the accessibility standards in the Accessibility for Ontarians with Disability Act (AODA).
- ✓ Maintained readiness to fill vacancies for possible by-elections in Ward 5 and Ward 20.
- ✓ Oversaw post-2010 Election activities.

##### *Make Government Work*

- ✓ Provided procedural and administrative guidance required by Council's decision to suspend and transfer Mayoral powers and duties to Council and the Deputy Mayor.
- ✓ Made improvements to the meeting management program
- ✓ Created and fully-staffed the new Public Appointments Unit within City Clerk's Office.
- ✓ Supported processes to canvass and fill vacancies in Ward 5 and 20.
- ✓ Ensured smooth Council Transition.
- ✓ Developed the *Constituency Office Renovation Protocol Report* which was approved by City Council.
- ✓ Developed the *Human Resources Management and Ethical Framework for Members' Staff* which was approved by City Council.
- ✓ Continued to support Council and elected officials and build Toronto's reputation locally, nationally and internationally by organizing and supporting major civic events, including the Toronto Book Awards, Pan Am/ParaPanAm lead up activities and Remembrance Day ceremonies.

##### *Open Government*

- ✓ Supported the City's Strategic Plan and led implementation of the Open Government by Design strategic action.
- ✓ Open Government staff awareness sessions – Open Gov Workshop for the Toronto Public Service held in March and for City Clerk's staff in September.
- ✓ Protection of Privacy policy approved by City Manager and rolled-out to the Toronto Public Service.
- ✓ Responded to increasingly complex Freedom of Information requests; FOI requests received in 2014 is at 2,822.
- ✓ The number of pages that each Access and Privacy Officer has to review line by line has increased by almost 98% over 2013.
- ✓ Continue to build and expand public access to City information, including posting of more open data sets.

- ✓ Supported the Open Government Committee's mandate to promote a culture of greater collaboration and openness in government and provide direction and oversight for corporate information management policies and standards.
- ✓ Fostered the expansion of the Open Government Community of Practice with representatives of Ontario municipalities, the Province of Ontario and British Columbia.

*Adapt, Innovate and Foster Leadership*

- ✓ Received 2014 Excellence Canada - Ontario Accessibility Award.
- ✓ Received 2013 City Manager's Award – Human Rights, Equity and Diversity Category for the training initiative with the Center for Addiction and Mental Health (CAMH) on The Customer Service in a Crisis Situation.
- ✓ Received 2013 City Manager's Honourable Mention Award – Open Government
- ✓ Protocol Services review completed and is in implementation phase
- ✓ Staff-led review completed of CCO Strategic Plan– set for Fall roll-out
- ✓ Staff-led culture change activities– Customer Service Improvement Team, Learning Team, Information Management Team, Web Revitalization Team, etc.

**2014 Financial Performance**

**2014 Budget Variance Analysis**

(\$000s)	2012	2013	2014	2014	2014 Approved Budget vs.	
	Actuals	Actuals	Approved Budget	Projected Actuals*	Projected Actual	Variance
	\$	\$	\$	\$	\$	%
<b>Gross Expenditures</b>	46,418.6	47,906.5	59,592.3	58,646.9	(945.4)	(1.6%)
<b>Revenues</b>	16,267.6	16,816.8	28,064.5	27,119.1	(945.4)	(3.4%)
<b>Net Expenditures</b>	30,151.0	31,089.7	31,527.8	31,527.8		
<b>Approved Positions</b>	392.5	390.0	439.9	427.9	(12.0)	(2.7%)

\* Based on the 9 month Operating Budget Variance Report

**2014 Experience**

- As at September 30, 2014, the City Clerk's Office is projecting to be on budget by year end.
- \$0.930 million gross and \$0 net was not spent for the period as the Internet Voting Service for Persons with Disabilities did not proceed in the 2014 Municipal Elections

**Impact of 2014 Operating Variance on the 2015 Recommended Budget**

- There is no impact on the 2014 operating variance on the 2015 Recommended Operating Budget.

## Appendix 2

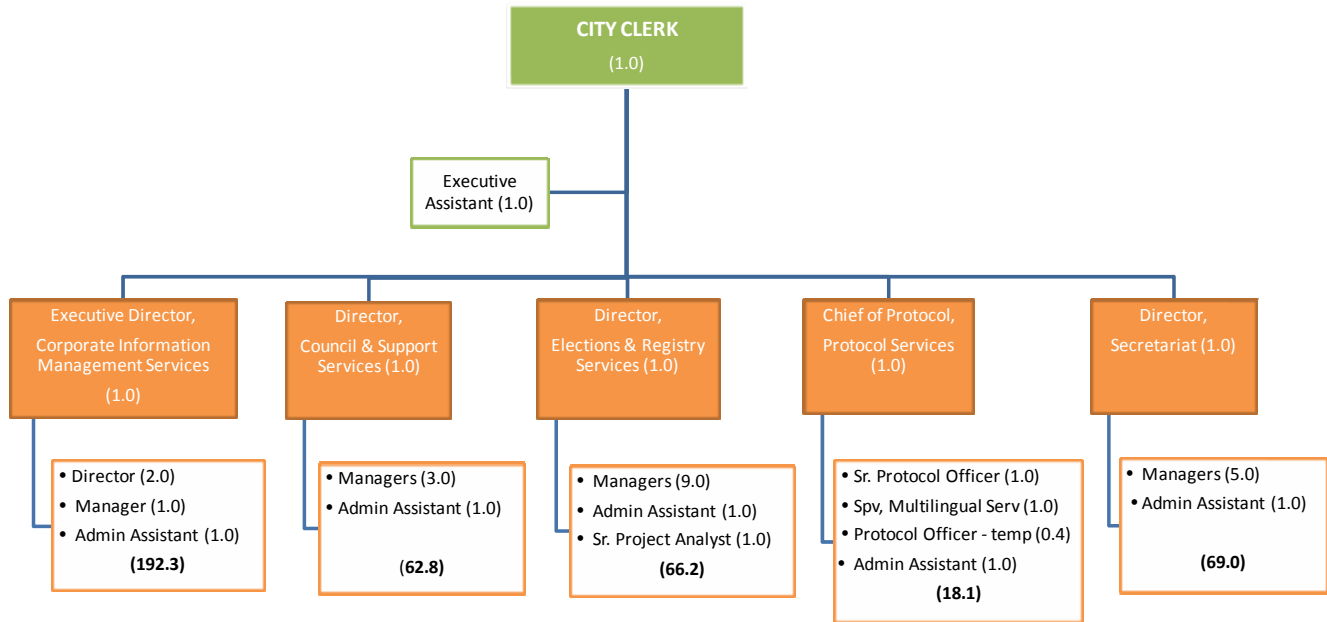
**2015 Recommended Operating Budget by Expenditure Category**  
**Program Summary by Expenditure Category**

Category of Expense (\$000's)	2012	2013	2014	2014	2015	2015 Change from		Plan	
	Actual	Actual	Budget	Projected	Rec'd	2014 Approved		2016	2017
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	34,862.0	36,125.5	43,209.7	43,194.7	39,280.0	(3,929.7)	(9.1%)	40,021.8	40,078.4
Materials and Supplies	1,247.9	1,417.3	1,818.6	1,818.6	1,467.7	(350.8)	(19.3%)	1,208.7	1,230.2
Equipment	137.8	289.0	561.2	561.2	69.5	(491.7)	(87.6%)	70.5	71.6
Services & Rents	7,421.4	7,783.8	11,215.8	10,285.4	7,054.2	(4,161.6)	(37.1%)	7,217.3	7,574.0
Contributions to Reserve/Res Funds	451.9	451.9	448.9	448.9	448.9			448.9	448.9
Other Expenditures	33.6	32.4	40.9	40.9	32.5	(8.4)	(20.5%)	32.5	32.5
Interdivisional Charges	2,263.9	1,806.6	2,297.2	2,297.2	1,825.1	(472.1)	(20.6%)	1,816.1	1,817.1
<b>Total Gross Expenditures</b>	<b>46,418.6</b>	<b>47,906.5</b>	<b>59,592.3</b>	<b>58,646.9</b>	<b>50,177.9</b>	<b>(9,414.4)</b>	<b>(15.8%)</b>	<b>50,815.7</b>	<b>51,252.6</b>
Interdivisional Recoveries	9,730.3	10,218.8	9,846.7	9,846.7	8,766.5	(1,080.2)	(11.0%)	8,768.3	8,768.4
User Fees & Donations	547.5	538.4	624.6	624.6	632.4	7.8	1.2%	633.3	634.3
Transfers from Capital Fund	1,366.5	1,627.8	1,154.0	1,154.0	1,351.0	197.0	17.1%	1,384.5	1,123.0
Contribution from Reserves / Reserve	3,880.7	4,216.4	15,580.2	14,634.8	5,779.5	(9,800.7)	(62.9%)	5,203.5	5,353.6
Sundry Revenues	742.5	215.3	859.1	859.1	885.8	26.8	3.1%	758.6	758.6
<b>Total Revenues</b>	<b>16,267.6</b>	<b>16,816.8</b>	<b>28,064.5</b>	<b>27,119.1</b>	<b>17,415.2</b>	<b>(10,649.3)</b>	<b>(37.9%)</b>	<b>16,748.3</b>	<b>16,637.9</b>
<b>Total Net Expenditures</b>	<b>30,151.0</b>	<b>31,089.7</b>	<b>31,527.8</b>	<b>31,527.8</b>	<b>32,762.7</b>	<b>1,234.9</b>	<b>3.9%</b>	<b>34,067.5</b>	<b>34,614.8</b>
<b>Approved Positions</b>	<b>392.5</b>	<b>390.0</b>	<b>439.9</b>	<b>427.9</b>	<b>415.4</b>	<b>(24.5)</b>	<b>(5.6%)</b>	<b>416.2</b>	<b>415.0</b>

\* Note: Based on the 9 month Operating Budget Variance Report

### Appendix 3

#### 2015 Organization Chart



#### 2015 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	112.0	4.0	279.3	396.3
Temporary		11.0		8.1	19.1
<b>Total</b>	<b>1.0</b>	<b>123.0</b>	<b>4.0</b>	<b>287.4</b>	<b>415.4</b>

## Appendix 4

### Summary of 2015 Recommended Service Changes

**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2015 Staff Recommended Base Budget Before Service Change:</b>			<b>50,613.5</b>	<b>17,415.2</b>	<b>33,198.3</b>	<b>415.4</b>	<b>869.1</b>	<b>547.3</b>

5269	<b>Gapping of 5 Positions</b>
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51	1	<b>Description:</b>
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Continuing to gap 5 positions that were gapped in 2014 results in savings of \$0.436 million. In some cases, the work load has been adjusted to accommodate the additional work load. The Division may incur overtime costs to meet business driven time lines.

**Service Level Impact:**

No service level impact.

Service: GV-Make Government Work

Total Staff Recommended:	(187.8)	0.0	(187.8)	0.0	187.8	0.0
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Service: GV-Open Government

Total Staff Recommended:	(247.8)	0.0	(247.8)	0.0	247.8	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(435.6)</b>	<b>0.0</b>	<b>(435.6)</b>	<b>0.0</b>	<b>435.6</b>	<b>0.0</b>
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**Summary:**

<b>Staff Recommended Service Changes:</b>	<b>(435.6)</b>	<b>0.0</b>	<b>(435.6)</b>	<b>0.0</b>	<b>435.6</b>	<b>0.0</b>
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<b>Total Staff Recommended Base Budget:</b>	<b>50,177.9</b>	<b>17,415.2</b>	<b>32,762.7</b>	<b>415.4</b>	<b>1,304.7</b>	<b>547.3</b>
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## Appendix 6

### Inflows/Outflows to/from Reserves & Reserve Funds

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>			389.9	320.4	208.8
Clerks Vehicle Reserves	XQ1504				
<i>Proposed Withdrawals (-)</i>			(81.8)	(123.8)	(53.4)
<i>Contributions (+)</i>			12.3	12.3	12.3
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		0.0	320.4	208.8	167.7
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		389.9	320.4	208.8	167.7

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>			678.6	886.6	666.2
Clerks Equipment Reserves	XQ1507				
<i>Proposed Withdrawals (-)</i>			(56.7)	(485.0)	(550.0)
<i>Contributions (+)</i>			264.7	264.7	264.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		0.0	886.6	666.2	380.9
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		678.6	886.6	666.2	380.9

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>			7,144.8	6,017.3	7,823.3
Election Reserve Fund	XR1017				
<i>Proposed Withdrawals (-)</i>			(10,127.6)	(7,393.9)	(7,591.0)
<i>Contributions (+)</i>			9,000.0	9,200.0	9,200.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		0.0	6,017.3	7,823.3	9,432.3
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		7,144.8	6,017.3	7,823.3	9,432.3



**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>					
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			172.0	172.0	172.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>21,307.7</b>	<b>172.0</b>	<b>172.0</b>	<b>172.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(20,723.1)</b>	<b>(19,947.9)</b>	<b>(20,052.3)</b>
<b>Balance at Year-End</b>		<b>21,307.7</b>	<b>756.6</b>	<b>(19,019.3)</b>	<b>(38,899.7)</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>					
Major Special Event Reserve Fund	XR1218				
<i>Proposed Withdrawals (-)</i>			(889.0)	0.0	0.0
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>0.0</b>	<b>(889.0)</b>	<b>0.0</b>	<b>0.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(7,065.0)</b>	<b>(523.9)</b>	<b>(133.0)</b>
<b>Balance at Year-End</b>		<b>5,566.8</b>	<b>(2,387.2)</b>	<b>(2,911.1)</b>	<b>(3,044.1)</b>

## Appendix 7a

### Recommended User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Rental of facility - Audio Visual Technician	Rental of facility - Audio Visual Technician	Full Cost Recovery	Per hour (minimum 4 hours)	\$43.45	\$44.43	(\$0.01)	\$44.42	\$44.42	\$44.42
Property Standards appeal	Fees to appeal to Property Standards Committee	Full Cost Recovery	Per appeal	\$265.00	\$270.96	(\$0.01)	\$270.95	\$270.95	\$270.95
Cost recovery related to Statutory Public Notices mailed (non City-initiated)	Recovery of Statutory Public Notice costs - mailed	Full Cost Recovery	Per notice mailed	\$1.11	\$1.15	\$0.09	\$1.24	\$1.26	\$1.28
Assessment Roll-Certification Fee for consecutive pages	Assessment Roll-Certified Copies	Market Based	for each consecutive page	\$5.25	\$5.25	(\$0.05)	\$5.20	\$5.20	\$5.20

## Appendix 7c

### Recommended User Fees Discontinued

Rate Description	Service	Fee Category	Fee Basis	2014 Approved Rate	Year Introduced	Reason for Discontinuation
Wedding Chamber Rental Fee - East York	Wedding Chamber Rentals	Market Based	Per 1/2 hour	\$103.63	2005	Lack of demand for service
Rental of facility - security	Rental of facility - security	Full Cost Recovery	Per hour (minimum 4 hrs)	\$42.48	2002	Lack of demand for service