



2013

A low-angle, upward-looking photograph of a modern building's facade. The building's structure is composed of a grid of dark, rectangular panels that curve away from the viewer, creating a sense of depth and scale. The sky is a bright blue with scattered white clouds. The overall image has a halftone or dithered texture.

City of Toronto
City Manager's Office
2013 Recommended Operating Budget

Dec. 5, 2012

Agenda

- Operating Overview
- 2012 Service Performance
- 2013 Staff Recommended Operating Budget

Operating Overview

Key Service Objectives

Corporate Initiatives

- Continue detailed service efficiency studies to ensure all City divisions and agency services and functions are effective and efficient
- Undertake public consultations and report on a long term transportation plan and revenue tools and on establishing a casino in Toronto
- Negotiate the federal long term infrastructure plan agreement
- Continue implementation of customer service improvement, staff recognition, civic engagement, Pan Am 2015, performance measures and indicators including benchmarked results, expanding to areas such as customer service

Key Service Objectives

Equity, Diversity and Human Rights

- Build capacity to embed equity, diversity and human rights in all policies, strategies, operational protocols and program guidelines
- Develop action planning and reporting on equity, diversity and human rights achievements and plans to ensure Accessibility for Ontarians with Disabilities Act (AODA) compliance and implementation of Urban Aboriginal Framework

Key Service Objectives

Strategic Communications

- Develop an integrated Web plan including Web revitalization and implementation of a content management system
- Implement a city-wide internal communications strategy and integrated action plan

Internal Audit

- Provide audit and assurance services, undertake evaluation, strengthen risk management and controls, and assure accountability and compliance with applicable policies and procedures

Key Service Objectives

Human Resources

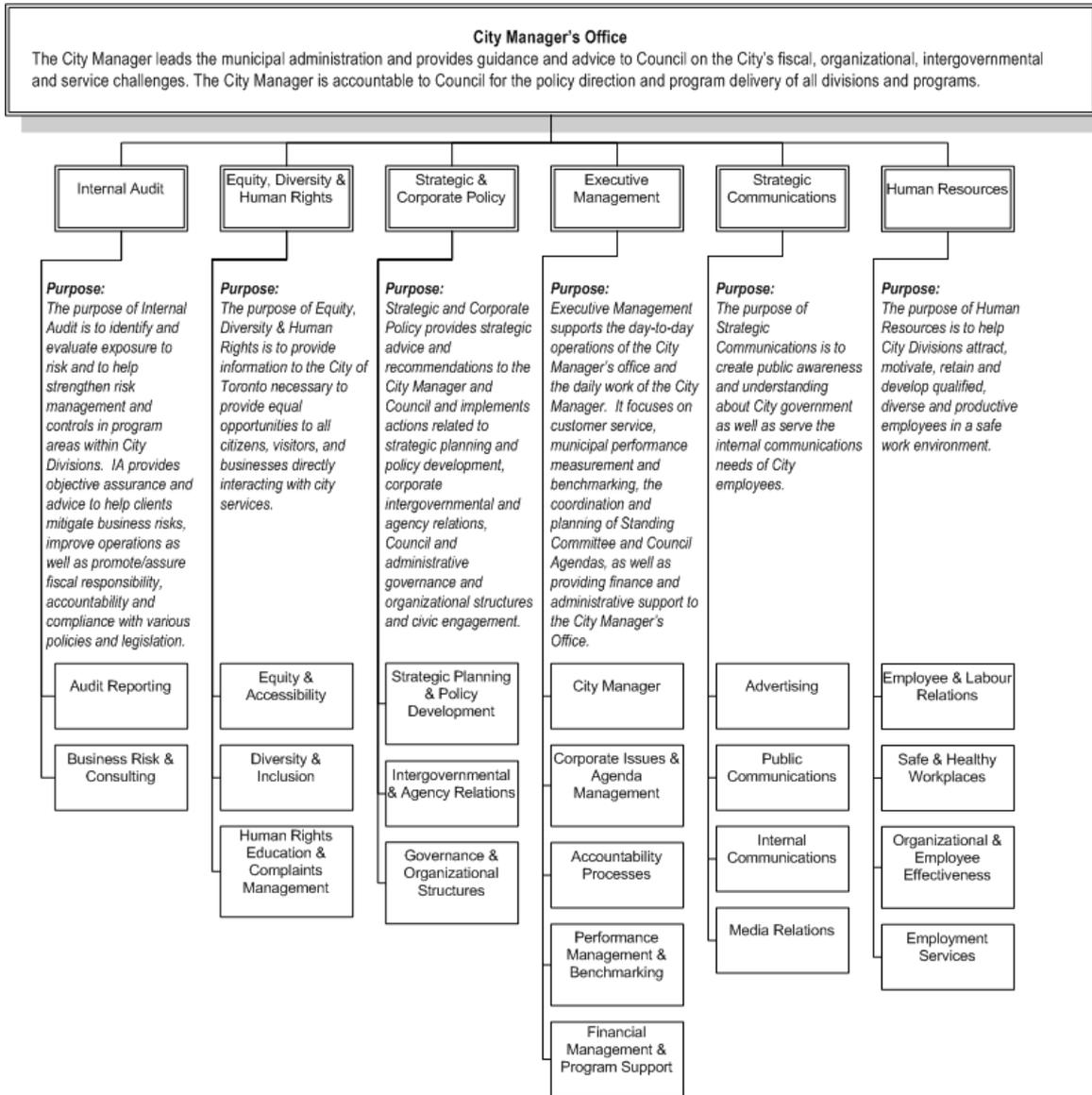
- Continue workforce transition support to City divisions to facilitate a managed process for effective city-wide downsizing, reorganizing, redeploying and the implementation of the service reviews, efficiency studies and budget reductions decisions.
- Reduce hiring times, improve quality of hiring decisions by leveraging a centralized/technology-supported approach to employment testing for candidates for new hires, job transfers, return-to-work accommodations and redeployment.
- Improve management decision-making regarding administration of collective agreements including reduce grievances and arbitrations.

Key Service Objectives

Human Resources

- Develop an enterprise-wide corporate learning management system that includes delivery of eLearning programs.
- Ensure focused investment on supervisors' role as managers of people; and develop and implement the next (second) Toronto Public Service Workforce (People) Plan 2013-2018.
- Continuous Safety Improvement Target Zero: continue reducing the number of workplace accidents and injuries, the number of Musculoskeletal Disorders claims, and the number of overall safety incidents, and reduce Ministry of Labour orders.

2013 Program Map



2013 Key Service Levels

Service	Activity	Type	Proposed 2013 Service Levels
Internal Audit	Business & Risk Consulting		To respond to requests received based on assessment of risk and available resources.
	Audit Reporting		Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audits completed.
Equity, Diversity & Human Rights	Equity & Accessibility	Equity Plan	To increase response rate to Count Yourself In Workforce survey to over 50%
		Accessibility plan	To respond to requests received for advice/consultation within 24hrs 90% of the time. To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)
	Diversity and Inclusion		To respond to requests received for advice/consultation within 24hrs 90% of the time. To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic). Ensure City divisions are meeting compliance timelines 95% of the time
	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 (OHRT). To ensure 95% of the cases escalated to HRTO are dismissed without penalties to the City

2013 Key Service Levels

Service	Activity	Type	Proposed 2013 Service Levels
Strategic & Corporate Policy	Strategic Planning & Policy Development		
	Intergovernmental & Agency Relations		
	Governance & Organizational Structures		
Executive Management	City Manager		
	Corporate Issues & Agenda Management		95% of issues responded to within 24 hours
	Accountability Processes		100% of ombudsmans' recommendations implemented on time
	Performance Management & Benchmarking	Performance Indicator Management	100% of indicators updated as per reporting frequency requirements
	Financial Management & Program Support		

2013 Key Service Levels

Service	Activity	Type	Proposed 2013 Service Levels
Strategic Communications	Advertising	Statutory Advertisements	100% of statutory advertisements placed within required time
		By-Law Notices	By-law notices placed 15 days after By-law has passed 100% of the time
	Public Communications		Our Toronto newsletter published three times yearly and delivered to 1 million households
	Internal Communications	Monday morning news	Monday Morning News sent electronically by 9 a.m. of first business day of every week 98% of the time
		Daily City News Summary	City News Summary distributed electronically by 7:00 AM daily 98% of the time
Media Relations		Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	

2013 Key Service Levels

Human Resources	Employee & Labour Relations	Labour Relations	To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage
		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%
			To respond to all complaints within 3 business days
		Negotiations	To effectively implement new collective agreement provisions through expert advice, training and interpretation
		Emergency Plan	To have the Continuity of Operation Plan updated.
To have a corporate labour disruption plan operational in the event of a labour disruption			

2013 Key Service Levels

Service	Activity	Type	Proposed 2013 Service Levels
Human Resources	Safe & Healthy Workplaces		To decrease the number of workplace accidents by 6% in the period 2013 to 2015
		Ministry of Labour Orders	To reduce or eliminate Ministry of Labour orders. Ensure adherence to all investigation processes stipulated under the OH&S Act
		Workplace Safety & Insurance Board	To decrease WSIB costs by 6% in 2013.
		Safety	Maintain or increase % of audit recommendations implemented at 80% in 2013.
			55,000+ training hours in 2013

2013 Key Service Levels

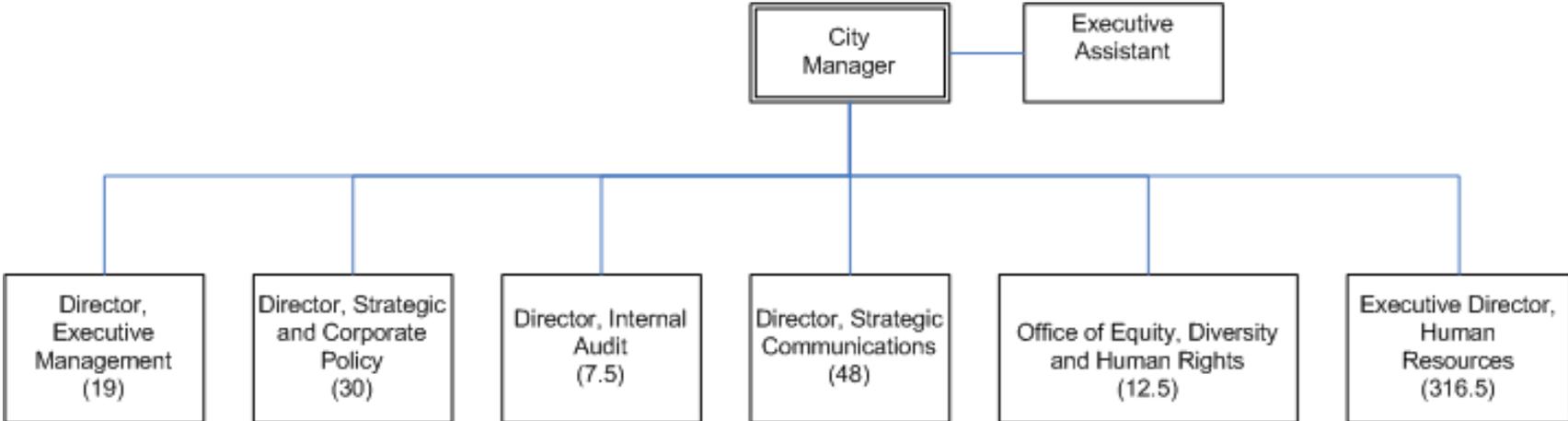
Service	Activity	Type	Proposed 2013 Service Levels
Human Resources	Organization & Employee Effectiveness		To maintain delivery of a high volume of courses to more than 8,000 participants, including legislated compliance training such as Occupational Health & Safety, AODA (Accessibility for Ontarians with Disabilities Act) and Human Rights training. To maintain a quality assurance level of 4 out of 5 satisfaction rating in 95% of participants
		TPS People Plan	A 2011-2012 Annual Report. An approved 2013-2015 TPS People Plan To maintain or increase the number of divisions developing People Plans
		Interventions	To maintain or increase the number of interventions per year (includes both corporate wide and divisional interventions) from 50-100.

2013 Key Service Levels

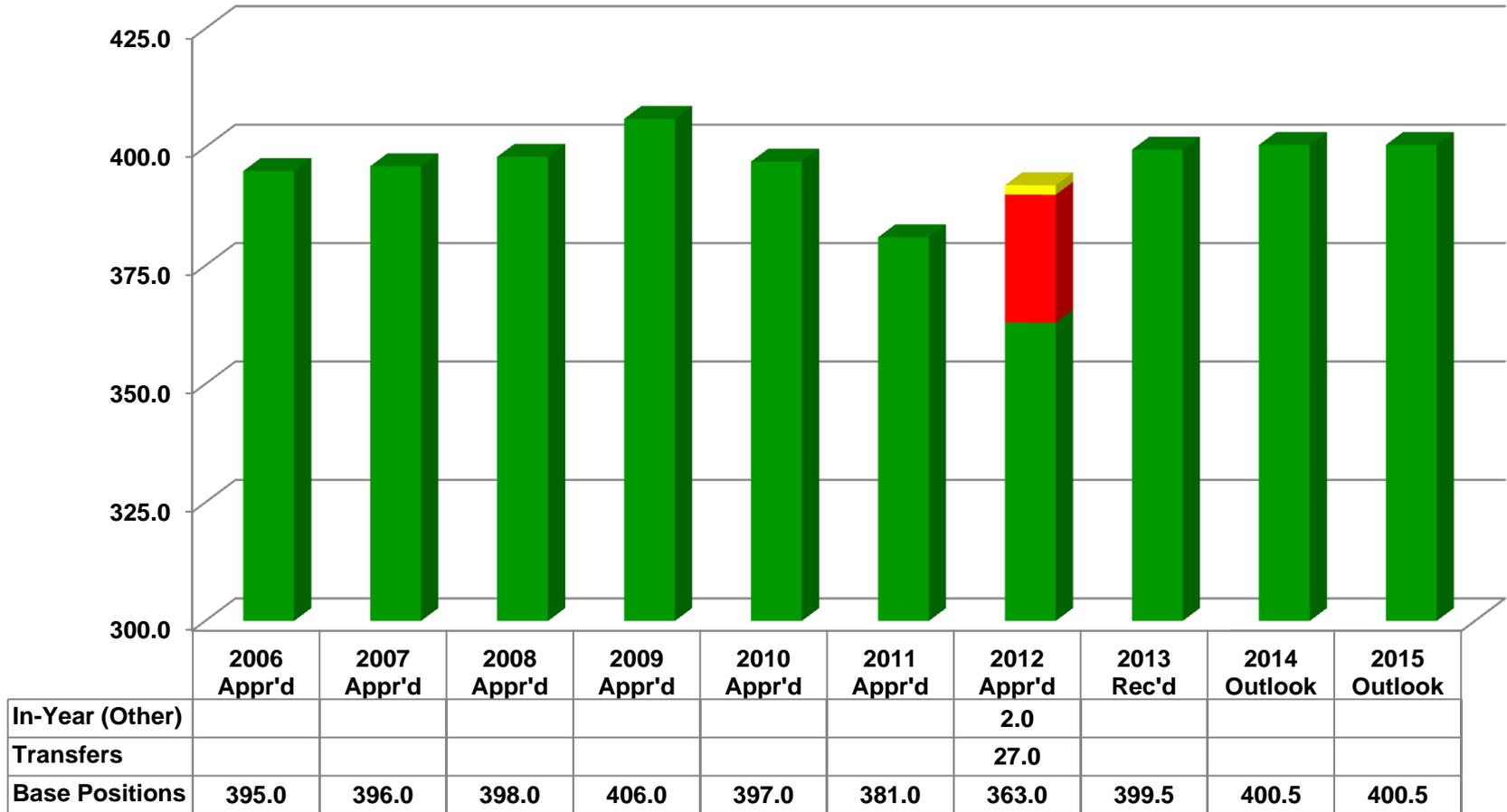
Service	Activity	Type	Proposed 2013 Service Levels
Human Resources	Employment Services		To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing
		Recruitment	To establish a baseline for average time to fill non-union vacancies
			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.
			To increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section.

Organization Chart

2013 Recommended Complement = 435.5 includes capital positions



Staffing Trend (Excludes Capital Positions)



■ Base Positions ■ Transfers ■ In-Year (Other)

Net Operating Budget and Total Staff Changes - 5 Year Overview (including Capital)

(\$000's)	Approved Budget					Recommended
	2008	2009	2010	2011	2012	2013
Approved Budget	37,497.0	37,646.7	37,367.4	36,810.0	40,588.0	41,540.6
Net Change	106.4	149.7	-279.3	-557.3	3,778.0	952.6
% Change from prior Year	0.3%	0.4%	(0.7%)	(1.5%)	10.3%	2.3%
Approved Complement	398.0	406.0	417.0	409.0	422.3	435.5
Net Change	-1.0	8.0	11.0	-8.0	13.3	13.2
% Change in Staff Complement	(0.3%)	2.0%	2.7%	(1.9%)	3.3%	3.1%
Service Review Reduction Target Achieved	6.10%	5.90%	5.0%	5.1%	7.8%	

2012 Service Performance

2012 Key Accomplishments

Cost Savings / Efficiencies

- ✓ Achieved 4-year negotiated settlements for six (6) collective agreements, gained provisions aimed at increasing management's flexibility and customer service while reducing costs
- ✓ Continued eight service efficiency reviews including Parks, Forestry & Recreation, Long Term Care Homes & Services, Courts Services, City Planning, Counter Services, EMS/Fire, Children's Services, Environment and Energy Efficiency programs as well as a comprehensive Shared Services study covering City divisions and major agencies

Governance

- ✓ Implemented changes to the composition of Agency and Corporation boards, including the recruitment of four citizen members for the new TTC board structure and reported on executive compensation for Agencies and Corporations

2012 Key Accomplishments

Transportation / Transit

- ✓ Established and administered the Council-directed advisory panel process for rapid transit along Sheppard Avenue
- ✓ Coordinated responses related to the development of a long term transit/transportation plan and investment strategy and the City's participation in the Federal government's 2012 infrastructure investment program (CIIF)
- ✓ Finalized Metrolinx-City-TTC Master Agreement governing the delivery of provincially-funded Toronto transit projects - Eglinton Crosstown LRT, Scarborough RT conversion to LRT, Sheppard East LRT and Finch West LRT
- ✓ Designed and conducted the process for the renewal of the City Strategic Plan through Executive Team planning meetings and Cluster Senior Management planning meetings

2012 Key Accomplishments

- **Human Resources**

- ✓ Successfully negotiated new collective agreements, without labour disruption, with TCEU Local 416, CUPE Local 79 and CUPE Local 2998 that improved City's ability to manage, improve customer service while reducing costs.
- ✓ Led coordination and completion of the Labour Disruption Response Plan ensuring comprehensive business continuity plans and communications strategy; and trained managers in the event of a city-wide labour disruption
- ✓ 15 % reduction in lost time injuries, 19% reduction in recurrence injuries and 12.5% reduction in severity of lost time injuries (time off per injury). \$1.35M reduction in WSIB costs. Provided 55,000+ hours of health & safety training.
- ✓ Managed and coordinated corporate-wide downsizing through HR's Workforce Transition Team resulting in City divisions achieving their 2012 Council mandated budget reduction targets

2012 Key Accomplishments

Compliance/Oversight

- ✓ Assessed the adequacy of controls and procedures relating to Property Tax and Water Relief programs, adherence to standards and legislative requirements with respect to a Bridge Inspection program

Equity, Diversity and Human Rights

- ✓ Handled an increasing number of Human Rights complaints & divisional requests for investigation/intervention/training
- ✓ Developed and implemented a major corporate strategy: *A Guide to Good Practice: Providing Equitable Services to Individuals of All Abilities in response to the Ombudsman's recommendation in the report Duty to Care*

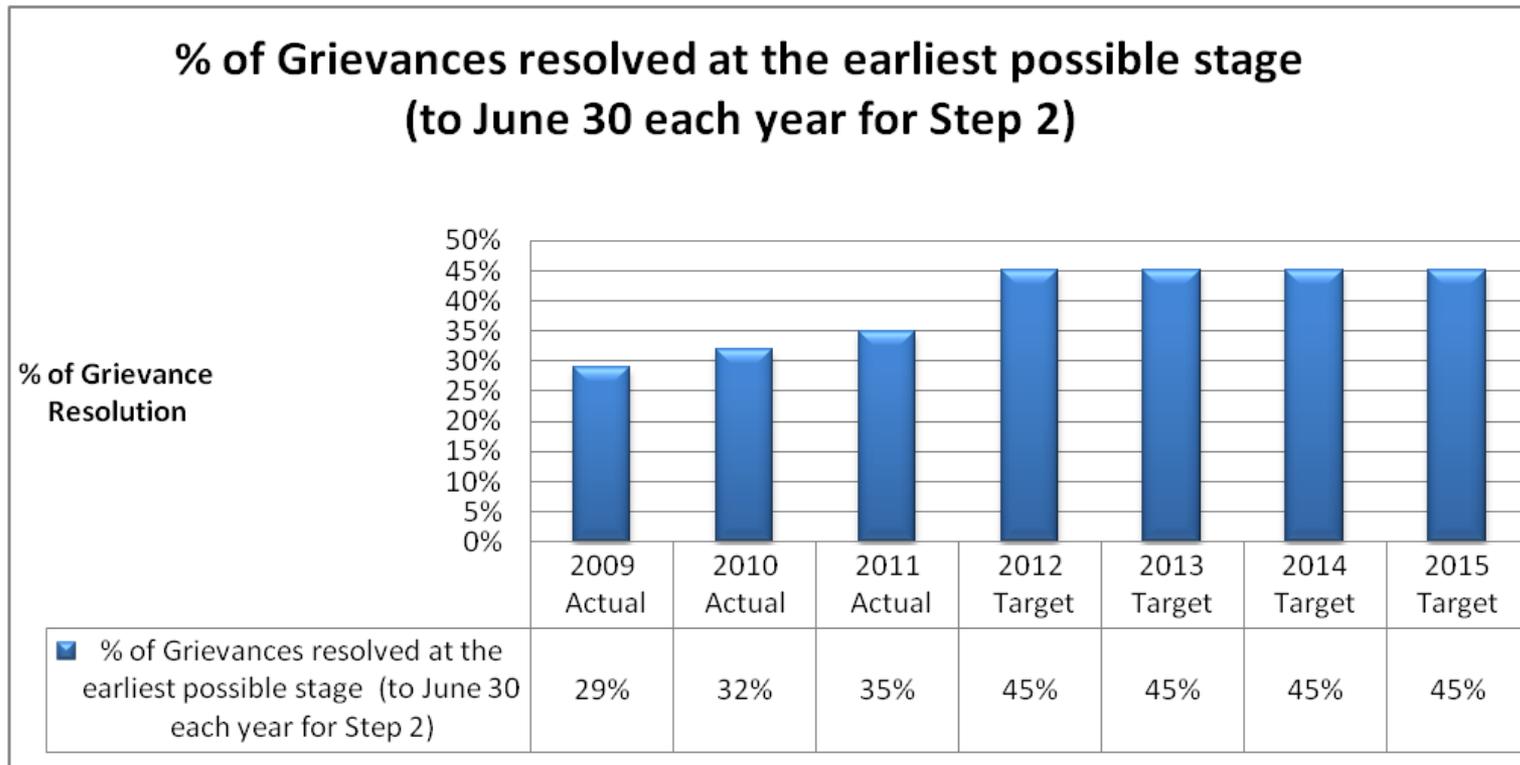
Service Performance

	INTERNAL AUDIT SERVICES	2011	2012	2013
	Performance Measure	Actual	Projected	Target
1	Overall divisional satisfaction with Internal Audit services.	4.5	4.5	4
2	Percentage of staff hours spent on projects and advice issues relative to total staff hours available.	82%	80%	80%

Service Performance

Human Resources – Employee & Labour Relations:

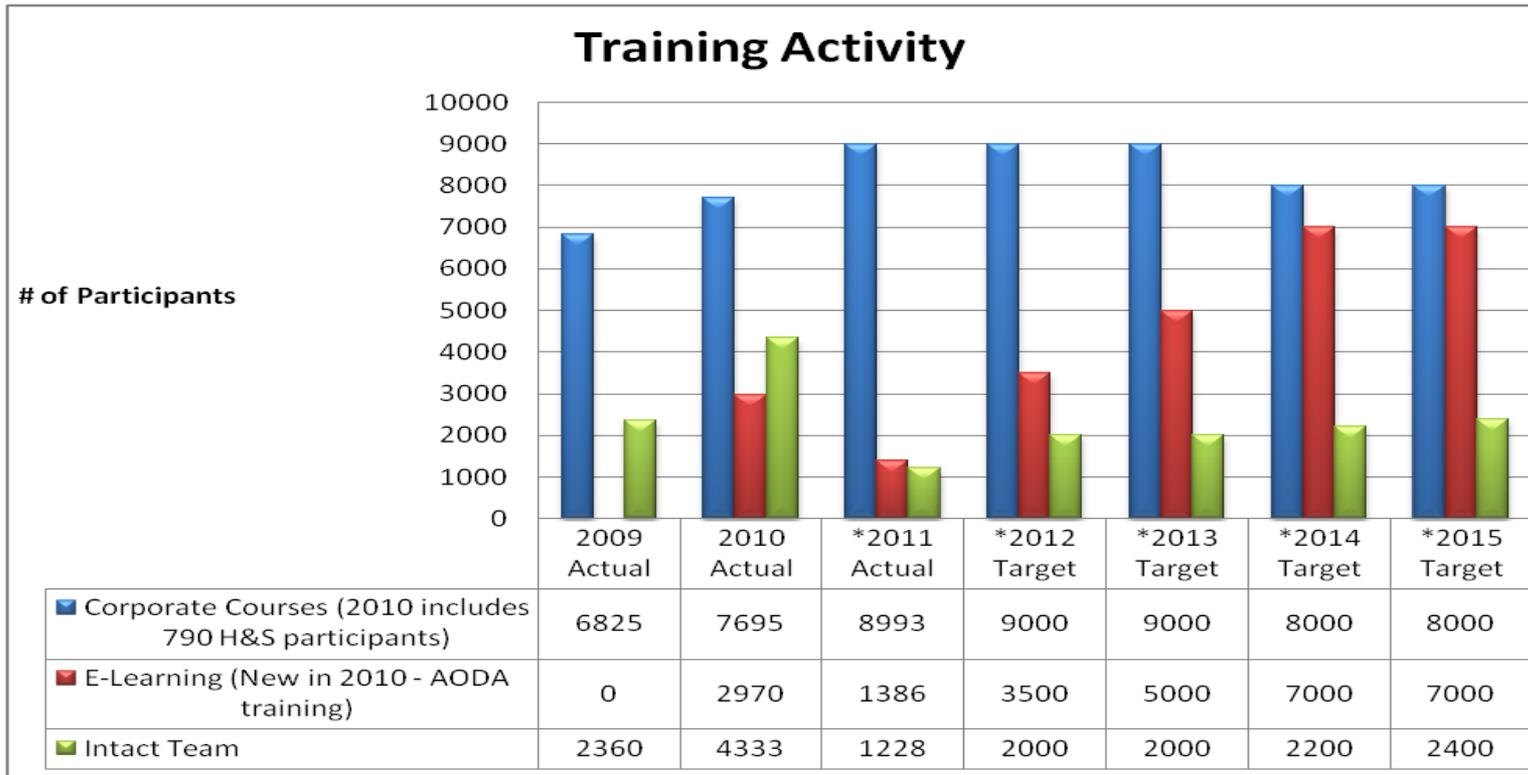
- To increase and maintain at 45%, the percentage of grievances resolved at the earliest possible stage.



Service Performance

Human Resources – Organization and Employee Effectiveness

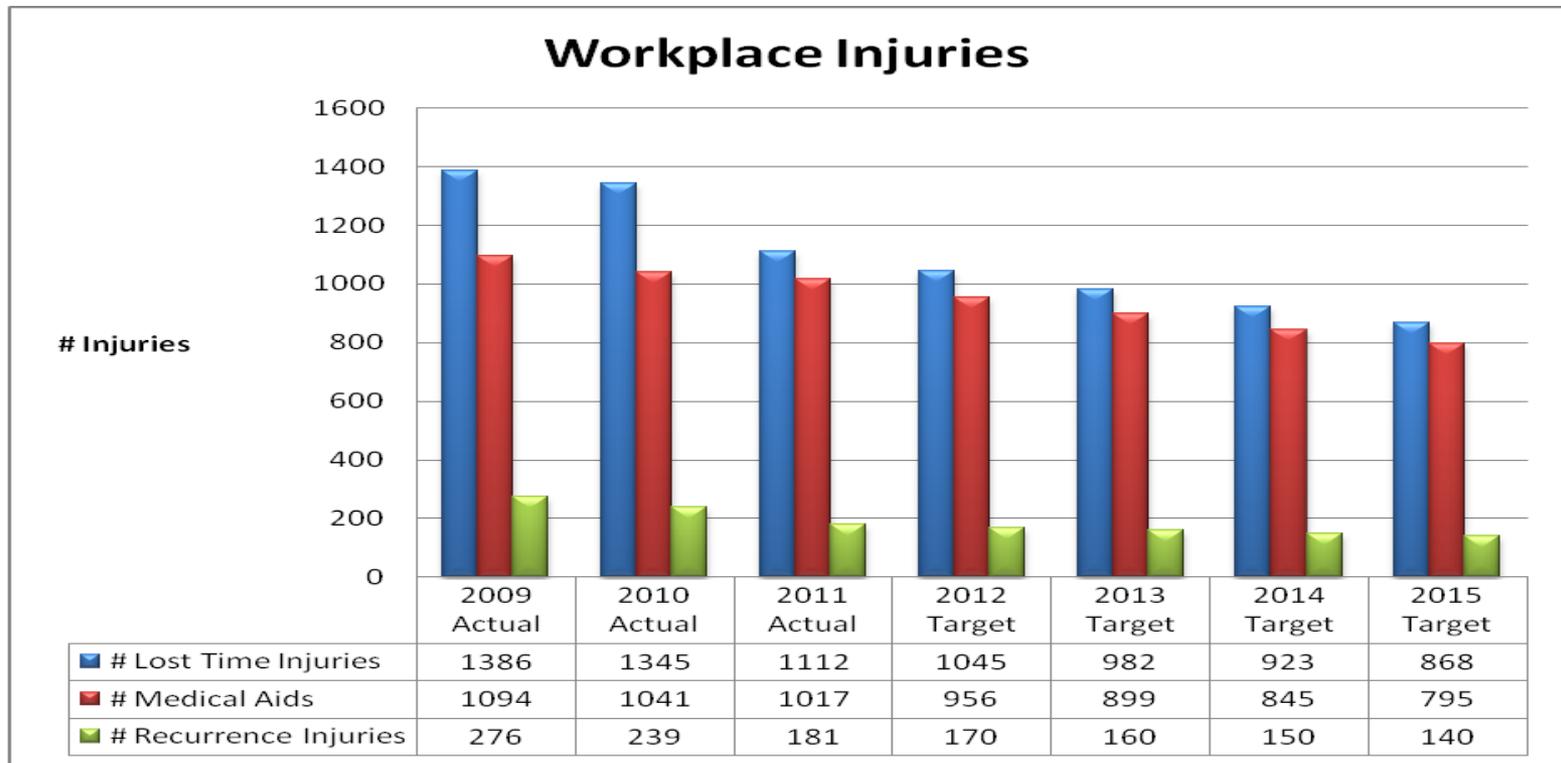
- To maintain the number of participants at corporate learning events at the 2012 level of 9,000 in order to meet the demand with the current allocation of resources with a goal of increasing the number of participants in e-Learning initiatives.



Service Performance

Human Resources – Safe & Healthy Workplaces

- To reduce the number of workplace injuries by 6% per year in the period 2012 to 2014 and eliminate MOL orders



2012 Budget Variance - as at September 30, 2012

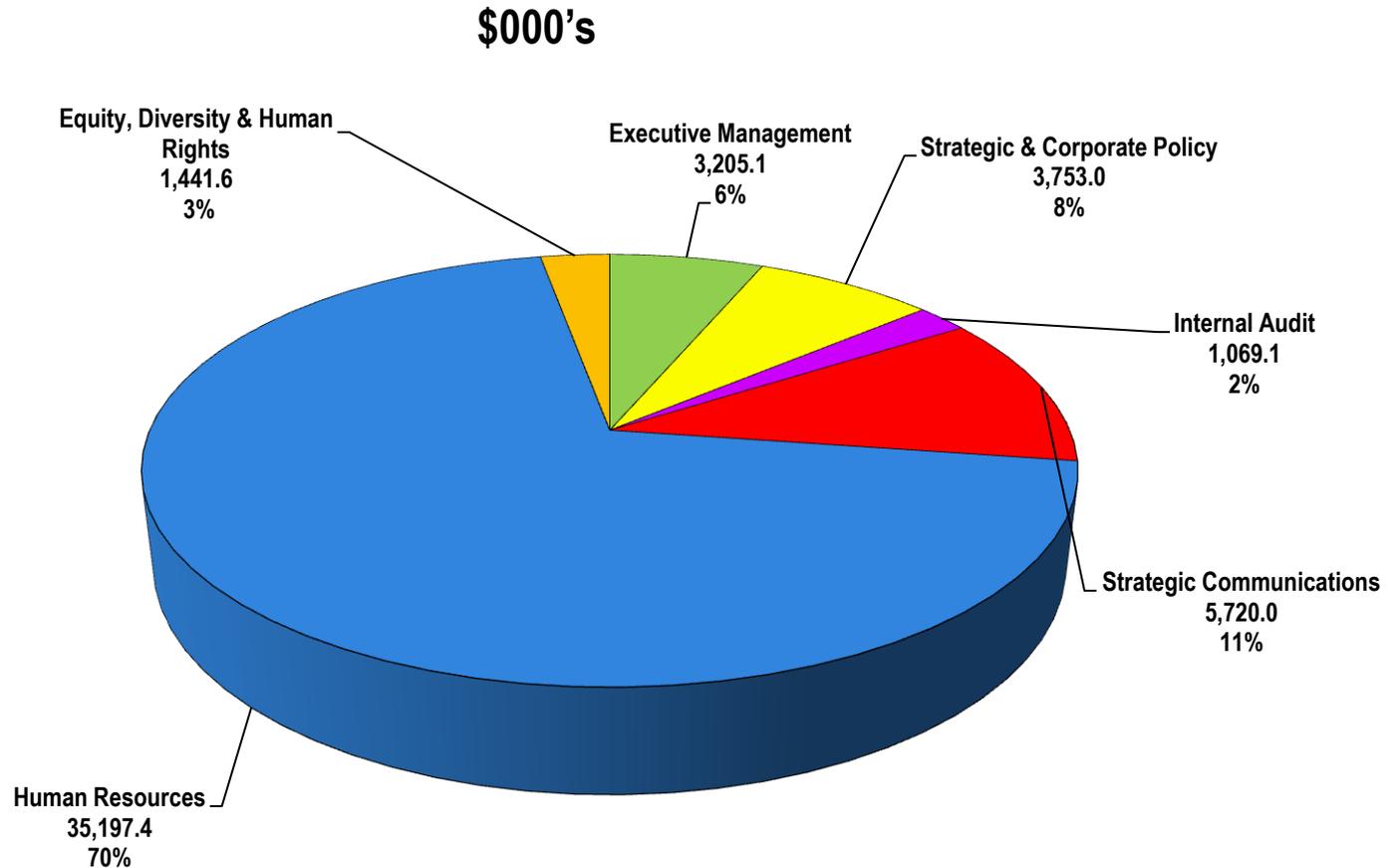
	2010 Actuals	2011 Actuals	2012 Approved Budget	2012 Sept. 30 YTD Actuals	2012 Projected Actuals	2012 approved Budget vs Projected Actuals	
	(In \$000's)	\$	\$	\$	\$	\$	%
Gross Expenditure	41,436.7	40,047.4	48,686.1	32,570.1	47,429.9	(1,256.2)	(2.6)
Revenues	4,334.1	6,066.5	8,098.1	5,448.1	7,355.0	(743.1)	(9.2)
Net	37,102.6	33,980.9	40,588.0	27,121.9	40,074.9	(513.1)	(1.3)
Approved Positions	422.0	405.0	422.3	401.0	401.0	(21.3)	(5.0)

Key Points (explanation of variances and impact on 2013):

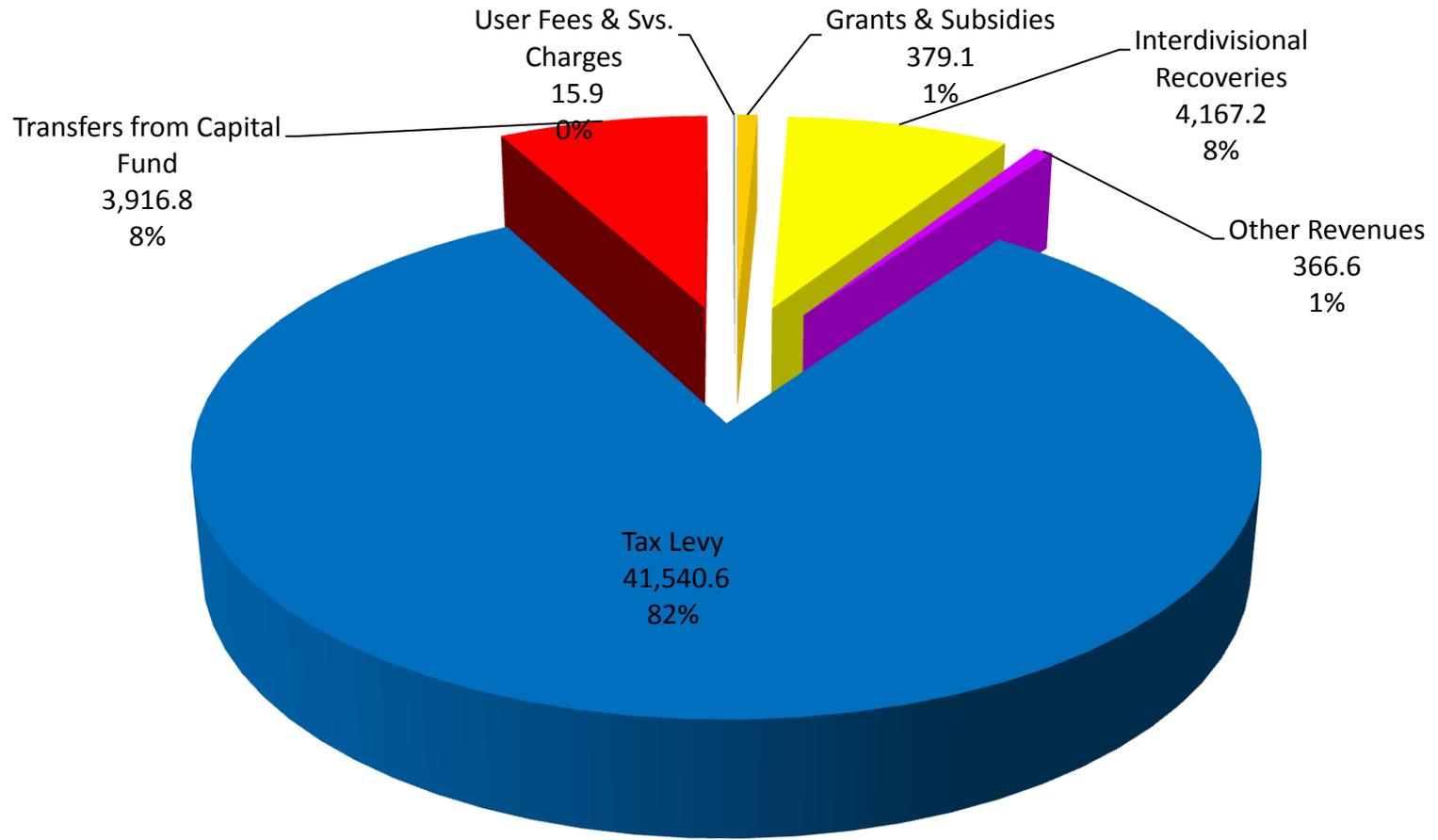
- The projected year-end net variance is anticipated to be \$0.513 million or 1.3% below the 2012 approved budget.
- The projected under expenditure of \$1.256 million gross is mainly due to savings arising from the delay in filling vacant positions. These savings are offset by lower revenues mainly due to underachieved recoveries from client programs and from capital funds as a result of delays in filling vacant capital positions.

2013 Staff Recommended Operating Budget

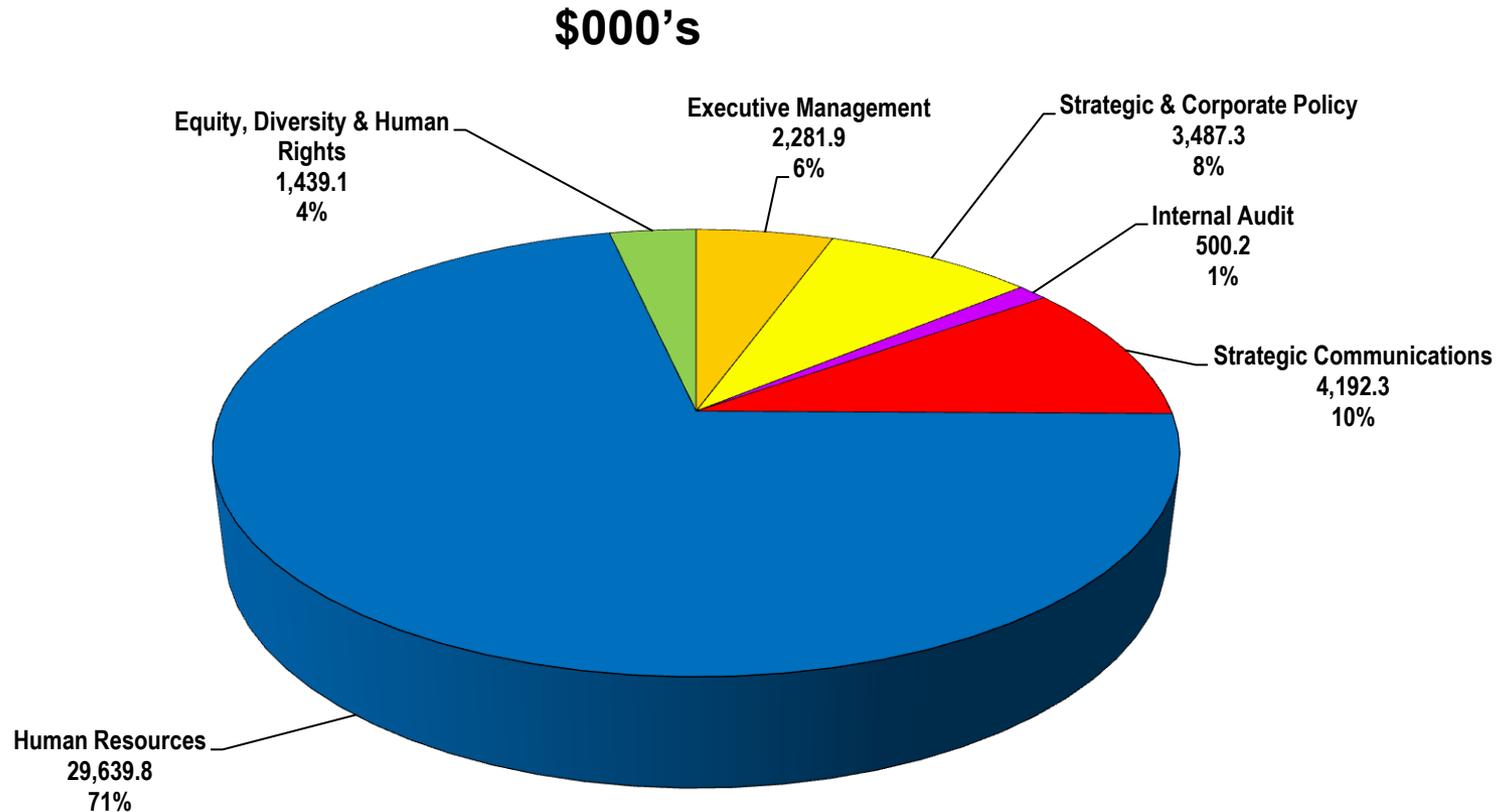
Where the Proposed \$50,386.1 Gross Expenditure Goes



Where The Money Comes From



Where the Proposed \$41,540.6 Property Taxes Go



Staff Rec'd 2013 Net Operating Budget

	2012 Approved Budget	2013 Recommended	Change - 2013 Recommended Base vs. 2012 Approved Budget	
	(In \$000s)	\$	\$	%
Gross Expenditures	48,686.1	50,386.1	1,700.0	3.5%
Revenues	8,098.1	8,845.5	747.4	9.2%
Net Expenditures	40,588.0	41,540.6	952.6	2.3%
Approved Positions	422.3	435.5	13.2	3.1%

2013 Operating Budget Pressures

	Gross	Net	Positions
2012 Approved Budget	48,686.1	40,588.0	422.3
Adjusted Base Increases:			
Annualizations	(124.0)	(76.8)	0.0
Operating Impact of Capital	30.0	30.0	0.5
Reversal of Non-recurring Items	0.0	0.0	0.0
Impact of Capital Project Delivery Positions	450.0	0.0	4.0
Progression Pay/Step Increases	232.8	232.8	0.0
Economic Factors	357.9	357.9	0.0
Zero-based Items	0.0	0.0	0.0
Other Base Changes:			
Labour Related Costs	353.2	9.8	1.7
Non-labour Related Costs	7.4	7.4	0.0
Revenue Changes:			
Volume Changes	0.0	0.0	0.0
Rate Changes	0.0	(1.3)	0.0
Service Changes:			
Base Budget Changes	(234.6)	(234.6)	
Service Efficiencies	(142.5)	(142.5)	
Service Changes	(182.8)	(182.8)	(2.0)
2013 Recommended Base Budget	49,433.5	40,587.9	426.5
New/Enhanced Service Priorities	952.6	952.6	9.0
2013 Recommended Budget	50,386.1	41,540.5	435.5

2013 Service Changes – To Achieve Target

Description	2013 Recommended Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% Change over 2012 Budget	2014		2015	
					Net Expenditure	Position Change	Net Expenditure	Position Change
Base Changes:								
Base Expenditure Changes								
Reduction in fringe benefit rates from 27.01% to 26.5% to reflect actuals		(161.4)	(161.4)	(0.4)				
Line by line reductions to reflect actuals		(73.2)	(73.2)	(0.2)				
Base Expenditure Changes		(234.6)	(234.6)	(0.6)				
Service Efficiencies								
One-time gapping in Equity, Diversity and Human Rights		(8.8)	(8.8)		8.8			
One-time gapping in Internal Audit		(19.1)	(19.1)		19.1			
One-time gapping in Strategic Communications		(94.4)	(94.4)	(0.2)	94.4			
One-time gapping in Strategic Corporate Policy		(20.2)	(20.2)		20.2			
Sub-Total Service Efficiencies		(142.5)	(142.5)	(0.4)	142.5			
Service Changes								
Delete 2 Approved positions	(2.0)	(182.8)	(182.8)	(0.5)				
Sub-Total Service Changes	(2.0)	(182.8)	(182.8)	(0.5)				
Total Service Changes	(2.0)	(559.9)	(559.9)	(1.4)	142.5			

2014 and 2015 Outlook

Description	2014 - Incremental Increase					2015 - Incremental Increase					2014/2015 Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Positions	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Positions	
Known Impacts											
Capital Sustainment for Toronto Progress Portal / Civic Engagement capital projects	177.0		177.0	0.4	1.0						0.4
Progression pay Increases	156.9		156.9	0.4		170.1		170.1	0.4		0.8
Negotiated annual increases for unionized staff	54.1		54.1	0.1		71.2		71.2	0.2		0.3
FPARS Temp Position expiring March 2014	(270.0)	(270.0)	0.0		(3.0)	(90.0)	(90.0)	0.0			
Fleet Vehicle Reserve	7.8		7.8								
Reversal of one time gapping - Equity, Diversity and Human Rights	8.8		8.8								
Reversal of one time gapping - Internal Audit	19.1		19.1								
Reversal of one time gapping - Strategic Corporate Policy	20.2		20.2								
Reversal of one time gapping - Strategic Communications	94.4		94.4	0.2							0.2
Sub-Total Known Impacts	268.3	(270.0)	538.3	1.8	(2.0)	151.3		241.3	0.8		1.9
Anticipated Impacts											
Sub-Total - Anticipated Additional Impacts											
Total Incremental Impacts	268.3	(270.0)	538.3	1.8	(2.0)	151.3		241.3	0.8		1.9

