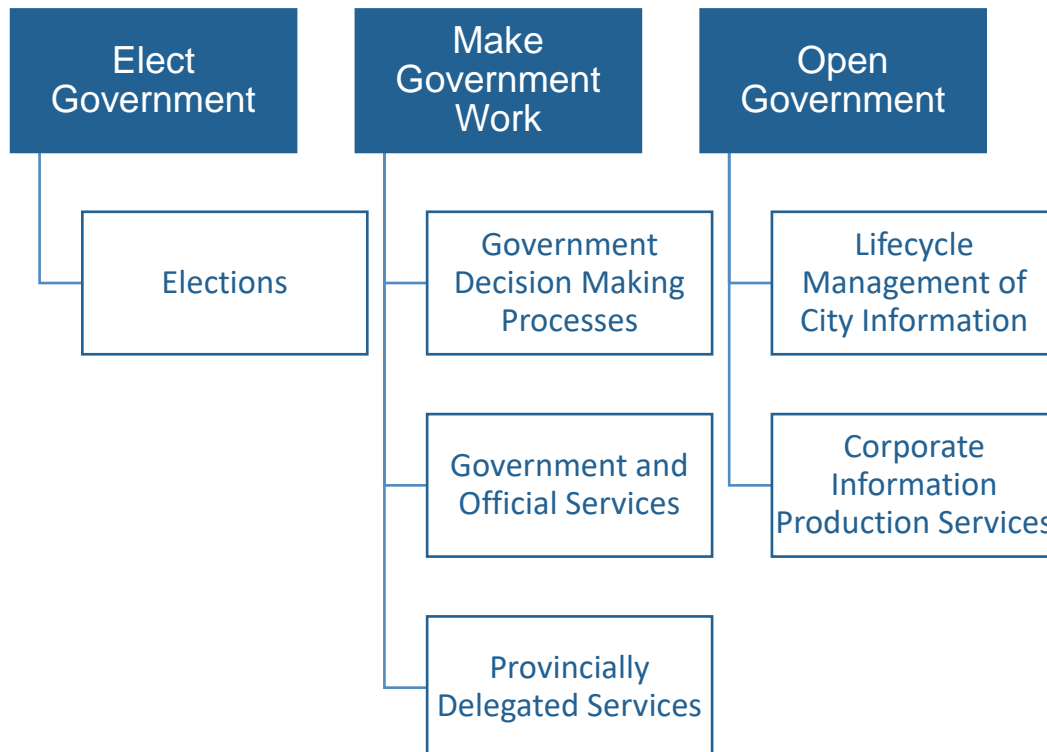


CITY CLERK'S OFFICE

PROGRAM MAP

City Clerk's Office



The City Clerk's Office mission 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 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.

This report focuses on performance measures regarding Council support and Freedom of Information requests. Some of the measures are indicative of the organization's performance, e.g. response time for Freedom of Information requests, and are not measures of City Clerk's Office operational efficiency. Other measures provide a window into the City's decision-making processes, with the measure reflective of the City's political governance structure, public and media scrutiny and the political climate at City Hall.

SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
How many hours do Council and Committees meet in the City of Toronto	Number of meeting hours – all bodies supported by the City Clerk (Activity Level Indicator)	Increase Meeting hours of all bodies increased (Activity Level Indicator)	N/A	5.1 pg. 5
How many freedom of information requests are received?	Number of Formal MFIPPA Requests per 100,000 Population – (Activity Level Indicator)	Decrease Number of FOI requests decreased (Activity Level Indicator)	2 Higher rate of FOI requests compared to others (Activity Level Indicator)	5.2 5.3 pg. 6/7
How many people make deputations in the City of Toronto at Community Councils and Committees?	Number of public deputations at Community Council, Standing Committees and Special Committees – (Community Impact)	Increase Number of deputations increased (Community Impact)	N/A	5.4 pg. 8
How quickly are freedom of information requests responded to?	Percent of Formal MFIPPA Requests Handled Within 30 Days – (Customer Service)	Increase Rate of responses within 30 days increased (Customer Service)	4 Lower rate of response within 30 days compared to others (Toronto deals with higher levels of FOI requests and increased complexity of requests) (Customer Service)	5.5 5.6 pg. 9/10
What is the rate of appeals for freedom of information requests?	Percent of Formal MFIPPA Requests that Have Been Appealed – (Quality)	Stable Rate of appeals was stable compared to the previous years (Customer Service/Quality)	N/A	5.7 pg. 11
How much does it cost to respond to a freedom of information request?	Operating Cost per MFIPPA-Request – (Efficiency)	Increase Cost per request increased (Efficiency)	2 Lower cost per request compared to others (Efficiency)	5.8 5.9 pg. 12

SUMMARY OF OVERALL RESULTS

Internal Comparison of Toronto's 2017 vs. 2016 Results	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	External Comparison to Other Municipalities (MBNC) By Quartile for 2017
Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)
<div style="background-color: green; color: white; padding: 2px;">1 - Increased</div> <div style="background-color: yellow; color: black; padding: 2px;">0 - Stable</div> <div style="background-color: red; color: white; padding: 2px;">0 - Decreased</div>	<div style="background-color: green; color: white; padding: 2px;">2 - Favorable</div> <div style="background-color: yellow; color: black; padding: 2px;">1 - Stable</div> <div style="background-color: red; color: white; padding: 2px;">1 - Unfavorable</div>	<div style="background-color: green; color: white; padding: 2px;">0 - 1st quartile</div> <div style="background-color: yellow; color: black; padding: 2px;">0 - 2nd quartile</div> <div style="background-color: yellow; color: black; padding: 2px;">0 - 3rd quartile</div> <div style="background-color: red; color: white; padding: 2px;">0 - 4th quartile</div>	<div style="background-color: green; color: white; padding: 2px;">0 - 1st quartile</div> <div style="background-color: yellow; color: black; padding: 2px;">1 - 2nd quartile</div> <div style="background-color: yellow; color: black; padding: 2px;">0 - 3rd quartile</div> <div style="background-color: red; color: white; padding: 2px;">1 - 4th quartile</div>
100% stable or increased	75% favorable or stable	N/A	50% in 1st and 2nd quartiles

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 15 municipalities.

SERVICE/ACTIVITY LEVELS

The City Clerk's Office manages the decision-making processes of Council and its committees, including creating and publishing agendas and minutes and managing deputations and correspondence.

5.1 – HOW MANY HOURS DO COUNCIL AND COMMITTEES MEET IN THE CITY OF TORONTO?

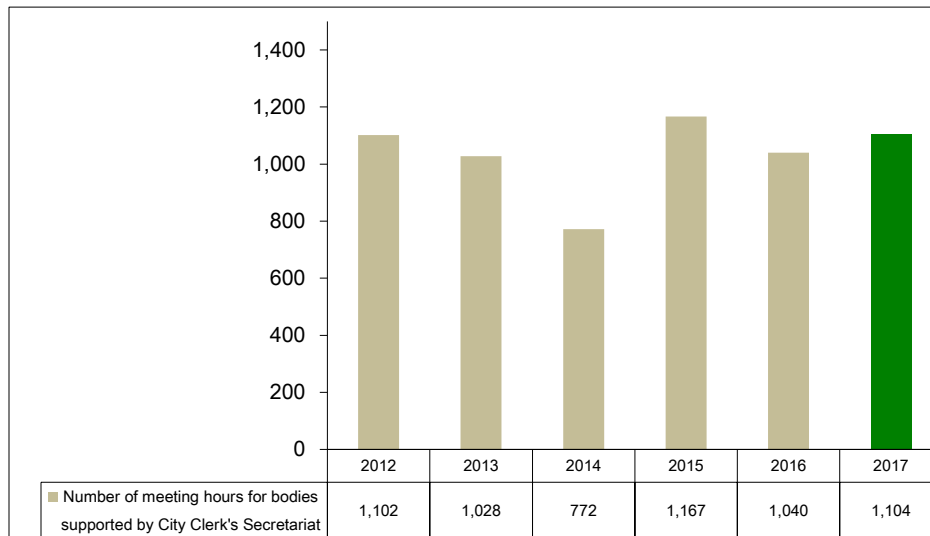


Chart 5.1 provides data from 2012 to 2017 on the number of meeting hours of bodies supported by the City Clerk's Office.

Chart 5.1 (City of Toronto) Number of Meeting Hours – All Bodies Supported by City Clerk

In 2017, there was an increase of 6.2% in meeting hours from 2016 in part as a result of additional decision bodies supported during the year such as the Exhibition Place Board of Governors, Toronto Investment Board and Create TO, and additional Interview and Nominating panels to support the public appointments process. Consistent with the previous Council term, meeting hours significantly increased as a result of public appointment activities (e.g. nominating panel meetings) during the first year of Council term (2015) and then dropped the following year which is the second year of Council term (2016).

5.2 – HOW MANY FREEDOM OF INFORMATION REQUESTS ARE RECEIVED IN THE CITY OF TORONTO?

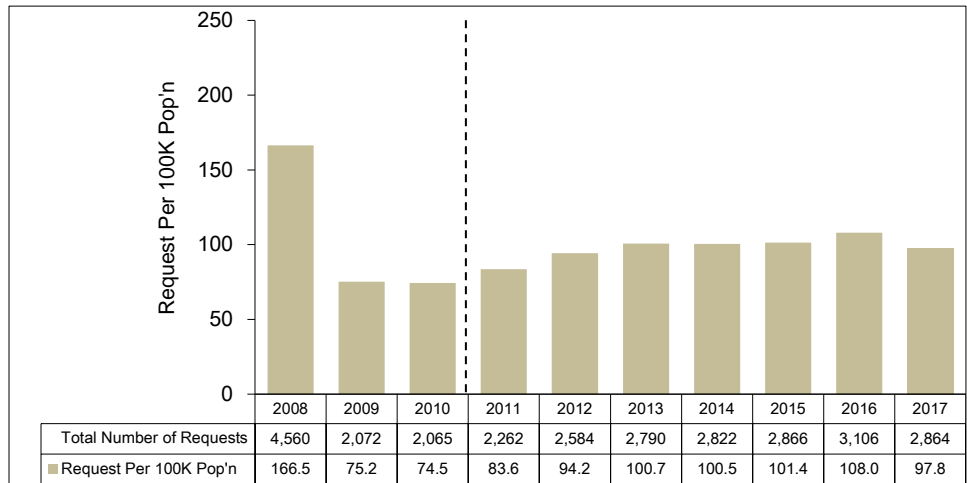


Chart 5.2 provides data from 2008 to 2017 on the total number of Freedom of Information (FOI) requests in Toronto and the rate of those requests per 100,000 population. The results for 2010 and prior years are not based on revised population estimates.

Chart 5.2 (City of Toronto) Number of Formal MFIPPA Requests per 100,000 Population

The public has a right to access City information. One way to make information accessible is by making City information routinely available to the public without the need for a Freedom of Information (FOI) request. City Divisions have published Routine Disclosure Plans. Information is also posted on the City website or published as [Open Data](#).

Another way to access information is to make a FOI request under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).

These numbers do not include FOI requests to City agencies that are separate institutions under MFIPPA, such as the Toronto Police Service, the Toronto Transit Commission, the Toronto Community Housing Corporation and the Toronto Parking Authority.

In 2016, there was interest specifically in the various high profile projects currently underway at the City including Rail Deck Park, Scarborough Subway Extension and Uber.

In 2017, the number of requests per 100,000 population decreased by 9.5%. This decrease cannot be attributed to any specific factor.

5.3 – HOW DOES THE CITY OF TORONTO'S RATE OF FREEDOM OF INFORMATION REQUESTS COMPARE TO OTHER MUNICIPALITIES?

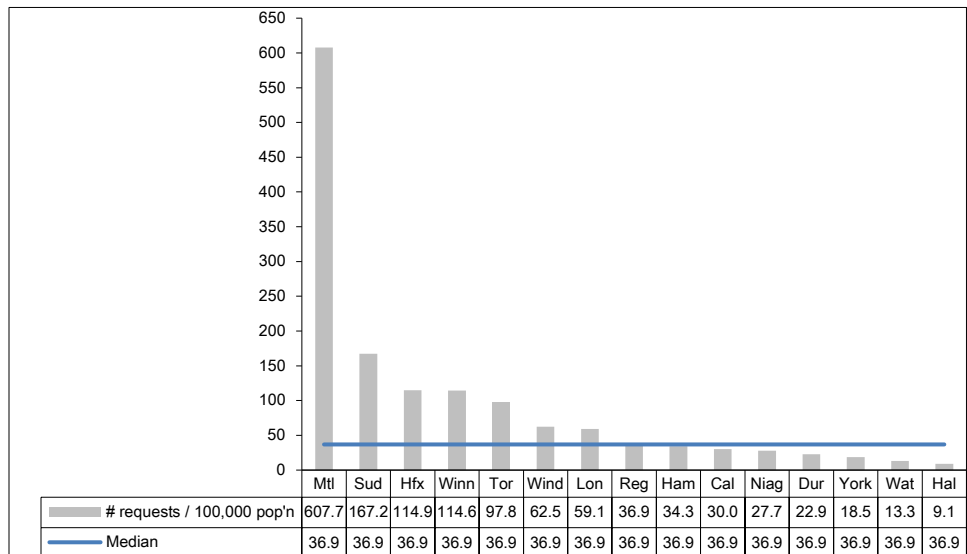


Chart 5.3 compares Toronto's 2017 rate of FOI request to the median of other municipalities.

Chart 5.3 (MBN 2017) Number of Formal MFIPPA Requests per 100,000 Population

Toronto ranks fifth of fifteen (second quartile) in terms of the highest rate of FOI requests. The complexity of requests is not reflected in this measure.

To provide perspective on the scale of operations, if the absolute number of FOI requests was considered (as opposed to the rate), Toronto's 2,864 requests in 2017 was 2,726 requests higher than the sixth highest MBNCanada municipality on this graph.

It should be noted that the City of Montreal operates on a decentralized model. When the City of Montreal receives a request, the requests may be forwarded to one or all of the 19 boroughs. This results in significantly more requests per population Montreal in comparison to others.

COMMUNITY IMPACT

A fundamental public expectation of municipal government is an open decision-making process, where members of the public can make deputations at Community Council, Standing Committees and Special Committees.

5.4 - HOW MANY PEOPLE MAKE DEPUTATIONS IN TORONTO AT COMMUNITY COUNCILS AND COMMITTEES?

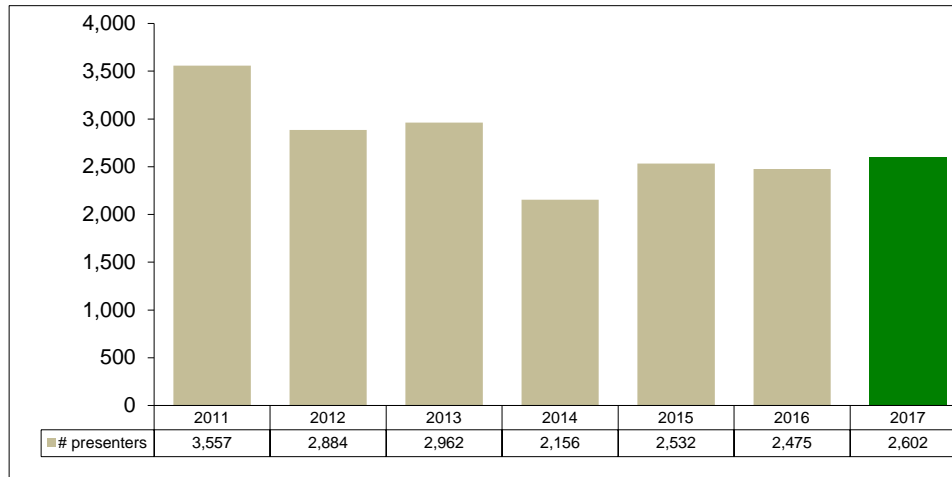


Chart 5.4 provides the number of deputations made by members of the public at these meetings between 2011 and 2017.

In 2017, the number of registered speakers increased by 5.13%.

Chart 5.4 (City of Toronto) Number of Public Deputations at Community Council, Standing Committees and Special Committees

A key enabler to keep members of the public informed is the award-winning website www.toronto.ca/council, used to better manage meetings, agendas and minutes for City Council, Committees and Community Councils. Features of the website include:

- A map view of agenda items that relate to specific locations in the City;
- The ability to search for attendance and voting records of Members of Council, enhancing the transparency of government;
- An easier registration process for the public to speak to a committee or to send comments to the Committee;
- The ability to follow how items proceed from Committee or Community Council meetings through to Council meetings;
- Real-time updates on whether and how an item has been addressed during a meeting and the ability to receive updates on decisions in near-real time;
- A subscription service that allows people to sign up for e-mail updates of meeting agendas and decisions;
- Council and Committee meetings are broadcast live online, streaming on <https://www.youtube.com/TorontoCityCouncilLive>;
- Video of City Council and Committee meetings are available on YouTube following the meeting and indexed by agenda item on toronto.ca/council which allows members of the public and media to quickly find the point in a meeting where an item was considered.

CUSTOMER SERVICE

The City Clerk's Office is responsible for managing compliance with MFIPPA. Decisions made by the City Clerk on access to information requests are subject to an independent review (appeal) by the Ontario Information and Privacy Commissioner.

5.5 – HOW QUICKLY ARE FREEDOM OF INFORMATION REQUESTS RESPONDED IN THE CITY OF TORONTO?

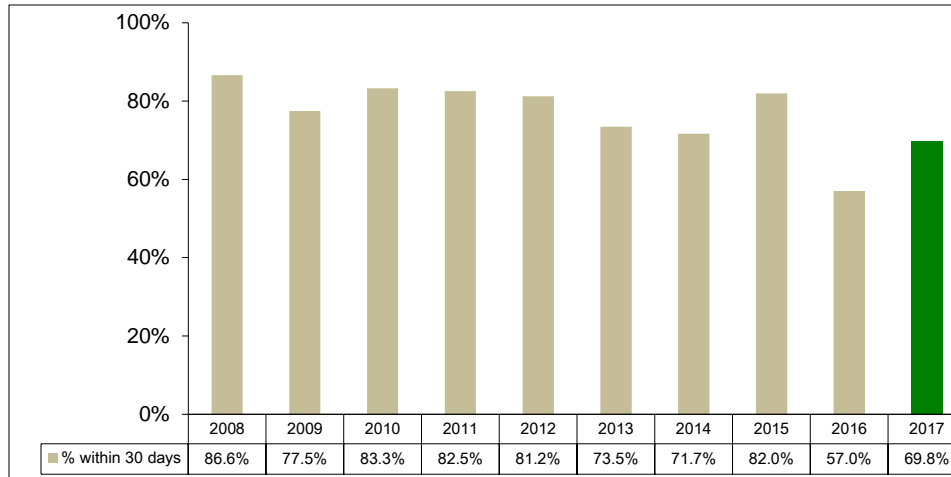


Chart 5.5 provides the rate at which the City of Toronto has been able to comply with the 30-day standard to reply to FOI requests.

Chart 5.5 (City of Toronto) Percent of Formal MFIPPA Requests handled within 30 Days

Results increased from 57% in 2016 to 69.8% in 2017. This increase in compliance rate is due to an additional part-time staff hired in 2017 to help with the volume of FOI requests. The compliance rate in 2016 was also significantly impacted by the low compliance rate related to Ontario Works files, which saw 300 more requests received in 2016 over 2017.

This measure is reflective of the combined efforts of the City Clerk's Office who process the requests and City divisions that provide the information in response to the requests.

It should be noted that the compliance rate in this report is based on MBNCanada methodology.

5.6 – HOW DOES THE CITY OF TORONTO'S COMPLIANCE RATE OF FREEDOM OF INFORMATION REQUESTS COMPARE TO OTHER MUNICIPALITIES?

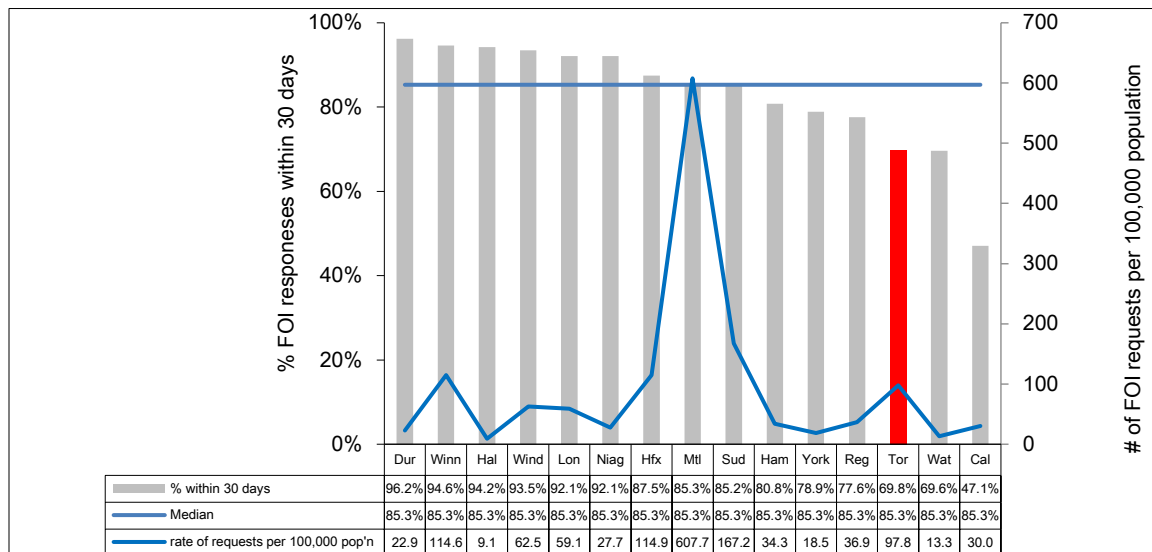


Chart 5.6 (MBNC 2017) Percent of Formal MFIPPA Requests Handled within 30 Days

Chart 5.6 compares Toronto's 2017 rate of compliance, to other municipalities which are plotted as bars relative to the left axis.

One of the factors that influence the timeliness of responses is the volume of FOI requests received. The rate of these FOI request per 100,000 population has been plotted as a line relative to the right axis. Toronto ranks thirteenth of fifteen (fourth quartile) in terms of rate of responses within 30 days at 69.8%, in part because Toronto has relatively high rate of requests per 100,000 population. Moreover, Toronto received more complex requests, which is also a factor in this ranking.

An observed trend for FOI requests is that they tend to involve multiple City divisions and increasingly involve email records, and as a result are often more complex and more time consuming to review.

5.7 – WHAT IS THE RATE OF APPEALS IN TORONTO FOR FREEDOM OF INFORMATION REQUESTS?

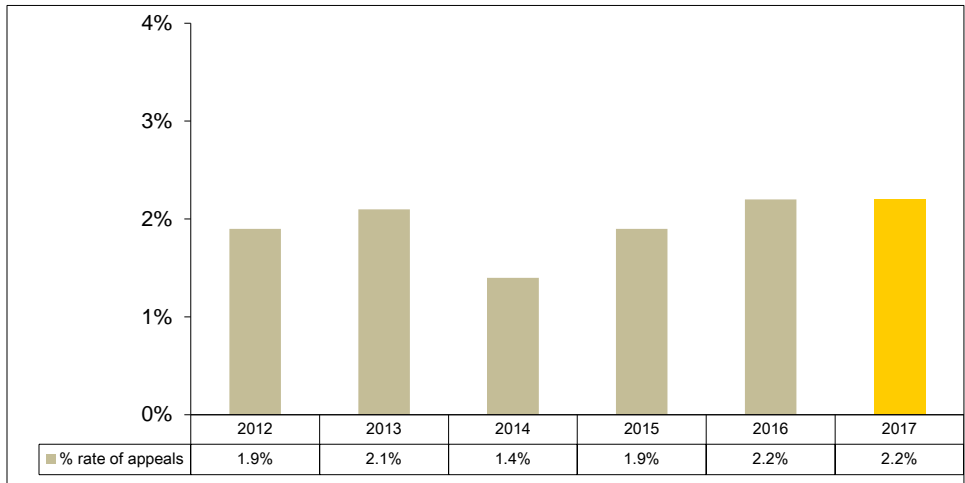


Chart 5.7 provides 2012 to 2017 data for Toronto on the rate of appeals made to the Ontario Information and Privacy Commissioner. Except in 2014, the results from 2012 to 2017 are stable, ranging between 1.9% and 2.2%.

Chart 5.7 (City of Toronto) Percent of MFIPPA Requests that have been appealed

These figures indicate a high degree of satisfaction with how the City has responded to FOI requests. The City's position is often upheld by the Information & Privacy Commissioner's rulings.

EFFICIENCY

One measure of efficiency is the operating cost per MFIPPA-request. These costs do not include the costs of divisions to search for records that are responsive to the request.

5.8 – HOW MUCH DOES IT COST TORONTO'S CITY CLERK'S OFFICE TO RESPOND TO A FREEDOM OF INFORMATION REQUEST?

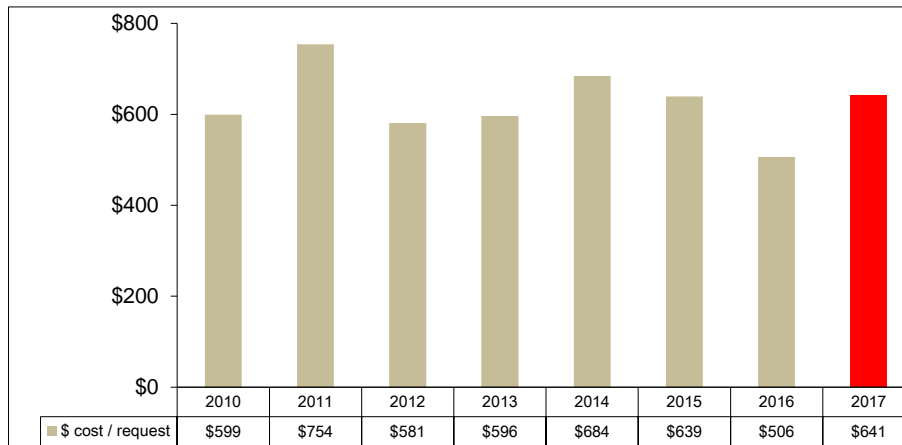


Chart 5.8 provides results from 2010 to 2017 for Toronto's operating cost per MFIPPA request, which includes the time to assess the request, search for and gather the requested information and respond back to the requestor.

Chart 5.8 (City of Toronto) Operating Cost per MFIPPA Request

Results show 2017 costs increased by 26.7% compared to 2016, mainly as a result of increase in corporate allocation costs.

5.9 – HOW DOES TORONTO'S CITY CLERK'S OFFICE COST TO RESPOND TO A FREEDOM OF INFORMATION REQUEST COMPARE TO OTHER MUNICIPALITIES?

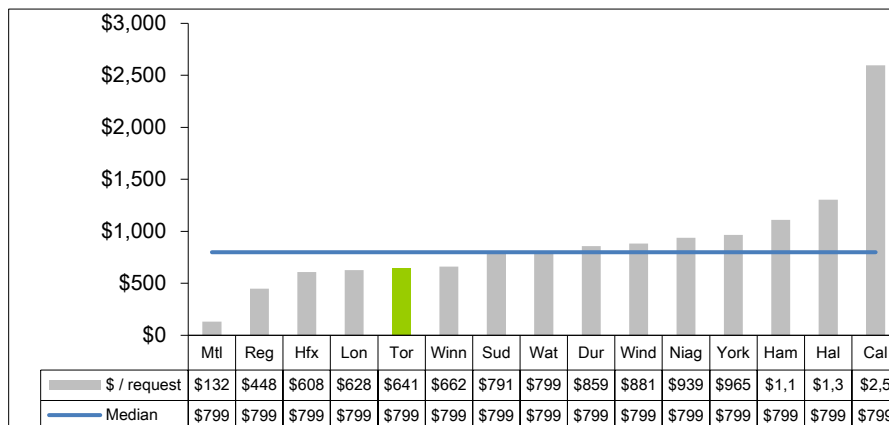


Chart 5.9 compares Toronto City Clerk's 2017 operating cost per FOI request to other municipalities.

Chart 5.9 (MBNC 2017) Operating Cost for MFIPPA- Request

Toronto ranks fifth of fifteen municipalities (second quartile) in terms of the lowest cost per request. Toronto was able to achieve a low cost per request despite being the fifth highest municipality in terms of rate of requests per 100,000 population (See Chart 5.3).

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

The following initiatives have improved or are expected to further improve the efficiency and effectiveness of the City Clerk's Office:

2017 Initiatives Completed/Achievements

- 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 129 public appointments.
- Facilitated democratic decision-making and public access to government through planning, staging and recording over 469 meetings of City Council, its Committees and other boards, and registering over 2,600 speakers at committees and tribunals, while supporting 93 decision-making bodies including 6 new bodies in 2017.
- 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.

2018 Initiatives Planned

- Deliver the 2018 municipal election.
- Review election systems and processes to modernize election delivery.
- Support City Council, Mayor's Office 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.

Factors Influencing Results of Municipalities

The results of each municipality included in this report can be influenced to varying degrees by factors such as:

- The size of Council support
 - Complexity: the type of meeting and scope of subject matter discussed.
 - Council authority: the amount of delegated decision-making i.e. standing committee vs. Committee as a whole.
 - Size: the number of Councillors and structure.
 - Political climate: whether reports are discussed in detail and the number of recorded votes.
 - Government structure: upper-tier or single-tier.
 - Organizational form: centralized vs. decentralized, i.e. with departments responsible for certain tasks, e.g. agenda preparation.
 - Processes & systems: consent agenda or not; type of meeting; turn-around time for preparation of agenda/minutes and the degree of automation; how long debates are allowed; degree of citizen participation; administrative structure – who generates the reports, i.e. a few Commissioners vs. a large number of department heads.

- Freedom of Information Requests
 - Citizen engagement: degree of interaction with citizens and the amount of citizen trust/distrust of the organization.
 - Contentious issues: whether there are prevailing major issues in the municipality (e.g. major construction projects, road widening, bids for international events, etc.).
 - Nature of requests: media / special interest groups / individuals / businesses.
Complexity of requests, such as the City's debates on expanding public transit, which may contain
 - highly proprietary and technical information, i.e., requiring specialist knowledge,
 - involved legal and financial considerations, requiring substantial consultation,
 - long periods of time, and
 - Other agencies.
 - Organization: the size, administrative structure and culture of the organization; the amount of training provided to municipal staff who handle requests.
 - Practices & policies: responsiveness of the organization to requests; number of routine disclosure policies.
 - Privacy Protection: Growing trend to spend time assessing privacy concerns such as software agreements and privacy breaches.