



# Toronto 2016 BUDGET

## OPERATING BUDGET NOTES



## City Clerk's Office

### 2016 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.

#### 2016 Budget Highlights

The total cost to deliver these services to Toronto residents is \$49.713 million gross and \$32.122 million net as shown below.

(in \$000's)	2015 Approved Budget		Change	
	Budget	2016 Budget	\$	%
Gross Expenditures	49,258.5	49,713.1	454.5	0.9%
Revenues	17,415.2	17,591.2	176.0	1.0%
<b>Net Expenditures</b>	<b>31,843.3</b>	<b>32,121.9</b>	<b>278.6</b>	<b>0.9%</b>

The 2016 Preliminary Operating Budget of \$32.122 million net is \$0.279 million or 0.9% over the 2015 Approved Budget of \$31.843 million net and provides \$2.120 million net in funding for base budget increases (mainly salary and benefit increases for progression pay and step increases, and operating impacts for sustainment of completed capital projects), which have been offset by \$1.841 million net in budget reductions.

[toronto.ca/budget2016](http://toronto.ca/budget2016)

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**Fast Facts**

- The City Clerk's Office delivers more than 70 types of 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 piece of legislation including the *City of Toronto Act 2006*, *Vital Statistics Act*, *Assessment Act* and *Planning Act*.
- As a shared service, 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 the Auditor General, Office of the Integrity Commissioner, Office of the Lobbyist Registrar, and Office of the Ombudsman.

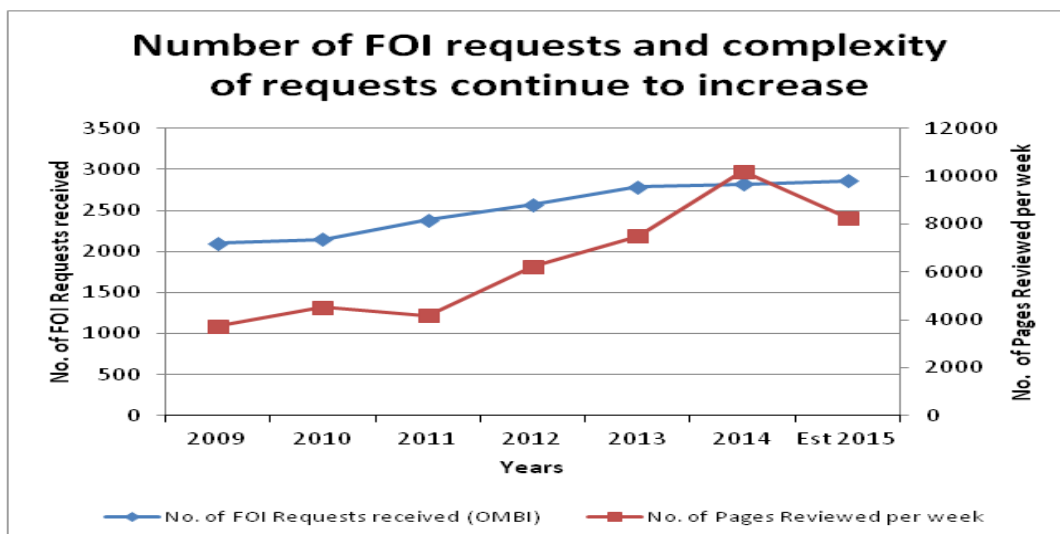
**Trends**

- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million web page views in 2008 to 2,156 and 17.1 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. As of Dec 11, 2015, City Clerk's Office have received 2,737 requests, an increase of 1.26% from last year (2,703 requests).

**Our Service Deliverables for 2016**

The 2016 Preliminary Operating Budget of \$49.713 million gross and \$32.122 million net provides funding to:

- Maintain state of readiness to conduct elections.
- Manage post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Prepare for the 2018 municipal election.
- Deliver improvements to advance principles of open, accessible democratic government.
- Support City Council 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.
- Lead 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.

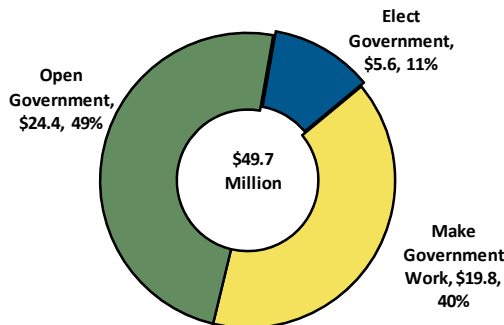


2016 Operating Budget Expenses & Funding

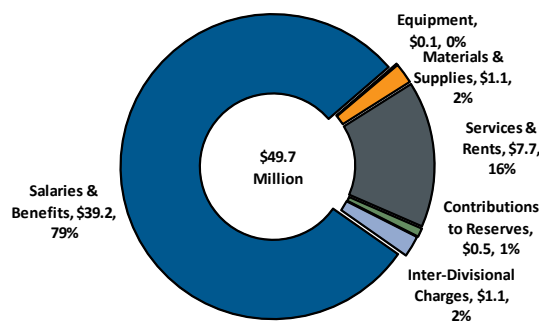
Our Key Issues & Priority Actions

Where the money goes:

2016 Budget by Service

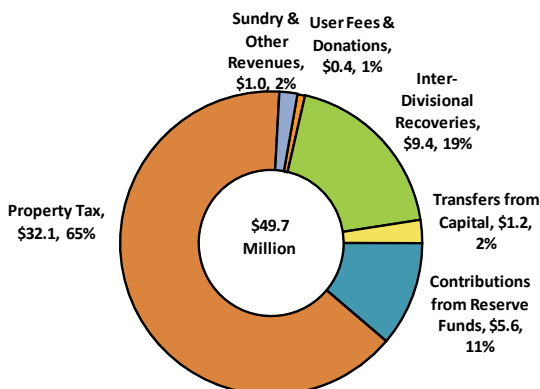


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Mail Delivery Service Review

- Growing costs for the Corporate Information Production Unit, which provides mail services to City divisions and some agencies, corporations and external bodies.
- ✓ Prior to the 2017 Budget Process a study of the mail services will be completed, funded by \$0.100 million in the Non-Program Expenditure Budget.

Adequacy of the 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.
- ✓ The City Clerk's Office in conjunction with Financial Planning Division staff will continue to monitor actual expenditures and planned expenditures and develop strategies to review the Reserve's sustainability.

2016 Preliminary Operating Budget Highlights

- The 2016 Preliminary Operating Budget of \$32.122 million net is \$0.279 million or 0.9% over the 2015 Approved Budget of \$31.843 million net and provides funding to 3 services: Elect Government, Make Government Work and Open Government.
- The City Clerk's Office 2016 Preliminary Operating Budget provides \$2.120 million net in funding for base budget increases, which have been offset by \$1.841 million net in budget reductions.
- ✓ The Program has achieved the 2% efficiency target.
- ✓ Any further reductions will impact service levels.

## Actions for Consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Operating Budget for the City Clerk's Office of \$49.713 million gross, \$32.122 million net for the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Elect Government:	5,580.2	0.0
Make Government Work:	19,767.3	18,115.5
Open Government:	24,365.6	14,006.4
Total Program Budget	49,713.1	32,121.9

2. City Council approve the 2016 service levels for the City Clerk's Office as outlined on pages 13, 16, and 20 of this report, and associated staff complement of 413.9 positions.
3. City Council approve the 2016 user fee rate changes related to inflation and other adjustments for the City Clerk's Office identified in Appendix 7a, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

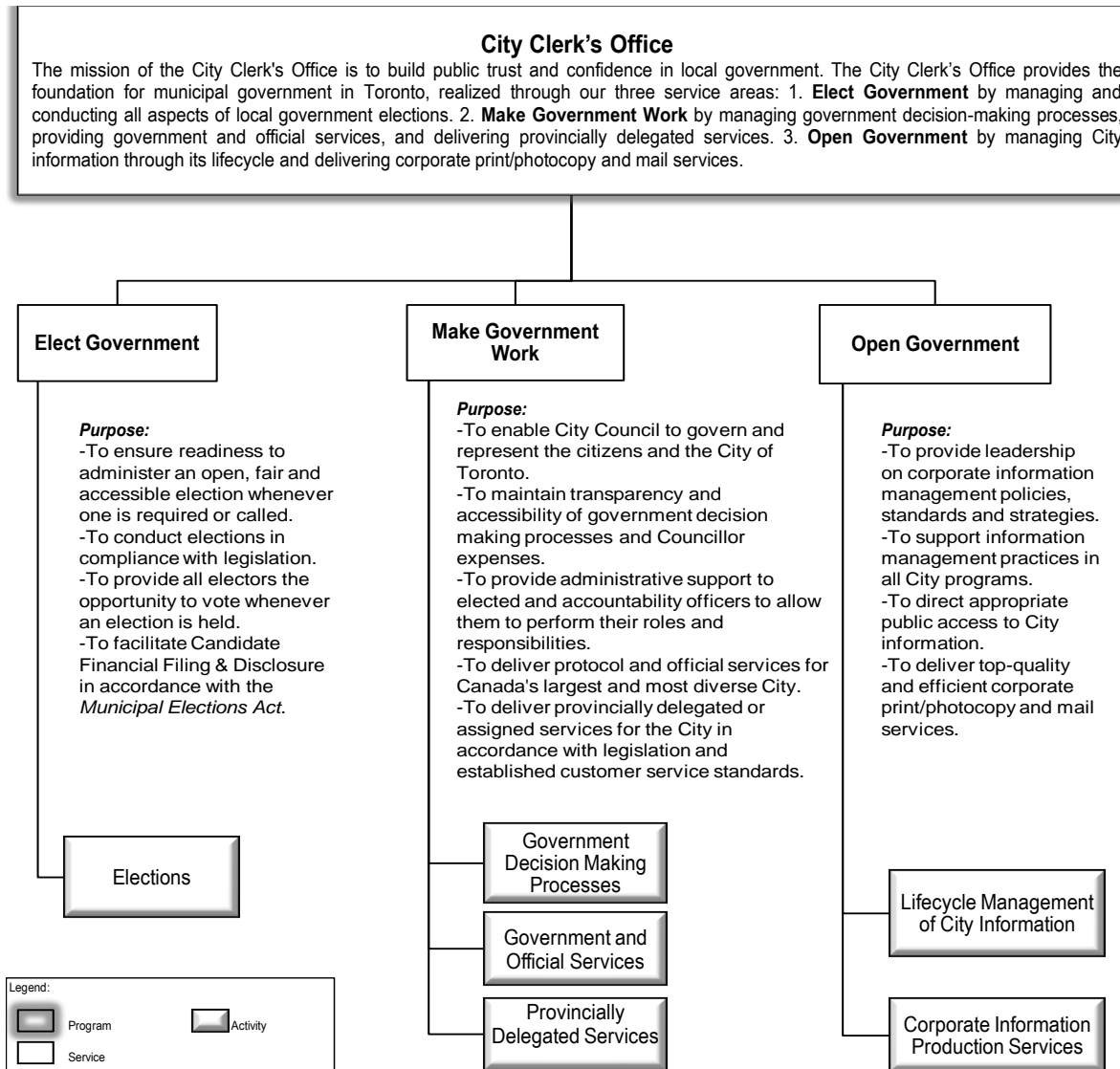


## **Part I:**

2016 – 2018

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

**Table 1**  
**2016 Preliminary Operating Budget and Plan by Service**

(In \$000s)	2015		2016 Operating Budget			2016 Budget vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan				
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	\$	%	2017		2018		
	\$	\$	\$	\$	\$			%	\$	%	\$	%
<b>Elect Government</b>												
Gross Expenditures	5,269.5	4,519.5	5,580.2		5,580.2	310.7	5.9%	(336.1)	(6.0%)	9,947.0	189.7%	
Revenue	5,269.5	4,519.5	5,580.2		5,580.2	310.7	5.9%	(336.1)	(6.0%)	9,947.0	189.7%	
<b>Net Expenditures</b>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Make Government Work</b>												
Gross Expenditures	20,218.4	19,918.4	19,767.3		19,767.3	(451.0)	(2.2%)	(316.9)	(1.6%)	470.0	2.4%	
Revenue	2,248.2	1,948.2	1,651.8		1,651.8	(596.4)	(26.5%)	(874.5)	(52.9%)	10.5	1.3%	
<b>Net Expenditures</b>	17,970.1	17,970.1	18,115.5	-	18,115.5	145.4	0.8%	557.6	3.1%	459.5	2.5%	
<b>Open Government</b>												
Gross Expenditures	23,770.7	23,770.7	24,365.6		24,365.6	594.9	2.5%	772.3	3.2%	586.9	2.3%	
Revenue	9,897.5	9,897.5	10,359.2		10,359.2	461.7	4.7%	5.2	0.1%	277.0	2.7%	
<b>Net Expenditures</b>	13,873.2	13,873.2	14,006.4	-	14,006.4	133.2	1.0%	767.0	5.5%	309.9	2.1%	
<b>Total</b>												
Gross Expenditures	49,258.5	48,208.5	49,713.1	-	49,713.1	454.5	0.9%	119.3	0.2%	11,004.0	22.1%	
Revenue	17,415.2	16,365.2	17,591.2	-	17,591.2	176.0	1.0%	(1,205.3)	(6.9%)	10,234.5	62.5%	
<b>Total Net Expenditures</b>	31,843.3	31,843.3	32,121.9	-	32,121.9	278.6	0.9%	1,324.6	4.1%	769.5	2.3%	
<b>Approved Positions</b>	415.4	406.1	413.9		413.9	(1.5)	(0.4%)	(7.9)	(1.9%)	31.0	7.6%	

The City Clerk’s Office 2016 Preliminary Operating Budget is \$49.713 million gross and \$32.122 million net, represents a 0.9% increase over the 2015 Approved Net Operating.

- Base pressures are mainly attributable to increases in salaries and benefits for progression and re-earnable lump sum pay and step increases, and operating impacts for the sustainment of completed capital projects (\$2.120 million net).
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through gapping of positions, foregoing economic factors and other service efficiencies reassigned to meet emerging service demands (\$1.841 million net).
- Approval of the 2016 Preliminary Operating Budget will result in the City Clerk's Office reducing its total staff complement by 1.5 positions from 415.4 to 413.9.
- The 2017 and 2018 Plan for all services reflects the inflationary cost increases for progression pay, re-earnable lump sum, step and fringe benefits, anticipated inflationary cost increases for non-payroll items, operating impact of completed capital projects and the reversal of prior year impacts.

**Table 2  
Key Cost Drivers**

(In \$000s)	2016 Operating Budget						2016 Base Budget	
	Elect Government		Make Government Work		Open Government		Total	
	\$	Position	\$	Position	\$	Position	\$	Position
<b>Gross Expenditure Changes</b>								
<b>Prior Year Impacts</b>	(339.1)	(3.0)	(701.2)	(0.6)	247.8		(792.6)	(3.6)
<b>Operating Impacts of Capital</b>			278.0	2.8	52.0		330.0	2.8
<b>Capital Delivery (Temp Staff) - Change</b>	(379.0)	(3.3)	285.5	2.9	(23.0)	(0.3)	(116.5)	(0.7)
<b>Salaries and Benefit Costs</b>								
Step Increase, Progression Pay & Re-earnable Lump Sum			178.1		123.7		301.8	
Base Salaries, Benefits and Gapping Adjustments			(3.5)		229.6		226.1	
<b>Economic Factors - Non Payroll</b>			13.5		153.1		166.6	
<b>Other Base Changes</b>								
New & Emerging Business Demands	167.1	1.0	549.2	6.0			716.3	7.0
Others (including IDC / IDR Reconciliations & budget reallocations)		1.0	(1.5)	(1.0)	(14.2)		(15.6)	
<b>Total Expenditure Changes</b>	<b>(551.0)</b>	<b>(4.3)</b>	<b>598.1</b>	<b>10.0</b>	<b>769.0</b>	<b>(0.3)</b>	<b>816.0</b>	<b>5.5</b>
<b>Revenue Changes (Increase) / Decrease</b>								
Reversal of Prior Year Impacts	339.1		889.0		127.3		1,355.4	
Capital Delivery (Temp Staff) - Change	379.0		(285.5)		23.0		116.5	
New & Emerging Business Demands	(167.1)						(167.1)	
Others (including user fee)			(2.8)		1.6		(1.3)	
<b>Total Revenue Changes</b>	<b>551.0</b>		<b>600.6</b>		<b>151.9</b>		<b>1,303.5</b>	
<b>Net Expenditure Changes</b>		<b>(4.3)</b>	<b>1,198.7</b>	<b>10.0</b>	<b>920.9</b>	<b>(0.3)</b>	<b>2,119.6</b>	<b>5.5</b>

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

- **Prior Year Impacts:**
  - The reversal of post election event 2015 requirements results in a decrease of 3.0 positions and \$0.339 million gross and \$0 net as election costs are funded from the Election Reserve Fund.
  - The reversal of protocol support to the 2015 PanAm and ParaPanAm Games results in a decrease of 0.6 temporary position and \$0.889 million gross and \$0 net, as this was funded from the Major Special Events Reserve Fund.
  - The reversal of 2015 one-time gapping results in an increase of \$0.436 million net.
  - The reversal of one-time revenue for the Records Centre results in an increase of \$0.127 million net.
- **Operating Impacts of Capital:**
  - Operating impact of capital for the sustainment of completed capital projects results in an increase of 2.8 positions and \$0.330 million net.
    - (Toronto Meeting Management Information System 1.0 position, Lobbyist Registrar SOGR and Mobile Device 1.0 position and Council Transition Project 0.8 position).
- **Economic Factors:**
  - Inflationary increases for non-payroll items are subject to increases of \$0.166 million net.



- Salary and Benefit Costs:
  - Step increases, progression pay and re-earnable lump sum pay result in an increase of \$0.302 million net.
  - Other salaries and benefits adjustments (including fringe benefits and gapping) result in an increase of \$0.226 million.
- Other Base Changes:
  - City Clerk's Office is faced with significant new demands on its services due to pending legislative changes and Council direction, resulting in an increase of \$0.549 million net and 7.0 positions. The positions will deliver services related to Elect Government and Make Government Work.

In order to offset the above net pressures, the 2016 service cost changes for the City Clerk's Office consists of base expenditure savings of \$0.693 million net, base revenue changes of \$0.084 million net, service efficiency savings of \$1.064 million net, for a total of \$1.841 million net as detailed below.

**Table 3  
2016 Total Preliminary Service Change Summary**

Description (\$000s)	2016 Service Changes						Total Service Changes			Incremental Change			
	Elect Government		Make Government		Open Government		\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Base Changes:</b>													
<b>Base Expenditure Changes</b>													
Benefit Reductions of 1%			(133.2)	(133.2)	(133.8)	(133.8)	(267.0)	(267.0)		267.0			
One Time Increase in General Gapping			(128.7)	(128.7)	(130.3)	(130.3)	(259.0)	(259.0)		259.0			
Forego Economic Factors on Non Payroll			(13.5)	(13.5)	(153.1)	(153.1)	(166.6)	(166.6)					
<b>Sub-Total</b>			(275.4)	(275.4)	(417.2)	(417.2)	(692.6)	(692.6)		526.0			
<b>Service Efficiencies</b>													
One Time Gapping of Positions			(84.3)	(84.3)	(286.4)	(286.4)	(370.7)	(370.7)		370.7			
Service Efficiencies			(693.7)	(693.7)			(693.7)	(693.7)	(7.0)				
<b>Sub-Total</b>			(778.0)	(778.0)	(286.4)	(286.4)	(1,064.4)	(1,064.4)	(7.0)	370.7			
<b>Revenue Adjustments</b>													
Mail Services Chargeback						(84.1)		(84.1)					
<b>Sub-Total</b>						(84.1)		(84.1)					
<b>Total Changes</b>			(1,053.3)	(1,053.3)	(703.6)	(787.7)	(1,756.9)	(1,841.0)	(7.0)	896.7			

**Base Expenditure Changes (Savings of \$0.693 million gross & net)**

*One-time savings*

- A one-time 1% reduction in the staff benefit rate results in a savings of \$0.267 million. This will be reversed in 2017.
- A one-time increase in the general gapping rate from 3.0% to 3.7% results in a savings of \$0.259 million. This savings will be reversed in 2017.

*Foregoing Economic Factors*

- Economic factors on non-payroll items are reduced resulting in savings of \$0.167 million.

**Service Efficiencies (Savings of \$1.064 million gross & \$1.064 million net)**

*One-time gapping of 4 positions*

- A one-time gapping adjustment of 4 positions results in a savings of \$0.371 million. Workloads will be adjusted for existing staff. The one-time gapping will be reversed in 2017.

*Efficiencies Reassigned to Meet Emerging Service Demands*

- A deletion of 7.0 positions results in a savings of \$0.694 million. The resources are being reallocated within the City Clerk's Office to meet new and emerging service demands.

**Revenue Adjustments (Savings of \$0.084 million net)**

*Corporate Mail Recovery*

- A mail service cost recovery of \$0.084 million will be made from Toronto Employment and Social Services.

Approval of the 2016 Preliminary Budget for the City Clerk's Office will result in a 2017 incremental net cost of \$1.325 million and a 2018 incremental net cost of \$0.770 million to maintain the 2016 service levels, as discussed in the following section:

**Table 5  
2017 and 2018 Plan by Program**

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Known Impacts:</b>										
<i>Salaries (progression pay, re-earnable lump sum, step, gapping and benefits)</i>	242.9	60.4	182.5	0.6%		435.1	77.4	357.7	1.1%	
<i>Temporary Capital Staffing (Net)</i>	(876.5)	(876.5)			(7.9)	(132.7)	(132.7)			(1.0)
<i>Operating Impacts of Capital</i>	82.6		82.6	0.3%		248.4		248.4	0.7%	
<i>Post Election Event Requirements</i>	(400.0)	(400.0)				(179.8)	(179.8)			
<i>Economic Factors on Non Payroll</i>	165.2		165.2	0.5%		170.1		170.1	0.5%	
<i>Additional Requirements for Election Operations</i>	3.5	3.5				49.3	49.3			
<i>Revenue Changes (including user fee)</i>	2.4	2.7	(0.3)	(0.0%)		2.0	3.0	(1.0)	(0.0%)	
<i>IDC / IDR Reconciliation</i>	2.5	4.6	(2.1)	(0.0%)		411.5	417.3	(5.7)	(0.0%)	
<i>Preliminary Budget for 2018 Municipal Election Event</i>						10,000.0	10,000.0			32.0
<i>Reversal of Prior Year Impacts</i>	896.7		896.7	2.8%						
<b>Total Incremental Impact</b>	119.3	(1,205.3)	1,324.6	4.1%	(7.9)	11,004.0	10,234.5	769.5	2.3%	31.0

Future year incremental costs are primarily attributable to the following:

**Known Impacts:**

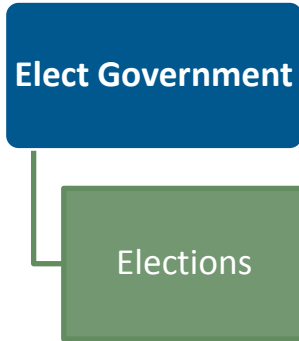
- Progression pay, re-earnable lump sum pay, step increases, fringe benefit increases and other salaries and benefits adjustments result in net increases of \$0.183 million in 2017 and \$0.358 million in 2018.
- Net changes in temporary capital staffing with costs recovered from the City Clerk's Office Capital Budget, results in a decrease of 7.9 temporary positions and \$0.877 million gross and \$0 net in 2017 and a decrease of 1.0 temporary position and \$0.133 million gross and \$0 net.

- Operating impact of capital results in an increase of \$0.083 million net in 2017 and \$0.248 million net in 2018, for the sustainment of the following projects:
  - Lobbyist Registry SOGR and Mobile Device Interface of \$0.051 million net in 2017
  - Enterprise Document & Records Management Solution (EDRMS) of \$0.032 million net in 2017 and \$0.248 million net in 2018
- Reversal of post election events activities results in a decrease of \$0.400 million gross and \$0 net in 2017 and a decrease of \$0.180 million gross and \$0 net in 2018.
- Inflationary increases on non-payroll items results in increases of \$0.165 million and \$0.170 million in 2017 and 2018, respectively.
- Preliminary budget for the 2018 Municipal Election Event results in an increase of \$10.000 million gross and \$0 net in 2018.
- The reversal of 2016 one-time savings (gapping and benefit reductions) results in an increase of \$0.897 million in 2017.



## **Part II:** 2016 Budget by Service

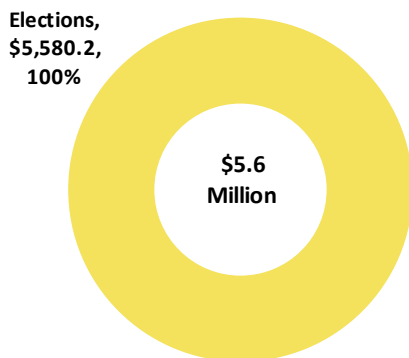
## Elect Government



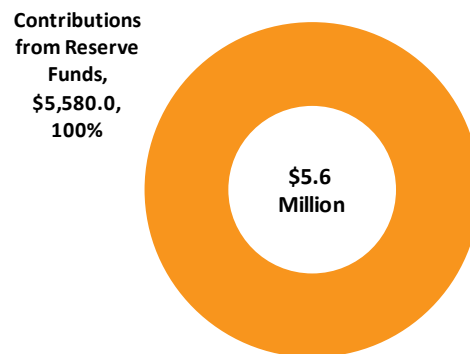
### What We Do

- 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

2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



### 2016 Service Levels Elect Government

Type	Service Levels			
	2013	2014	2015	2016
Election Delivery and financial reporting	<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.	<b>Statutory Service Level:</b> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Election Readiness	<b>Statutory Service Level:</b> Full readiness to conduct an election, by-election or referendum whenever one is called.			

The 2016 Service Levels are consistent with the Service Levels approved in 2015.

Table 6

2016 Preliminary Service Budget by Activity

(\$000s)	2015		2016 Operating Budget						2016 Budget vs. 2015		Incremental Change			
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget	2016 Budget	%	2017 Plan		2018 Plan	
				2016 Base	Budget	% Change					\$	%	\$	%
GROSS EXP.														
Elections	5,269.5	5,580.2		5,580.2	310.7	5.9%		5,580.2	310.7	5.9%	(336.1)	-6.0%	9,947.0	189.7%
<b>Total Gross Exp.</b>	<b>5,269.5</b>	<b>5,580.2</b>		<b>5,580.2</b>	<b>310.7</b>	<b>5.9%</b>		<b>5,580.2</b>	<b>310.7</b>	<b>5.9%</b>	<b>(336.1)</b>	<b>-6.0%</b>	<b>9,947.0</b>	<b>189.7%</b>
REVENUE														
Elections	5,269.5	5,580.2		5,580.2	310.7	5.9%		5,580.2	310.7	5.9%	(336.1)	-6.0%	9,947.0	189.7%
<b>Total Revenues</b>	<b>5,269.5</b>	<b>5,580.2</b>		<b>5,580.2</b>	<b>310.7</b>	<b>5.9%</b>		<b>5,580.2</b>	<b>310.7</b>	<b>5.9%</b>	<b>(336.1)</b>	<b>-6.0%</b>	<b>9,947.0</b>	<b>189.7%</b>
NET EXP.														
Elections						-				-		-		-
<b>Total Net Exp.</b>						-				-		-		-
<b>Approved Positions</b>	<b>39.3</b>	<b>35.0</b>		<b>35.0</b>	<b>(4.3)</b>	<b>(10.8%)</b>		<b>35.0</b>	<b>(4.3)</b>	<b>(10.8%)</b>			<b>32.0</b>	<b>91.4%</b>

The **Elect Government** 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*.

The Elect Government's 2016 Preliminary Operating Budget of \$5.580 million gross and \$0 net is \$0.311 million or 5.9% over the 2015 Approved Net Budget.

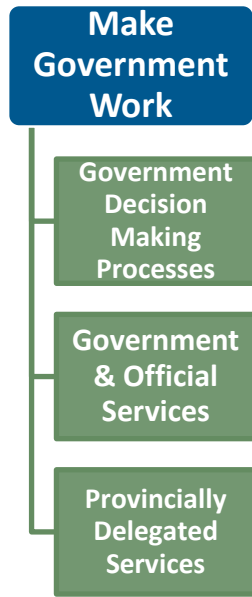
Base budget pressures unique to the Elect Government service are primarily due to the following:

- New and emerging business demands for 1.0 senior Elections position totaling \$0.167 million gross and \$0 net.
- The reversal of post election event 2015 requirements results in a decrease of 3.0 temporary positions and \$0.339 million gross and \$0 net.
- The reversal of prior capital project delivery results in a decrease of 3.3 temporary positions and \$0.379 million gross and \$0 net.
- Post election event 2016 requirements results in an increase of \$0.580 million gross and \$0 net.
- Additional requirements for elections operations results in an increase of \$0.299 million gross and \$0 net.

The City Clerk under the *Municipal Elections Act, 1996*, has broad and independent authority to conduct the Election.

No service level changes are for this Service.

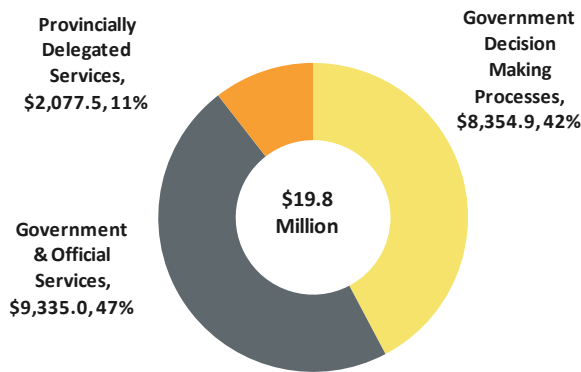
# Make Government Work



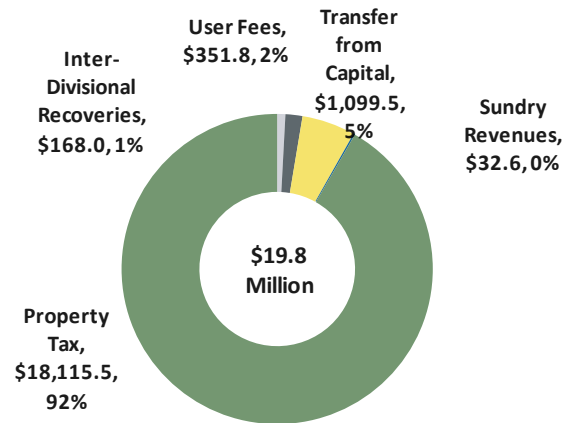
## What We Do

- 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

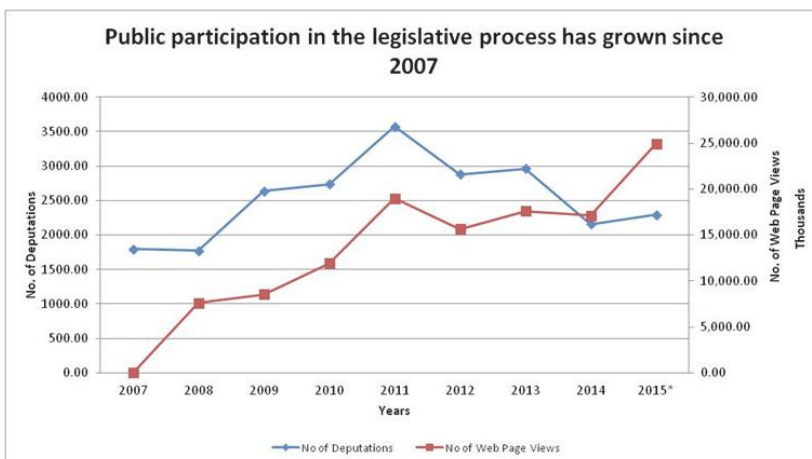
## 2016 Service Budget by Activity (\$000s)



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



## Public Participation in the Legislative Process



- 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 2,156 and 17.1 million respectively in 2014.

## 2016 Service Levels Make Government Work

Activity	Type	Service Levels			
		2013	2014	2015	2016
Government Decision Making Processes	Manage meetings and legislated notices	<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.	<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.
	Maintain legislative records	<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	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.	No change for 2014. <i>Note: City Clerk's Office assumes new responsibilities of consolidated public appointments unit.</i>	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.
Government and Official Services	Council administrative services	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.	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.
	Protocol Services	Support provided as directed/requested to meet specified timelines (including beyond business hours and weekends)			
Deliver Provincially Delegated Services	Register Vital Events	<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.	<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.
	Administration of Assigned Statutory Functions	<b>Statutory Service Level:</b> Comply with legislation for the licensing of eligible charities, liquor license clearance and access to assessment rolls.			

The 2016 Service Levels are consistent with the approved 2015 Service Levels.



**Table 6**  
**2016 Preliminary Service Budget by Activity**

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
	(\$000s)	\$	\$	\$	2016 Base	% Change	%	\$	\$	\$	%	\$	%	
<b>GROSS EXP.</b>														
Government Decision Making Processes	8,405.7	8,543.6	(188.7)	8,354.9	(50.8)	(0.6%)		8,354.9	(50.8)	(0.6%)	176.9	2.1%	99.9	1.2%
Government & Official Services	9,525.6	9,542.2	(207.3)	9,335.0	(190.6)	(2.0%)		9,335.0	(190.6)	(2.0%)	(533.8)	(5.7%)	347.6	3.9%
Provincially Delegated Services	2,287.1	2,734.8	(657.4)	2,077.5	(209.6)	(9.2%)		2,077.5	(209.6)	(9.2%)	40.0	1.9%	22.5	1.1%
<b>Total Gross Exp.</b>	<b>20,218.4</b>	<b>20,820.6</b>	<b>(1,053.3)</b>	<b>19,767.3</b>	<b>(451.0)</b>	<b>(2.2%)</b>		<b>19,767.3</b>	<b>(451.0)</b>	<b>(2.2%)</b>	<b>(316.9)</b>	<b>(1.6%)</b>	<b>470.0</b>	<b>2.4%</b>
<b>REVENUE</b>														
Government Decision Making Processes	569.0	471.8		471.8	(97.2)	(17.1%)		471.8	(97.2)	(17.1%)	3.3	0.7%	2.8	0.6%
Government & Official Services	1,679.2	1,180.0		1,180.0	(499.3)	(29.7%)		1,180.0	(499.3)	(29.7%)	(877.8)	(74.4%)	7.7	2.5%
Provincially Delegated Services						-				-				
<b>Total Revenues</b>	<b>2,248.2</b>	<b>1,651.8</b>		<b>1,651.8</b>	<b>(596.4)</b>	<b>(26.5%)</b>		<b>1,651.8</b>	<b>(596.4)</b>	<b>(26.5%)</b>	<b>(874.5)</b>	<b>(52.9%)</b>	<b>10.5</b>	<b>1.3%</b>
<b>NET EXP.</b>														
Government Decision Making Processes	7,836.7	8,071.7	(188.7)	7,883.0	46.3	0.6%		7,883.0	46.3	0.6%	173.6	2.2%	97.0	1.2%
Government & Official Services	7,846.3	8,362.2	(207.3)	8,155.0	308.6	3.9%		8,155.0	308.6	3.9%	344.0	4.2%	339.9	4.0%
Provincially Delegated Services	2,287.1	2,734.8	(657.4)	2,077.5	(209.6)	(9.2%)		2,077.5	(209.6)	(9.2%)	40.0	1.9%	22.5	1.1%
<b>Total Net Exp.</b>	<b>17,970.1</b>	<b>19,168.8</b>	<b>(1,053.3)</b>	<b>18,115.5</b>	<b>145.4</b>	<b>0.8%</b>		<b>18,115.5</b>	<b>145.4</b>	<b>0.8%</b>	<b>557.6</b>	<b>3.1%</b>	<b>459.5</b>	<b>2.4%</b>
Approved Positions	177.9	187.9	(7.0)	180.9	3.0	1.7%		180.9	3.0	1.7%	(7.9)	(4.3%)		

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.

The Make Government Work Service's 2016 Preliminary Operating Budget of \$19.767 million gross and \$18.116 million net is \$0.145 million or 0.8% over the 2015 Approved Net Budget.

Base budget pressures unique to the Make Government Work service are primarily due to the following:

- Salary and benefit adjustments (step increases, progression pay, re-earnable lump sum pay, gapping and benefit) result in an increase of \$0.175 million net.
- A reversal of a one-time 2015 gapping results in an increase of \$0.188 million net.
- A reversal of prior year's protocol support to 2015 PanAm and Para PanAm games results in the reduction of a 0.6 temporary position and \$0.889 million and \$0 net as this was funded from the Major Special Events Reserve Fund.
- Operating impacts of \$0.278 million net from capital for 2.8 permanent positions to sustain the following systems: TMMIS (1 position), Lobbyist Registrar SOGR and Mobile Device 1.0 position and Council Transition project (0.8 position).
- A net impact of 2.9 temporary capital positions, \$0.286 million gross and \$0 net is required to deliver 2016 capital projects.
- New and emerging business demands in delivering services related to Make Government Work for 6.0 positions result in an increase of \$0.549 million net.

In order to offset the above pressures, the 2016 service changes for Make Government Work consists of base expenditure changes of \$0.275 million, and service efficiency savings of \$0.778 million, as detailed below:

*Base Expenditure Changes (savings of \$0.275 million gross and net)*

- Foregoing economic factors on non-payroll items results in savings of \$0.014 million.
- A one-time 1% reduction in the staff benefit rate results in a savings of \$0.133 million.
- A one-time increase in the general gapping rate results in a savings of \$0.129 million.

*Service Efficiencies (savings of \$0.778 million gross and net)*

- A deletion of 7.0 positions result in a savings of \$0.694 million. Other resources are being reallocated within the City Clerk's Office to meet new and emerging service demands.
- A one-time gapping of 1 position results in a savings of \$0.084 million. Workload will be adjusted for existing staff.

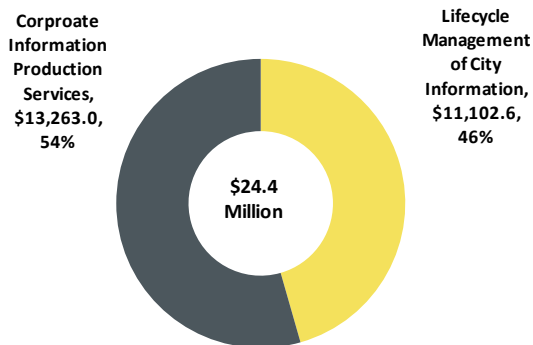
# Open Government



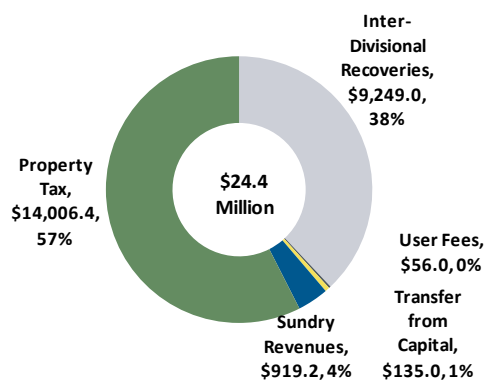
## What We Do

- 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

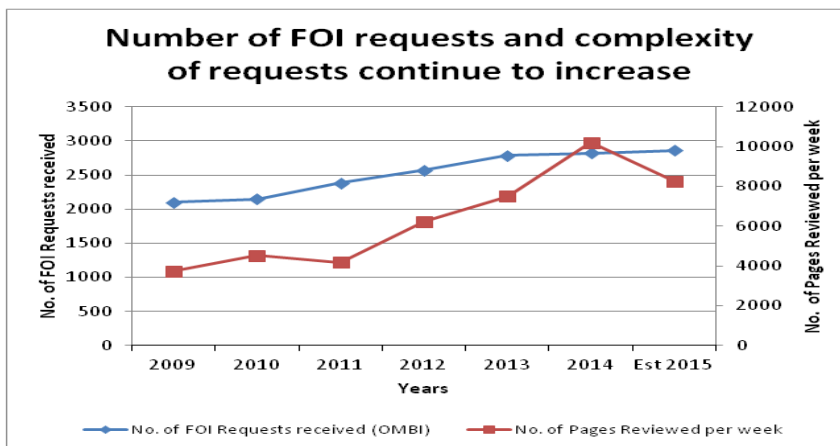
## 2016 Service Budget by Activity (\$000s)



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



## Number of FOI Requests



- 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.

### 2016 Service Levels Open Government

Activity	Type	Service Levels			
		2013	2014	2015	2016
Lifecycle Management of City Information	Access to information	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	<u>Statutory Service Level:</u> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	<u>Statutory Service Level:</u> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Lifecycle management of records	<u>Statutory Service Level:</u> Manage records in accordance with legislated requirements.	<u>Statutory Service Level:</u> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	<u>Statutory Service Level:</u> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	<u>Statutory Service Level:</u> 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	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.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Print/photocopy City information	Process jobs within budget and timelines of client			

The 2016 Service Levels are consistent with the approved 2015 Service Levels.

**Table 6**  
**2016 Preliminary Service Budget by Activity**

(\$000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015			New/Enhanced	2016 Budget			2017 Plan		2018 Plan		
	\$	\$	\$	2016 Base	Budget	% Change	\$	\$	\$	%	\$	%			
<b>GROSS EXP.</b>															
Lifecycle Management of City Information	11,195.2	11,401.0	(298.4)	11,102.6	(92.7)	(0.8%)		11,102.6	(92.7)	(0.8%)	334.0	3.0%	(31.4)	(0.3%)	
Corporate Information Production Services	12,575.4	13,668.2	(405.2)	13,263.0	687.6	5.5%		13,263.0	687.6	5.5%	438.3	3.3%	618.3	4.5%	
<b>Total Gross Exp.</b>	<b>23,770.7</b>	<b>25,069.2</b>	<b>(703.6)</b>	<b>24,365.6</b>	<b>594.9</b>	<b>2.5%</b>		<b>24,365.6</b>	<b>594.9</b>	<b>2.5%</b>	<b>772.3</b>	<b>3.2%</b>	<b>586.9</b>	<b>2.3%</b>	
<b>REVENUE</b>															
Lifecycle Management of City Information	922.0	782.2		782.2	(139.8)	(15.2%)		782.2	(139.8)	(15.2%)	2.8	0.4%	(134.5)	(17.1%)	
Corporate Information Production Services	8,975.4	9,492.9	84.1	9,577.0	601.6	6.7%		9,577.0	601.6	6.7%	2.4	0.0%	411.5	4.3%	
<b>Total Revenues</b>	<b>9,897.5</b>	<b>10,275.1</b>	<b>84.1</b>	<b>10,359.2</b>	<b>461.7</b>	<b>4.7%</b>		<b>10,359.2</b>	<b>461.7</b>	<b>4.7%</b>	<b>5.2</b>	<b>0.1%</b>	<b>277.0</b>	<b>2.6%</b>	
<b>NET EXP.</b>															
Lifecycle Management of City Information	10,273.2	10,618.8	(298.4)	10,320.4	47.2	0.5%		10,320.4	47.2	0.5%	331.2	3.2%	103.1	1.0%	
Corporate Information Production Services	3,600.0	4,175.3	(489.3)	3,686.0	86.0	2.4%		3,686.0	86.0	2.4%	435.8	11.8%	206.8	5.0%	
<b>Total Net Exp.</b>	<b>13,873.2</b>	<b>14,794.1</b>	<b>(787.7)</b>	<b>14,006.4</b>	<b>133.2</b>	<b>1.0%</b>		<b>14,006.4</b>	<b>133.2</b>	<b>1.0%</b>	<b>767.0</b>	<b>5.5%</b>	<b>309.9</b>	<b>2.1%</b>	
<b>Approved Positions</b>	<b>198.3</b>	<b>198.0</b>		<b>198.0</b>	<b>(0.3)</b>	<b>(0.1%)</b>		<b>198.0</b>	<b>(0.3)</b>	<b>(0.1%)</b>			<b>(1.0)</b>	<b>(0.5%)</b>	

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.

The Open Government Service's 2016 Preliminary Operating Budget of \$24.366 million gross and \$14.006 million net is \$0.133 million or 1.0% over the 2015 Approved Net Budget.

Base budget pressures in Open Government Service are primarily due to the following:

- Salary and benefit adjustments (including step increases, progression pay, re-earnable lump sum, gapping and benefit adjustments) result in an increase of \$0.353 million net.
- Operating impacts of \$0.052 million net from capital are required for the sustainment of the Forms Management project and the Records Centre Tracking System SOGR project.
- The reversal of a one-time 2015 gapping results in an increase of \$0.248 million net.
- The reversal of one time 2015 revenue in the Records Centre results in an increase of \$0.127 million net.
- The reversal of prior capital project delivery results in a decrease of 0.3 temporary positions and \$0.023 million gross and \$0 net.
- Inflationary increases for non-payroll items results in an increase of \$0.153 million net.
- IDC/IDR reconciliation to reflect actual requirements result in a decrease of \$0.012 million net.

In order to offset the above pressures, the 2016 preliminary service changes for Open Government consists of base expenditure changes of \$0.417 million, service efficiency savings of \$0.286 million, and revenue changes or adjustments of \$0.084 million, as detailed below:

*Base Expenditure Changes (savings of \$0.417 million gross and net)*

- Foregoing economic factors for non-payroll items results in savings of \$0.153 million.
- A one-time 1% reduction in the staff benefit rate results in a savings of \$0.134 million.
- A one-time increase in the general gapping rate results in a savings of \$0.130 million.

*Service Efficiencies (savings of \$0.286 million gross and net)*

- A one-time gapping of 3 positions results in a savings of \$0.286 million. Workload will be adjusted for existing staff during 2016.

*Revenue Adjustments (savings of \$0.084 million net)*

- A mail service cost recovery from Toronto Employment and Social Services Division results in an increase in revenue of \$0.084 million.



## **Part III:**

Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2016 Budget

#### *Mail Delivery Service Review*

- The Corporate Information Production Unit activity, within the City Clerk's Office Open Government Service, provides mail services to City divisions and some agencies, corporations and external bodies, recovering the actual cost for Canada Post postage and courier costs, and paying all other corporate costs related to mail handling and distribution from the City Clerk's Office operating budget.
- Current mailing service can be classified into five activities:
  - Mail handling (including Canada Post Incoming and Interoffice)
  - Regular internal/external mail delivery
  - Canada Post outgoing and external courier processing
  - Mail insertion (including folding and insertion of printed materials and business reply envelopes for external mail)
  - Mail screening for incoming Canada Post mail and courier packages.
- Information Production processes annually over 4 million pieces of Canada Post mail, 4 million pieces of internal mail, 20,000 external courier requisitions, and folds and inserts over 1.7 million pieces of printed materials and/or envelopes.
  - Information Production currently delivers to 194 pick-up/drop-off locations across the City. The mail operation currently has a fleet of 11 vehicles comprising of 2 minivans, 7 regular cargo vans and 2 cube vans.
  - The mail operation currently has 29.5 positions comprising approximately 9 positions for mail handling, 9.5 positions for mail delivery, 7 positions for Canada Post and external courier processing, 3 positions for mail insertion and 1 position for mail screening.
- The budget for Mail Delivery for 2016 is \$5.932 million gross and \$2.270 million net, this funds staff salary costs, rental of mail handling machines, Canada Post and external courier costs, materials and supplies and administrative costs to handle interdivisional chargebacks.
- Revenues comprise of recovery of Canada Post and courier costs and partial charge-back of costs of insertion services to selected cost-shared Programs
- As the delivery of this service continues to put pressure on the City Clerk Office's Operating Budget, a mail study is proposed to find an efficient and effective manner to deliver this service.
- \$0.100 million for a mail services study is included in the 2016 Preliminary Non-Program Expenditure Budget, with results to be reported prior to the 2017 Budget process.

## Issues Impacting Future Years

### Adequacy of the 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 past years, the reserve has received an infusion of funds totaling \$4.500 million from prior year surplus, which has extended its sustainability.
  - Under current assumptions, the reserve is forecast to be in a deficit position by 2018.
- As election requirements, including legislated ones, continue to evolve, costs are expected to increase substantially.
  - The City Clerk's Office in conjunction with Financial Planning Division staff will continue to monitor actual expenditures and planned expenditures and develop strategies to ensure the Reserve's sustainability.
- The following table shows current balances for the Elections Reserve Fund and future year projections based on current assumptions:

#### Election Reserve Fund Forecast

	2015	2016	2017	2018	2019	2020
<b>Election Reserve Fund, Beginning Balance</b>	6,752,565	7,752,550	8,592,961	10,100,657	(990,476)	(1,115,130)
<b>Contributions/Inflows:</b>	9,000,000	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000
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	7,800,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
<b>Withdrawals/Outflows:</b>	-8,000,015	-8,359,588	-7,692,304	-20,291,134	-9,324,653	-7,602,122
a. Election Event (GV0017)				-10,000,000		
b. Fund operating budget from Reserve (GV0016)	-3,389,151	-4,625,378	-4,682,424	-4,799,857	-4,895,854	-4,993,771
c. Internet Voting for People with disabilities (GV0017)						
d. Internet Voting				-3,600,000		
e. Post Election Activities (GV0017) - excluding compliance audit and legal costs	-103,511	-79,754	-79,754		-112,044	
f. Elections Preparation (Candidates Materials, Voting Places Inspections)			-79,992			
g. By-Election (City Wards)		-189,426	-193,214			-205,040
h. By-Election						
i. Voters' List	0	0	0	0	0	0
j. Contribution Rebate	-3,600,000	-500,000	-700,000		-3,896,756	-541,216
k. Compliance Audit Committee	0	-450,000	-50,000		0	-487,094
l. Legal fees	-50,000	-50,000	-50,000			
m. Elections Alternative Strategies	-363,890	-375,031	-381,921	-391,277		
n. Capital Projects						
1. Toronto Election Management System (TEMS) & SOGR	-483,000	-2,090,000	-1,475,000	-1,500,000	-420,000	-1,375,000
2. TEMS - Additional requirements for Warehouse & Staffing Modules - capital outlays, equipment and maintenance costs (estimate)	-20,000					
3. TEMS - Voter list cleansing						
4. Alternate Voting (e-Polling) Phase 1, 2 & SOGR	9,537					
<b>Election Reserve Fund, Ending Balance:</b>	7,752,550	8,592,961	10,100,657	-990,476	-1,115,130	482,748



**Issues Referred to the 2016 Operating Budget Process**

***New/Enhanced Request***

- The following new and enhanced initiative requires an increase of 1.0 permanent position to support the Auditor General's Office for information security.
- The Auditor General's Report on Information Security is adopted by City Council:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.AU2.9>

New / Enhanced Service Description (\$000s)	2016 Impact				Incremental Change			
	\$	\$	\$	Position	2017 Plan		2018 Plan	
	Gross	Revenue	Net	#	Net	Pos.	Net	Pos.
<b><i>Not Included</i></b>								
Support Requested by Auditor General for Information Security	101.6		101.6	1.0				
<b>Total New / Enhanced Services (Not Included)</b>	101.6		101.6	1.0				

- In order to effectively deliver her mandate under the City of Toronto Act and chapter 3 of the Municipal Act, the Auditor General needs to transfer her IT support from the I and T division to the City Clerk's Office. The City Clerk's Office is already stretched in supporting elected officials and other clients and does not have capacity to take on these associated service demands.
- The above listed initiative is not included in the 2016 Preliminary Budget for the City Clerk's Office, however, it is included for Council's consideration as part of the list of new/enhanced requests referred to the Budget process to be distributed for Budget Committee's consideration in the 2016 Budget process.



## **Appendices:**

## Appendix 1

### 2015 Service Performance

#### 2015 Key Service Accomplishments

In 2015, the City Clerk's Office accomplished the following:

##### ***Elect Government***

- ✓ Moved Toronto Forward on the Path to Election Modernization.
  - Advocated for Council changes on Municipal Elections Act (MEA) with Ministry of Municipal Affairs and Housing (MMAH) and Association of Municipal Clerks and Treasurers of Ontario (AMCTO).
  - Continued to research election modernization including voting technology and voting methods.
  - Processed over 20,000 applications for campaign contribution program totalling \$3.3 million; deadline for submitting application is December 31, 2015. Final payments will be sent out in early 2016 – estimated cost of \$0.5 million.
  - Out of 688 candidates who filed nomination papers for the 2014 election, 99 candidates are in default as they did not file the required financial statement and will not be eligible to run for office until after the 2018 municipal election. All financial statements filed have been posted to the web.

##### ***Make Government Work***

- ✓ Effectively managed the public appointments with a new awareness-building and recruitment campaign, and public appointments information system. From January 1 to October 31, 2015, the system processes 3,016 applications for appointment to 214 board positions on City agencies and corporations.
- ✓ Supported Toronto's Government, Elected Officials and Accountability Officers
  - Assumed responsibility for IT, administrative and budget support functions for the Auditor General's Office.
  - Successfully managed the migration to Outlook email and the integration of the Councillor Constituency Management System in the Exchange environment.
  - Provided ongoing support for Council transition by setting up 4 constituency offices on private property and 3 at civic centres, conducted 13 training sessions with 183 Council staff on health and safety, human rights, ethics, conflict of interest and lobbying. Supported the ergonomic health and safety remediation of 14 City Hall Councillor Offices and the Mayor's Office.
- ✓ Delivered Protocol Functions for Host City Responsibilities for 2015 Pan Am and ParaPan Am Games with 98 City Clerk's Office staff contributing 3,981 hours, 11 receptions at Toronto

House, 63 tours of City Hall, 5 study-visits, 75 photo-video shoots and co-ordinated representation from the City of Toronto at 60 award ceremonies.

- ✓ Strengthened City of Toronto's Emergency Management Capacity with the Councillor Coordination Emergency Support Function approved by the Toronto Emergency Management Coordinating Committee to establish a new process for two-way communication between Councillors and Emergency Operations Centre.
- ✓ Soft-launched e-Polling in July 2015 to automate polling on various local matters such as traffic calming, BIA functions, etc.

### **Open Government**

- ✓ Completed Information Management Assessment Reports for 15 divisions (29 in progress) to determine record management practices and state of readiness for digital records management.
- ✓ Led City Strategic Action #13 Open Government by Design.
  - Established baseline open government priorities by conducting Open Government survey that had more than 1700 staff respondents.
  - Developed open government performance measures with Ontario Public Service.
  - Developed information management guidelines for new and existing employees.
  - Created a Privacy Protection training module for City staff.

### **Across all services**

- ✓ Continued commitment to building a public service for the 21st Century – Emphasis on nimbleness, innovation and customer service excellence in City Clerk's Office.
  - Integrated Registry and Secretariat staff at civic centres to seek greater efficiency and service effectiveness.
  - Began coordination with City Manager's Office and Economic Development and Culture Division on protocol strategies to position City strategically and internationally.
  - Launched 4th Cohort of City Clerk's Office Mentoring Program and City Clerk's Office 2015 Learning Program (5 sessions).
  - Expanded City Clerk's Office Leadership in Community Engagement and Outreach by hosting an "Accessing Your Government" booth at the People in Motion conference (May 29 & 30, 2015).

## Appendix 2

### 2016 Preliminary Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category

Category of Expense (\$000's)	2013 **	2014 **	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected	Budget	2015 Approved		2017	2018
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	36,015.9	41,375.8	39,264.6	38,514.6	39,232.6	(32.0)	(0.1%)	39,546.4	45,552.8
Materials and Supplies	1,410.1	1,574.5	1,343.8	1,143.8	1,073.6	(270.3)	(20.1%)	1,085.8	1,576.3
Equipment	287.7	660.8	69.1	69.1	86.7	17.7	25.6%	88.0	564.4
Services & Rents	7,778.1	10,846.3	7,001.6	6,901.6	7,697.8	696.2	9.9%	7,487.2	11,105.9
Contributions to Capital							-		
Contributions to Reserve/Res Funds	451.9	448.9	464.6	464.6	464.6			464.6	464.6
Other Expenditures	32.4	36.8	32.5	32.5	32.8	0.3	0.8%	32.8	33.2
Interdivisional Charges	1,797.4	2,665.7	1,082.3	1,082.3	1,124.9	42.7	3.9%	1,127.5	1,539.0
<b>Total Gross Expenditures</b>	<b>47,773.5</b>	<b>57,608.7</b>	<b>49,258.5</b>	<b>48,208.5</b>	<b>49,713.1</b>	<b>454.5</b>	<b>0.9%</b>	<b>49,832.4</b>	<b>60,836.3</b>
Interdivisional Recoveries	10,218.8	10,287.2	8,766.5	8,766.5	9,416.9	650.4	7.4%	9,421.5	9,838.7
Provincial Subsidies							-		
Federal Subsidies							-		
Other Subsidies							-		
User Fees & Donations	424.9	444.2	404.1	404.1	408.0	3.8	0.9%	411.2	415.5
Transfers from Capital Fund	1,627.8	1,669.2	1,351.0	1,351.0	1,234.5	(116.5)	(8.6%)	358.0	225.3
Contribution from Reserve/Reserve Funds	4,216.4	13,144.1	5,779.5	4,729.5	5,580.0	(199.5)	(3.5%)	5,243.9	15,189.6
Sundry Revenues	328.8	260.1	1,114.1	1,114.1	951.8	(162.3)	(14.6%)	951.2	951.3
<b>Total Revenues</b>	<b>16,816.8</b>	<b>25,804.7</b>	<b>17,415.2</b>	<b>16,365.2</b>	<b>17,591.2</b>	<b>176.0</b>	<b>1.0%</b>	<b>16,385.9</b>	<b>26,620.4</b>
<b>Total Net Expenditures</b>	<b>30,956.7</b>	<b>31,804.0</b>	<b>31,843.3</b>	<b>31,843.3</b>	<b>32,121.9</b>	<b>278.6</b>	<b>0.9%</b>	<b>33,446.5</b>	<b>34,216.0</b>
<b>Approved Positions</b>	<b>380.0</b>	<b>417.9</b>	<b>415.4</b>	<b>406.1</b>	<b>413.9</b>	<b>(1.5)</b>	<b>(0.4%)</b>	<b>406.0</b>	<b>437.0</b>

\* Based on the 2015 9-month Operating Variance Report

\*\* Restated to exclude Deputy Mayor / City Clerk's Office actual

For additional information regarding the 2015 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2015" approved by City Council at its meeting on December 9, 2015.

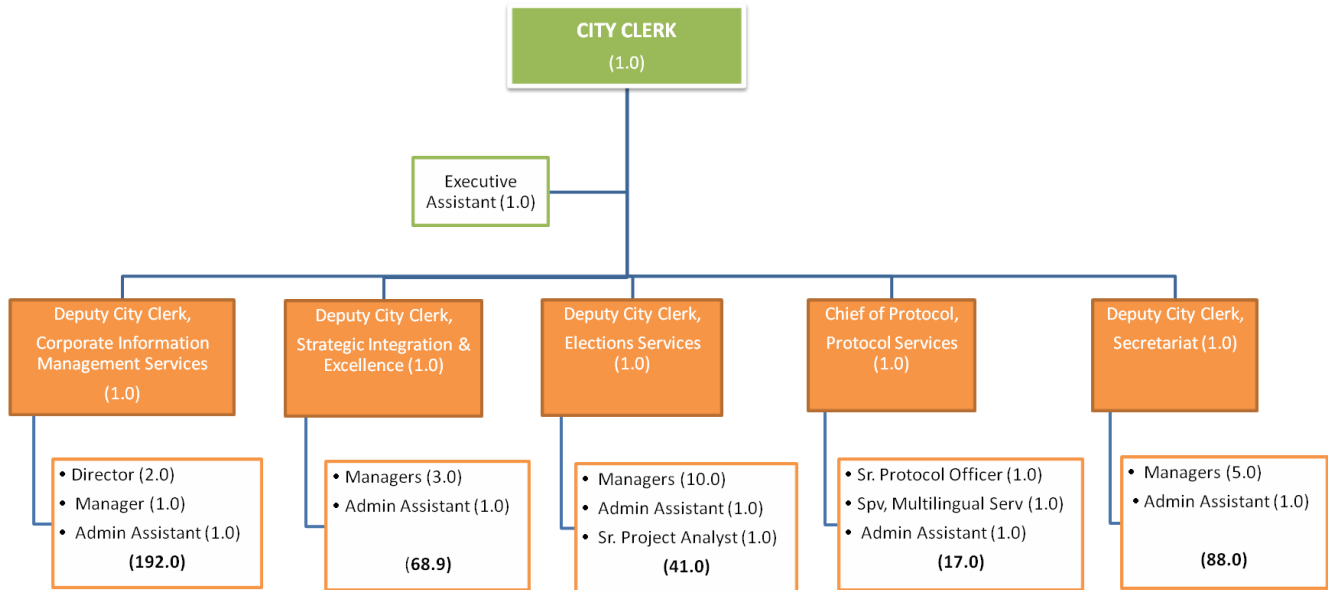
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.27>

#### Impact of 2015 Operating Variance on the 2016 Preliminary Budget

- There is no impact of the 2015 operating variance on the 2016 Preliminary Operating Budget.

### Appendix 3

#### 2016 Organization Chart



#### 2016 Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	113.0	5.0	280.0	399.0
Temporary	-	7.3	-	7.5	14.9
<b>Total</b>	<b>1.0</b>	<b>120.3</b>	<b>5.0</b>	<b>287.5</b>	<b>413.9</b>

## **Appendix 4**

### **Summary of 2016 Service Changes**

## 2016 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2016 Preliminary Base Budget Before Service Changes:</b>			<b>50,777.5</b>	<b>17,507.1</b>	<b>33,270.3</b>	<b>420.85</b>	<b>953.9</b>	<b>769.5</b>
8076	One-time Gapping of Positions							
51	<b>Description:</b>							
Gapping 4 positions results in savings of \$0.371 million. In some cases, the workload has been adjusted to accommodate the additional workload. The Division may incur overtime costs to meet business driven timelines.								
<b>Service Level Impact:</b> No service level impact.								
<b>Total Preliminary Service Changes:</b>			<b>(370.7)</b>	<b>0.0</b>	<b>(370.7)</b>	<b>0.00</b>	<b>370.7</b>	<b>0.0</b>
8490	2% Efficiencies with Positions Reassigned to Meet Emerging Service Demands							
51	<b>Description:</b>							
Deleting 7.0 positions results in savings of \$0.694 million. The resources are being reassigned within the City Clerk's Office to meet new and emerging service demands.								
<b>Service Level Impact:</b> No service level impact.								
<b>Service:</b> GV-Make Government Work								
Preliminary Service Changes			(693.7)	0.0	(693.7)	(7.00)	0.0	0.0
<b>Total Preliminary Service Changes:</b>			<b>(693.7)</b>	<b>0.0</b>	<b>(693.7)</b>	<b>(7.00)</b>	<b>0.0</b>	<b>0.0</b>
8604	Corporate Mail Recovery							
52	<b>Description:</b>							
A mail service cost recovery from Toronto Employment and Social Services Division results in revenue increase of \$0.084 million.								
<b>Service Level Impact:</b> No service level impact.								
<b>Service:</b> GV-Open Government								
Preliminary Service Changes			0.0	84.1	(84.1)	0.00	0.0	0.0



**2016 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Total Preliminary Service Changes:</b>			0.0	84.1	(84.1)	0.00	0.0	0.0
<b>Summary:</b>								
<b>Total Preliminary Service Changes</b>			(1,064.4)	84.1	(1,148.5)	(7.00)	370.7	0.0
<b>Total Preliminary Base Budget:</b>			49,713.1	17,591.2	32,121.9	413.85	1,324.6	769.5

## 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, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
<b>Projected Beginning Balance</b>			<b>434.5</b>	<b>264.0</b>	<b>200.0</b>
Clerks Vehicle Reserve	XQ1504				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(182.5)	(76.5)	-
<i>Contributions (+)</i>			12.3	12.3	12.3
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>264.0</b>	<b>200.0</b>	<b>212.3</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>434.5</b>	<b>264.0</b>	<b>200.0</b>	<b>212.3</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
<b>Projected Beginning Balance</b>			<b>886.7</b>	<b>976.4</b>	<b>1,191.0</b>
Clerks Equipment Reserve	XQ1507				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(175.0)	(50.0)	(285.0)
<i>Contributions (+)</i>			264.7	264.7	264.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>976.4</b>	<b>1,191.0</b>	<b>1,170.7</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>886.7</b>	<b>976.4</b>	<b>1,191.0</b>	<b>1,170.7</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 \$	Proposed Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
<b>Projected Beginning Balance</b>			<b>7,752.5</b>	<b>8,593.0</b>	<b>10,100.7</b>
Election Reserve	XR1017				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(8,359.6)	(7,692.3)	(20,291.1)
<i>Contributions (+)</i>			9,200.0	9,200.0	9,200.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>8,593.0</b>	<b>10,100.7</b>	<b>(990.5)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>7,752.5</b>	<b>8,593.0</b>	<b>10,100.7</b>	<b>(990.5)</b>

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Proposed Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>			<b>25,335.2</b>	<b>12,018.1</b>	<b>2,712.1</b>
Insurance Reserve Fund	XR1010				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			187.7	187.7	187.7
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		-	<b>25,522.9</b>	<b>12,205.8</b>	<b>2,899.8</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(13,504.8)</b>	<b>(9,493.7)</b>	<b>(4,700.2)</b>
<b>Balance at Year-End</b>		<b>25,335.2</b>	<b>12,018.1</b>	<b>2,712.1</b>	<b>(1,800.4)</b>

\* Based on 9-month 2015 Reserve Fund Variance Report

## Appendix 7a

### User Fees Adjusted for Inflation and Other Adjustments

Rate Description	Service	Fee Category	Fee Basis	2015	2016		2017	2018	
				Rate	Adjusted	Adjustment	Rate	Rate	
Rental of facility - Audio Visual Technician	Archives Services	Full Cost Recovery	Per hour (minimum 4 hours)	\$44.42	\$0.97	\$0.01	\$45.40	\$46.33	\$47.30
Copy of an existing digital image on a digital storage	Archives Services	Market Based	Per image	\$25.00		\$0.75	\$25.75	\$25.75	\$25.75
Property Standards appeal	Secretariat	Full Cost Recovery	Per appeal	\$270.95	\$5.91	(\$0.01)	\$276.85	\$282.45	\$288.20
Cost recovery related to Statutory Public Notices mailed (non City-initiated)	Secretariat	Full Cost Recovery	Per notice mailed	\$1.24	\$0.03	\$0.01	\$1.28	\$1.33	\$1.37