



Toronto 2016 BUDGET

OPERATING BUDGET NOTES



City Manager's Office

2016 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 and provides Executive Management, Strategic & Corporate Policy, Strategic Communications, Equity, Diversity & Human Rights, Internal Audit and Human Resources leadership services

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is \$54.777 million gross and \$46.888 million net as shown below.

(in \$000's)	2015 Approved		Change	
	Budget	2016 Budget	\$	%
Gross Expenditures	55,757.2	54,777.0	(980.2)	(1.8%)
Gross Revenues	8,375.7	7,889.1	(486.6)	(5.8%)
Net Expenditures	47,381.5	46,888.0	(493.6)	(1.0%)

The 2016 Preliminary Operating Budget of \$54.777 million gross and \$46.888 million net is \$0.494 million or 1.0% below the 2015 Approved Budget of \$47.382 million net and provides \$1.163 million net in funding for base budget increases, which have been offset by base expenditure reductions of \$0.130 million, service efficiency savings of \$1.486 million and revenue adjustments of \$0.040 million.

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Fast Facts

- Supported approximately 34,000 full and part-time employees
- Received more than 250,000 job applications and filled over 7,300 positions excluding recreation workers (as of October 31, 2015)
- Reached close to 770,000 potential job candidates on CityTOjobs Facebook page and CityTOjobs Twitter account has over 9,000 followers (as of October 31, 2015)
- Issued approximately 650 news releases and advisories
- Reached approximately 150,000 Twitter followers on @TorontoComms
- Logged approximately 5,000 media contacts
- Administered over 200 Council requests, correspondence and meetings related to federal and provincial government legislation and regulatory changes and policy initiatives
- Engaged more than 100,000 participants in public meetings, open houses, focus groups, advisory committees and surveys across all City divisions
- Achieved over 90% of 616 recommendations to enhance internal controls issued by Internal Audit since 2005 have been accepted and implemented by City divisions
- Responded to over 1,000 human rights related enquiries and complaints from employees and residents

Trends

- Declining cost of workplace injuries (WSIB)
- Increasing number of grievances resolved at mediation, prior to arbitration
- Increasing use of social media for interaction with the public

Our Service Deliverables for 2016

The 2016 Operating Budget of \$54.770 million gross and \$46.888 million net will:

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 residents and businesses of Toronto.

Strategic & Corporate Policy:

- Provide leadership and professional analysis and advice to the City Manager and Council on intergovernmental and agency relations, government-wide initiatives and policy development, the City's strategic planning process, administrative and Council governance and organizational structures, and civic engagement.

Internal Audit:

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

Strategic Communications:

- Provide strategic communications advice and develop and implement communications, media relations and issues management plans for all corporate divisional and partnership initiatives.

Equity Diversity and Human Rights:

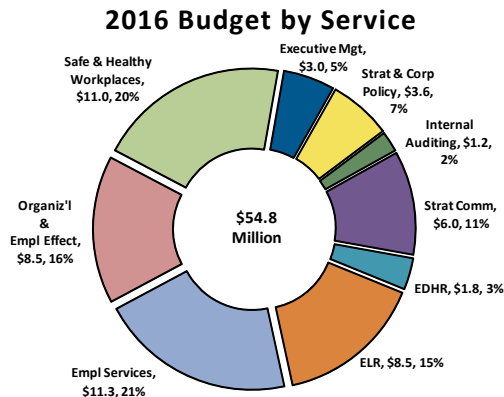
- Provide leadership and expert advice to the Toronto Public Service to ensure that City programs and policies are consistent with legislative requirements and are responsive to the needs of Toronto's diverse communities.

Human Resources:

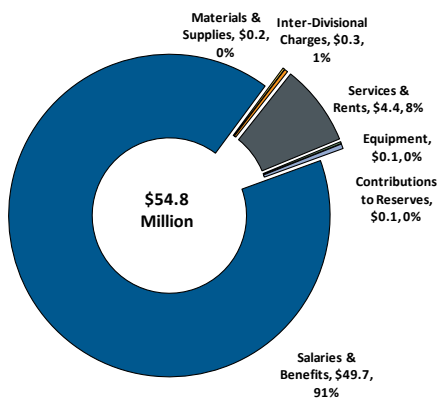
- Provide leadership and promote excellence in human resources management to enable the City to achieve its service and business objectives through its core services of employee & labour relations, employment services, organization & employee effectiveness, and safe & healthy workplaces.

2016 Operating Budget Expenses & Funding

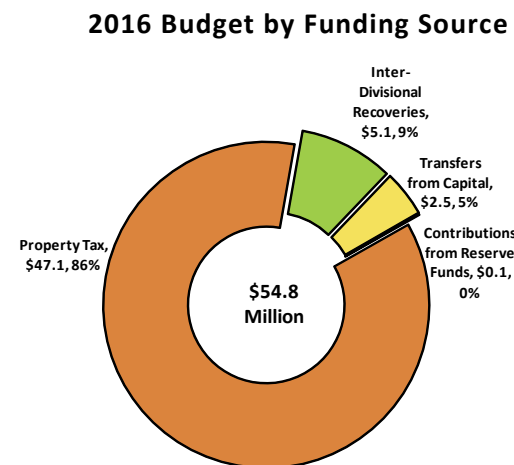
Where the money goes:



2016 Budget by Expenditure Category



Where the money comes from:



Our Key Issues & Priority Actions

Provide Corporate Oversight

- Build capacity for continuous improvement
- Advocate for the City's interests with governments and agencies
- Expand social media strategies for recruitment and branding
- Implement equity, diversity and human rights initiatives across the Toronto Public Service

Collective Bargaining

- Lead and manage the Collective Bargaining process with TCEU Local 416, CUPE Local 79, Association of Community Centres L2998, and for Exhibition Place.

Health & Safety

- Continue to advance the *Target Zero* Continuous Improvement initiatives and create an embedded safety culture aimed to decrease workplace injuries and associated personal and financial costs.

Participatory Budgeting

- Develop the next phase of participatory budget program which may include the use of web-based technology and at multiple locations.

Ward Boundary Review

- Co-ordinate the third-party ward boundary review report to Council with options and a recommendation for consideration.

2016 Operating Budget Highlights

- The 2016 Operating Budget of \$46.888 million net is \$0.494 million or 1% below the 2015 Approved Budget of \$47.382 million net and provides funding for: Executive Management, Strategic & Corporate Policy, Internal Audit, Strategic Communications, Equity, Diversity & Human Rights, and Human Resources.
- 2016 Operating Budget meets the -1% budget target through measures taken based on the following criteria:
 - ✓ Base expenditure savings (\$0.130 million);
 - ✓ The identification of efficiency savings (\$1.486 million);
 - ✓ Recovering sustainable recoveries (\$0.040 million); and
 - ✓ Target has been met without impacting on Council approved Service Levels.

Actions for Consideration

Approval of the 2016 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2016 Operating Budget for the City Manager's Office of \$54.777 million gross, \$46.888 million net for the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Executive Management:	2,961.6	2,961.6
Strategic & Corporate Policy:	3,606.1	3,484.9
Internal Audit:	1,177.7	525.7
Strategic Communications:	5,975.6	4,832.2
Equity, Diversity & Human Rights:	1,826.3	1,823.8
HR Employee & Labour Relations:	8,458.7	6,755.7
HR Employment Services:	11,262.1	9,268.0
HR Organization & Employee Effectiveness:	8,521.0	6,978.1
HR Safe & Healthy Workplaces:	10,987.9	10,258.0
Total Program Budget	54,777.0	46,888.0

2. City Council approve the 2016 service levels for the City Manager as outlined on pages 14, 17, 20, 22, 25, 28, 31, 34, and 37 of this report, and associated staff complement of 431.0 positions.

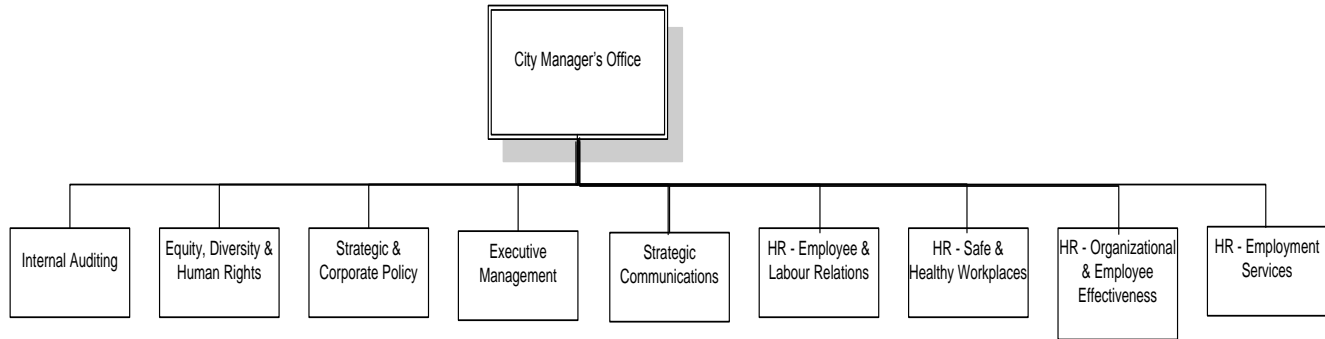


Part I:

2016 – 2018

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

Table 1
2016 Preliminary Operating Budget and Plan by Service

(In \$000s)	2015		2016 Operating Budget			2016 Budget vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
By Service											
Executive Management											
Gross Expenditures	2,972.9	2,947.0	2,961.6		2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Revenue					-	-	-				
Net Expenditures	2,972.9	2,947.0	2,961.6	-	2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Strategic & Corporate Policy											
Gross Expenditures	4,378.8	4,340.7	3,606.1		3,606.1	(772.8)	(17.6%)	(118.2)	(3.3%)	21.7	0.6%
Revenue	851.5	961.8	121.2		121.2	(730.3)	(85.8%)	(121.2)	(100.0%)		
Net Expenditures	3,527.3	3,378.8	3,484.9	-	3,484.9	(42.4)	(1.2%)	3.0	0.1%	21.7	0.6%
Internal Audit											
Gross Expenditures	1,131.2	1,121.4	1,177.7		1,177.7	46.5	4.1%	75.6	6.4%	19.9	1.6%
Revenue	611.0	690.1	652.0		652.0	41.0	6.7%				
Net Expenditures	520.2	431.2	525.7	-	525.7	5.5	1.0%	75.6	14.4%	19.9	3.3%
Strategic Communications											
Gross Expenditures	6,461.0	6,404.7	5,975.6		5,975.6	(485.4)	(7.5%)	(8.6)	(0.1%)	69.4	1.2%
Revenue	1,577.7	1,782.0	1,143.4		1,143.4	(434.2)	(27.5%)				
Net Expenditures	4,883.4	4,622.7	4,832.2	-	4,832.2	(51.2)	(1.0%)	(8.6)	(0.2%)	69.4	1.4%
Equity, Diversity & Human Rights											
Gross Expenditures	1,807.3	1,791.5	1,826.3		1,826.3	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%
Revenue	2.5	2.8	2.5		2.5	-	-				
Net Expenditures	1,804.8	1,788.7	1,823.8	-	1,823.8	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%
HR Employee & Labour Relations											
Gross Expenditures	7,840.7	7,772.3	8,458.7		8,458.7	618.1	7.9%	(1,014.4)	(12.0%)	98.0	1.3%
Revenue	1,137.0	1,284.3	1,703.0		1,703.0	566.0	49.8%	(950.0)	(55.8%)		
Net Expenditures	6,703.7	6,488.1	6,755.7	-	6,755.7	52.0	0.8%	(64.4)	(1.0%)	98.0	1.5%
HR Employment Services											
Gross Expenditures	11,655.1	11,553.5	11,262.1		11,262.1	(393.0)	(3.4%)	241.6	2.1%	151.1	1.3%
Revenue	1,978.7	2,234.9	1,994.1		1,994.1						
Net Expenditures	9,676.4	9,318.5	9,268.0	-	9,268.0	(393.0)	(4.1%)	241.6	2.6%	151.1	1.6%
HR Organization & Employee Effectiveness											
Gross Expenditures	8,255.3	8,183.3	8,521.0		8,521.0	265.7	3.2%	359.1	4.2%	96.5	1.1%
Revenue	1,566.1	1,769.0	1,542.9		1,542.9	(23.2)	(1.5%)	195.4	12.7%	37.4	2.4%
Net Expenditures	6,689.1	6,414.3	6,978.1	-	6,978.1	289.0	4.3%	163.7	2.3%	59.1	0.8%
HR Safe & Healthy Workplaces											
Gross Expenditures	11,254.9	11,156.7	10,987.9		10,987.9	(266.9)	(2.4%)	477.2	4.3%	128.7	1.2%
Revenue	651.2	735.5	729.9		729.9	78.7	12.1%			-	
Net Expenditures	10,603.7	10,421.2	10,258.0	-	10,258.0	(345.7)	(3.3%)	477.2	4.7%	128.7	1.2%
Total											
Gross Expenditures	55,757.2	55,271.1	54,777.0	-	54,777.0	(980.2)	(1.8%)	(73.2)	0.1%	571.8	1.0%
Revenue	8,375.7	9,460.5	7,889.1	-	7,889.1	(486.6)	(5.8%)	(875.8)	(11.1%)	37.4	0.5%
Total Net Expenditures	47,381.5	45,810.7	46,888.0	-	46,888.0	(493.6)	(1.0%)	802.6	2.0%	534.5	1.1%
Approved Positions	445.5	428.0	431.0	-	431.0	(14.5)	(3.3%)				

The 2016 Operating Budget for the City Manager's Office is \$54.777 million gross and \$46.888 million net, representing a 1.0% decrease to the 2015 Approved Net Operating Budget which is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to increases in salaries and benefits for progression and re-earnable lump sum pay (\$1.162 million net).
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through gapping of positions, deleting 13.0 positions, reclassifying positions and a line by line review (\$1.656 million net).
- Approval of the 2016 Operating Budget will result in the City Manager's Office reducing its total staff complement by 14.5 positions from 445.5 to 431.0
- The 2017 and 2018 Plan reflects the cost increases for progression pay, re-earnable lump sum, and fringe benefits, and reversal of prior year impacts.

**Table 2
Key Cost Drivers**

(In \$000s)	2016 Operating Budget														2016 Base Budget						
	Executive Management		Strategic & Corporate Policy		Internal Audit		Strategic Communications		Equity, Diversity & Human Rights		HR Employee & Labour Relations		HR Employment Services		HR Organization & Employee Effectiveness		HR Safe & Healthy Workplaces		Total		
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	
Gross Expenditure Changes																					
Prior Year Impacts																					
Reversal of one-time funding for Ward Boundary Review			(320.3)																		(320.3)
Reversal of one-time funding for Employee Engagement Survey													(190.0)								(190.0)
Reversal of one-time funding for PanAm			(410.1)	(3.0)			(434.0)	(2.0)													(844.1) (5.0)
Increase funding for Collective Bargaining											550.0										550.0
Salary and Benefit Changes	45.8		104.7		47.8		270.7		53.8		238.1		(67.2)		452.2		16.0				1,161.9
Other Base Changes																					
Move temp PA position from delegated authority to budget (recover from IDR)																	75.8	1.0			75.8 1.0
Capital Delivery of e-Performance														375.3	4.0						375.3 4.0
Reversal of temporary capital positions										(34.8)	(0.3)	(34.8)	(0.3)	(174.2)	(1.3)	(34.8)	(0.3)				(278.7) (2.0)
Total Gross Expenditure Changes	45.8		(625.7)	(3.0)	47.8		(163.3)	(2.0)	53.8		753.3	(0.3)	(102.0)	(0.3)	463.3	2.8	57.0	0.8			529.9 (2.0)
Revenue Changes																					
Reversal of one-time funding for Ward Boundary Review			(320.3)																		(320.3)
Reversal of one-time funding for Employee Engagement Survey														(190.0)							(190.0)
Reversal of one-time funding for PanAm			(410.1)				(434.0)														(844.1)
Increase funding for Collective Bargaining											550.0										550.0
Move temp PA position from delegated authority to budget (recover from IDR)																	75.8				75.8
Capital Delivery of e-Performance														375.3							375.3
Reversal of temporary capital positions										(34.8)		(34.8)		(174.2)		(34.8)					(278.7)
Other					(1.0)		(0.5)			(12.4)		12.5									(1.4)
Total Revenue Changes			(730.4)		(1.0)		(434.5)				502.8		(22.3)		11.1		41.0				(633.4)
Net Expenditure Changes	45.8		104.7	(3.0)	48.8		271.2	(2.0)	53.8		250.5	(0.3)	(79.7)	(0.3)	452.2	2.8	16.0	0.8			1,163.3 (2.0)

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

- **Prior Year Impacts:**
 - Reversal of the one-time funding for the Ward Boundary Review results in a decrease of \$0.320 million gross and \$0 net in Strategic & Corporate Policy, as this was funded from the Innovation Reserve Fund.
 - Reversal of one-time funding for the Employee Engagement Survey in HR Organization and Employee Effectiveness, results in a decrease of \$0.190 million gross and \$0 net as this was funded from the Innovation Reserve Fund.
 - Reversal of protocol support to the 2015 PanAm and ParaPanAm Games in Strategic & Corporate Policy and Strategic Communications results in a decrease of 5.0 temporary

positions and \$0.844 million gross and \$0 net, as this was funded from the Major Special Events Reserve Fund and the Non-Program Expenditure Budget.

- The cost of collective bargaining results in an increase of \$0.550 million gross and \$0 net in HR Employee & Labour Relations, as this is funded from the Non-Program Expenditure Budget.
- Salary and benefit adjustments result in an increase of \$1.162 million net across all services.
- Other Base Changes:
 - The delivery of Human Resources' E-Performance technology project requires an increase of 4.0 temporary positions and \$0.375 million gross and \$0 net to be recovered from Organizational & Employee Effectiveness capital project included in Information & Technology's 10-Year Capital Plan.
 - The reversal of 2.0 temporary capital positions results in a decrease of \$0.279 million gross and \$0 net across 4 HR services: 1.0 position for Business Intelligence as it was assessed to be no longer required; and 1.0 position for e-Learning, as it is to be reassigned to Information and Technology (I&T) at their request.

In order to offset the above net pressures, the 2016 service cost changes for the City Manager's Office consists of base expenditure savings of \$0.130 million net, base revenue changes of \$0.040 million net, and service efficiency savings of \$1.486 million net, for a total of \$1.656 million net as detailed below.

**Table 3
2016 Total Preliminary Service Change Summary**

Description (\$000s)	2016 Service Changes														Total Service Changes			Incremental Change							
	Executive Management		Strategic & Corporate Policy		Internal Audit		Strategic Communications		Equity, Diversity & Human Rights		HR Employee & Labour Relations		HR Employment Services		HR Organization & Employee Effectiveness		HR Safe & Healthy Workplaces		\$	\$	#	2017 Plan		2018 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.		
Base Changes:																									
Base Expenditure Changes																									
<i>Line by line review</i>										(34.9)	(34.9)									(34.9)	(34.9)				
<i>Increase gapping rate to achieve target</i>	(5.7)	(5.7)	(7.1)	(7.1)	(2.3)	(2.3)	(11.7)	(11.7)	(3.6)	(3.6)	(12.1)	(12.1)	(21.0)	(21.0)	(11.8)	(11.8)	(19.6)	(19.6)	(95.0)	(95.0)					
Base Expenditure Change	(5.7)	(5.7)	(7.1)	(7.1)	(2.3)	(2.3)	(11.7)	(11.7)	(3.6)	(3.6)	(47.0)	(47.0)	(21.0)	(21.0)	(11.8)	(11.8)	(19.6)	(19.6)	(129.9)	(129.9)					
Service Efficiencies																									
<i>Reclassify a vacant Consultant position to a Research Associate</i>	(51.4)	(51.4)																		(51.4)	(51.4)				
<i>Gap vacant Senior Corp. Management Policy Consultant</i>			(140.0)	(140.0)																(140.0)	(140.0)		140.0		
<i>Delete 3 positions</i>							(310.7)	(310.7)												(310.7)	(310.7)		(3.0)		
<i>Downgrading 2 positions</i>								(31.2)	(31.2)											(31.2)	(31.2)				
<i>Deletion of positions</i>										(151.5)	(151.5)	(307.7)	(307.7)	(151.5)	(151.5)	(342.0)	(342.0)			(952.7)	(952.7)		(10.0)		
Sub-Total	(51.4)	(51.4)	(140.0)	(140.0)			(310.7)	(310.7)	(31.2)	(31.2)	(151.5)	(151.5)	(307.7)	(307.7)	(151.5)	(151.5)	(342.0)	(342.0)	#####	(1,486.1)	(13.0)	140.0			
Revenue Adjustments																									
<i>Increasing IDR's</i>																					(40.0)	(40.0)			
Sub-Total																					(40.0)	(40.0)			
Total Changes	(57.1)	(57.1)	(147.1)	(147.1)	(2.3)	(42.3)	(322.4)	(322.4)	(34.8)	(34.8)	(198.5)	(198.5)	(328.7)	(328.7)	(163.3)	(163.3)	(361.7)	(361.7)	#####	(1,656.0)	(13.0)	140.0			

Base Expenditure Changes (Savings of \$0.130 million gross & net)

- A line by line review of the expenditures based on actual experience results in non-payroll expenditure savings of \$0.035 million, based on actual experience.
- A small increase in the general gapping rate to achieve reduction target results in a decrease of \$0.095 million across all services.

Service Efficiencies (Savings of \$1.486 million gross & net)

- The reclassifying of vacant positions results in a savings of \$0.051 million in Executive Management and \$0.031 million in Equity, Diversity & Human Rights.

- The reclassifications align staffing with service delivery objectives.
- The gapping of a Senior Corporate Management and Policy Consultant results in a savings of \$0.140 million in Strategic & Corporate Policy.
 - During this period the Unit will conduct an analysis and monitor the impact on deliverables and outcomes, in order to determine if a permanent reduction will have significant impact.
- The deletion of 3.0 vacant positions in Strategic Communications results in a savings of \$0.311 million.
 - The workload has been restructured and implemented within the existing complement.
- The deletion of 10.0 positions across 4 HR services: Employee & Labour Relations, Employment Services, Organization & Employee Effectiveness, Safe and Healthy Workplaces, results in a decrease of \$0.953 million in 2016.
 - Any incremental impacts related to the reduction of these positions will be managed through process efficiencies and the redistribution of workload within the existing complement.

Revenue Adjustments (Savings of \$0.040 million net)

- Increasing the interdivisional recoveries for Internal Audit results in an increase of \$0.040 million in revenues.

**Table 5
2017 and 2018 Plan by Program**

Description (\$000s)	2017 - Incremental Increase					2018 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Prior Year Impacts										
<i>Reversal of Collective Bargaining</i>	(950.0)	(950.0)								
<i>Reversal of Ward Boundary Review</i>	(56.1)	(56.1)								
<i>Reversal of Protocol Support to 2015 PanAm & Para PanAm Games</i>	(65.1)	(65.1)								
<i>Annualization of 2016 temporary capital staffing (e-Performance)</i>	195.4	195.4								
Salary and Benefit Changes										
<i>Salaries (progression pay, re-earnable lump sum, gapping and benefits)</i>	802.6		802.6	1.7%		571.8		571.8	1.2%	
Other							37.4	(37.4)	(0.1%)	
Total Incremental Impact	(73.2)	(875.8)	802.6	1.7%		571.8	37.4	534.4	1.1%	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Progression pay, fringe benefit increases and other salaries and benefits adjustments result in net increases of \$0.803 million in 2017 and \$0.572 million in 2018.
- The reversal of costs of Collective Bargaining Negotiations results in a decrease of \$0.950 million gross and \$0 net in 2017, as this is funded from the Non-Program Expenditure Budget.

- Annualization of temporary capital staffing for the capital project e-Performance, results in an increase of \$0.195 million gross and \$0 net in 2017.
- Reversal of one-time funding for the Ward Boundary Review results in a decrease of \$0.056 million gross and \$0 net in 2017.
- Reversal of protocol support in 2015 PanAm and ParapanAm games results in a decrease of \$0.065 million gross and \$0 net in 2017.



Part II: 2016 Budget by Service

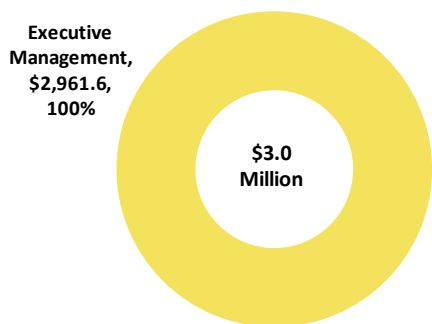
Executive Management



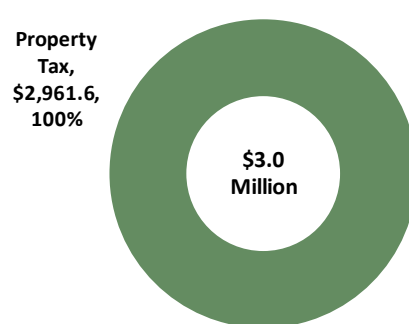
What We Do

- 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.
- Manage the co-ordination of staff reporting to Toronto City Council through Council, Standing Committees, Sub-Committees and Community Council.
- Provide leadership on corporate initiatives and projects that positively impact the performance and culture of the Toronto Public Services.
- 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, improving operational efficiency and effectiveness.

2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



2016 Service Levels Executive Management

Service	Activity	Type	Service Levels			
			2013	2014	2015	2016
Executive Management	Corporate Issues		95% of issues responded to within 24 hours			95% of issues responded to within 24 hours
	Accountability Processes		100% of ombudsman's recommendations implemented on time			100% of ombudsman's recommendations implemented on time
	Performance Management & Benchmarking	Management Information Dashboards	100% of indicators updated as per reporting frequency requirements	Update Management Information Dashboards quarterly		Update Management Information Dashboards quarterly
		Performance Measurement and Benchmarking Report		Update Performance Measurement and Benchmarking Report annually		Update Performance Measurement and Benchmarking Report annually
		World Council on City Data		Update World Council on City Data annually		Update World Council on City Data annually
	Toronto's International Rankings	Monitor Toronto's International Rankings and the City's website as required		Monitor Toronto's International Rankings and the City's website as required		
Council/Committee Agenda Management		Co-ordinate staff reporting to eight Council/Committee cycles		Co-ordinate staff reporting to eight Council/Committee cycles		
N/A						

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Executive Management.

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget						2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget	\$	%	2017 Plan		2018 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Executive Management	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Total Gross Exp.	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.0%
REVENUE														
Executive Management														
Total Revenues														
NET EXP.														
Executive Management	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Total Net Exp.	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.0%
Approved Positions	21.0	21.0	(10.0)	11.0	(10.0)	(47.6%)		11.0	(10.0)	(47.6%)				

The **Executive Management Service** provides overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.

The 2016 Operating Budget for Executive Management of \$2.962 million gross and net is \$0.011 million or 0.4% below the 2015 Approved Net Budget.

Base budget pressures in Executive Management are primarily attributable to salary and benefit adjustments (progression pay, re-earnable lump sum pay, gapping and benefit) common across all services (\$0.046 million) given that 96% of this Service's budget is composed of salary and benefit costs.

In order to offset the above pressures, the 2016 service costs changes for Executive Management consist of base expenditure changes of \$0.006 million and service efficiency savings of \$0.051 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.006 million.
- Reclassifying a vacant Management Consultant position to a Research Associate results in a savings of \$0.051 million and allows for better alignment of unit resources to co-ordinate and lead business transformation projects.

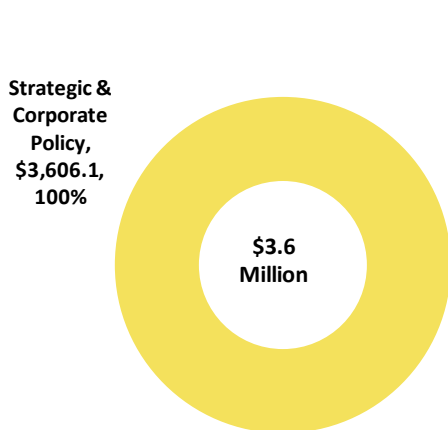
Strategic & Corporate Policy



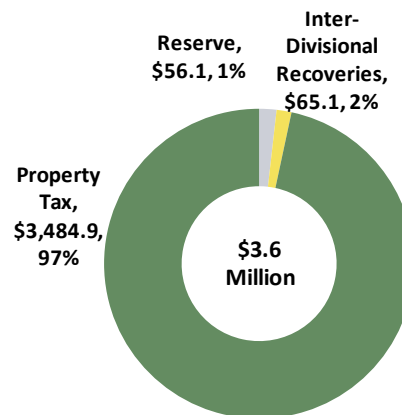
What We Do

- Provide leadership and professional analysis and advice to the City Manager and Council on intergovernmental and agency relations, government wide initiatives and policy development, the City's strategic planning process, administrative and Council governance and organizational structures, and civic engagement.
- Support Council's governance and decision-making structure and related governance matters.
- Monitor the policy framework for the Accountability Officers and report as required.
- Provide corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion projects including SmartTrack, Scarborough Subway extension, Eglinton Crosstown.
- Monitor implementation of the Toronto Public Service By-law which is in-force as of December 31, 2015.
- Provide oversight to the Ward Boundary Review including project management of the third party firm conducting the review and public. consultation, and coordinate report to Council
- Develop and deliver city-wide civic engagement activities and programs and lead implementation of next phase of Participatory Budgeting program as directed following evaluation of the pilot.

2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



2016 Service Levels Strategic & Corporate Policy

Service	Activity	Type	Service Levels			
			2013	2014	2015	2016
Strategic & Corporate Policy	Government-Wide Initiatives	N/A	To develop and delivery corporate-level policy and governance requirements to advance Council's goals.	To develop and delivery corporate-level policy and governance requirements to advance Council's goals.	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council
			To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time	To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time	Respond to all requests for civic engagement advice	Respond to all requests for civic engagement advice
			To complete 100% of staff requests for policy or civic engagement advice	To complete 100% of staff requests for policy or civic engagement advice	Effectively coordinates strategic initiatives with key stakeholders and partners	Effectively coordinates strategic initiatives with key stakeholders and partners
	Inter-governmental Relations	N/A	Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies	Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies	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	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
			Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time	Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time	Complete all required formal submissions, correspondence and meetings with other governments and associations	Complete all required formal submissions, correspondence and meetings with other governments and associations
			Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council	Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds	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	N/A	To respond to requests received for governance and organizational advice within 24 hours 95% of the time	To respond to requests received for governance and organizational advice within 24 hours 95% of the time	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions
			To complete 100% of requested service efficiency studies of City programs and services	To complete 100% of requested service efficiency studies of City programs and services	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations	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	Effectively coordinate governance-related initiatives with key stakeholders and partners

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Strategic & Corporate Policy.

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget			2017 Plan		2018 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Strategic & Corporate Policy	4,378.8	3,753.2	(147.1)	3,606.1	(772.8)	(17.6%)		3,606.1	(772.8)	(17.6%)	(118.2)	(3.3%)	21.7	0.6%	
Total Gross Exp.	4,378.8	3,753.2	(147.1)	3,606.1	(772.8)	(17.6%)		3,606.1	(772.8)	(17.6%)	(118.2)	(3.3%)	21.7	0.6%	
REVENUE															
Strategic & Corporate Policy	851.5	121.2		121.2	(730.3)	(85.8%)		121.2	(730.3)	(85.8%)	(121.2)	(100.0%)			
Total Revenues	851.5	121.2		121.2	(730.3)	(85.8%)		121.2	(730.3)	(85.8%)	(121.2)	(100.0%)			
NET EXP.															
Strategic & Corporate Policy	3,527.3	3,632.0	(147.1)	3,484.9	(42.4)	(1.2%)		3,484.9	(42.4)	(1.2%)	3.0	0.1%	21.7	0.6%	
Total Net Exp.	3,527.3	3,632.0	(147.1)	3,484.9	(42.4)	(1.2%)		3,484.9	(42.4)	(1.2%)	3.0	0.1%	21.7	0.6%	
Approved Positions	29.0	26.0		26.0	(3.0)	(10.3%)		26.0	(3.0)	(10.3%)					

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 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.

The 2016 Operating Budget for Strategic & Corporate Policy of \$3.606 million gross and \$3.485 million net is \$0.042 million or 1.2% below the 2015 Approved Net Budget.

Base budget pressures in Strategic & Corporate Policy are primarily attributable to:

- Salary and benefit adjustments common across all services (\$0.105 million).
- The reversal of one-time funding for the Ward Boundary Review (\$0.320 million gross and \$0 net).
- The reversal of 3.0 temporary positions and one time funding for the co-ordination of the City's support to the PanAm and ParaPanAm games (\$0.410 million gross and \$0 net).

In order to offset the above pressures, the 2016 service cost changes for Strategic & Corporate Policy consists of base expenditure changes of \$0.007 million and service efficiency savings of \$0.140 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.007 million.
- Gapping a Senior Corporate Management and Policy Consultant results in a savings of \$0.140 million.
 - During this period the Service area will conduct an analysis and monitor the impact on deliverables and outcomes, in order to determine if a permanent reduction will have a significant impact in time for the 2017 Budget process.

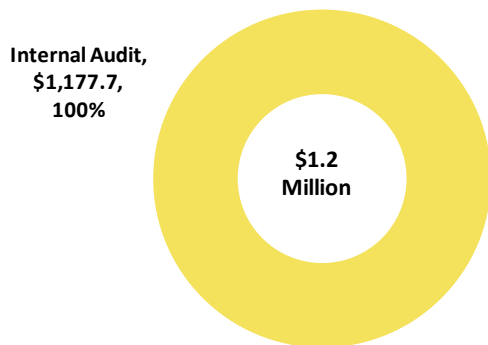
Internal Audit



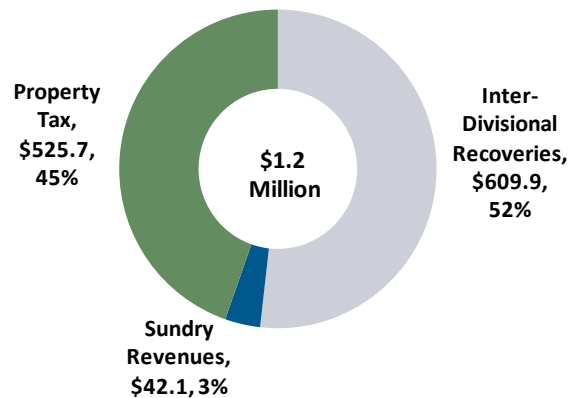
What We Do

- Identify and evaluate exposures to risk 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.
- Provide advice on the design and development of new or enhanced programs, policies, processes or information systems.
- Perform compliance, operational, financial, forensic, and internal control reviews of City operations.

2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



2016 Service Levels

Internal Audit

Service	Activity	Type	Service Levels			
			2013	2014	2015	2016
Internal Auditing	Business & Risk Consulting		To develop workplan based on assessment of risk and available resources.		Prioritize requests for review/audit based on assessment of risk	Prioritize requests for review/audit based on assessment of risk
			N/A	N/A	Respond to requests for advice within two business days	Respond to requests for advice within two business days
	Audit Reporting		Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.			Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Internal Audit.

Table 6

2016 Preliminary Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change					
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget			2017 Plan		2018 Plan			
	(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%			
GROSS EXP.																
Internal Audit	1,131.2	1,180.0	(2.3)	1,177.7	46.5	4.1%		1,177.7	46.5	4.1%	75.6	6.4%	19.9	1.6%		
Total Gross Exp.	1,131.2	1,180.0	(2.3)	1,177.7	46.5	4.1%		1,177.7	46.5	4.1%	75.6	6.4%	19.9	1.6%		
REVENUE																
Internal Audit	611.0	612.0	40.0	652.0	41.0	6.7%		652.0	41.0	6.7%						
Total Revenues	611.0	612.0	40.0	652.0	41.0	6.7%		652.0	41.0	6.7%						
NET EXP.																
Internal Audit	520.2	568.0	(42.3)	525.7	5.5	1.0%		525.7	5.5	1.0%	75.6	14.4%	19.9	3.3%		
Total Net Exp.	520.2	568.0	(42.3)	525.7	5.5	1.0%		525.7	5.5	1.0%	75.6	14.4%	19.9	3.2%		
Approved Positions	8.0	8.0		8.0				8.0				0.0%				

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.

The 2016 Operating Budget for Internal Audit of \$1.178 million gross and \$0.526 million net is \$0.005 million or 1.0% over the 2015 Approved Net Budget.

- Base budget pressures in Internal Audit are primarily attributable to salary and benefit adjustments common across all services (\$0.048 million).

In order to offset the above pressures, the 2016 the service cost changes for Internal Audit consists of base expenditure changes of \$0.002 million and revenue adjustments of \$0.040 million net, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.002 million.
- Increasing recoveries from existing Programs will result in a revenue increase of \$0.040 million.

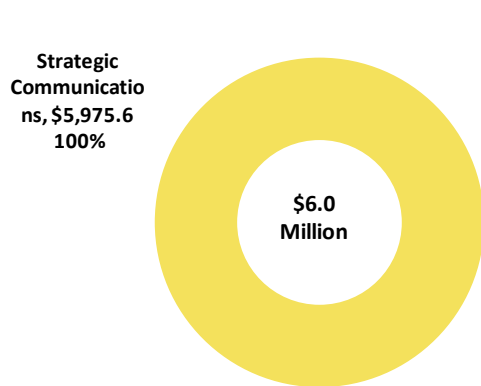
Strategic Communications



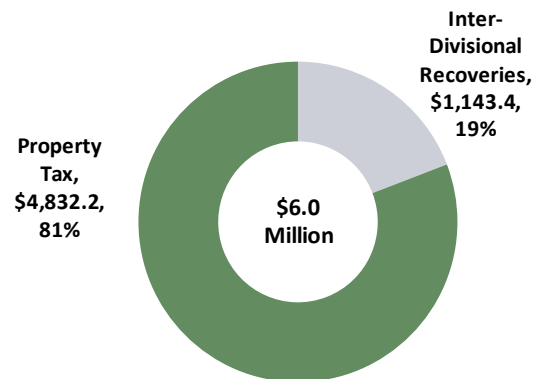
What We Do

- Provide strategic communications advice and develop and implement communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Design and implement public education, promotional and advertising programs across the City.
- Provide digital communications leadership for the ongoing evolution of the City's website and social media strategies.
- Manage the City's Corporate Identity Program and use of City intellectual property.

2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



**2016 Service Levels
Strategic Communications**

Activity	Type	Service Levels			
		2013	2014	2015	2016
Advertising/ Corporate Identity Management	Advertising			Provide media buying and advertising plans within specified divisional budgets 100% of the time	Provide media buying and advertising plans within specified divisional budgets 100% of the time
	Statutory Advertisements & By-law Notices	100% of statutory advertisements placed within required time and By-law notices placed 15 days after By-law has passed 100% of the time		100% of statutory advertisements and By-law notices placed within required timelines	100% of statutory advertisements and By-law notices placed within required timelines
Public Communications	Communication Plans	Our Toronto newsletter published three times yearly and delivered to 1 million households		Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities	Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities
	Communications Products			Produce communications products within deadline 95% of the time	Produce communications products within deadline 95% of the time
	Website			Update the homepage of the website on a minimum twice weekly basis	Update the homepage of the website on a minimum twice weekly basis
Internal Communications	Communication Advice	N/A		Respond to requests and internal communications advice within one business day 95% of the time	Respond to requests and internal communications advice within one business day 95% of the time
	Communications Products	City News Summary distributed electronically by 7:00 AM daily 98% of the time		Develop and deliver internal communications products by deadline 95% of the time.	Develop and deliver internal communications products by deadline 95% of the time.
	Communications Plans	N/A		Develop and deliver internal communications plans to support staff engagement strategies	Develop and deliver internal communications plans to support staff engagement strategies
Media Relations	Proactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries		Proactively engage media to promote corporate and divisional initiatives	Proactively engage media to promote corporate and divisional initiatives
	Reactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries		Respond to media inquiries within 24 hours 98% of the time	Respond to media inquiries within 24 hours 98% of the time
	Issues Management	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries		Respond to requests for issues management advice within the same day, 95% of the time	Respond to requests for issues management advice within the same day, 95% of the time

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Strategic Communications.

Table 6
2016 Preliminary Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
	(\$000s)	\$	\$	\$	2016 Base	Budget	% Change	\$	\$	\$	%	\$	%	
GROSS EXP.														
Strategic Communications	6,461.0	6,298.0	(322.4)	5,975.6	(485.4)	(7.5%)		5,975.6	(485.4)	(7.5%)	(8.6)	(0.1%)	69.4	1.2%
Total Gross Exp.	6,461.0	6,298.0	(322.4)	5,975.6	(485.4)	(7.5%)		5,975.6	(485.4)	(7.5%)	(8.6)	(0.1%)	69.4	1.1%
REVENUE														
Strategic Communications	1,577.7	1,143.4		1,143.4	(434.2)	(27.5%)		1,143.4	(434.2)	(27.5%)				
Total Revenues	1,577.7	1,143.4		1,143.4	(434.2)	(27.5%)		1,143.4	(434.2)	(27.5%)				
NET EXP.														
Strategic Communications	4,883.4	5,154.6	(322.4)	4,832.2	(51.2)	(1.0%)		4,832.2	(51.2)	(1.0%)	(8.6)	(0.2%)	69.4	1.4%
Total Net Exp.	4,883.4	5,154.6	(322.4)	4,832.2	(51.2)	(1.0%)		4,832.2	(51.2)	(1.0%)	(8.6)	(0.2%)	69.4	1.4%
Approved Positions	54.0	52.0	(3.0)	49.0	(5.0)	(9.3%)		49.0	(5.0)	(9.3%)	0.0%			

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.

The 2016 Operating Budget for Strategic Communication of \$5.976 million gross and \$4.832 million net is \$0.051 million or 1.0% under the 2015 Approved Net Budget.

Base budget pressures in Strategic Communications are primarily attributable to:

- Salary and benefit adjustments common across all services result in an increase of \$0.271 million.
- The reversal of 2.0 temporary positions and one-time funding for the protocol support to the PanAm and ParaPanAm games (\$0.434 million gross and \$0 net).

In order to offset the above pressures, the 2016 service cost changes for Strategic Communications consists of base expenditure changes of \$0.012 million, and service efficiency savings of \$0.311 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.012 million.
- Deleting 3.0 vacant positions results in a savings of \$0.311 million.
 - The deletion of the 3.0 positions has no impact on service levels as the workload has been restructured and implemented within the existing complement.

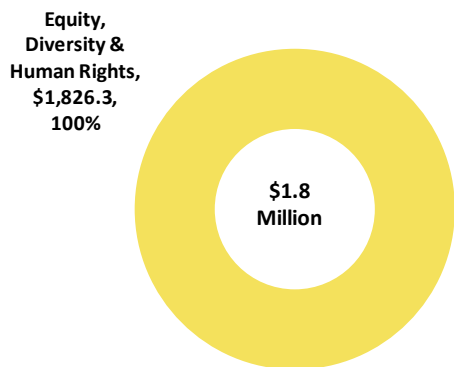
Equity, Diversity & Human Rights



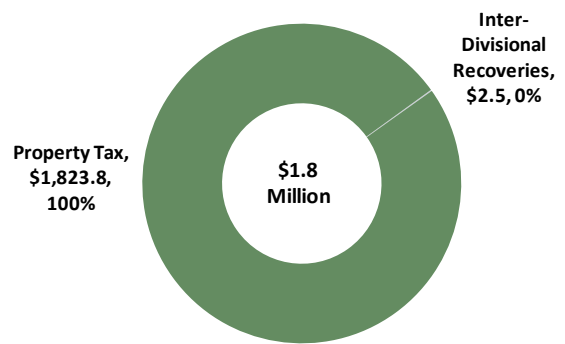
What We Do

- Provide expert advice and investigate employment and service provision complaints of harassment, discrimination and hate activity ensuring compliance with legislated obligations, to mitigate financial and reputational risks to the City and advance equity - resolving more than 1000 complaint/inquiries annually.
- Analyze and report on *Count Yourself In* Workforce Survey data.
- Implement strategic actions pertaining to the Diversity goal of the *Talent Blueprint*.
- Continue to implement the *Statement of Commitment to Aboriginal Communities of Toronto*.
- Collect, analyze and report on corporate and divisional achievements in equity, diversity and human rights.
- Design, develop and disseminate education tools & communication strategies to promote the City's on-going and new legislative compliance obligations regarding (Bill 132) Workplace and Sexual Harassment, amendments to the Occupational Health & Safety Act.
- Review and update the City's Multi-Year Accessibility Plan as per AODA requirement.
- Develop resources, implement communication plan, set up monitoring and quality assurance mechanism to comply with AODA requirements.

2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



2016 Service Levels Equity, Diversity & Human Rights

Activity	Type	Service Levels			
		2013	2014	2015	2016
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%	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		Coordinate and meet 100% corporate compliance for the City on AODA	
		To respond to requests received for advice/consultation within 24hrs 90% of the time.		Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time	Satisfactorily respond to requests for accessibility 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)			
		Ensure City divisions are meeting compliance timelines 95% of the time.		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 accessibility advice within 48 hours 85% of time	Satisfactorily respond to requests for accessibility advice within 48 hours 90% 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 that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.		To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.	

Overall, the 2016 Service Levels are relatively consistent with the approved 2015 Service Levels for Equity, Diversity & Human Rights.

- The service level for Diversity & Inclusion has improved response time from 85% to 90%.

Table 6
2016 Preliminary Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change				
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget			2017 Plan		2018 Plan		
	(\$000s)	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Equity, Diversity & Human Rights	1,807.3	1,861.1	(34.8)	1,826.3	19.0	1.1%		1,826.3	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%	
Total Gross Exp.	1,807.3	1,861.1	(34.8)	1,826.3	19.0	1.1%		1,826.3	19.0	1.1%	(29.3)	(1.6%)	40.9	2.2%	
REVENUE															
Equity, Diversity & Human Rights	2.5	2.5		2.5				2.5							
Total Revenues	2.5	2.5		2.5				2.5							
NET EXP.															
Equity, Diversity & Human Rights	1,804.8	1,858.6	(34.8)	1,823.8	19.0	1.1%		1,823.8	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%	
Total Net Exp.	1,804.8	1,858.6	(34.8)	1,823.8	19.0	1.1%		1,823.8	19.0	1.1%	(29.3)	(1.6%)	40.9	2.2%	
Approved Positions	15.0	15.0		15.0				15.0					0.0%		

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.

The 2016 Operating Budget for Equity, Diversity & Human Rights of \$1.826 million gross and \$1.824 million net is \$0.019 million or 1.1% over the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to salary and benefit adjustments common across all services (\$0.053 million).

In order to offset the above pressures, the 2016 service cost changes consists of base expenditure changes of \$0.004 million and service efficiency savings of \$0.031 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.004 million.
- Reclassifying a Senior Consultant to a Consultant and a Consultant to a Research Associate results in a savings of \$0.031 million, and allows for better alignment of resources to meet the Service's mandate to ensure compliance.

HR Employee & Labour Relations

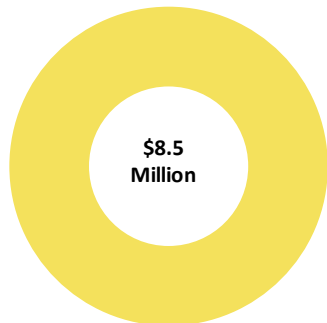


What We Do

- Provide expert advice and support to the City's operating divisions' program 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.
- Collective Bargaining for Library; TCHC; Zoo, Parking Authority, Toronto Civic Employees Union (CUPE) Local 416 Outside Workers & Part-time Paramedics, Canadian Union of Public Employees' (CUPE) Local 79 (4 agreements), The Association of Community Centres (AOCC) (CUPE) Local 2998, Exhibition Place (7 agreements) and Toronto Fire Services
- Develop and deliver Collective Agreement training.
- Administer both the City's Fair Wage Policy as well as critical compliance issues that arise under various collective agreements in the construction industry to which the City is bound.

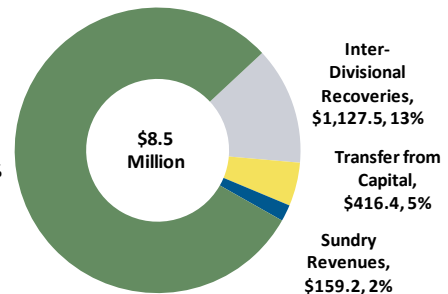
2016 Service Budget by Activity (\$'000s)

HR Employee & Labour Relations, \$8,458.7, 100%

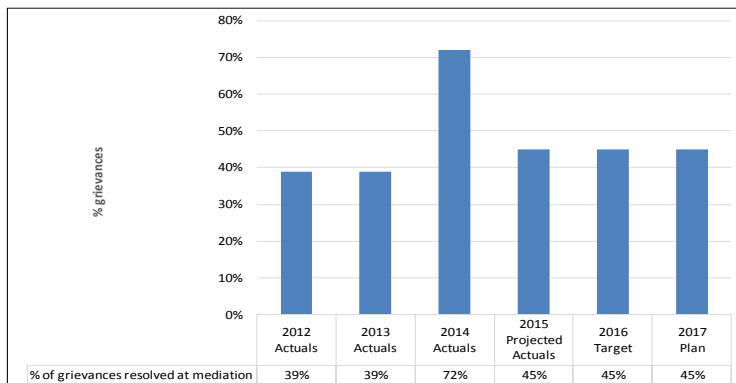


Service by Funding Source (\$'000s)

Property Tax, \$6,755.6, 80%



% Grievances Resolved at Mediation



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

2016 Service Levels HR Employee & Labour Relations

Service	Activity	Type	2013	2014	2015	2016
HR Employee & Labour Relations		Labour Relations	To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage		% of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training	% 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 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	% 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	% of Fair Wage or Labour Trade inquiry responses within 3 days
		Negotiations	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	N/A
		Emergency Plan	To have the Continuity of Operation Plan updated on an annual basis		N/A	N/A
			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)	N/A

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Employee & Labour Relations.

Table 6

2016 Preliminary Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
	(\$000s)	\$	\$	\$	2016 Base	Budget	% Change	\$	\$	\$	%	\$	%	
GROSS EXP.														
HR Employee & Labour Relations	7,840.7	8,622.4	(163.6)	8,458.7	618.0	7.9%		8,458.7	618.0	7.9%	(1,014.4)	(12.0%)	98.0	1.3%
Total Gross Exp.	7,840.7	8,622.4	(163.6)	8,458.7	618.0	7.9%		8,458.7	618.0	7.9%	(1,014.4)	(12.0%)	98.0	1.3%
REVENUE														
HR Employee & Labour Relations	1,137.0	1,703.0		1,703.0	566.0	49.8%		1,703.0	566.0	49.8%	(950.0)	(55.8%)		
Total Revenues	1,137.0	1,703.0		1,703.0	566.0	49.8%		1,703.0	566.0	49.8%	(950.0)	(55.8%)		
NET EXP.														
HR Employee & Labour Relations	6,703.7	6,919.3	(163.6)	6,755.7	52.0	0.8%		6,755.7	52.0	0.8%	(64.4)	(1.0%)	98.0	1.5%
Total Net Exp.	6,703.7	6,919.3	(163.6)	6,755.7	52.0	0.8%		6,755.7	52.0	0.8%	(64.4)	(1.0%)	98.0	1.4%
Approved Positions	60.3	58.3	1.5	59.8	(0.5)	(0.8%)		59.8	(0.5)	(0.8%)	0.0%			

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.

The 2016 Operating Budget for HR Employee & Labour Relations of \$8.459 million gross and \$6.756 million net is \$0.052 million or 0.8% over the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of \$0.238 million in this Service.
- The reversal of 1.0 temporary capital position for the Business intelligence capital project (\$0.139 million gross and \$0 net) divided over the 4 HR services, results in a reduction of \$0.035 million gross and \$0 net funded from I&T's capital budget.
- Additional funding for Collective Bargaining negotiations results in an increase of \$0.550 million gross and \$0 net, as this is recovered from the Non-Program Expenditure Operating Budget.

In order to offset the above pressures, the 2016 service cost changes consist of base expenditure changes of \$0.047 million and service efficiency savings of \$0.152 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.012 million.
- A line by line review results in a decrease of \$0.035 million in non-payroll expenditures.
- Deleting 2 vacant Program Assistant positions (\$0.154 million) divided over the 4 HR services, results in a savings of \$0.039 million.
 - There will be no service level impact as the workload has been restructured and implemented within the existing complement.
- Deleting 1 vacant HR consultant position results in a savings of \$0.112 million.
 - Any incremental impact related to the reduction of this position will be managed through process efficiencies and the distribution of workload within the existing complement.

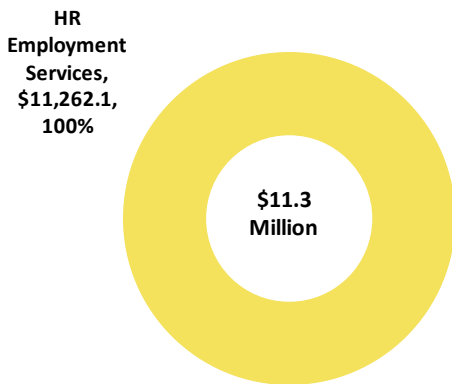
HR Employment Services



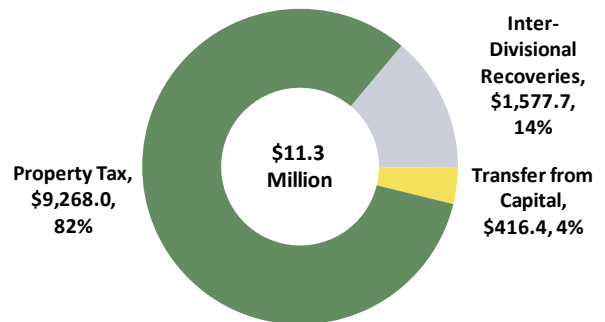
What We Do

- Manage a high volume of on-going recruitment and compensation activity.
- Negotiate harmonization, job evaluation and pay equity for the Local 79 Part-time Unit B.
- Negotiate a process for new and changed Local 416 jobs, resulting from the Job Evaluation Maintenance Program (JEMP) arbitration decision.
- Develop and implement employment initiatives (such as expanded gateway employment program) that will proactively address anticipated future hiring challenges.

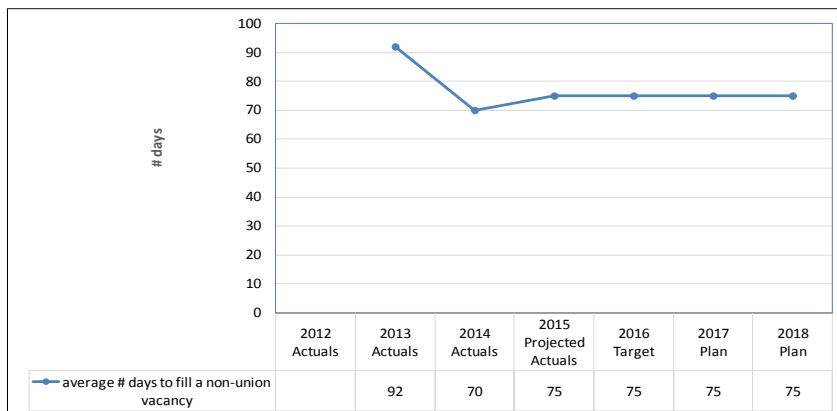
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Average # of Days to Fill a Non-Union Vacancy



- 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.

2016 Service Levels HR Employment Services

Service	Activity	Type	2013	2014	2015	2016
HR Employment Services			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	% of clients satisfied with the services of the Assessment Centre
		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	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)	% of clients satisfied with the hiring process (service and quality of hire)

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Employment Services.

Table 6
2016 Preliminary Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
	(\$000s)	\$	\$	\$	2016 Base	vs. 2015 Budget	% Change	\$	\$	\$	%	\$	%	
GROSS EXP.														
HR Employment Services	11,655.1	11,590.9	(328.7)	11,262.1	(393.0)	(3.4%)		11,262.1	(393.0)	(3.4%)	241.6	2.1%	151.1	1.3%
Total Gross Exp.	11,655.1	11,590.9	(328.7)	11,262.1	(393.0)	(3.4%)		11,262.1	(393.0)	(3.4%)	241.6	2.1%	151.1	1.3%
REVENUE														
HR Employment Services	1,978.7	1,994.1		1,994.1	15.4	0.8%		1,994.1	15.4	0.8%				
Total Revenues	1,978.7	1,994.1		1,994.1	15.4	0.8%		1,994.1	15.4	0.8%				
NET EXP.														
HR Employment Services	9,676.4	9,596.8	(328.7)	9,268.0	(408.4)	(4.2%)		9,268.0	(408.4)	(4.2%)	241.6	2.6%	151.1	1.6%
Total Net Exp.	9,676.4	9,596.8	(328.7)	9,268.0	(408.4)	(4.2%)		9,268.0	(408.4)	(4.2%)	241.6	2.6%	151.1	1.6%
Approved Positions	107.3	107.3	(3.5)	103.8	(3.5)	(3.3%)		103.8	(3.5)	(3.3%)				

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 2016 Operating Budget for HR Employment Services of \$11.262 million gross and \$9.268 million net is \$0.408 million or 4.2% below the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of \$0.067million in this Service.
- The reversal of 1.0 temporary capital position for the Business intelligence project (\$0.139 million gross and \$0 net) divided over the 4 HR services, results in a reduction of \$0.035 million gross and \$0 net funded from I&T's capital budget.

In order to offset the above pressures, the 2016 service cost changes consist of base expenditure changes of \$0.021 million and service efficiency savings of \$0.308 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.021 million.
- Deleting 2 vacant Program Assistant positions (\$0.154 million) divided over the 4 HR services, results in a reduction of \$0.039 million.
 - There will be no service level impact as the workload has been restructured and implemented within the existing complement.
- Deleting 1 vacant HR consultant position results in a savings of \$0.112 million.
 - Any incremental impact related to the reduction of this position will be managed through process efficiencies and the redistribution of workload within the existing complement.
- Deleting 2 vacant Program Assistant positions results in a savings of \$0.156 million.
 - Any incremental impact related to the reduction of these positions will be managed through process efficiencies and the redistribution of workload within the existing complement.

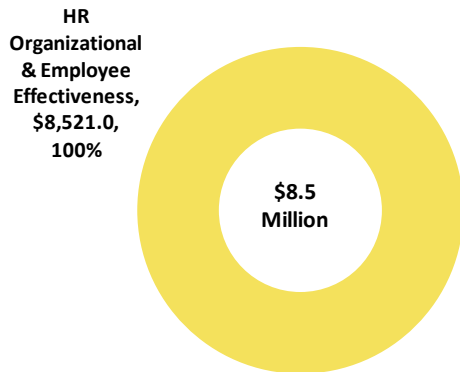
HR Organization & Employee Effectiveness



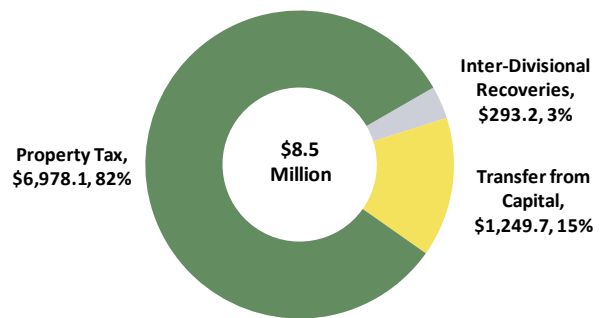
What We Do

- Lead the Learning Centre of Excellence, building corporate and divisional capacity, and leveraging technology for learning and development.
- Implement recommendations from the Auditor General's Review on the Administration of Training, including formalizing and implementing an evaluation framework to measure training effectiveness.
- Develop and implement the Customer Service learning strategy and revise Customer Service curriculum after consultations with Divisions.

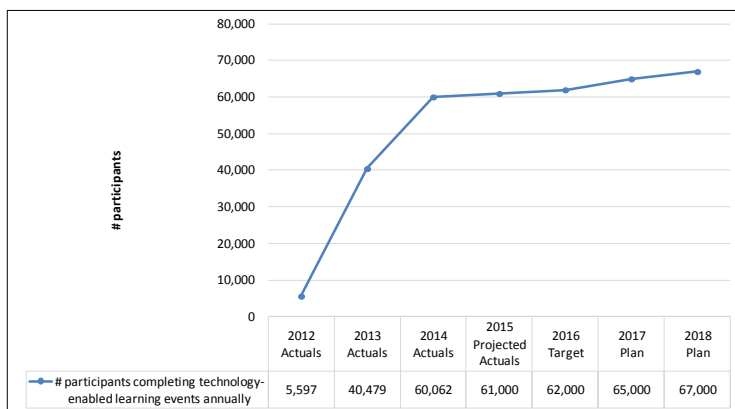
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



of Participants Completing Technology-enabled Learning Events Annually



- 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 2015, 61,000 completions are projected for a variety of eLearning courses.

2016 Service Levels HR Organization & Employee Effectiveness

Service	Activity	Type	2013	2014	2015	2016
			HR Organization and Employee Effectiveness			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.
		TPS People Plan	A 2011-2012 Annual Report. An approved 2013-2015 TPS People Plan	An approved 2013-2018 Talent Blueprint	N/A	N/A
			To maintain or increase the number of divisions developing People Plans		# of divisions with people "workplace" plans	N/A
		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.	# of corporate and divisional interventions	# of corporate and divisional interventions

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Organization and Employee Effectiveness.

**Table 6
2016 Preliminary Service Budget by Activity**

(\$000s)	2015		2016 Operating Budget						2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
HR Organization & Employee Effectiveness	8,265.3	8,684.3	(163.3)	8,521.0	255.7	3.1%		8,521.0	255.7	3.1%	359.1	4.2%	96.5	1.1%
Total Gross Exp.	8,265.3	8,684.3	(163.3)	8,521.0	255.7	3.1%		8,521.0	255.7	3.1%	359.1	4.2%	96.5	1.1%
REVENUE														
HR Organization & Employee Effectiveness	1,566.1	1,542.9		1,542.9	(23.2)	(1.5%)		1,542.9	(23.2)	(1.5%)	195.4	12.7%	37.4	2.2%
Total Revenues	1,566.1	1,542.9		1,542.9	(23.2)	(1.5%)		1,542.9	(23.2)	(1.5%)	195.4	12.7%	37.4	2.1%
NET EXP.														
HR Organization & Employee Effectiveness	6,699.1	7,141.4	(163.3)	6,978.1	279.0	4.2%		6,978.1	279.0	4.2%	163.7	2.3%	59.1	0.8%
Total Net Exp.	6,699.1	7,141.4	(163.3)	6,978.1	279.0	4.2%		6,978.1	279.0	4.2%	163.7	2.3%	59.1	0.8%
Approved Positions	57.8	62.3	(1.5)	60.8	3.0	5.2%		60.8	3.0	5.2%		0.0%		

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.

The 2016 Operating Budget for HR Organization and Employee Effectiveness of \$8.521 million gross and \$6.978 million net is \$0.279 million or 4.2% over the 2015 Approved Net Budget.

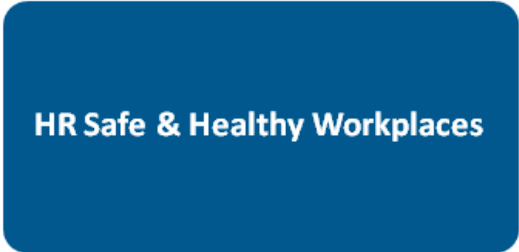
Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of \$0.452 million.
- HR I&T capital projects E-Performance results in an increase of 4.0 temporary positions and \$0.375 million gross and \$0 net as this is funded from I&T's capital budget in Organizational & Employee Effectiveness.
- The reversal of one-time funding for the Employee Engagement Survey results in a decrease of \$0.190 million gross and \$0 net as this was funded from the Innovation Reserve Fund.
- The reversal of 1.0 temporary capital position for the Business intelligence project (\$0.139 million gross and \$0 net) divided over the 4 HR services, results in a reduction of \$0.035 million gross and \$0 net as this is funded from I&T's capital budget.
- The reversal of 1.0 temporary capital position for the e-Learning project results in a reduction of \$0.140 million gross and \$0 net as this is funded from I&T's capital budget, and has been reassigned there.

In order to offset the above pressures, the 2016 service changes consist of base expenditure changes of \$0.012 million and service efficiency savings of \$0.152 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.012 million.
- Deleting 2 vacant Program Assistant positions (\$0.154 million) divided over the 4 HR services, results in a reduction of \$0.039 million.
 - There will be no service level impact as the workload has been restructured and implemented within the existing complement.
- Deleting 1 HR consultant position results in a savings of \$0.112 million.
 - Any incremental impact related to the reduction of this position will be managed through process efficiencies and the redistribution of workload within the existing complement.

HR Safe & Healthy Workplaces

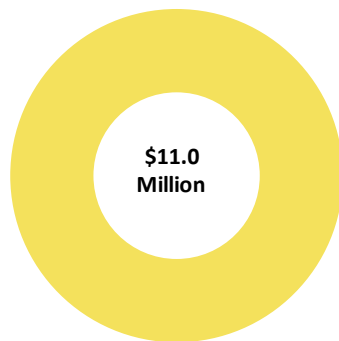


What We Do

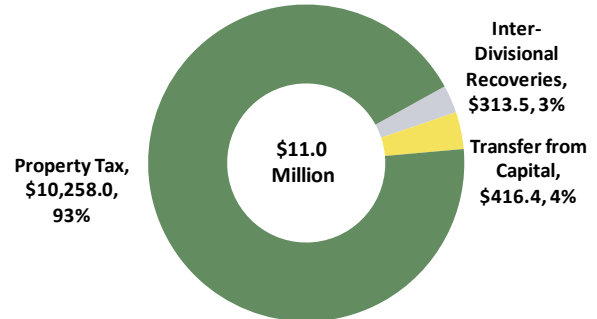
- Capitalize on the City's culture change to further reduce the number of workplace injuries by 6%, through the Safety Culture Continuous Improvement initiative - Target Zero.
- Further reduce the severity (time lost due to injury) of workplace injuries by 6% through the disability management and return-to-work program.
- Reduce the impact of employee non-work related absences through referrals to Employee Health Services and Employee Assistance and support to Divisions.

2016 Service Budget by Activity (\$000s)

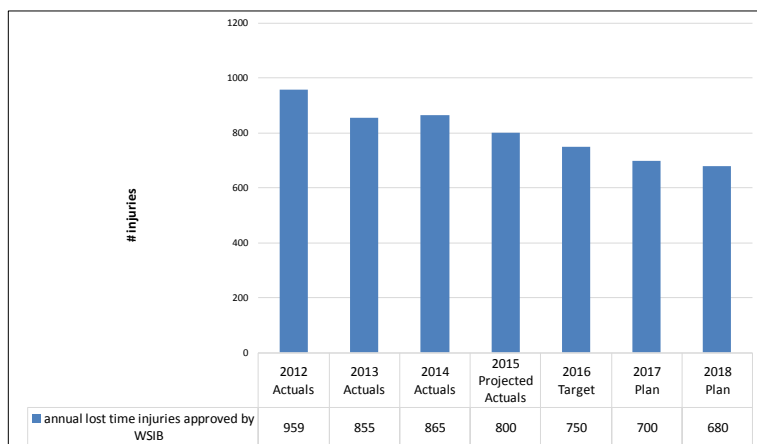
HR Safe & Healthy Workplaces, \$10,987.9, 100%



Service by Funding Source (\$000s)



Annual Lost Time Injuries Approved by WSIB



- Service efficiency is illustrated by the reduced number of workplace injuries since 2012. 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.

2016 Service Levels HR Safe & Healthy Workplaces

Service	Activity	Type	2013		2014		2015		2016	
			HR Safe and Healthy Workplaces			To decrease WSIB injury costs by 6% in 2014.		% change in the number of workplace injuries		% change in the number of workplace injuries
	Ministry of Labour Orders		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		% change in the number of Ministry of Labour orders			
	Workplace Safety & Insurance Board		To decrease WSIB costs by 6%.		% decrease in WSIB costs		% decrease in WSIB costs			
	Safety		Maintain or increase % of audit recommendations implemented at 80% in 2013.	Ensure implementation of all Phase 2 audit recommendations	N/A		N/A			
			55,000+ training hours		Annual number of Health & Safety training hours		Annual number of Health & Safety training hours			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Organization and Employee Effectiveness.

Table 6
2016 Preliminary Service Budget by Activity

	2016 Operating Budget										Incremental Change						
	2015	Base Budget		Service Changes		2016 Base Budget		Base Budget vs. 2015 Budget		New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget	% Change	2016 Budget	% Change	2016 Budget			%	\$	%	\$	%	\$
((\$000s))	\$	\$	\$	\$	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	
GROSS EXP.																	
HR Safe & Healthy Workplaces	11,254.9	11,349.6	(361.7)	10,987.9	(266.9)	(2.4%)			10,987.9	(266.9)	(2.4%)	477.2	4.3%	128.7	1.1%		
Total Gross Exp.	11,254.9	11,349.6	(361.7)	10,987.9	(266.9)	(2.4%)			10,987.9	(266.9)	(2.4%)	477.2	4.3%	128.7	1.1%		
REVENUE																	
HR Safe & Healthy Workplaces	651.2	729.9		729.9	78.7	12.1%			729.9	78.7	12.1%						
Total Revenues	651.2	729.9		729.9	78.7	12.1%			729.9	78.7	12.1%						
NET EXP.																	
HR Safe & Healthy Workplaces	10,603.7	10,619.7	(361.7)	10,258.0	(345.7)	(3.3%)			10,258.0	(345.7)	(3.3%)	477.2	4.7%	128.7	1.2%		
Total Net Exp.	10,603.7	10,619.7	(361.7)	10,258.0	(345.7)	(3.3%)			10,258.0	(345.7)	(3.3%)	477.2	4.7%	128.7	1.2%		
Approved Positions	93.3	94.3	(3.5)	90.8	(2.5)	(2.7%)			90.8	(2.5)	(2.7%)						

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.

The 2016 Operating Budget for HR Safe & Healthy Workplaces of \$10.988 million gross and \$10.258 million net is \$0.346 million or 3.3% below the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of \$0.092 million in this Service.
- A review of positions approved under delegated authority, results in the addition of 1.0 position for \$0.076 million gross and \$0 net as this is funded from IDC/IDR for Toronto Paramedic Services.
- The reversal of 1.0 temporary capital position for the Business intelligence project (\$0.139 million gross and \$0 net) divided over the 4 HR services, results in a reduction of \$0.035 million gross and \$0 net funded from I&T's capital budget.

In order to offset the above pressures, the 2016 service cost changes consist of base expenditure changes of \$0.020 million and service efficiency savings of \$0.342 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of \$0.030 million.
- Deleting 2 vacant Program Assistant positions (\$0.154 million) divided over the 4 HR services, results in a reduction of \$0.039 million.
 - There will be no service level impact as the workload has been restructured and implemented within the existing complement.
- Deleting 2 HR Consultant positions results in a savings of \$0.225 million.
 - Any incremental impact related to the reduction of these positions will be managed through process efficiencies and the redistribution of workload within the existing complement.
- Deleting 1 Program Assistant results in a savings of \$0.076 million.
 - Any incremental impact related to the reduction of these positions will be managed through process efficiencies and the redistribution of workload within the existing complement.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

Participatory Budgeting

- Participatory Budgeting is a process where residents propose, develop and vote on projects, funded by the government to improve the City. In addition to infrastructure improvements, the potential benefits of this initiative include improved civic literacy, fiscal transparency and increased public engagement. The link below is the staff report entitled "2015 Participatory Budget (PB) Pilot".
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-77292.pdf>
- At its meeting on March 10, 2015, City Council authorized the City Manager to undertake a Participatory Budget Pilot in three areas with approved budget of \$0.450 million, funded by reserve funds during the 2015 Budget process.
- During 2015, staff launched the Participatory Budget pilot with outreach, engagement, and project development. The project timeline was outlined as follows:
 - April-May 2015 - Community outreach, engagement and information
 - May-August 2015 - Community brainstorming and proposal development
 - September 2015 - Community vote
 - October 2015 - Evaluation and final report
 - November 2015 - May 2017 - Implementation of final projects
- City Council requested the City Manager to report to the Budget Committee on the results of the Participatory Budgeting Pilot including an evaluation of the 2015 Participatory Budgeting Pilot process and options for Participatory Budgeting Processes in the 2016 and future year's annual budget cycle for consideration should Council decide to continue the program.
- In the forthcoming report, staff will be recommending a two-year extension of the pilot in order to conduct a proper evaluation of the benefits of the participatory budgeting model.
- The report will request the need for 1 temporary position and the cost of \$0.171 million to continue the pilot for 2017 and 2018, given the workload required to manage the initiative for 2 more years.

Issues Impacting Future Years

Ward Boundary Review

- At its meeting on June 11, 2013, City Council authorized the City Manager to retain a third party consultant to undertake a Ward Boundary Review for Toronto, as under the City of Toronto Act, City Council has the authority to make changes to its ward boundaries.
- The Ward Boundary Review is needed as the previous review was done in 2000 and since that time Toronto wards exceed or are approaching the plus or minus 25 percent population benchmark for acceptable differences.

- The link below is the staff report entitled "*Draw the Line: Toronto Ward Boundary Review Project Work Plan, Civic Engagement and Public Consultation Strategy*", prepared by the City Manager, outlining the civic engagement, consultant's work plan and implementation strategy with associated multi-year operating funding for this review.

<http://www.toronto.ca/legdocs/mmis/2014/ex/bgrd/backgroundfile-69433.pdf>

- The consultation process, which includes civic engagement through outreach to educate the public about the purpose of the Ward Boundary Review and interviews with key stakeholder groups to solicit input, has been in progress since 2014 and is expected to be completed by the end of 2015.
- It is anticipated that the third party consultant will provide a final report to Executive Committee and City Council in May 2016 with ward boundary options including a recommended option for Council's consideration. After a period for possible appeals to the Ontario Municipal Board and the Courts, any ward boundary changes adopted by City Council are anticipated to be implemented for the 2018 municipal election.
- Funding of \$0.056 million gross and \$0 net, funded from the Innovation Reserve Fund, is included in the 2016 Operating Budget for City Manager's Office to cover the final stage of the review. As Ward boundary changes may have future financial implications, the City Manager, in collaboration with the City Clerk and the Chief Financial Officer, will report further on the financial and other impacts of Council's decision on ward boundaries.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, 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 and coordinated Toronto's participation in the Ontario Municipal Benchmarking Initiative (OMBI).
- ✓ Creation of unit provide leadership and support for continuous improvement projects and initiatives.

Strategic & Corporate Policy:

- ✓ Implemented the Toronto Public Service By-law for the in-force date of December 31, 2015
- ✓ Developed and delivered City-wide civic engagement activities and programs and led implementation of a participatory budgeting pilot program in three areas: two Neighbourhood Improvement Areas: Rustic and Oakridge, and Ward 33 for a report back on evaluation.
- ✓ Monitored the policy framework for the Accountability Officers and reported as required on matters including fixed terms of office, and third party review of functions.
- ✓ Provided corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion projects including SmartTrack, Scarborough Subway extension, Eglinton Crosstown.
- ✓ Administered the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA), responding to provincial legislation and policy initiatives and reporting to Council on the provincial legislative review of the *City of Toronto Act*, the *Municipal Elections Act* and the *Municipal Conflict of Interest Act*.

Internal Audit:

- ✓ Established a Service Level Agreement setting out the basis on which the City of Toronto Internal Audit Division will provide internal audit services to the Toronto Police Services Board.
- ✓ Over 90% of recommendations made by Internal Audit since 2005 have been fully implemented providing assurance that management has taken corrective action to address issues identified in Internal Audit reports. The majority of the outstanding recommendations related to reports issued between 2014 and 2015.
- ✓ Achieved an overall client satisfaction rating of at least 85% in the last 8 years.

Strategic Communications:

- ✓ Successfully delivered on the internal and external communications plan to support the City's role as Host City for the 2015 Pan Am/Parapan Am Games.
- ✓ Developed and implemented internal and external marketing and communications, media relations and issues management strategies for all corporate, divisional and partnership initiatives.
- ✓ Developed and executed public education, promotional and advertising programs across the City.
- ✓ Provided digital communications leadership for the ongoing evolution of the City's website and social media strategies.
- ✓ Managed the City's Corporate Identity Program and use of City intellectual property.

HR - Employee & Labour Relations:

- ✓ Through a shared services agreement with the Toronto Police Services Board, conducted negotiations and successfully reached a negotiated settlement with the Toronto Police Association.
- ✓ Developed a mandate, resourcing plan and commenced collective bargaining with:
 - Toronto Civic Employees Union (CUPE) Local 416 Outside Workers & Part-time Paramedics
 - Canadian Union of Public Employees (CUPE) Local 79 (4 agreements)
 - The Association of Community Centres (AOCC) (CUPE) Local 2998
 - Exhibition Place (7 agreements).

HR - Organization & Employee Effectiveness:

- ✓ Advanced Talent Blueprint goals: launched the first corporate wide Employee Engagement Survey; launched a new executive development program, a new Director Development e-learning package and new courses on transition to Supervisor and transition to Management.

HR - Safe & Healthy Workplaces:

- ✓ Enhanced the health of employees generally and at work through the development of programming to support the Psychological Health and Safety policy and launched a Mental Health Website.
- ✓ Reduced the impact of employee non-work related absences through support to divisions on Attendance Management implementation and assistance with referrals to Employee Health Services and Employee Assistance.

HR - Employment Services:

- ✓ Managed hiring processes across the City resulting in the filling of over 7,300 temporary, permanent and part-time positions and delivered approximately 500 final management and exempt job profiles and final job evaluations as part of a revised and shorter job evaluation process.

Equity, Diversity & Human Rights:

- ✓ Produced EDHR Strategic Plan 2015-2018 and administered a new online reporting system for divisions and Agencies and Corporations on their EDHR achievements.
- ✓ Developed diversity standards and scoring assessment indicators on equity, diversity and human rights.
- ✓ Monitored and reported on City's compliance with AODA.
- ✓ Administered the *Count Yourself In* survey and implemented the *Statement of Commitment to Aboriginal Communities of Toronto*.
- ✓ Successfully resolved more than 1000 employee/citizen/facilities users' harassment/discrimination complaint/inquiries.
- ✓ Implemented a robust *Anti-Sexual Harassment* campaign and *Positive Space Toronto* initiative.

Appendix 2

2016 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013	2014	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected	Budget	2015 Approved		2017	2018
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	41,944.4	47,405.5	50,442.4	50,002.7	49,676.2	(766.2)	(1.5%)	50,525.1	51,091.9
Materials and Supplies	142.4	120.0	195.1	193.4	186.5	(8.6)	(4.4%)	195.1	195.1
Equipment	79.0	97.4	115.3	114.3	101.8	(13.5)	(11.7%)	103.1	103.1
Services & Rents	2,256.0	3,214.3	4,640.1	4,599.6	4,447.0	(193.1)	(4.2%)	3,652.8	3,652.8
Contributions to Capital							-		
Contributions to Reserve/Res Funds	83.5	91.3	107.8	106.8	107.8			110.1	115.1
Other Expenditures	0.1						-		
Interdivisional Charges	553.8	472.4	256.6	254.4	257.8	1.2	0.5%	257.5	257.6
Total Gross Expenditures	45,059.3	51,400.9	55,757.2	55,271.1	54,777.0	(980.2)	(1.8%)	54,843.8	55,415.6
Interdivisional Recoveries	4,050.8	5,157.4	4,862.4	5,492.2	5,132.9	270.5	5.6%	4,117.8	4,117.8
Provincial Subsidies							-		
Federal Subsidies							-		
Other Subsidies							-		
User Fees & Donations	30.6	51.7					-		
Transfers from Capital Fund	2,758.7	2,601.4	2,323.4	2,624.3	2,498.8	175.4	7.6%	2,694.2	2,731.6
Contribution from Reserve/Reserve Funds	17.9	387.6	1,001.1	1,130.8	56.1	(945.1)	(94.4%)		
Sundry Revenues	158.2	237.6	188.7	213.2	201.3	12.5	6.6%	201.3	201.3
Total Revenues	7,016.1	8,435.7	8,375.7	9,460.5	7,889.1	(486.6)	(74.6%)	7,013.3	7,050.7
Total Net Expenditures	38,043.2	42,965.3	47,381.5	45,810.7	46,888.0	(493.6)	(1.0%)	47,830.5	48,364.9
Approved Positions	391.0	416.0	445.5	428.0	431.0	(14.5)	(3.3%)	431.0	431.0

* Based on the 2015 9-month Operating Variance Report

For additional information regarding the 2015 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2015" approved by City Council at its meeting on December 9, 2015.

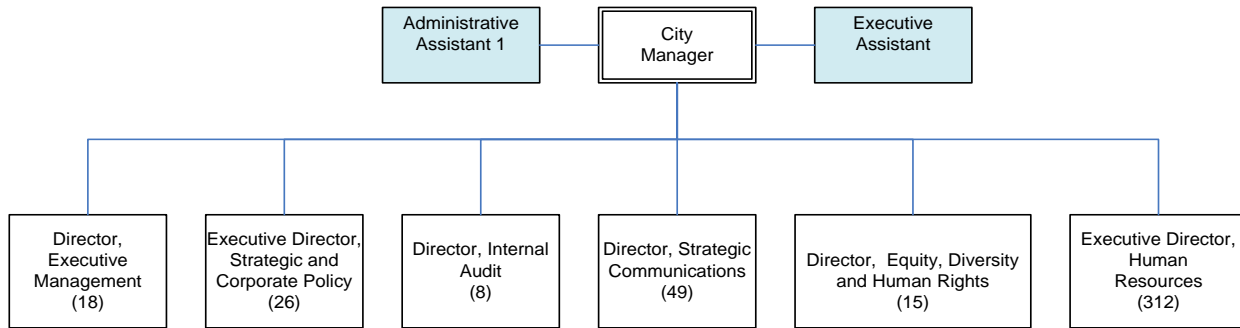
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.27>

Impact of 2015 Operating Variance on the 2016 Preliminary Budget

The under expenditure in 2015 is not expected to continue into 2016 as positions are expected to be filled in early 2016.

Appendix 3

2016 Organization Chart



2016 Complement

Category	Senior Management	Management w/Direct Reports	Management w/out Direct Reports	Exempt Professional & Clerical	Union	Total
Permanent	12.0	36.0	258.0	80.0	15.0	401.0
Temporary			28.0	2.0		30.0
Total	12.0	36.0	286.0	82.0	15.0	431.0

Appendix 4

Summary of 2016 Service Changes

2016 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		City Manager Program - City Manager's Office	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2016 Preliminary Base Budget Before Service Changes:			56,263.1	7,849.1	48,414.0	444.00	802.6	534.5

7078	Reclassify a position in Executive Management	
51	1	Description:

Reclassifying a vacant Management Consultant position to a Research Associate position results in savings of \$0.051 million. The reclassification allows for better alignment of Unit resources to co-ordinate and lead business transformation projects.

Service Level Impact:

No service level impact.

Total Preliminary Service Changes:	(51.4)	0.0	(51.4)	0.00	0.0	0.0
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7080	Gapping in Strategic and Corporate Policy	
51	1	Description:

The gapping of a Senior Corporate Management and Policy Consultant results in savings of \$0.140 million. During this period, the Unit will conduct an analysis and monitor the impact on deliverables and outcomes in order to determine if permanent reduction will have significant impact.

Service Level Impact:

No service level impact.

**2016 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		City Manager Program - City Manager's Office	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Total Preliminary Service Changes:			(140.0)	0.0	(140.0)	0.00	0.0	0.0

7081	Increase Interdivisional Recoveries for Internal Audit
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52	0	Description:
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Increasing recoveries from existing Programs results in revenue increase of \$0.040 million.

Service Level Impact:

No service level impact.

Service: CM-Internal Auditing

Preliminary Service Changes	0.0	40.0	(40.0)	0.00	0.0	0.0
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Total Preliminary Service Changes:	0.0	40.0	(40.0)	0.00	0.0	0.0
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7082	Delete 3.0 positions in Strategic Communications
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51	Description:
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The deletion of 3.0 vacant positions in Strategic Communications results in savings of \$0.311 million. The workload has been restructured and implemented within the existing complement.

Service Level Impact: No service level impact.

Service: CM-Strategic Communications

Preliminary Service Changes	(310.7)	0.0	(310.7)	(3.00)	0.0	0.0
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**2016 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		City Manager Program - City Manager's Office	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Total Preliminary Service Changes:			(310.7)	0.0	(310.7)	(3.00)	0.0	0.0

7083	Reclassify a position in Equity, Diversity & Human Rights							
51	0	Description: Reclassifying a vacant Senior Consultant to a Consultant and a Consultant to a Research Associate results in savings of \$0.031 million. The reclassification allows for better alignment of Unit resources to meet the Service's mandate to ensure compliance.						
		Service Level Impact: No service level impact.						
Total Preliminary Service Changes:			(31.2)	0.0	(31.2)	0.00	0.0	0.0

7403	SDeletion of 10.0 positions in Human Resources							
51		Description: Deleting 10.0 positions across the 4 HR services results in savings of \$0.953 million. Any incremental impact related to the reduction of these positions will be managed through process efficiencies and the redistribution of workload within the existing complement.						
		Service Level Impact: No service level impact.						
		Service: HR Employee & Labour Relations						
		Preliminary Service Changes	(151.5)	0.0	(151.5)	(1.50)	0.0	0.0
		Service: HR Employment Services						
		Preliminary Service Changes	(307.7)	0.0	(307.7)	(3.50)	0.0	0.0
		Service: HR Organizational & Employee Effectiveness						
		Preliminary Service Changes	(151.5)	0.0	(151.5)	(1.50)	0.0	0.0
		Service: HR Safe & Healthy Workplaces						

**2016 Operating Budget - Preliminary Service Changes
Summary by Service (\$000's)**

Form ID		City Manager Program - City Manager's Office	Adjustments				2017 Plan Net Change	2018 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Preliminary Service Changes	(342.0)	0.0	(342.0)	(3.50)	0.0	0.0
		Total Preliminary Service Changes:	(952.7)	0.0	(952.7)	(10.00)	0.0	0.0
Summary:								
		Total Preliminary Service Changes	(1,486.1)	40.0	(1,526.1)	(13.00)	0.0	0.0
		Total Preliminary Base Budget:	54,777.0	7,889.1	46,888.0	431.00	942.6	534.5

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Rec'd Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance			25.5	46.2	71.8
Vehicle Equipment Reserve	XQ1505	25.5			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			20.6	25.6	30.6
Total Reserve / Reserve Fund Draws / Contributions		25.5	46.2	71.8	102.4
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25.5	46.2	71.8	102.4

* Based on 9-month 2015 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Rec'd Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance			25,335.2	12,018.1	2,712.1
Insurance Reserve	XR1010	25,335.2			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			87.1	87.1	87.1
Total Reserve / Reserve Fund Draws / Contributions		25,335.2	25,422.3	12,105.2	2,799.2
Other Program / Agency Net Withdrawals & Contributions			(13,404.2)	(9,393.1)	(4,599.6)
Balance at Year-End		25,335.2	12,018.1	2,712.1	(1,800.4)

* Based on 9-month 2015 Reserve Fund Variance Report