

# 2020 Budget Notes

## City Clerk's Office

*While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact Marie Barcellos at (416) 392-8393 or Marie.Barcellos@toronto.ca.*

### What we do

The City Clerk's Office provides the foundation for municipal government in Toronto. We deliver more than 60 types of services from various locations across the City. Most services are prescribed in more than 80 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act. The City Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

The City Clerk's Office is responsible for providing the tools, systems and resources required to support its mission, strategic priorities and the delivery of core services, which is realized through three service areas:

- Elect Government by administering all aspects of local elections;
- Make Government Work by managing the government's decision-making process, providing government and official services, delivering provincially delegated services and providing information production services;
- Promote Open Government by managing City information throughout its lifecycle and providing the public access to government information while protecting privacy.

As a shared service, the City Clerk's Office supports the Mayor's Office, Councillors' Offices and the Offices of the City's four Accountability Officers – the Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman.

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### Why we do it

We build public trust and confidence in local government.

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### Who we serve

#### Elect Government

- The public
- Candidates and electors
- Other governments
- Third party advertisers

#### Make Government Work

- The public
- City Council and its Members
- Accountability Officers
- Other governments
- The Toronto Public Service
- City agencies and corporations
- Charitable Organizations
- Community & International organizations

#### Open Government

- The public
  - City Council and its Members
  - The Toronto Public Service
  - City agencies and corporations
  - Other governments
  - The media
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## Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET				STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$13.8	\$12.6	\$25.9	Gross Expenditures	\$3.9	\$28.1	\$32.0
Gross Expenditures	\$52.5	\$51.8	\$65.7	Debt	\$1.2	\$14.6	\$15.8
Net Expenditures	\$38.7	\$39.3	\$39.8				
Approved Positions	375.9	372.1	407.3				

## Key service outcomes

Outcomes	Description
<b>Open, fair and accessible election which meets all legislative requirements</b>	Deliver open, fair and accessible elections in accordance with legislation whenever one is required or called.
<b>Open, accessible and democratic government decision-making process that meets legislative and Council requirements.</b>	Ensure that the City's legislative process is effective and that elected officials, City officials and the public can all play their part in Council decision-making process.
<b>Council Members and Accountability Officers can carry out their duties</b>	Support to elected officials and accountability officers in performing their roles and responsibilities.
<b>Corporate Information Production Services provided to City programs</b>	Deliver high-quality and cost-effective printing, copying and mail services to aid City program delivery.
<b>Information is appropriately open and accessible, and privacy is protected in accordance with legislative and Council requirements.</b>	Provide records and information management services to City divisions throughout its lifecycle, and partner with the Information and Technology Division to achieve corporate data and information sharing goals, promoting openness by design while ensuring the protection of privacy.

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Estimate	Status
	Election readiness and legislative compliance in accordance with MEA	100%	100%	100%	<span style="color: green;">●</span>
	Council and Committee Meetings in accordance with legislation and Council requirements	375	425	To meet demand	<span style="color: green;">●</span>
	Respond to FOI Requests in accordance with MFIPPA	2,886	2,840	To meet demand	<span style="color: green;">●</span>

## Our experience and success

- Managed and concluded post-election processes as required in legislation including the Accessibility Report and the 2018 Election Report; and administered candidate and third party advertisers' financial filings and disclosure, the Election Contribution Rebate Program and the Compliance Audit Committee.
- Facilitated democratic decision-making through planning, staging and recording over 400 meetings of City Council, its committees & boards, and supported Council Members through the Council transition.
- Supported Mayor and Councillors for outbound and inbound missions, significant official visits and ceremonies, including Mayor's LA and European Missions, commemoration of 75th Anniversary of D Day, commemoration of anniversary of the Yonge St. and Danforth tragedies.
- Completed review of corporate information management services to modernize and optimize how the City manages information assets.

## Key challenges and risks

- Comply with all election legislation, leverage technology and enhance security in election administration, and continuously improve election administration based on Toronto's 2018 experience.
- Assess the full impact of Bill 5 Better Local Government Act, 2018, and the changes to the City's governance system on our services, including the outcome of the City's court challenge to Bill 5.
- Respond to changes to the Planning Act, Construction Act and Heritage Act including additional duties assigned to the Clerk.
- Support the increasing number of Council advisory bodies which will soon require additional resources.
- As part of modernizing government processes and services, change the information management culture across the organization by building understanding of the City's information assets, reducing reliance on paper records and increasing accessibility and openness, while protecting privacy.

## Priority actions

- Modernize election delivery and plan for the 2022 municipal election.
- Undertake legislative activities for ranked ballot election in 2022 as directed by Council and as set out in Ontario regulation 310/16 including undertaking public consultation.
- Deliver an open, responsive, accountable and transparent municipal government through effective meeting management for Council, its committees and boards; public appointments outreach and recruitment.
- Offer new civil wedding service to meet high public demand for civil or non-denominational weddings.
- Implement a new information management service delivery model to transform the City in support of a digital-first approach.

## Our key service levels



Council meeting decisions published **2** days after meeting.



Marriage licenses issued within **30** minutes of receiving all required documentation.



Meet **30**-day response time for Freedom of Information (FOI) requests.

## Key service deliverables

- Open, fair and accessible election whenever one is required or called and in compliance with legislation.
- Open, accessible and democratic government decision-making process that meets legislative and Council requirements
- Public appointment process that is transparent, inclusive and meets Council requirements.
- Mayor, City Councillors and Accountability Officers can carry out their duties by supporting them in their financial, administrative, technological and protocol needs.
- Council-delegated services are delivered in compliance with legislation including registration of vital events, review of liquor license clearance, and provision of publicly accessible assessment rolls.
- Information is open and accessible in compliance with legislation and Council requirements while privacy is protected.
- Corporate mail, copy and printing services delivered to City divisions and agencies to aid client program delivery.

## RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2020 Staff Recommended Operating Budget for City Clerk's Office of \$52.5 million gross, \$38.7 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Elect Government	7,160.0	7,160.0	0.0
Make Government Work	33,838.3	5,552.8	28,285.5
Open Government	11,521.4	1,133.5	10,387.9
<b>Total Program Budget</b>	<b>52,519.8</b>	<b>13,846.4</b>	<b>38,673.4</b>

2. City Council approve the 2020 staff complement for City Clerk's Office of 375.9 positions, comprising 17.9 capital positions and 358.0 operating positions.
3. City Council approve the 2020 new user fees, technical adjustments to user fees and market rate user fee changes for City Clerk's Office identified in Appendix 8, for inclusion in the Municipal Code Chapter 441 "Fees and Charges."
4. City Council direct the information contained in Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.
5. City Council approve 2020 Staff Recommended Capital Budget for City Clerk's Office with cash flows and future year commitments totaling \$8.5 million as detailed by project in Appendix 5a.
6. City Council approve the 2021-2029 Staff Recommended Capital Plan for City Clerk's Office totalling \$23.5 million in project estimates as detailed by project in Appendix 5b.

### City Clerk's Office:

**Ulli S. Watkiss**

City Clerk

Tel: (416) 392-8010

Email: [Ulli.Watkiss@toronto.ca](mailto:Ulli.Watkiss@toronto.ca)

### Corporate:

**Marie Barcellos**

Manager, Financial Planning

Tel: (416) 392-8393

Email: [Marie.Barcellos@toronto.ca](mailto:Marie.Barcellos@toronto.ca)

# **2020 STAFF RECOMMENDED OPERATING BUDGET**

## 2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
						\$	%
<b>By Service</b>	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Elect Government	16,659.5	5,029.0	7,160.0		7,160.0	2,131.0	42.4%
Make Government Work	5,120.2	5,065.8	5,552.8		5,552.8	487.0	9.6%
Open Government	740.8	1,239.0	1,133.5		1,133.5	(105.5)	(8.5%)
<b>Total Revenues</b>	22,520.5	11,333.9	13,846.4		13,846.4	2,512.5	22.2%
<b>Expenditures</b>							
Elect Government	16,659.7	5,029.0	7,160.0		7,160.0	2,131.0	42.4%
Make Government Work	31,901.2	32,010.9	33,674.5	163.7	33,838.3	1,827.3	5.7%
Open Government	10,968.1	11,285.7	11,521.4		11,521.4	235.8	2.1%
<b>Total Gross Expenditures</b>	59,529.1	48,325.7	52,356.0	163.7	52,519.8	4,194.1	8.7%
<b>Net Expenditures</b>	37,008.6	36,991.8	38,509.6	163.7	38,673.4	1,681.6	4.5%
<b>Approved Positions</b>	413.8	382.5	375.9		375.9	(6.6)	(1.7%)

\*2019 Projected Actual (based on Q3 2019) adjusted retroactively to modify interdivisional charges and recoveries.

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$52.4 million gross reflecting an increase of \$4.0 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Increases in salary & benefit for progression pay, step increases, benefit increases, temporary capital staff to deliver capital projects, and annualization of 2019 operating impacts from capital. These budget pressures are offset by efficiencies and alignment with 2019 actuals.
- As directed by City Council at its meeting on November 26, 2019 on Special Committee on Governance – Summary of Findings (Item GV5.1), public consultation will be undertaken on Ranked Ballot Election for 2022 which is estimated to cost \$1.1 million gross, \$0 net.
- Increases for compliance audit of candidate finances related to 2018 Municipal Election.
- Increases in paper supplies, postage and third parties printing budgets in line with increases in City divisions' demand for mailing and printing services.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$0.2 million gross, related to increase in demand for Information Production's copy, print and mail services due to expected increase in the number of charges filed with Court Services from Red Light Camera expansion and Automated Speed Enforcement.

### EQUITY IMPACTS OF BUDGET CHANGES

**Increasing equity for low income residents:** City Clerk's Office 2020 Staff Recommended Budget introduces two new fee-based programs that will have a positive impact on low income residents and on individuals that face societal barriers to accessing non-religious marriage ceremonies. These programs include authorizing the City Clerk to conduct civil wedding ceremonies and expand offerings for the commissioning of documents. Although there are fees associated with accessing these services, these fees are at rates which make these services more easily accessible to the public.

**2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS**

The 2020 Staff Recommended Operating Budget for City Clerk's Office is \$51.4 million gross or 4.5% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, inclusive of efficiencies / savings; Table 2b summarizes Efficiencies / Savings and Table 2c summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	43,601.5	38,529.2	40,341.7	1,812.5	4.7%
2 Materials & Supplies	1,574.2	1,018.8	1,120.1	101.3	9.9%
3 Equipment	523.3	142.7	148.6	5.9	4.2%
4 Service and Rent	12,683.0	8,143.8	10,192.1	2,048.3	25.2%
5 Contribution To Reserves	203.6	122.5	128.7	6.2	5.1%
6 Interdivisional Charges	876.8	320.2	382.0	61.8	19.3%
7 Other Expenditures	66.6	48.4	42.8	(5.6)	(11.6%)
<b>Total Expenditures</b>	<b>59,529.1</b>	<b>48,325.7</b>	<b>52,356.0</b>	<b>4,030.4</b>	<b>8.3%</b>
<b>Revenues</b>					
1 Interdivisional Recoveries	4,027.6	3,734.4	3,912.3	177.9	4.8%
2 User Fees & Donations	271.0	277.1	340.8	63.6	23.0%
3 Transfers From Capital	1,323.7	2,092.7	2,230.6	137.9	6.6%
4 Transfers From Reserves	16,453.2	4,686.4	6,918.2	2,231.8	47.6%
5 Other Revenues	445.0	543.3	444.6	(98.7)	(18.2%)
<b>Total Revenues</b>	<b>22,520.5</b>	<b>11,333.9</b>	<b>13,846.4</b>	<b>2,512.5</b>	<b>22.2%</b>
<b>Net Expenditures</b>	<b>37,008.6</b>	<b>36,991.8</b>	<b>38,509.6</b>	<b>1,517.9</b>	<b>4.1%</b>

\*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

**Salaries & Benefits:**

- Increases in salary & benefit of \$1.8 million in gross expenditures are mostly for progression pay, step increase, benefit increases, temporary capital positions and annualization of 2019 operating impacts from capital. These budget pressures are offset by impacts from alignment with 2019 actuals and efficiencies from Information Production Transformation and Online Claims.

**Service and Rents:**

- Increases of \$2.0 million in gross expenditures are mainly due to:
  - Public consultations for Ranked Ballot Election for 2022 of \$1.1 million gross and \$0 net.
  - Compliance audit of candidate finances related to 2018 Election for \$0.7 million gross and \$0 net.
  - Increases in postage and third party printing budgets in line with increase in demand for mailing and printing services from cost-shared and rate supported programs.

**Transfer from Reserves:**

- Increases of \$2.2 million in transfer from reserves are related to contribution from Election Reserve Fund to support Election-related activities including public consultations for Ranked Choice Ballot and contribution from Development Application Review Reserve Fund to support implementation of Bill 139.

**Table 2b: Other Efficiencies / Savings**

		(\$000s)									
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Service Transformation	Efficiencies		(172.5)	(172.5)	(2.0)	(4.4)	(4.4)		(4.7)	(4.7)	
Online Claims	Efficiencies		(69.7)	(69.7)	(1.0)	(0.4)	(0.4)		(0.5)	(0.5)	
Reduce non-payroll to experience	Line by Line		(250.0)	(250.0)							
<b>Budget Increase/(Decrease)</b>		<b>0.0</b>	<b>(492.2)</b>	<b>(492.2)</b>	<b>(3.0)</b>	<b>(4.8)</b>	<b>(4.8)</b>		<b>(5.2)</b>	<b>(5.2)</b>	

The Recommended 2020 Operating Budget includes \$0.5 million in gross expenditures reductions identified as part of internal budget review as follows:

#### **Efficiencies**

- *Service Transformation*

The Information Production transformation will result in a savings of \$0.2 million in gross expenditures. Please see confidential attachment.

- *Online Claims*

Implementation of an online portal to receive insurance claims resulting in a budget savings of \$0.1 million in gross expenditures.

#### **Line by Line**

- Line by line review of non-payroll budgets resulted in a budget decrease of \$0.3 million in gross expenditures.

**Table 2c: 2020 Key Drivers – New / Enhanced**

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
<b>In \$ Thousands</b>						
1 Court Services' New Information Production Requirements		163.7	163.7		214.7	None
2 New user fee : Commissioning of Oath (non-City business / non pension letter)						Low +
3 New user fee : Civil Wedding Officiant & Wedding Chamber Rental						Medium +
4 New user fee : Online Application for Marriage Licence						None
<b>Total New / Enhanced</b>	<b>0.0</b>	<b>163.7</b>	<b>163.7</b>		<b>214.7</b>	

Note: Revenues from new user fees are accounted for in Non-Program budget.

### **Court Services' New Information Production Requirements**

Court Services is expecting an increase in the number of charges filed related to Red Light Camera expansion and Automated Speed Enforcement. This would increase demand for Information Production's services related to the printing, copying and mailing of trial notices to the defendants. This enhanced service will have no significant equity impact.

### **Expansion of Commissioner for Oath Services**

This proposal will expand the current commissioner for oath services to include the commissioning of non-City business documents. This will provide members of the public low-cost access to the service and avoid referring them to neighbouring municipalities or to lawyers who charge significantly higher fees. The proposed fee is \$25 which is consistent with the fees charged in neighbouring municipalities. This proposal will have a low positive equity impact on low income residents' access to City services.

### **Civil Wedding: Officiant and Wedding Chamber Rental**

This proposal will give members of the public access to civil wedding ceremonies at Scarborough, North York and Etobicoke civic centres. The City Clerk will provide wedding chamber booking service and officiate civil weddings for a fee. The proposed fee of \$280 is comparable to fees charges in neighbouring municipalities. This civil wedding program will have a medium positive equity impact on low income residents' access to City's services and spaces, and positive impact on persons who face discrimination, prejudice or barriers to accessing non-religious marriage ceremonies such as the LGBTQ2S community.

### **Online Application for Marriage Licence Fee**

City Clerk's Office currently accepts and processes online and in-person marriage licence applications for the same user fee. This proposal will introduce a lower user fee of \$145 (a reduction of \$5) for marriage licence applications submitted online to reflect reduced staff time in processing applications. The proposal has no significant equity impact.

### **Note:**

1. For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and [Appendix 3](#) for the 2020 Staff Recommended New and Enhanced Service Priorities, respectively.

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual*	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	11,333.9	13,846.4	12,559.8	25,891.8
Gross Expenditures	48,325.7	52,519.8	51,847.3	65,723.7
<b>Net Expenditures</b>	<b>36,991.8</b>	<b>38,673.4</b>	<b>39,287.5</b>	<b>39,832.0</b>
<b>Approved Positions</b>	<b>382.5</b>	<b>375.9</b>	<b>372.1</b>	<b>407.3</b>

\*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

**Key 2021 drivers****Salaries and Benefits**

- Net increase of \$0.8 million in gross expenditures related to progression and re-earnable lump, step increase and benefit adjustments
- Net decrease in temporary capital staffing of 4.8 positions and \$0.5 million in gross expenditures.
- A permanent position to support sustainment of Council and City Clerk's Office Business Systems

**Non-Payroll**

- Net increase of \$0.1 million in gross expenditures due to inflationary factors adjustments; annualization of Court Service's new Information Production requirements, and support to sustain Clerk's Office Business Systems.

**Revenue Changes**

- Net decrease of \$0.2 million in revenues are mostly related to net decrease of \$0.5 million in transfer from capital and increase in \$0.3 million in transfer from Election Reserve Fund

**Key 2022 drivers****Salaries and Benefits**

- \$8.7 million in gross expenditures related to 38.0 temporary positions and election pay to support the delivery of the 2022 Municipal Election.
- Net increase of \$0.6 million in gross expenditures related to progression and re-earnable lump, step increase and benefit adjustments
- Net decrease in temporary capital staffing of 1.8 positions and \$0.3 million in gross expenditures.

**Non-Payroll**

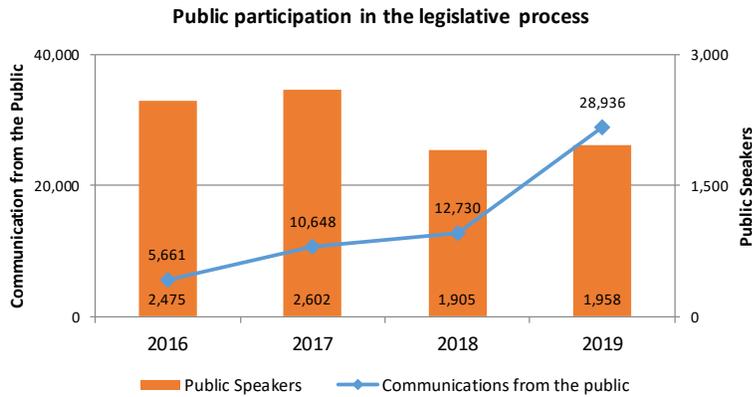
- \$4.9 million in gross expenditures to support the delivery of the 2020 Municipal Election.

**Revenue Changes**

- Increase of \$13.6 million in revenues related to transfer from Election Reserve Fund to support the delivery of the 2020 Municipal Election.

## How well we are doing

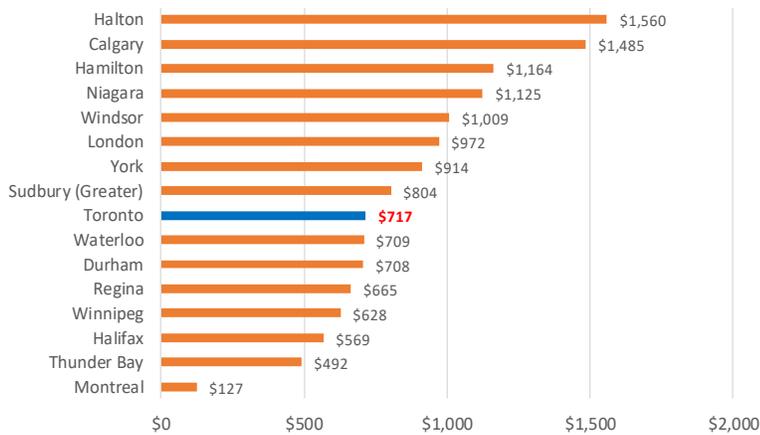
### Performance measures



### Behind the numbers

- Public participation in the legislative process is significant but varies from year to year based on issues of public interest.
- One indicator of public participation is the number of public speakers which ranged from 1,905 to 2,602 in the past four years.
- Another indicator is the number of communications from the public which increased from 5,661 in 2016 to 28,936 in 2019.

### 2018 Cost per FOI Request (source : MBN Canada)

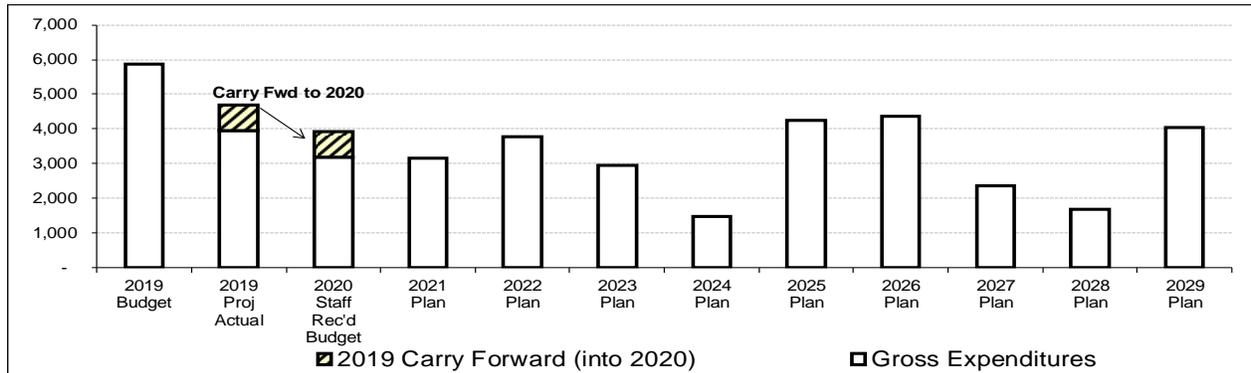


- Public interest in government information continues to grow from 2,104 Freedom of Information requests received in 2009 to 2,840 in 2019.
- Despite the higher number of requests, Toronto's cost to respond to a Freedom of Information Request is low.

# **2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN**

**2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**  
(\$'000)



	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	Total 10 Year Plan
	Budget	Projected Actual								
<b>Gross Expenditures by Project Category:</b>										
Health & Safety & Legislated	4,947	3,674	3,657	2,700	1,820	2,410	1,485	12,072	15,260	27,332
SOGR	925	288	268	450	1,955	545	-	3,218	1,435	4,653
Service Improvement & Growth										
<b>Total by Project Category</b>	<b>5,872</b>	<b>3,962</b>	<b>3,925</b>	<b>3,150</b>	<b>3,775</b>	<b>2,955</b>	<b>1,485</b>	<b>15,290</b>	<b>16,695</b>	<b>31,985</b>
<b>Financing:</b>										
<b>Debt</b>	<b>4,227</b>	<b>2,367</b>	<b>1,195</b>	<b>1,585</b>	<b>2,790</b>	<b>1,430</b>	<b>715</b>	<b>7,715</b>	<b>8,080</b>	<b>15,795</b>
Reserves/Reserve Funds	1,645	1,596	2,052	1,565	985	1,525	770	6,897	8,615	15,512
Development Charges										
Provincial										
Federal										
Debt Recoverable										
Other Revenue			678					678		678
<b>Total Financing</b>	<b>5,872</b>	<b>3,962</b>	<b>3,925</b>	<b>3,150</b>	<b>3,775</b>	<b>2,955</b>	<b>1,485</b>	<b>15,290</b>	<b>16,695</b>	<b>31,985</b>

**Changes to Existing Projects**  
(\$0.2M)

- \$0.3M increase to the 2020 *Election Technology Program*, a multi-module system that supports all aspects of the municipal election.
- \$0.1M decrease to the *Toronto Meeting Management Information System SOGR* to replace the current system that supports Council's decision-making.
- \$0.1M decrease to the *City Clerk's Office Business Systems* project to manage liens and Freedom of Information requests to meet legislative requirements.
- \$0.1M increase to the *Council Transition Requirements* project to retrofit Councillor Constituency offices in Civic Centres or in leased space.

**New Projects**  
(\$1.5M)

- \$0.6M *City Clerk's Business Systems 2020* project to replace or enhance various applications to meet legislative and business requirements.
- \$0.7M *Council Business Systems 2020* project to replace or enhance various applications to meet legislative requirements.
- \$0.3M *Records Centre Services SOGR* project to address state of good repair requirements, optimize staff's work efficiency, align facility with office modernization principles, and address health and safety considerations.

**Capital Needs Constraints**  
(\$0.0M)

- Nil

**Note:**

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project.

**2020 – 2029 CAPITAL BUDGET AND PLAN****\$32.0 Million 10-Year Gross Capital Program**

		
<b>Aging Infrastructure</b>	<b>Information Technology</b>	<b>Equipment</b>
\$5.9 M 18.4%	\$25.7 M 80.3%	\$0.4 M 1.3%
<ul style="list-style-type: none"> <li>• Infrastructure to support Council/Committee meetings</li> <li>• Mail Security &amp; Mail Room upgrade</li> <li>• Health &amp; Safety Remediation</li> <li>• Council Transition</li> <li>• Wedding Chamber</li> <li>• Records Centre Services</li> <li>• City Hall Registry Counter</li> </ul>	<ul style="list-style-type: none"> <li>• Election Technology Program</li> <li>• Toronto Meeting Management Information System (TMMIS)</li> <li>• Information Management Infrastructure</li> <li>• City Clerk's Office and Council Business Systems</li> <li>• Public Appointments Information System</li> <li>• Notices Management Information System</li> <li>• Information Production Workflow Management System</li> </ul>	<ul style="list-style-type: none"> <li>• Archives equipment upgrade and SOGR</li> </ul>

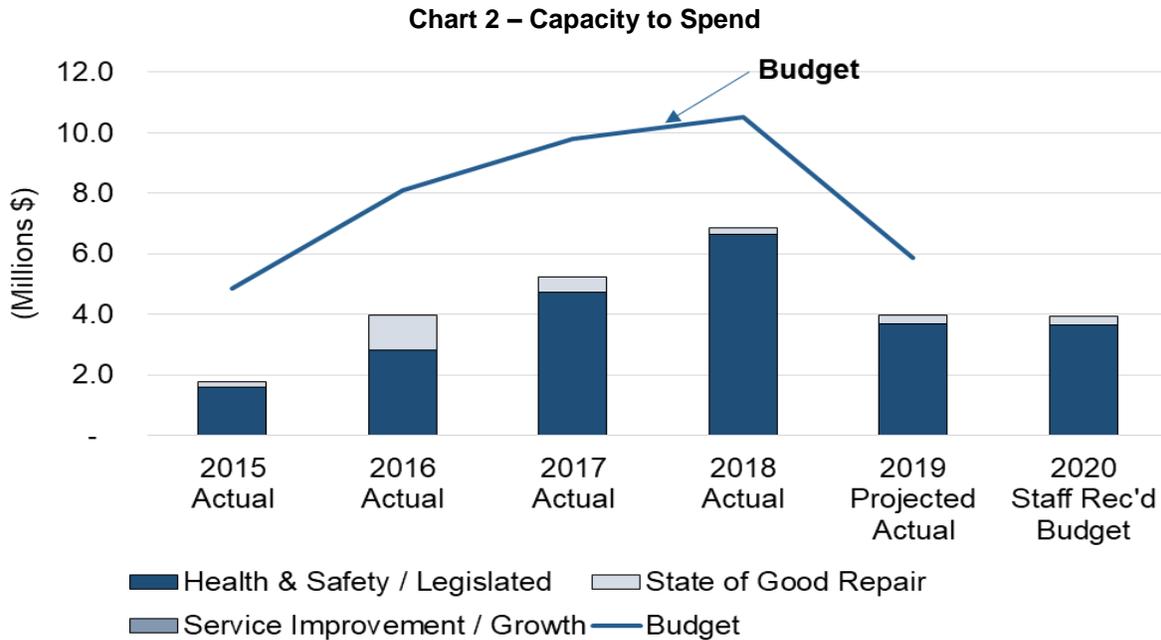
**How the Capital Program is funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>	<b>Federal Funding</b>
<b>\$32.0 M</b> <b>100%</b>		<b>\$0.0M</b> <b>0%</b>	<b>\$0.0 M</b> <b>0%</b>
Debt	\$15.8 M		
Reserve Draws	\$15.5 M		
Other	\$0.7 M		

**CAPACITY TO SPEND REVIEW**

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the City Clerk's Office's ability to spend and the market's capacity to deliver.

Key components in determining an appropriate level of annual cash flows include historical capacity to spend, reviews by project categories (Chart 2 below), as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	1.6	2.8	4.7	6.6	3.7	3.7
State of Good Repair	0.2	1.1	0.5	0.2	0.3	0.3
Service Improvement / Growth						
<b>Total</b>	<b>1.8</b>	<b>4.0</b>	<b>5.2</b>	<b>6.9</b>	<b>4.0</b>	<b>3.9</b>
<b>% Spent</b>	<b>37%</b>	<b>49%</b>	<b>54%</b>	<b>65%</b>	<b>67%</b>	

**Capacity to Spend Review Impact on the Recommended 10-Year Plan**

Based on the review historical capital spending constraints, \$0.8 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years and \$1.1 million in capital spending originally cash flowed in 2020 has been removed. Key adjustments to the Capital Plan are noted below:

- \$0.7 million for *Election Technology Program* project originally cash flowed in 2020 has been deferred to 2021 to reflect anticipated timing of expected cash flow needs.
- \$0.1 million for *Council Business Systems* project originally cash flowed in 2020 has been deferred to 2021 to reflect anticipated requirements.

## STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The 10-Year Staff Recommended Capital Plan will dedicate \$4.7 million to SOGR projects for regular upgrades and to extend the useful life of systems. There is no SOGR backlog associated with the City Clerk's Office capital assets.

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will have no impact on the 2020 Operating Budget, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>New Projects - Future Years</b>										
<i>City Clerk's Business Systems 2020</i>	-	-	90.5	0.5	-	-	90.5	0.5	90.5	0.5
<i>Council Business Systems 2020</i>	-	-	-	-	59.5	0.5	59.5	0.5	59.5	0.5
<b>Sub-Total: New Projects - Future Years</b>	-	-	<b>90.5</b>	<b>0.5</b>	<b>59.5</b>	<b>0.5</b>	<b>150.0</b>	<b>1.0</b>	<b>150.0</b>	<b>1.0</b>
<b>Total</b>	-	-	<b>90.5</b>	<b>0.5</b>	<b>59.5</b>	<b>0.5</b>	<b>150.0</b>	<b>1.0</b>	<b>150.0</b>	<b>1.0</b>

New projects in 2020 are anticipated to require additional operating funds of \$0.150 million from 2021 to 2024:

- City Clerk's Office will require additional operating funding of \$0.090 million net and 0.5 FTE in 2021 to maintain the City Clerk's Business Systems 2020 project once they are completed and operationalized.
- City Clerk's Office will also require additional operating funding of \$0.060 million net and 0.5 FTE in 2022 to maintain the Council Business Systems 2020 project once they are completed and operationalized.

# APPENDICES

## Appendix 1

### 2020 Staff Recommended Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual**	2020 Total Staff Recommended Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
User Fees & Donations	278.0	271.0	337.3	277.1	340.8	63.6	23.0%
Transfers From Capital	2,418.1	1,323.7	2,010.1	2,092.7	2,230.6	137.9	6.6%
Contribution From Reserves/Reserve Funds	4,404.7	16,453.2	6,546.5	4,686.4	6,918.2	2,231.8	47.6%
Sundry and Other Revenues	364.5	445.0	587.1	543.3	444.6	(98.7)	(18.2%)
Inter-Divisional Recoveries	3,993.0	4,027.6	3,813.6	3,734.4	3,912.3	177.9	4.8%
<b>Total Revenues</b>	<b>11,458.3</b>	<b>22,520.5</b>	<b>13,294.7</b>	<b>11,333.9</b>	<b>13,846.4</b>	<b>2,512.5</b>	<b>22.2%</b>
Salaries and Benefits	37,737.3	43,601.5	40,122.6	38,529.2	40,341.7	1,812.5	4.7%
Materials & Supplies	1,099.2	1,574.2	1,039.4	1,018.8	1,128.4	109.5	10.8%
Equipment	183.9	523.3	120.3	142.7	148.6	5.9	4.2%
Service and Rent	7,751.4	12,683.0	9,047.6	8,143.8	10,347.6	2,203.8	27.1%
Contribution To Reserves/Reserve Funds	472.8	203.6	122.5	122.5	128.7	6.2	5.1%
Other Expenditures	33.6	66.6	38.7	48.4	42.8	(5.6)	(11.6%)
Inter-Divisional Charges	331.9	876.8	365.2	320.2	382.0	61.8	19.3%
<b>Total Gross Expenditures</b>	<b>47,610.2</b>	<b>59,529.1</b>	<b>50,856.4</b>	<b>48,325.7</b>	<b>52,519.8</b>	<b>4,194.1</b>	<b>8.7%</b>
<b>Net Expenditures</b>	<b>36,151.9</b>	<b>37,008.6</b>	<b>37,561.7</b>	<b>36,991.8</b>	<b>38,673.4</b>	<b>1,681.6</b>	<b>4.5%</b>
<b>Approved Positions</b>	<b>404.6</b>	<b>413.8</b>	<b>382.5</b>	<b>382.5</b>	<b>375.9</b>	<b>(6.6)</b>	<b>(1.7%)</b>

\* Actuals and 2019 Budget adjusted retroactively to modify interdivisional charges and recoveries

\*\* Year-End Projection Based on Q3 2019 Variance Report

## Appendix 2

### Summary of 2020 Service Changes

## 2020 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2020 Staff Recommended Base Budget Before Service Changes:</b>			52,598.2	13,846.4	38,751.8	378.90	567.9	549.7
20470		Service Transformation						
51	No Impact	<b>Description:</b>						
Two positions will be deleted.								
<b>Service Level Impact:</b>								
Please refer to the Confidential business case.								
<b>Equity Statement:</b>								
The ServiceTransformation budget proposal has no equity impacts.								
<b>Service:</b> Make Government Work								
Total Staff Recommended Changes:			(172.5)	0.0	(172.5)	(2.00)	(4.4)	(4.7)
<b>Staff Recommended Service Changes:</b>			<b>(172.5)</b>	<b>0.0</b>	<b>(172.5)</b>	<b>(2.00)</b>	<b>(4.4)</b>	<b>(4.7)</b>

20338		Efficiencies from Online Claims						
59	No Impact	<b>Description:</b>						
The proposed change will delete a vacant Support Assistant C position in the City Clerk's Office approved complement.								
<b>Service Level Impact:</b>								
Prior to the implementation of the online claims portal, 1.25 position is required to perform the claims intake function. With the implementation of the online claims portal, one position is no longer required. Claims received through the online portal no longer require touchpoints with City Clerk's Office staff. The claims are saved into the repository system and then forwarded on a daily basis to the insurance adjusters for investigations.								
<b>Equity Statement:</b>								
The proposal is unlikely to have an equity impact.								
<b>Service:</b> Make Government Work								
Total Staff Recommended Changes:			(69.7)	0.0	(69.7)	(1.00)	(0.4)	(0.5)

**2020 Operating Budget - Staff Recommended Service Changes  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Staff Recommended Service Changes:</b>			(69.7)	0.0	(69.7)	(1.00)	(0.4)	(0.5)
<b>Summary:</b>								
<b>Staff Recommended Service Changes:</b>			(242.2)	0.0	(242.2)	(3.00)	(4.8)	(5.2)
<b>Staff Recommended Base Budget:</b>			52,356.0	13,846.4	38,509.6	375.90	563.2	544.5

## Appendix 3

### Summary of 2020 New / Enhanced Service Priorities Included in Budget

**2020 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20495		Court Services' New Information Production Requirements						
72	No Impact	<b>Description:</b>						
<p>Increase in demand for Clerks' Internal Services (copy, print and mail) is related to the expected increase in the number of charges filed with Court Services in 2020 from Red Light Camera(RLC) expansion and Automated Speed Enforcement(ASE). The increase in the number of charges will have an impact on the printing , postage and copying of the trial requests printed and mailed to the defendants. Please refer to Court Services' BCF Form # 20434 for more information.</p> <p><b>Service Level Impact:</b></p> <p><b>Equity Statement:</b></p> <p>The proposal is unlikely to have an equity impact.</p> <p><b>Service:</b> Make Government Work</p>								
Total Staff Recommended Changes:			163.7	0.0	163.7	0.00	50.9	0.0
<b>Staff Recommended New/Enhanced Services:</b>			<b>163.7</b>	<b>0.0</b>	<b>163.7</b>	<b>0.00</b>	<b>50.9</b>	<b>0.0</b>

20645		Commissioning of Oath (non-City business/non pension letter)					
75	Positive	<b>Description:</b>					
<p>An expansion of current services levels to offer commissioning of documents that are unrelated to City business, as well as introducing a fee for the service. Revenue from this new user fee will be part of Non Program Account (NP 8160)</p> <p><b>Service Level Impact:</b></p> <p>Currently certain City Clerks' Office staff are appointed as "Commissioners for Taking Affidavits"; as per Section 4(1) of the Commissioners for taking Affidavits Act, 1990. These staff are authorized to commission documents related to City business. The future state would have all Community Council and Registry Services staff authorized to commission a variety of documents as permitted by the Commissioners for taking Affidavits Act.</p>							

**Category:**

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      75 - New Revenues

**2020 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Equity Statement:**

The expansion of Commissioning of Oath services proposal's overall equity impact is low positive. Low income residents' access to City services will be positively impacted. The public will now have a low-cost access to commissioners of oath in the City of Toronto for non-City business/non-pension letter and will no longer have to travel to neighbouring municipalities or see a lawyer who charge a significant fee for such a service.

**Service:** Make Government Work

Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	0.0	(0.0)
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<b>Staff Recommended New/Enhanced Services:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>(0.0)</b>
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20648	Civil Wedding Officiant & Wedding Chamber Rental Fee
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75	Positive
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**Description:**

This business case propose an officiant user fee of \$176.37. This user fee will be used to implement a civil marriage program where City Clerk's unionized staff book and conduct civil marriage ceremonies at Scarborough, North York, and York Civic Centre. The total civil wedding fee will be \$280, with the existing facility fee of \$103.63 and proposed officiant fee of \$176.37. Revenue from this user fee will be part of Non Program Account (NP 8160)

**Service Level Impact:**

Currently City Clerk's Registry Staff accept and process facility bookings of the wedding chambers along with collecting the required fees. If the project is approved, City Clerk's registry staff will manage officiant bookings in addition to facility bookings. The future service standard will require City Clerk Registry Staff and other unionized City Clerk Staff to be responsible for conducting civil wedding ceremonies. City Clerk Management and Supervisors will be used as back up officiants if City Clerk Staff are unable to attend their duties.

**Equity Statement:**

The Civil Wedding Officiant & Wedding Chamber Fee overall equity impact is medium positive. Low income residents' access to City spaces and services will be positively impacted. The proposed fees for the officiant and the civic centre wedding chambers are in most cases significantly lower than market prices. The proposal to allow City Clerk Registry Staff and other unionized City Clerk Staff to conduct civil wedding ceremonies will positively impact the experience of discrimination and prejudice for persons that face barriers to accessing non-religious marriage ceremonies such as the LGBTQ2S community. As per the Marriage Act, only judges, justices of the peace and City Clerks can conduct civil wedding ceremonies. Judges and justices of the peace only perform marriages in rare circumstances. All other wedding officiants must be registered with the Province and must be ordained or appointed by a religious body.

**Category:**

71 - Operating Impact of New Capital Projects	74 - New Services
72 - Enhanced Services-Service Expansion	75 - New Revenues

**2020 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - City Clerk's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>Service:</b> Make Government Work						
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		<b>Staff Recommended New/Enhanced Services:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

20647	Online Application for Marriage Licence Fee							
75	No Impact	<b>Description:</b>						
The proposed 2020 fees introduce a lower rate for marriage licence applications submitted online. Revenue from this new user fee will be part of Non Program Account (NP 8160)								
<b>Service Level Impact:</b>								
Currently City Clerk's Registry Staff accept and process marriage licence application fees both online and in-person.								
<b>Equity Statement:</b>								
The proposal is unlikely to have an equity impact.								
		<b>Service:</b> Make Government Work						
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		<b>Staff Recommended New/Enhanced Services:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

<b>Summary:</b>								
		<b>Staff Recommended New / Enhanced Services:</b>	<b>163.7</b>	<b>0.0</b>	<b>163.7</b>	<b>0.00</b>	<b>50.9</b>	<b>0.0</b>

## Appendix 4

### Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

### Appendix 5

#### 2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CC001	Mail Security & Mail Room Upgrade 2024		200									200	200		
CC002	City Clerk's Health & Safety Remediation - SOGR						100	500				600	600		
CC003	2022 Election Technology Program	1,995	1,515	910	750							5,170	5,170		
CC004	2026 Election Technology Program				700	770	2,850	435	620			5,375	5,375		
CC005	2030 Election Technology Program								750	800	3,000	4,550	4,550		
CC006	Toronto Meeting Mgt Info System (TMMIS) SOGR 2019	308	270	260								838	838		
CC007	Toronto Meeting Mgt Info System (TMMIS) SOGR 2028-2029									400	400	800	800		
CC008	Privacy Case Management 2019	134										134	134		
CC009	Open Information-Div. Specific - Archival Database 2019	58										58	58		
CC010	Open Information - SOGR 2026-2027							350	300			650	650		
CC011	City Clerk's Office Business System-Legislative Compliance	257										257	257		
CC012	City Clerk's Office Business System 2020	275	280									555	555		
CC013	City Clerk's Office Business Systems 2022-2026			250	475	110	705	1,085				2,625	2,625		
CC014	City Clerk's Office Business Systems 2028-2029									400	400	800	800		
CC015	Council Business Systems 2020	330	335									665	665		
CC016	Council Business Systems 2023-2027				280	395	315	600	400			1,990	1,990		
CC017	Public Appointments SOGR				205	210						415	415		
CC018	Council Transition Requirements 2017	300										300	300		
CC019	Council Transition Requirements 2021-2022		100	400								500	500		
CC020	Council Transition Requirements 2025-2029						100	400			100	600	600		
CC021	Notices Management Information System (NMIS) SOGR								250			250	250		
CC022	Archives Equipment Upgrade 2017-2022 SOGR	57	50									107	107	107	
CC023	Wedding Chambers SOGR 2021		100	200								300	300	300	
CC024	Infra. to support Council/Committee Meetings		100	1,600			125	1,000			150	2,975	2,975	2,975	
CC025	Information Production Online Request Portal Replacement	16										16	16	16	
CC026	Information Workflow Management System SOGR			80	470							550	550	550	
CC027	Records Centre Services SOGR	50	200									250	250	250	
CC028	Archives Equipment Upgrade - SOGR			75	75		50		35	75		310	310	310	
CC029	City Hall Registry Counter Refresh	145										145	145	145	
	<b>Total Expenditures (including carry forward from 2019)</b>	<b>3,925</b>	<b>3,150</b>	<b>3,775</b>	<b>2,955</b>	<b>1,485</b>	<b>4,245</b>	<b>4,370</b>	<b>2,355</b>	<b>1,675</b>	<b>4,050</b>	<b>31,985</b>	<b>27,332</b>	<b>4,653</b>	<b>-</b>

### Appendix 5a

#### 2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
CC003	2022 Election Technology Program	1,995	1,515	910	750							5,170	4,850	320	
CC006	Toronto Meeting Mgt Info System (TMMIS) SOGR 2019	308	270	260								838	928	(90)	
CC008	Privacy Case Management 2019	134										134	134		
CC009	Open Information-Div. Specific - Archival Database 2019	58										58	58		
CC011	City Clerk's Office Business System -Legislative Compliance	257										257	342	(85)	
CC012	City Clerk's Office Business System 2020	275	280									555			555
CC015	Council Business Systems 2020	330	335									665			665
CC018	Council Transition Requirements	300										300	250	50	
CC022	Archives Equipment Upgrade 2017-2022 SOGR	57	50									107	107		
CC025	Information Production Online Request Portal Replacement	16										16	16		
CC027	Records Centre Services SOGR	50	200									250			250
CC029	City Hall Registry Counter Refresh	145										145	145		
<b>Total Expenditure (including carry forward from 2019)</b>		<b>3,925</b>	<b>2,650</b>	<b>1,170</b>	<b>750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,495</b>	<b>6,830</b>	<b>195</b>	<b>1,470</b>

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable City Clerk's Office to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

### Appendix 5b

#### 2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CC001	Mail Security & Mail Room Upgrade 2021	200									200	200		
CC002	City Clerk's Health & Safety Remediation - SOGR					100	500				600	600		
CC004	2026 Election Technology Program			700	770	2,850	435	620			5,375	5,375		
CC005	2030 Election Technology Program							750	800	3,000	4,550	4,550		
CC007	Toronto Meeting Mgt Info System (TMMIS) SOGR 2028-2029								400	400	800	800		
CC010	Open Information - SOGR 2026-2027						350	300			650	650		
CC013	City Clerk's Office Business Systems 2022-2026		250	475	110	705	1,085				2,625	2,625		
CC014	City Clerk's Office Business Systems 2028-2029								400	400	800	800		
CC016	Council Business Systems 2023-2027			280	395	315	600	400			1,990	1,990		
CC017	Public Appointments SOGR			205	210						415	415		
CC019	Council Transition Requirements 2021-2022	100	400								500	500		
CC020	Council Transition Requirements 2025-2029					100	400			100	600	600		
CC021	Notices Management Information System (NMIS) SOGR							250			250	250		
CC023	Wedding Chambers SOGR 2021	100	200								300		300	
CC024	Infra. to support Council/Committee Meetings	100	1,600			125	1,000			150	2,975		2,975	
CC026	Information Workflow Management System SOGR		80	470							550		550	
CC028	Archives Equipment Upgrade - SOGR		75	75		50		35	75		310		310	
<b>Total Expenditures (including carry forward from 2019)</b>		<b>500</b>	<b>2,605</b>	<b>2,205</b>	<b>1,485</b>	<b>4,245</b>	<b>4,370</b>	<b>2,355</b>	<b>1,675</b>	<b>4,050</b>	<b>23,490</b>	<b>19,355</b>	<b>4,135</b>	<b>-</b>

## **Appendix 6**

### **Reporting on Major Capital Projects: Status Update**

N/A

## **Appendix 7**

### **Summary of Capital Needs Constraints**

(In \$ Millions)

N/A

## Appendix 8

### 2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

#### Table 8a - New User Fees

Rate Description	Service	Fee Category	Fee Basis	2020 Budget Rate	2021 Plan Rate	2022 Plan Rate
Commissioning of Oath (non - City business or non pension letter)	Make Government Work	Market Based	Per document	\$25.00	\$25.00	\$25.00
Civil Wedding Officiant & Wedding Chamber Rental Fee	Make Government Work	Market Based	Per 1/2 hour	\$280.00	\$280.00	\$280.00
Online Application for Marriage Licence Fee	Make Government Work	Market Based	Per licence	\$145.00	\$145.00	\$145.00

#### Table 8b – Fees Above Inflation

Rate Description	Service	Fee Category	Fee Basis	2019	2020		2021	2022
				Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate	Plan Rate
In-Person Application for Marriage Licence Fee	Make Government Work	Market Based	Per licence	\$140.00	\$10.00	\$150.00	\$150.00	\$150.00
Print on high quality paper (11X14) from a digital image of an archival record	Open Government	Market Based	Per 11x14 print	\$40.00	\$1.99	\$41.99	\$41.99	\$41.99
Print on high quality paper (16x20) from a digital image of an archival record	Open Government	Market Based	Per 16x20 print	\$50.00	\$1.99	\$51.99	\$51.99	\$51.99

**Table 8c - User Fees for Discontinuation**

N/A

**Table 8d - User Fees for Technical Adjustments**

<b>Rate Description</b>	<b>Service</b>	<b>Fee Category</b>	<b>Fee Basis</b>	<b>2019 Approved Rate</b>	<b>2020 Budget Rate</b>	<b>Reason for Adjustment</b>
Voters' List electronic copy	Elect Government	Market Based	Per ward	\$50.00	\$50.00	Change fee description to include other electronic media
Voters' List Interim List of Changes – hard copy or electronic copy	Elect Government	Market Based	Per ward	\$25.00	\$25.00	Change fee description to include other electronic media
In-Person Application for Marriage Licence Fee	Make Government Work	Market Based	Per licence	\$140.00	\$150.00	Change fee description to differentiate with new user fee : Online Application for Marriage Licence Fee (GV102)

**Table 8e - User Fees for Transfers**

N/A

**Table 8f - User Fees for Rationalization**

N/A

## Appendix 9

**Inflows and Outflows to/from Reserves and Reserve Funds**  
**2020 Operating Budget**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance *</b>			14,585.6	13,198.8	15,472.8
<b>Election Reserve Fund</b>	<b>XR1017</b>				
<i>Withdrawals (-)</i> <sup>1)</sup>			(12,386.8)	(8,726.0)	(20,350.7)
<i>Contributions (+)</i>			11,000.0	11,000.0	11,000.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			(1,386.8)	2,274.0	(9,350.7)
<b>Balance at Year-End</b>		<b>14,585.6</b>	<b>13,198.8</b>	<b>15,472.8</b>	<b>6,122.1</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

<sup>1)</sup> Inclusive of capital withdrawals

\*\* Assumes voting equipment is debt-funded

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance *</b>			237.6	272.6	307.6
<b>Vehicle Reserve-Clerks</b>	<b>XQ1504</b>				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			35.0	35.0	35.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			35.0	35.0	35.0
<b>Balance at Year-End</b>		<b>237.6</b>	<b>272.6</b>	<b>307.6</b>	<b>342.6</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance *</b>			1,067.5	961.0	861.5
<b>Vehicle Reserve-Clerks Equipment</b>	<b>XQ1507</b>				
<i>Withdrawals (-)</i> <sup>1)</sup>			(106.5)	(99.5)	(124.5)
<i>Contributions (+)</i> <sup>1)</sup>			0.0	0.0	0.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			(106.5)	(99.5)	(124.5)
<b>Balance at Year-End</b>		<b>1,067.5</b>	<b>961.0</b>	<b>861.5</b>	<b>737.0</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

<sup>1)</sup> Inclusive of capital withdrawals

## Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance *</b>			21,605.5	17,648.3	13,508.1
<b>Development Application Review Reserve Fund</b>	<b>XR1307</b>				
<i>Withdrawals (-)</i>			(3,957.1)	(4,140.3)	(3,506.3)
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			(3,957.1)	(4,140.3)	(3,506.3)
<b>Balance at Year-End</b>		21,605.5	17,648.3	13,508.1	10,001.7

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
			\$	\$	\$
<b>Beginning Balance *</b>			29,462.4	26,435.4	23,282.9
<b>Insurance Reserve Fund</b>	<b>XR1010</b>				
<i>Withdrawals (-)</i>			(65,835.2)	(65,966.2)	(65,970.8)
<i>Contributions (+)</i>			62,808.2	62,813.7	62,823.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			(3,027.0)	(3,152.5)	(3,147.9)
<b>Balance at Year-End</b>		29,462.4	26,435.4	23,282.9	20,135.1

\* Based on 9-month 2019 Reserve Fund Variance Report

**Inflows and Outflows to/from Reserves and Reserve Funds**

**2020 – 2029 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)									
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
XQ1507 Clerk's Equipment Reserve	Beginning Balance	1,115	1,115	1,011	911	787	712	712	662	662	627	552
	Withdrawals (-)	(134)	(105)	(100)	(125)	(75)	(50)	(50)	(35)	(75)		
	<b>Total Withdrawals</b>		<b>(105)</b>	<b>(100)</b>	<b>(125)</b>	<b>(75)</b>	<b>-</b>	<b>(50)</b>	<b>-</b>	<b>(35)</b>	<b>(75)</b>	
	Contributions (+)											
	<b>Total Contributions</b>											
<b>Balance at Year-End</b>		<b>1,115</b>	<b>1,011</b>	<b>911</b>	<b>787</b>	<b>712</b>	<b>712</b>	<b>662</b>	<b>662</b>	<b>627</b>	<b>552</b>	<b>552</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)									
			2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan
XR1017 Election Reserve Fund	Beginning Balance	10,017	14,586	13,199	15,473	6,122	9,965	10,065	11,233	755	5,082	8,617
	Withdrawals (-)	(6,432)	(12,387)	(8,726)	(20,351)	(7,157)	(10,900)	(9,832)	(21,478)	(6,673)	(7,465)	(7,581)
	<b>Total Withdrawals</b>		<b>(6,432)</b>	<b>(12,387)</b>	<b>(8,726)</b>	<b>(20,351)</b>	<b>(7,157)</b>	<b>(10,900)</b>	<b>(9,832)</b>	<b>(21,478)</b>	<b>(6,673)</b>	<b>(7,465)</b>
	Contributions (+)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
	<b>Total Contributions</b>		<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>
<b>Other Program/Agency Net Withdrawals and Contributions</b>												
<b>Balance at Year-End</b>		<b>14,586</b>	<b>13,199</b>	<b>15,473</b>	<b>6,122</b>	<b>9,965</b>	<b>10,065</b>	<b>11,233</b>	<b>755</b>	<b>5,082</b>	<b>8,617</b>	<b>12,036</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

\*\* Does not include Voting Equipment; a Staff Report to City Council is expected in 2020

## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**Staff Recommended Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.