

City Manager's Office

Staff Recommended 2015 Operating Budget

Budget Committee Presentation
January 29, 2015



Agenda

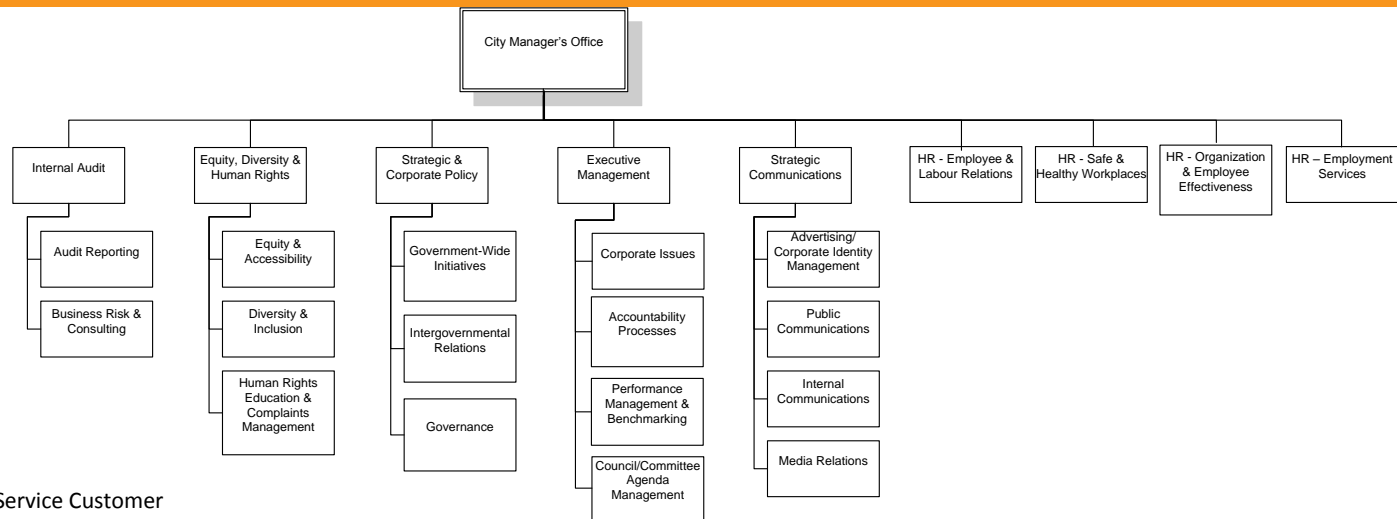
- 2015 Staff Recommended Operating Budget
- 2015 Recommended Service Levels
 - Service Performance and Service Levels
 - Issues, Opportunities and Priority Actions



Staff Recommended 2015 Operating Budget and Plan



2015 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 & Media
- City Divisions, Agencies & Corporations
- Council & Mayor

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

Human Resources:

- Provide expert advice and support to the City's operating divisions :
 - Liaising with the respective union representatives and associations
 - Assisting with program reviews
 - Collective agreement and policy advancement
 - Expanding the training program

- 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.

- Develop and implement employment initiatives (e.g., expanded gateway employment program) to proactively address hiring challenges.

- Launch enterprise-wide eLearning, including social collaboration tools and capability of divisions to launch their own eLearning modules.

- 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.

2015 Service Deliverables (cont'd)

Strategic & Corporate Policy:

- Provide corporate oversight and coordination of intergovernmental transit initiatives and reports including Metrolinx projects in collaboration with City Divisions, TTC and Metrolinx
- 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.
- 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.

2015 Service Deliverables (cont'd)

Executive Management:

- Monitor Implementation of the Council endorsed 2013-2018 Strategic Actions
- 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 through the World Council on City Data (WCCD)
- Continue to build corporate capacity for continuous improvement initiatives such as enhancing customer service, business process mapping and the implementation of a common management framework

Strategic Communications:

- Develop and implement internal and external communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- 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 on-going evolution of the City's website and for social media strategies

2015 Service Deliverables (cont'd)

Equity Diversity and Human Rights:

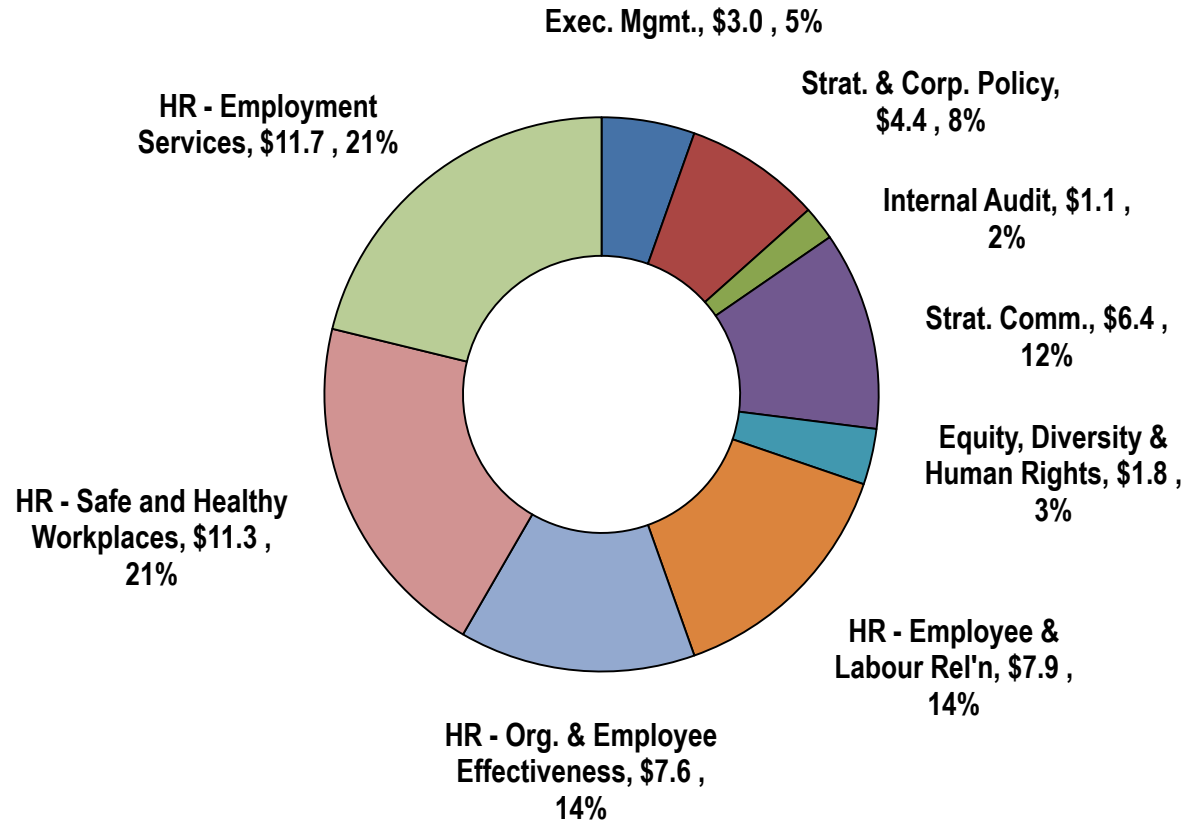
- Develop strategies and programming to implement the Workforce and Diversity Strategic Actions.
- Monitor and report on City of Toronto's compliance with Accessibility for Ontarians with Disability Act (AODA).
- Analyze and report on *Count Yourself In* Workforce Survey data.

Internal Audit:

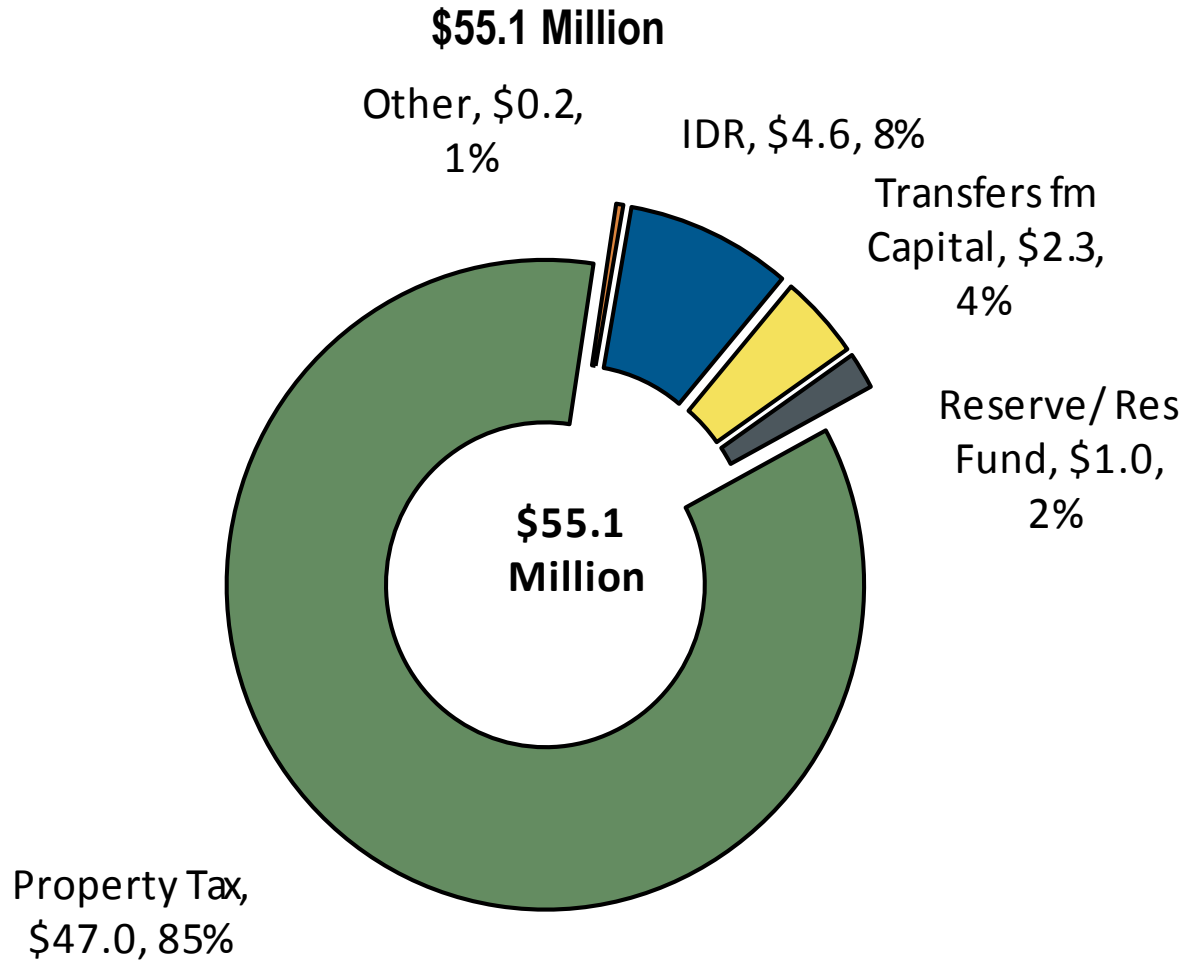
- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
- Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance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

Recommended Gross Operating Budget - Where the Money Goes

\$55.1 Million



Recommended Operating Budget - Where the Money Comes From



Staff Rec'd 2015 Net Operating Budget

(\$000s)	2014 Budget		2015 Budget		Change from 2014 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Executive Management	2,932	2,914	2,979	2,979	48	1.6%	66	2.3%
Strategic & Corporate Policy	4,376	3,598	4,386	3,535	11	0.2%	(64)	(1.8%)
Internal Audit	1,144	533	1,134	523	(10)	(0.8%)	(10)	(1.8%)
Strategic Communications	6,179	4,758	6,367	4,789	188	3.0%	31	0.6%
Equity, Diversity & Human Rights	1,704	1,702	1,812	1,809	108	6.3%	108	6.3%
HR - Employee & Labour Relations	8,099	6,924	7,852	6,715	(247)	(3.0%)	(210)	(3.0%)
HR - Org. & Employee Effectiveness	7,764	6,168	7,561	6,231	(204)	(2.6%)	64	1.0%
HR - Safe & Healthy Workplaces	11,456	10,348	11,280	10,629	(176)	(1.5%)	281	2.7%
HR - Employment Services	11,748	9,707	11,690	9,711	(58)	(0.5%)	4	0.0%
Total	55,402	46,652	55,061	46,922	(340)	(0.6%)	270	0.6%

Net Operating Budget and Staff Changes

- 5 Year Overview

	Approved Budget					Rec'd Base
	2010	2011	2012	2013	2014	2015
Approved Net Budget (\$000's)	37,367.4	36,810.0	40,588.0	44,810.9	46,651.9	46,921.9
Net Change	(279.3)	(557.3)	3,778.0	4,222.9	1,841.0	270.0
% Change from Prior Year	(0.7%)	(1.5%)	10.3%	10.4%	4.1%	0.6%
Approved Complement	417.0	409.0	422.3	442.5	458.5	443.5
Net Change	11.0	(8.0)	13.3	20.3	16.0	-15.0
% Change in Staff Complement	2.7%	(1.9%)	3.3%	4.8%	3.6%	-3.3%

Key Changes:

- 2012 – Consolidation of divisional communications function (transfer of 27 positions to Strategic Communications) combined with 14 reduced positions to meet budget target
- 2013 – Addition of positions to meet increased HR demands (10 positions), support of human rights activities (2 positions), and performance management/improvement (6 positions)
- 2014 – Transfer of positions for consolidation of web revitalization (4 positions); addition of positions for Pan Am/Parapan Am (3 positions), and Health and Safety positions to reduce employee absences (2 positions)
- 2015 – Addition of 6 positions: 1 to IA support and 5 to sustainment for completed capital-related projects; deletion of 3 vacant positions and a net reduction of 18 capital positions

2015 Recommended Operating Budget:

Key Drivers

(In \$000s)	2015 Rec'd Base Budget
Gross Expenditure Changes	
Operating Impacts of Capital:	
Sustainment for completed HR capital projects	1,075.0
COLA and Progression Pay:	
COLA and Progression Pay	1,755.9
Other Salary and Benefits Adjustments:	
Salary and Benefits adjustment to reflect actual requirements	(853.7)
Administrative support for IA	60.2
Increase gapping rate from 4% to 5 %	(529.3)
Service Changes:	
Employee Engagement Survey	190.0
Cost of 2015 Collective Bargaining negotiations	400.0
Cost of HR/ I & T Capital Related project - Business Intelligence	558.9
Cost of HR/ I & T Capital Related project -Enterprise Wide e-Recruitment	511.0
Cost of HR/ I & T Capital Related project - Enterprise Wide Quatro Safety	413.8
Other miscellaneous changes	(247.9)
Total Changes	3,333.9
Revenue Changes	
Funding for Employee Engagement Survey	190.0
Funding allocation of 2015 Collective Bargaining negotiations	400.0
Funding of HR/ I & T Capital Related project - Business Intelligence	558.9
Funding of HR/ I & T Capital Related project -Enterprise Wide e-Recruitment	511.0
Funding of HR/ I & T Capital Related project - Enterprise Wide Quatro Safety	413.8
Total Changes	2,073.7
Net Expenditures	1,260.2

2015 Recommended Operating Budget: Service Changes

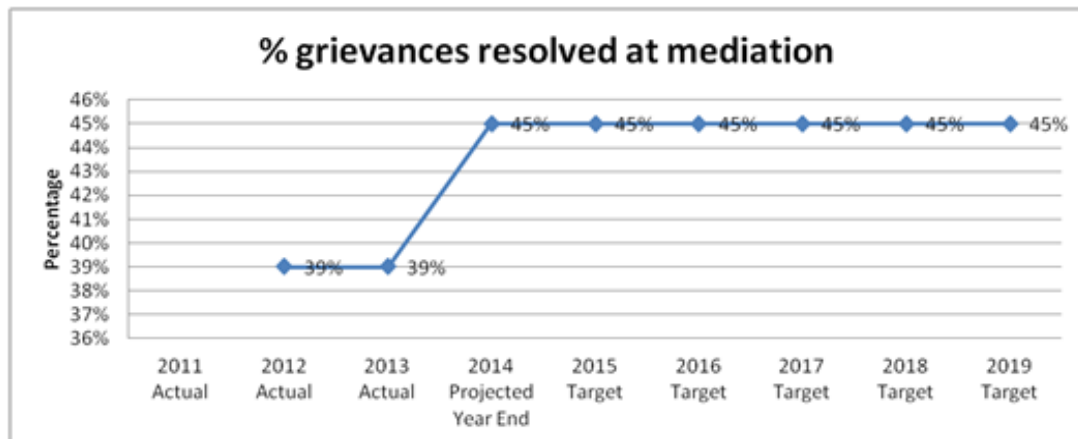
(In \$000s)	2015 Rec'd Change
2015 Key Drivers (Net)	1,260.2
Base Changes:	
Line-by-line reductions	(73.3)
Reduction in training expenses	(575.0)
Service Efficiencies:	
Deletion of vacant positions: Strategic & Corporate Policy, Strategic Communications, Human Resources (One position each)	(341.8)
Recommended Base Expenditure Changes/Service Efficiencies (Net)	(990.1)
2015 Recommended Net Change from Prior Year	270.1

2016 and 2017 Plans

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 lumpsum), gapping and 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 Review	(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)	-		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)
Anticipated Impacts:										
Other - TTC fare increase, inflation adj. etc..										
Sub-Total	-	-	-		-	-	-	-		-
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)

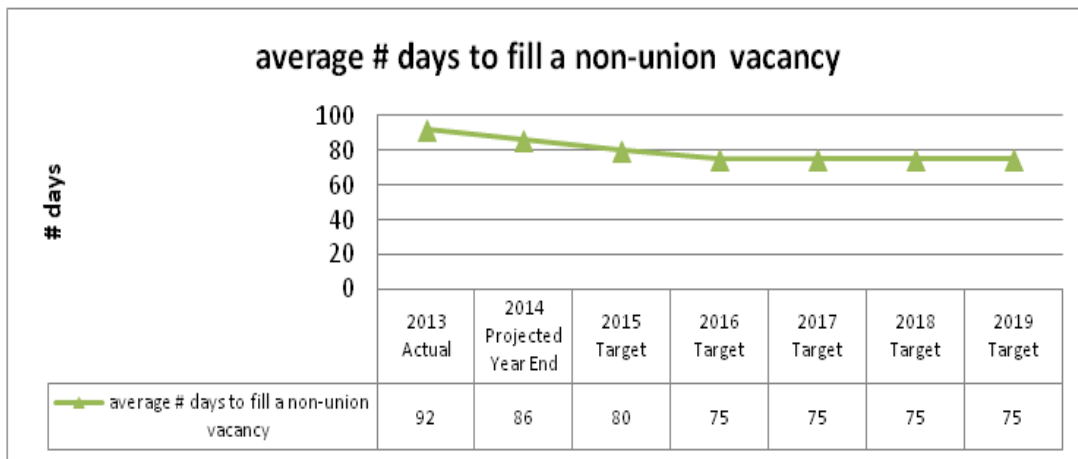
2015 Recommended Service Levels

Service Performance – Human Resources



Trend:

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.

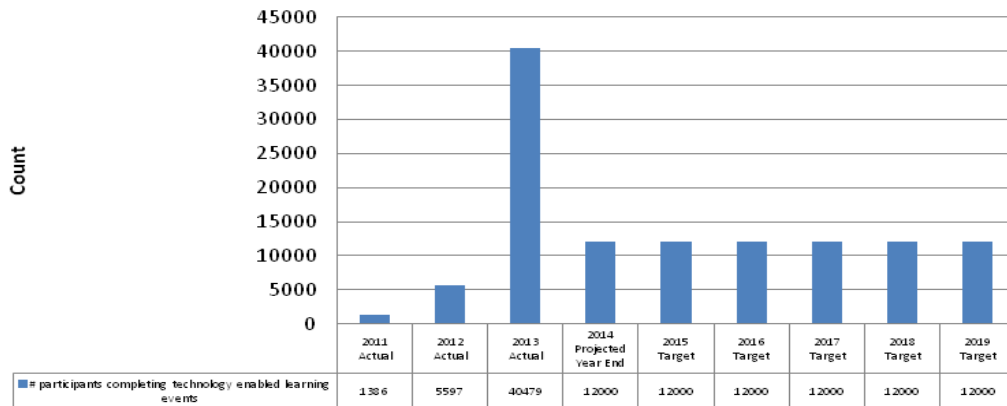


Trend:

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.

Service Performance – Human Resources

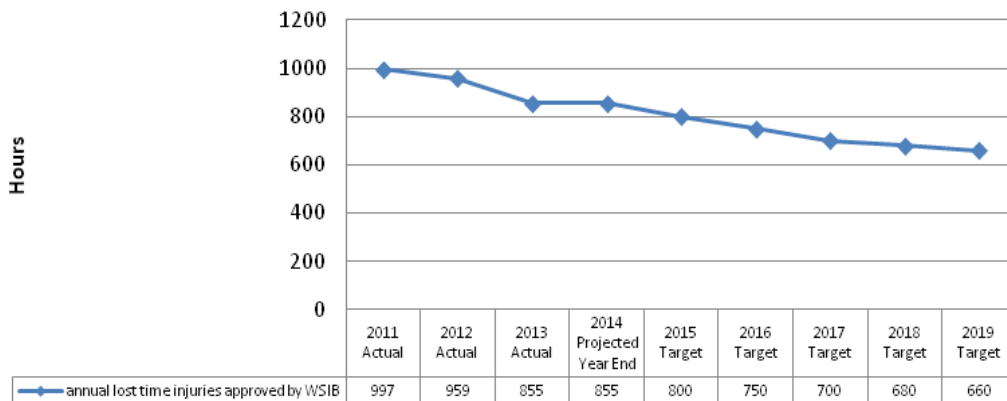
participants completing technology enabled learning events



Trend:

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.

annual lost time injuries approved by WSIB



Trend:

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 Key Service Levels

Service Level Description		2015
Executive Management		
Corporate Issues	Approved	95% of issues responded to within 24 hours.
Accountability Processes	Approved	100% of ombudsman's' recommendations implemented on time.
Management Information Dashboards	Recommended	Update Management Information Dashboards quarterly.
Performance Measurement and Benchmarking Report	Recommended	Update Performance Measurement and Benchmarking Report annually.
World Council on City Data	Recommended	Update World Council on City Data annually.
Toronto's International Rankings	Recommended	Monitor Toronto's International Rankings and the City's website as required.
Council/Committee Agenda Management	Recommended	Co-ordinate staff reporting to eight Council/Committee cycles.

2015 Key Service Levels

Service Level Description		2015
Equity, Diversity & Human Rights		
Equity Plan	Recommended	To increase response rate to Count Yourself in Workforce survey to over 65%.
Accessibility Plan	Approved	Coordinate and meet 100% corporate compliance for the City on AODA.
		Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time.
		Ensure City divisions are meeting compliance timelines 95% of the time.
Diversity & Inclusion	Recommended	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time.
Human Rights Education & Complaints Management	Approved	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.

Issues, Opportunities, and Priority Actions

- Intergovernmental Priorities – Capital Projects & Provincial/Federal Funding:
 - Transit – Metrolinx and TTC
 - Transportation - Gardiner
 - Housing - TCHC
 - Review of the City of Toronto Act
- Monitor implementation of the 2013 – 2018 Strategic Actions
- Address Staff Vacancies by:
 - Streamlining the hiring process
 - Creating a Talent Hiring Solutions unit and Social Media Strategy
- Collective Bargaining and Labour Negotiations
- Advance Continuous Improvement Initiatives
- Pilot Participatory Budgeting

Thank You

