

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



City Clerk's Office

2018 OPERATING BUDGET OVERVIEW

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of Electing Government, Making Government Work and Opening Government.

2018 Budget Summary

The City Clerk's Office 2018 Preliminary Operating Budget is \$61.679 million gross and \$32.446 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	50,722.2	61,679.3	10,957.1	21.6%
Revenues	18,275.9	29,233.0	10,957.1	60.0%
Net Expenditures	32,446.3	32,446.3	(0.0)	(0.0%)

Through operational efficiencies and service reviews, the Program is able to fully offset \$1.181 million in operating budget pressures arising mainly from salary and benefit increases for COLA, progression pay and step increases, and operating impacts for the sustainment of completed capital projects.

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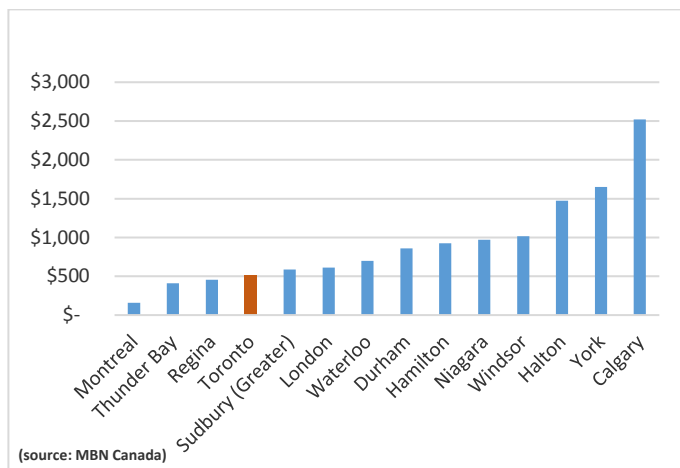
FAST FACTS

- 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 pieces of legislation including the *City of Toronto Act 2006*, *Vital Statistics Act*, *Assessment Act* and *Planning Act*. The Clerk has broad and independent authority under the *Municipal Elections Act* to deliver elections and by-elections.
- 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 Ombudsman Toronto.

TRENDS

- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million web page views in 2008 to 2,130 and 31.4 million respectively in 2016.
- Public interest in government information continues to grow from 2,104 Freedom of Information (FOI) requests received in 2009 to 3,106 in 2016.

Costs per FOI Requests



KEY SERVICE DELIVERABLES FOR 2018

The City Clerk is an Officer of the City, reporting to Council for legislated responsibilities and to the City Manager for administrative purposes.

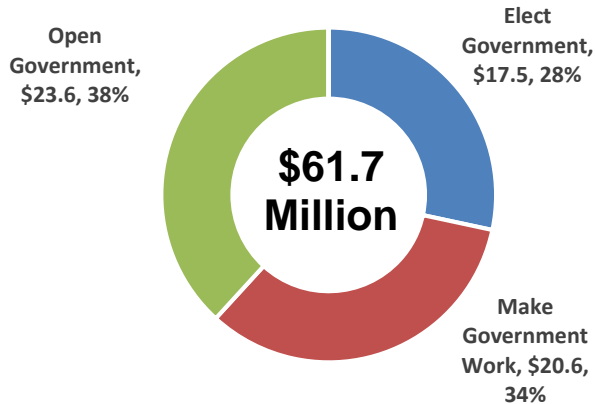
The 2018 Operating Budget will enable the City Clerk's Office to continue to:

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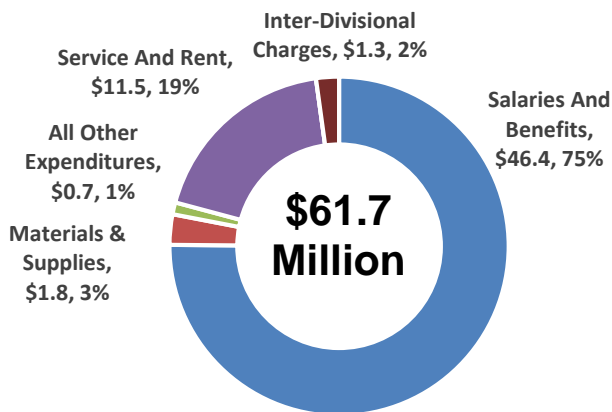
- Deliver the 2018 municipal election.
- Manage post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Support City Council and the Accountability Officers.
- Provide strategic protocol and official services.
- Deliver open and accessible democratic processes to meet or exceed statutory requirements and established performance standards.
- Deliver provincially delegated services to meet/exceed standards.
- Provide direct public service on claims and official mail receipt.
- Maintain core service levels and meet/exceed established customer service standards.
- Ensure Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance and public access to information.

Where the money goes:

2018 Budget by Service

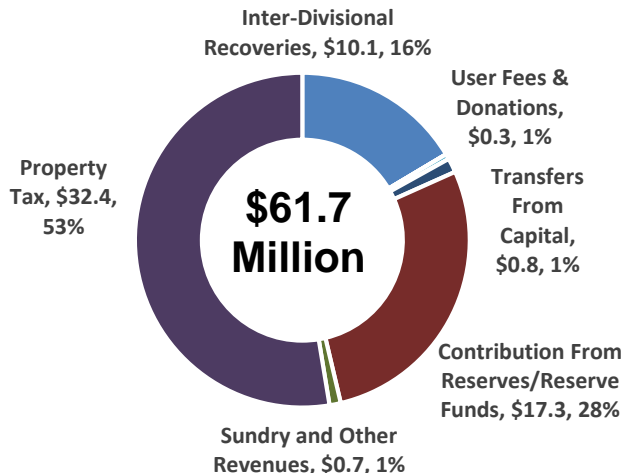


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Modernizing Elections and changing legislative framework**
 - ✓ Adapting our current election planning and future election model based on the impacts resulting from the introduction of Municipal Elections Modernization Act, 2016 (Bill 181) and Modernizing Ontario's Municipal Legislation Act, 2017 (Bill 68).
 - ✓ Changing election administration due to impacts of a shortened election calendar, regulation of third party advertising, changes to campaign financing, and new compliance and enforcement requirements.
 - ✓ Ensuring readiness to implement ward boundary changes for the 2018 election as required.

- **Public expectation, demographic shifts and technological changes**
 - ✓ Seeking ways to deliver democratic and government services in times of fundamental societal change and meet expectations of public with growing and new demands for services, evolving demographics and changing technologies.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for the City Clerk's Office is \$61.679 million gross and \$32.446 million representing no change from the 2017 Approved Operating Budget. The Program met the 0% budget target mainly due to the following measures:
 - ✓ Base expenditure reductions (\$0.034 million).
 - ✓ Efficiency savings (\$1.147 million and the deletion of 11.0 positions).

- Staff complement will increase by 14.3 net positions from 2017 to 2018, mainly to deliver 2018 Municipal Election requirements.

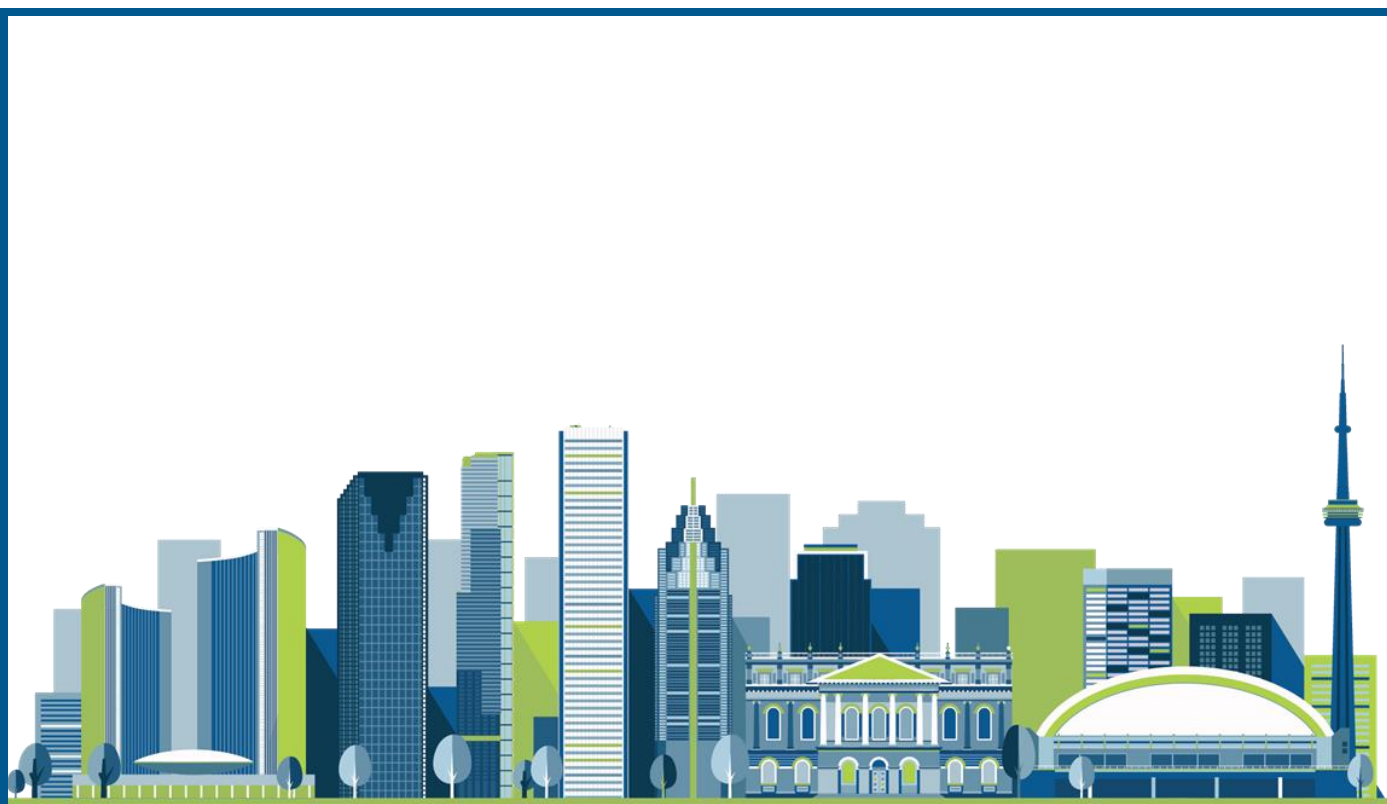
Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for the City Clerk's Office of \$61.679 million gross, \$32.446 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Elect Government:	17,491.3	0.0
Make Government Work:	20,624.7	19,239.8
Open Government:	23,563.3	13,206.4
Total Program Budget	<u>61,679.3</u>	<u>32,446.3</u>

2. City Council approve the 2018 service levels for the City Clerk's Office as outlined on pages 14, 16, and 19 of this report, and associated staff complement of 418.8 positions, comprised of 6.8 capital project delivery positions and 412.0 operating service delivery positions.
3. City Council approve the 2018 other fee changes above the inflation-adjusted rate for the City Clerk's Office identified in Appendix 7, 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.



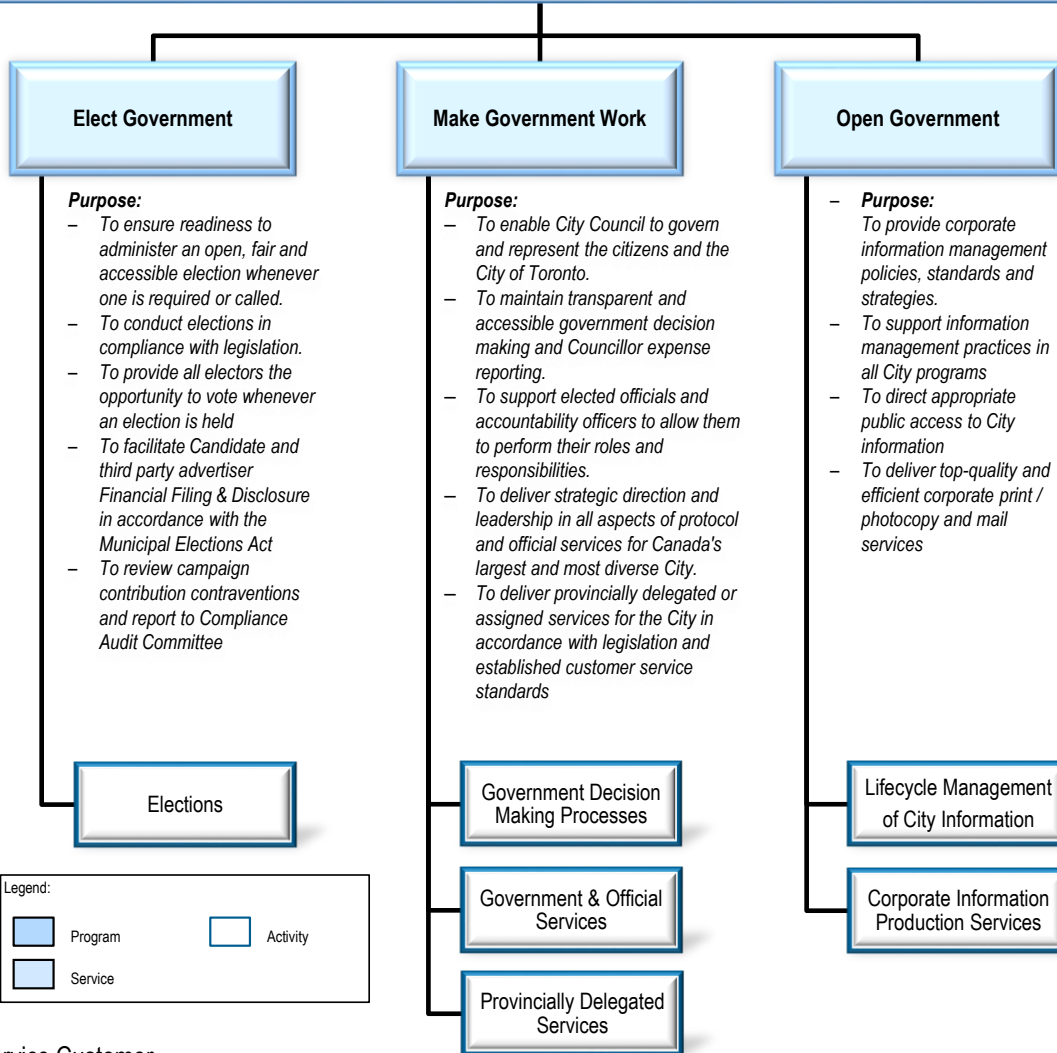
Part 1

2018-2020 Service Overview and Plan

Program Map

City Clerk's Office

*The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto, realized through our three service areas: **1. Elect Government** by managing and conducting all aspects of local government elections; **2. Make Government Work** by managing government decision-making process, providing government and official services, and delivering provincially delegated services; **3. Promote Open Government** by managing City information through its lifecycle and delivering corporate print / photocopy and mail services.*



Service Customer

Elect Government

- The public
- Candidates and Electors
- Third party advertisers
- 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
- Community & International organizations

Open Government

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

Table 1
2018 Preliminary Operating Budget and Plan by Service

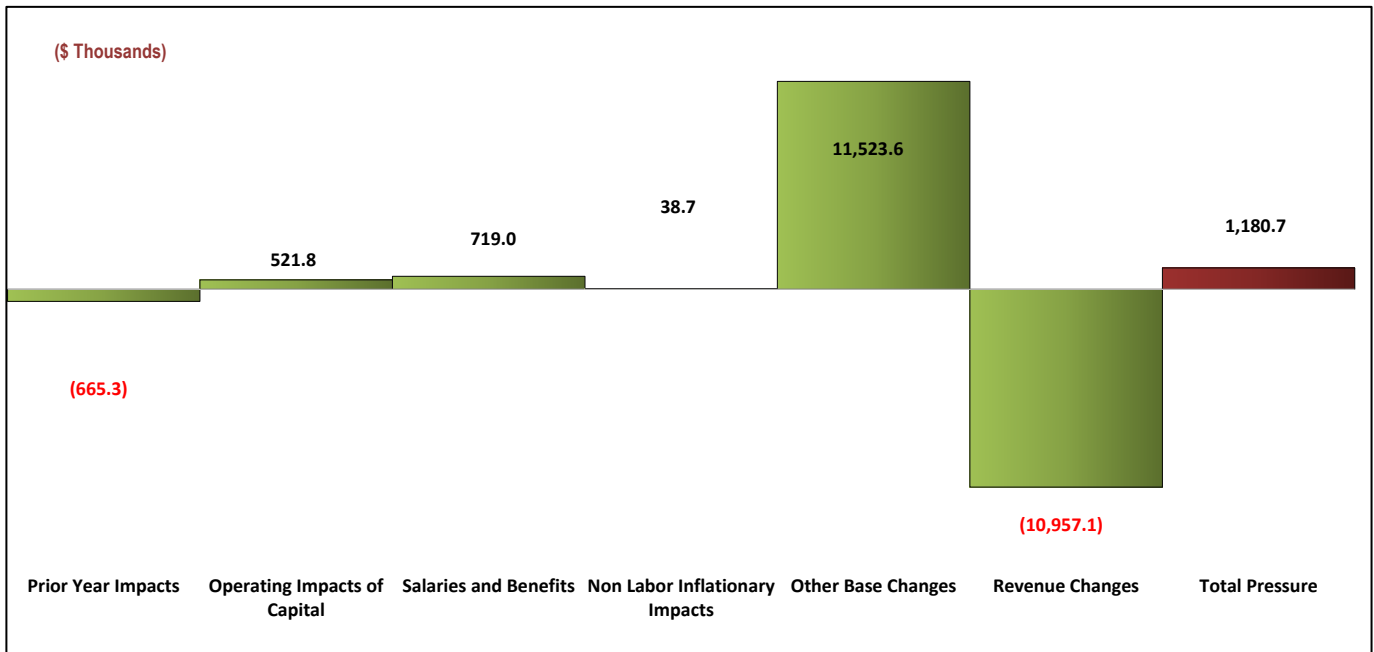
(In \$000s)	2017		2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	\$	%	2019 Plan	%	2020 Plan	%
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Elect Government											
Gross Expenditures	5,941.5	5,281.5	17,491.3	0.0	17,491.3	11,549.9	194.4%	(10,979.3)	(62.8%)	(361.6)	(5.6%)
Revenue	5,941.5	5,281.5	17,491.3	0.0	17,491.3	11,549.9	194.4%	(10,979.3)	(62.8%)	(361.6)	(5.6%)
Net Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Make Government Work											
Gross Expenditures	20,480.5	20,151.5	20,624.7	0.0	20,624.7	144.2	0.7%	1,421.2	6.9%	(473.0)	(2.1%)
Revenue	1,863.0	1,863.0	1,384.8	0.0	1,384.8	(478.2)	(25.7%)	969.6	70.0%	(906.3)	(38.5%)
Net Expenditures	18,617.5	18,288.5	19,239.8	0.0	19,239.8	622.3	3.3%	451.6	2.3%	433.3	2.2%
Open Government											
Gross Expenditures	24,300.2	24,379.2	23,563.3	0.0	23,563.3	(736.9)	(3.0%)	403.2	1.7%	(111.1)	(0.5%)
Revenue	10,471.4	10,471.4	10,356.8	0.0	10,356.8	(114.5)	(1.1%)	122.4	1.2%	(370.7)	(3.5%)
Net Expenditures	13,828.8	13,907.8	13,206.4	0.0	13,206.4	(622.3)	(4.5%)	280.8	2.1%	259.5	1.9%
Total											
Gross Expenditures	50,722.2	49,812.2	61,679.3	0.0	61,679.3	10,957.1	21.6%	(9,154.9)	(14.8%)	(945.7)	(1.8%)
Revenue	18,275.9	17,615.9	29,233.0	0.0	29,233.0	10,957.1	60.0%	(9,887.3)	(33.8%)	(1,638.6)	(8.5%)
Total Net Expenditures	32,446.3	32,196.3	32,446.3	0.0	32,446.3	(0.0)	(0.0%)	732.4	2.3%	692.9	2.1%
Approved Positions	404.6	388.0	418.8	0.0	418.8	14.3	3.5%	(15.1)	(3.6%)	(15.0)	(3.7%)

The City Clerk's Office's 2018 Preliminary Operating Budget is \$61.679 million gross and \$32.446 million net, representing a 0% increase to the 2017 Approved Net Operating Budget and is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council

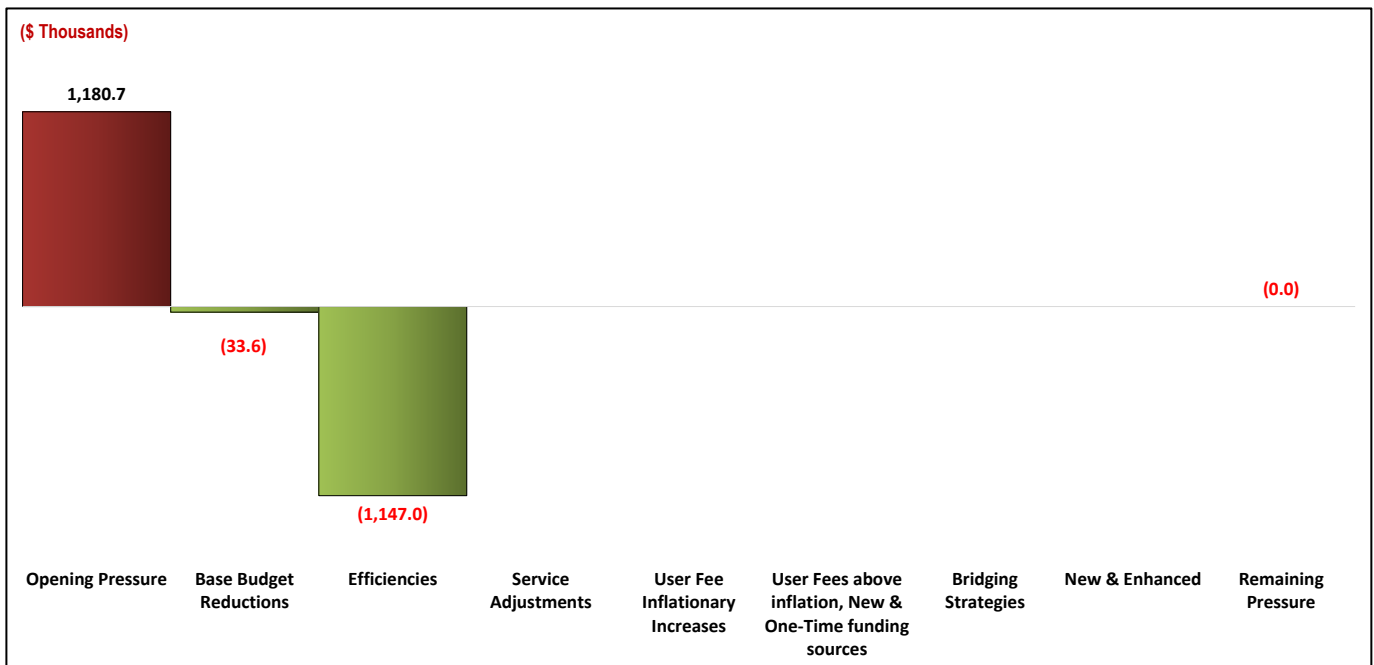
- Base pressures are mainly attributable to increases in salaries and benefits for COLA for union staff, progression pay, re-earnable lump sum pay and step increases, and operating impacts for the sustainment of completed capital projects (\$1.181 million net).
- To help mitigate the above pressures, the Program was able to achieve base expenditure savings from a line by line review of non-payroll items and service efficiency savings.
- Approval of the 2018 Preliminary Operating Budget will result in the City Clerk's Office increasing its total staff complement by 14.3 positions from 404.6 to 418.8, resulting from an increase in temporary capital delivery positions, capital sustainment positions and temporary positions to support the 2018 Municipal Election.
- The 2019 and 2020 Plan increases are attributable to increased costs for salaries and benefits, inflationary costs for non-payroll items, and operating impacts of completed capital projects.

The following graphs summarize the operating budget pressures for this Program and the actions taken to offset/reduce these pressures to meet the budget reduction target.

Key Cost Drivers



Actions to Achieve Budget Reduction Target



**Table 2
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget			Total	
	Elect Government	Make Government Work	Open Government	\$	Position
	\$	\$	\$	\$	
Gross Expenditure Changes					
1 Prior Year Impacts	(445.1)	(65.1)	(155.2)	(665.3)	(4.3)
2 Operating Impacts of Capital Delivery of Capital Projects	329.3	192.5		521.8	4.0
3 Net temporary capital delivery	(216.8)	(593.0)	(246.7)	(1,056.4)	(9.5)
4 Salaries and Benefits					
COLA, Step, progression pay & re-earnable lump sum	82.4	293.8	217.2	593.4	
Base salaries, benefits and gapping adjustments	(202.1)	159.2	168.4	125.6	
Economic Factors (non-payroll)		13.1	25.6	38.7	
Other Base Expenditure Changes					
5 2018 Municipal Election requirements	12,500.0			12,500.0	38.0
6 Reversal of time-limited Election Modernization Team	(380.7)			(380.7)	(3.0)
7 Others (including IDC IDR Reconciliation impacts)	(117.2)	160.4	417.5	460.7	
Total Gross Expenditure Changes	11,549.9	161.0	426.9	12,137.8	25.3
Revenue Changes					
1 Prior Year Impacts	445.1	29.1		474.1	
2 Operating Impacts of Capital	(329.3)			(329.3)	
4 Salaries and Benefits	119.7			119.7	
Other Base Changes					
5 2018 Municipal Election requirements	(12,500.0)			(12,500.0)	
6 Reversal of time-limited Election Modernization Team	380.7			380.7	
3 Net temporary capital delivery	216.8	593.0	246.7	1,056.4	
7 Others (including IDC IDR Reconciliation impacts)	117.2	(143.8)	(132.1)	(158.7)	
Total Revenue Changes	(11,549.9)	478.2	114.5	(10,957.1)	
Net Expenditure Changes		639.2	541.5	1,180.7	25.3

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

Gross Expenditure Changes

- Prior Year Impacts:
 - The reversal of post-election event and temporary positions in Elections operations results in a decrease of 4.3 positions and \$0.445 million gross and \$0 net as this is funded from the Elections Reserve Fund.
 - The annualization of prior year reductions results in a decrease of \$0.191 million net.
- Operating Impacts of Capital:
 - The operating impact to sustain the Toronto Election Management Information System, Information Management Infrastructure, City Clerk's Office and City Council's Business Systems requires \$0.522 million gross and \$0.193 million net for 4.0 positions.
- Delivery of Capital Projects:
 - Net changes in temporary capital staffing result in a decrease of 9.5 temporary positions and \$1.056 million gross and \$0 net, recovered from the City Clerk's Office Capital Budget.
- Salaries and Benefits:
 - Salaries and benefit costs for COLA related to union staff, progression pay, re-earnable lump sum pay, step, gapping and benefit changes results in an increase of \$0.599 million net.
- Economic Factors:

- Inflationary cost increases for services and rents, materials and supplies and equipment requires additional funding of \$0.039 million net.

Other Base Changes

- Requirements for the 2018 Municipal Election Event result in an increase of 38.0 temporary positions and \$12.500 million gross and \$0 net, as this is funded from the Election Reserve Fund.
- The reversal of one-time Election Modernization Team results in a decrease of 3.0 temporary positions and \$0.380 million gross and \$0 net.
- Interdivisional charges and recoveries (IDC/IDR) changes as well as budget line by line review and reallocations, result in an increase of \$0.461 million gross and \$0.302 million net.

In order to achieve the budget reduction target, the City Clerk's Office 2018 Preliminary Operating Budget includes base expenditure savings of \$0.034 million net, and service efficiency savings of \$1.147 million net for a total of \$1.181 million net, as detailed below.

Table 3
Actions to Achieve Budget Reduction Target
2018 Preliminary Service Change Summary

Description (\$000s)	Service Changes						Total Service Changes			Incremental Change			
	Elect Government		Make Government Work		Open Government		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:													
Base Expenditure Changes													
Line by line review - non-payroll			(11.0)	(11.0)	(22.6)	(22.6)	(33.6)	(33.6)					
Base Expenditure Change			(11.0)	(11.0)	(22.6)	(22.6)	(33.6)	(33.6)					
Service Efficiencies													
Service Transformation					(1,141.2)	(1,141.2)	(1,141.2)	(1,141.2)	(10.0)	(53.1)			
Service Delivery Model Review			(5.9)	(5.9)			(5.9)	(5.9)	(1.0)	(67.1)			
Sub-Total			(5.9)	(5.9)	(1,141.2)	(1,141.2)	(1,147.0)	(1,147.0)	(11.0)	(120.2)			
Total Changes			(16.9)	(16.9)	(1,163.8)	(1,163.8)	(1,180.7)	(1,180.7)	(11.0)	(120.2)			

Base Expenditure Changes (Savings of \$0.034 million gross & net)

Line-by-line Review

- A line by line review of expenditures informed by actual experience results in a savings of \$0.034 million for non-payroll items.

Service Efficiencies (Savings of \$1.147 million gross & net)

Service Transformation

- A Service Transformation results in deletion of 10.0 positions and savings of \$1.141 million gross and net in 2018 and annualized savings of \$0.053 million in 2019.
- Please refer to Confidential Attachment 1 under separate cover.

Service Delivery Model Review

- A service delivery model review results in the deletion of 1.0 position for a savings of \$0.006 million net in 2018 and the annualized savings of \$0.067 million in 2019.
- Please refer to Confidential Attachment 1 under separate cover.

Approval of the 2018 Preliminary Operating Budget for the City Clerk's Office will result in a 2019 incremental net cost of \$0.732 million and a 2020 incremental net cost of \$0.693 million to maintain the 2018 service levels, as discussed in the following section.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Impact										
Annualization impacts of 2018 service efficiencies	(120.2)		(120.2)	(0.4%)						
Reversal of 2018 Municipal Election requirements	(12,500.0)	(12,500.0)			(38.0)					
Operating Impacts of Capital	328.5	51.9	276.6	0.9%	3.0	412.7	67.6	345.1	1.1%	1.0
Delivery of Capital Projects										
Net temporary capital delivery	1,828.8	1,828.8			14.5	(1,284.1)	(1,284.1)			(10.4)
Salaries and Benefits	628.0	82.6	545.4	1.7%		395.8	90.6	305.3	0.9%	
Economic Factors - Non Payroll	43.1		43.1	0.1%		44.3		44.3	0.1%	
Other Base Changes										
Post Election Event requirements	979.1	979.1			5.5	(515.5)	(515.5)			(5.5)
IDC IDR Reconciliation	(342.2)	(330.2)	(12.0)	(0.0%)		1.0	2.7	(1.8)	(0.0%)	
Revenue										
User fee and non user fee		0.6	(0.6)	(0.0%)			0.1	(0.1)	(0.0%)	
Total Incremental Impact	(9,154.9)	(9,887.3)	732.4	2.3%	(15.1)	(945.7)	(1,638.6)	692.9	2.1%	(15.0)

Future year incremental costs are primarily attributable to the following:

Known Impacts:

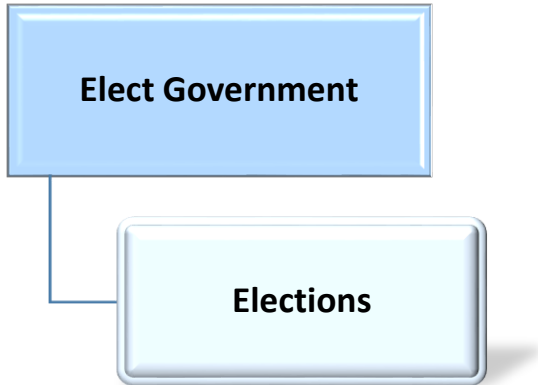
- The annualized impact of 2018 service efficiencies results in a decrease of \$0.120 million net in 2019.
- The reversal of the requirements for the 2018 Municipal Election results in a decrease of \$12.500 million gross and \$0 net and the deletion of 38.0 temporary positions.
- The completion of capital projects will require an increase of \$0.329 million gross and \$0.277 million net and 3.0 temporary positions in 2019, and \$0.413 million gross and \$0.345 million net and 1.0 position in 2020 for the sustainment of *Toronto Election Management Information System (TEMIS)*, *City Clerk's Office Business Systems*, *Council Business Systems* and *Information Management Infrastructure*.
- Net changes in temporary capital staffing, with costs recovered from the City Clerk's Office Capital Budget, result in the addition of 14.5 temporary positions and \$1.829 million gross and \$0 net in 2019, and a decrease of 10.4 temporary positions and \$1.284 million gross and \$0 net in 2020.
- Salary and benefit adjustments, including COLA for union staff, Step, and progression pay increases results in projected increases of \$0.545 million net in 2019 and \$0.305 million net in 2020.
- Inflationary cost increases for non-payroll expenses result in pressures of \$0.043 million net in 2019 and \$0.044 million net in 2020.
- Election requirements, including post-election activities, result in an increase of 5.5 temporary positions and \$0.979 million gross and \$0 net in 2019, and a decrease of 5.5 temporary positions and \$0.516 million gross and \$0 net in 2020.



Part 2

2018 Preliminary Operating Budget by Service

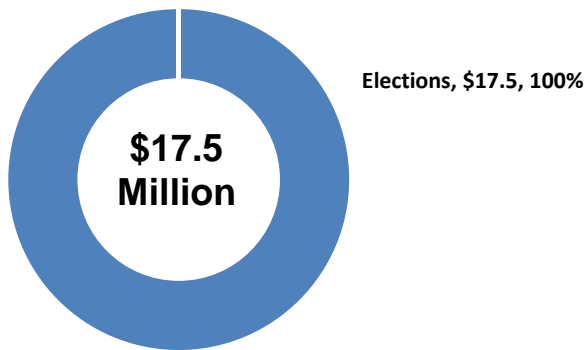
Elect Government



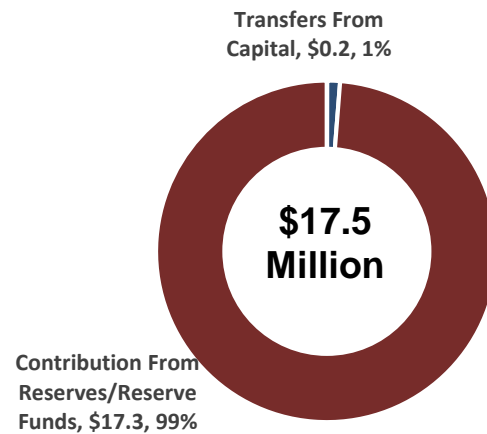
What We Do

- 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 and third party advertisers Financial Filing and Disclosure in compliance with legislation
- Administer the Election Contribution Rebate Program

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels Elect Government

Activity	Type	Service Levels			
		2015	2016	2017	2018
Elections	Election Delivery and financial reporting	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Election Readiness				

Overall, the 2018 Service Levels are consistent with the approved 2016 Service Levels for Elect Government.

Table 6
2018 Preliminary Service Budget by Activity

(\$000s)	2017	2018 Preliminary Operating Budget						Incremental Change							
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Elections	5,941.5	17,491.3		17,491.3	11,549.9	194.4%		17,491.3	11,549.9	194.4%	(10,979.3)	-62.8%	(361.6)	(5.6%)	
Total Gross Exp.	5,941.5	17,491.3		17,491.3	11,549.9	194.4%		17,491.3	11,549.9	194.4%	(10,979.3)	-62.8%	(361.6)	(5.9%)	
REVENUE															
Elections	5,941.5	17,491.3		17,491.3	11,549.9	194.4%		17,491.3	11,549.9	194.4%	(10,979.3)	-62.8%	(361.6)	(5.6%)	
Total Revenues	5,941.5	17,491.3		17,491.3	11,549.9	194.4%		17,491.3	11,549.9	194.4%	(10,979.3)	-62.8%	(361.6)	(5.9%)	
NET EXP.															
Elections															
Total Net Exp.															
Approved Positions	40.8	71.8		71.8	31.0	76.0%		71.8	31.0	76.0%	(29.4)	-40.9%	(5.7)	(13.4%)	

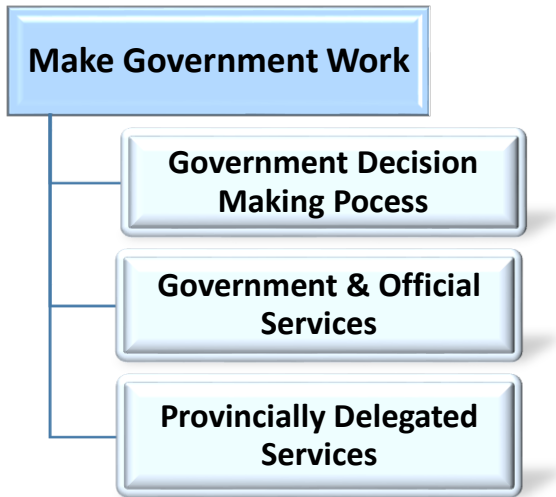
The **Elect Government** service ensures readiness to administer an open, fair and accessible election whenever one is required or called, conducts elections in compliance with legislation, provides all electors the opportunity to vote whenever an election is held and facilitates Candidate Financial Filing and Disclosure and Third-Party Advertising Disclosure in compliance with legislation.

The Elect Government service's 2018 Preliminary Operating Budget is \$17.491 million gross and \$0 net. Its gross operating budget is \$11.550 million net or 194.4% over the 2017 Approved Net Budget, but \$0 net, reflecting the additional costs to deliver the 2018 Municipal Election.

Base budget pressures are mainly attributable to salary and benefit adjustments, common across all services. In addition, other base budget pressures are attributable to the following:

- The requirements for the 2018 Municipal Elections result in an increase of \$12.500 million gross and \$0 net and 38.0 temporary positions.
- The reversal of post-election event and temporary positions in Elections operations results in a decrease of 4.3 positions and \$0.445 million gross and \$0 net.
- The completion of capital projects require \$0.329 million gross and \$0 net to add 2.0 positions, for the sustainment of the *Toronto Election Management Information System (TEMIS)*, funded from the Election Reserve Fund.
- The reversal of the one-time Election Modernization Team results in a decrease of 3.0 temporary positions and \$0.381 million gross and \$0 net.
- Net changes in temporary capital staffing results in a decrease of 0.8 temporary positions and \$0.217 million gross and \$0 net, recovered from the City Clerk's Office Capital Budget.
- There are no service level changes for this Service.

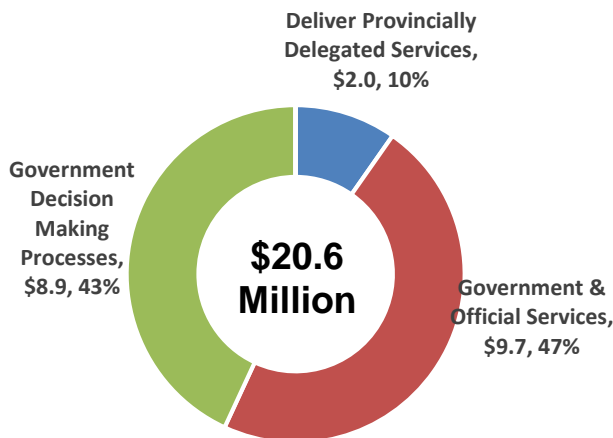
Make Government Work



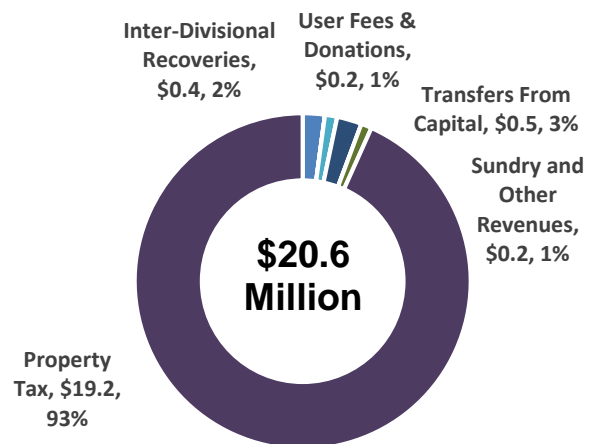
What We Do

- 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

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)

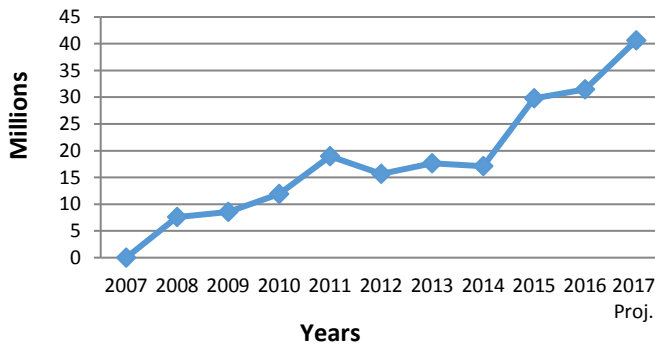


2018 Service Levels Make Government Work

Activity	Type	Service Levels			
		2015	2016	2017	2018
Government Decision Making Processes	Manage meetings and legislated notices	<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.	<u>Statutory Service Level:</u> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Maintain legislative records				
	Manage appointments to committees and other bodies	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.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Government and Official Services	Council administrative services	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.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Protocol Services				
Deliver Provincially Delegated Services	Register Vital Events	<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.	<u>Statutory Service Level:</u> Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Administration of Assigned Statutory Functions				

Overall, the 2018 Service Levels are consistent with the approved 2016 Service Levels for Make Government Work.

Public Participation in the Legislative Process has Grown since 2012



- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million visits to the web-site in 2008 to 2,130 and 31.4 million respectively in 2016.

Table 6
2018 Preliminary Service Budget by Activity

	2017	2018 Preliminary Operating Budget						2018 Prelim Budget vs. 2017 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim Budget	\$	%	2019 Plan		2020 Plan	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Deliver Provincially Delegated Services	2,063.0	2,007.7	(0.8)	2,006.9	(56.0)	(2.7%)		2,006.9	(56.0)	(2.7%)	34.3	1.7%	16.3	0.8%
Government & Official Services	9,775.4	9,739.0	(8.6)	9,730.4	(44.9)	(0.5%)		9,730.4	(44.9)	(0.5%)	950.8	9.8%	(575.3)	(5.4%)
Government Decision Making Processes	8,642.2	8,894.8	(7.5)	8,887.3	245.1	2.8%		8,887.3	245.1	2.8%	436.0	4.9%	86.0	0.9%
Total Gross Exp.	20,480.5	20,641.5	(16.9)	20,624.7	144.2	0.7%		20,624.7	144.2	0.7%	1,421.2	6.9%	(473.0)	(2.1%)
REVENUE														
Deliver Provincially Delegated Services						-				-				
Government & Official Services	1,314.4	715.0		715.0	(599.3)	(45.6%)		715.0	(599.3)	(45.6%)	656.5	91.8%	(914.1)	(66.6%)
Government Decision Making Processes	548.7	669.8		669.8	121.2	22.1%		669.8	121.2	22.1%	313.1	46.7%	7.8	0.8%
Total Revenues	1,863.0	1,384.8		1,384.8	(478.2)	(25.7%)		1,384.8	(478.2)	(25.7%)	969.6	70.0%	(906.3)	(38.5%)
NET EXP.														
Deliver Provincially Delegated Services	2,063.0	2,007.7	(0.8)	2,006.9	(56.1)	(2.7%)		2,006.9	(56.0)	(2.7%)	34.3	1.7%	16.3	0.8%
Government & Official Services	8,461.0	9,024.0	(8.6)	9,015.4	554.4	6.6%		9,015.4	554.4	6.6%	294.3	3.3%	338.8	3.6%
Government Decision Making Processes	8,093.5	8,225.0	(7.5)	8,217.5	124.0	1.5%		8,217.5	123.9	1.5%	123.0	1.5%	78.3	0.9%
Total Net Exp.	18,617.5	19,256.7	(16.9)	19,239.8	622.3	3.3%		19,239.8	622.3	3.3%	451.6	2.3%	433.3	2.2%
Approved Positions	180.8	177.1	(1.0)	176.1	(4.7)	(2.6%)		176.1	(4.7)	(2.6%)	10.1	5.7%	(6.6)	(3.6%)

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 2018 Preliminary Operating Budget of \$20.625 million gross and \$19.240 million net is \$0.622 million or 3.3% over the 2017 Approved Net Budget.

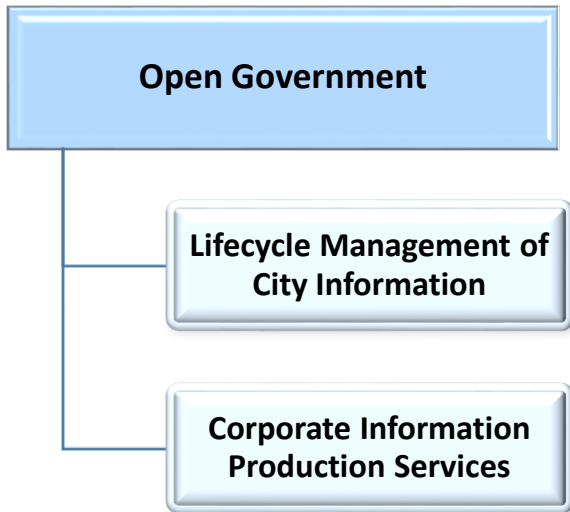
Base budget pressures are mainly attributable to salary and benefit adjustments common across all activities. In addition, other base budget pressures are attributable to the following:

- Reversal of prior year impacts, which results in a decrease of \$0.036 million net.
- Operating impact of \$0.193 million net from the completion of capital projects that require 2.0 permanent positions to sustain *City Council and City Clerk's Business Systems and Information Management Infrastructure*.
- Inflationary increases for non-payroll expenses which result in an increase of \$0.013 million.
- Net changes in temporary capital staffing with costs recovered from the City Clerk's Office Capital Budget, which result in a decrease of 6.7 temporary positions and \$0.593 million gross and \$0 net.

In order to offset these pressures, the 2018 Preliminary Operating Budget includes base expenditure changes of \$0.011 million and service efficiencies of \$0.006 million, as detailed below:

- A line by line review of expenditures against actual experience results in savings of \$0.011 million for non-payroll items.
- A review of the service delivery model results in the deletion of 1.0 position for a savings of \$0.006 million net in 2018 and annualized savings of \$0.067 million in 2019.
- Please refer to Confidential Attachment 1 under separate cover.

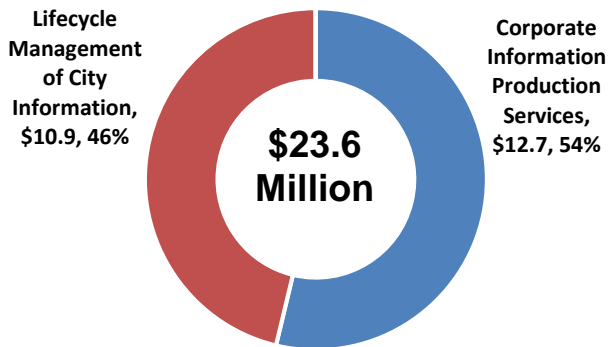
Open Government



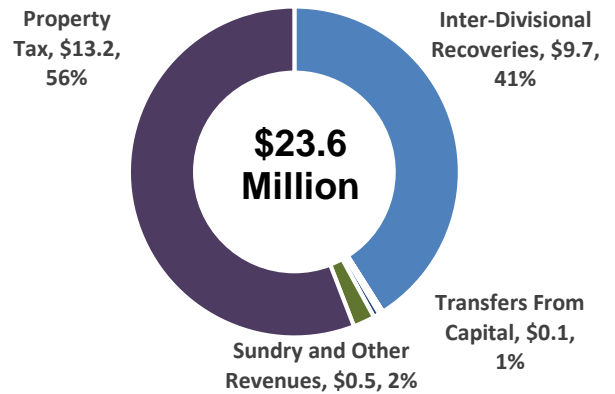
What We Do

- 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

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)

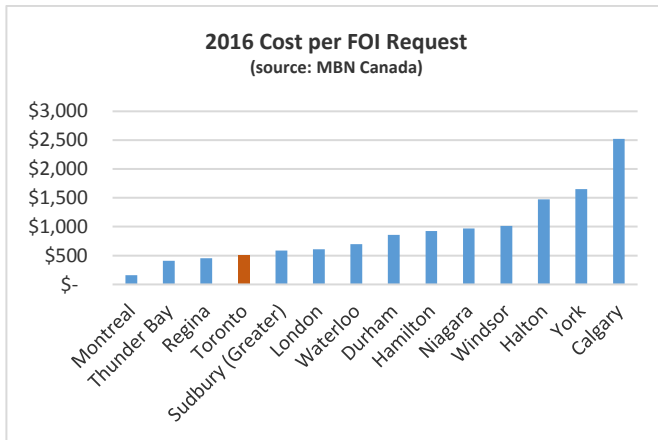


2018 Service Levels Open Government

Activity	Type	Service Levels			
		2015	2016	2017	2018
Lifecycle Management of City Information	Access to information	<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.	<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> 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.	<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 Print/photocopy City information	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.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.

Overall, the 2018 Service Levels are consistent with the approved 2016 Service Levels for Open Government.

Service Performance Measures



- Toronto has one of the lowest costs to respond to a Freedom of Information Request despite the highest number of requests (based on 2016 MBN Canada data).

**Table 6
2018 Preliminary Service Budget by Activity**

	2017	2018 Preliminary Operating Budget						2018 Prelim Budget vs. 2017 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim Budget	\$	%	2019 Plan		2020 Plan	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Corporate Information Production Services	12,992.6	13,769.1	(1,103.3)	12,665.8	(326.8)	(2.5%)		12,665.8	(326.8)	(2.5%)	(264.0)	-2.1%	54.8	0.4%
Lifecycle Management of City Information	11,307.5	10,958.0	(60.5)	10,897.5	(410.0)	(3.6%)		10,897.5	(410.0)	(3.6%)	667.2	6.1%	(166.0)	(1.4%)
Total Gross Exp.	24,300.2	24,727.1	(1,163.8)	23,563.3	(736.9)	(3.0%)		23,563.3	(736.9)	(3.0%)	403.2	1.7%	(111.1)	(0.5%)
REVENUE														
Corporate Information Production Services	9,412.0	9,536.6		9,536.6	124.6	1.3%		9,536.6	124.6	1.3%	(337.5)	-3.5%	0.4	0.0%
Lifecycle Management of City Information	1,059.4	820.3		820.3	(239.1)	(22.6%)		820.3	(239.1)	(22.6%)	459.9	56.1%	(371.1)	(29.0%)
Total Revenues	10,471.4	10,356.8		10,356.8	(114.5)	(1.1%)		10,356.8	(114.5)	(1.1%)	122.4	1.2%	(370.7)	(3.7%)
NET EXP.														
Corporate Information Production Services	3,580.7	4,232.5	(1,103.3)	3,129.2	(451.4)	(12.6%)		3,129.2	(451.4)	(12.6%)	73.5	2.3%	54.5	1.7%
Lifecycle Management of City Information	10,248.1	10,137.7	(60.5)	10,077.2	(170.9)	(1.7%)		10,077.2	(170.9)	(1.7%)	207.3	2.1%	205.1	2.0%
Total Net Exp.	13,828.8	14,370.2	(1,163.8)	13,206.4	(622.3)	(4.5%)		13,206.4	(622.3)	(4.5%)	280.8	2.1%	259.5	1.9%
Approved Positions	183.0	181.0	(10.0)	171.0	(12.0)	(6.6%)		171.0	(12.0)	(6.6%)	4.3	2.5%	(2.7)	(1.5%)

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 efficient corporate print/photocopy and mail services.

The Open Government service's 2018 Preliminary Operating Budget of \$23.563 million gross and \$13.206 million net is \$0.622 million or 4.5% below the 2017 Approved Net Budget.

Base budget pressures are mainly attributable to salary and benefit adjustments common across all services. In addition, other base budget pressures are attributable to the following:

- The reversal of prior year impacts, which results in a decrease of \$0.155 million gross and net.
- Inflationary increases for non-payroll items, which results in an increase of \$0.026 million.
- Net changes in temporary capital staffing with costs recovered from the City Clerk's Office Capital Budget, which results in an decrease of 2.0 temporary capital positions and \$0.247 million gross and \$0 net
- IDC/IDR reconciliation to reflect actual requirements which results in an increase of \$0.418 million gross and \$0.285 million net.

In order to offset these pressures, the 2018 Preliminary Operating Budget includes base expenditure changes of \$0.023 million net, and service efficiency savings of \$1.141 million net, as detailed below:

- A line by line review of expenditures against actual expenses will result in savings of \$0.023 million for non-payroll items.
- A Service Transformation results in the deletion of 10.0 positions and savings of \$1.141 million gross and net in 2018 and the annualized savings of \$0.053 million in 2019.
- Please refer to Confidential Attachment 1 under separate cover.



Part 3

Issues for Discussion

Issues Impacting the 2018 Budget

Modernizing Elections, Changing Legislative Framework, and addressing Council vacancy

- Planning for the 2018 Election is now underway, taking into consideration changes to the Municipal Elections Modernization Act, 2016 (Bill 181) and Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017.
- Key issues and challenges include changing election administration due to impacts of a shortened election calendar, regulation of third party advertising, changes to campaign financing and new compliance and enforcement requirements.
- Ensuring readiness to implement ward boundary changes for the 2018 election is also required.
- The full impact of the changes on future elections will be assessed following the 2018 election to determine future requirements.
- Funding of \$12.500 million gross and \$0 net, funded from the Election Reserve Fund, is included in the City Clerk's Office 2018 Preliminary Operating Budget to deliver the 2018 Municipal Elections.
- Ensuring sufficient staff positions to deliver by-elections is required during an election year.

Issues Impacting Future Years

Impact of Legislative Changes to the Construction Lien Act

- Bill 142, An Act to Amend Construction Lien Act, -- the legislation was tabled in the legislature with major changes to liens and hold backs that will affect City projects. All liens on municipal property is to be given to the Clerk. How this needs to be administered is yet to be determined. A working group of City staff will begin to assess the impact, but there may be operating and capital budget impacts associated with this change.
- Bill 68 received royal assent on May 30, 2017. Changes to the Municipal Conflict of Interest Act will increase the role and responsibilities of the Integrity Commissioner as well as the City Clerk's Office. The Bill also requires the development of a pregnancy/parental leave for Members of Council.
- The City Clerk's Office needs to closely monitor various legislative changes in order to assess the impact of these changes on operations and financial resources.

Secretariat

- Secretariat is facing all-time high demands with support to decision bodies increasing to 92 in 2017, an increase of 9.5% compared to 2016. While 2018 budget request reflects Council decision as listed below for Secretariat to provide meeting management support to two new boards, funding for the necessary staff positions and resources required are contingent on agreement from these boards. A stable funding source is required to ensure that Secretariat's capacity to support decision bodies can be sustained in the long-term.
- At its meeting on March 28, 2017, City Council adopted EX23.2 "Establishment of an Investment Board", <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX23.2>.
- At its meeting on May 24, 2017, the "City-Wide Real Estate Transformation" (EX25.9) staff report was considered and adopted by City Council in support of continuing the City-Wide Real Estate Review (CWRER) initiative. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.9>

- At its meeting on July 4, 5, 6 and 7, 2017, City Council adopted AU9.12 " Auditor General's Observations of a Land Acquisition at Finch Avenue West and Arrow Road by the Toronto Parking Authority - Part 2":
 - City Council appointed the City Clerk as secretary to provide meeting management support to the Toronto Parking Authority Board of Directors, such services to be provided at the Toronto Parking Authority's expense in accordance with a service agreement to be mutually agreed upon by the Toronto Parking Authority Board and the City Clerk.
- <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.AU9.12>.

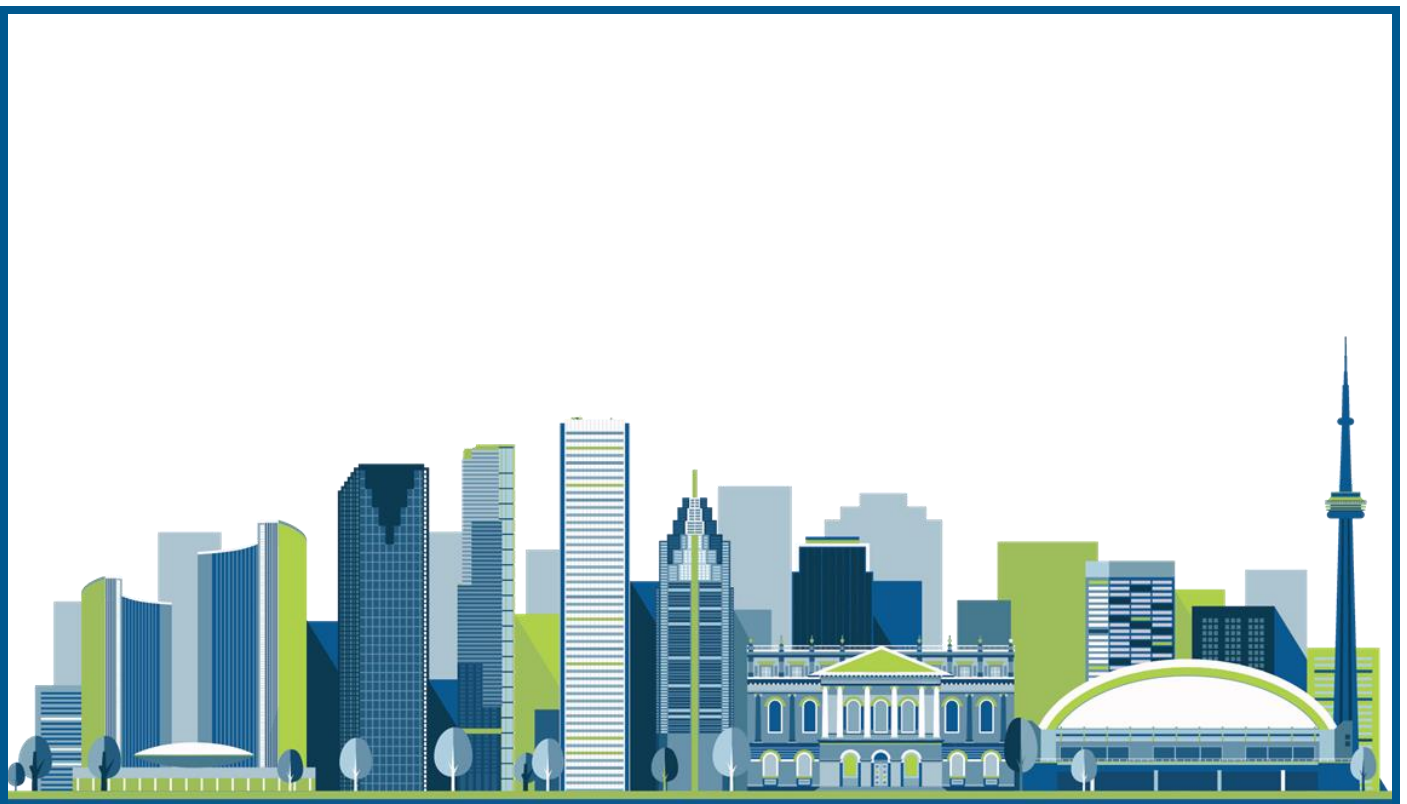
Issues Referred to the 2018 Operating Budget Process

New & Enhanced Not Included in the 2018 Preliminary Operating Budget

- The following initiative has not been included in the 2018 Preliminary Operating Budget. It is included for Council's consideration as part of the 2018 budget process.

Description (\$000s)	New and Enhanced		Total New and Enhanced			Incremental Change			
	Make Government Work		\$		Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
New Service Priorities									
Staff Initiated:									
<i>Real-time & Archived Video Captioning of Council & Ctee Mtg</i>	400.0	400.0	400.0	400.0		200.0			
Sub-Total Staff Initiated	400.0	400.0	400.0	400.0		200.0			
Total New Service Priorities	400.0	400.0	400.0	400.0		200.0			
Total New / Enhanced Services	400.0	400.0	400.0	400.0		200.0			

- Real-time and Post-video Captioning of Council and Committee Meetings (\$0.400 million gross and net)
 - At its meeting of December 13, 14, and 15, 2017, City Council adopted EX20.30 "Accessible Communication at Meetings", <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.30>.
 - City Council has directed an increase in the accessibility of committee meetings, in order to improve the accessibility of the legislative process for persons with hearing and other disabilities, as well as persons for whom English is not their primary language.
 - Funding of \$0.400 million gross and net will ensure that the City Clerk's Office can provide real-time captioning and post- captioning for all recorded/archived meeting videos for City Council, Standing Committees, Community Councils, and selected other committee meetings.
 - Live captioning of City Council meetings was provided to the community via Rogers Cable 10 and not through the City. However, Rogers discontinued its broadcast and live captioning of City Council meetings on September 25, 2017.
 - The funding will provide real-time captioning for all live streamed meetings and captioning for archived videos of meetings. This will increase compliance with AODA requirements, and remove barriers that prevent access to Council decision-making processes.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, the City Clerk's Office accomplished the following:

- ✓ Launched work planning for the 2018 election including policy and procedure development, home voters program and new technology enhancements.
- ✓ Managed the filling of vacancy in Wards 44 and 28 by appointment, the office operations of Wards 44 and 28 during transition, delivery of the Ward 42 By-Election, and onboarding of new Councillors in Wards 42, 44 and 28.
- ✓ Supported Toronto's efforts to reflect Toronto's diversity in its boards through enhanced outreach to the community, managing 104 public appointments to 26 bodies (YTD Sep. figures).
- ✓ Facilitated democratic decision-making and public access to government through planning, staging and recording over 323 meetings of City Council, its Committees and other boards, and registering over 2,300 speakers at committees and tribunals, while supporting 92 decision-making bodies including 3 new bodies in 2017 (YTD Sept figures).
- ✓ Implemented Phase 1 of Information Production Services Transformation which aligns the service delivery model with changing technology and new business processes, and responds to current and future needs of the City divisions and programs.
- ✓ Launched strategic protocol model with focus on enhancing support to strengthen Toronto's global profile and international outreach activities.
- ✓ Refocused Archives' educational programming, exhibits, lectures and community events so that they are more customer-oriented and accessible.

Appendix 2

2018 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	37,465.7	39,520.5	40,561.0	39,572.0	46,388.9	5,828.0	14.4%	42,100.7	41,100.2
Materials & Supplies	1,410.3	1,362.2	1,086.4	1,086.4	1,789.5	703.0	64.7%	1,104.3	1,108.1
Equipment	405.9	499.9	90.4	90.4	398.0	307.6	340.2%	102.1	134.0
Service And Rent	8,111.6	8,461.1	7,446.1	7,525.1	11,515.9	4,069.8	54.7%	7,978.7	7,996.8
Contribution To Reserves/Reserve Funds	464.6	464.6	472.8	472.8	203.6	(269.2)	(56.9%)	203.6	203.6
Other Expenditures	35.2	33.4	34.0	34.0	35.1	1.1	3.1%	35.1	35.1
Inter-Divisional Charges	1,369.1	1,225.0	1,031.5	1,031.5	1,348.3	316.8	30.7%	1,000.0	1,000.9
Total Gross Expenditures	49,262.4	51,566.8	50,722.2	49,812.2	61,679.3	10,957.1	21.6%	52,524.4	51,578.7
Inter-Divisional Recoveries	10,715.3	11,409.3	9,677.8	9,677.8	10,135.3	457.5	4.7%	9,808.3	9,814.9
User Fees & Donations	374.5	251.7	299.2	299.2	336.2	37.0	12.3%	336.4	336.4
Transfers From Capital	1,265.5	2,487.1	1,903.8	1,903.8	847.4	(1,056.4)	(55.5%)	2,676.1	1,392.1
Contribution From Reserves/Reserve Funds	4,531.7	4,209.4	5,513.2	4,853.2	17,274.2	11,761.0	213.3%	5,890.2	5,529.1
Sundry and Other Revenues	343.7	1,056.7	881.9	881.9	640.0	(241.9)	(27.4%)	634.6	634.6
Total Revenues	17,230.6	19,414.3	18,275.9	17,615.9	29,233.0	10,957.1	60.0%	19,345.7	17,707.1
Total Net Expenditures	32,031.8	32,152.5	32,446.3	32,196.3	32,446.3	(0.0)	(0.0%)	33,178.6	33,871.5
Approved Positions	382.8	394.9	404.6	388.0	418.8	14.3	3.5%	403.8	388.8

* Based on the 9-month Operating Variance Report

For additional information regarding the 2017 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, 2017" considered by City Council at its meeting on December 6, 2017.

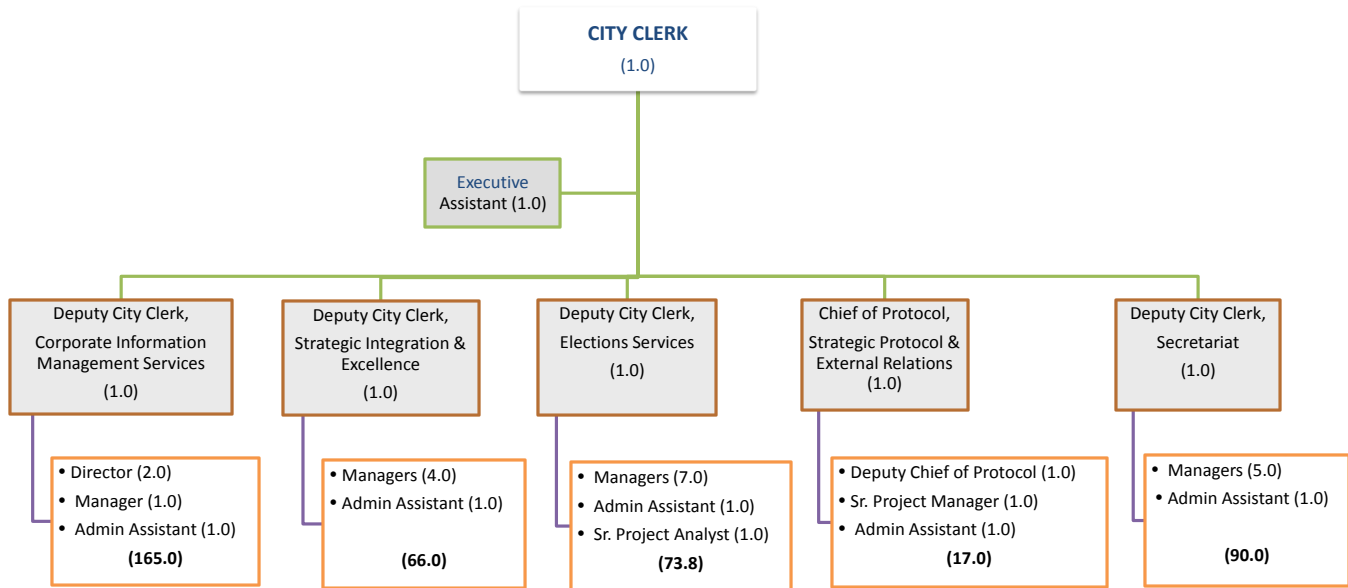
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- Projections to year-end indicate that the City Clerk's Office will generate a year-end surplus of \$0.250 million net due to the delays in filling staff vacancies.
- Since the projected underspending in 2017 is not expected to continue into 2018, as vacancies are expected to be filled in early 2018, there is no impact of the 2017 Operating Variance on the 2018 Preliminary Operating Budget.

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	6.0	64.0	57.0	246.0	373.0
	Temporary		1.0	4.0	34.0	39.0
	Total Operating	6.0	65.0	61.0	280.0	412.0
Capital	Permanent					
	Temporary			5.5	1.3	6.8
	Total Capital	-	-	5.5	1.3	6.8
Grand Total		6.0	65.0	66.5	281.3	418.8

Appendix 4
Summary of 2018 Service Changes

2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Other City Programs Program - City Clerk's Office	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2018 Preliminary Base Budget Before Service Changes:			62,826.3	29,233.0	33,593.3	429.80	852.6	692.9

14369	Service Delivery Model Review
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51	Negative
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Description:

The deletion of 1.0 permanent position results in savings of \$0.006 million in 2018 and annualized savings of \$0.067 million in 2019. Please refer to Confidential Attachment 1 under separate cover.

Service Level Impact:

There is no service level impact.

Equity Statement:

The proposal may have a low negative impact on some persons with disabilities as it may impact access to City spaces.

Service: GV-Make Government Work

Preliminary Service Changes:	(5.9)	0.0	(5.9)	(1.00)	(67.1)	0.0
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Total Preliminary Service Changes:	(5.9)	0.0	(5.9)	(1.00)	(67.1)	0.0
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14368	Service Transformation
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51	No Impact
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Description:

The deletion of 10.0 permanent positions results in savings of \$1.141 million. Please refer to Confidential Attachment 1 under separate cover.

Service Level Impact:

There is no service level impact.

Equity Statement:

There are no equity impacts.

Service: GV-Open Government

Preliminary Service Changes:	(1,141.2)	0.0	(1,141.2)	(10.00)	(53.1)	0.0
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Total Preliminary Service Changes:	(1,141.2)	0.0	(1,141.2)	(10.00)	(53.1)	0.0
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**2018 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		Other City Programs Program - City Clerk's Office	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Summary:								
Total Preliminary Service Changes:			(1,147.0)	0.0	(1,147.0)	(11.00)	(120.2)	0.0
Total Preliminary Base Budget:			61,679.3	29,233.0	32,446.3	418.80	732.4	692.9

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, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
Projected Beginning Balance		437.9	127.2	133.3	139.4
Clerk's Vehicle Reserve	XQ1504				
<i>Proposed Withdrawals (-)</i>		(322.2)			
<i>Contributions (+)</i>		11.4	6.1	6.1	6.1
Total Reserve / Reserve Fund Draws / Contributions		127.2	133.3	139.4	145.5
Balance at Year-End		127.2	133.3	139.4	145.5

* Based on 9-month 2017 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
Projected Beginning Balance		1,087.4	1,288.6	1,128.6	1,078.6
Clerk's Equipment Reserve	XQ1507				
<i>Proposed Withdrawals (-)</i>		(63.5)	(160.0)	(50.0)	(105.0)
<i>Contributions (+)</i>		264.7			
Total Reserve / Reserve Fund Draws / Contributions		1,288.6	1,128.6	1,078.6	973.6
Balance at Year-End		1,288.6	1,128.6	1,078.6	973.6

* Based on 9-month 2017 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
Projected Beginning Balance		13,534.3	15,805.0	7,620.1	7,173.9
Election Reserve	XR1017				
<i>Proposed Withdrawals (-)</i>		(8,729.3)	(19,184.8)	(11,446.3)	(9,217.1)
<i>Contributions (+)</i>		11,000.0	11,000.0	11,000.0	11,000.0
Total Reserve / Reserve Fund Draws / Contributions		15,805.0	7,620.1	7,173.9	8,956.8
Balance at Year-End		15,805.0	7,620.1	7,173.9	8,956.8

* Based on 9-month 2017 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance			25,981.1	26,178.6	26,376.1
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			197.5	197.5	197.5
Total Reserve / Reserve Fund Draws / Contributions		-	26,178.6	26,376.1	26,573.7
Balance at Year-End		25,981.1	26,178.6	26,376.1	26,573.7

* Based on 9-month 2017 Reserve Fund Variance Report

Appendix 7a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Rental of facility - Audio Visual Technician	Archives Services	Full Cost Recovery	Per hour (minimum 4 hours)	\$45.84	\$0.46	(\$0.02)	\$46.28	\$46.86	\$46.86
Property Standards appeal	Secretariat	Full Cost Recovery	Per appeal	\$282.40	\$2.82	(\$0.02)	\$285.20	\$288.75	\$288.75