



City Clerk's Office

I: 2014 OPERATING BUDGET OVERVIEW

What We Do

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through three service areas: **Elect Government** by managing and conducting all aspects of local government elections; **Make Government Work** by managing government decision-making processes, providing government and official services, and delivering provincially delegated services; and **Open Government** by managing City information through its lifecycle and delivering corporate print/photocopy and mail services.

2014 Budget Highlights

The City Clerk's Office's 2014 Operating Budget is comprised of two parts:

1. City Clerk's Office Operations.
2. Support to Deputy Mayor - at its Special Meeting on November 18, 2013, City Council directed the transfer of the operating budget of the Office of the Mayor of \$429,880 for the balance of 2013, and \$882,820 for January 1 to November 30, 2014 to the City Clerk's Office to be administered under the oversight of the Deputy Mayor.

The total cost to deliver this Program in 2014 is \$59.650 million as shown in the table below.

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Fast Facts

- The City Clerk's Office delivers more than 70 types of legislated and delegated services to the public, Elected Officials, Accountability Officers and City of Toronto divisions, agencies and corporations.
- Staff are located at 30 work locations across the City, some embedded with City divisions.

Trends

- Public interest in government information is increasing. Average 80,000 visitors per month to toronto.ca/council.

(In \$000s)	2013	2014 Budget	Change	
	Budget		\$	%
City Clerk's Office (excluding SUPPORT TO DEPUTY MAYOR)				
Gross Expenditures	47,259.2	58,766.9	11,507.7	24.4%
Gross Revenue	16,220.1	27,239.1	11,019.0	67.9%
Net Expenditures	31,039.1	31,527.8	488.7	1.6%
SUPPORT TO DEPUTY MAYOR				
Gross Expenditures	429.9	882.8	452.9	105.4%
Gross Revenue				
Net Expenditures	429.9	882.8	452.9	105.4%
GRAND TOTAL				
Gross Expenditures	47,689.1	59,649.7	11,960.6	25.1%
Gross Revenue	16,220.1	27,239.1	11,019.0	67.9%
Net Expenditures	31,469.0	32,410.6	941.6	3.0%

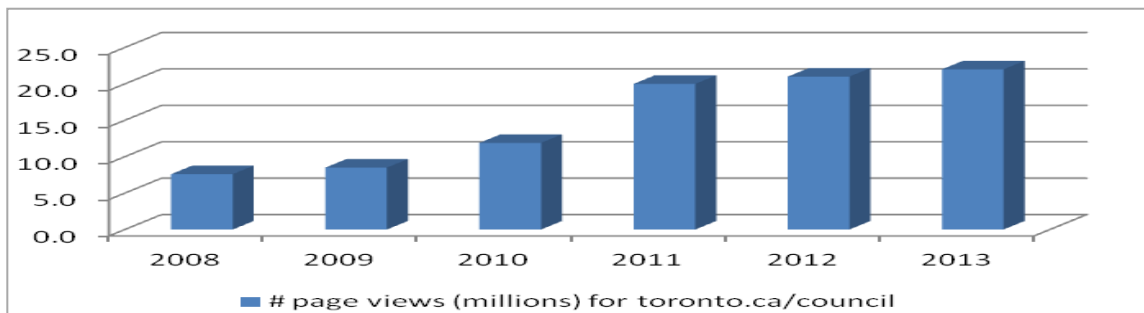
The 2014 Operating Budget of \$32.411 million net is \$0.942 million or 3.0% over the 2013 Budget of \$31.469 million net and provides \$2.372 million net in funding for base budget increases (inclusive of base increase for support to Deputy Mayor of \$0.453 million net) which have been offset by \$1.430 million net in service budget reductions. If the support to the Deputy Mayor is removed, the City Clerk's Office budget is at 1.6% increase over the 2013 Net Approved Budget.

Our Service Deliverables for 2014

The 2014 Operating Budget of \$59.650 million gross and \$32.411 million net provides funding to:

- Deliver the 2014 Municipal Election and ensure smooth Council transition
- Provide statutory and delegated services in accordance with statutory compliance, accuracy, timeliness and customer service standards
- Set up Elections Alternative Strategies Team to research and test systems and voting equipment required to support changes in election administration
- Implement Council direction on Public Appointments in response to Ombudsman's recommendations.
- Lead implementation of corporate strategic plan priority action on Open Government by Design
- Provide support for Host City responsibilities for 2015 Pan Am and ParaPan Am Games.

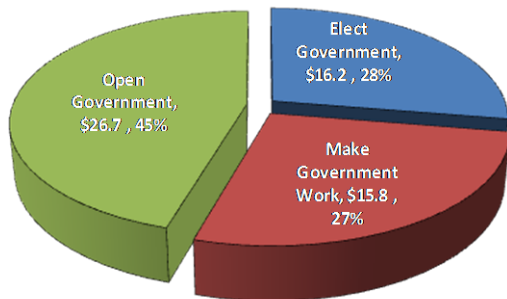
Public Engagement in Council Decision Making is Increasing



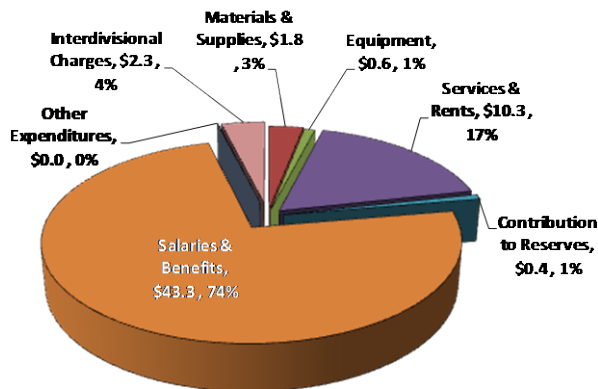
2014 Budget Expenditures & Funding
(excluding Support to Deputy Mayor)

Where the money goes:

2014 Operating Budget by Service
\$58.767 Million

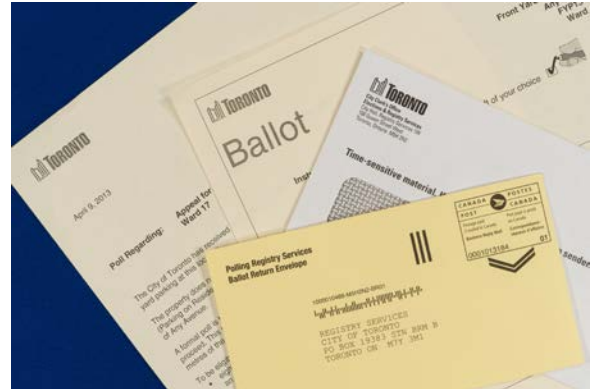
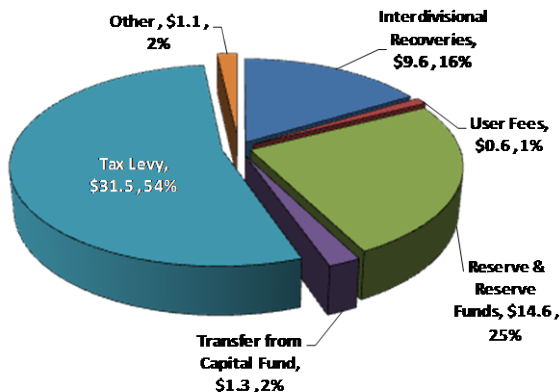


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source



Our Key Challenges and Priority Actions

- Modernizing and democratizing Elections.
- Managing expectations and responding realistically to public demand for more information to be available in more open formats and quicker.
- Keeping pace with changing technology to continuously engage the public to proactively meet their needs so that there is better understanding and participation in government.
- Advocate change to the Municipal Elections Act to help modernize and simplify the election process, make it accessible to all; provide for clearer financing rules and better enforcement mechanisms; and accommodate modern technology, including the use of social media.
- Open government by design so that City information is readily and easily accessible to the public.

II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

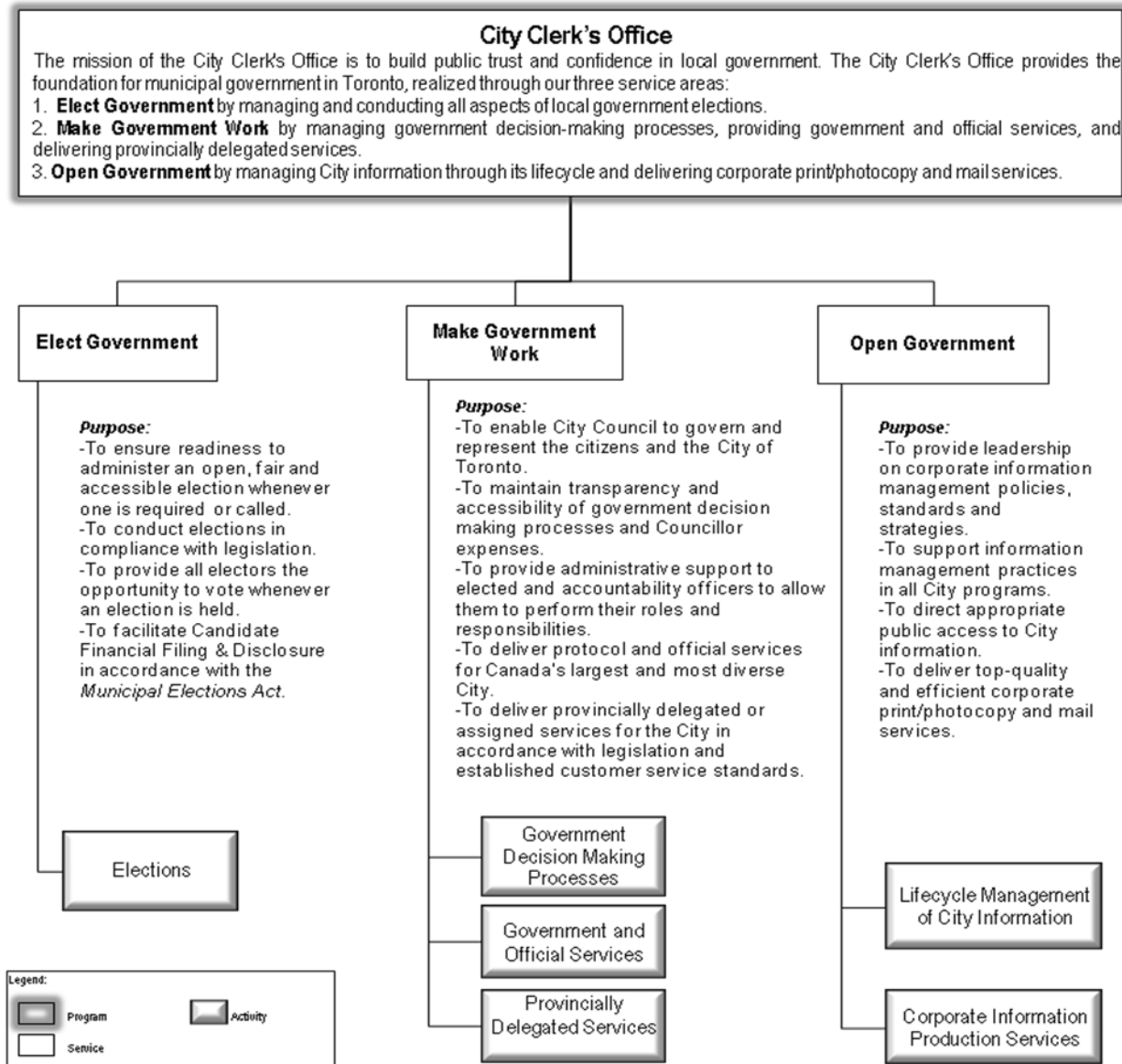
1. City Council approve the 2014 Operating Budget for City Clerk's Office of \$59.650 million gross and \$32.411 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
City Clerk's Office (excluding Support to the Deputy Mayor)		
Elect Government	16,210.3	1,238.6
Make Government Work	15,838.3	14,658.4
Open Government	26,718.3	15,630.9
Total	<u>58,766.9</u>	<u>31,527.8</u>
Support to the Deputy Mayor	<u>882.8</u>	<u>882.8</u>
Grand Total	<u><u>59,649.7</u></u>	<u><u>32,410.6</u></u>

2. City Council approve the City Clerk's 2014 service levels, as outlined on page 8 to 10, and associated staff complement of 450.7 positions.
3. City Council approve the 2014 user fee rate changes identified in Appendix 6(i) related to inflation and Other Adjustment; in Appendix 6 (iv) related to technical adjustments; in Appendix 6 (vi) related to rationalization of user fees, and the appropriate adjustments to be made to Municipal Code Chapter 441 "Fees and Charges".

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map



Service Customer

Elect Government

- The public
- Candidates and electors
- Other governments

Make Government Work

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

Open Government

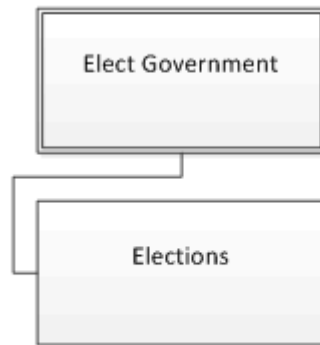
- The public
- City Council and its Members.
- The Toronto Public Service, City agencies and corporations
- Other governments

2014 Service Deliverables

The 2014 Operating Budget (excluding Support to Deputy Mayor) of \$58.767 million gross and \$31.528 million net for the City Clerk's Office will fund:

- Delivery of the 2014 Municipal Election and ensure smooth Council transition
- Provide statutory and delegated services in accordance with statutory compliance, accuracy, timeliness and customer service standards
- Form Elections Alternative Strategies Team to. research and test systems and voting equipment required to support changes in election administration
- Implementation of Council direction on Public Appointments in response to Ombudsman’s recommendations.
- Implementation of Government Management Committee direction on web-streaming of Council/Committee meetings.
- Protocol support for Host City responsibilities for the 2015 PanAm and ParaPanAm Games.
- Lead development and implementation of corporate strategic plan strategic action on Open Government by Design.
- Implementation of E-Bingo Initiative.

Service Profile: Elect Government



What we do

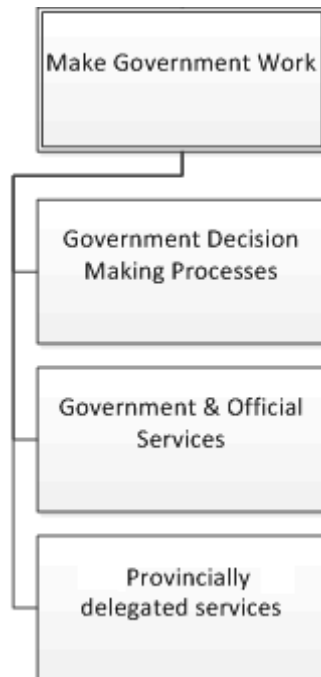
- Ensure readiness to administer an open, fair and accessible election whenever one is required or called
- Conduct elections in compliance with legislation
- Provide all electors the opportunity to vote whenever an election is held
- Facilitate Candidate Financial Filing and Disclosure in compliance with the *Municipal Elections Act, 1996*.

2014 Service Levels

Elect Government

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

Service Profile: 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 and accountability officers to allow them to perform their roles and responsibilities

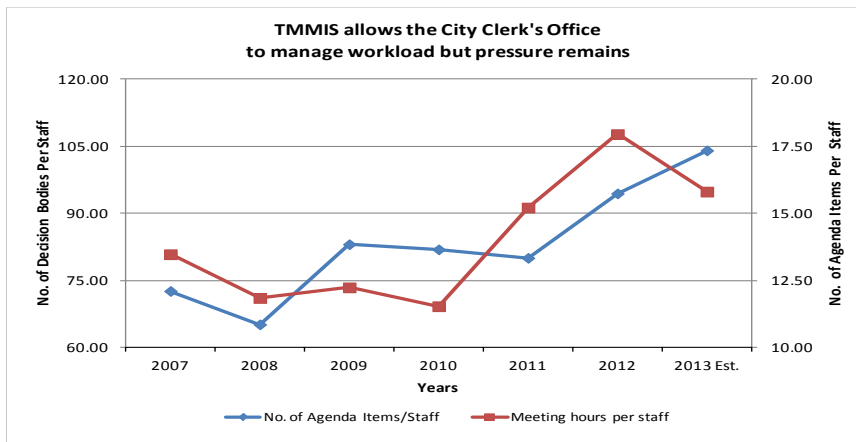
- Deliver protocol and official services for Canada's largest and most diverse City
- Deliver provincially delegated services for the City in accordance with legislation and established customer service standards.

2014 Service Levels

Make Government Work

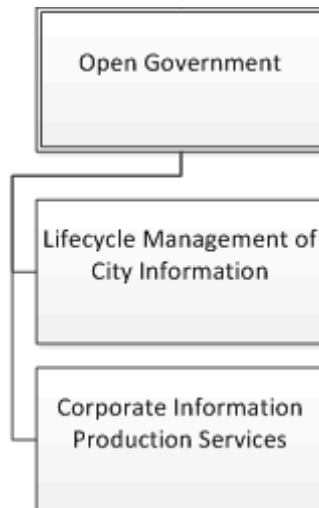
Activity	Type	Service Levels			
		2011	2012	2013	2014
Government Decision Making Processes	Manage meetings and legislated notices	Statutory Service Level: Comply with requirements for meetings and notices as required in legislation and/or by-law.			Statutory Service Level: Continue current service level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

Service Performance Measures



- The number of decision bodies per staff have dropped in 2010 and 2011 due to Council transition but are expected to increase in future years.

Service Profile: Open Government



What we do

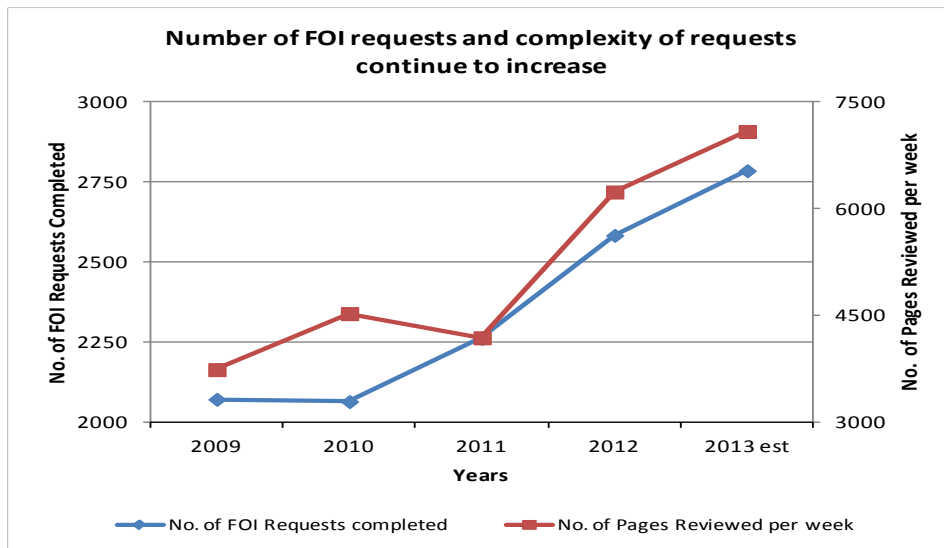
- Provide leadership on corporate information management policies, standards and strategies
- Support information management practices in all City programs
- Direct appropriate public access to City information
- Deliver top-quality and efficient corporate print/photocopy and mail services

2014 Service Levels

Open Government

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

Service Performance Measures



- The number of FOI requests initially dropped because of proactive Disclosure but has increased as public interest in government affairs continues to grow.
- The number of pages reviewed per week has been increasing since 2009 and this reflects the complexity of the requests and the large volumes of information being requested.

IV: 2014 Total Operating Budget

2014 Operating Budget (In \$000s)

(In \$000s)	2013		2014 Operating Budget			2014 vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Base	2014 New/Enhanced	2014 Budget			2015		2016	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
City Clerk's Office (excluding Support to Deputy Mayor)											
Elect Government											
Gross Expenditures	5,343.6	4,848.6	15,841.0	369.3	16,210.3	10,866.6	203.4%	(9,972.7)	(61.5%)	128.5	2.1%
Revenue	4,725.0	4,245.0	14,621.6	350.1	14,971.7	10,246.8	216.9%	(9,293.8)	(62.1%)	122.0	2.1%
Net Expenditures	618.7	603.7	1,219.4	19.2	1,238.6	619.9	100.2%	(678.9)	(54.8%)	6.4	1.2%
Make Government Work											
Gross Expenditures	15,446.7	15,236.7	15,116.8	721.5	15,838.3	391.5	2.5%	1,779.1	11.2%	(555.8)	(3.2%)
Revenue	933.5	933.5	927.9	252.0	1,179.9	246.5	26.4%	347.4	29.4%	(734.1)	(48.1%)
Net Expenditures	14,513.3	14,303.3	14,188.9	469.5	14,658.4	145.1	1.0%	1,431.7	9.8%	178.3	1.1%
Open Government											
Gross Expenditures	26,468.8	26,393.8	26,718.3		26,718.3	249.5	0.9%	779.9	2.9%	262.8	1.0%
Revenue	10,561.6	10,561.6	11,087.5		11,087.5	525.9	5.0%	(516.2)	(4.7%)	(64.1)	(0.6%)
Net Expenditures	15,907.2	15,832.2	15,630.9		15,630.9	(276.3)	(1.7%)	1,296.1	8.3%	326.9	1.9%
Total											
Gross Expenditures	47,259.2	46,479.2	57,676.0	1,090.8	58,766.9	11,507.7	24.4%	(7,413.7)	(12.6%)	(164.6)	(0.3%)
Revenue	16,220.0	15,740.0	26,636.9	602.1	27,239.1	11,019.1	67.9%	(9,462.6)	(34.7%)	(676.2)	(3.8%)
Total Net Expenditures	31,039.1	30,739.1	31,039.1	488.7	31,527.8	488.6	1.6%	2,048.9	6.5%	511.6	1.5%
Approved Positions	402.5	389.0	434.3	6.4	440.7	38.2	9.5%	(29.6)	(6.7%)	(0.7)	(0.2%)
SUPPORT TO DEPUTY MAYOR											
Gross Expenditures	429.9	429.9	882.8		882.8	452.9	105.4%	(882.8)	(100.0%)	0.0	0.0%
Revenue											
Net Expenditures	429.9	429.9	882.8		882.8	452.9	105.4%	(882.8)	(100.0%)		
Approved Positions	10.0	10.0	10.0		10.0	0.0	0.0%	(10.0)	(100.0%)		
Grand Total											
Gross Expenditures	47,689.0	46,909.0	58,558.9	1,090.8	59,649.7	11,960.7	25.1%	(8,296.5)	(13.9%)	(164.6)	(0.3%)
Revenue	16,220.0	15,740.0	26,636.9	602.1	27,239.1	11,019.1	67.9%	(9,462.6)	(34.7%)	(676.2)	(3.8%)
Net Expenditures	31,469.0	31,169.0	31,921.9	488.7	32,410.6	941.6	3.0%	1,166.1	3.6%	511.6	1.5%
Approved Positions	412.5	399.0	444.3	6.4	450.7	38.2	9.2%	(39.6)	(8.8%)	(0.7)	(0.2%)

The 2014 Operating Budget for the City Clerk's Office (excluding Support to Deputy Mayor) of \$58.767 million gross and \$31.528 million net is comprised of the following services:

- **Elect Government** service's 2014 Operating Budget of \$16.210 million gross reflects a year over year increase of \$10.867 million or 203.4% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to inflationary increases in salaries and benefits, including progression and step increases (\$0.032 million) and non-payroll items (\$0.009

million), operating impacts for sustainment of completed capital projects (\$0.027 million), and the 2014 Municipal Election Event requirements (\$10.000 million gross and \$0 net) which is funded from the Elections Reserve Fund.

- These pressures are partially offset by savings from reducing the fringe benefit rate by 1% (\$0.010 million), one-time gapping savings (\$0.023 million), and foregoing inflationary impact on non-payroll items (\$0.009 million).
- New funding (\$0.350 million gross and \$0 net) is recommended for the addition of 3 temporary positions to the Elections Alternative Strategies Team. This is funded from the Elections Reserve Fund.
- 2015 decreases are due to the reversal of \$10.000 million for the 2014 Municipal Election Event requirements, offset by Post Election Activities requirement of \$0.740 million gross and \$0 net and increases in salaries and benefits and non payroll.
- 2016 incremental costs are attributable to decrease to Post Election Activities requirement of \$0.165 million and increases in salaries and benefits and non payroll.
- **Make Government Work** service's 2014 Operating Budget of \$15.838 million gross reflects a year over year increase of \$0.392 million or 2.5% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to inflationary increases in salaries and benefits, including progression and step increases (\$0.288 million) and non-payroll items (\$0.018 million), and operating impact for sustainment of completed capital projects (\$0.199 million).
 - These pressures are partially offset by savings from a line by line budget to actual review (\$0.037 million), foregoing economic factors on non-payroll items (\$0.018 million), reducing the fringe benefit rate by 1% (\$0.109 million) and one-time gapping savings (\$0.121 million)
 - New funding of \$0.489 million for the addition of 3 permanent positions and outreach program for the Public Appointments Unit is recommended to be in place before the new term of Council.
 - New funding of \$0.252 million gross and \$0 net funded from the Major Special Events Reserve Fund is recommended to provide Protocol support to the 2015 Pan Am and ParaPan Am Games.
 - Future year incremental costs are attributable to increases in salaries and benefits, non-payroll and Protocol support to the 2015 Pan Am and ParaPan Am Games.
- **Open Government** service's 2014 Operating Budget of \$26.718 million gross reflects a year over year increase of \$0.250 million or 0.9% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to inflationary increases in salaries and benefits, including progression and step increases (\$0.345 million) and non-payroll items (\$0.173 million), operating impact for sustainment of completed capital projects (\$0.157 million) and capital project delivery costs (\$0.219 million).
 - These pressures are partially offset by savings from foregoing economic factor on non-payroll items (\$0.173 million), deleting one position in Corporate Information Management Services

(\$0.132 million), deleting 3 positions due to Digital Transformation Transition (\$0.202 million), reducing the fringe benefit rate by 1% (\$0.143 million), and one-time gapping savings (\$0.361 million).

- Future year incremental costs are attributable to increases in salaries and benefits and non payroll.

Support to Deputy Mayor 2014 Operating Budget of \$0.883 million gross reflects Council's decision at its November 18, 2013 special meeting.

Approval of the 2014 Budget (excluding Support to Deputy Mayor), results in an increase of 38.2 positions to the Program's approved staff complement resulting in a change from 402.5 to 440.7 as highlighted in the table below:

2014 Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)			
Opening Complement	402.5	440.7	411.1
In-year Adjustments			
Adjusted Staff Complement	402.5	440.7	411.1
Recommended Change in Staff Complement			
- Reversal of 2013 Election Event Requirement	(1.0)		
- Temporary Complement - capital project delivery	1.3	(2.0)	0.9
- Operating impacts of completed capital projects	3.0	1.3	2.0
- Budget Reallocations	0.5		
- 2014 Municipal Election Event & Post Activities	32.0	(29.0)	(3.0)
- Service Change Adjustments	(4.0)		
- New / Enhanced	6.4	0.2	(0.6)
Total	440.7	411.1	410.4
% Change over prior year	9.5%	(6.7%)	(0.2%)
SUPPORT TO DEPUTY MAYOR			
Opening Complement			
In-year Adjustments	10.0		
Adjusted Staff Complement	10.0		
Recommended Change in Staff Complement			
- Reversal Support to Deputy Mayor		(10.0)	
- New / Enhanced			
Total	10.0	(10.0)	
% Change over prior year		(100.0%)	
GRAND TOTAL			
Adjusted Staff Complement	412.5	450.7	411.1
Total Changes	38.2	(39.6)	(0.7)
Total Staff Complement	450.7	411.1	410.4

- A net increase of 1.3 temporary capital positions as a net impact from the 2014 Capital Project requirements. A net 2.0 temporary capital positions from previous years capital project delivery will be deleted in 2015 and a net 0.9 temporary position will be added in 2016.
- An increase of 3.0 permanent positions due to operating impacts of completed capital projects: Toronto Meeting Management Information System (1.0), Information Production Workflow Management System (1.0) and various other projects (1.0). A further 1.3 and 2.0 positions will be required in 2015 and 2016 respectively.
- A decrease of 1.0 temporary position related to the 2013 Election Event requirements.
- An increase of 32.0 temporary positions is required for the preparation for the 2014 Municipal Election Event, of which 29.0 net positions will be deleted in 2015 and 3.0 positions in 2016.
- A decrease of 4.0 positions due to Service Change adjustments: 3.0 permanent positions as part of the digital information transition and 1.0 permanent position in Corporate Information Management Services. More details are provided in the 2014 Service Changes section.

- An increase of 6.4 positions as New and Enhanced Services: 3.0 temporary positions to the Elections Alternative Strategies Team, 3.0 permanent positions for Public Appointments Unit and 0.4 temporary position for the preparation of 2015 Pan Am and ParaPan Am Games.
 - An additional 0.2 temporary position in 2015 is to support the 2015 Pan Am and ParaPan Am Games. Both the 2014 and 2015 temporary positions will be deleted in 2016.

Support to the Deputy Mayor

City Council at its November 18, 2013 Special Council Meeting provided direction that:

"In the best interests of the City's continued effective operation, City Council authorized the Deputy Mayor, in consultation with the City Clerk, to assume the responsibility for staffing and effect the transfer of existing staff of the Mayor's Office to the Office of the City Clerk, in accordance with the reallocated operating budget and to provide options to staff not transferred in relation to their continued employment or severance in accordance with clause 15 of their employment contracts."

In 2013, 10 positions were transferred from the Office of the Mayor to the City Clerk's Office to support the Deputy Mayor.

**2014 Base Budget
(In \$000s)**

(In \$000s)	2013 Budget	2014 Base	Change		Incremental Change			
			2014 Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
City Clerk's Office (excluding Support to Deputy Mayor)								
Elect Government								
Gross Expenditures	5,343.6	15,841.0	10,497.3	196.4%	(9,980.6)	(63.0%)	128.5	2.2%
Revenue	4,725.0	14,621.6	9,896.6	209.5%	(9,301.7)	(63.6%)	122.0	2.3%
Net Expenditures	618.7	1,219.4	600.7	97.1%	(678.9)	(55.7%)	6.4	1.2%
Make Government Work								
Gross Expenditures	15,446.7	15,116.8	(330.0)	(2.1%)	1,277.4	8.5%	189.2	1.2%
Revenue	933.5	927.9	(5.5)	(0.6%)	(145.6)	(15.7%)	10.9	1.4%
Net Expenditures	14,513.3	14,188.9	(324.4)	(2.2%)	1,423.0	10.0%	178.3	1.1%
Open Government								
Gross Expenditures	26,468.8	26,718.3	249.5	0.9%	779.9	2.9%	262.8	1.0%
Revenue	10,561.6	11,087.5	525.9	5.0%	(516.2)	(4.7%)	(64.1)	(0.6%)
Net Expenditures	15,907.2	15,630.9	(276.3)	(1.7%)	1,296.1	8.3%	326.9	1.9%
Total								
Gross Expenditures	47,259.2	57,676.0	10,416.9	22.0%	(7,923.2)	(13.7%)	580.4	1.2%
Revenue	16,220.0	26,636.9	10,416.9	64.2%	(9,963.5)	(37.4%)	68.8	0.4%
Net Expenditures	31,039.1	31,039.1	(0.0)	(0.0%)	2,040.3	6.6%	511.6	1.5%
Approved Positions	402.5	434.3	31.8	7.9%	(29.8)	(6.9%)	(0.1)	(0.0%)
SUPPORT TO DEPUTY MAYOR								
Gross Expenditures	429.9	882.8	452.9	105.4%	(882.8)	(100.0%)		0.0%
Revenue								
Net Expenditures	429.9	882.8	452.9	105.4%	(882.8)	(100.0%)		0.0%
Approved Positions	10.0	10.0	0.0	0.0%	(10.0)	(100.0%)		0.0%
Grand Total								
Gross Expenditures	47,689.0	58,558.9	10,869.8	22.8%	(8,806.1)	(15.0%)	580.4	1.2%
Revenue	16,220.0	26,636.9	10,416.9	64.2%	(9,963.5)	(37.4%)	68.8	0.4%
Net Expenditures	31,469.0	31,921.9	452.9	1.4%	1,157.5	3.6%	511.6	1.5%
Approved Positions	412.5	444.3	31.8	7.7%	(39.8)	(6.9%)	(0.1)	(0.0%)

The 2014 Base Budget (excluding Support to Deputy Mayor) of \$57.676 million gross and \$31.039 million net is on target with the 2013 Approved Budget of \$31.039 million net and provides \$1.430 million net in funding for base budget increases which have been offset by \$1.430 million net in service budget reductions resulting in a 0% year-over-year increase.

The budget reductions of \$1.430 million net include base expenditure changes of \$0.037 million, service efficiency savings of \$1.348 million net, and revenue increases of \$0.045 million.

Key cost drivers resulting in base budget pressures of \$1.430 million are detailed in the table below:

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Rec'd
	Base Budget
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)	
Gross Expenditure Changes	
Prior Year Impacts	
Reversal of Non -Recurring Items	(208.9)
Operating Impacts of Capital	
Operating impacts for capital project sustainments	382.9
Capital Project Delivery	270.3
Economic Factors	
COLA for Union and Non Union Staff	447.4
Non Payroll	199.8
Step & Progression Pay	
Step Increase for Union Staff	23.6
Progression & Re-earnable Lump Sum for Non Union Staff	193.4
Other Base Changes	
2014 Municipal Election Event Requirements	10,000.0
Business Model Review	200.0
Others (IDCs Reconciliations, Election Operations, etc.)	293.7
Total Gross Expenditures Changes	11,802.1
Revenue Changes	
2014 Municipal Election Event Requirement	10,000.0
Business Model Review	200.0
Capital Project Delivery	270.3
Reversal of Non -Recurring Items	(276.8)
User Fee & Non User Fee Revenue	(37.2)
Others (IDRs Reconciliations, Election Operations, etc.)	215.9
Total Revenue Changes	10,372.1
Net Expenditures	1,430.0

- In order to offset the above pressures, base expenditure changes of \$0.037 million, service efficiencies of \$1.348 million and revenue increases of \$0.045 million were implemented, as noted below:

**2014 Service Change Summary by Program
(In \$000s)**

Description (\$000s)	2014 Service Changes				Net Incremental Impact			
	Position Change	Gross Exp.	Net Expense	% Change over 2014 Budget	2015		2016	
					Net Expense	Pos.	Net Expense	Pos.
#	\$	\$	%	\$	#	\$	#	
City Clerk's Office (excluding Support to Deputy Mayor)								
Base Changes:								
Base Expenditure Changes								
Reduction in Non Payroll Budget		(37.2)	(37.2)	(0.1%)				
Base Expenditure Change		(37.2)	(37.2)	(0.1%)				
Service Efficiencies								
Gapping of One Position on Loan to CUPE Local 79		(67.9)	(67.9)	(0.2%)	67.9			
Forego Inflationary Impacts on Non		(199.8)	(199.8)	(0.6%)				
Savings from Position Conversion in CSS		(46.1)	(46.1)	(0.1%)	(1.0)			
Digital Transformation Transition	-3.00	(202.4)	(202.4)	(0.6%)	(4.5)			
Reduce Benefit Rate by 1%		(262.0)	(262.0)	(0.8%)	262.0			
Reduction of One Position in Corporate Info Mgmt Serv.	-1.00	(132.0)	(132.0)	(0.4%)	(4.2)			
One time Gapping for 3 Positions		(297.7)	(297.7)	(0.9%)	297.7			
One time Increase in General Gapping		(140.0)	(140.0)	(0.4%)	140.0			
Sub-Total	-4.00	(1,348.0)	(1,348.0)	(4.3%)	757.9			
Revenue Adjustments								
Partial Cost Recovery of an Archivist			(44.8)	(0.1%)	44.8			
Sub-Total			(44.8)	(0.1%)	44.8			
Total Changes	-4.00	(1,385.3)	(1,430.1)	(4.5%)	802.7			

The 2014 service changes consist of base expenditure changes of \$0.037 million, service efficiency savings of \$1.348 million and revenue changes of \$0.045 million. In total, the Program has achieved reductions of \$1.430 million net bringing the 2014 Base Budget to \$31.039 million net, which represents no increase from the 2013 Budget.

The net incremental impact on the 2015 Operating budget is \$0.803 million.

Base Expenditure Changes: (Savings of \$0.037 million gross, \$0.037 million net)

Line by line review

- A line by line budget to actual review resulted in non-payroll reductions of \$0.037 million, mainly in services and rents.

Service Efficiencies: (Savings of \$1.348 million gross, \$1.348 million net)

Gapping of a position related to staff on Union leave of absence

- A one-time gapping of a position whose incumbent is on Union leave of absence results in a savings of \$0.068 million. This gapping savings will be reversed in 2015.

Forego economic factor adjustment

- Foregoing economic factors for material and supplies, equipment and services and rents results in savings of \$0.200 million.

Savings from a position conversion in Council and Support Services (CSS)

- Converting a vacant Manager position in CSS to a Senior Project Analyst position as a result of an organizational review results in savings of \$0.046 million.

Digital information transition

- Deleting 3 positions as part of digital information transition results in savings of \$0.202 million. As the City transitions to implementing electronic documents and records management, 3 positions who used to manage paper records will be deleted. There is no impact to service levels.

Decreasing the fringe benefit rate

- Decreasing the fringe benefit rate by 1% from 28.08% to 27.08% results in savings of \$0.262 million. This will be reversed in 2015.

Reduction of one position in Corporate Information Management Services

- Deleting 1 position in Corporate Information Management Services for a savings of \$0.132 million has no impact on service levels.

One-time gapping of 3 positions

- A one-time gapping of 3 positions results in savings of \$0.298 million. This gapping savings will be reversed in 2015.

One-time increase in general gapping

- A one-time increase in the general gapping rate from 3.0% to 3.3% results in savings of \$0.140 million. This gapping savings will be reversed in 2015.

Revenue Adjustments: (Savings of \$0.045 million net)

Partial cost recovery of an Archivist

- A one-time partial recovery of an archivist results in incremental recoveries of \$0.045 million. This will be reversed in 2015.

2014 New / Enhanced Service Priority Actions

(In \$000s)

Description	July 6, 1905			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
City Clerk's Office (excluding Support to Deputy Mayor)							
New Service Priorities							
Elections Alternative Strategies	350.1		3.0				
Establishment of a Public Appointments Unit	488.7	488.7	3.0	8.7			
Protocol Support for the 2015 PanAm / ParaPanAm Games	252.0		0.4		0.2		(0.6)
Total	1,090.8	488.7	6.4	8.7	0.2		(0.6)

New Service Priorities*Elections Alternative Strategies*

- The addition of 3.0 temporary positions to form an Elections Alternative Strategies Team for \$0.350 million gross and \$0 net funded from the Elections Reserve Fund, including a Manager and 2 Elections Coordinator positions were implemented for a five year period (2014-2018).
- Recently, City Council requested the City Clerk to review ranked choice voting, allowing permanent residents to vote, implementing alternate voting (e.g. internet) and request the appropriate legislative changes. Current elections staff are dedicated to the delivery of the 2014 election and post-election activities. The necessary research, review of best practices and examination of new technologies available in order to develop options and make recommendations to Council requires concentrated resources.

Creation of a Public Appointments Unit

- In October 2012, City Council endorsed the recommendations of the Ombudsman to create a consolidated, adequately resourced public appointments unit.
- The addition of 3.0 positions for Public Appointments Unit and outreach program will have a budget impact \$0.489 million. The Unit is to be in place before the new term of Council. One position is transferred internally within the City Clerk's Office to form the unit.

Protocol Support to the 2015 Pan Am and ParaPan Am Games

- In order to support the 2015 Pan Am and ParaPan Am Games, \$0.252 million gross and \$0 net is implemented, with funding provided from the Major Special Events Reserve Fund.
- Funding includes a temporary Protocol Officer to work with existing Protocol Services staff from August 2014 to August 2015 on 2015 Pan Am and Parapan Am planning and implementation work. The salaries and benefits portion in 2014 is \$0.050 million. The remaining funding of \$0.202 million is required for hospitality, including Dignitary Hosting Programs and the purchase and distribution of a Host City pin to promote the City of Toronto. The temporary funding and position will be reversed in 2016.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR)										
Known Impacts:										
Progression & Re-earnable Lump Sum Pay	84.6		84.6	0.3%		74.6		74.6	0.2%	
Step Increases	13.1		13.1	0.0%		4.7		4.7	0.0%	
COLA and Fringe Benefits	738.1		738.1	2.3%		(3.1)		(3.1)	(0.0%)	
Economic Factors on Non Payroll	208.9		208.9	0.7%		201.5		201.5	0.6%	
Temporary Capital Staffing	(205.0)	(205.0)			(2.0)	185.0	185.0			0.9
Operating Impact of Capital	135.0		135.0	0.4%	1.3	239.0		239.0	0.8%	2.0
Elections Operations Unit Additional Requirements	226.1	226.1				42.4	42.4			
2014 Municipal Election Event & Post Activities	(9,260.0)	(9,260.0)			(29.0)	(164.9)	(164.9)			(3.0)
Businss Model Review	(200.0)	(200.0)								
IDCs / IDRs Reconciliations	(423.9)	(410.5)	(13.4)	(0.0%)		(3.0)		(3.0)	(0.0%)	
Revenues - User Fee & Non User Fee	2.0	(69.3)	71.3	0.2%		4.4	6.4	(2.0)	(0.0%)	
Reversal of one-time gappings, benefit rate reduction and partial recovery target	767.7	(44.8)	812.5	2.6%						
Cost savings from delimited / converted positions	(9.8)		(9.8)	(0.0%)						
Protocol Support for the 2015 PanAm / ParaPanAm Games	493.0	493.0			0.2	(745.0)	(745.0)			(0.6)
Establishment of a Public Appointments Unit	8.7		8.7	0.0%						
Elections Alternative Strategies	7.9	7.9								
Total Incremental Impact	(7,413.7)	(9,462.6)	2,048.9	6.5%	(29.6)	(164.6)	(676.2)	511.6	1.5%	(0.7)
SUPPORT TO DEPUTY MAYOR										
Known Impacts:										
Reversal of Support to Deputy Mayor	(882.8)		(882.8)	(100.0%)	(10.0)					
Total Incremental Impact	(882.8)		(882.8)	(100.0%)	(10.0)					
GRAND TOTAL	(8,296.5)	(9,462.6)	1,166.1	3.6%	(39.6)	(164.6)	(676.2)	511.6	1.5%	(0.7)

The 2014 Budget for City Clerk's Office (excluding Support for Deputy Mayor) results in a 2015 net incremental cost of \$2.049 million and a 2016 net incremental increase of \$0.512 million to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- Progression & re-earnable lump sum pay, step increases, COLA and fringe benefit increases result in increases of \$0.836 million in 2015 and \$0.076 million in 2016.
- Reversal of temporary capital staffing results in a decrease of 2.0 positions and \$0.205 million gross and \$0 net in 2015, and an increase of 0.9 position and \$0.185 million gross and \$0 net in 2016.
- Operating impact of capital results in an increase of 1.3 permanent positions and \$0.135 million gross and in 2015 and 2.0 positions and \$0.239 million gross in 2016.

- The reversal of the 2014 Municipal Election Event results in a decrease of the temporary funding for 32.0 positions and \$10.000 million gross and \$0 net, offset by 2014 Post Election Activities requirement of \$0.740 million gross and \$0 net and 3.0 temporary positions in 2015 and reversal of the remaining 3.0 positions and \$0.165 million gross and \$0 net in 2016.
- The reversal of prior year's one-time gapping, benefit rate reductions and partial recoveries results in an increase of \$0.813 million net in 2015.
- Additional temporary funding of \$0.493 million gross and \$0 net for Protocol Support to the 2015 Pan Am and ParaPan Am Games will be required in 2015. The temporary funding of the 0.6 position and \$0.745 million gross and \$0 net will be reversed in 2016.
- Reversal of Support to Deputy Mayor 2014 Budget results in a decrease of \$0.883 million and 10.0 temporary positions.

V: ISSUES FOR DISCUSSION

2014 Issues

Council decision at its Special Meeting on November 18, 2013 on CC44.1 -- Proposed Suspension and Substitution of Special Rules in Chapter 27, Council Procedures and Amendments to the Powers, Duties and Office Operations of the Mayor

- At its meeting on November 18, 2013, Council adopted CC44.1 "Proposed Suspension and Substitution of Special Rules in Chapter 27, Council Procedures and Amendments to the Powers, Duties and Office Operations of the Mayor" which reallocated the operating budget of the Office of the Mayor as follows:
 - The budget of the Office of the Mayor be set at \$95,000 for the remainder of 2013
 - The budget of the Office of the Mayor for January 1 to November 30, 2014, be set at \$712,000
 - The Mayor's salary and benefits are in addition to the amounts above.
 - The balance of the operating budget in 2013 in the amount of \$429,880, and for January 1 to November 30, 2014 in the amount of \$882,820 be re-allocated to the City Clerk's Office to be administered under the oversight of the Deputy Mayor.
 - The Deputy Mayor, in consultation with the City Clerk, to assume the responsibility for staffing and the transfer of existing staff of the Mayor's Office to the Office of the City Clerk.
 - In accordance with the reallocated operating budget, options be provided to staff that are not transferred in relation to their continued employment or severance in accordance with clause 15 of their employment contracts.
- The adoption by City Council has resulted in the 2013 Approved Operating Budget for the Mayor's Office of \$1.971 million and a complement of 19.0 positions being reduced to \$1.541 million and a complement of 9.0 positions. The amendment to the 2013 Approved Budget includes the reallocation of \$0.430 million to the City Clerk's Office for support to the Deputy Mayor.
- The 2014 Budget of \$1.088 million for the Mayor's Office reflects Council's decision to reallocate \$0.883 million to the City Clerk's Office for support to the Deputy Mayor from January 1 to November 30, 2014. It includes funding of \$0.914 million for the Mayor and staff salaries and benefits, and other non-payroll expenditures for 11 months and funding of \$0.174 million for the Mayor in the new term of Council in December 2014. This funding will be allocated to a separate account in the Office of the Mayor.
- The following table provides a summary of the re-allocation funding from the Office of the Mayor to the City Clerk's Office:

Description (in \$000s)	Office of the Mayor			City Clerk's Office		TOTAL		
	FTEs	Office of the Mayor	2014 New Term Mayor	Total	FTEs	Support for the Deputy Mayor	FTEs	Total
2013 Approved Budget	19.0	1,971.3		1,971.3			19.0	1,971.3
<u>In-Year Adjustments:</u>								
Re-allocate the Balance of the 2013 Budget to City Clerk's Office for Support to the Deputy Mayor	(10.0)	(429.9)		(429.9)	10.0	429.9		
2013 Adjusted Base Budget	9.0	1,541.4		1,541.4	10.0	429.9	19.0	1,971.3
<u>2014 Base Changes:</u>								
Annualization of reallocation of the Budget to City Clerk's Office for Support to the Deputy Mayor - January 1 - November 30, 2014		(452.9)		(452.9)		452.9		
Reallocate Budget for 2014 Mayor Elect (December 2014)		(174.4)	174.4					
2014 Budget	9.0	914.1	174.4	1,088.5	10.0	882.8	19.0	1,971.3

- Once the outcome of the 2014 Municipal Election for the City of Toronto is confirmed and a Mayor has been elected, the 2015 Operating Budget will be reviewed and adjusted accordingly, including reversal of the 2013 and 2014 re-allocations to be included in the 2015 Budget Process.

Adequacy of the Elections Reserve

- The Election Reserve Fund funds election-related expenses in the City Clerk's Office operating and capital budgets. The Elections Reserve Fund is forecast to be depleted in 2015 based on known expenditures. In 2014, the largest draw to the reserve fund will be the cost of the 2014 Municipal Election Event estimated at \$10 million.
- The following table provides details of the Election Reserve Fund forecast:

	2013	2014	2015	2016	2017	2018
Election Reserve Fund, Beginning Balance	6,391,895	8,551,862	3,862	(543,207)	1,880,901	4,048,292
Contributions/Inflows:	10,300,000	8,600,000	9,000,000	9,200,000	9,200,000	9,200,000
a. Non-Program Contribution to Reserves	800,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00
b. Non-Program Contribution to Reserves	7,000,000.00	7,400,000.00	7,800,000.00	8,000,000.00	8,000,000.00	8,000,000.00
c. Corporate surplus contribution from 2012 surplus	2,500,000.00					
Withdrawals/Outflows:	(8,140,032.90)	(17,148,000.00)	(9,547,068.98)	(6,775,892.02)	(7,032,608.57)	(16,588,586.15)
Election Event		(10,000,000.00)				(10,824,321.60)
Fund operating budget from Reserve (GV0016)	(3,851,780.53)	(4,048,000.00)	(4,128,960.00)	(4,211,539.20)	(4,295,769.98)	(4,381,685.38)
Post Election Activities (GV0017) - excluding compliance audit costs			(340,000.00)	(175,000.00)		
Elections Preparation (Candidates Materials, Voting Places Inspections)	(76,832.84)				(83,166.34)	
By-Election (City Wards)				(189,425.63)	(193,214.14)	
Contribution Rebate	(34,407.53)		(3,685,233.98)	(601,000.00)	(514,155.28)	
Compliance Audit Committee	(200,000.00)		(400,000.00)	(400,000.00)	(37,142.28)	
Legal fees	(500,000.00)					
Elections Alternative Strategies		(350,000.00)	(357,875.00)	(365,927.19)	(374,160.55)	(382,579.16)
Capital Projects						
1. Toronto Election Information System (TEIS) & SOGR	(1,909,512.00)	(1,492,500.00)	(400,000.00)	(550,000.00)	(700,000.00)	(500,000.00)
2. TEIS - Additional requirements for Warehouse & Staffing Modules - capital outlays, equipment and maintenance costs (estimate)	(777,500.00)	(532,500.00)	(85,000.00)	(83,000.00)	(85,000.00)	
3. TEIS - Voter list cleansing	(200,000.00)	(300,000.00)				
3. Alternate Voting Phase 1, 2 & SOGR	(590,000.00)	(425,000.00)	(150,000.00)	(200,000.00)	(750,000.00)	(500,000.00)
Election Reserve Fund, Ending Balance:	8,551,861.62	3,861.62	(543,207.36)	1,880,900.62	4,048,292.05	(3,340,294.09)

Increase in the Costs of the Election Event

- The total cost to deliver the 2014 Municipal Election Event included in the 2014 Operating Budget is estimated to be \$10.000 million, an increase of \$3.000 million from the 2010 Election.
- Under the Municipal Elections Act, 1996, the City Clerk has broad and independent authority to deliver the municipal election. Section 7(1) of the act states that "the costs incurred by the clerk of a local municipality in conducting an election shall be paid by the local municipality."
- The main drivers behind the 2014 Municipal Election include the requirement to adopt a different voting place model in response to federal and provincial election-related court decisions, population growth in the City, high civic engagement and anticipated increase in voter turnout, requirement for more voting locations and inflationary increases for materials and supplies.
- Council has requested the City Clerk to report on the feasibility of introducing internet voting to disabled voters. The costs for this are to be determined and are not included in the 2014 operating budget.

Election Alternative Strategies Team

- City Council has requested the City Clerk to review ranked choice voting, allowing permanent residents to vote and implementing alternate voting (e.g. internet). At the same time, City Council has requested the City Manager to conduct a ward boundary review. Election Services currently does not have the staff with the skills, expertise and dedicated time for research and review of best practices, voting equipment and corresponding systems, and technologies available for these areas.
- The City Clerk's Office's 2014 Operating Budget includes a request for 3.0 temporary positions to form an Elections Alternative Strategies Team funded from the Elections Reserve Fund, including a

Manager and 2.0 Elections Coordinator for a five year period (2014-2018). Funding of \$0.350 million for 3.0 temporary positions for 5 years are recommended to be funded from the Election Reserve Fund beginning in 2014.

Creation of a Public Appointments Unit

- In October 2012, City Council endorsed the recommendations of the Ombudsman to create a consolidated, adequately resourced public appointments unit.
- Current support to public appointments resides in both the City Manager's Office and City Clerk's Office. An adequately resourced Public Appointments Unit will provide for a more transparent process from application to appointment and a targeted outreach program to encourage qualified citizens to become members of the City's many agencies, boards, committees and task forces. The Unit will also review and amend the public appointments policy as required. Funding of \$0.489 million for 3.0 permanent positions and outreach program for the creation of the Public Appointments Unit is implemented in 2014.

Increase in Freedom of Information (FOI) Requests

- Freedoms of Information requests received by the City are overwhelming the staff resources available to meet the demand for this service. As a result, the workload for each Access and Privacy Officer (APO) has increased by approximately 35% since 2011.
- The City has a statutory requirement, under MFIPPA, to respond to requests for information within 30 days. The current compliance rate of 80% will be reduced if adequate resources are not provided. The expected impacts on the City due to a reduced ability to respond to FOI requests are:
 - Undermining public trust in municipal government
 - More decisions being appealed to the Information & Privacy Commissioner (IPC)
 - Contravenes the City's strategic direction of Open Government by Design
- Corporate Information Management Services are managing the increased volume by encouraging divisions to disclose routine straightforward requests (e.g. Fire incidents, building permit files) where possible. In the mean time, Access and Privacy Officers (APO) will continue to work overtime to meet the demands, which is not sustainable. The need for additional APO will be addressed in the 2015 Budget Process.

2014 User Fee Changes

- In accordance with the City's User Fee policy, inflationary increases automatically apply to most user fees. Please see Appendix 6(i) for User Fee increases as a result of inflation. In addition, City Clerk's Office is combining some fees, as outlined in Appendix 6 (vi) and changing the fee type, as outlined in Appendix 6 (iv).

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, in addition to the continued delivery of all core services in accordance with legislated timelines and requirements, the City Clerk's Office achieved the following results:

Strengthened democracy

- ✓ Managed the Ward 3 appointment process and ensured a smooth transition for the Ward 3 Councillor.
- ✓ Received and confirmed eligibility of a petition with over 1,200 names requesting a change to the City's ward boundaries for the 2014 election and reported to Council in accordance to the *Municipal Elections Act*.
- ✓ Supported 62 decision bodies, 353 meetings, 6,190 agenda items, and 2,900 deputations.
- ✓ Managed all aspects of the preparation for 2014 municipal election in progress – ready to accept nominations on January 2, 2014.

Improved openness, accountability and integrity of government

- ✓ Led the Strategic Action in the City's Strategy Plan 2013-2018 on *Open Government by Design*.
- ✓ Developed and implemented major information management policies, e.g. Information Management Privacy Framework.
- ✓ Launched an Open Government Community of Practice with MaRS Discover District, University of Toronto Faculty of Information Science, other municipal governments and 2 provinces.
- ✓ Increased public access to City information through publishing Open Government License that simplifies the use of Open Data, with 22 new datasets published in 2013.

Enhance customer service and partnerships:

- ✓ Launched online wedding chamber bookings.
- ✓ Initiated E-bingo revitalization program to assist charities in reaching their fund-raising goals.
- ✓ Launched Councillor Expense Dashboard to facilitate Councillor tracking of expenses.
- ✓ Organized and supported major civic events, including Royal visits, the Toronto Book Awards and 2015 Pan Am/Para Pan Am lead up activities.

2013 Financial Performance

**2013 Budget Variance Analysis
(In \$000s)**

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
CITY CLERK'S OFFICE (excluding SUPPORT TO DEPUTY MAYOR) *						
Gross Expenditures	48,150.6	46,418.6	47,259.2	46,479.2	(780.0)	(1.7)
Revenues	17,117.6	16,267.6	16,220.1	15,740.1	(480.0)	(3.0)
Net Expenditures	31,033.0	30,151.0	31,039.1	30,739.1	(300.0)	(1.0)
Approved Positions	441.0	410.3	402.5	389.0	(13.5)	(3.4)
SUPPORT TO DEPUTY MAYOR						
Gross Expenditures			429.9	429.9		
Revenues						
Net Expenditures			429.9	429.9		
Approved Positions			10.0	10.0		
GRAND TOTAL						
Gross Expenditures	48,150.6	46,418.6	47,689.1	46,909.1	(780.0)	(1.6)
Revenues	17,117.6	16,267.6	16,220.1	15,740.1	(480.0)	(3.0)
Net Expenditures	31,033.0	30,151.0	31,469.0	31,169.0	(300.0)	(1.0)
Approved Positions	441.0	410.3	412.5	399.0	(13.5)	(3.3)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- The projected year-end net variance for the City Clerk's Office (excluding Support to Deputy Mayor), as at September 30, 2013 is \$0.300 million net or 1.0% below the 2013 Approved Net Operating Budget of \$31.039 million.
- The projected under-spending is mainly due to delays in filling vacancies and in anticipation of service change requirements in 2014.

City Council direction on November 18, 2013 Special Council Meeting that:

1. City Council reallocate the operating budget of the Office of the Mayor as follows:
 - (b) the balance of the operating budget in 2013 in the amount of \$429,880, and for January 1 to November 30, 2014 in the amount of \$882,820 be reallocated to the City Clerk's Office to be administered under the oversight of the Deputy Mayor.

Impact of 2013 Operating Variance on the 2014 Budget

- There is no impact of the 2013 operating variance on the 2014 Operating Budget.

Appendix 2

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected Actual	Budget	2013 Budget	%	Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
City Clerk's Office (excluding Support to Deputy Mayor) *									
Salaries and Benefits	37,060.6	34,862.0	36,413.9	35,683.9	43,314.7	6,900.8	19.0%	39,309.8	39,492.4
Materials and Supplies	1,225.6	1,247.9	1,288.6	1,288.6	1,818.6	530.0	41.1%	1,531.9	1,356.3
Equipment	45.8	137.8	135.8	135.8	561.2	425.3	313.1%	115.0	116.8
Services & Rents	7,076.7	7,421.4	7,048.1	6,998.1	10,285.4	3,237.3	45.9%	8,041.5	7,868.1
Contributions to Reserve/Res Funds	449.8	451.9	451.9	451.9	448.9	(3.0)	(0.7%)	448.9	448.9
Other Expenditures	31.9	33.6	50.9	50.9	40.9	(10.0)	(19.6%)	40.9	40.9
Interdivisional Charges	2,260.2	2,263.9	1,869.9	1,869.9	2,297.2	427.4	22.9%	1,865.2	1,865.2
Total Gross Expenditures	48,150.6	46,418.6	47,259.2	46,479.2	58,766.9	11,507.7	24.4%	51,353.2	51,188.6
Interdivisional Recoveries	11,218.8	9,730.3	9,358.2	9,358.2	9,646.7	288.5	3.1%	9,236.1	9,236.1
Federal Subsidies	0.6								
User Fees & Donations	602.4	547.5	692.7	692.7	624.6	(68.1)	(9.8%)	628.5	634.9
Transfers from Capital Fund	1,558.4	1,366.5	988.8	988.8	1,259.0	270.3	27.3%	1,054.0	1,239.0
Contribution from Reserve Funds	3,421.1	3,880.7	4,128.6	3,898.6	14,649.8	10,521.1	254.8%	6,116.8	5,249.2
Contribution from Reserve			268.5	268.5		(268.5)	(100.0%)		
Sundry Revenues	316.2	742.5	783.3	533.3	1,059.1	275.7	35.2%	741.1	741.1
Total Revenues	17,117.6	16,267.6	16,220.1	15,740.1	27,239.1	11,019.0	67.9%	17,776.5	17,100.3
Total Net Expenditures	31,033.0	30,151.0	31,039.1	30,739.1	31,527.8	488.7	1.6%	33,576.7	34,088.3
Approved Positions	441.0	410.3	402.5	389.0	440.7	38.2	9.5%	411.1	410.4
SUPPORT TO DEPUTY MAYOR									
Salaries and Benefits			382.1	382.1	853.0	470.9	123.3%		
Materials and Supplies			3.2	3.2	3.2				
Equipment			0.5	0.5	0.5				
Services & Rents			44.1	44.1	26.1	(18.0)	(40.8%)		
Total Gross Expenditures			429.9	429.9	882.8	452.9	105.4%		
Sundry Revenues									
Total Revenues									
Total Net Expenditures			429.9	429.9	882.8	452.9	105.4%		
Approved Positions			10.0	10.0	10.0				

Appendix 2- Continued

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected Actual	Budget	2013 Budget	%	Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Grand Total									
Salaries and Benefits	37,060.6	34,862.0	36,796.0	36,066.0	44,167.7	7,371.7	20.0%	39,309.8	39,492.4
Materials and Supplies	1,225.6	1,247.9	1,291.8	1,291.8	1,821.8	530.0	41.0%	1,531.9	1,356.3
Equipment	45.8	137.8	136.3	136.3	561.7	425.3	312.0%	115.0	116.8
Services & Rents	7,076.7	7,421.4	7,092.3	7,042.3	10,311.6	3,219.3	45.4%	8,041.5	7,868.1
Contributions to Reserve/Res Funds	449.8	451.9	451.9	451.9	448.9	(3.0)	(0.7%)	448.9	448.9
Other Expenditures	31.9	33.6	50.9	50.9	40.9	(10.0)	(19.6%)	40.9	40.9
Interdivisional Charges	2,260.2	2,263.9	1,869.9	1,869.9	2,297.2	427.4	22.9%	1,865.2	1,865.2
Total Gross Expenditures	48,150.6	46,418.6	47,689.1	46,909.1	59,649.7	11,960.6	25.1%	51,353.2	51,188.6
Interdivisional Recoveries	11,218.8	9,730.3	9,358.2	9,358.2	9,646.7	288.5	3.1%	9,236.1	9,236.1
Federal Subsidies	0.6								
User Fees & Donations	602.4	547.5	692.7	692.7	624.6	(68.1)	(9.8%)	628.5	634.9
Transfers from Capital Fund	1,558.4	1,366.5	988.8	988.8	1,259.0	270.3	27.3%	1,054.0	1,239.0
Contribution from Reserve Funds	3,421.1	3,880.7	4,128.6	3,898.6	14,649.8	10,521.1	254.8%	6,116.8	5,249.2
Contribution from Reserve			268.5	268.5		(268.5)	(100.0%)		
Sundry Revenues	316.2	742.5	783.3	533.3	1,059.1	275.7	35.2%	741.1	741.1
Total Revenues	17,117.6	16,267.6	16,220.1	15,740.1	27,239.1	11,019.0	67.9%	17,776.5	17,100.3
Total Net Expenditures	31,033.0	30,151.0	31,469.0	31,169.0	32,410.6	941.6	3.0%	33,576.7	34,088.3
Approved Positions	441.0	410.3	412.5	399.0	450.7	38.2	9.2%	411.1	410.4

2014 Key Cost Drivers

City Clerk's Office (excluding Support to Deputy Mayor)

Salaries and benefits are the largest expenditure category and account for 73.7% of the total expenditures, followed by services and rents at 17.5%.

Salaries and Benefits

The 2014 budget for salaries and benefits of \$43.315 million is \$6.901 million or 19.0% higher than 2013 Operating budget.

- Increases for progression pay, step and negotiated annual increases result in additional cost of \$0.664 million.
- In 2014, the Program will add an additional 32.0 temporary positions for the 2014 Municipal Election Event, for a cost of \$1.970 million and election pay of \$3.644 million;
- 6.4 new positions will be created to support the 2015 Pan Am Games and ParaPan Am Games (0.4), the Elections Alternative Strategies Team (3.0) and the Public Appointments Unit (3.0) for a total cost of \$0.784 million;
- These are partially offset by a deletion of 4.0 positions resulting in savings of \$0.334 million, additional gapping of \$0.506 million and reduction in fringe benefit rate of \$0.262 million.

Services and Rents

The 2014 budget for services and rents of \$10.285 million is \$3.237 million or 45.9% higher than the 2013 Operating Budget mainly due to the 2014 Municipal Election Event requirements.

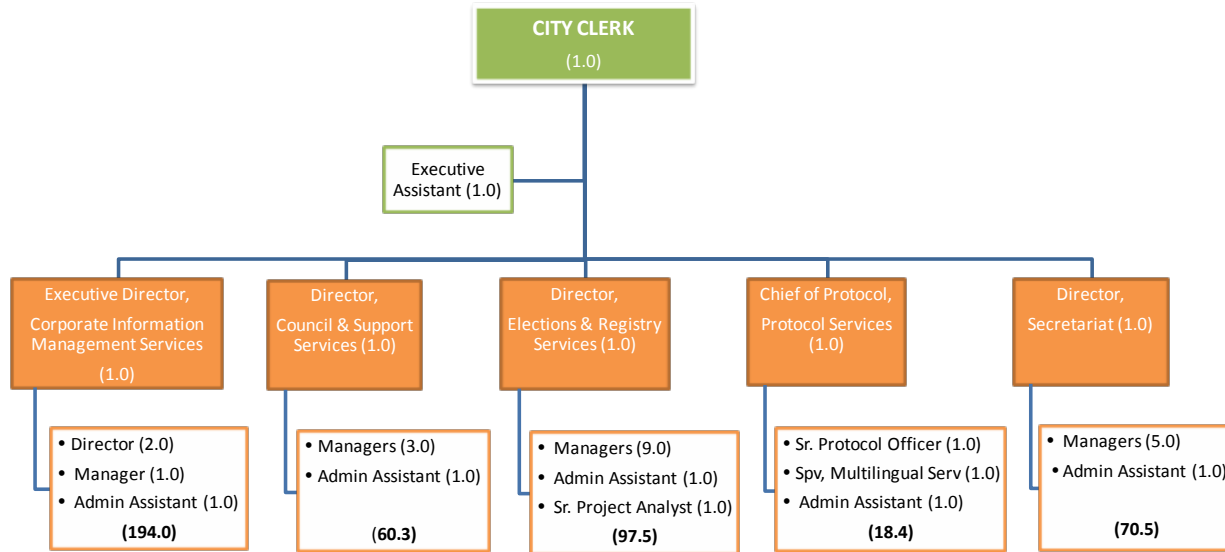
Support for Deputy Mayor

Salaries and benefits are the largest expenditure category and account for 96.6% of the total expenditures, followed by services and rents at 3.0%.

Increases in 2014 are due to the annualization of salaries and benefits (11 months of support to the Deputy Mayor).

Appendix 2 - Continued

2014 Organization Chart (excluding Support for Deputy Mayor)



- Corporate Info. Policy : 17.3
- Info. Access : 95.7
- Info. Production : 81.0

2014 Full and Part Time Staff (excluding Support to Deputy Mayor)

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full Time	1.0	121.9	4.0	285.0	411.9
Part Time				28.8	28.8
Total	1.0	121.9	4.0	313.8	440.7

Appendix 3

Summary of 2014 Service Changes

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		2014 Council Approved Base Budget Before Service Change:	59,906.9	26,592.1	33,314.8	448.3	354.7	511.7

51 Forego Economic Factors Adjustments in Non Payroll Budget

Description:

City Clerk's Office will forego economic factors for materials and supplies and services and rents, resulting in a savings of \$0.200 million.

Service Level Impact:

No service level impact.

Service: GV-Elect Government

Staff Recommended:	(8.4)	0.0	(8.4)	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	(8.4)	0.0	(8.4)	0.0	0.0	0.0

Service: GV-Make Government Work

Staff Recommended:	(18.1)	0.0	(18.1)	0.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Total Council Approved:			(18.1)	0.0	(18.1)	0.0	0.0	0.0
Service: GV-Open Government								
Staff Recommended:			(173.3)	0.0	(173.3)	0.0	0.0	0.0
BC Recommended Change:			0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:			0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:			0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:			(173.3)	0.0	(173.3)	0.0	0.0	0.0
Staff Recommended:			(199.8)	0.0	(199.8)	0.0	0.0	0.0
Budget Committee Recommended:			0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:			0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:			0.0	0.0	0.0	0.0	0.0	0.0
Council Approved Service Changes:			(199.8)	0.0	(199.8)	0.0	0.0	0.0

2747	Gapping of one position on loan to CUPE Local 79
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51	1	Description:
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Gapping the position of the incumbent who is on a Union leave of absence.

Service Level Impact:

No service level impact.

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Service: GV-Open Government								
Staff Recommended:		(67.9)	0.0	(67.9)	0.0	67.9	0.0	
BC Recommended Change:		0.0	0.0	0.0	0.0	0.0	0.0	
EC Recommended Change:		0.0	0.0	0.0	0.0	0.0	0.0	
CC Recommended Change:		0.0	0.0	0.0	0.0	0.0	0.0	
Total Council Approved:		(67.9)	0.0	(67.9)	0.0	67.9	0.0	
Staff Recommended:		(67.9)	0.0	(67.9)	0.0	67.9	0.0	
Budget Committee Recommended:		0.0	0.0	0.0	0.0	0.0	0.0	
Executive Committee Recommended:		0.0	0.0	0.0	0.0	0.0	0.0	
City Council Approved:		0.0	0.0	0.0	0.0	0.0	0.0	
Council Approved Service Changes:		(67.9)	0.0	(67.9)	0.0	67.9	0.0	

2769	Savings from position conversion in CSS
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51	1	Description:
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Converting a vacant Manager position in Council and Support Services (CSS) to a Senior Project Analyst position to maintain/increase the overall strategic and business planning capacity, results in savings of \$0.046 million.

Service Level Impact:

No service level impact.

Service: GV-Elect Government

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended:	(35.2)	0.0	(35.2)	0.0	(0.5)	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(35.2)	0.0	(35.2)	0.0	(0.5)	0.0
Service: GV-Make Government Work								
		Staff Recommended:	11.7	0.0	11.7	0.0	0.2	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	11.7	0.0	11.7	0.0	0.2	0.0
Service: GV-Open Government								
		Staff Recommended:	(22.7)	0.0	(22.7)	0.0	(0.7)	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(22.7)	0.0	(22.7)	0.0	(0.7)	0.0
		Staff Recommended:	(46.1)	0.0	(46.1)	0.0	(1.1)	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved Service Changes:	(46.1)	0.0	(46.1)	0.0	(1.1)	0.0

2770	Digital Transformation Transition
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51	1	Description:
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Deleting 3 positions due to organizational change as part of digital information transition results in savings of \$0.202 million.

Service Level Impact:

No service level impact.

Service: GV-Open Government

Staff Recommended:	(202.4)	0.0	(202.4)	(3.0)	(4.5)	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	(202.4)	0.0	(202.4)	(3.0)	(4.5)	0.0
Staff Recommended:	(202.4)	0.0	(202.4)	(3.0)	(4.5)	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved Service Changes:	(202.4)	0.0	(202.4)	(3.0)	(4.5)	0.0

3043	Reduction of One Position in Corporate Info Mgmt Service
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51	0	Description:
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Deleting 1 position in Corporate Information Management Services will result in savings of \$0.132 million.

Service Level Impact:

No service level impact.

Service: GV-Open Government

Staff Recommended:	(132.0)	0.0	(132.0)	(1.0)	(4.2)	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	(132.0)	0.0	(132.0)	(1.0)	(4.2)	0.0
Staff Recommended:	(132.0)	0.0	(132.0)	(1.0)	(4.2)	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
City Council Approved:			0.0	0.0	0.0	0.0	0.0	0.0
Council Approved Service Changes:			(132.0)	0.0	(132.0)	(1.0)	(4.2)	0.0

3044	One-time Gapping for 3 Positions
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51	1	Description:
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One time gapping of 3 positions results in savings of \$0.298 million.

Service Level Impact:

No service level impact.

Service: GV-Elect Government

Staff Recommended:	(18.6)	0.0	(18.6)	0.0	18.6	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	(18.6)	0.0	(18.6)	0.0	18.6	0.0

Service: GV-Make Government Work

Staff Recommended:	(68.2)	0.0	(68.2)	0.0	68.2	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Total Council Approved:			(68.2)	0.0	(68.2)	0.0	68.2	0.0
Service: GV-Open Government								
Staff Recommended:			(210.9)	0.0	(210.9)	0.0	210.9	0.0
BC Recommended Change:			0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:			0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:			0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:			(210.9)	0.0	(210.9)	0.0	210.9	0.0
Staff Recommended:			(297.7)	0.0	(297.7)	0.0	297.7	0.0
Budget Committee Recommended:			0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:			0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:			0.0	0.0	0.0	0.0	0.0	0.0
Council Approved Service Changes:			(297.7)	0.0	(297.7)	0.0	297.7	0.0

3045 **Reduce Benefit Rate by 1%**

51 | 1 **Description:**

Reducing the fringe benefit rate from 28.08% to 27.08% results in savings of \$0.262 million.

Service Level Impact:

No service level impact.

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Service: GV-Elect Government								
		Staff Recommended:	(9.6)	0.0	(9.6)	0.0	9.6	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(9.6)	0.0	(9.6)	0.0	9.6	0.0
Service: GV-Make Government Work								
		Staff Recommended:	(109.3)	0.0	(109.3)	0.0	109.3	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(109.3)	0.0	(109.3)	0.0	109.3	0.0
Service: GV-Open Government								
		Staff Recommended:	(143.2)	0.0	(143.2)	0.0	143.2	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(143.2)	0.0	(143.2)	0.0	143.2	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended:	(262.0)	0.0	(262.0)	0.0	262.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved Service Changes:	(262.0)	0.0	(262.0)	0.0	262.0	0.0

3046	One time Increase in General Gapping
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51	1	Description:
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Increasing the general gapping rate from 3% to 3.3% results in savings of \$0.140 million.

Service Level Impact:

No service level impact.

Service: GV-Elect Government

Staff Recommended:	(4.6)	0.0	(4.6)	0.0	4.6	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	(4.6)	0.0	(4.6)	0.0	4.6	0.0

Service: GV-Make Government Work

Staff Recommended:	(53.1)	0.0	(53.1)	0.0	53.1	0.0
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Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(53.1)	0.0	(53.1)	0.0	53.1	0.0
Service: GV-Open Government								
		Staff Recommended:	(82.4)	0.0	(82.4)	0.0	82.4	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	(82.4)	0.0	(82.4)	0.0	82.4	0.0
		Staff Recommended:	(140.0)	0.0	(140.0)	0.0	140.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved Service Changes:	(140.0)	0.0	(140.0)	0.0	140.0	0.0

3047	Partial Cost Recovery of an Archivist
52	1 Description:

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

This proposal will dedicate 50% of an Archivist's time to process archival records, that is, reviewing them, describing the content according to Canadian archival standards and prepare them for public access.

Service Level Impact:

No service level impact.

Service: GV-Open Government

Staff Recommended:	0.0	44.8	(44.8)	0.0	44.8	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	0.0	44.8	(44.8)	0.0	44.8	0.0
Staff Recommended:	0.0	44.8	(44.8)	0.0	44.8	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
Council Approved Service Changes:	0.0	44.8	(44.8)	0.0	44.8	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Council Approved Service Change
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended:	(1,348.0)	44.8	(1,392.8)	(4.0)	802.7	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
Council Approved Service Changes:	(1,348.0)	44.8	(1,392.8)	(4.0)	802.7	0.0
Total Council Approved Base Budget:	58,558.9	26,636.9	31,922.0	444.3	1,157.4	511.6

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

Appendix 4

Summary of 2014 New / Enhanced Service Changes

**2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2741	Protocol support for the 2015 PanAm/ParaPanAm Games
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74	1	Description:
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The 2015 PanAm/ParaPanAm Games is the third largest international sporting event in the world with 41 countries competing in 36 sports and 52 disciplines with an expected participation of more than 10,000 athletes, coaches and officials. Toronto will host the Athletes Village, the Opening and Closing Ceremonies and multiple sports in venues across the City. The recommendation is that City Clerk's Office (Protocol Services) manage all issues of Protocol under the Host City Agreement with regard to the PanAm/ParapanAm Games including but not limited to: visiting dignitaries, Mayor and Members of Council, Games officials, athletes, coaches as required, international and intergovernmental representatives.

Service Level Impact:

New service priority.

Service: GV-Make Government Work

Staff Recommended:	252.0	252.0	0.0	0.4	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	252.0	252.0	0.0	0.4	0.0	0.0
Staff Recommended:	252.0	252.0	0.0	0.4	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

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

**2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
City Council Approved:			0.0	0.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			252.0	252.0	0.0	0.4	0.0	0.0

Category:

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

**2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2743 **Establishment of a Public Appointments Unit**

74 1 **Description:**

Establish a new Public Appointments unit reporting to the Director, Secretariat, in accordance with City Council endorsement of Ombudsman's recommendations in October 2012, to create a consolidated, adequately resourced Public Appointment Unit, including:

(1) the creation of 3 new permanent positions (2) reassignment of one position within the Secretariat and (3) the provision of resources for development of an outreach program

Service Level Impact:

At present the responsibilities for public appointments are divided between two offices. As all appointments mirror the Council term, the work is currently disproportionately distributed in the last and first years of a Council term. The service levels include: 2255 public appointment applications processed; 384 interviews organized; 186 individual appointments made; appointees and 59 alternates made to 28 committees/ABCs; 403 Council Member appointments made to 163 boards. Based on City Council direction, and the model approved by the City Manager, the service will be changed to provide for: year-round intake of applications, staggering the filling of vacancies to smooth out the workflow, and year-round outreach activities.

Service: GV-Elect Government

Staff Recommended:	19.2	0.0	19.2	0.0	(19.2)	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	19.2	0.0	19.2	0.0	(19.2)	0.0

Category:

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

2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Service: GV-Make Government Work								
		Staff Recommended:	469.5	0.0	469.5	3.0	27.9	0.0
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	469.5	0.0	469.5	3.0	27.9	0.0
		Staff Recommended:	488.7	0.0	488.7	3.0	8.7	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved New/Enhanced Services:	488.7	0.0	488.7	3.0	8.7	0.0

Category:

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

**2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2745 **Elections Alternative Strategies**

74 1 **Description:**

City council requested Election Staff to review ranked choice voting, allow permanent residents to vote, implement internet voting and request the appropriate change. In order to respond to this Council direction, a new team needs to be created. The staff required to accelerate the changes in Elections to meet the time lines of City Council will bring different skills and experience. Three temporary staff: one manager and two election coordinators are required for a five year period, 2014 to 2018 and will be responsible for: Researching and reviewing the options for the replacement of the vote tabulators that expire in 2015 and overseeing the implementation of modern voting technology; monitoring, developing and implementing different ways of voting and conducting elections; ensuring that any changes recommended are in compliance with legislation; and developing strategies and recommendations to increase civic engagement in the electoral process, for example; the use of social media.

Service Level Impact:

Currently there is no capacity for staff to review future trends in electoral reform or analyze options to replace the vote tabulators that need to be replaced after the 2014 election. The Manager and two Elections Coordinators would be dedicated to strategic analysis and assessment of a variety of ways to engage the public, alternate vote counting methods and different technology and ensure that any changes would uphold the integrity of the voting process. Extensive research, thorough analysis and strategic recommendations are required to ensure successful implementation of these transformative changes. The approximate cost of the proposed initiative is \$0.350 million gross and \$0 net in 2014 excluding any costs for technology which are undetermined at this time.

Service: GV-Elect Government

Staff Recommended:	350.1	350.1	0.0	3.0	0.0	0.0
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Category:

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

**2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Council Approved:	350.1	350.1	0.0	3.0	0.0	0.0
		Staff Recommended:	350.1	350.1	0.0	3.0	0.0	0.0
		Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
		Council Approved New/Enhanced Services:	350.1	350.1	0.0	3.0	0.0	0.0

Category:

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

**2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Other City Programs Program: City Clerk's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended:	1,090.8	602.1	488.7	6.4	8.7	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:	1,090.8	602.1	488.7	6.4	8.7	0.0

Category:

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

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Clerk's Equipment Reserves	XQ1507				
Projected Beginning Balance			658.2	672.9	387.5
Proposed					
Withdrawals (-)			(250.0)	(550.0)	(505.0)
Contributions (+)			264.7	264.7	264.7
Balance at Year End		658.2	672.9	387.5	147.2
Clerk's Vehicle Reserves	XQ1504				
Projected Beginning Balance			424.5	406.8	310.0
Proposed					
Withdrawals (-)			(30.0)	(109.1)	(105.7)
Contributions (+)			12.3	12.3	12.3
Balance at Year End		424.5	406.8	310.0	216.6
Election Reserve Fund	XR1017				
Projected Beginning Balance			8,551.9	3.9	(543.2)
Proposed					
Withdrawals (-)			(17,148.0)	(9,547.1)	(6,775.9)
Contributions (+)			8,600.0	9,000.0	9,200.0
Balance at Year End		8,551.9	3.9	(543.2)	1,880.9

**Corporate Reserve / Reserve Funds
(In \$000s)**

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance					
Major Special Events Reserve	XR1218	12,179.6			
<i>Proposed</i>					
Withdrawals (-)			(252.0)	(745.0)	
Contributions (+)					
Total Reserve / Reserve Fund Draws / Contributions		12,179.6	(252.0)	(745.0)	
Other program / Agency Net Withdrawals & Contributions			(3,433.1)	(2,638.5)	(293.5)
Balance at Year-End		12,179.6	8,494.5	5,111.0	4,817.5

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance					
Insurance Reserve	XR1010	18,307.1			
<i>Proposed</i>					
Withdrawals (-)					
Contributions (+)			172.0	172.0	172.0
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	172.0	172.0	172.0
Other program / Agency Net Withdrawals & Contributions			18,379.4	14,579.3	15,014.8
Balance at Year-End		18,307.1	36,858.5	51,609.8	66,796.6

Appendix 6

2014 User Fee Rate Changes

Inflation and Other Adjustment (i)

Rate Description	Fee Category	Fee Basis	2013	2014		
			Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate
Assessment Roll Request for Information Fee	Market Based	Fee per property	\$10.36		\$0.04	\$10.40
Letter of Ownership/Tenancy/Residency Fee	Market Based	Per letter	\$10.36		\$0.04	\$10.40
Assessment Copy Fee	Market Based	Per page	\$5.19		\$0.01	\$5.20
Assessment Roll-Touch Screen Printout Fee	Market Based	Per page	\$1.04		\$0.01	\$1.05
Assessment Roll-Touch Screen Printout and Mailing Fee	Market Based	Per address if mailed	\$10.36		\$0.04	\$10.40
Assessment Roll-Certification Fee	Market Based	Per certification	\$20.73		\$0.02	\$20.75
Assessment Roll-Certification Fee for consecutive pages	Market Based	Each consecutive page	\$5.19		\$0.06	\$5.25
Lottery Licence Amendment Fee	Market Based	Per amendment	\$25.91		\$0.09	\$26.00
Licence Fee per event	Market Based	Per event	\$25.91		\$0.09	\$26.00
Eligibility Review Fee	Market Based	Per review	\$25.91		\$0.09	\$26.00

Appendix 6 - Continued

2014 User Fee Rate Changes

Inflation and Other Adjustment (i) - Continued

Rate Description	Fee Category	Fee Basis	2013	2014		
			Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate
Approval to sell raffle tickets fee	Market Based	Per approval	\$25.91		\$0.09	\$26.00
Rental of facility - security	Full Cost Recovery	Per hour (minimum 4 hrs)	\$41.66	\$0.73	\$0.09	\$42.48
Rental of facility - Audio Visual Technician	Full Cost Recovery	Per hour (minimum 4 hours)	\$42.70	\$0.75	\$0.00	\$43.45
Print-outs from laser printers - letter sized materials - b&w and greyscale	Market Based	Per impression	\$0.50		\$0.03	\$0.53
User fee for workshops provided to the public by Archives staff	Market Based	Per instructional hour for each participant	\$25.00		\$0.66	\$25.66
Property Standards appeal	Full Cost Recovery	Per appeal	\$259.08	\$5.70	\$0.22	\$265.00
Cost recovery related to Statutory Public Notices mailed (non City-initiated)	Full Cost Recovery	Per notice mailed	\$1.06	\$0.02	\$0.03	\$1.11
Photocopies (non assessment roll)	Market Based	Per Impression	\$0.52		\$0.01	\$0.53
Certification of hard copy material (non assessment roll)	Full Cost Recovery	Per document	\$20.73		\$0.07	\$20.80
Certification of material - attachments to primary document (Supplemental fee) for non assessment roll	Market Based	Per attachment	\$1.04		\$0.07	\$1.11

Technical Adjustments (iv)

Rate Description	Service	Fee Category	Fee Basis	2013 Approved Rate	2014 Budget Rate	Reason for Adjustment
Certification of hard copy material (non assessment roll)	Make Government Work	Market Based	per document	\$20.73	\$20.80	To change fee category to Market Based

Appendix 6 - Continued

2014 User Fee Rate Changes

Rationalization of User Fees (vi)

Service	2013			2014			Comments
	Rate ID	Rate Description	Approved Rate	Rate ID	Rate Description	Budget Rate	
Make Government Work	GV029	Bingo Licence Fee - Prizeboard up to \$300	\$10.36	GV030.1	Bingo Licence Fee - Prizeboard up to \$5,500	Variable	Combined fee and changed fee description to reflect fee rationalization
Make Government Work	GV030	Bingo Licence Fee - Prizeboard from \$301 to \$5,500	Variable				
Make Government Work	GV032	Raffle Licence Fee - Prize value up to \$300	\$10.36	GV033.1	Raffle Licence Fee - Total prize value up to \$50,000	Variable	Combined fee and changed fee description to reflect fee rationalization
Make Government Work	GV033	Raffle Licence Fee - Total prize value from \$301 to \$50,000	Variable				
Make Government Work	GV035	Bazaar Licence for wheels which includes Raffle & Bingo up to \$300	\$10.36	GV036.1	Bazaar Licence Fee - Prize value up to \$500	Variable	Combined fee and changed fee description to reflect fee rationalization
Make Government Work	GV036	Bazaar Licence Fee - Prize value from \$301 to \$500	Variable				