

CITY OF TORONTO

2007
Budget Summary

City Manager



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CITY MANAGER'S OFFICE

MISSION STATEMENT

The City Manager's Office leads the City's administration team, consisting of the City Manager, three Deputy City Managers and the Division Heads, which sets overall broad direction and strategy for the corporation. The City Manager's Office oversees corporate, interdivisional and intergovernmental business activities, responds to the requests and needs of City Council, and provides business, operational and administrative support to the City Manager and the senior management team. The City Manager's Office facilitates the integration of activities of the City's divisions and programs, provides corporate policy advice and guidance to the City Manager and Council, co-ordinates diversity management and healthy city objectives across the corporation, provides risk and business consulting services to senior management to strengthen controls, provides strategic communications advice and planning, develops and delivers the City's Human Resources policies and programs.

2006 KEY ACCOMPLISHMENTS

- led and co-ordinated Toronto's participation in the 2006 process for the Ontario Municipal CAOs Benchmarking Initiative (OMBI) with 14 other Ontario municipalities
 - > facilitated meetings of municipal experts in the areas of Fire, Police, Libraries and Parks and Recreation, culminating in agreement on appropriate performance measures
 - > in concert with City program staff, determined Toronto's 2005 results for over 575 performance measures covering 34 different program areas for comparison to other municipalities
 - > analyzed Toronto's results in relation to other municipalities
 - > determined all financial components of performance measures including an allocation of all program support costs as well as reserve funded expenditures
- participated in the World Bank's initiative to develop indicators of City performance for service delivery and quality of life
- facilitated the establishment of the three joint Working Groups on Renewing Toronto Schools as Integrated Community Facilities with staff of the City, TDSB and TCDSB
- completed governance reviews resulting in changes approved for the 2006-2010 Council term
- managed the briefing and transition activities of the incoming Council following the November 2006 election
- conducted innovative public consultation programs on governance and the 2006 budget
- supported the work of the Bellamy Recommendations Steering Committee
- developed and implemented a new Council – Committee Governance structure
- succeeded in achieving enactment of a new City of Toronto Act that provides Toronto with broad powers of a government and, uniquely in Ontario, takes Toronto out of the scope of the Municipal Act
- completed Canada-Ontario-Toronto-AMO (Association of Municipalities of Ontario) agreement for transfer of federal funding for transit
- negotiated and completed a Toronto-Ontario-Canada Memorandum of Understanding on Immigration and Settlement
- enhanced the public appointments process

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- developed and coordinated the program review framework and designed a corporate performance measurement pilot
- co-ordinated the work of six council advisory bodies addressing policy issues on access, equity and human rights issues; completed the corporate status reports on equity action plans and the Accessibility Plan and produced new tools for program implementation within the TPS
- contributed to community capacity through funding support to 70 community partners, backed up with hands-on clinic/information sessions and risk management support activities;
- provided support from a risk and control perspective on corporate initiatives (i.e., 3-1-1 project, Inventory Stores Rationalization project)
- provided risk and controls advice to Divisions (i.e., HR file review, unfair hiring practices, 2006 municipal election, divisional fraud action plans)
- supported the 2006 World Aids Conference with media relations.
- designed processes for developing cluster-wide succession management programs, and assisted implementation of succession management
- initiated comprehensive occupational health and safety audit process

2007 PROGRAM OBJECTIVES

Strategic Direction & Leadership

- mission and mandate clearly articulated with specific objectives and success factors outlined for every Program/Service; and to ensure that they meet Council approved directions
- an Administration committed to Service Quality and cost effectiveness, and promotes Teamwork and open communication
- responsibility, accountability and leadership for performance and improvement communicated throughout the organization
- ensure that the administration at all levels are open and encourage public participation and input

Organizational Management

- Fiscal & Financial Accountability – demonstrate improved accountability for management of taxpayers dollars
- HR & Labour Relations - increase overall morale of City Administration at all levels and improves relationship with Local 79 and 416

Others

- forge new relationships with federal & provincial governments
- undertake key corporate initiatives such as, Municipal Performance Measurement Program (MPMP), Ontario Municipal CAOs Benchmarking Initiative (OMBI), and communications plan for Clean and Beautiful City, etc.
- establish close relationships and accountability between the City and its agencies, boards, commissions and corporations

CITY MANAGER'S OFFICE

PROGRAM MAP

City Manager's Office is comprised of five services, with a total staffing of 396.0 approved positions.



2007 STRATEGIC DIRECTION AND SERVICE PRIORITIES

- implement the City of Toronto Act (COT Act) and new governance structure
- develop Corporate Strategic Communications Plan for the City of Toronto and the communication policies required to support its implementation
- monitor and track implementation status of Auditor General's recommendations
- implement new HR structure and refocused HR mandate
- World Bank – participate in pilot project (with 8 other Cities in North and South America) to develop global indicators of municipal service performance and quality of life indicators for cities around the world

2007 OPERATING BUDGET BY CATEGORY

(in \$000s)

Description of Category	2006	2006	2007	Change from	
	Budget \$	Actuals \$	Approved Budget	2006 Approved Budget \$	%
Salaries & Benefits	32,502.5	33,551.1	35,819.4	316.9	1
Materials & Supplies	373.6	242.9	301.3	(72.3)	(19)
Equipment	120.6	105.4	127.4	6.8	6
Services & Rents	2,893.0	2,790.0	2,770.2	(112.8)	(4)
Contributions & Transfers	76.9	76.9	77.0	0.1	0
Others (Includes IDCs)	551.9	490.2	495.8	(56.1)	(10)
Total Gross Expenditures	39,518.5	37,256.5	39,591.1	72.6	0
Funded by					
Prov. & Fed. Grants and Subsidies	0.0	40.0	30.0	30.0	N/A
User Fees	0.0	0.0	0.0	0.0	N/A
Reserves/Reserve Funds	0.0	0.0	0.0	0.0	N/A
Other (Includes IDRs)	2,546.3	2,190.9	2,423.7	(122.6)	(5)
Total Non-tax Revenues	2,546.3	2,230.9	2,453.7	(92.6)	(4)
Net Budget	36,972.2	35,025.6	37,137.4	165.2	0
Approved Positions	396.0	367.0	396.0	0.0	0

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2007 OPERATING BUDGET BY SERVICE

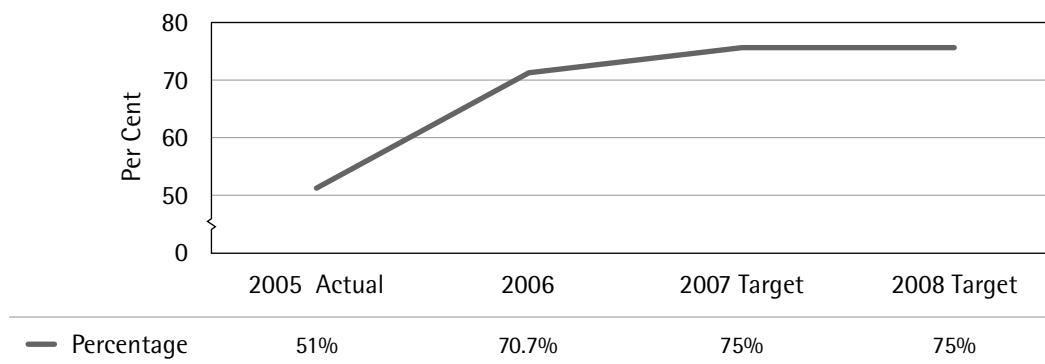
Services	Approved Budget (\$000s)						Change over 2006			
	2005		2006		2007		Gross		Net	
	Gross	Net	Gross	Net	Gross	Net	\$	%	\$	%
Executive Management Office	1,581.6	1,581.6	2,061.0	2,061.0	2,072.3	2,072.3	11.3	0.5	11.3	0.5
Strategic & Corporate Policy	3,890.6	3,890.6	3,979.4	3,979.4	4,005.5	4,005.5	26.1	0.7	26.1	0.7
Internal Audit	717.6	422.6	978.5	447.0	984.7	412.4	6.2	0.6	(34.6)	(7.7)
Strategic Communications	2,536.3	2,479.3	2,728.2	2,548.2	2,658.6	2,609.7	(69.6)	(2.6)	61.5	2.4
Human Resources	28,188.6	26,377.8	29,771.4	27,936.6	29,870.1	28,037.5	98.7	0.3	100.9	0.4
Total Program Budget	36,914.7	34,751.9	39,518.5	36,972.2	39,591.2	37,137.4	72.7	0.2	165.2	0.4

KEY PERFORMANCE MEASURES

Due to the one-off project nature of work done by the City Manager's Office, it is difficult to identify quantifiable performance measures to properly reflect operations of the Office. The impact of much of the policy work conducted by the City Manager's Office is generally realized in the community years after the implementation of the policy decisions. The cause and effect relationship poses further challenge to the development of cost-effective, time-related performance measures.

During the 2006 budget process, as was indicated by the City Manager, staff explored the possibility of developing alternative performance measures. In doing so, a review of a number of other municipalities in Canada, Australia, New Zealand and the United States indicated that the offices of the City Manager or Chief Administrative Officer in these municipalities do not report statistical data for the work specifically done by staff within their offices.

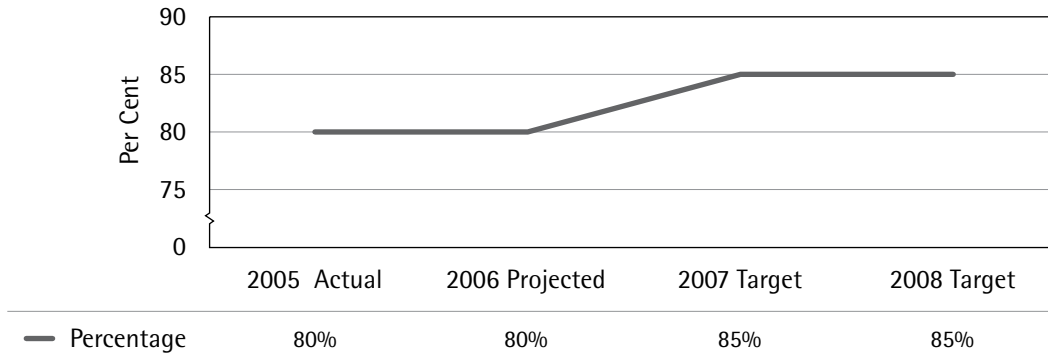
Percentage of Directives Received and Cleared Within the Same Calendar Year



Due to the project-oriented nature of the work, this statistical information helps to determine workload and allows effective allocation of resources to respond to demand. The rate at which directives are cleared supports measurements of efficiency. However, this is not a reliable measurement as directives vary in their level of complexity. Also, if directives are received late in the year it likely will not be cleared before year-end.

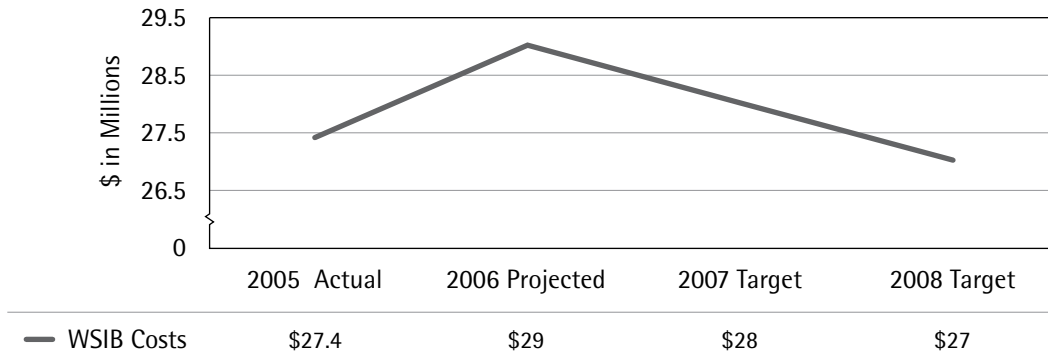
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Percentage of Audit Recommendations Implemented



The purpose of tracking this measurement is to measure the efficiency at which service is provided.

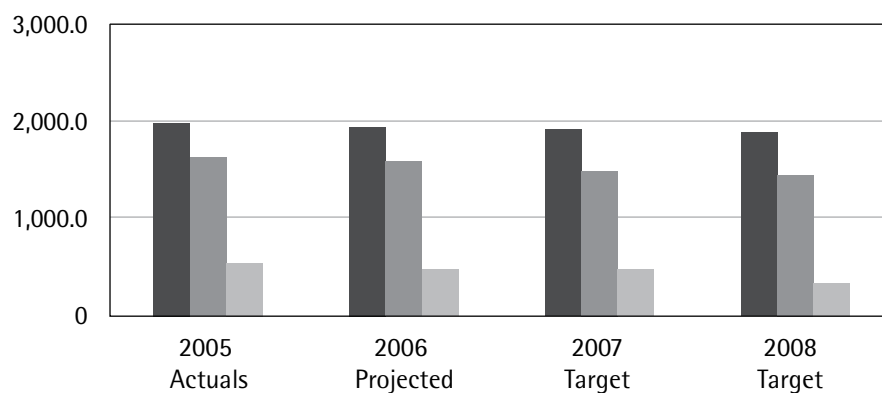
WSIB Costs in \$ Million



The above chart depicts the Workplace Safety and Insurance costs to the City including loss of earnings, health care costs, survivor benefits, pensions, physician's fees and administration fees. Rising health care costs and increased recognition of occupational disease by the Workplace Safety and Insurance Board are significantly increasing the costs associated with lost time injury and occupational disease claims. Through health and safety continuous improvement initiatives, enhanced prevention efforts and timely return to work, Human Resources will continue working with divisions to achieve reductions in the number of work related injuries and illnesses and associated costs

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WSI Claims Management Activities



■ Lost Time Injuries	1,943.0	1,900.0	1,860.0	1,820.0
■ Medical Aids	1,653	1,600	1,450	1,315
■ Recurrences	501	450	400	355

The 2006 figures have been projected based on the actual figures for the first eight months of 2006. The 2007 projection for lost time injuries is decreased in anticipation of results arising from continuous improvement initiatives. These initiatives are still being developed but may include supervisory training – accident investigation, task hazard analysis, increased focus on health and safety at all management meetings, etc

Grievance Activity/Resolution

Grievance Steps	Grievance Activity-2005	Grievance Activity-2006
	as at June 30, 2005	as at June 30, 2006
	Resolved by Step	Resolved by Step
Step 2	114 (18%)	217 (47%)
Step 3	476 (73%)	184 (40%)
Arbitration	57 (9%)	59 (13%)
Total Resolved	647	460

The total number of active grievances at Step 3 and Arbitration has continued to improve. The total number outstanding as of December 31, 2005 was 1,126 and as June 30, 2006 the number had reduced to 1,076. The above table demonstrates the percentage of total grievance activity resolved at each step for 2005 compared with activities as at June 30, 2006. The same level of activity is anticipated for 2007. A strategic goal is to resolve grievances at the earliest possible stages. Once the backlog is reduced and the unit is handling recent grievances only, it is anticipated that the majority of grievances will start to be resolved at step 2.

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2007 OPERATING BUDGET HIGHLIGHTS

The 2007 Operating Budget will maintain the 2006 Service Level. In addition, the program will accomplish the following key priorities:

- implement the City of Toronto Act and new governance structure
- implement a focused, priority-driven intergovernmental relations function
- monitor and track the implementation status of the Auditor General's recommendations by City programs
- develop a Corporate Strategic Communications Plan for the City of Toronto and the communication policies required to support its implementation
- implement new Human Resources structure and refocused HR mandate
- establish close relationships and accountability between the City and its agencies, boards, commissions and corporations
- continue key corporate initiatives such as, Municipal Performance Measurement Program (MPMP), Ontario Municipal CAOs Benchmarking Initiative (OMBI), and communications plan for Clean and Beautiful City, etc.
- participate in a pilot project (with 8 other Cities in North and South America) to develop global indicators of municipal service performance and quality of life indicators for cities around the world

2008/2009 OPERATING BUDGET OUTLOOK

In addition to maintaining the 2007 Services during 2008 and 2009, the City Manager's Office, will focus on accomplishing the following key strategies:

- implement a Corporate Strategic Communications Plan
- implement a comprehensive Human Resources Plan for 3-1-1: Recruitment options, employee and labour relations issues, training and change management and employee communications
- lead labour and management to jointly achieve a culture of continuous improvement and develop continuous improvement plans and processes with Toronto Fire Services
- complete negotiations with the Toronto Professional Fire Fighters' Association, Local 3888 using an interest-based approach
- lead the corporate Health and Safety continuous improvement initiative, committed to the target of a zero injuries workplace
- continue to ensure that the administration at all levels is open and encourages public participation and input
- support the Mayor and council in monitoring and reporting on the Mayor's and Council's priorities
- monitor and ensure that an effective working relationship and accountability is maintained between the City and its agencies, boards, commissions and corporation

2007 CAPITAL BUDGET

The City Manager's Office has no capital budget.

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