



# City Clerk's Office

## Service Level Review

---

Executive Committee Presentation  
June 30, 2015



# Agenda

---

- Recommended Service Levels
  - Program Overview
  - Program Map
  - Service Levels and Service Performance
  - Key Challenges
  - Opportunities and Priority Actions



# City Clerk's Office Overview

---

- The City Clerk is an independent Officer of the City, reporting to Council for legislated responsibilities and to the City Manager for administrative purposes.
- Under the *Municipal Elections Act, 1996*, the City Clerk has broad and independent authority to deliver the municipal elections.
- 415 City Clerk's Office staff deliver more than 70 services from over 30 locations across the City from 12 buildings, civic centres, City Hall and Metro Hall:
  - Most services 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.
  - Some are delegated by Council, such as the processing of freedom of information requests and lottery licensing.
  - Some are corporate services, such as design, mail, high-speed copying and offset printing.



# City Clerk's Office Overview

---

- In addition to direct service delivery, City Clerk's Office staff also support the Mayor's Office, 44 Councillors' Offices and the Offices of the City's four Accountability Officers – Office of Auditor General, Office of Integrity Commissioner, Office of Lobbyist Registrar, Office of Ombudsman
- Total number of staff supported – 700
- Total number of locations supported – 10 Councillor constituency offices located in the ward, 4 dedicated City Clerk's Office buildings, 375 University, civic centres, Metro Hall and City Hall.



# City Clerk's Office Overview

---

## Vision

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

## Mission

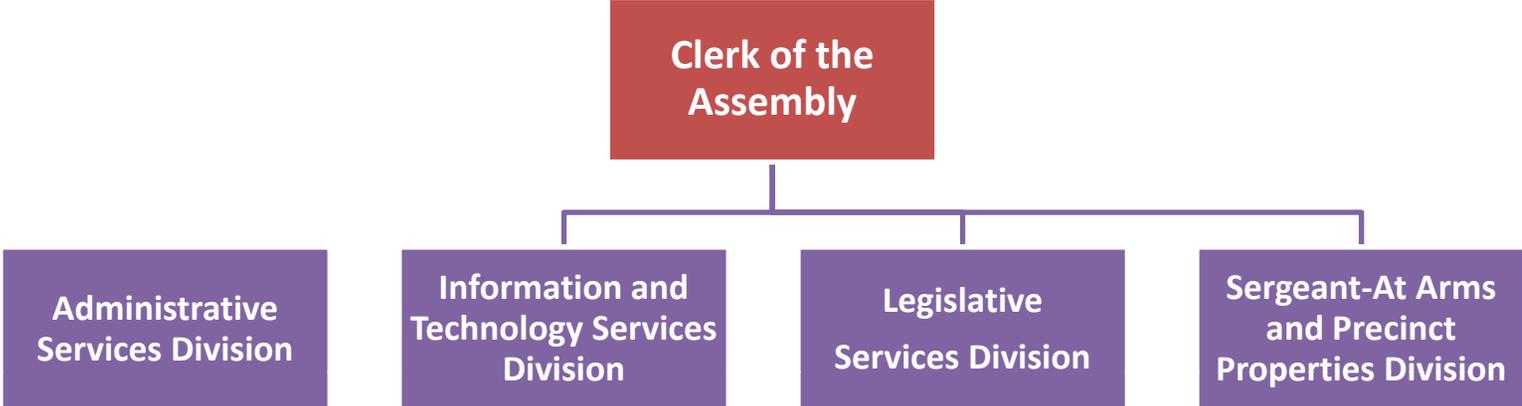
We build public trust and confidence in government

## Strategic Directions

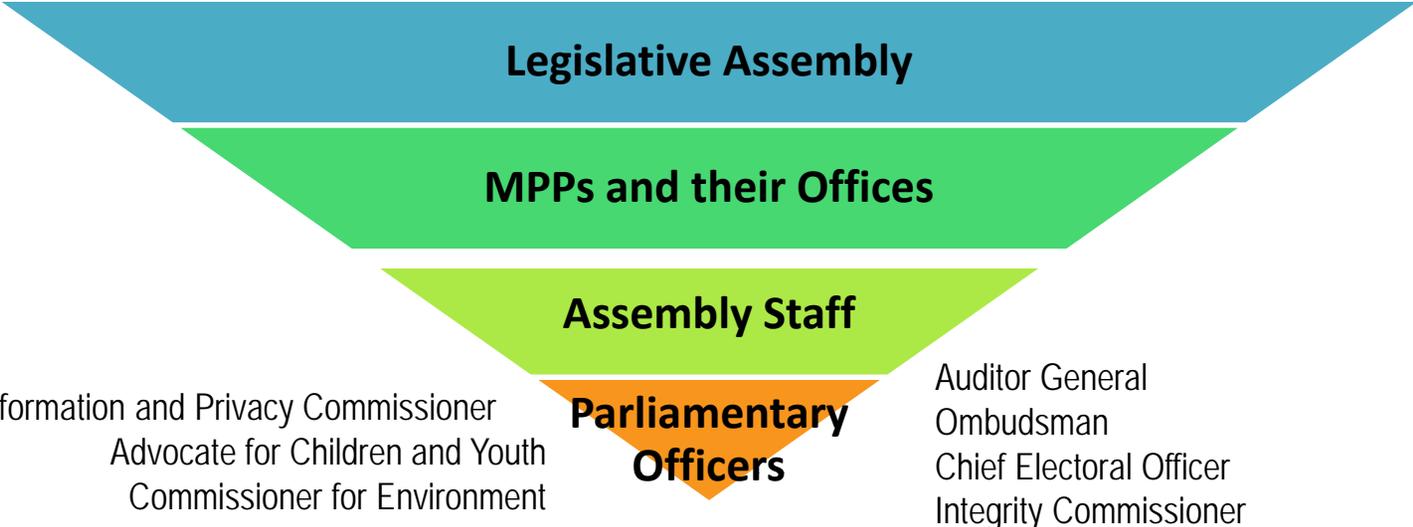
- We strengthen democracy
- We improve openness and integrity of government
- We foster leadership
- We adapt and innovate



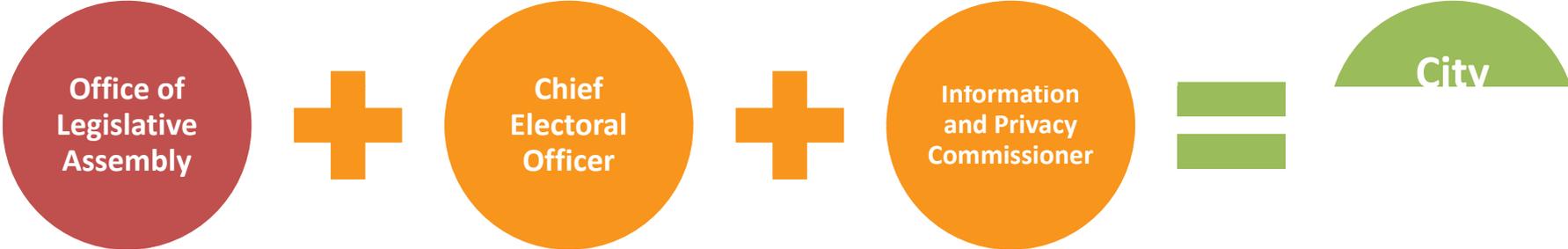
# Organizational model based on Office of Legislative Assembly of Ontario



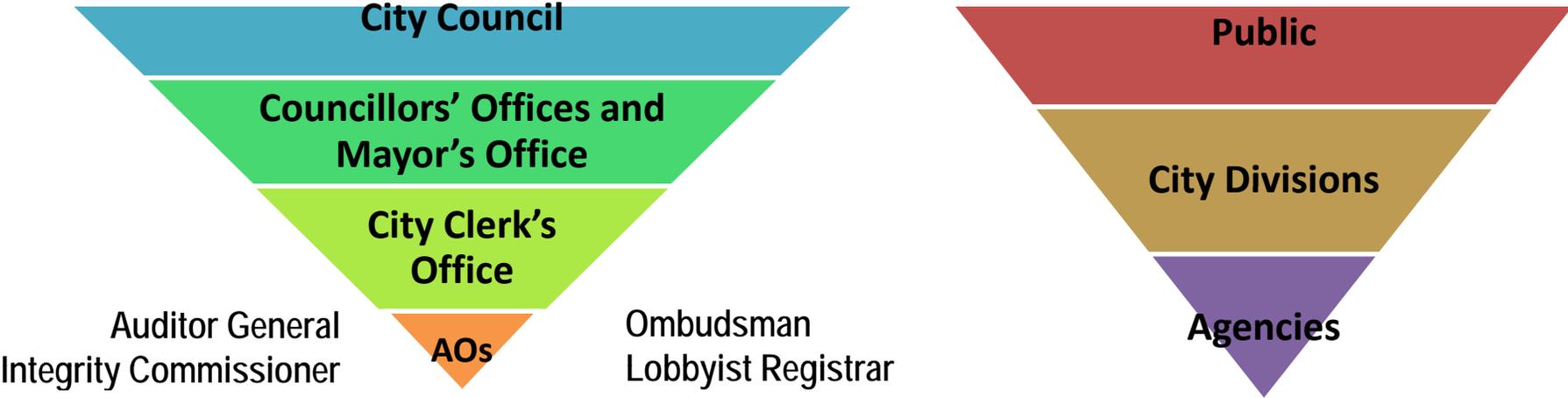
Services provided to



# City Clerk's Office integrates functions of the Office of the Assembly and Parliamentary Officers



Services provided to



# 2015 Program Map



City Clerk's Office business units

**Elections**

Secretariat  
 Council and Support Services  
 Protocol Services  
 Registry Services

Corporate Information  
 Management Services



# Key Service Levels

## *Elect Government*

- Ensure readiness to administer an open, fair and accessible election whenever one is required
- Conduct elections in compliance with legislation and principles of *the Municipal Elections Act, 1996*
- Provide candidate and electors with the information required to exercise their rights
- Provide all electors the opportunity to vote whenever an election is held
- Facilitate Candidate Financial Filing and Disclosure in compliance with *Municipal Elections Act, 1996*
- Administer the Election Contribution Rebate Program

	2006	2010	2014	Increase Over 3 Elections
<b>Eligible Voters</b>	<b>1,521,121</b>	<b>1,643,427</b>	<b>1,813,915</b>	<b>17.55%</b>
<b>Voters</b>	<b>597,754</b>	<b>827,723</b>	<b>991,754</b>	<b>49.57%</b>
<b>Voter Turnout</b>	<b>39.2%</b>	<b>50.5%</b>	<b>54.67%</b>	<b>32.96%</b>
<b>Certified Candidates</b>	<b>456</b>	<b>476</b>	<b>606</b>	<b>28.24%</b>
<b>Voting Places</b>	<b>1,637</b>	<b>1,562</b>	<b>1,679</b>	<b>2.53%</b>
<b>Election Workers</b>	<b>10,221</b>	<b>10,279</b>	<b>15,796</b>	<b>42.85%</b>
<b>Voters' List Amendments</b>	<b>95,942</b>	<b>155,414</b>	<b>219,897</b>	<b>78.49%</b>



# Key Service Level

---

## ***Make Government Work***

- Comply with requirements for meetings and notices as required in legislation and by-laws.
- 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.
- Manage appointments to committee and other bodies by filling 100% of vacancies within 2 meeting cycles of when the vacancy occurs.
- Conduct polls within 30 days of notices received.
- Register insurance claims and circulate to three major divisions and insurance adjuster within 48 hours of receipt of claims.
- Comply with legislation for the registration of provincially delegated services, including vital events, licensing of eligible charities, liquor license clearance and access to assessment rolls



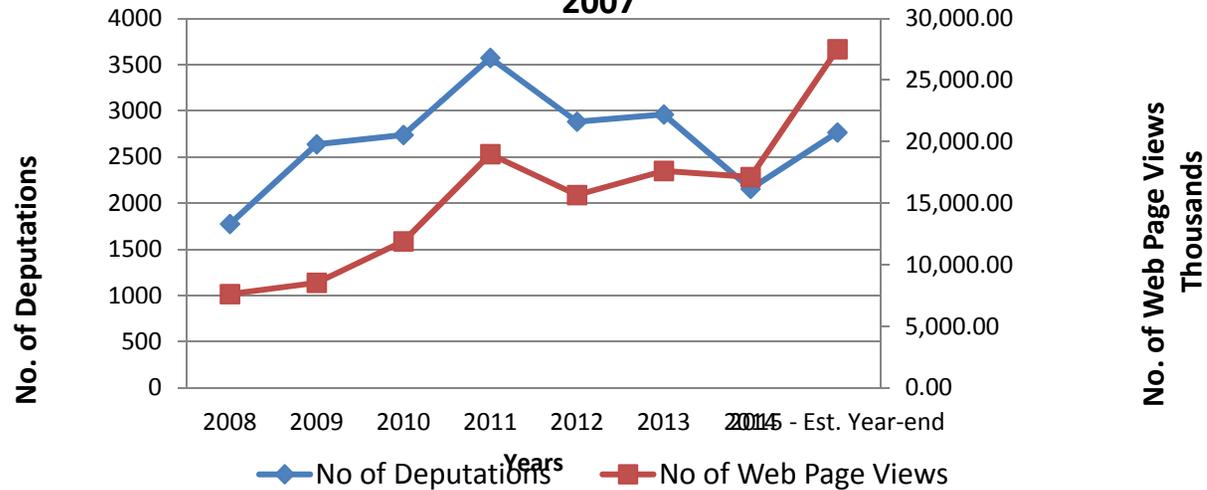
# Key Service Levels

Service Level Description	2012	2013	2014 Election Year	2015 (YTD to May 31)
Council Committee Minutes 100% accurate	99%	99%	99%	99%
Council Committee Agenda 5 days before meeting	100%	100%	100%	100%
Decision Bodies Supported	58	63	65	66
Average number of speakers per cycle	320.3	370.1	359.3	291.8
Communications per cycle	581.7	912.5	812.5	470.5
Average Agenda Items Processed per cycle	671.7	823.1	955.0	762.0
Claims (new and follow-up) against the City Received/Forwarded	4,077	9,244	8,511	2,462
Percentage of new claims received, logged and claimant acknowledged by end of next business day	71.1 % (2,074)	93.0% (4,821)	94.2% (6,026)	98.5% (1,751)
Marriage Licenses Issued	15,497	14,375	14,891	5,541
Consulates and International partnership liaisons	21	47	60	20
Ceremonial Documents Produced	5,086	5,269	3,189	1,310

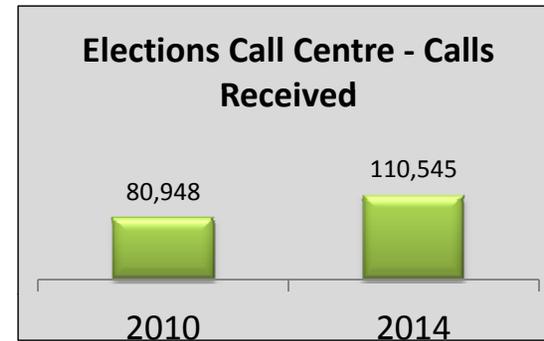
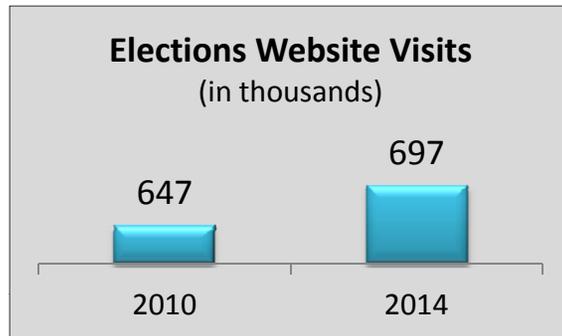


# Key Performance Measures

Public participation in the legislative process has grown since 2007



Public Interest in the election has grown since 2010



# Key Service Levels

---

## ***Open Government***

- Target 100% compliance with legislated standard of 30 day response for Freedom of Information requests.
- Provide advice and initiate investigation on privacy complaints and breaches within 3 days of receipt of notification by division or complainant.
- Review forms that public uses to access City services for compliance with requirements of AODA and MFIPPA within 3 business days of receipt of request.
- Work with City divisions to publish open data sets on City information. 36 Data Sets released in 2014, 20 YTD. Total 190 sets released to date.
- 100% of City divisions with information management plans submitted for review by City Clerk's Office.
- Manage 360,000 boxes of records at Records Centre in accordance with legislated requirements, as we shift resources to also manage electronic records.
- Process Canada Post mail within 24 hours and distribute to 256 city locations every day with 48-hour turnaround for internal mail.



# Key Service Levels

## Open Government

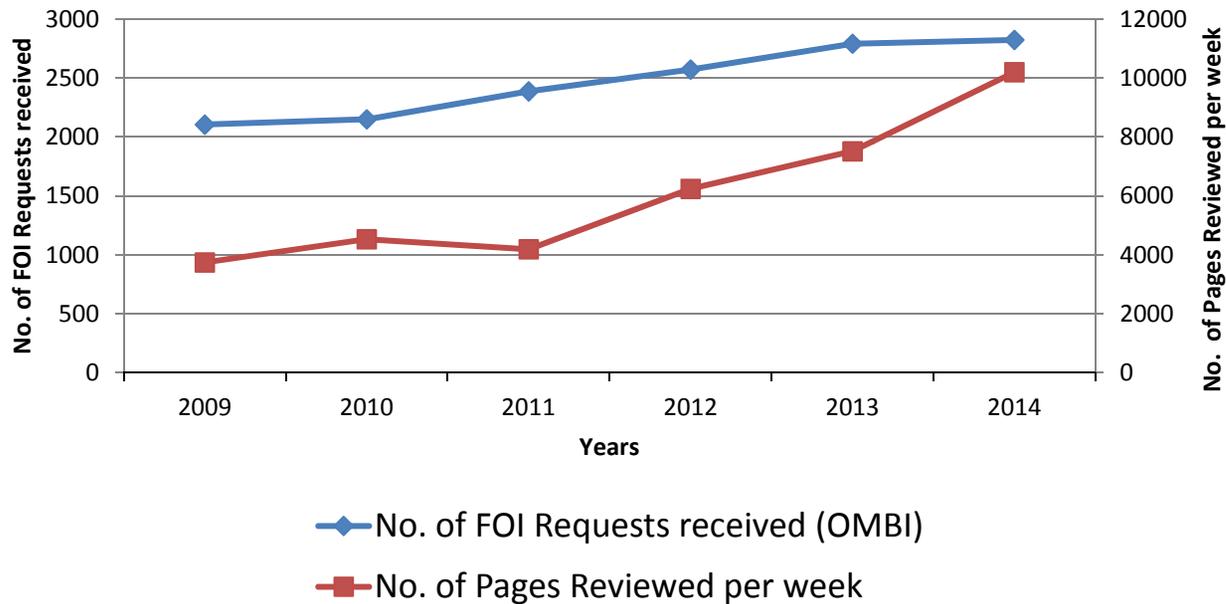
\* First year measurement

Service Level Description	2012	2013	2014	2015 YTD (to May 31)
Number of FOI Requests	2,571	2,790	2,822	1,126
FOI Pages Reviewed for Statutory Exemptions	324,291	390,597	530,002	146,118
Compliance with 30-day legislated timeline	81.2%	76.2%	74%	81.9%
% privacy investigations commenced within 3 days of notification	97%	97%	98%	98%
% forms reviewed for compliance with AODA and MFIPPA within 3 days		75%	90%	90%
% of divisions that submitted annual IM Plans for review by City Clerk's Office			86%*	
Digital Archives content available on-line (number of items)	533,461	607,296	650,396	677,353
Education program participants	8,661	7,468	7,289	4,249
Records Centre intake/destruction ratio	0.96:1.00	1.29:1.00	1.02:1.00	0.88:1.00
Canada Post Mail Processed (millions)	4.2	4.6	4.1	1.8



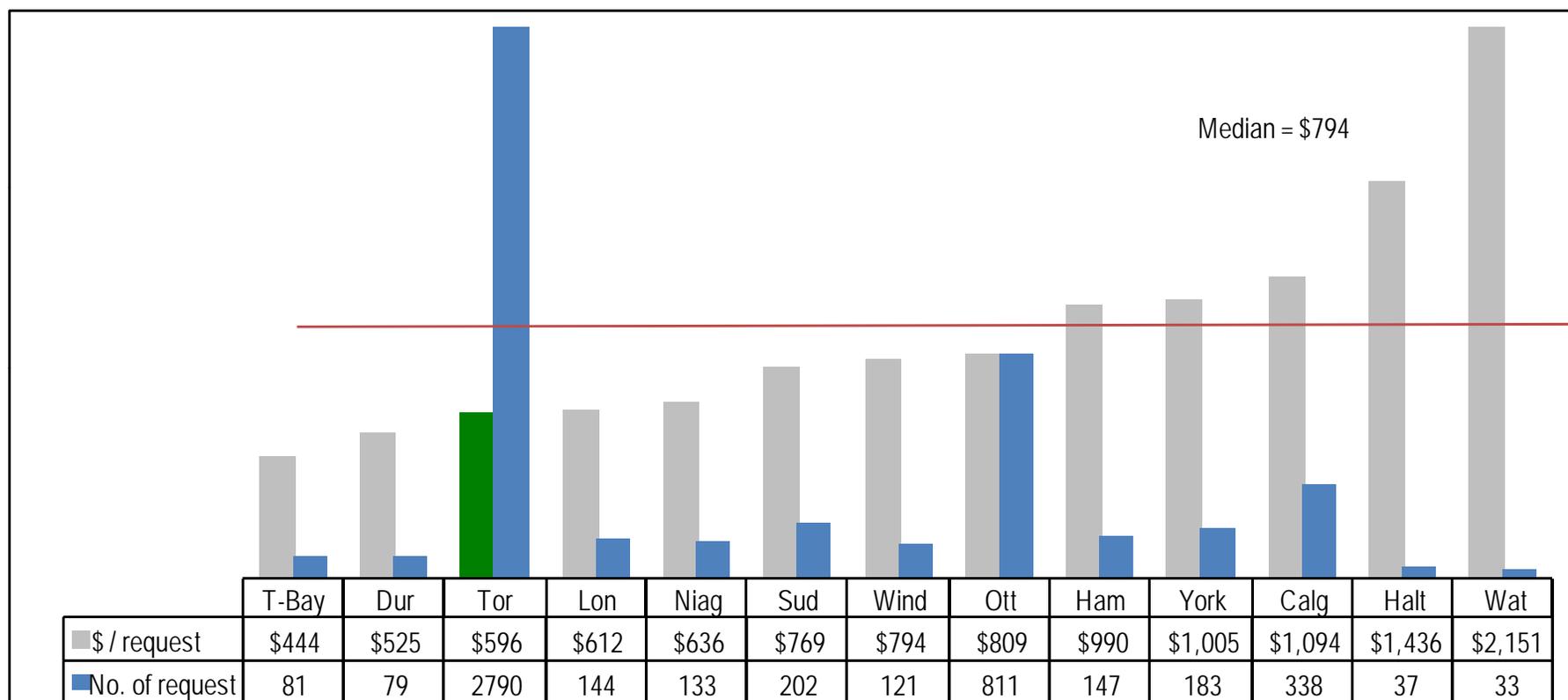
# Key Performance Measures

**Number of FOI requests and complexity of requests continue to increase**



# Key Performance measures

Toronto has one of the lowest costs to respond to a Freedom of Information Request despite the highest number of requests (based on 2013 OMBI data)



# Key Challenges

---

- ✓ Must seek ways to deliver democratic and government services in times of fundamental societal change and meet expectations of public with growing and new demands for services, evolving demographics and changing technologies:
  - How to accommodate Toronto's diverse communities' requests for information about City democracy and government. In 2014, 102 education program requests (comprising 3,620 people) could not be accommodated.
  - Supports for corporate strategies such as Strong Neighbourhoods, Poverty Reduction, Youth and Senior Strategies will help deliver our core services.



# Key Challenges

- ✓ Modernizing elections is critical to enable the successful delivery of the election in compliance with legislation, taking into consideration changes in voting technology, voting methods and public expectations
  - Review elections staffing resources and organizational model
  - Actively participate in MMAH's review of MEA and ascertain impact of the MEA review
  - Ward Boundary Review
- ✓ Corporate investment in information technology fast outpaces investment in information management, creating significant risks to the City.

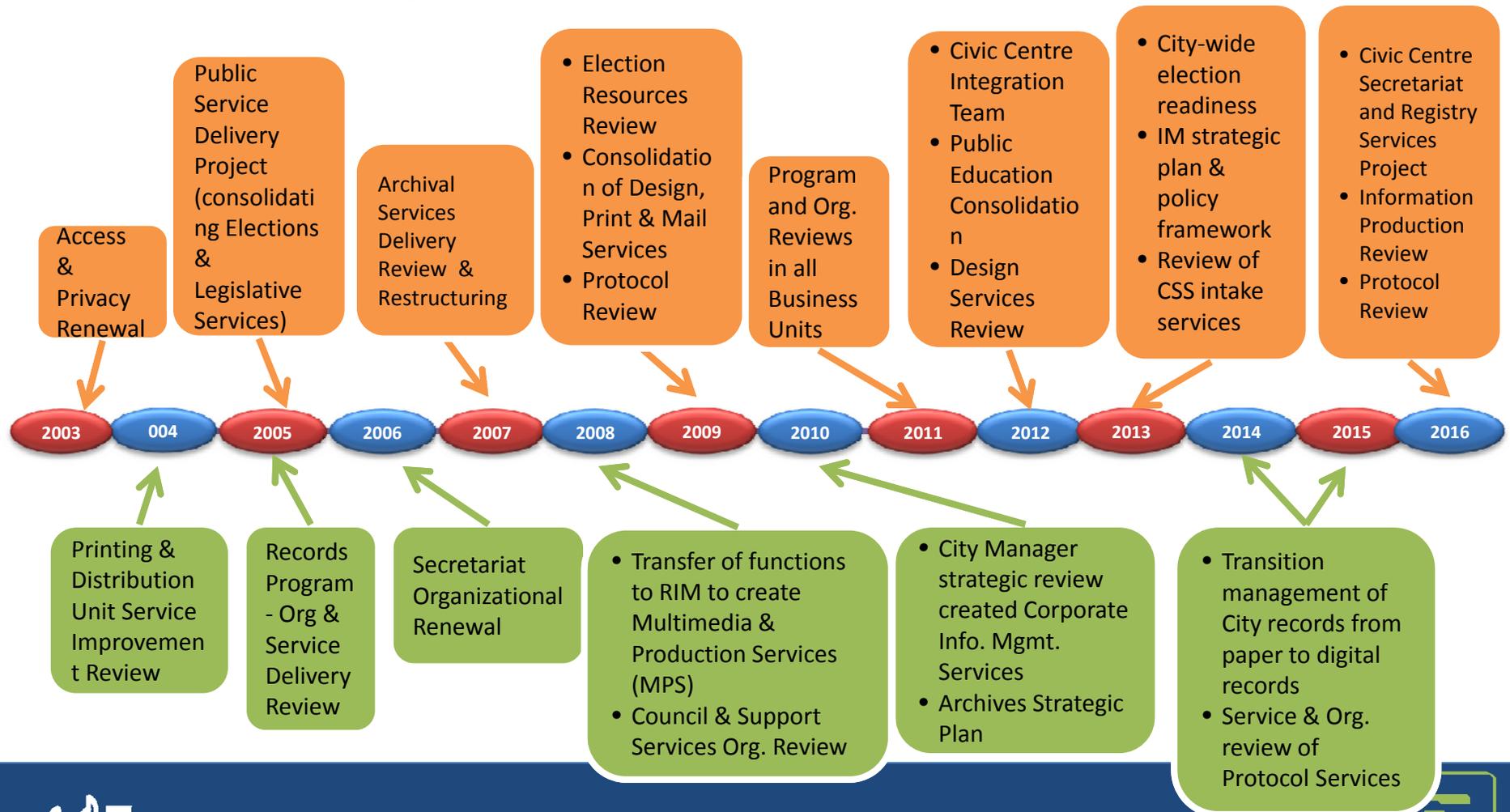
**Comparison of Information and Technology Division and Information Management investment (excludes divisional technology investment)**

(\$ million)	2011	2012	2013	2014	2015
<b>Information and Technology Capital Investment</b>	40.9	44.1	45.8	60.7	59.5
<b>Information Management Capital Investment</b>	1.2	1.6	0.924	0.87	0.99
<b>% of IM investment to I &amp; T Division Investment</b>	2.9%	3.6%	2.0%	1.4%	1.7%



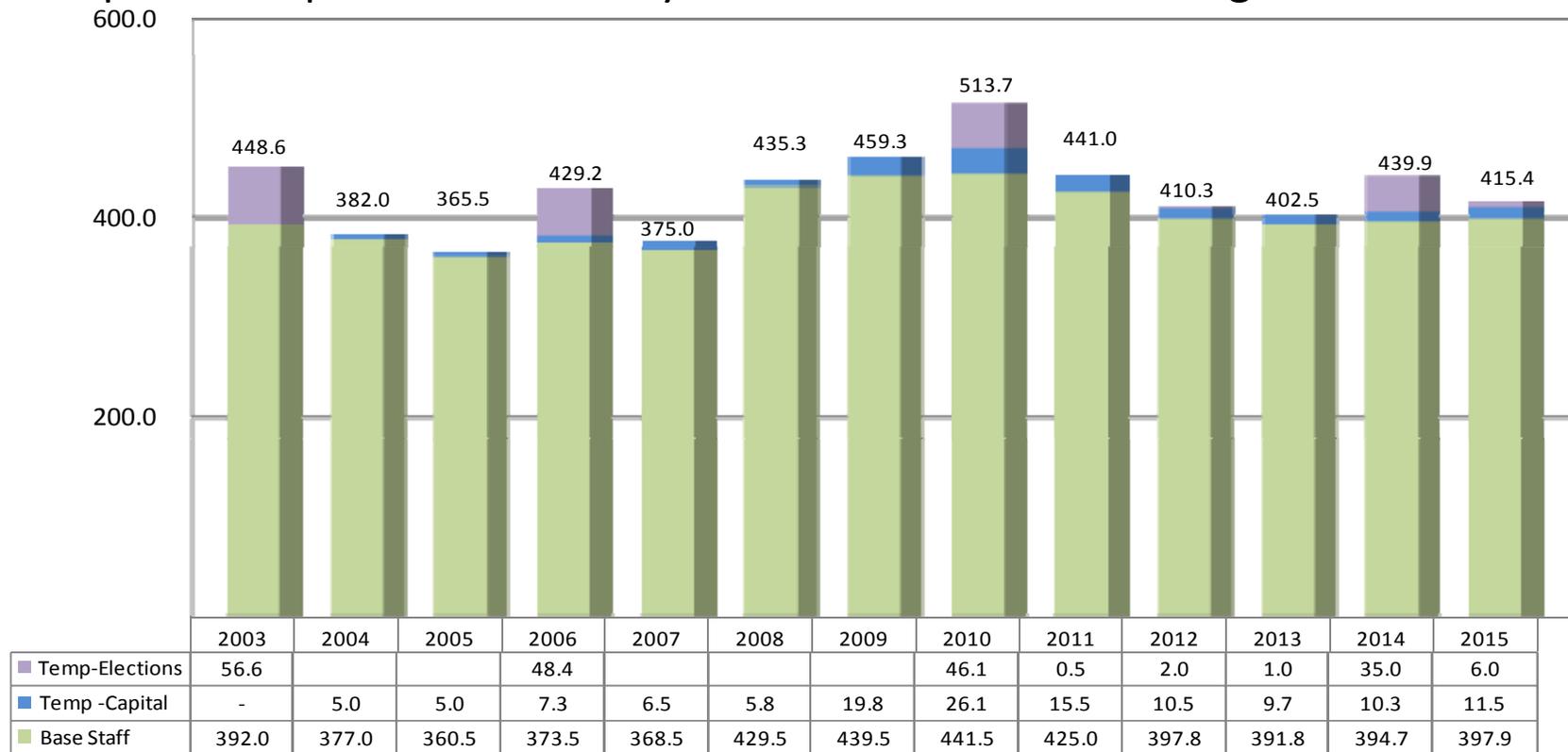
# Key Challenges

City Clerk's Office has gone through organizational, service and business process reviews continuously to seek efficiencies and enhance service effectiveness.



# Key Challenges

- ✓ City Clerk's Office has reduced 75.5 positions since 2007. Service demands and corporate requirements for City Clerk's Office are increasing



- 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



# Opportunities

---

- ✓ City Clerk's Office has an excellent reputation for a high level of accountability, integrity, transparency and accessibility.
- ✓ City Clerk's Office maintains trust and confidence in government by leveraging all resources to meet deadlines, delivering integrated and innovative services and enhancing customer service. Recent awards include:
  - Excellence Canada: Ontario Accessibility Award
  - City Manager's Award on "Serving Customers in Crises Situations"
  - IPAC Public Sector Leadership Award finalist for Open Government
- ✓ Toronto is recognized as leader in Open Government across Canada.
- ✓ Increase the reach of services and better engage the public through the use of technology
- ✓ Strong public demand and interest to learn about government. "Participation in decision-making" one of five priority action areas in Toronto Strong Neighbourhood Strategy



# Priority Actions

---

- ✓ Invest in City Clerk's Office 2015-2018 Strategic Plan and People Plan to focus priority efforts and enhance staff nimbleness, knowledge, resilience and ability to embrace new technology.
- ✓ Develop staff with greater leadership skills, heighten knowledge of City Clerk's Office services beyond own specialty area, and further grow customer service culture.
- ✓ Deliver the election in accordance with new legislation and incorporating changing voting technology and voting methods.
- ✓ Implement aggressive capital program to support information management infrastructure and digital information management.
- ✓ Tap into City networks to better target our services to citizen needs.
- ✓ Strengthen partnerships with community organizations and leverage City initiatives such as Strong Neighbourhoods Strategy and Poverty Reduction Strategy to promote understanding and participation in decision-making process, enhance democracy and strengthen trust and confidence in government.



**Thank You**