

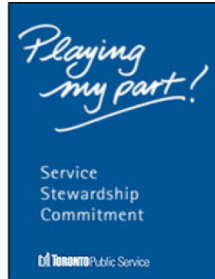


Toronto 2015 BUDGET

OPERATING ANALYST NOTES



CITY MANAGER'S AWARD
For Toronto Public Service Excellence



Contents

Overview & Recommendations

I: 2015–2017 Service Overview and Plan	5
II: 2015 Recommended Budget by Service	16
III: Issues for Discussion	47

Appendices:

1. 2014 Performance	52
2. 2015 Recommended Operating Budget by Expenditure Category	56
3. 2015 Organization Chart	57
4. Summary of 2015 Service Changes	58
5. Summary of 2015 New & Enhanced Service Changes	N/A
6. Inflows/Outflows to / from Reserves & Reserve Funds	59
7. 2015 User Fee Rate Changes	N/A

City Manager's Office

2015 OPERATING BUDGET OVERVIEW

The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities. The City Manager is accountable to Council for the policy direction and program delivery of all divisions. Human Resources, in the City Manager's Office, provides services to approximately 35,000 full and part-time employees, including the hiring, retention and development of staff, labour relations, and ensuring healthy and safe work environments.

2015 Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is \$55.061 million as shown below.

(in \$000's)	2014 Approved Budget	2015 Rec'd Budget	Change	
			\$	%
Gross Expenditures	55,401.7	55,061.3	(340.4)	(0.6%)
Gross Revenues	8,749.8	8,139.4	(610.4)	(7.0%)
Net Expenditures	46,651.9	46,921.9	270.0	0.6%

The 2015 Recommended Operating Budget of \$46.922 million net is \$0.270 million or 0.6% over the 2014 Approved budget of \$46.652 million net and provides \$1.260 million net in funding for base budget increases (mainly salary and benefit increases for COLA, progression pay and step increases, and operating impacts for sustainment of completed capital projects), which have been offset by base expenditure reductions of \$0.648 million and service efficiency savings of \$0.342 million.

toronto.ca/budget2015

Contacts

Kenneth Quan

Manager, Financial Planning

Tel: (416) 392-8393

E-Mail: kquan2@Toronto.ca

Lucy Eusepio

Financial Planning Analyst

Tel: (416) 397-8992

E-Mail: leusepi@Toronto.ca

Fast Facts

- Supported 35,000 full and part-time employees
- Received greater than 168,000 job applications and filled over 6,500 positions excluding recreation workers (2014)
- Reached close to 200,000 potential job candidates on CityTOjobs Facebook page and CityTOjobs Twitter account has over 4,400 followers
- Issued 585 News Releases/Media Advisories and over 4,000 media contacts (2014)
- 85,000 @TorontoComms twitter followers (2014)
- Engaged over 20,000 participants in city-wide public consultations
- Administered close to 150 Council requests, correspondence and meetings related to federal and provincial government legislation and regulatory changes and policy initiatives
- 93% of 549 recommendations to enhance internal controls issued by Internal Audit since 2005 have been accepted and implemented by City divisions (2014)
- Responded to 1,100 responses to human rights related enquiries and complaints from employees and residents (2014)

Trends

- Declining cost of workplace injuries (WSIB)
- Declining number of active arbitrations and grievances
- Increasing use of social media for interaction with the public

Our Service Deliverables for 2015

The 2015 Recommended Operating Budget of \$55.061 million gross and \$45.921 million net provides funding to:

Executive Management:

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.

Strategic & Corporate Policy:

- Implement the Toronto Public Service By-law for the in-force date of December 31, 2015, including the development of orientation training, educational tools and resources.

Internal Audit:

- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.

Strategic Communications:

- Develop and implement internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.

Equity Diversity and Human Rights:

- Analyze and report on *Count Yourself In* Workforce Survey data.

Human Resources:

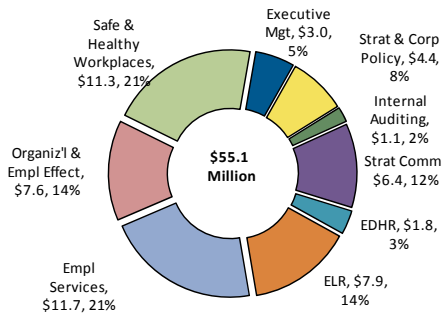
- Provide expert advice and support to the City's operating divisions faced with downsizing, reorganizing and program review challenges in a complex, unionized environment through collective agreement and policy interpretation, partnering with divisions, expanding the training program to include additional corporate and custom intact training, and liaising with the respective union representatives.

2015 Operating Budget Expenses & Funding

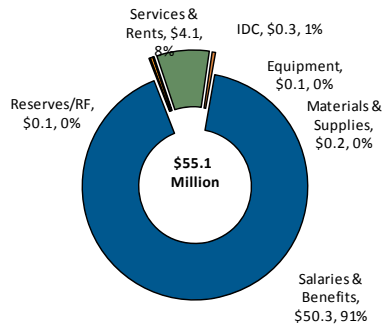
Our Key Challenges & Priority Actions

Where the money goes:

2015 Budget by Service
\$55.1 Million

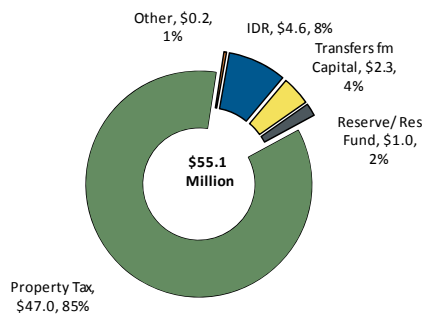


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



- Provide corporate oversight to:

 - ✓ Build capacity for continuous improvement
 - ✓ Advocate for the City's interest with governments and agencies
 - ✓ Expand social media strategies for recruitment and branding
 - ✓ Implement equity, diversity and human rights initiatives across the Toronto Public Service
- Implement participatory models of civic engagement including participatory budgeting:

 - ✓ City staff are developing a pilot project for participatory budget which may include the use of web-based technology and at multiple locations.
- Develop a mandate for collective bargaining with TCEU L416, CUPE Local 79, Association of Community Centres CUPE L2998, and for Exhibition Place. Commence bargaining October 15, 2015:

 - ✓ The 2015 Recommended Operating Budget includes \$0.400 million gross to begin collective bargaining activities and negotiations.
- Enhance the health of employees generally and at work through the development of programming to support the Psychological Health and Safety policy:

 - ✓ Continued to advance the Target Zero Continuous Improvement initiative and create an embedded safety culture aimed to significantly decrease workplace injuries and the associated personal and financial costs.
- Meet the increasing demand for training with limited resources:

 - ✓ The 2015 Recommended Operating Budget includes 2 new permanent positions to build the organization capacity to use all the software features of the Learning Management System, and create or purchase eLearning content to meet City wide priorities.
 - ✓ The Learning Management System, ELI will reduce the amount of in class training and travel to off-site locations by introducing more on-line training and streamlining training requirements of the Divisions.

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Operating Budget for the City Manager's Office of \$55.061 million gross, \$46.922 million net, for the following services:

	Gross	Net
<u>Service:</u>	<u>(\$000s)</u>	<u>(\$000s)</u>
Executive Management:	2,979.3	2,979.3
Strategic & Corporate Policy:	4,386.2	3,534.6
Internal Audit:	1,134.4	523.4
Strategic Communications:	6,366.8	4,789.1
Equity, Diversity & Human Rights:	1,811.8	1,809.3
HR Employee & Labour Relations:	7,851.9	6,714.9
HR Employment Services:	11,689.8	9,711.1
HR Organization & Employee Effectiveness:	7,560.9	6,231.1
HR Safe & Healthy Workplaces:	11,280.2	10,629.1
Total Program Budget	55,061.3	46,921.9

2. City Council approve the 2015 recommended service levels for the City Manager's Office as outlined on pages 18, 21, 24, 27, 30, 33, 37, 40 and 44 of this report and associated staff complement of 443.5 positions.

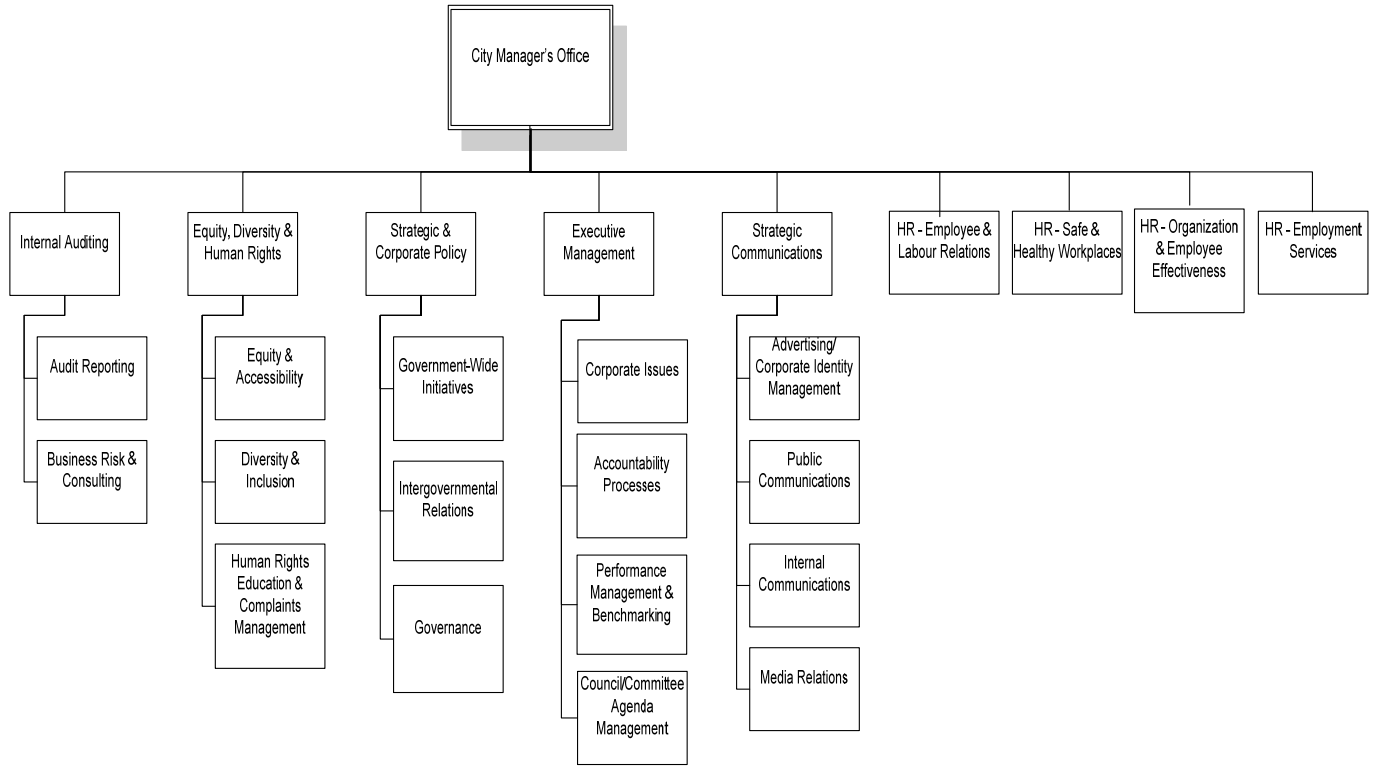


Part I:

2015 – 2017

Service Overview and
Plan

Program Map



Service Customer

Executive Management

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Manager
- Public
- Other orders of government

Strategic & Corporate Policy

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Managers
- Public
- Other orders of government

Strategic Communications

- Public
- City Divisions, Agencies & Corporations
- Media

Equity, Diversity & Human Rights

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Managers
- Public
- Other orders of government

Internal Audit

- City Divisions, Agencies & Corporations

Human Resources

- Toronto Public Service
- City Divisions, Agencies & Corporations
- Unions & Associations
- Members of the public interested in opportunities in the Toronto Public Service

2015 Service Deliverables

The 2015 Recommended Operating Budget of \$55.061 million gross and \$46.922 million net for the City Manager's Office will enable staff to:

Executive Management:

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.
- Monitor implementation of the City Manager's 2013-2018 Strategic Actions for the Toronto Public Service to advance Council's goals.
- Lead and coordinate Toronto's participation in developing and reporting performance and indicator results for the Ontario Municipal Benchmarking Initiative (OMBI) and Global City Indicators on service delivery and quality of life through the World Council on City Data (WCCD).
- Provide corporate support and continue to build capacity for continuous improvement initiatives such as enhancing customer service, process mapping and implementation of a common management framework.

Strategic & Corporate Policy:

- Implement the Toronto Public Service By-law for the in-force date of December 31, 2015, including the development of orientation training, educational tools and resources.
- Provide oversight to the Ward Boundary Review including overall project management of the third party firm which is conducting the review and undertaking extensive public consultation.
- Provide advice, support and policy development expertise for corporate wide policy initiatives.
- Support Council's governance and decision-making structure: provide strategic advice on Council-committee structures, delegation of authority; the Accountability functions; continue implementation of participatory models of civic engagement including participatory budgeting and input for the City's open data and open government initiative.
- Provide oversight for CMO-led federal/provincial governance and funding programs and agreements including Federal Gas Tax Fund, Provincial Gas Tax Fund, New Building Canada Fund, TTC Streetcar Replacement Program, and Union Station Revitalization.
- Provide corporate oversight and coordination of division, agency and advice on transit initiatives.
- Provide intergovernmental advice and support to the City Manager and Council: prepare formal submissions to federal and provincial governments; administer the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA); support Mayor and members of Council and the City Manager's participation in municipal associations including FCM.
- Provide governance and accountability advice to Council and the City Manager for more than 30 City agencies; implement recommendations on executive compensation for agencies and corporations; ensure the City's shareholder and legislative requirements were met for the seven City Service Corporations.

Internal Audit:

- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
- Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance with applicable policies and procedures.

Strategic Communications:

- Develop and implement internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- Develop and implement public education, promotional and advertising programs across the City.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Provide communications leadership on all aspects of the City's role as Host City for the 2015 Pan Am/Parapan Am Games.
- Provide digital communications leadership for the ongoing evolution of the City's website and for the City's social media strategies.
- Manage the City's Corporate Identity Program and requests for use of City intellectual property.

Equity, Diversity & Human Rights:

- Analyze and report on *Count Yourself In* Workforce Survey data.
- Develop strategies and programming to implement the Workforce and Diversity Strategic Actions.
- Monitor and report on City of Toronto's compliance with Accessibility for Ontarians with Disability Act.
- Provide expert advice and successfully resolve Human Rights and Accessibility/Accommodation complaints received from Toronto Public Service employees and service recipients.

HR - Employee & Labour Relations:

- Provide expert advice and support to the City's operating divisions faced with downsizing, reorganizing and program review challenges in a complex, unionized environment through collective agreement and policy interpretation, partnering with divisions, expanding the training program to include additional corporate and custom intact training, and liaising with the respective union representatives.
- Develop a mandate and resourcing plan for collective bargaining with Toronto Civic Employees Union Local 416, Canadian Union of Public Employees Local 79 and Association of Community Centres Canadian Union of Public Employees Local 2998 and Exhibition Place.

HR - Employment Services:

- Develop and implement employment initiatives (such as an expanded gateway employment program) that will proactively address anticipated future hiring challenges.

- Assess impact of existing and expand, as appropriate, social media strategies for recruitment and branding.

HR - Organization & Employee Effectiveness:

- Coordinate a corporate-wide employee engagement survey as part of the Strategic Actions in the Talent Blueprint 2014-2018. Design, develop and implement solutions to address any gaps identified.
- Launch enterprise-wide eLearning functionality, including social collaboration tools and capability of divisions to launch their own eLearning modules.

HR - Safe and Healthy Workplaces:

- Capitalize on the City's culture change to further reduce the number of workplace injuries by 6%, through the Safety Culture Continuous Improvement initiative - Target Zero.
- Enhance the health of employees generally and at work through the development of programming to support the Psychological Health and Safety policy.

Table 1
2015 Recommended Operating Budget and Plan by Service

(In \$000s)	2014		2015 Recommended Operating Budget					Incremental Change				
	Approved Budget	Projected Actual	2015 Rec'd Base	2015 Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd vs. 2014 Budget Approved Changes		2016		2017		
						\$	%	\$	%	\$	%	
Executive Management												
Gross Expenditures	2,931.6	2,686.3	2,979.3		2,979.3	47.7	1.6%	64.8	2.2%			
Revenue	17.9	13.3			-	(17.9)	(100.0%)					
Net Expenditures	2,913.7	2,673.0	2,979.3		2,979.3	65.6	2.3%	64.8	2.2%	-		
Strategic & Corporate Policy												
Gross Expenditures	4,375.6	4,009.5	4,386.2		4,386.2	10.5	0.2%	(463.4)	(10.6%)	(220.4)	(5.3%)	
Revenue	777.5	578.6	851.5		851.5	74.0	9.5%	(941.9)	(110.6%)	(384.8)	(82.4%)	
Net Expenditures	3,598.1	3,430.9	3,534.6		3,534.6	(63.5)	(1.8%)	478.5	13.5%	164.4	4.4%	
Internal Auditing												
Gross Expenditures	1,144.0	1,048.3	1,134.4		1,134.4	(9.6)	(0.8%)	149.1	13.1%			
Revenue	611.0	454.7	611.0		611.0	-						
Net Expenditures	533.0	593.5	523.4		523.4	(9.6)	(1.8%)	149.1	28.5%	-		
Strategic Communications												
Gross Expenditures	6,178.9	5,661.9	6,366.8		6,366.8	187.8	3.0%	(166.8)	(2.6%)	(275.7)	(4.5%)	
Revenue	1,420.6	1,057.2	1,577.7		1,577.7	157.0	11.1%	(204.3)	(13.0%)	(230.5)	(17.1%)	
Net Expenditures	4,758.3	4,604.7	4,789.1		4,789.1	30.8	0.6%	37.6	0.8%	(45.2)	(1.0%)	
Equity, Diversity & Human Rights												
Gross Expenditures	1,704.0	1,561.4	1,811.8		1,811.8	107.8	6.3%	39.9	2.2%			
Revenue	2.5	1.9	2.5		2.5	-						
Net Expenditures	1,701.5	1,559.5	1,809.3		1,809.3	107.8	6.3%	39.9	2.2%	-		
HR Employee & Labour Relations												
Gross Expenditures	8,098.7	7,421.0	7,851.9		7,851.9	(246.8)	(3.0%)	1,529.3	19.5%	(1,489.2)	(23.4%)	
Revenue	1,174.4	873.9	1,137.0		1,137.0	(37.4)	(3.2%)	1,157.7	101.8%	(901.3)	(382.5%)	
Net Expenditures	6,924.4	6,547.1	6,714.9		6,714.9	(209.4)	(3.0%)	371.6	5.5%	(587.8)	(9.6%)	
HR Employment Services												
Gross Expenditures	11,748.0	10,765.0	11,689.8		11,689.8	(58.2)	(0.5%)	72.5	0.6%	80.0	0.7%	
Revenue	2,040.7	1,518.6	1,978.7		1,978.7	(62.0)	(3.0%)	38.8	2.0%	(94.3)	(5.0%)	
Net Expenditures	9,707.4	9,246.4	9,711.1		9,711.1	3.8	0.0%	33.7	0.3%	174.4	1.8%	
HR Organizational & Employee Effectiveness												
Gross Expenditures	7,764.4	7,114.7	7,560.9		7,560.9	(203.5)	(2.6%)	(630.8)	(8.3%)	85.1	1.1%	
Revenue	1,597.0	1,188.5	1,329.9		1,329.9	(267.1)	(16.7%)	(151.2)	(11.4%)	(94.4)	(7.6%)	
Net Expenditures	6,167.5	5,926.3	6,231.1		6,231.1	63.6	1.0%	(479.6)	(7.7%)	179.5	2.8%	
HR Safe & Healthy Workplaces												
Gross Expenditures	11,456.4	10,497.7	11,280.2		11,280.2	(176.1)	(1.5%)	(50.2)	(0.4%)	85.1	0.7%	
Revenue	1,108.3	824.8	651.2		651.2	(457.1)	(41.2%)	(199.2)	(30.6%)	(94.3)	(16.9%)	
Net Expenditures	10,348.1	9,673.0	10,629.1		10,629.1	281.0	2.7%	148.9	1.4%	179.5	1.7%	
Total												
Gross Expenditures	55,401.7	50,765.8	55,061.3		55,061.3	(340.4)	(0.6%)	544.5	1.0%	(1,735.0)	(3.3%)	
Revenue	8,749.8	6,511.5	8,139.4		8,139.4	(610.4)	(7.0%)	(300.0)	(3.7%)	(1,799.6)	(28.4%)	
Total Net Expenditures	46,651.9	44,254.3	46,921.9		46,921.9	270.0	0.6%	844.5	1.8%	64.6	0.1%	
Approved Positions	458.5	416.0	443.5		443.5	(15.0)	(3.3%)	(5.0)	(1.1%)	(3.0)	-0.7%	

Note: 2014 Projected Actual Expenditures are System Generated

The City Manager's 2015 Recommended Total Operating Budget is \$55.061 million gross and \$46.922 million net. The net budget increased by \$0.270 million or 0.6% due to the following:

- Contractually obligated salary and benefit increases for cost of living, progression pay and step increases of \$1.756 million across all services.

- Operating impacts for sustainment of completed capital projects of \$1.075 million in Human Resources, are to sustain completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning, training and development of staff through systems that automate processes and compile data for modeling, planning and decision making.
 - A large component of the operating impacts are resources required in Human Resources - Organization & Employee Effectiveness to sustain *e-Learning*, an initiative that modernizes and improves the City's learning infrastructure, transforming the City's culture to embrace technology enabled learning in order to develop a flexible, adaptable and knowledge workforce. Resources including 2 new positions and \$0.605 million are required to integrate the divisions, their learning and development plans, training courses and contents, and maintain the system.

The above pressures are partially offset by the following:

- A salaries and benefits adjustment to reflect actual requirements results in a decrease of \$0.854 million.
- A reduction of \$0.529 million is required in order to increase the gapping rate from 4% to 5% across all services.
- A reduction in training expense results in a savings of \$0.575 million, in HR Organizational & Employee Effectiveness. The implementation of the capital project e-learning, provides the City with the capacity to do on-line training. A reduction in training expenses of \$0.575 million is recommended to reflect a 10% operating saving as a result of this new on-line training capability for the City. Savings for all City Divisions have been captured in the City Manager's Office, but will be transferred to the respective Divisions in 2015 through the 2015 Quarterly Variance Report.
- The deletion of 3 vacant positions, one in each of Strategic & Corporate Policy, Strategic Communications and HR Employee & Labour Relations results in savings of \$0.342 million. Workload has been restructured and implemented within the existing complement.

Approval of the 2015 Recommended Operating Budget will result in City Manager's Office reducing its total staff complement by 15.0 positions from 458.5 to 443.5, as highlighted in the table below:

Table 2
2015 Recommended Total Staff Complement

Changes	2015 Budget										Plan	
	Executive Management	Strategic & Corporate Policy	Internal Auditing	Strategic Communications	Equity, Diversity & Human Rights	HR Employee & Labour Relations	HR Employment Services	HR Organizational & Employee Effectiveness	HR Safe & Healthy Workplaces	Total	2016	2017
2014 Approved Complement	21.0	30.0	8.0	50.0	14.0	62.3	109.8	55.3	97.3	447.5	443.5	438.5
In-year Adjustments				4.0		1.5	0.5	4.5	0.5	11.0		
Adjusted 2014 Staff Complement	21.0	30.0	8.0	54.0	14.0	63.8	110.3	59.8	97.8	458.5	443.5	438.5
Service Realignments						0.8	0.8	(1.3)	(0.3)			
Realignment of AA from Internal Audit			(1.0)		1.0							
Administrative Assistant			1.0							1.0		
Closing of capital related projects						(7.3)	(7.3)	(7.3)	(7.3)	(29.0)		(3.0)
Operating impacts of completed capital projects						1.0	1.0	2.5	0.5	5.0		
Temporary Complement - capital project delivery						3.0	2.5	3.0	2.5	11.0		
Service Changes		(1.0)		(1.0)		(1.0)				(3.0)		
Reversal of PanAm											(5.0)	
Total	21.0	29.0	8.0	53.0	15.0	60.3	107.3	56.8	93.3	443.5	438.5	435.5
		(1.0)		(1.0)	1.0	(3.5)	(3.0)	(3.0)	(4.5)	(15.0)	(5.0)	(3.0)
% Change over prior year		(3.3%)		(1.9%)	7.1%	(5.5%)	(2.7%)	(5.0%)	(4.6%)	(3.3%)	(1.1%)	(0.7%)

The Program’s total staff complement will decrease by 3.3% or 15.0 positions primarily as a result of the following changes:

- An Administrative Assistant position will be transferred from Internal Audit to Equity Diversity & Human Rights with no net change to the overall City Manager's Office.
- 1.0 position permanent Administrative position will be created within Internal Audit.
- The completion of capital projects results in a decrease of 29.0 temporary capital delivery positions: HR-FPARS (19.0 positions); E-HR (10.0 positions).
- Operating impact from completed HR Capital projects require an increase of 5.0 permanent positions to sustain completed HR capital projects: E-Learning (2.0 positions); E-HR (2.0 positions); and HR-FPARS (1.0 position).
- An increase of 11.0 temporary HR capital positions for the 2015 capital project requirements: HR-Business Intelligence (4.0 positions), Enterprise Wide eRecruitment (4.0 positions) and Enterprise Wide Quatro Safety (3.0 positions).
- A decrease of 2.0 permanent positions and 1 temporary position is recommended as a service efficiency as the workload has been restructured and implemented.
- A decrease of 5.0 temporary positions in 2016 as a result of winding down of PanAm and ParapanAm Games.
- A decrease of 3.0 temporary positions in 2017 as a result of the completed HR-FPARS capital project.

The 2015 Recommended Operating Budget includes base expenditure pressures of \$1.260 million net, primarily attributable to salary inflationary increases and the operating impact of completed capital projects. The pressures have been offset by \$0.648 million in base expenditure reductions and \$0.342 million in service efficiencies as detailed below:

**Table 3
Key Cost Drivers**

(In \$000s)	2015 Recommended Operating Budget									Total Rec'd 2015 Base Budget
	Executive Management	Strategic & Corporate Policy	Internal Auditing	Strategic Communications	Equity, Diversity & Human Rights	HR Employee & Labour Relations	HR Employment Services	HR Organizational & Employee Effectiveness	HR Safe & Healthy Workplaces	
Gross Expenditure Changes										
Operating Impacts of Capital						117.6	117.6	722.2	117.6	1,075.0
COLA and Progression Pay	79.2	104.7	44.7	107.3	66.6	271.1	431.3	236.4	414.5	1,755.9
Other Base Changes:										
Salary & Benefit Adjustment to reflect actual requirements		(48.1)	(22.1)	49.6	(44.7)	(359.4)	(87.7)	(214.8)	(126.5)	(853.7)
Increase gapping rate from 4% to 5%	(30.0)	(39.7)	(12.7)	(60.1)	(18.7)	(67.6)	(124.9)	(73.4)	(102.2)	(529.3)
Request for Administrative Support			60.2							60.2
Employee Engagement Survey								190.0		190.0
Cost of Collective Bargaining Negotiations						400.0				400.0
Business Intelligence						139.7	139.7	139.7	139.7	558.9
Enterprise Wide e-Recruitment						127.7	127.7	127.7	127.7	511.0
Enterprise Wide Quatro Safety						103.4	103.4	103.4	103.4	413.8
Other	17.9		25.0	52.2		(15.5)	(327.5)			(247.9)
Total Gross Expenditure Changes	67.1	16.9	95.1	149.0	3.1	717.2	379.8	1,231.4	674.2	3,333.9
Revenue Changes										
Employee Engagement Survey								190.0		190.0
Cost of Collective Bargaining Negotiations						400.0				400.0
Business Intelligence						139.7	139.7	139.7	139.7	558.9
Enterprise Wide e-Recruitment						127.7	127.7	127.7	127.7	511.0
Enterprise Wide Quatro Safety						103.4	103.4	103.4	103.4	413.8
Total Revenue Changes						770.9	370.9	560.9	370.9	2,073.6
Net Expenditure Changes	67.1	16.9	95.1	149.0	3.1	(53.7)	8.9	670.5	303.3	1,260.2

Key cost drivers for the City Manager's Office are described below:

- The contractually obligated cost of living allowance and progression pay result in an increase of \$1.756 million in staff salaries and benefits across all services.
- A salaries and benefits adjustment to reflect actual requirements results in a decrease of \$0.854 million.
- A reduction of \$0.529 million is required in order to increase the gapping rate from 4% to 5%.
- Operating impacts of completed HR capital projects of \$1.075 million represent the cost for sustainment of FPARS Complement and Management Reporting (\$0.085 million), E-HR (\$0.290 million), E-Learning (\$0.605 million), and Quatro Safety (\$0.095 million), in Employee & Labour Relations (\$0.118 million), Employment Services (\$0.118 million), Organization & Employee Effectiveness (\$0.722 million), and Safe and Healthy Workplaces (\$0.118 million).
- The Employee Engagement Survey results in an increase of \$0.190 million gross and \$0 net as it is funded from the Innovation Reserve Fund, in Organization & Employee Effectiveness.
- Cost of collective bargaining negotiations results in an increase of \$0.400 million gross and \$0 net in Employee & Labour Relations, as this is funded from the Non-Program Budget.
- HR IT capital projects (Business Intelligence, Enterprise-wide E-Recruitment and Enterprise-wide Quatro Safety) result in an increase of 11.0 temporary positions and \$1.484 million gross and \$0 net as this is funded from IT's capital budget, across 4 services: Employee & Labour Relations, Employment Services, Organization & Employee Effectiveness, Safe and Healthy Workplaces.

In order to offset the above pressures, the 2015 recommended service changes for the City Manager's Office consists of base expenditures reductions of \$0.648 million, and service efficiency savings of \$0.342 million, as detailed below:

Table 4
2015 Total Recommended Service Change Summary

Description (\$000s)	2015 Recommended Service Changes												Total Rec'd Service Changes			Incremental Change						
	Executive Management		Strategic & Corporate Policy		Strategic Communications		HR Employee & Labour Relations		HR Employment Services		HR Organizational & Employee Effectiveness		HR Safe & Healthy Workplaces		\$	\$	#	2016 Plan		2017 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Position	Gross	Net	Gross	Net			
Base Changes:																						
Base Expenditure Changes																						
Line by line reductions	(1.5)	(1.5)	(1.5)	(1.5)	(5.0)	(5.0)	(6.0)	(6.0)	(5.0)	(5.0)	(31.8)	(31.8)	(22.4)	(22.4)		(73.3)	(73.3)					
Reduction in Training to Achieve Target											(575.0)	(575.0)				(575.0)	(575.0)					
Sub-Total	(1.5)	(1.5)	(1.5)	(1.5)	(5.0)	(5.0)	(6.0)	(6.0)	(5.0)	(5.0)	(606.8)	(606.8)	(22.4)	(22.4)		(648.3)	(648.3)					
Service Efficiencies																						
Deletion of one position			(78.8)	(78.8)												(78.8)	(78.8)	(1.0)				
Deletion of one position					(113.3)	(113.3)										(113.3)	(113.3)	(1.0)				
Deletion of one position							(149.7)	(149.7)								(149.7)	(149.7)	(1.0)				
Sub-Total			(78.8)	(78.8)	(113.3)	(113.3)	(149.7)	(149.7)								(341.8)	(341.8)	(3.0)				
Total Changes	(1.5)	(1.5)	(80.3)	(80.3)	(118.3)	(118.3)	(155.7)	(155.7)	(5.0)	(5.0)	(606.8)	(606.8)	(22.4)	(22.4)		(990.1)	(990.1)	(3.0)				

Base Expenditure Changes (Savings of \$0.648 million gross & net)

- A line by line review of the expenses budget results in non-payroll expenditure savings of \$0.073 million, based on actual experience.
- A reduction in training expense results in a savings of \$0.575 million, in HR Organization & Employee Effectiveness. The implementation of the capital project e-Learning, provides the City with the capacity to do on-line training. A reduction in training expenses of \$0.575 million is recommended to reflect a 10% operating saving as a result of this new on-line training capability for the City. Savings for all City Divisions have been captured in the City Manager's Office, but will be transferred to the respective Divisions in 2015 through the 2015 Quarterly Variance Report.

Service Efficiencies (Savings of \$0.342 million gross & net)

- The deletion of 3.0 vacant positions in Strategic & Corporate Policy, Strategic Communications and HR Employee & Labour Relations results in savings of \$0.342 million. Workload has been restructured and implemented within the existing complement.

Approval of the 2015 Recommended Base Budget will result in a 2016 incremental net cost of \$0.844 million and a 2017 incremental net cost of \$0.065 million to maintain the 2015 level of service as discussed in the following section.

Table 6
2016 and 2017 Plan by Program

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Salary (progression pay, re-earnable lump sum, step, gapping & benefits)	852.5		852.5	1.8%						
Completion of Capital Project -Fpars						(384.5)	(384.5)			(3.0)
Annualization of 2015 temporary capital staffing	175.5	175.5								
Reversal of Protocol Support to 2015 PanAm & ParapanAm Games	(515.1)	(515.1)			(5.0)	(394.8)	(394.8)			
Ward Boundary	(320.3)	(320.3)				(56.1)	(56.1)			
Engagement Survey	(190.0)	(190.0)								
Collective Bargaining	550.0	550.0				(950.0)	(950.0)			
Other (non-payroll)	(8.1)		(8.1)	(0.0%)		50.4	(14.2)	64.6	0.1%	
Sub-Total	544.5	(299.9)	844.4	1.8%	(5.0)	(1,735.0)	(1,799.6)	64.6	0.1%	(3.0)
Total Incremental Impact	544.5	(299.9)	844.4	1.8%	(5.0)	(1,735.0)	(1,799.6)	64.6	0.1%	(3.0)
Total Incremental Impact	544.5	(299.9)	844.4	1.8%	(5.0)	(1,735.0)	(1,799.6)	64.6	0.1%	(3.0)

Future year incremental costs are primarily attributable to the following:

Known Impacts

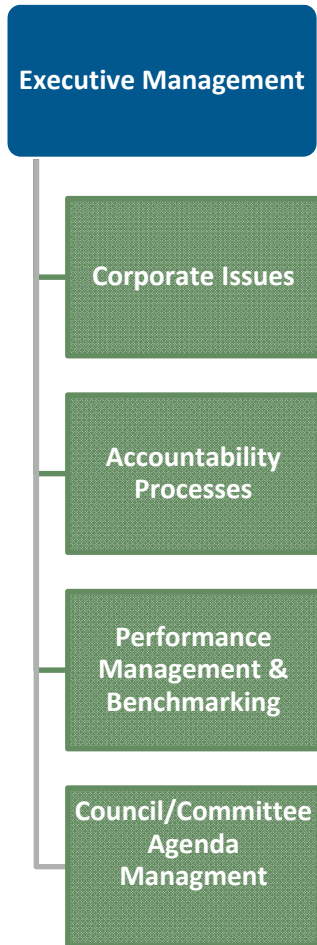
- Progression & re-earnable lump sum pay, step increases, COLA, fringe benefit increases result in increases of \$0.853 million in 2016.
- Reversal of temporary capital staffing due to the completion of the HR-FPARS capital project, results in a further decrease of 3.0 positions and \$0.385 million gross and \$0 net in 2017.
- Reversal of protocol support in 2015 PanAm and ParapanAm games results in a decrease of 5.0 temporary positions and \$0.515 million gross and \$0 net in 2016 and \$0.395 million gross and \$0 net in 2017.
- Reversal of one-time funding for the Ward Boundary Review and the Employee Engagement Survey results in a decrease of \$0.320 million gross and \$0 net and \$0.190 million gross and \$0 net respectively in 2016.
- Costs of Collective Bargaining Negotiations results in incremental increase of \$0.550 million gross and \$0 net in 2016 as this is funded from the Non-Program Budget. Reversal of the total one-time funding results in a decrease of \$0.950 million gross and \$0 net in 2017.



Part II:

2015 Recommended
Budget by Service

Executive Management

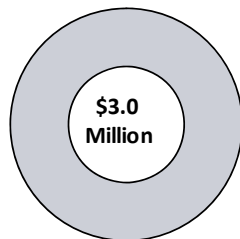


What We Do

- Provide overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.
- The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities and challenges. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and programs.
- Lead and coordinate Toronto's participation in developing and reporting performance and indicator results.
- Anticipate, respond to, and develop strategies to manage emerging issues.

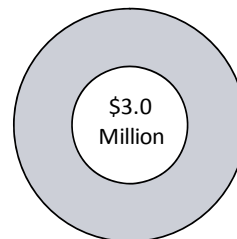
2015 Service Budget by Activity (\$000s)

Executive Management,
\$2,979.3,
100%



Service by Funding Source (\$000s)

Property Tax,
\$2,979.3,
100%



**2015 Service Levels
Executive Management**

Activity	Type	Service Levels				
		2011	2012	2013	2014	2015 Recommended
Corporate Issues				95% of issues responded to within 24 hours		
Accountability Processes				100% of ombudsman's' recommendations implemented on time		
Performance Management & Benchmarking	Performance Indicator Management* please refer to new types below:	100% of indicators updated as per reporting frequency requirements				Refer to new types
	Management Information Dashboards					Update Management Information Dashboards quarterly
	Performance Measurement and Benchmarking Report					Update Performance Measurement and Benchmarking Report annually
	World Council on City Data					Update World Council on City Data annually
	Toronto's International Rankings					Monitor Toronto's International Rankings and the City's website as required
Financial Management & Program Support (EM)			N/A	N/A	Please refer to new activity: Council/Committee Agenda Management	
Council/Committee Agenda Management					Co-ordinate staff reporting to eight Council/Committee cycles	

Adjustments and Recommended Changes to Executive Management Service Levels:

- Performance Management & Benchmarking – the Performance Indicator Management type of activity has been split into the following 4 types, each with its own service level:
 - Management Information Dashboards;
 - Performance Measurement and Benchmarking Report;
 - World Council on City Data; and
 - Toronto's international Rankings
- The activity formerly known as "Financial Management & Program Support (EM)" has been changed to "Council/Committee Agenda Management."

Table 7

2015 Recommended Service Budget by Activity

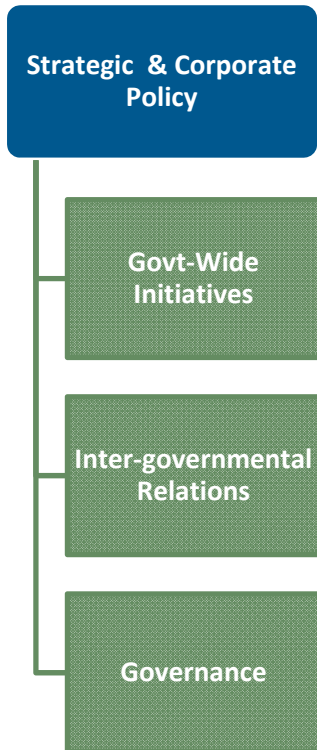
Executive Management (\$000s)	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change				
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/ Enhanced	2015 Rec'd Budget			2016 Plan		2017 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Executive Management	2,931.6	2,979.3		2,979.3	47.7	1.6%		2,979.3	47.7	1.6%	64.8	2.2%			
Total Gross Exp.	2,931.6	2,979.3		2,979.3	47.7	1.6%		2,979.3	47.7	1.6%	64.8	2.2%			
REVENUE															
Executive Management	17.9				(17.9)	(100.0%)			(17.9)	(100.0%)	-			-	
Total Revenues	17.9				(17.9)	(100.0%)			(17.9)	(100.0%)	-			-	
NET EXP.															
Executive Management	2,913.7	2,979.3		2,979.3	65.6	2.2%		2,979.3	65.6	2.2%	64.8	2.2%			
Total Net Exp.	2,913.7	2,979.3		2,979.3	65.6	2.2%		2,979.3	65.6	2.2%	64.8	2.2%			
Approved Positions	21.0	21.0		21.0				21.0			0.0%				

The 2015 Recommended Operating Budget for Executive Management of \$2.979 million gross and net is \$0.066 million or 2.2% over the 2014 Approved Net Budget.

The **Executive Management Service** provides overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments. The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities and challenges. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and programs.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.079 million).
- The base budget pressures have been offset by reductions identified in line-by-line reviews of \$0.002 million and increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.030 million.

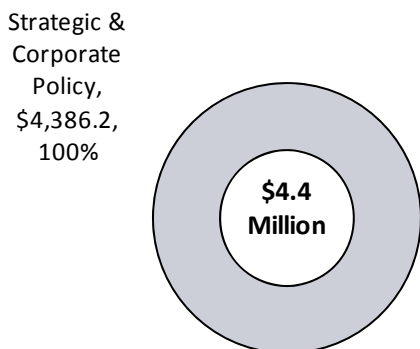
Strategic & Corporate Policy



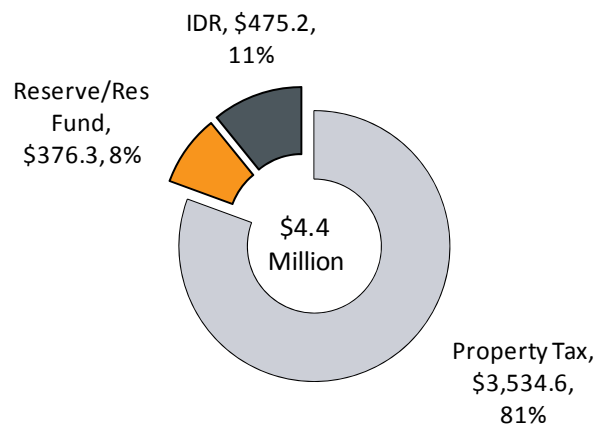
What We Do

- Ensure responsiveness to City Council and citizens, facilitate improved service delivery, promote the City's interests in legislative affairs, and set policy for initiatives.
- Lead corporate projects, reports and policy development such as a Toronto Public Service Framework and By-law, and the Ward Boundary Review.
- Provide advice and support to the City Manager and Council on various intergovernmental matters, including the preparation of formal submissions to, and negotiating and administering agreements and funding programs with other orders of government.
- Support effective Council and Committee governance structures and processes.
- Develop and implement participatory civic engagement models, processes and tools to support Council decision making and corporate policy initiatives.

2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



2015 Service Levels Strategic & Corporate Policy

Activity	Type	Service Levels				
		2011	2012	2013	2014	2015 Recommended
Strategic Planning & Policy Development				N/A	To develop and delivery corporate-level policy and governance requirements to advance Council's goals. To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time To complete 100% of staff requests for policy or civic engagement advice To post civic engagement activities as provided by City divisions to the City's website in 24 hours 95% of the time	Please refer to new activity: Government-Wide Initiatives
Intergovernmental and Agency Relations				N/A	Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council Prepare advice and address all City governance and accountability requirements per relationship frameworks and shareholder directions of City agencies and corporations Coordinate and complete all Council requirements as sole shareholder of City Corporations related to the holding of Annual General Meetings and the review of audited financial statements within the legislated fifteen month timeframe	Please refer to new activity: Inter-governmental Relations
Governance & Organizational Structures				N/A	To respond to requests received for governance and organizational advice within 24 hours 95% of the time To complete 100% of requested service efficiency studies of City programs and services	Please refer to new activity: Governance
Government-Wide Initiatives					Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council	
					Respond to all requests for civic engagement advice	
					Effectively coordinates strategic initiatives with key stakeholders and partners	
Inter-governmental Relations					Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council	
					Complete all required formal submissions, correspondence and meetings with other governments and associations	
					Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds	
Governance					Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions	
					Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations	
					Effectively coordinate governance-related initiatives with key stakeholders and partners	

There was a technical adjustment to rename the previous 3 activity names from "Strategic Planning & Policy Development", "Intergovernmental & Agency Relations" and "Governance & Organizational Structures" to "Government-Wide Initiatives", "Inter-governmental Relations" and "Governance" respectively. The changes do not impact service level, but were made to more accurately reflect the types of activities included in the service.

Table 7
2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Strategic & Corporate Policy	4,375.6	4,466.5	(80.3)	4,386.2	10.6	0.2%		4,386.2	10.6	0.2%	(463.4)	(10.6%)	(220.4)	(5.6%)	
Total Gross Exp.	4,375.6	4,466.5	(80.3)	4,386.2	10.6	0.2%		4,386.2	10.6	0.2%	(463.4)	(10.6%)	(220.4)	(6.0%)	
REVENUE															
Strategic & Corporate Policy	777.5	851.5		851.5	74.0	9.5%		851.5	74.0	9.5%	(941.9)	(110.6%)	(384.8)	425.7%	
Total Revenues	777.5	851.5		851.5	74.0	9.5%		851.5	74.0	9.5%	(941.9)	(110.6%)	(384.8)	81.0%	
NET EXP.															
Strategic & Corporate Policy	3,598.1	3,615.0	(80.3)	3,534.7	(63.5)	(1.8%)		3,534.7	(63.5)	(1.8%)	478.5	13.5%	164.4	4.1%	
Total Net Exp.	3,598.1	3,615.0	(80.3)	3,534.7	(63.5)	(1.8%)		3,534.7	(63.5)	(1.8%)	478.5	13.5%	164.4	3.9%	
Approved Positions	30.0	30.0	(1.0)	29.0	(1.0)	(3.3%)		29.0	(1.0)	(3.3%)	(3.0)	(10.3%)			

The 2015 Recommended Operating Budget for Strategic & Corporate Policy of \$4.386 million gross and \$3.535 million net is \$0.064 million or 1.8% below the 2014 Approved Net Budget.

The **Strategic & Corporate Policy Service** ensures responsiveness to City Council and citizens, facilitates improved service delivery, promotes the City's interests in legislative affairs, and sets policy for initiatives. This service primarily:

- Provides advice and support to the City Manager and Council on intergovernmental matters including the administration of agreements and funding programs with other orders of government, governance and decision making structures for Council and its agencies and corporations, and undertakes government-wide policy initiatives including participatory engagement activities to support Council decision making.
- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.105 million).
- In order to offset the above pressures, the 2015 recommended reductions for Strategic & Corporate Policy consists of base expenditures reductions of \$0.002 million, resulting from a line by line expenditure review, increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.040 million and service efficiency savings of \$0.079 million from the deletion of 1.0 vacant administrative position. Workload has been restructured and implemented within the existing complement.
- Salaries and benefits have been adjusted to reflect actual requirements, resulting in a decrease of \$0.048 million.

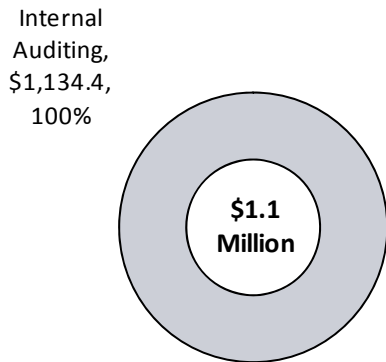
Internal Audit



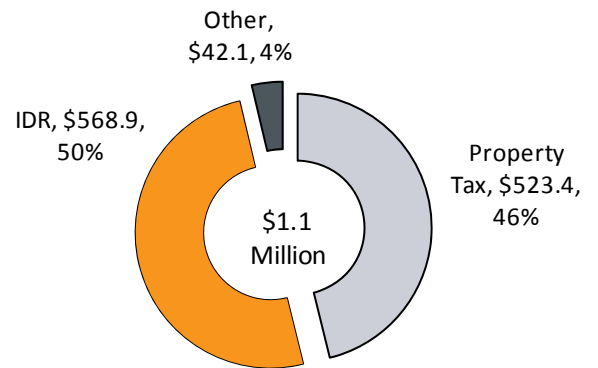
What We Do

- Identify and evaluate exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations.
- Provide objective assurance and advice to help clients mitigate business risks, improve operations.
- Promote/Assure fiscal responsibility, accountability and compliance with various policies and legislation.
- Annually report work plan and previous year's achievements to Audit Committee.

2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



**2015 Service Levels
Internal Audit**

Activity	Type	Service Levels				2015 Recommended
		2011	2012	2013	2014	
Business Risk & Consulting					To develop workplan based on assessment of risk and available resources.	Prioritize requests for review/audit based on assessment of risk
						Respond to requests for advice within two business days
Audit Reporting		Achieved a 4.2 out of 5 client satisfaction score in 2011 (to date)	Achieved a 4.2 out of 5 client satisfaction score in 2011 (to date)	Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.		

**Table 7
2015 Recommended Service Budget by Activity**

(\$000s)	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget						Incremental Change			
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan					
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%				
GROSS EXP.																		
Internal Auditing	1,144.0	1,134.4		1,134.4	(9.6)	(0.8%)		1,134.4	(9.6)	(0.8%)	149.1	13.1%						
Total Gross Exp.	1,144.0	1,134.4		1,134.4	(9.6)	(0.8%)		1,134.4	(9.6)	(0.8%)	149.1	13.1%						
REVENUE																		
Internal Auditing	611.0	611.0		611.0				611.0					0.0%					
Total Revenues	611.0	611.0		611.0				611.0					0.0%					
NET EXP.																		
Internal Auditing	533.0	523.4		523.4	(9.6)	(1.8%)		523.4	(9.6)	(1.8%)	149.1	28.5%						
Total Net Exp.	533.0	523.4		523.4	(9.6)	(1.8%)		523.4	(9.6)	(1.8%)	149.1	28.5%						
Approved Positions	8.0	8.0		8.0				8.0					0.0%					

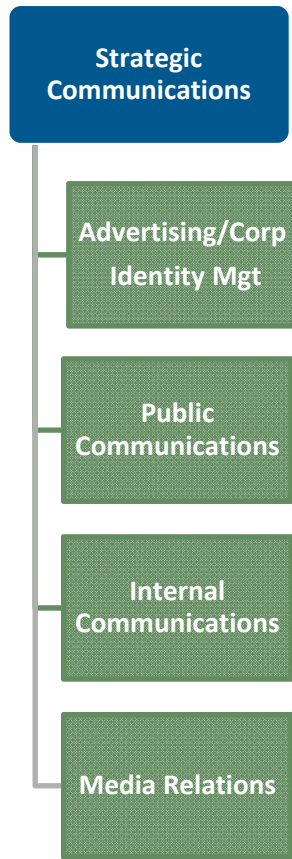
The 2015 Recommended Operating Budget for Internal Auditing of \$1.134 million gross and \$0.523 million net is \$0.010 million or 1.8% below the 2014 Approved Net Budget.

The **Internal Audit Service** identifies and evaluates exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations, provides objective assurance and advice to help clients mitigate business risks, improve operations by promoting/assuring fiscal responsibility, accountability and compliance with various policies and legislation. It also annually reports work plan and previous year's achievements to Audit Committee.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.045 million).
- The recommended additional 1.0 Administrative Support to provide needed full-time administrative support to Internal Audit as an Administrative Assistant has been shared with Equity, Diversity and Human Rights and this results in an increase of \$0.060 million.

- In order to offset the above pressures, the 2015 recommended reductions for Internal Audit includes increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.013 million.
- Salaries and benefits have been adjusted to reflect actual requirements resulting in a decrease of \$0.022 million.
- A decrease of \$0.105 million is due to the transferring an Administrative Assistant to Equity, Diversity and Human Rights as each service will have dedicated support.

Strategic Communications

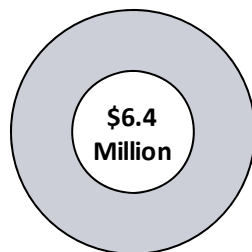


What We Do

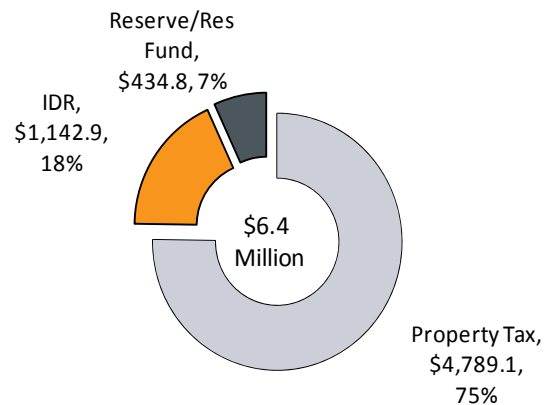
- Provide advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management.
- Ensure that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services.
- Create public awareness and understanding about City government as well as serve the internal communications needs of City employees.
- Anticipate, respond to and develop communication strategies to manage emerging issues.

2015 Service Budget by Activity (\$000s)

Strat Com,
\$6,366.8,
100%



Service by Funding Source (\$000s)



2015 Service Levels Strategic Communications

Activity	Type	Service Levels				2015 Recommended
		2011	2012	2013	2014	
Advertising/ Corporate Identity Management	Advertising					Provide media buying and advertising plans within specified divisional budgets 100% of the time
	Statutory Advertisements	100% of statutory advertisements placed within required time				Refer to merged type: Statutory Advertisements & By-law Notices
	By-Law Notices	By-law notices 15 days after has By-law passed	By-law notices placed 15 days after By-law has passed 100% of the time			Refer to merged type: Statutory Advertisements & By-law Notices
	Statutory Advertisements & By-law Notices					100% of statutory advertisements and By-law notices placed within required timelines.
	Corporate Identity Program (CIP)					Refer to CIP requests within one business day 95% of the time.
Public Communications		Budget represents 0.0101% of the Operating and Capital Budgets of the City Program supported		Our Toronto newsletter published three times yearly and delivered to 1 million households		Refer to 3 new types below:
	Communication Plans					Develop and deliver corporate and divisional communications plans to advance Council's and divisional priorities
	Communications Products					Produce communications products within deadline 95% of the time
	Website					Update the homepage of the website on a minimum twice weekly basis
Internal Communications	Communication Advice					Respond to requests and internal communications advice within one business day 95% of the time
	Communications Products					Develop and deliver internal communications products by deadline 95% of the time.
	Communications Plans					Develop and deliver internal communications plans to support staff engagement strategies
	Monday morning news	100% distribution of Monday Morning	Monday Morning News distributed by noon	Monday Morning News sent electronically by 9 a.m. of first business day of every week 98% of the time		
	Daily City News Summary	City News Summary distributed electronically by 7:00 AM daily 98% of the time				Refer to new type: Communications Products
Media Relations				Twitter followers 15,000. Review and distribute 400 media advisories and releases,		Refer to new types below:
	Proactive media relations					Proactively engage media to promote corporate and divisional initiatives
	Reactive media relations					Respond to media inquiries within 24 hours 98% of the time
	Issues Management					Respond to requests for issues management advice within the same day, 95% of the time

As shown in the table above, some Types of Activities have been consolidated and renamed / new names have been created. The changes do not impact service level, but were made to more accurately reflect the types of activities included in the service.

Table 7
2015 Recommended Service Budget by Activity

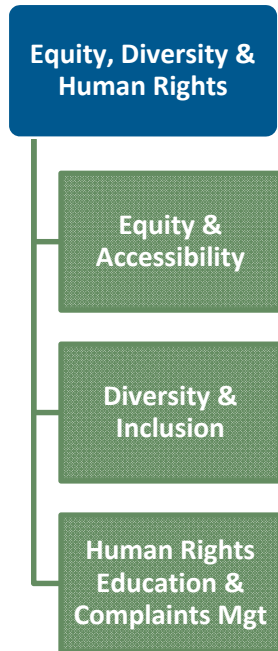
(\$000s)	2014	2015 Recommended Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/ Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan		
									\$	%	\$	%	\$	%	\$
GROSS EXP.															
Strategic Communications	6,178.9	6,485.1	(118.3)	6,366.8	187.9	3.0%		6,366.8	187.9	3.0%	(166.8)	(2.6%)	(275.7)	(4.4%)	
Total Gross Exp.	6,178.9	6,485.1	(118.3)	6,366.8	187.9	3.0%		6,366.8	187.9	3.0%	(166.8)	(2.6%)	(275.7)	(4.7%)	
REVENUE															
Strategic Communications	1,420.6	1,577.7		1,577.7	157.1	11.1%		1,577.7	157.1	11.1%	(204.3)	(13.0%)	(230.5)	(16.8%)	
Total Revenues	1,420.6	1,577.7		1,577.7	157.1	11.1%		1,577.7	157.1	11.1%	(204.3)	(13.0%)	(230.5)	(20.2%)	
NET EXP.															
Strategic Communications	4,758.3	4,907.4	(118.3)	4,789.1	30.8	0.6%		4,789.1	30.8	0.6%	37.6	0.8%	(45.2)	(0.9%)	
Total Net Exp.	4,758.3	4,907.4	(118.3)	4,789.1	30.8	0.6%		4,789.1	30.8	0.6%	37.6	0.8%	(45.2)	(0.9%)	
Approved Positions	54.0	54.0	(1.0)	53.0	(1.0)	(1.9%)		53.0	(1.0)	(1.9%)	(2.0)	(3.8%)			

The 2015 Recommended Operating Budget for Strategic Communications of \$6.367 million gross and \$4.789 million net is \$0.031 or 0.6% over the 2014 Approved Net Budget.

The **Strategic Communications Service** provides advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management. The service ensures that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services. The service also creates public awareness and understanding about City government as well as serving the internal communications needs of City employees.

- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.107 million).
- Salaries and benefits and Interdivisional Charges have been adjusted to reflect actual requirements results in increases of \$0.050 million and \$0.052 million, respectively.
- In order to offset the above pressures, the 2015 recommended reductions for Strategic Communications consists of base expenditures changes of \$0.005 million as a result of a line by line review, increasing the gapping rate from 4% to 5% for a decrease of \$0.060 million and service efficiency savings of \$0.113 million resulting from the deletion of 1.0 vacant management position. Workload has been restructured and implemented.

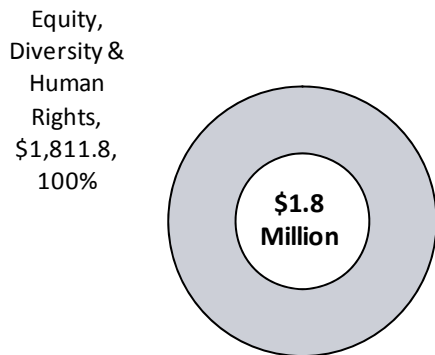
Equity, Diversity & Human Rights



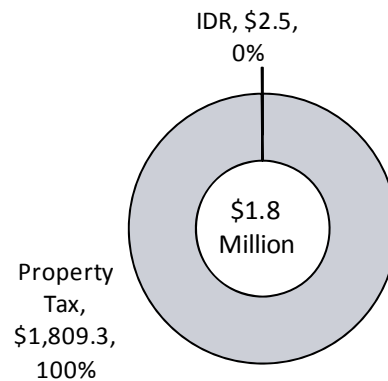
What We Do

- Provide advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services.
- Embed equity and diversity outcomes into the strategies, policies, procedures and practices of the City.
- Build an organization free from discrimination and harassment.
- Build capacity of City divisions to deliver equitable, accessible and diverse services.
- Implement strategies to:
 - reflect the public we serve at all levels of the organization;
 - respond to the needs of a diverse population; and
 - remove barriers.

2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



2015 Service Levels
Equity, Diversity & Human Rights

Activity	Type	Service Levels				
		2011	2012	2013	2014	2015 Recommended
Equity and Accessibility	Equity Plan			To increase response rate to Count Yourself In Workforce survey to over 50%		To increase response rate to Count Yourself in Workforce survey to over 65%
	Accessibility Plan				Coordinate and meet 100% corporate compliance for the City on AODA	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time
				To respond to requests received for advice/consultation within 24hrs 90% of the time.		
				To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)		
				Ensure City divisions are meeting compliance timelines 95% of the time.		
Diversity & Inclusion				To respond to requests received for advice/consultation within 24hrs 90% of the time.		Satisfactorily respond to requests for advice within 48 hours 85% of time
				To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic).		
Human Rights Education & Complaints Management				To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure 95% of the cases escalated to HRTO are dismissed without penalties to the City		

Table 7

2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Equity, Diveristy & Human Rights	1,704.0	1,811.8		1,811.8	107.8	6.3%		1,811.8	107.8	6.3%	39.9	2.2%			
Total Gross Exp.	1,704.0	1,811.8		1,811.8	107.8	6.3%		1,811.8	107.8	6.3%	39.9	2.2%			
REVENUE															
Equity, Diveristy & Human Rights	2.5	2.5		2.5				2.5				0.0%			
Total Revenues	2.5	2.5		2.5				2.5				0.0%			
NET EXP.															
Equity, Diveristy & Human Rights	1,701.5	1,809.3		1,809.3	107.8	6.3%		1,809.3	107.8	6.3%	39.9	2.2%			
Total Net Exp.	1,701.5	1,809.3		1,809.3	107.8	6.3%		1,809.3	107.8	6.3%	39.9	2.2%			
Approved Positions	14.0	15.0		15.0	1.0	7.1%		15.0	1.0	7.1%		0.0%			

The 2015 Recommended Operating Budget for Equity, Diversity & Human Rights of \$1.812 million gross and \$1.809 million net is \$0.108 million or 6.3% over the 2014 Approved Net Budget.

The **Equity, Diversity & Human Rights Service** provides advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services. The Service implements strategies to:

- reflect the public we serve at all levels of the organization;
 - respond to the needs of a diverse population; and
 - remove barriers.
- Base budget pressures are primarily attributable to the contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.067 million) and the transfer of 1.0 Administrative Assistant position from Internal Audit (\$0.105 million).
 - In order to offset the above pressures, gapping rates have been increased rate from 4% to 5% resulting in a decrease of \$0.019 million.
 - Salaries and benefits have been adjusted to reflect actual requirements, decreasing the budget by \$0.045 million.

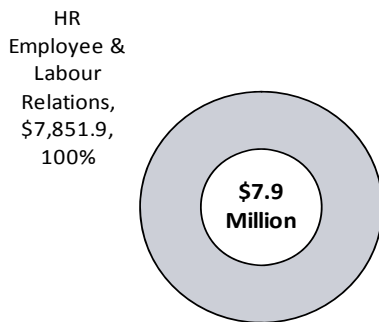
HR Employee & Labour Relations



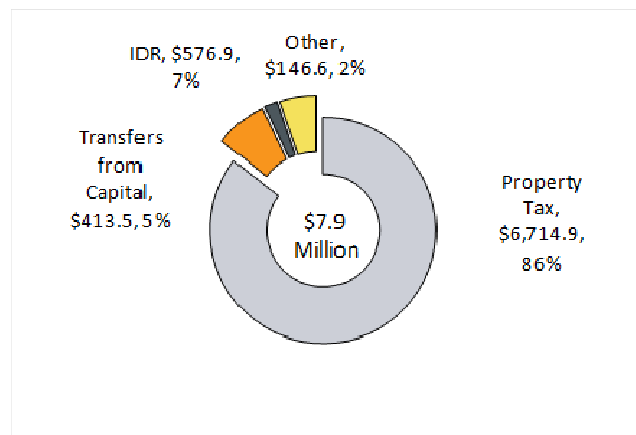
What We Do

- Manage the labour relations environment including direct collective agreement negotiation, collective agreement administration and liaison with Unions.
- Manage labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints.
- Provide expert advice to management, conduct discipline investigations and management training.
- Provide expert advice to management, regarding lay-offs, contracting out, contractual notices and position deletions.

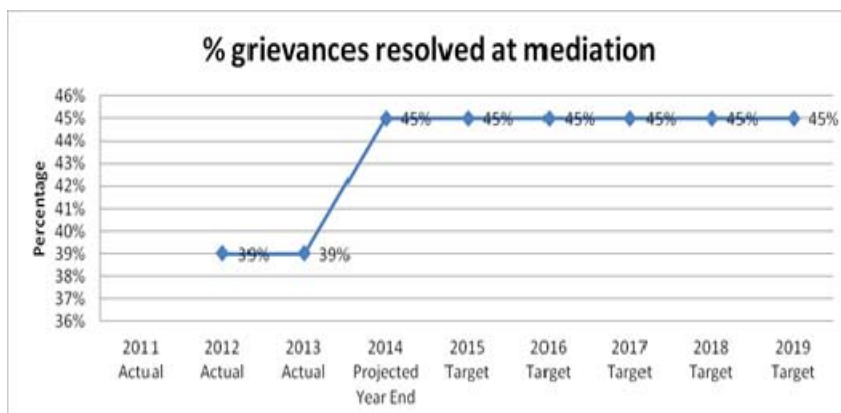
2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Key Service Performance Measurement



- Enhanced service effectiveness through strategic grievance management, including resumption of Step 2 grievance management for all except four divisions will result in higher resolution rates at mediation.
- Development of a new grievance/mediation/arbitration management process will reduce the number of grievances resolved at arbitration and realize cost savings.

2015 Service Levels HR Employee & Labour Relations

Service	Activity	Type	Service Levels				2015 Recommended	
			2011	2012	2013	2014		
HR Employee and Labour Relations		Labour Relations		To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage			** 2 LEVELS HERE** % of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training	
		A Fair Wage Policy/Labour Trade Issue Managed		To increase the number of constructions trade grievances resolved at the earliest stage from 85-90%	To maintain or increase the number of constructions trade grievances resolved at the earliest stage between 85-90%		% of construction trade grievances resolved without going to a third party	
				To respond to all complaints within 3 business days			% of Fair Wage or Labour Trade inquiry responses within 3 days	
		Negotiations	Of the current 7 agreements, 2 were negotiated in 2010 resulting in one negotiated settlement and one proceeding to arbitration	To achieve negotiated settlements with all bargaining agents	To effectively implement new collective agreement provisions through expert advice, training and interpretation			N/A for 2015. Will be anticipated for 2016 when new collective agreements are negotiated.
		Emergency Plan		To have the Continuity of Operation Plan updated on an annual basis			N/A	
			Planning for 2012 Labour Response started in 2011	To have a corporate labour disruption plan operational in the event of a labour disruption			N/A for 2015. (Planning for 2016 Labour Response will start in 2015)	

Table 7

2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget						2015 Rec'd Budget vs. 2014 Budget		Incremental Change					
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced			2015 Rec'd Budget	2016 Plan		2017 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
HR Employee & Labour Relations	8,098.7	8,007.6	(155.7)	7,851.9	(246.8)	(3.0%)		7,851.9	(246.8)	(3.0%)	1,529.3	19.5%	(1,489.2)	(15.9%)	
Total Gross Exp.	8,098.7	8,007.6	(155.7)	7,851.9	(246.8)	(3.0%)		7,851.9	(246.8)	(3.0%)	1,529.3	19.5%	(1,489.2)	(18.9%)	
REVENUE															
HR Employee & Labour Relations	1,174.4	1,137.0		1,137.0	(37.4)	(3.2%)		1,137.0	(37.4)	(3.2%)	1,157.7	101.8%	(901.4)	(39.3%)	
Total Revenues	1,174.4	1,137.0		1,137.0	(37.4)	(3.2%)		1,137.0	(37.4)	(3.2%)	1,157.7	101.8%	(901.4)	(64.7%)	
NET EXP.															
HR Employee & Labour Relations	6,924.3	6,870.6	(155.7)	6,714.9	(209.4)	(3.0%)		6,714.9	(209.4)	(3.0%)	371.6	5.5%	(587.8)	(8.3%)	
Total Net Exp.	6,924.3	6,870.6	(155.7)	6,714.9	(209.4)	(3.0%)		6,714.9	(209.4)	(3.0%)	371.6	5.5%	(587.8)	(9.0%)	
Approved Positions	63.8	61.3	(1.0)	60.3	(3.5)	(5.5%)		60.3	(3.5)	(5.5%)		0.0%	(0.8)	(1.3%)	

The 2015 Recommended Operating Budget for HR Employee & Labour Relations of \$7.852 million gross and 6.715 million net is \$0.209 million or 3.0% below the 2014 Approved Net Budget.

The **Employee & Labour Relations Service** manages the labour relations environment, labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints. It also provides expert advice to management, regarding lay-offs, contracting out, contractual notices and position deletions and conducts discipline investigations and management training.

- Base budget pressures are primarily attributable to:
 - The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.271 million).
 - Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning, and ensure health and safety, through systems that automate processes and compile data for modelling, planning and decision making.
 - An increase of \$0.118 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR and Quatro Safety,
- In order to offset the above pressures, the following reductions are recommended:
 - Base expenditures changes of \$0.006 million, resulting from a line by line expenditure review.
 - Service efficiency savings of \$0.150 million resulting from the deletion of 1.0 vacant Manager position. Workload has been restructured and implemented within the existing staff complement.
 - Increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.068 million.
 - Salaries and benefits and Transfers from Capital have been adjusted to reflect actual requirements results in decreases of \$0.359 million and \$0.015 million, respectively
- The 2015 Recommended Budget includes an increase of \$0.371 million gross and \$0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:

- \$0.140 million and 1.0 position for Business Intelligence, an Enterprise initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization (44 divisions) through a single system, replacing the currently HR data housed in several independent systems.
- \$0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
- \$0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.

HR Employment Services

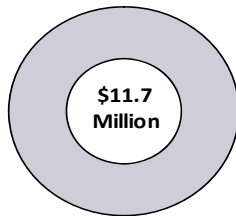


What We Do

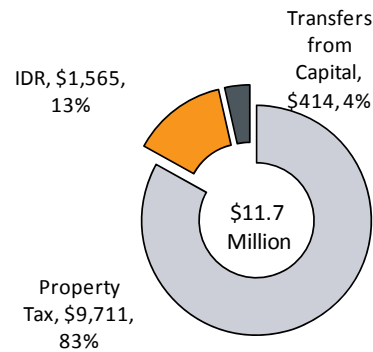
- Attract and retain a highly skilled, high performing and diverse workforce that reflects the community.
- Administer collective agreement/policy provisions relating to redeployment, position deletions and employee exits.
- Support division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions.
- Complete implementation of FPARS and the automated integrated complement planning and management processes that will improve efficiency, transparency through reporting, complement planning, workforce and vacancy management.

2015 Service Budget by Activity (\$000s)

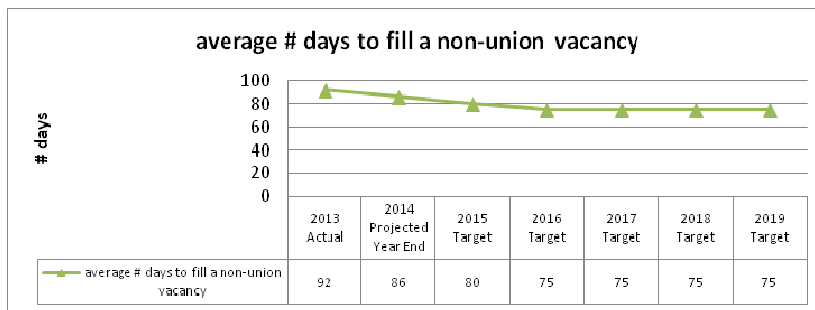
HR Employment Services, \$11,689.8, 100%



Service by Funding Source (\$000s)



Key Service Performance Measurement



- Improved service efficiency is shown by the reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives.

2015 Service Levels HR Employment Services

Service	Activity	Type	Service Levels				
			2011	2012	2013	2014	2015 Recommended
HR Employment Services			Overall budget for Employment Services represents 0.0912% of the Operating and Capital Budgets of the City Program supported baseline to be established	To maintain or increase the % of clients who are confident in the services of the Assessment Centre from a baseline of 95%	To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing	% of clients satisfied with the services of the Assessment Centre	
			61% of City Managers and Supervisors who responded to the HR Client Satisfaction survey were satisfied or very satisfied with the quality of advice of the Strategic Recruitment, Compensation & Employment Services Section	To maintain or increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section advice from the 2011 service level of 62%.	To increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section.	% of clients satisfied with the quality of service of Strategic Recruitment, Compensation and Employment Services section	
		Recruitment			To establish a baseline for average time to fill non-union vacancies	To identify opportunities to reduce the established average time to fill non union vacancies	Average # of days to fill a non-union vacancy
					To establish a baseline of client satisfaction with the hiring process, service and quality of hire, with a goal of maintaining or increasing in future years.		% of clients satisfied with the hiring process (service and quality of hire)

Table 7

2015 Recommended Service Budget by Activity

	2014	2015 Recommended Operating Budget							Incremental Change						
	Approved Budget	Rec'd Service Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget	2016 Plan		2017 Plan			
	(\$000s)	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
HR Employment Services	11,748.0	11,694.8	(5.0)	11,689.8	(58.2)	(0.5%)		11,689.8	(58.2)	(0.5%)	72.5	0.6%	80.0	0.7%	
Total Gross Exp.	11,748.0	11,694.8	(5.0)	11,689.8	(58.2)	(0.5%)		11,689.8	(58.2)	(0.5%)	72.5	0.6%	80.0	0.7%	
REVENUE															
HR Employment Services	2,040.7	1,978.7		1,978.7	(62.0)	(3.0%)		1,978.7	(62.0)	(3.0%)	38.8	2.0%	(94.3)	(4.7%)	
Total Revenues	2,040.7	1,978.7		1,978.7	(62.0)	(3.0%)		1,978.7	(62.0)	(3.0%)	38.8	2.0%	(94.3)	(4.9%)	
NET EXP.															
HR Employment Services	9,707.3	9,716.1	(5.0)	9,711.1	3.8	0.0%		9,711.1	3.8	0.0%	33.7	0.3%	174.4	1.8%	
Total Net Exp.	9,707.3	9,716.1	(5.0)	9,711.1	3.8	0.0%		9,711.1	3.8	0.0%	33.7	0.3%	174.4	1.8%	
Approved Positions	110.3	107.3		107.3	(3.0)	(2.7%)		107.3	(3.0)	(2.7%)		0.0%	(0.8)	(0.7%)	

The 2015 Recommended Operating Budget for HR Employment Services of \$11.690 million gross and \$9.711 million net is \$0.004 million over the 2014 Approved Net Budget.

The **Employment Services** attracts and retains a highly skilled, high performing and diverse workforce that reflects the community, administers collective agreement/policy provisions relating to redeployment, position deletions and employee exits and supports division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions. The completion of implementation of FPARS and the automated integrated complement and planning management processes that will improve efficiency, transparency through reporting, complement planning, workforce and vacancy management.

- Base budget pressures are primarily attributable to:

- The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.431 million).
- Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning, and ensure health and safety, through systems that automate processes and compile data for modelling, planning and decision making.
 - An increase of \$0.118 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR and Quatro Safety,
- In order to offset the above pressures, the following reductions are recommended:
 - Base expenditures changes of \$0.005 million, resulting from a line by line expenditure review.
 - Increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.125 million.
 - Salaries and benefits and Transfers from Capital have been adjusted to reflect actual requirements results in decreases of \$0.088 million and \$0.328 million, respectively
- The 2015 Recommended Budget includes an increase of \$0.371 million gross and \$0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
 - \$0.140 million and 1.0 position for HR-Business Intelligence, an enterprise-wide initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization (44 divisions) through a single system, replacing the currently HR data housed in several independent systems.
 - \$0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
 - \$0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.

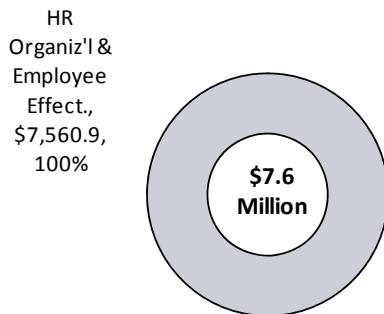
HR Organization & Employee Effectiveness



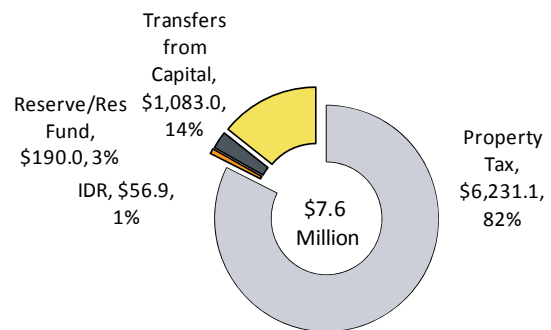
What We Do

- Ensure the TPS has the skills, competencies and ethical integrity to deliver any city services.
- Enhances leadership capacity and skills.
- Increase employee engagement and reinforce a culture of learning to ensure people strategies are aligned with service and business priorities.
- Partner with City divisions related to critical workforce and strategic human resource planning to address workforce management issues.
- Provide decision-makers with analyses and employee data reports and maintain the City's organization structure in SAP.
- Manage the City's electronic recruitment system and employment website for employees and the public.
- Undertake research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g. an aging workforce) on service delivery.
- Partner for the implementation of the new Financial Planning system (FPARS).

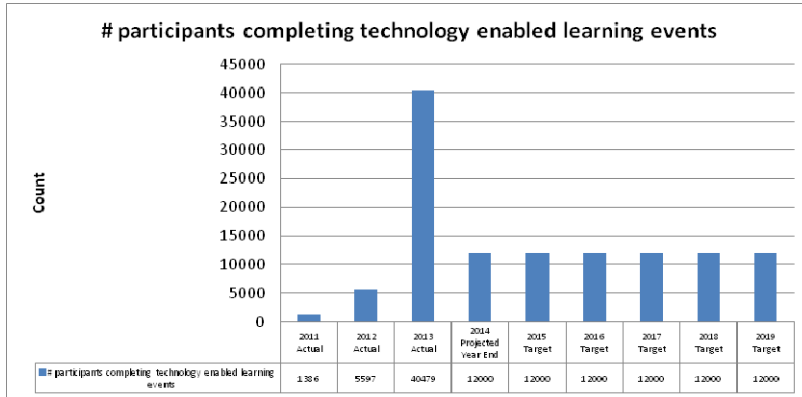
2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Key Service Performance Measurement



- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development.
- Service effectiveness is illustrated by the number of employees who accessed technology enabled learning, with 2013 showcasing the flexibility of eLearning to manage large numbers of participant training. In 2014, 40,000 employees accessed and completed mandatory "Doing it Right" eLearning ethics training.

2015 Service Levels

HR Organization & Employee Effectiveness

Service	Activity	Type	Service Levels				
			2011	2012	2013	2014	2015 Recommended
HR Organization and Employee Effectiveness			Overall Organization & Employee Effectiveness Budget represents 0.0799% of the Operating and Capital Budgets of the City Program supported In 2010, there were a total of 12,313 participants: 7695	The total number of course sessions offered in all modalities was 644. Of the 644, 4 were eLearning modules. Of the 18249 total number of participant completions, 5552 were through eLearning (5552 out of 18249 = 30%).	To maintain delivery of a high volume of courses to more than 8,000 participants, including legislated compliance training such as Occupational Health & Safety, AODA (Accessibility for Ontarians with Disabilities Act) and Human Rights training.	To maintain a quality assurance level of 4 out of 5 satisfaction rating in 95% of participants, create specific leadership development strategies and programs for each level of leadership including transitional levels, and broaden the breadth and depth of learning opportunities for both in-class and eLearning with 50% or greater of total completions to be realized through tech enabled learning events.	Average participant satisfaction rating with corporate learning programs
		TPS People Plan	2009-10 Annual report in preparation		A 2011-2012 Annual Report. An approved 2013-2015 TPS People Plan	An approved 2013-2018 Talent Blueprint	N/A
			2 Divisional People Plans completed; 4 divisional People Plans in progress	To increase the number of divisions developing People Plans by 3%	To maintain or increase the number of divisions developing People Plans		# of divisions with people "workplace" plans
			Interventions	Baseline being established in 2011	50-100 interventions per year (includes both corporate wide and divisional interventions)	To maintain or increase the number of interventions per year (includes both corporate wide and divisional interventions) from 50-100.	With the current resource level, maintain or increase the number of intervention per year to 100.

Table 7

2015 Recommended Service Budget by Activity

(\$000s)	2014	2015 Recommended Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget		2016 Plan		2017 Plan	
	\$								\$	\$	\$	%	\$	%
GROSS EXP.														
HR Organiz'l & Employee Effectiveness	7,764.4	8,167.8	(606.8)	7,561.0	(203.4)	(2.6%)		7,561.0	(203.4)	(2.6%)	(630.8)	(8.3%)	85.1	1.2%
Total Gross Exp.	7,764.4	8,167.8	(606.8)	7,561.0	(203.4)	(2.6%)		7,561.0	(203.4)	(2.6%)	(630.8)	(8.3%)	85.1	1.2%
REVENUE														
HR Organiz'l & Employee Effectiveness	1,597.0	1,329.9		1,329.9	(267.1)	(16.7%)		1,329.9	(267.1)	(16.7%)	(151.2)	(11.4%)	(94.4)	(8.0%)
Total Revenues	1,597.0	1,329.9		1,329.9	(267.1)	(16.7%)		1,329.9	(267.1)	(16.7%)	(151.2)	(11.4%)	(94.4)	(8.7%)
NET EXP.														
HR Organiz'l & Employee Effectiveness	6,167.4	6,837.9	(606.8)	6,231.1	63.7	1.0%		6,231.1	63.7	1.0%	(479.6)	(7.7%)	179.5	3.1%
Total Net Exp.	6,167.4	6,837.9	(606.8)	6,231.1	63.7	1.0%		6,231.1	63.7	1.0%	(479.6)	(7.7%)	179.5	3.0%
Approved Positions	59.8	56.8		56.8	(3.0)	(5.0%)		56.8	(3.0)	(5.0%)	0.0%		(0.8)	(1.3%)

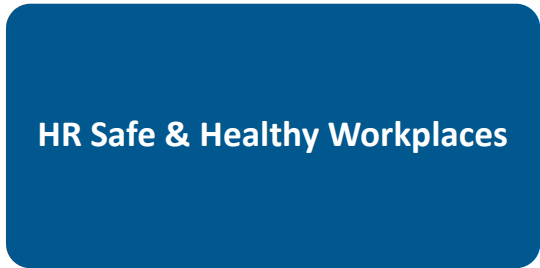
The 2015 Recommended Operating Budget for HR Organization & Employee Effectiveness of \$7.561 million gross and \$6.231 million net is \$0.064 million or 1.0% over the 2014 Approved Net Budget.

The **Organization & Employee Effectiveness Service** ensures the TPS has the skills, competencies and ethical integrity to deliver any city services by increasing employee engagement and reinforcing a culture of learning to ensure people strategies are aligned with service and business priorities . The Service also manages the City’s electronic recruitment system and employment website for employees and the public and undertakes research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g., an aging workforce) on service delivery. It partners for the implementation of the new Financial Planning system.

- Base budget pressures are primarily attributable to:
 - The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.236 million).
 - Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes, trains and develops staff and ensures health and safety through systems that automate processes and compile data for modelling, planning and decision making.
 - An increase of \$0.117 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR, and Quatro Safety.
 - An increase of \$0.605 million and 2 positions for the sustainment of e-Learning, an initiative that will modernize and continue to improve the City's learning landscape aligning to the Talent Blue Print for continuous improvement and building workforce capacity. It will streamline eLearning processes ensuring consistency in delivery across the organization. Resources are required to stabilize the solution in order to rollout Phase II, integrate Toronto Fire Services as part of the first divisional release and prepare for the rest of the Divisions to be integrated within the next 4 years. A portion of the costs pertain to software licences required to operate the solution, Learning Management System (LMS), referred to as ELI.
- In order to offset the above pressures, the following reductions are recommended:
 - Increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.073 million.

- Reductions of \$0.032 million resulting from a line by line expenditure review.
- Salaries and benefits have been adjusted to reflect actual requirements results in decreases of \$0.215 million.
- A reduction in training expenditures as a result of efficiencies generated by e-Learning. The Learning Management System, ELI will reduce the amount of in class training and travel to off-site locations by introducing more on-line training and streamlining training requirements of the Divisions. Savings for all City Divisions have been captured in the City Manager's Office, but will be transferred to the respective Divisions in 2015 through the 2015 Quarterly Variance Report.
- The 2015 Recommended Budget includes an increase of \$0.371 million gross and \$0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
 - \$0.140 million and 1.0 position for Business Intelligence, an Enterprise initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization (44 divisions) through a single system, replacing the currently HR data housed in several independent systems.
 - \$0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
 - \$0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.
- The 2015 Recommended Budget includes an increase of \$0.190 million gross and \$0 net (funded from Non-Program) for an Employee Engagement Survey. The survey will assess employee engagement and satisfaction in order to determine strategies to improve both as well as productivity.

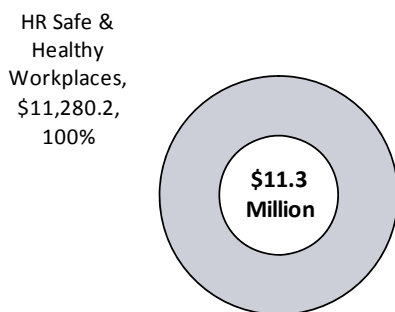
HR Safe & Healthy Workplaces



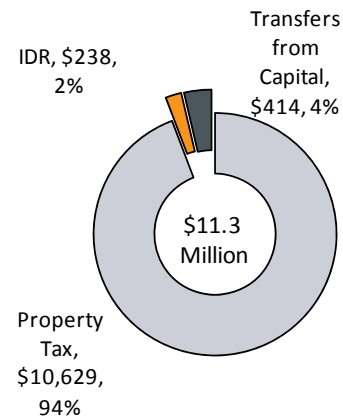
What We Do

- Ensure the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation.
- Foster a safe and healthy workplace with high employee satisfaction, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community.
- Respond to Ministry of Labour orders.
- Responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.
- Reduce the number of workplace accidents, Musculoskeletal Disorders, overall safety incidents and Ministry of Labour orders and reduce the severity of workplace injuries through disability management and the return-to-work program.
- Enhance the general health of employees and at work through development of a Mental Health Strategy.

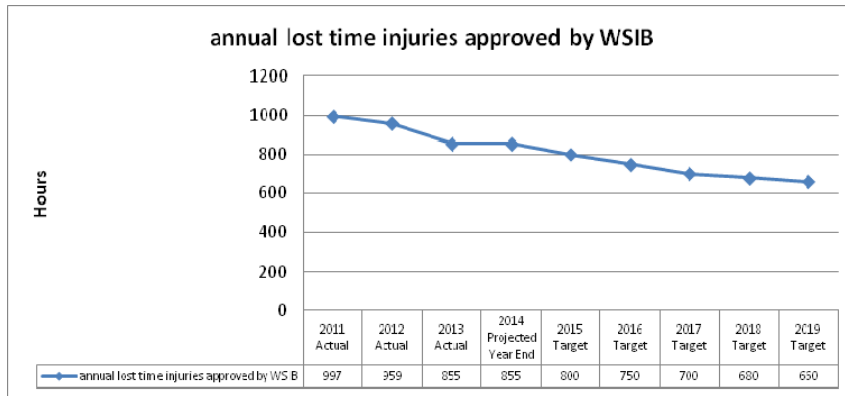
2015 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Key Service Performance Measurement



- Service efficiency is illustrated by the reduced number of workplace injuries since 2011. HR capitalized on the City's culture change to continue the trend to reduce the number of workplace injuries by 6% annually, through the Safety Culture Continuous Improvement initiative –Target Zero.

2015 Service Levels

HR Safe & Healthy Workplaces

Service	Activity	Type	Service Levels			
			2011	2012	2013	2014
HR Safe and Healthy Workplaces			Overall Safe & Healthy Workplaces budget represents 0.1012% of the Operating and Capital Budgets of the City Program supported 25 % decrease of lost time injuries from 20	To decrease WSIB injury costs by 6% in 2014.		% change in the number of workplace injuries
	Ministry of Labour Orders	MOL orders reduced from 75 in 2007 to 40 in 2010	To reduce or eliminate Ministry of Labour orders. Ensure all investigation processes stipulated under the H&S Act are adhered to	To reduce or eliminate Ministry of Labour orders. Ensure adherence to all investigation processes stipulated under the OH&S Act		% change in the number of Ministry of Labour orders
	Workplace Safety & Insurance Board	WSIB costs in 2010 were \$2.54 million less than in 2009		To decrease WSIB costs by 6%.		% decrease in WSIB costs
	Safety	19 Divisions audited in 2010 100s of workplace inspections assisted	Maintain or increase % of audit recommendations implemented at 80% in 2013.	Ensure implementation of all Phase 2 audit recommendations	N/A	
		55,000 training hours in 2010	To provide necessary training	55,000+ training hours		Annual number of Health & Safety training hours

Table 7

2015 Recommended Service Budget by Activity

	2014	2015 Recommended Operating Budget							2015 Rec'd Budget vs. 2014 Budget		Incremental Change			
	Approved Budget	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget			2016 Plan	2017 Plan		
	(\$000s)	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
HR Safe & Healthy Workplaces	11,456.4	11,302.6	(22.4)	11,280.2	(176.2)	(1.5%)		11,280.2	(176.2)	(1.5%)	(50.2)	(0.4%)	85.1	0.8%
Total Gross Exp.	11,456.4	11,302.6	(22.4)	11,280.2	(176.2)	(1.5%)		11,280.2	(176.2)	(1.5%)	(50.2)	(0.4%)	85.1	0.8%
REVENUE														
HR Safe & Healthy Workplaces	1,108.3	651.2		651.2	(457.1)	(41.2%)		651.2	(457.1)	(41.2%)	(199.2)	(30.6%)	(94.3)	(20.9%)
Total Revenues	1,108.3	651.2		651.2	(457.1)	(41.2%)		651.2	(457.1)	(41.2%)	(199.2)	(30.6%)	(94.3)	(26.4%)
NET EXP.														
HR Safe & Healthy Workplaces	10,348.1	10,651.4	(22.4)	10,629.0	280.9	2.7%		10,629.0	280.9	2.7%	148.9	1.4%	179.5	1.7%
Total Net Exp.	10,348.1	10,651.4	(22.4)	10,629.0	280.9	2.7%		10,629.0	280.9	2.7%	148.9	1.4%	179.5	1.6%
Approved Positions	97.8	56.8		56.8	(41.0)	(41.9%)		56.8	(41.0)	(41.9%)		0.0%	(0.8)	(1.3%)

The 2015 Recommended Operating Budget for HR Safe & Healthy Workplaces of \$11.280 million gross and \$10.629 million net is \$0.281 million or 2.7% over the 2014 Approved Net Budget.

The **Safe & Healthy Workplaces Service** ensures the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation. The service fosters a safe and healthy workplace with high employee satisfaction and, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community. The Service is responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.

- Base budget pressures are primarily attributable to:
 - The contractually obligated cost of living allowance, progression pay and associated benefit increases common across all services (\$0.415 million).
 - Operating impact of completed capital projects that will transform and modernize the way the City manages its staffing complement, develops talent, plans for workforce changes including succession planning , and ensure health and safety, through systems that automate processes and compile data for modelling, planning and decision making.
 - An increase of \$0.118 million is included for the cost for sustainment of FPARS Complement Management and Reporting, E-HR and Quatro Safety,
- In order to offset the above pressures, the following reductions are recommended:
 - Base expenditures changes of \$0.022 million, resulting from a line by line expenditure review.
 - Increasing the gapping rate from 4% to 5% resulting in a decrease of \$0.102 million.
 - Salaries and benefits have been adjusted to reflect actual requirements resulting in a decrease of \$0.127 million.
- The 2015 Recommended Budget includes an increase of \$0.371 million gross and \$0 net (funded from I&T's 2015 Recommended Capital Budget) for resources required to support the delivery of Human Resource IT capital projects, including:
 - \$0.140 million and 1.0 position for Business Intelligence, an Enterprise initiative aimed to deliver workforce statistics to the desktop of each manager (1200 staff) across the organization

(44 divisions) through a single system, replacing the currently HR data housed in several independent systems.

- \$0.128 million and 1.0 position to support the delivery of the Enterprise Wide e-Recruitment project, a new recruitment system will enable smoother workflows and will result in efficiencies and savings in City staff time for conducting recruitment activities.
- \$0.103 million and 0.75 position are requested for the delivery of the Enterprise Wide Quatro Safety project, which will foster enterprise Occupational Health and Safety management by improving divisional compliance to legislative requirements and collective agreements; enabling management to make fact-based decisions regarding priorities based on work-related injury and illness experience enabling cost reductions due to work-related injury avoidance.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2015 Budget

E-learning Management System

In 2014, Council approved “The Talent Blueprint, a workforce plan for the Toronto Public Service. One of the objectives of the plan is to increase workforce capacity and ensure that we have adaptable high performing employees with the right skills in the right job at the right time to meet current and future needs.

The demand for training continues to grow but it is increasingly difficult to train staff without affecting service levels. Classroom training is essential to learn new skills but can be time consuming and takes time away from service delivery. Technology, when used appropriately, can be used to effectively train employees with less time away from service delivery.

In 2014 the City implemented a new enterprise Learning Management System (LMS) called ELI which does three things.

- 1) LMS provides a platform for the delivery of training content webinars and e-learning modules which can supplement classroom training. A 40 min e-learning course can replace a 4 hour classroom course. The cost to develop or purchase an e-learning module is much less than delivering classroom training. E-learning saves the cost of an instructor, classroom, and administration and dramatically reduces time away from service delivery.

For example the cost to develop 40 min Conflict of Interest course for the City was \$24,000. Once developed it was made available to all 35,000 employees, on line with no additional cost.

A four hour classroom course delivered to all employees would cost \$2.874 million of because of the cost of the instructor and materials. Classroom training costs dramatically increase when travel time, classroom overhead and labour costs away from service delivery are added.

- 2) LMS gives each Division the capacity to manage their training records and distribute division specific training.
- 3) LMS gives the City the capacity to efficiently administer, track and report on both classroom and e-learning training. Accurate training records reduce the City’s exposure to liability by ensuring that staff meet legislated requirements.

Two new permanent positions are required in 2015. These staff will sustain the system by ensuring the data is correct and that software upgrades are functioning. The positions will build the organization capacity to use all the software features and will create or purchase e-learning content to meet city wide priorities. The new staff will also help divisions reap the benefits of e-learning by advising on how to leverage the maximum benefit of digital learning.

The 2015 Recommended Budget includes a reduction in training expenditures as a result of efficiencies generated by e-learning. The Learning Management System, ELI will reduce the amount of in class training and travel to off-site locations by introducing more on-line training and streamlining training requirements of the divisions. Savings for all City Divisions have been captured in the City Manager's

Office, but will be transferred to the respective Divisions in 2015 through the 2015 Quarterly Variance Report.

Addressing Staff Vacancies

As of September 30, 2014, there were 2,898.2 vacant approved operating and capital positions reported City-wide. This represents 5.4% of a total of 53,193.2 positions in the Toronto Public Service (all City Divisions) and the City Agencies.

The following table provides a summary of the vacant positions as of September 30, 2014:

Approved Positions and Vacancies	Approved Positions	Vacant Positions	Vacancy Rate
Toronto Public Service	26,526.8	1,595.6	6.0%
City Agencies	26,671.4	1,302.6	4.9%
TOTAL	53,193.2	2,898.2	5.4%

Of the reported 2,898.2 city-wide vacant positions, 55% of them (1,595.6) were in the Toronto Public Service (City Divisions *including* Toronto Public Health, Toronto Water and Solid Waste Management Services) and 39% (981 positions) were in the City's Agencies (e.g., Toronto Police Services, Toronto Transit Commission, Toronto Public Library, etc.).

Although a vacancy rate of 5.4% is not unusual for an organization of this size, its growth in recent years may be cause for concern. The average rate from the first quarter of 2011 to the end of the second quarter of 2013 has been 4.2%, and 2013 ending the year with a vacancy rate of 5.1%. The projection for the end of 2014 is a vacancy rate of 3.6%.

There are a number of factors which influence the number of vacancies at any given time. These may include:

- budgeted gapping
- employee exits (turnover)
- churn rate of vacancies
- hiring process challenges
- HR staff resources
- unreduced pension retirement eligibility

To address these factors staff actions taken to date and planned future actions include:

- hiring additional staff for the Human Resources division
- streamlining the hiring processes
- undertaking an external business process review
- creating a Talent Hiring Solutions Unit and Social Media Strategy
- workforce planning: Talent Blueprint 2014-2018

Further details are available in the staff report "*Vacancies and Actions*." The report can be viewed at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX43.4>.

Issues Referred to the 2015 Budget Process

Participatory Budgeting

During its deliberations of the 2014 Budget, City Council requested the City Manager *'to report to Budget Committee on a potential pilot project for implementing a community participatory budgeting program as part of the 2015 Budget process, such a pilot would allocate a specific amount of the 2015 budget process to participating wards.'* (2014.EX37.1)

Participatory Budgeting (PB) is a specific type of civic engagement process where residents propose, develop and vote on community investment projects, to be funded through a pre-determined portion of the municipal budget. Once a community votes, the chosen projects are usually adopted by the municipal council without amendment and are then implemented by the municipality. A Participatory Budgeting process typically takes approximately 6 months to complete and is repeated on an annual or bi-annual basis.

Over 3000 PB initiatives have taken place worldwide, including many jurisdictions and government agencies in South America, the UK and Europe. Notable cases in North America include: The City of Chicago (since 2009), New York City (since 2011), The City of Guelph (since 2005), and Toronto Community Housing (since 2002).

Benefits of Participatory Budgeting include:

- Increased alignment between community priorities and municipal budgets.
- Increased engagement and empowerment of populations that are not typically involved in municipal affairs.
- Increased transparency of budget decisions both through education about the budget process and public involvement in decision-making.
- Growth in public awareness, knowledge and engagement in municipal issues.

City staff are developing a pilot project for participatory budgeting which may include the use of web-based technology, and at multiple locations. A report from the City Manager with a proposed pilot Participatory Budgeting project for 2015 will be submitted to Budget Committee for its consideration during the 2015 Budget process.



Appendices:

Appendix 1

2014 Service Performance

2014 Key Service Accomplishments

In 2014, the City Manager's Office accomplished the following:

Executive Management:

- ✓ Supported the day-to-day operations of the City Manager Office including the development, implementation and administration of City polices and the planning, development and delivery of programs and services to the residents and businesses of Toronto.
- ✓ Led the review of the City's response to the December 2013 Ice Storm including the development of recommendations approved by Council to improve the City's ability to mitigate, prepare for, respond to, and recover from future emergency events.
- ✓ Introduced a new corporate complaints tracking tool and co-ordinated the reporting of results.
- ✓ Established additional capacity to support continuous improvement initiatives such as enhancing customer service, process mapping and implementation of the common management framework.

Strategic & Corporate Policy:

- ✓ Completed the City Manager's 2013-2018 Strategic Actions for the Toronto Public Service to advance Council's goals. The 26 Actions were approved by Council and are underway.
- ✓ Completed the Toronto Public Service By-law which was approved by Council in June. The By-law consolidates employment and ethical provisions for staff and strengthens policies related to Conflict of Interest, Political Activity, and Disclosure of Wrongdoing and Protection from Reprisals.
- ✓ Led the corporate work plan for the 2014 Council Transition - a comprehensive policy briefing process for the incoming Mayor and Council following the October election and into 2015.
- ✓ Supported Council's governance and decision-making structure: provided strategic advice on Council-committee structures, delegation of authority; the Accountability functions; provided oversight for the Ward Boundary Review; continued implementation of participatory models of civic engagement and input for the City's open data and open government initiatives.
- ✓ Provided oversight for CMO-led federal/provincial governance and funding programs and agreements including Federal Gas Tax Fund, Provincial Gas Tax Fund, New Building Canada Fund, TTC Streetcar Replacement Program, and Union Station Revitalization; negotiated the City's interests in the permanent Federal Gas Tax Fund.
- ✓ Provided corporate oversight and coordination of divisional and agency advice on transit matters including Scarborough Subway, Relief Line, City/TTC/Metrolinx Master Agreement and completed report on the Metrolinx Funding Strategy.
- ✓ Provided intergovernmental advice and support to the City Manager and Council: prepared formal submissions to federal and provincial governments; administered the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA); supported members of Council and the City Manager's participation in municipal associations including FCM.

- ✓ Provided governance and accountability advice to Council and the City Manager for more than 30 City agencies; reviewed and reported on executive compensation for agencies and corporations; ensured the City's shareholder and legislative requirements were met for the seven City Service Corporations.

Internal Audit:

- ✓ Contract management reviews in Engineering & Construction Services improved processes and controls to ensure that large capital construction contracts are properly managed.
- ✓ A review of the administration of the 5 City sponsored pension plans increased internal controls over pensioner data and lead to a secondary extensive review to ensure the lack of controls were not exploited.
- ✓ Performed a review to strengthen controls with respect to the procurement and management of consultants within the Information & Technology Division.
- ✓ Conducted a review of the tender bid process within Transportation Services to ensure that contract awards result in the "best" value for the City.
- ✓ Partnered with Toronto Employment and Social Services to review processes pertaining to Employment & Social Services Benefits Card program with recommendations to improve the security of cardholder personal information and controls over the administration of the program.

Strategic Communications:

- ✓ Developed and implemented internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- ✓ Developed and implemented public education, promotional and advertising programs across the City.
- ✓ Provided crisis communications leadership during emergency incidents and extreme weather events including cleanup from ice storm and City Hall power outage.
- ✓ Provided digital communications leadership for the revitalization of the City's website (Phase 2) and use of social media; developed an accessible communications policy and guidelines as per AODA requirements.
- ✓ Managed the City's Corporate Identity Program and requests for use of City intellectual property.
- ✓ Implemented enhanced media monitoring and issues management solutions for the City's daily news summary.

Equity, Diversity & Human Rights:

- ✓ Implemented 95% of actions under the Diversity goal of the *Talent Blueprint*.
- ✓ Evaluated, revised and administered *Count Yourself In Workforce Survey*.
- ✓ Monitored and reported on City's compliance with Accessibility for Ontarians with Disability Act (AODA).
- ✓ Successfully resolved more than 1,000 employee and citizen harassment and discrimination complaint and inquiries.

- ✓ Expanded the Human Rights and Anti-Harassment/Discrimination Policy protections to undocumented Torontonians and service recipients.

HR - Employee & Labour Relations

- ✓ Provided strategic collective bargaining and entered into a Service Level Agreement between the City and Toronto Police Service.
- ✓ Finalized the part-time Local 416 collective agreement for Emergency Medical Services and commenced bargaining for Toronto Professional Fire Fighters' Association Local 3888.

HR - Employment Services

- ✓ Implemented improvements to the hiring process, arising from the 2013 business process review, resulting in efficiencies to streamline the hiring process and reduce the time to fill.
- ✓ Developed and implemented an Aboriginal Employment Strategy to support diversity objectives in the Toronto Public Service.

HR - Organization & Employee Effectiveness

- ✓ Implemented an enterprise-wide learning management system (ELI) that serves as a central repository for tracking training and enables completion of online learning.
- ✓ Implemented new programs related to investing in supervisors and leadership development, including the launch of the 2015 "Executive Development" program; the "Emerging Leaders" program; and "Management and Executive Onboarding".

HR - Safe & Healthy Workplaces

- ✓ Overall the number of lost time injuries has decreased by 50% since the implementation of the Target Zero initiative. This represents a savings of \$6.6M on an annual basis.
- ✓ Provided Employee Health and Rehabilitation services assisting employees for non-work related absences. Referrals under the Attendance Management Program continue at the increased level experienced in 2013 (47%). The absenteeism rate for the City dropped to 8.8 days per employee in 2013 (from 10.2).

2014 Financial Performance

2014 Budget Variance Analysis

(\$000s)	2012	2013	2014	2014	2014 Approved Budget vs.	
	Actuals	Actuals	Approved Budget	Projected Actuals*	Projected Actual	Variance
	\$	\$	\$	\$	\$	%
Gross Expenditures	44,328.0	45,059.3	55,401.7	50,765.8	(4,635.9)	(8.4%)
Revenues	7,343.2	7,016.1	8,749.8	6,511.5	(2,238.3)	(25.6%)
Net Expenditures	36,984.8	38,043.2	46,651.9	44,254.3	(2,397.6)	(5.1%)
Approved Positions	375.3	391.0	458.5	416.0	(42.5)	(9.3%)

* Based on the 9 month Operating Budget Variance Report

2014 Experience

- The projected year-end net variance for the City Manager's Office as at September 30, 2013 is anticipated to be \$2.398 million or 5.1% below the 2014 Approved Operating Budget of \$46.652 million net.
- The projected under spending is mainly attributable to savings arising from a delay in filling vacant positions.

Impact of 2014 Operating Variance on the 2015 Recommended Budget

- The under expenditure in 2014 is not expected to continue into 2015 as positions are expected to be filled in early 2015.

Appendix 2

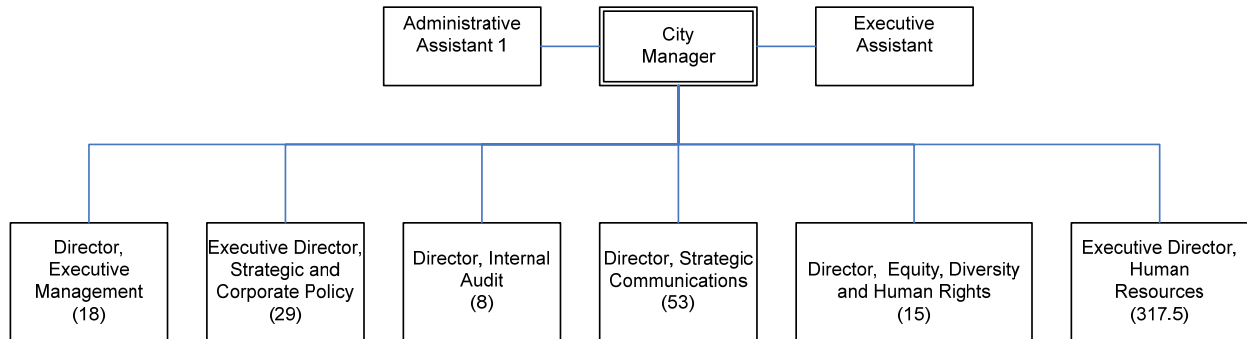
2015 Recommended Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense ((\$000's))	2012	2013	2014	2014	2015	2015 Change from		Plan	
	Actual	Actual	Budget	Projected	Rec'd	2014 Approved		2016	2017
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	39,827.0	41,944.4	51,314.7	47,020.8	50,285.8	(1,029.0)	(2.0%)	50,848.6	50,214.4
Materials and Supplies	151.4	142.4	199.0	182.4	195.0	(4.0)	(2.0%)	199.0	199.0
Equipment	44.3	79.0	144.6	132.5	115.3	(29.3)	(20.2%)	114.0	114.0
Services & Rents	3,325.9	2,256.0	3,394.5	3,110.5	4,112.1	717.6	21.1%	4,086.0	2,980.2
Contributions to Capital							-		
Contributions to Reserve/Res Funds	75.7	83.5	91.3	83.7	96.3	5.0	5.5%	101.3	106.3
Other Expenditures	0.1	0.1					-		
Interdivisional Charges	402.4	553.8	257.6	236.0	256.8	(0.7)	(0.3%)	256.8	256.8
Total Gross Expenditures	43,826.8	45,059.3	55,401.7	50,765.8	55,061.3	(340.4)	(0.6%)	55,605.8	53,870.8
Interdivisional Recoveries	3,861.1	4,050.8	3,707.5	2,759.1	4,626.1	918.6	24.8%	4,865.3	3,750.9
Provincial Subsidies							-		
Federal Subsidies							-		
Other Subsidies			17.9	13.3		(17.9)	(100.0%)		
User Fees & Donations	68.4	30.6	15.9	11.8		(15.9)	(100.0%)		
Transfers from Capital Fund	1,403.8	2,758.7	4,151.9	3,089.8	2,323.4	(1,828.5)	(44.0%)	2,498.9	2,114.4
Contribution from Reserves/Reserve Funds		17.9	698.0	519.4	1,001.1	303.1	43.4%	286.5	
Sundry Revenues	166.7	158.2	158.6	118.1	188.7	30.1	19.0%	188.7	174.5
Required Adjustments							-		
Total Revenues	5,500.0	7,016.1	8,749.8	6,511.5	8,139.4	(610.4)	(7.0%)	7,839.5	6,039.9
Total Net Expenditures	38,326.8	38,043.2	46,651.9	44,254.3	46,921.9	270.0	0.6%	47,766.3	47,830.9
Approved Positions	375.3	391.0	458.5	416.0	443.5	(15.0)	(3.3%)	438.5	435.5

* Note: Based on the 9 month Operating Budget Variance Report

Appendix 3

2015 Organization Chart



2015 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	12.0	299.0	84.5	20.0	415.5
Temporary		26.0	2.0		28.0
Total	12.0	325.0	86.5	20.0	443.5

Appendix 4

Summary of 2015 Recommended Service Changes

**2015 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2015 Staff Recommended Base Budget Before Service Change:			55,403.1	8,139.4	47,263.7	446.5	502.6	64.6

4654	Deletion of one position in Strategic & Corporate Policy
------	---

51	Description:
----	---------------------

The deletion of one vacant Administrative Assistant 3 position in Strategic and Corporate Policy results in savings of \$0.079 million.

Service Level Impact:

No service level impact. Workload has been redistributed to meet divisional workplan requirements.

Service: CM-Strategic & Corporate Policy

Total Staff Recommended:	(78.8)	0.0	(78.8)	(1.0)	78.8	0.0
Staff Recommended Service Changes:	(78.8)	0.0	(78.8)	(1.0)	78.8	0.0

5277	Deletion of one position in Strategic Communications
------	---

51	1	Description:
----	---	---------------------

The deletion of one vacant Corporate Management and Policy Consultant position in Strategic Communications results in savings of \$0.113 million.

Service Level Impact:

No service level impact. Workload has been redistributed to meet divisional workplan requirements.

Service: CM-Strategic Communications

Total Staff Recommended:	(113.3)	0.0	(113.3)	(1.0)	113.3	0.0
Staff Recommended Service Changes:	(113.3)	0.0	(113.3)	(1.0)	113.3	0.0

**2015 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
5287		Deletion of one Manager position in Human Resources						
51	1	Description:						
		The deletion of one vacant Manger position in HR Employee and Labour Relations results in savings of \$0.150 million.						
		Service Level Impact:						
		No service level impact. Workload has been redistribtued to meet divisional workplan requirements.						
		Service: HR Employee & Labour Relations						
		Total Staff Recommended:	(149.7)	0.0	(149.7)	(1.0)	149.7	0.0
		Staff Recommended Service Changes:	(149.7)	0.0	(149.7)	(1.0)	149.7	0.0
Summary:								
		Staff Recommended Service Changes:	(341.8)	0.0	(341.8)	(3.0)	341.8	0.0
		Total Staff Recommended Base Budget:	55,061.3	8,139.4	46,921.9	443.5	844.4	64.6

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance			7.8	12.8	17.8
Vehicle Equipment Reserve	XQ1505	7.8			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			5.0	5.0	5.0
Total Reserve / Reserve Fund Draws / Contributions		7.8	12.8	17.8	22.8
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		7.8	12.8	17.8	22.8

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance					
Major Special Events Reserve	XR1218	5,566.8			
<i>Proposed</i>					
Withdrawals (-)			(434.8)	(230.4)	
Contributions (+)					
Total Reserve / Reserve Fund Draws / Contributions		5,566.8	(434.8)	(230.4)	
Other Program / Agency Net Withdrawals & Contributions			(7,519.2)	(293.5)	(133.0)
Balance at Year-End		5,566.8	(2,387.2)	(2,911.1)	(3,044.1)

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance					
Insurance Reserve	XR1010	21,307.7			
<i>Proposed</i>					
Withdrawals (-)					
Contributions (+)			91.3	91.3	91.3
Total Reserve / Reserve Fund Draws / Contributions		21,307.7	91.3	91.3	91.3
Other Program / Agency Net Withdrawals & Contributions			(18,276.0)	(7,500.8)	3,394.8
Balance at Year-End		21,307.7	3,123.0	(4,286.5)	(800.4)

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
Projected Beginning Balance					
Innovation Reserve	XR1713	3,711.8			
<i>Proposed</i>					
Withdrawals (-)					
Employee Engagement Survey			(190.0)		
Ward Boundary Review			(376.3)	(56.1)	
Contributions (+)					
Total Reserve / Reserve Fund Draws / Contributions		3,711.8	(566.3)	(56.1)	
Other Program / Agency Net Withdrawals & Contributions			(649.0)	(230.4)	(233.7)
Balance at Year-End		3,711.8	2,496.5	2,210.0	1,976.3