

2023 Program Summary

City Clerk's Office

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Description

The City Clerk's Office provides the foundation for municipal government in Toronto. We deliver more than 70 types of services from over 30 locations across the City. Most services are prescribed in more than 60 distinct pieces of legislation including *the City of Toronto Act 2006*, *Vital Statistics Act*, *Assessment Act* and *Planning Act*. The City Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

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

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

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

Why We Do It

We build public trust and confidence in local government, and ensure that:

- Toronto municipal government is democratically elected through open, fair and accessible elections.
- Elected officials, City officials and the public can participate in a transparent, accessible, and democratic Council decision-making process.
- The public has timely, reliable, transparent and accurate access to City information, except where protected by privacy laws.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

What Service We Provide

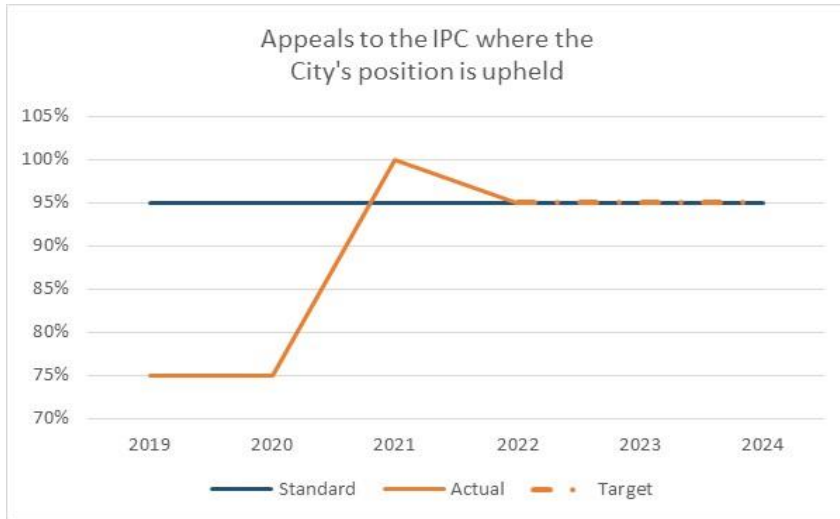
<p><u>Elect Government</u> Who We Serve: The public, candidates and electors, other governments, third-party advertisers What We Deliver: Manage and conduct all aspects of local government elections whenever one is required and in compliance with legislation. How Much Resources (gross 2023 operating budget): \$7.0 million</p>
<p><u>Make Government Work</u> Who We Serve: The public, City Council and its Members, Accountability Officers, other governments, Toronto Public Service, City agencies and corporations, community & international organizations What We Deliver: Manage government's decision-making process, provide government and official services, and deliver provincially delegated services. How Much Resources (gross 2023 operating budget): \$32.6 million</p>
<p><u>Open Government</u> Who We Serve: The public, City Council and its Members, Toronto Public Service, City agencies and corporations, other governments, the media What We Deliver: Manage City information through its lifecycle, support the City's digitization goals and initiatives, provide access to City information, and give privacy advice. How Much Resources (gross 2023 operating budget): \$11.8 million</p>

Budget at a Glance

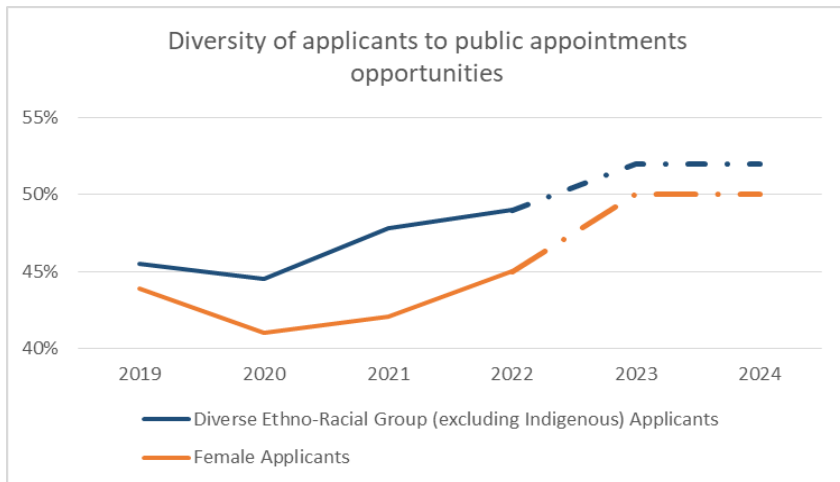
2023 OPERATING BUDGET			
\$Million	2023	2024	2025
Revenues	\$12.9	\$11.6	\$11.2
Gross Expenditures	\$51.4	\$50.9	\$50.7
Net Expenditures	\$38.5	\$39.3	\$39.5
Approved Positions	369.9	361.4	358.5

2023 - 2032 10-YEAR CAPITAL PLAN			
\$Million	2022	2024-2032	Total
Gross Expenditures	\$4.2	\$23.9	\$28.1
Debt	\$1.5	\$11.4	\$12.9
Note: Includes 2022 carry forward funding			

How Well We Are Doing – Behind the Numbers



- The City Clerk's Office uses the percentage of appeals to the Information & Privacy Commissioner of Ontario (IPC) where the City's position is upheld as an indicator for the effectiveness of the City's response to freedom of information requests as well as the protection of private information.
- Providing access to information is a cornerstone of open government and democratic principles. At times, the City does not release information because it meets exclusion criteria defined in the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- Appeals to the IPC are made by members of the public when they disagree with the City's decision to refuse access to information.
- The overwhelming majority of the time, the IPC upheld the City's position in full or in part. This means that City staff are consistently making appropriate decisions when assessing information for release to the public.
- While the City makes every effort to follow the rules as laid out in MFIPPA, there are occasional differences in interpretation that are to be expected and decisions made by the IPC are used to inform future City decisions.



- The City Clerk's Office asks all applicants to City boards, committees and tribunals to complete a voluntary, confidential survey to help measure diversity in the City's public appointments.
- The City Clerk's Office recognizes that the City is best served by boards that collectively reflect the diversity of the communities they serve. Applicant demographic categories tracked include gender, age, ethnicity/race, aboriginal/indigenous, 2SLGBTQ, and a person with a disability.
- The City Clerk's Office connects with business and community organizations to increase awareness of public appointments and to recruit diverse, highly-skilled candidates for City boards, committees, and tribunals. During the pandemic, outreach strategies moved to online information sessions, putting greater emphasis on targeted outreach through professional organizations. The work done to reflect the diversity of the City is updated quarterly on the Public Appointments Dashboard.

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
Outcome Measures									
Make Government Work	# of public interactions in the decision-making process including deputations, communications, agenda subscriptions, meeting viewers	127,520	63,408	108,099	100,000	103,299	●	120,000	120,000
Open Government	% of appeals to the Provincial Information Privacy Commissioner where the City's position is upheld	75%	75%	100%	95%	95%	●	95%	95%
Elect Government	Election Readiness	100%	100%	100%	100%	100%	●	100%	100%

2022 Projection to 2022 Target Comparison
 ● 80% - 100% ● 64 - 79% ● 63% and Under

Service	Measure	2019 Actual	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
Service Level Measures									
Make Government Work	% of meeting agendas and decision documents published according to time lines	100%	100%	100%	100%	100%	●	100%	100%
Make Government Work	% of female applicants to public appointments opportunities	43.90%	41%	43.5%	48%	46%	●	50%	50%
Make Government Work	% of diverse ethno-racial group applicants to public appointments opportunities. <i>* This does not include applicants who identify as being Indigenous.</i>	45.50%	44.60%	47.20%	50%	51%	●	52%	52%
Open Government	% of Freedom of Information requests completed within legislated timelines	67.60%	37.50%	54.80%	70%	50%	●	65%	70%
Open Government	# of City of Toronto staff trained in protecting privacy	11,698	13,511	20,226	20,000	21,000	●	22,000	23,000

2022 Projection to 2022 Target Comparison
 ● 80% - 100% ● 64 - 79% ● 63% and Under

COVID-19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- There are no incremental costs expected in 2023 related to COVID-19 as City Clerk's Office will continue to utilize existing staff resources but reallocate them to address emerging priorities during pandemic.

Service Level Changes

- Freedom of Information (FOI) and privacy consultation requests are expected to continue to grow in number and complexity and will require more resources to meet legislative obligations. Continue to implement in-person, hybrid and digital solutions to Protocol service delivery.
 - Increased requests for photo/video services.
 - Joint development and execution with Economic Development & Culture (EDC) of a new COVID-19 Recovery Celebration and Commemoration Program funded by Canadian Heritage.
 - Record keeping standards will be updated to reflect digital workflows, work with digital tools such as Microsoft 365 and support hybrid work environments
-

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Delivered the 2022 Municipal Election in compliance with legislation.
- Ensured the smooth Council transition through on- and off-boarding of Members.
- Managed the filling of Ward vacancies by appointment in Wards 1, 10 and 13 and onboarding of new Members and oversaw office operations during transition.
- Facilitated democratic decision-making through planning, staging and recording over 300 meetings of City Council, its Committees & boards.
- Delivered the TTC 100 in person and virtual exhibits in partnership with the TTC at the Toronto Archives and supported divisions with early lease exits in their office moves as part of Modern TO's workplace modernization strategy
- Increased engagement with equity deserving communities to meaningfully acknowledge and recognize the days of significance that are important to them through ceremonies, Toronto Sign lightings and flag raisings.

Key Challenges and Risks

- Ensure election readiness in the event of a by-election, manage any legal action arising from the 2022 general election, and coordinate effective transition of the voters' list from MPAC to Elections Ontario.
- Respond to Bill 3, Strong Mayors, Building Homes Act, 2022 for the new term of Council.
- Meet increased demand for meeting management support for growing number of decision bodies, including local boards and their committees, and any Council advisory bodies established in the new term.
- Increased demand for hybrid models to support the role of elected officials, and community and other stakeholders needs in protocol service delivery across multiple streams and platforms.
- Continue to implement digital services to elected officials and accountability officers whenever possible while also providing access to in-person service when required.
- Embed Information Management (IM) principles, activities and foundational work into governance structures and corporate initiatives (Microsoft 365, ModernTO) to meet legislated accountabilities; to support digital first approaches to IM through capital projects in the Enterprise Information Management Partnership Program with Technology Services Division.

Priority Actions

- Hold by-elections for School Trustee Conseil scolaire Viamonde (Ward 3–Centre) and School Trustee Conseil scolaire catholique MonAvenir (Ward 4–Toronto Est).
- Facilitate the submission of campaign finance requirements from candidates and third party advertisers and administer the Contribution Rebate Program.
- Ensure a smooth Council transition, including the implementation of required Legislative changes to enable the new powers and responsibilities set out in Bill 3, Strong Mayors, Building Homes Act, 2022 for the new term of Council.
- Provide effective meeting management for Council, its committees and boards, including electronic and hybrid formats; and undertake Public Appointments outreach and recruitment.
- Complete a review of the Constituency Services & Office Budget (CSOB) policy and the Indemnification Policy for Members of Council.
- Complete a review of Information Production in relation to the Hybrid Work Model and the impacts of ModernTO.
- Significantly improve the City's compliance with statutory timelines for responding to FOI requests.
- Support IM requirements related to enterprise initiatives: Microsoft365, ModernTO, etc.
- Grow the City's Archival programming and partnerships beginning with an exhibit partnership with Black Artists Network and Dialogue (BAND).
- Update the city's commemoration, recognition and celebration activities for the post-COVID-19 environment, including supporting Council and community involvement in diplomacy, engagement and recovery.
- Complete the comprehensive review of the flag policy to identify further opportunities to modernize Strategic Protocol and External Relations (SPER) including the transition of the Toronto Sign commemorative lighting program from the Economic Development and Culture Division.
- Develop future state model for civil weddings.

RECOMMENDATIONS

City Council adopted the following recommendations:

1. The 2023 Operating Budget for City Clerk's Office of \$51.387 million gross, \$12.902 million revenue and \$38.485 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Elect Government	6,994.2	6,994.2	0.0
Make Government Work	32,621.4	4,776.9	27,844.5
Open Government	11,771.3	1,130.4	10,640.9
Total Program Budget	51,386.9	12,901.5	38,485.4

- The above includes a 2023 budgeted staff complement for City Clerk's Office of 369.9 positions comprising of 16.0 capital positions and 353.9 operating positions.
2. The 2023 Capital Budget for City Clerk's Office with cash flows and future year commitments totaling \$9.752 million as detailed by project in [Appendix 6a](#).
 3. The 2024-2032 Capital Plan for City Clerk's Office totalling \$18.390 million in project estimates as detailed by project in [Appendix 6b](#).

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection*	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Elect Government	6,169.8	21,733.8	21,733.8	6,994.2		6,994.2	(14,739.5)	(67.8%)
Make Government Work	4,171.3	5,550.4	5,050.4	4,776.9		4,776.9	(273.5)	(5.4%)
Open Government	1,031.4	1,026.5	1,026.5	1,130.4		1,130.4	103.9	10.1%
Total Revenues	11,372.6	28,310.7	27,810.7	12,901.5		12,901.5	(14,909.2)	(53.6%)
Expenditures								
Elect Government	6,169.8	21,733.8	21,733.8	6,994.2		6,994.2	(14,739.5)	(67.8%)
Make Government Work	28,800.6	33,055.6	31,017.6	32,621.4		32,621.4	1,603.9	5.2%
Open Government	10,113.8	11,397.9	11,205.9	11,771.3		11,771.3	565.4	5.0%
Total Gross Expenditures	45,084.4	66,187.3	63,957.3	51,386.9		51,386.9	(12,570.3)	(19.7%)
Net Expenditures (including COVID-19)	33,711.9	37,876.6	36,146.6	38,485.4		38,485.4	2,338.9	6.5%
Required COVID-19 Support								N/A
Net Budget (excluding COVID-19 supports)	33,711.9	37,876.6	36,146.6	38,485.4		38,485.4	2,338.9	6.5%
Approved Positions**	368.3	423.9	N/A	369.9		369.9	N/A	N/A

* 2022 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$51.387 million gross reflects a decrease of \$12.570 million in spending below 2022 projected year-end actuals, predominantly arising from:

- Reversal of requirements to support the delivery of 2022 Municipal Election Event which result in an decrease of 63.1 temporary positions and \$17.0 million gross and zero net, partially offset by budget requirements in 2023 to conduct post-municipal election activities and to hold by-elections for School Trustee Conseil scolaire Viamonde (Ward 3–Centre) and School Trustee Conseil scolaire catholique MonAvenir (Ward 4–Toronto Est);
- Increases in salaries and benefits related to salary adjustments for Local 79 and Local 416 staff per collective agreements, adjustment from Non-Union staff salary increases in 2022, temporary capital staff to deliver capital projects and realignment of budget to actual; and
- Decreases in postage, third party printing and paper supplies budgets based on reversal of requirements for high-speed copying, mailing and printing services to support the delivery of 2022 Municipal Election Event and based on City divisions' projected demand for mailing, high-speed copying and printing services in 2023.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in City Clerk's Office's 2023 Operating Budget do not have any significant equity impacts.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for City Clerk's Office of \$51.387 million gross is \$12.570 million or 19.7% lower than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

Table 2: 2023 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2020 Actual	2021 Actual	2022 Budget	2022 Projection*	2023 Budget	2023 Change from 2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies			134.3	134.3	204.2	69.9	52.0%
Other Subsidies							
User Fees & Donations	223.9	235.1	306.2	306.2	300.9	(5.3)	(1.7%)
Licences & Permits Revenue							
Transfers From Capital	2,320.1	2,542.7	1,356.7	1,356.7	2,137.3	780.6	57.5%
Contribution From Reserves/Reserve Funds	4,413.6	5,214.7	21,829.1	21,829.1	6,667.7	(15,161.4)	(69.5%)
Sundry and Other Revenues	415.3	436.5	422.2	422.2	611.2	189.0	44.8%
Inter-Divisional Recoveries	2,888.0	2,943.6	4,262.2	3,762.2	2,980.2	(782.0)	(20.8%)
Total Revenues	10,260.9	11,372.6	28,310.7	27,810.7	12,901.5	(14,909.2)	(53.6%)
Salaries and Benefits	37,954.8	36,391.4	48,533.2	48,203.2	41,090.1	(7,113.1)	(14.8%)
Materials & Supplies	696.0	898.5	1,963.5	1,836.5	1,229.7	(606.8)	(33.0%)
Equipment	76.4	393.6	267.3	267.3	325.0	57.7	21.6%
Service and Rent	6,384.2	6,882.5	14,300.6	12,527.6	8,228.5	(4,299.1)	(34.3%)
Contribution To Capital							
Contribution To Reserves/Reserve Funds	128.7	65.0	67.2	67.2	78.0	10.8	16.1%
Other Expenditures	62.0	125.9	82.5	82.5	82.0	(0.5)	(0.6%)
Inter-Divisional Charges	541.3	327.5	973.0	973.0	353.7	(619.2)	(63.6%)
Total Gross Expenditures	45,843.4	45,084.4	66,187.3	63,957.3	51,386.9	(12,570.3)	(19.7%)
Net Expenditures	35,582.5	33,711.9	37,876.6	36,146.6	38,485.4	2,338.9	6.5%
Approved Positions	375.9	368.3	423.9	N/A	369.9	N/A	

*Projection based on 9 Month Variance

Key Base Drivers:**Salaries & Benefits:**

Decrease in base salaries and benefits of \$7.113 million in gross expenditures is mostly related to:

- Reversal of requirements to deliver the 2022 Municipal Election Event of \$9.800 million gross, zero net and 63.1 temporary positions, partially offset by requirements to conduct post-election activities of \$0.305 million and 3.9 temporary positions;
- Net increases in temporary capital staff to deliver capital projects of \$0.781 million and 5.2 temporary positions; and
- Salary adjustments related to Non-Union staff salary increases in 2022, COLA increases for Local 79 and Local 416 staff per collective agreements and realignment of budget to actual.

Materials and Supplies:

Decrease in materials and supplies of \$0.607 million in gross expenditures is mostly related to the reversal of requirements to support the delivery of the 2022 Municipal Election Event

Services and Rents:

Decrease in services and rents of \$4.299 million in gross expenditures is mostly related to the reversal of requirements to support the delivery of the 2022 Municipal Election Event.

Inter-Divisional Charges:

Decrease in inter-divisional charges of \$0.619 million in gross expenditures is mostly related to the reversal of requirements for printing services and high-speed copying to support the delivery of the 2022 Municipal Election Event.

Contributions from Reserve:

Decrease in contributions from reserve funds of \$15.161 million in revenues is mostly related to reversal of contribution from Election Reserve Fund (XR1017) to support the delivery of the 2022 Municipal Election Event and partially offset by a 2023 contribution to conduct the post-election activities and to hold by-elections for School Trustee Conseil scolaire Viamonde (Ward 3–Centre) and School Trustee Conseil scolaire catholique MonAvenir (Ward 4–Toronto Est).

Inter-Divisional Recoveries:

Decrease in inter-divisional recoveries of \$0.782 million in gross expenditures is mostly related to reduced demand for printing and high-speed copying services in 2023 from City divisions.

Offsets and Efficiencies:

Line by line review of non-payroll budgets resulted in a budget decrease of \$0.027 million in net expenditures.

Note:

1. For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures.

2024 & 2025 OUTLOOKS**Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
Revenues			
Prior Year Impacts		(204.2)	
Delivery of Capital Projects		(587.3)	(366.0)
Changes ins Elections Requirements		(569.5)	50.0
Other Revenue Changes		35.1	(14.7)
Total Revenues	12,901.5	(1,325.9)	(330.7)
Gross Expenditures			
Salaries and Benefits		748.4	99.0
Inflationary Impacts		52.6	40.0
Prior Year Impacts		(204.2)	
Changes ins Elections Requirements		(569.5)	50.0
Delivery of Capital Projects		(587.3)	(366.0)
Operating Impacts of Capital		28.0	
Total Gross Expenditures	51,386.9	(532.0)	(177.1)
Net Expenditures	38,485.4	793.9	153.7
Approved Positions	369.9	361.4	358.5

Key drivers

The 2024 Outlook with total gross expenditures of \$ 50.855 million reflects an anticipated \$0.532 million or 1.0% decrease in gross expenditures below the 2023 Operating Budget. The 2025 Outlook expects a further decrease of \$0.177 million or 0.3% below 2024 gross expenditures.

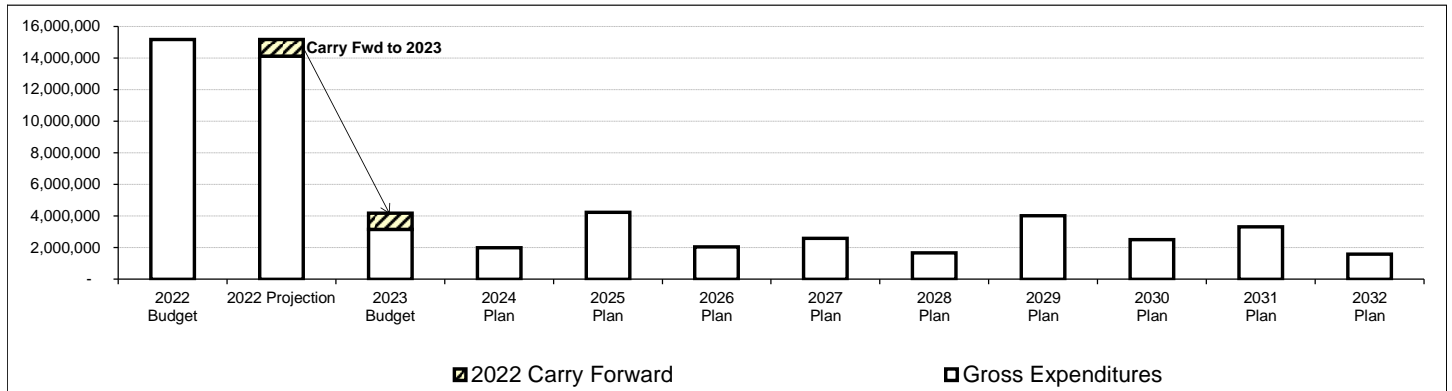
These changes arise from the following:

- Salaries and benefits increase related to salary adjustments for Local 79 and Local 416 staff per collective agreements, and adjustments for two additional working days in 2024 and one additional working day in 2025 compared to 2023. This is partially offset by changes in staffing costs for capital delivery;
- Reversal of requirements to conduct post-election activities and to hold by-elections in 2023 for School Trustee Conseil scolaire Viamonde (Ward 3–Centre) and School Trustee Conseil scolaire catholique MonAvenir (Ward 4–Toronto Est) of \$1.307 million, zero net and 3.9 temporary positions, offset by requirements in outlook years; and
- Reversal of the 2023 expenses related to COVID-19 Recovery Celebration and Commemoration Program funded by Canadian Heritage of \$0.204 million, zero net.

2023 – 2032 CAPITAL BUDGET AND PLAN

2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2022		2023 Capital Budget and 2024 - 2032 Capital Plan										Total 10 Year Plan
	Budget	Projected Actual	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
	Gross Expenditures by Project Category:												
Health & Safety & Legislated	14,261	13,577	3,707	1,825	3,670	1,175	2,505	1,625	3,850	2,150	3,125	1,600	25,232
SOGR	891	459	475	175	560	865	75	50	175	350	185		2,910
Service Improvement & Growth													
Total by Project Category	15,152	14,036	4,182	2,000	4,230	2,040	2,580	1,675	4,025	2,500	3,310	1,600	28,142
Financing:													
Debt	3,765	2,738	1,530	1,055	1,330	1,565	1,115	825	950	1,750	2,010	750	12,880
Debt Recoverable													
Reserves/Reserve Funds	1,046	1,046	1,625	945	2,900	475	1,465	850	3,075	750	1,300	850	14,235
Development Charges													
Provincial													
Federal													
Other Revenue	10,341	10,252	1,027										1,027
Total Financing	15,152	14,036	4,182	2,000	4,230	2,040	2,580	1,675	4,025	2,500	3,310	1,600	28,142

Changes to Existing Projects
(-\$0.5 Million)

The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):

- \$0.15M decrease to *Infrastructure to support Council/Committee meetings* project to reflect projected requirements.
- \$0.12M decrease to *Toronto Meeting Management Information System (TMMIS) SOGR* project to reflect projected requirements.
- \$0.15M decrease to *Infrastructure to support Council/Committee meetings* project and \$0.03M decrease to *Toronto Meeting Management Information System (TMMIS) SOGR* project

New Projects
(\$6.6 Million)

The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:




- \$5.44M *2026 Election Technology Program* to support the 2026 Municipal election.
- \$0.48M *City Clerk's Business Systems* to replace the Registry Service Tracking System which has reached its end of life and to meet privacy, security, accessibility and business requirements.
- \$0.37M *Public Appointments SOGR* project to replace the existing system which has reached its end of life and to meet business requirements.
- \$0.2M *Election Supply Chain Logistics – Tracking Technology* project to acquire RFID technology to track election supply carts.
- \$0.15M *Member Offices Equipment Requirements 2023* project to outfit member offices with video conferencing equipment to allow for virtual or hybrid meetings.

Note:

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project and [Appendix 8](#) for Capacity to Spend Review respectively.

2023 – 2032 CAPITAL BUDGET AND PLAN

\$28.1 Million 10-Year Gross Capital Program

		
Aging Infrastructure	Health and Safety	Enhanced Resiliency
\$2.9M 10.3%	\$0.7M 2.5%	\$24.5M 87.2%
<ul style="list-style-type: none"> • Infrastructure to support Council/Committee Meetings • Wedding Chambers SOGR • Records Centre Services SOGR • Information Production Workflow Management System SOGR • Archives Equipment Upgrade 	<ul style="list-style-type: none"> • City Clerk's Health & Safety Remediation • Mail Security and Mail Room Upgrades 	<ul style="list-style-type: none"> • Election Technology Program • Long-term Preservation of Digital Records • Toronto Meeting Management Information System (TMMIS) SOGR • Image Library Migration to Managed Cloud SAAS • City Clerk's Business Systems • Council Business Systems • Public Appointments SOGR • Council Transition Requirements • Notices Management Information System (NMIS) • Election Supply Chain Logistics-Tracking Technology-Phase 1 • Member Offices Equipment Requirements

How the Capital Program is Funded

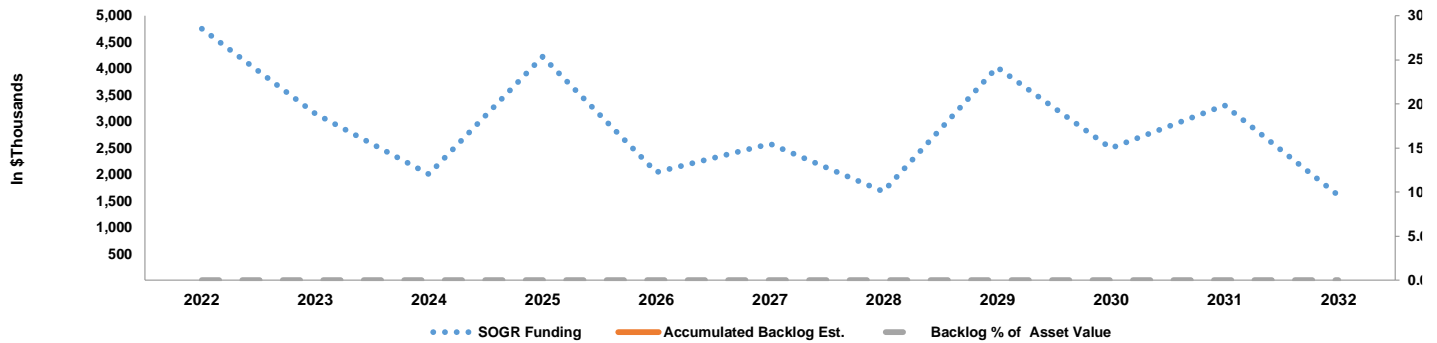
City of Toronto	
\$28.1 M 100%	
Debt	\$ 12.9 M
Reserve / Reserve Fund	\$ 14.2 M
Other	\$ 1.0 M

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in City Clerk's Office.

Chart 2: Total SOGR & Backlog

State of Good Repair (SOGR) Funding & Backlog



\$ Thousands	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	4,750	3,155	2,000	4,230	2,040	2,580	1,675	4,025	2,500	3,310
Accumulated Backlog Est.										
Backlog % of Asset Value	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Asset Value	74,838	75,005	74,722	73,713	73,988	79,788	80,263	80,090	80,090	80,451

The 10-Year Capital Plan will dedicate \$2.9 million to SOGR projects for regular upgrades and to extend the useful life of systems. There is no SOGR backlog associated with the City Clerk's Office capital assets.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2023 Capital Budget will impact the 2024 Operating Budget by a total of \$0.178 million net arising from completing the *City Clerk's Business Systems – Legislative Compliance-Phase 2* and the *Image Library Migration to Managed Cloud SAAS* projects, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

Projects	2023 Budget		2024 Plan		2025 Plan		2026 Plan		2027 Plan		2023-2027		2023-2032	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
City Clerks Business Systems - Legislative Compliance phase 2			28.0								28.0			
Image Library Migration to Managed Cloud SAAS			150.0								150.0			
Sub-Total: Previously Approved			178.0								178.0			
Total (Net)			178.0								178.0			

Previously Approved projects

- City Clerk's Office will require additional operating funding of \$0.028 million net in 2024 to maintain the *City Clerk's Business System – Legislative Compliance* project once they are completed and operationalized.
- An additional operating funding of \$0.150 million net in 2024 will be required to maintain the *Image Library Migration to Managed Cloud SAAS* project once they are completed and operationalized. As this system is a corporate system, the sustainment model will inform how the requirements will be reflected in city divisions' operating budgets.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

N/A

Appendix 2

2023 Affordability Measures

(\$000s)									
Recommendation	Savings Type	Equity Impact	2023				2024 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line by Line Review	Line By Line	None		(26.8)	(26.8)				
Total Affordability Measures				(26.8)	(26.8)				

Appendix 3

Summary of 2023 Service Changes

N/A

Appendix 4

Summary of 2023 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 5

Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislate	SOGR	Growth & Improved Service
CC001	City Clerk's Health & Safety Remediation - SOGR 2025			100	100							200	200		
CC002	City Clerk's Health & Safety Remediation - SOGR 2032										200	200	200		
CC003	Mail Security and Mail Room Upgrades 2032										300	300	300		
CC004	2022 Election Technology Program	750										750	750		
CC005	2026 Election Technology Program	700	770	2,850	475	640						5,435	5,435		
CC006	2030 Election Technology Program					750	800	3,000	700	500		5,750	5,750		
CC007	2034 Election Technology Program									800	850	1,650	1,650		
CC008	Long-Term Preservation of Digital Records			75	200							275	275		
CC009	TMMIS SOGR 2019	262										262	262		
CC010	TMMIS SOGR 2028-2031						350	350	350	350		1,400	1,400		
CC011	Image Library Migration to Managed Cloud SAAS	446										446	446		
CC012	City Clerk's Office Business Systems-Legislative Compliance phase 2	676										676	676		
CC013	City Clerk's Office Business Systems-Legislative Compliance 2027					300						300	300		
CC014	City Clerk's Office Business Systems-Legislative Compliance 2030								400	500		900	900		
CC015	City Clerk's Business Systems 2023-2024	140	335									475	475		
CC016	City Clerk's Business Systems 2024-2025		345	645								990	990		
CC017	City Clerk's Business Systems 2028-2029						475	500				975	975		
CC018	Council Business Systems 2020	388										388	388		
CC019	Council Business Systems 2026-2027				300	215						515	515		
CC020	Council Business Systems 2030-2031								600	425		1,025	1,025		
CC021	Public Appointments SOGR 2023-2024	95	275									370	370		
CC022	Public Appointments SOGR 2031-2032									200	250	450	450		
CC023	Council Transition Requirements 2026-2027				100	200						300	300		
CC024	Council Transition Requirements 2031-2032								100	200		300	300		
CC025	Notices Management Information System (NMIS) SOGR					250						250	250		
CC026	Election Supply Chain Logistics-Tracking Technology phase1	100	100									200	200		
CC027	Member Offices Equipment Requirements 2023	150										150	150		
CC028	Member Offices Equipment Requirements 2027					150						150	150		
CC029	Member Offices Equipment Requirements 2031									150		150	150		
CC030	Wedding Chambers Renovation SOGR 2024-2025		100	200								300		300	
CC031	Infra. to sup. Council/Committee Mtgs 2022	200										200		200	
CC032	Infra. to sup. Council/Committee Mtgs -2025-2026			100	300							400		400	
CC033	Infra. to sup. Council/Committee Mtgs -2029-2030							100	300			400		400	
CC034	IP Workflow Management System SOGR 2031										185	185		185	
CC035	IP Workflow Management System SOGR 2025-2026			210	565							775		775	
CC036	Records Centre Services SOGR	200										200		200	
CC037	Archives Equipment Upgrade - SOGR 2022-2025	75	75	50								200		200	
CC038	Archives Equipment Upgrade - SOGR 2027-2030					75	50	75	50			250		250	
Total Expenditures (including carry forward from 2022)		4,182	2,000	4,230	2,040	2,580	1,675	4,025	2,500	3,310	1,600	28,142	25,232	2,910	

Appendix 6a

2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
CC004	2022 Election Technology Program	750										750	750		
CC005	2026 Election Technology Program	700	770	2,850	475	640						5,435			5,435
CC009	TMMIS SOGR 2019	262										262	412	(150)	
CC011	Image Library Migration to Managed Cloud SAAS	446										446	446		
CC012	City Clerk's Office Business Systems-Legislative Compliance phase 2	676										676	676		
CC015	City Clerk's Business Systems 2023-2024	140	335									475			475
CC018	Council Business Systems 2020	388										388	388		
CC021	Public Appointments SOGR 2023-2024	95	275									370			370
CC026	Election Supply Chain Logistics-Tracking Technology phase 1	100	100									200			200
CC027	Member Offices Equipment Requirements 2023	150										150			150
CC031	Infra. to sup. Council/Committee Mtgs 2022	200										200	500	(300)	
CC036	Records Centre Services SOGR	200										200	200		
CC037	Archives Equipment Upgrade - SOGR 2022-2025	75	75	50								200	200		
Total Expenditure (including carry forward from 2022)		4,182	1,555	2,900	475	640						9,752	3,572	(450)	6,630

Appendix 6b

2024 - 2032 Capital Plan

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CC001	City Clerk's Health & Safety Remediation - SOGR 2025		100	100							200	200		
CC002	City Clerk's Health & Safety Remediation - SOGR 2032									200	200			
CC003	Mail Security and Mail Room Upgrades 2032									300	300			
CC006	2030 Election Technology Program				750	800	3,000	700	500		5,750	5,750		
CC007	2034 Election Technology Program								800	850	1,650	1,650		
CC008	Long-Term Preservation of Digital Records		75	200							275	275		
CC010	TMMIS SOGR 2028-2031					350	350	350	350		1,400	1,400		
CC013	City Clerk's Office Business Systems-Legislative Compliance 2027				300						300	300		
CC014	City Clerk's Office Business Systems-Legislative Compliance 2030							400	500		900	900		
CC016	City Clerk's Business Systems 2024-2025	345	645								990	990		
CC017	City Clerk's Business Systems 2028-2029					475	500				975	975		
CC019	Council Business Systems 2026-2027			300	215						515	515		
CC020	Council Business Systems 2030-2031							600	425		1,025	1,025		
CC022	Public Appointments SOGR 2031-2032								200	250	450	450		
CC023	Council Transition Requirements 2026-2027			100	200						300	300		
CC024	Council Transition Requirements 2031-2032							100	200		300	300		
CC025	Notices Management Information System (NMIS) SOGR				250						250	250		
CC028	Member Offices Equipment Requirements 2027				150						150	150		
CC029	Member Offices Equipment Requirements 2031								150		150	150		
CC030	Wedding Chambers Renovation SOGR 2024-2025	100	200								300		300	
CC032	Infra. to sup. Council/Committee Mtgs -2025-2026		100	300							400		400	
CC033	Infra. to sup. Council/Committee Mtgs -2029-2030						100	300			400		400	
CC034	IP Workflow Management System SOGR 2031								185		185		185	
CC035	IP Workflow Management System SOGR 2025-2026		210	565							775		775	
CC038	Archives Equipment Upgrade - SOGR 2027-2030				75	50	75	50			250		250	
Total Expenditures		445	1,330	1,565	1,940	1,675	4,025	2,500	3,310	1,600	18,390	16,080	2,310	

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

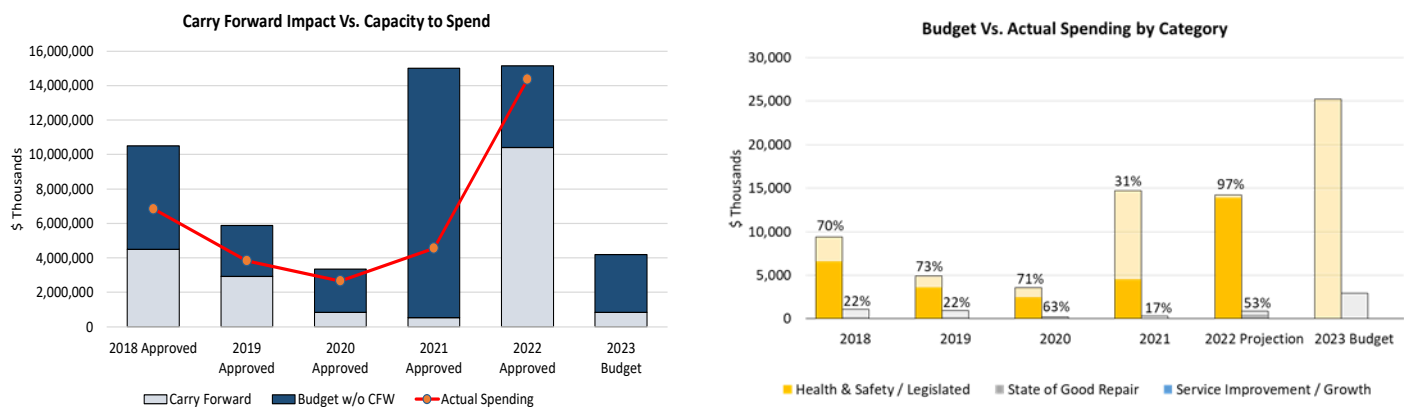
Appendix 8

Capacity to Spend Review

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

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend



* The 2020 Budget excludes CFC funding-related adjustments to accurately reflect capacity to spend.

Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$0.450 million in capital spending originally cash flowed in 2023 has been reduced to reflect anticipated requirements or timing of expected cash flow needs. Adjustments to the Capital Plan are noted below:

- 2023 cash flow reduction:
 - \$0.150 million for *Toronto Meeting Management Information System (TMMIS) SOGR* project.
 - \$0.300 million for *Infrastructure to Support Council/Committee Meetings* project.
- Despite the reduction in cash flows for projects mentioned above, investments are required to address emerging capital needs and priorities including the *Election Technology Program* to support the 2026 Municipal Election, *City Clerk's Business Systems* to replace Registry Service Tracking System which has reached its end of life, *Public Appointments SOGR* project to upgrade existing system which reaches its end of life, *Election Supply Chain Logistics – Tracking Technology* project to acquire RFID technology to track election supply carts and *Member Offices Equipment Requirements 2023* project to outfit member offices with video conferencing equipment to allow for virtual or hybrid meetings.

Appendix 9

Summary of Capital Needs Constraints

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds 2023 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2023	2024	2025
XR1017	Beginning Balance	7,356	10,828	15,611
Election	<i>Withdrawals (-)</i>			
	City Clerk's Office ~ Withdrawals - Operating	-6,153	-5,603	-5,629
	City Clerk's Office ~ Withdrawals - Capital	-1,550	-870	-2,850
	Total Withdrawals	-7,703	-6,473	-8,479
	<i>Contributions (+)</i>			
	Other Program ~ Contributions - Operating	11,000	11,000	11,000
	Total Contributions	11,000	11,000	11,000
	Net Contributions	3,297	4,527	2,521
	Interest Income	176	255	329
	Balance at Year-End	10,828	15,611	18,461

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2023	2024	2025
XQ1504	Beginning Balance	360	408	456
Vehicle Reserve - Clerks	<i>Withdrawals (-)</i>			
	Other Program ~ Withdrawals - Capital	0	0	-39
	Total Withdrawals	0	0	-39
	<i>Contributions (+)</i>			
	City Clerk's Office ~ Contributions - Operat	48	48	48
	Total Contributions	48	48	48
	Net Contributions	48	48	9
	Balance at Year-End	408	456	465

Reserve / Reserve Fund Name	Contributions / (Withdrawals)		
	2023	2024	2025
XQ1507	859	765	670
Vehicle Reserve - Clerks Equipment			
Beginning Balance			
Withdrawals (-)			
City Clerk's Office ~ Withdrawals - Operating	-50	-50	-50
City Clerk's Office ~ Withdrawals - Capital	-75	-75	-50
Total Withdrawals	-125	-125	-100
Contributions (+)			
City Clerk's Office ~ Contributions - Operating	30	30	30
Total Contributions	30	30	30
Net Contributions	-95	-95	-70
Balance at Year-End	765	670	601

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name	Contributions / (Withdrawals)		
	2023	2024	2025
XR1307	47,300	26,585	19,731
Development Application Review			
Beginning Balance			
Withdrawals (-)			
City Clerk's Office ~ Withdrawals - Operating ‡	-465	-476	-482
Other Program ~ Withdrawals - Operating ‡	-20,963	-6,825	-6,836
Total Withdrawals	-21,428	-7,301	-7,318
Contributions (+)			
Other Program ~ Contributions - Operating	0	0	0
Total Contributions	0	0	0
Net Contributions	-21,428	-7,301	-7,318
Interest Income	713	447	313
Balance at Year-End	26,585	19,731	12,727

Inflows and Outflows to/from Reserves and Reserve Funds
2023 – 2032 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XQ1507	Beginning Balance									
	859	765	670	601	581	487	417	323	253	234
Vehicle Reserve - Clerks Equipment	Withdrawals (-)									
City Clerk's Office ~ Withdrawals - Operating	-50	-50	-50	-50	-50	-50	-50	-50	-50	-50
City Clerk's Office ~ Withdrawals - Capital	-75	-75	-50	0	-75	-50	-75	-50	0	0
	Total Withdrawals									
	-125	-125	-100	-50	-125	-100	-125	-100	-50	-50
	Contributions (+)									
City Clerk's Office ~ Contributions - Operating	30	30	30	30	30	30	30	30	30	30
	Total Contributions									
	30	30	30	30	30	30	30	30	30	30
	Net Contributions									
	-95	-95	-70	-20	-95	-70	-95	-70	-20	-20
	Balance at Year-End									
	765	670	601	581	487	417	323	253	234	214

Reserve / Reserve Fund Name	Contributions / (Withdrawals)									
	2023	2024	2025	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	2032 ∞
XR1017	Beginning Balance									
	7,356	10,828	15,611	18,461	23,765	28,248	33,415	36,460	41,888	46,816
Election	Withdrawals (-)									
City Clerk's Office ~ Withdrawals - Operating	-6,153	-5,603	-5,629	-5,629	-5,629	-5,629	-5,629	-5,629	-5,629	-5,629
City Clerk's Office ~ Withdrawals - Capital	-1,550	-870	-2,850	-475	-1,390	-800	-3,000	-700	-1,300	-850
	Total Withdrawals									
	-7,703	-6,473	-8,479	-6,104	-7,019	-6,429	-8,629	-6,329	-6,929	-6,479
	Contributions (+)									
Other Program ~ Contributions - Operating	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
	Total Contributions									
	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
	Net Contributions									
	3,297	4,527	2,521	4,896	3,981	4,571	2,371	4,671	4,071	4,521
Interest Income	176	255	329	408	502	595	675	757	857	957
	Balance at Year-End									
	10,828	15,611	18,461	23,765	28,248	33,415	36,460	41,888	46,816	52,294

Corporate Reserve / Reserve Funds

N/A

Appendix 11

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

Tax Supported Budget: Budget funded by property taxes.

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