



OPERATING ANALYST NOTES

	Doing it Right			Toronto Public Service People Plan
	Toronto Public Service Week			Courses for the Toronto Public Service
	City Manager's Award			Job opportunities
	You Make the Difference			Job Archive

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City Manager's Office 2014 OPERATING BUDGET OVERVIEW

What We Do

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. Also, Human Resources provides services to approximately 35,000 full and part-time employees, including the hiring, retention and development of staff, labour relations, and ensuring healthy and safe work environments.

2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$54.569 million gross shown below.

(In \$000s)	Approved	Recommended	Change	
	2013 Budget	2014 Budget	\$	%
Gross Expenditures	52,815.3	54,569.1	1,753.8	3.3%
Gross Revenue	8,004.4	9,309.8	1,305.4	16.3%
Net Expenditures	44,810.9	45,259.3	448.4	1.0%

The 2014 Recommended Operating Budget of \$45.259 million net is \$0.448 million or 1.0% over the 2013 Approved Budget of \$44.811 million net and provides \$1.023 million net in funding for base budget increases which have been offset by \$0.575 million in base expenditure reductions and service efficiencies.

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Fast Facts

- 35,000 full and part-time employees supported.
- 124,600 job applications received and filled 5,872 positions (2012).
- Between January 1 and September 1, 2013, there have been 5,211 vacant positions (excluding recreation workers) filled.
- 29,175 twitter followers (Oct 2013).
- 30,000 participants in city-wide public consultations.
- 950 annual investigations on Human Rights issues (2012).
- Administered approximately 200 Council requests to federal and provincial governments for consultation, legislative or regulatory change.

Trends

- Declining number of workplace injuries and WSIB costs.
- Declining number of active arbitrations and grievances.

Our Service Deliverables for 2014

The 2014 Recommended Operating Budget of \$54.569 million gross and \$45.259 million net provides funding to:

Executive Management:

- Implement and track progress on the Strategic Actions identified in the City's Strategic Plan.
- Provide guidance and advice to Council on the City's programs and fiscal priorities.

Strategic & Corporate Policy:

- Provide Corporate coordination for transit-related initiatives.
- Lead and develop the corporate work plan for the 2014 Council Transition.

Strategic Communications:

- Enhance and improve the promotion of City initiatives and programs through development of a corporate-wide digital communications strategy.

Equity, Diversity & Human Rights:

- Build capacity of the Toronto Public Service both to embed equity, diversity and human right outcomes in all of its policies, strategies, operational protocols and program guidelines.

Internal Audit:

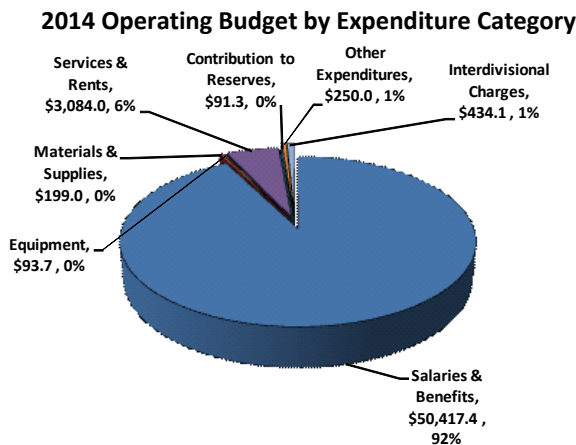
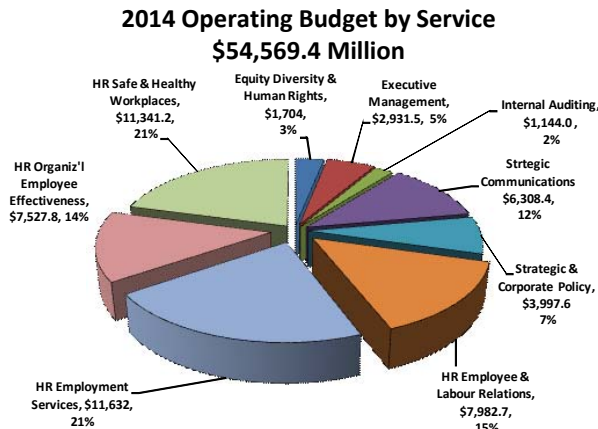
- Undertakes audits to evaluate and strengthen risk management and internal controls.

Human Resources:

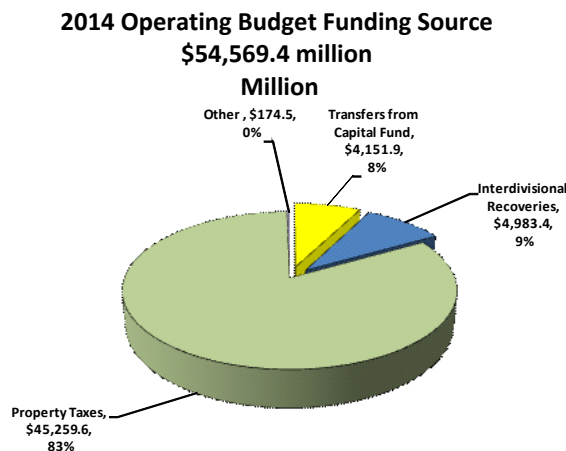
- Provide HR advice and support to operating divisions faced with reorganizing and service review challenges in a complex, unionized environment.
- Collaborate with divisions and union representatives to manage and coordinate workforce transition resulting from re-organizations.

2014 Budget Expenditures & Funding

Where the money goes:



Where the money comes from:



Our Key Challenges and Priority Actions

- Managing increased recruitment activity (up 50% since 2010) through additional resources dedicated to the hiring process to shorten the time to fill vacant positions.
- Growing need for corporate-level policy and governance requirements within a complex intergovernmental environment.
- Implement and track progress on the Strategic Actions identified in the City's Strategic Plan.
- Managing over 1,200 inquiries/complaints regarding human rights from employees and service recipients.
- Facilitate implementation of initiatives and reporting on equity, diversity and human rights achievements across the Toronto Public Service.
- Increasing need for media relations/issues and social media management advice.
- Provide corporate coordination for transit related reports.
- Lead corporate projects, reports and policy development such as a Toronto Public Service Framework and By-law.
- Lead and coordinate the City's responsibilities and interests related to the 2015 Pan/Parapan Am Games.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

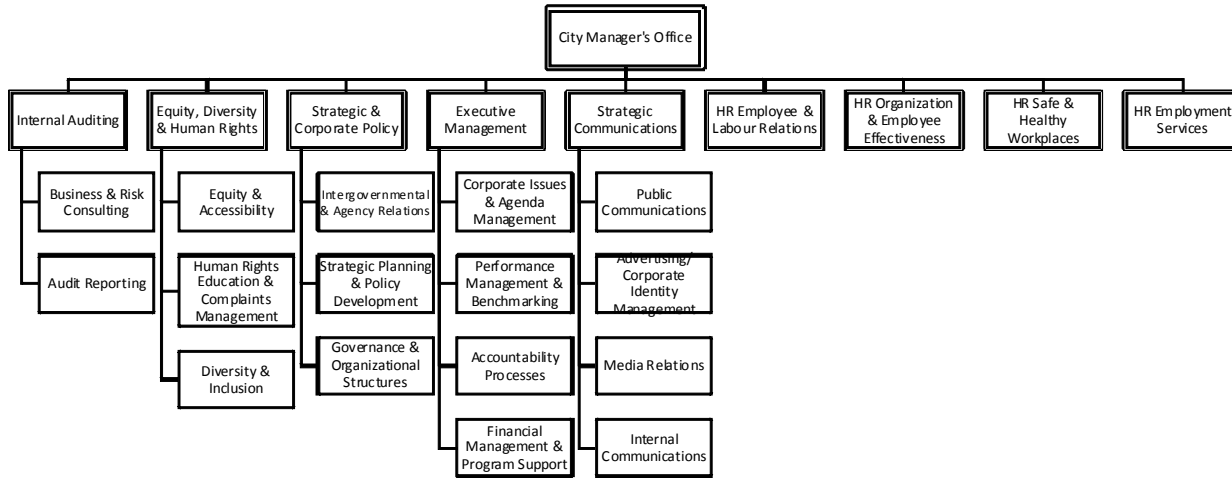
1. City Council approve the 2014 Recommended Operating Budget for the City Manager's Office of \$54.569 million gross and \$45.259 million net, comprised of the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Executive Management	2,931.5	2,913.7
Strategic & Corporate Policy	3,997.6	3,598.1
Strategic Communications	6,308.4	4,437.8
Equity, Diversity and Human Rights	1,704.0	1,701.5
Internal Auditing	1,144.0	533.0
HR Employee & Labour Relations	7,982.7	6,808.4
HR Employment Services	11,632.0	9,591.4
HR Organizational Employee Effectiveness	7,527.8	5,680.9
HR Safe & Healthy Workplaces	11,341.2	9,994.9
Total Program Budget	<u>54,569.4</u>	<u>45,259.6</u>

2. City Council approve the City Manager's Office 2014 recommended service levels, as outlined on page 9, and associated staff complement of 447.5 positions.

III: 2014 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

2014 Service Deliverables

The 2014 Recommended Operating Budget of \$54.569 million gross and \$45.259 million net for City Manager's Office will fund:

Executive Management:

- Implement and track progress on the Strategic Actions identified in the City's Strategic Plan.
- Continue regular reporting of performance measures and indicators including benchmarking results, and expand the scope of reporting to include other areas such as customer service results.
- Lead and coordinate corporate initiatives such as improving customer service, staff recognition programs, and building corporate capacity for continuous improvement activities.
- Manage corporate issues, and forecast and co-ordinate agenda items.

Strategic & Corporate Policy:

- Provide corporate coordination for transit related reports and advice including the implementation of the City's interests as part of the Metrolinx Big Move Plan.
- Lead and develop the corporate work plan for the 2014 Council Transition, including delivery and support of the policy briefing process.
- Continue the program of service efficiency studies to ensure all City divisions and agency services and functions are effective and efficient.
- Lead corporate projects, reports and policy development such as a Toronto Public Service Framework and By-law, and the Ward Boundary Review.
- Provide advice and support to the City Manager and Council on various intergovernmental matters, including the preparation of formal submissions to, and negotiating and administering agreements and funding programs with other orders of government and agencies such as Metrolinx.
- Support effective Council and Committee governance structures and processes. Ensure that the governance and relationship frameworks with agencies and corporations are working effectively. Develop relationship frameworks for the Zoo and TTC.
- Develop and support implementation of key strategic actions in 2013-2018 for the Toronto Public Service to advance Council's goals.
- Develop and implement participatory civic engagement models, processes and tools to support Council decision making and corporate policy initiatives.
- Lead and coordinate the City's responsibilities and interests related to the 2015 Pan/Parapan American Games.

Strategic Communications:

- Enhance and improve the promotion of City initiatives and programs through the development of a corporate-wide digital communications strategy.

- Complete phase 2 of the Web Revitalization Project to develop and deliver a service and customer focused website for the City of Toronto.
- Provide communications support to major corporate and divisional initiatives.
- Facilitate media relations and issues management activities across the organization to ensure early identification, effective management and coordination of issues.

Equity, Diversity & Human Rights:

- Build capacity of the TPS corporately/divisionally to embed equity, diversity and human rights in all its policies, strategies, operational protocols, program guidelines and outcomes.
- Develop and implement initiatives to achieve the City's dual role:
 - (a) prevention of discrimination, racism, harassment, hate and inaccessibility; and
 - (b) promotion of access, equity and human rights
- Facilitate implementation of initiatives and reporting on equity, diversity and human right achievements across the Toronto Public Service.
- Coordinate the corporate compliance strategy to meet the City's legislated obligations under the new Integrated Accessibility Standards Regulation, established under the Accessibility for Ontarians with Disabilities Act (AODA), 2005.
- Facilitate implementation of Corporate Strategic Actions and A Talent Blueprint goals as they pertain to access, equity, diversity and human rights.

Internal Audit:

- Undertakes audits to evaluate and strengthen risk management and internal controls and improve operations of City Divisions to ensure fiscal responsibility, accountability and compliance with applicable legislation, policies and procedures.

Human Resources:

- Provide HR advice and support to operating divisions who are reorganizing and implementing service reviews in a complex, unionized environment and collaborate with divisions and union representatives to manage and coordinate workforce transition resulting from re-organizations.
- Provide centralized, strategic collective bargaining for the City and some of its agencies and corporations in a new shared service model.
- Develop and implement strategic recruitment plans for the City's 44 operating divisions and reduce the time period required to hire employees.
- Build organizational capacity by fostering a culture of continuous improvement and excellence.
- Increase effective learning for all employees by increasing training, access and delivery methods (e.g., webinars, e-learning modules) and build corporate and divisional capacity, to effectively use technology for learning and development and sustain an enterprise-wide learning management system.

- Co-ordinate development and completion of a corporate-wide employee engagement survey.
- Through the Safety Culture Continuous Improvement Initiative – Target Zero, reduce the number of workplace accidents, Musculoskeletal Disorders, overall safety incidents and Ministry of Labour orders and reduce the severity of workplace injuries through disability management and the return-to-work program.
- Enhance the health of employees generally and at work through development of a Mental Health Strategy.
- Administer and implement recommendations resulting from the Employee Engagement Survey.
- Build a healthy work place environment that is respectful, inclusive, and equitable where employees are valued and supported to achieve their full potential.
- Foster a culture of continuous improvement and excellence.

Service Profile: Executive Management



What we do:

- Provide overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.

- The City Manager leads the municipal administration and provides guidance and advice to Council on the City’s fiscal, organizational, intergovernmental and service priorities and challenges. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and programs.

2014 Recommended Service Levels

Executive Management

Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
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 (EM)				N/A	N/A

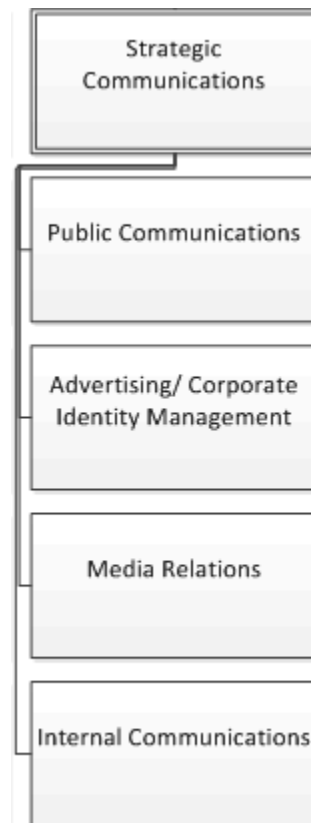
Service Profile: Strategic & Corporate Policy**What we do:**

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

2014 Recommended Service Levels

Strategic & Corporate Policy

Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
Strategic Planning & Policy Development				N/A	<p>To develop and delivery corporate-level policy and governance requirements to advance Council’s goals.</p> <p>To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time</p> <p>To complete 100% of staff requests for policy or civic engagement advice</p> <p>To post civic engagement activities as provided by City divisions to the City’s website in 24 hours 95% of the time</p>
Intergovernmental and Agency Relations				N/A	<p>Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies</p> <p>Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time</p> <p>Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council</p> <p>Prepare advice and address all City governance and accountability requirements per relationship frameworks and shareholder directions of City agencies and corporations</p> <p>Coordinate and complete all Council requirements as sole shareholder of City Corporations related to the holding of Annual General Meetings and the review of audited financial statements within the legislated fifteen month timeframe</p>
Governance & Organizational Structures				N/A	<p>To respond to requests received for governance and organizational advice within 24 hours 95% of the time</p> <p>To complete 100% of requested service efficiency studies of City programs and services</p>

Service Profile: Strategic Communications**What we do:**

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

2014 Recommended Service Levels

Strategic Communications

Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
Advertising/ Corporate Identity	Statutory Advertisements	100% of statutory advertisements placed within required time			
	By-Law Notices	By-law notices 15 days after has By-law passed		By-law notices placed 15 days after By-law has passed	100% of the time
Public Communications		Budget represents 0.0101% of the Operating and Capital Budgets of the City Program supported		Our Toronto newsletter published three times yearly and delivered to 1 million households	
Internal Communications	Monday morning news	100% distribution of Monday Morning News by end of first business day of every week	Monday Morning News distributed by noon of first business day of every week	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	

Service Profile: Equity, Diversity & Human Rights



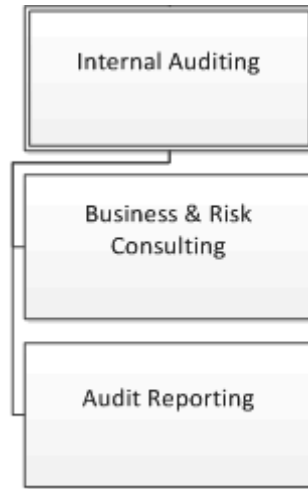
What we do:

- Provide information to the City of Toronto regarding equal opportunities to all citizens, visitors, and businesses directly interacting with City services.
- Embed diversity outcomes into the strategies, policies, procedures and practices of the City.
- Build an organization free from discrimination and harassment.
- Promote and educate the staff and public of the benefits of a diverse workforce.
- Implement strategies to:
 - reflect the public we serve at all levels of the organization;
 - respond to the needs of a diverse population; and
 - remove barriers.

2014 Recommended Service Levels Service Levels**Equity, Diversity & Human Rights**

Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
Equity and Accessibility	Equity Plan			To increase response rate to Count Yourself In Workforce survey to over 50%	
	Accessibility Plan				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.	
				To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)	
				Ensure City divisions are meeting compliance timelines 95% of the time.	
Diversity & Inclusion				To respond to requests received for advice/consultation within 24hrs 90% of the time.	
				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 (OHRT). To ensure 95% of the cases escalated to HRTO are dismissed without penalties to the City	

Service Profile: Internal Auditing



What we do:

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

2014 Recommended Service Levels

Internal Auditing

Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
Business & Risk Consulting				To develop work plan based on assessment of risk.	
Audit Reporting		Achieved a 4.2 out of 5 client satisfaction score in 2011 (to date)		Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.	

Service Profile: HR Employee & Labour Relations



What we do:

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

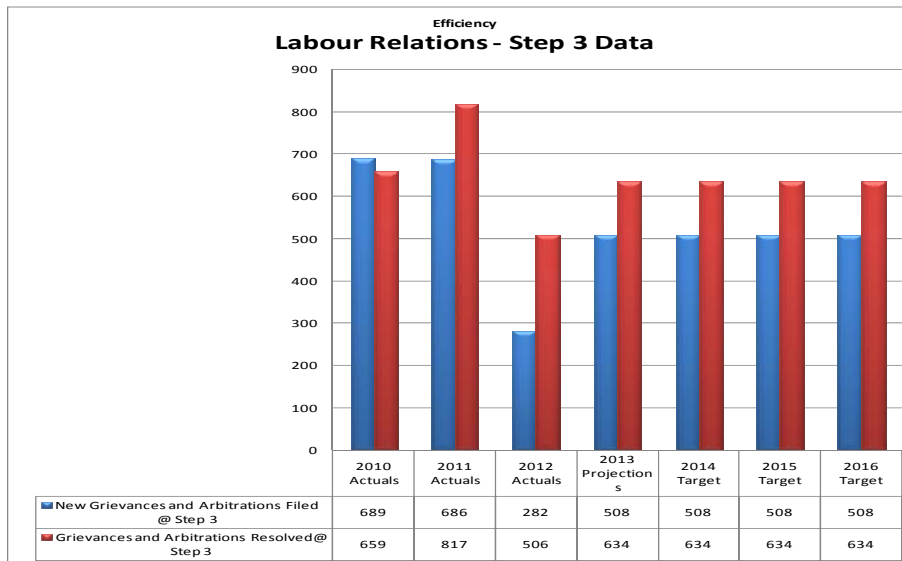
2014 Recommended Service Levels

HR Employee & Labour Relations

Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
	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 increase the number of constructions trade grievances resolved at the earliest stage from 85-90%	To maintain or increase the number of constructions trade grievances resolved at the earliest stage between 85-90%	
			To respond to all complaints within 3 business days		
	Negotiations	Of the current 7 agreements, 2 were negotiated in 2010 resulting in one negotiated settlement	To achieve negotiated settlements with all bargaining agents	To effectively implement new collective agreement provisions through expert advice, training and interpretation	
	Emergency Plan		To have the Continuity of Operation Plan updated on an annual basis		
		Planning for 2012 Labour Response started in 2011	To have a corporate labour disruption plan operational in the event of a labour disruption		

Service Performance Measures

Efficiency:



- Service effectiveness is illustrated by the reduced number of new Step 3 grievances and arbitrations and the number of grievances resolved.
- Step 3 grievances are those that have been escalated and require HR involvement.

Service Profile: HR Employment Services



What we do:

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

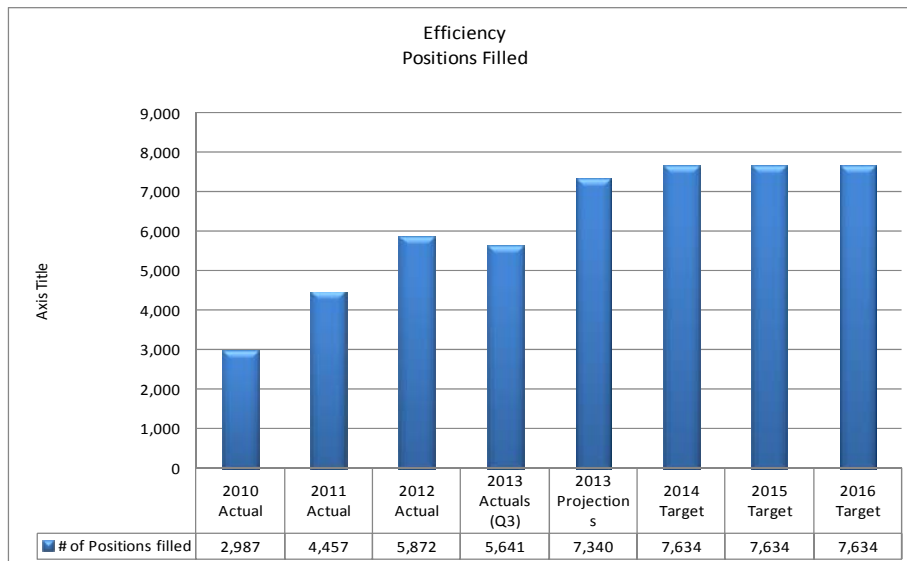
2014 Recommended Service Levels

HR Employment Services

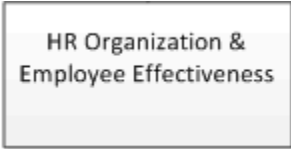
Activity	Type	Service Levels			
		2011	2012	2013	2014 Recommended
		Overall budget for Employment Services represents 0.0912% of the Operating and Capital Budgets of the City Program supported baseline to be established	To maintain or increase the % of clients who are confident in the services of the Assessment Centre from a baseline of 95%	To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing	
		61% of City Managers and Supervisors who responded to the HR Client Satisfaction survey were satisfied or very satisfied with the quality of advice of the Strategic Recruitment, Compensation & Employment Services Section	To maintain or increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section advice from the 2011 service level of 62%.	To increase the % of clients who are satisfied or very satisfied with the quality of Strategic Recruitment, Compensation and Employment Services Section.	
	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
				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.	

Service Performance Measures

Efficiency:



- The data illustrates the demand for staffing services as evidenced by the increase in number of positions filled.

Service Profile: HR Organization & Employee Effectiveness

HR Organization &
Employee Effectiveness

What we do:

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

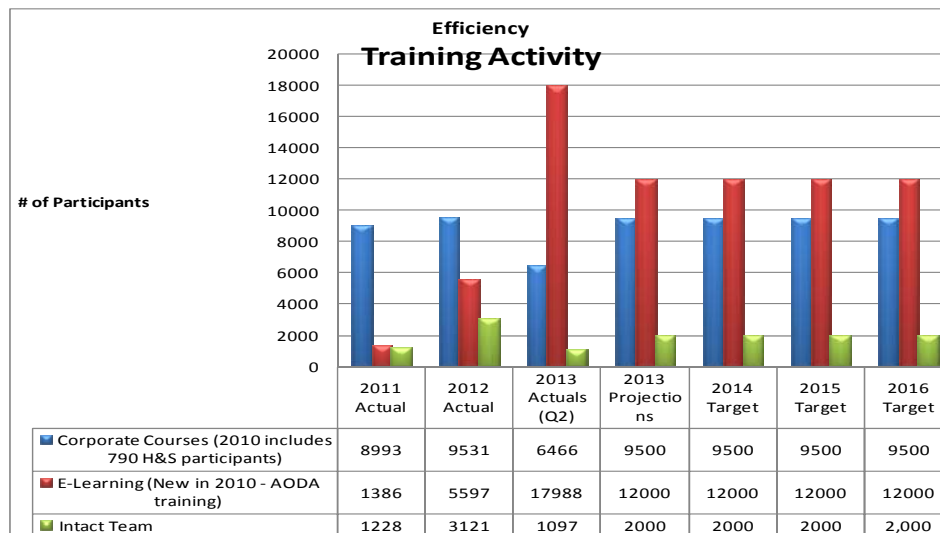
2014 Recommended Service Levels

HR Organization & Employee Effectiveness

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

Service Performance Measures

Efficiency:



- Service efficiency is illustrated by the increasing participation rate of employees in corporate learning events, including eLearning initiatives.

Service Profile: HR Safe & Healthy Workplaces



What we do:

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

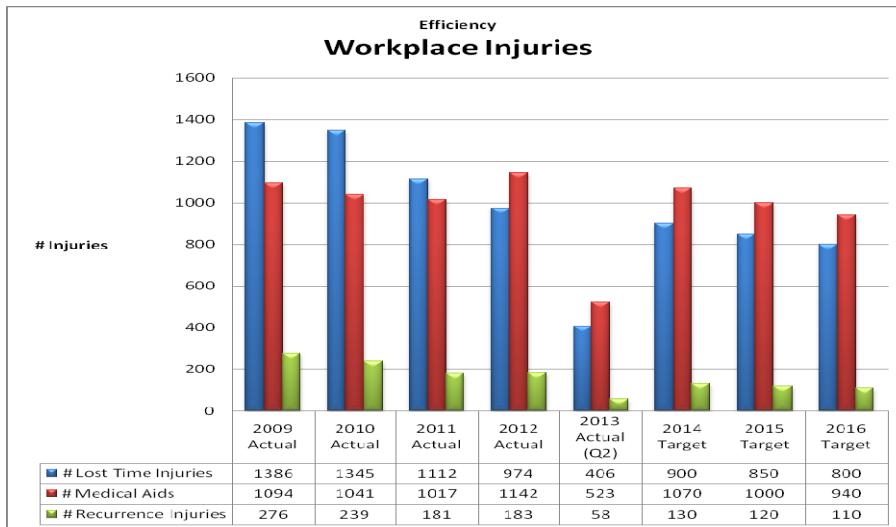
2014 Recommended Service Levels

HR Safe & Healthy Workplaces

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

Service Performance Measures

Efficiency



- Service efficiency is illustrated by the reduction in TPS workplace injuries.

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget

(In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec.dd vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plans			
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/Enhanced	2014 Rec'd Budget	\$	%	2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Equity, Diversity & Human Rights											
Gross Expenditures	1,704.0	1,480.0	1,704.0		1,704.0	(0.0)	0.0%	22.6	1.3%	11.3	0.7%
Revenue	2.5	2.1	2.5		2.5	-	0.0%		0.0%		0.0%
Net Expenditures	1,701.5	1,477.9	1,701.5		1,701.5	(0.0)	0.0%	22.6	1.3%	11.3	0.7%
Executive Management											
Gross Expenditures	2,923.0	2,538.8	2,931.5		2,931.5	8.5	0.3%	65.4	2.2%	8.0	0.3%
Revenue	2.8	2.4	17.9		17.9	15.1	537.5%		0.0%		0.0%
Net Expenditures	2,920.2	2,536.4	2,913.7		2,913.7	(6.5)	-0.2%	65.4	2.2%	8.0	0.3%
Internal Audit											
Gross Expenditures	1,101.9	957.1	1,144.0		1,144.0	42.1	3.8%	17.6	1.5%	6.4	0.6%
Revenue	568.9	488.7	611.0		611.0	42.1	7.4%		0.0%		0.0%
Net Expenditures	533.0	468.4	533.0		533.0	(0.0)	0.0%	17.6	3.3%	6.4	1.2%
Strategic Communications											
Gross Expenditures	5,874.2	5,102.1	5,978.4	330.0	6,308.4	434.2	7.4%	361.0	5.7%	(167.1)	-2.6%
Revenue	1,541.0	1,323.8	1,540.6	330.0	1,870.6	329.6	21.4%	10.2	0.5%	(209.1)	-11.2%
Net Expenditures	4,333.2	3,778.3	4,437.8		4,437.8	104.6	2.4%	350.8	7.9%	42.0	0.9%
Strategic & Corporate Policy											
Gross Expenditures	3,863.9	3,356.0	3,869.9	127.7	3,997.6	133.7	3.5%	89.8	2.2%	(286.2)	-7.2%
Revenue	265.8	228.3	271.8	127.7	399.5	133.7	50.3%	22.5	5.6%	(310.9)	-77.8%
Net Expenditures	3,598.1	3,127.7	3,598.1		3,598.1	0.0	0.0%	67.3	1.9%	24.7	0.7%
HR Employee & Labour Relations											
Gross Expenditures	7,811.2	6,784.4	7,982.7		7,982.7	171.5	2.2%	114.5	1.4%	14.2	0.2%
Revenue	1,015.5	872.4	1,174.4		1,174.4	158.9	15.6%	(10.0)	-0.9%		0.0%
Net Expenditures	6,795.7	5,912.1	6,808.4		6,808.4	12.7	0.2%	124.5	1.8%	14.2	0.2%
HR Employment Services											
Gross Expenditures	11,450.9	9,945.7	11,632.0		11,632.0	181.1	1.6%	187.9	1.6%	33.5	0.3%
Revenue	1,974.6	1,696.3	2,040.7		2,040.7	66.1	3.3%	(25.0)	-1.2%		0.0%
Net Expenditures	9,476.3	8,249.5	9,591.4		9,591.4	115.1	1.2%	212.9	2.2%	33.5	0.3%
HR Organizational Employee Effectiveness											
Gross Expenditures	7,177.4	6,234.0	7,527.8		7,527.8	350.4	4.9%	(162.7)	-2.2%	7.2	0.1%
Revenue	1,554.2	1,335.1	1,847.0		1,847.0	292.8	18.8%	(275.0)	-14.9%		0.0%
Net Expenditures	5,623.2	4,898.8	5,680.9		5,680.9	57.7	1.0%	112.3	2.0%	7.2	0.1%
HR Safe & Healthy Workplaces											
Gross Expenditures	10,908.8	9,474.9	11,103.2	238.0	11,341.2	432.4	4.0%	150.7	1.3%	4.4	0.0%
Revenue	1,079.1	927.0	1,108.3	238.0	1,346.3	267.2	24.8%	(25.0)	-1.9%		0.0%
Net Expenditures	9,829.7	8,547.9	9,994.9		9,994.9	165.2	1.7%	175.7	1.8%	4.4	0.0%
Total											
Gross Expenditures	52,815.3	45,872.9	53,873.7	695.7	54,569.4	1,754.1	3.3%	846.8	1.6%	(368.3)	-0.7%
Revenue	8,004.4	6,876.1	8,614.1	695.7	9,309.8	1,305.4	16.3%	(302.3)	-3.2%	(520.0)	-5.6%
Total Net Expenditures	44,810.9	38,996.8	45,259.6		45,259.6	448.7	1.0%	1,149.1	2.5%	151.7	0.3%
Approved Positions	442.5	406.5	442.5	5.0	447.5	5.0	1.1%	-	0.0%	(5.0)	-1.1%

The 2014 Recommended Operating Budget for the City Manager's Office of \$54.569 million gross reflects a year over year increase of \$1.754 million or 3.3% over the 2013 Approved Budget gross expenditures and \$0.449 million net.

- **Equity, Diversity & Human Rights** service's 2014 Recommended Operating Budget of \$1.704 million gross reflects no change from the 2013 Approved Budget gross expenditures.

- Base pressures are mostly attributable to increases in salaries and benefits (\$0.054 million) offset by savings in line by line reductions on non-payroll items.
- **Executive Management** service's 2014 Recommended Operating Budget of \$2.932 million gross reflects a year over year increase of \$0.009 million or 0.3% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits (\$0.070 million) offset by savings in line by line reductions on non-payroll items (\$0.018 million) and gapping (\$0.026 million).
- **Internal Audit** service's 2014 Recommended Operating Budget of \$1.144 million gross reflects a year over year increase of \$0.042 million or 3.8% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits (\$0.064 million) offset by savings in line by line reductions on non-payroll items (\$0.031 million).
- **Strategic Communications** service's 2014 Recommended Operating Budget of \$6.308 million gross reflects a year over year increase of \$0.434 million or 7.4% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits (\$0.195 million), funding for media monitoring (\$0.100 million) and funding for Pan Am resources (\$0.330 million), offset by gapping (\$0.231 million).
- **Strategic & Corporate Policy** service's 2014 Recommended Operating Budget of \$3.998 million gross reflects a year over year increase of \$0.134 million or 3.5% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits (\$0.161 million) and funding for Pan Am Resources (\$0.127 million), offset by the reduction from deleting a vacant position (\$0.143 million).
- **HR Employee & Labour Relations** service's 2014 Recommended Operating Budget of \$7.983 million gross reflects a year over year increase of \$0.172 million or 2.2% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits.
- **HR Employment Services** service's 2014 Recommended Operating Budget of \$11.632 million gross reflects a year over year increase of \$0.181 million or 1.6% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits.
- **HR Organization and Employee Effectiveness** service's 2014 Recommended Operating Budget of \$7.528 million gross reflects a year over year increase of \$0.350 million or 4.9% over the 2013 Approved Budget gross expenditures.

- Base pressures are mostly attributable to increases in salaries and benefits and an Employment Engagement Survey which occurs every 3 years (\$0.250 million).
- **HR Safe & Healthy Workplaces** service's 2014 Recommended Operating Budget of \$11.341 million gross reflects a year over year increase of \$0.432 million or 4% over the 2013 Approved Budget gross expenditures.
 - Base pressures are mostly attributable to increases in salaries and benefits and funding required for two additional Employee Health Consultants (\$0.238 million).
- 2015 incremental costs of \$0.847 million are attributable to increases in salary & benefits (\$1.192 million) due to progression pay, COLA, gapping adjustment and associated fringe benefit increases, partially offset by the reversal of funding for the Employment Survey (\$0.250 million) which occurs every 3 years, and the reversal of annualized impact of FPARS temporary positions deleted in 2014 (\$0.100 million).
- 2016 decrease in costs of \$0.368 million are attributable to reductions due to the reversal of the temporary funding for the Pan Am Games (\$0.520 million), partially offset by increases in salary & benefits (\$0.147) million due to progression pay increases and fringe benefit adjustments.

Approval of the 2014 Recommended Budget will result in the Program's approved staff complement increasing by 5 positions to 447.5 as highlighted in the table below:

2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	435.5	447.5	447.5
2013 In-year Adjustments (net changes)	7.0		
Adjusted Staff Complement	442.5	447.5	447.5
Recommended Change in Staff Complement			
- Temporary Complement - capital project delivery	1.0		
- Other Base Change			
- Operating impacts of completed capital projects			
- Service Change Adjustments	(1.0)		
- New / Enhanced	5.0		(5.0)
Total	447.5	447.5	442.5
% Change over prior year	1.1%		-1.1%

- 2013 In-Year Adjustments:
 - The 2013 in-year deletion of 5 unfunded positions in HR.
 - The 2013 in-year transfer of 1 position in the United Way liaison function from the City Manager's Office to Social Development Finance & Administration (SDFA).
 - The 2013 in-year transfer of 5 positions in the Tower Renewal budget from the City Manager's Office to SDFA.

- The 2013 in-year adjustment of 18 positions funded from the Service/Efficiency Review Budget to implement the study recommendations and further analysis for continuous improvements including new HR positions to enhance recruitment services.
- 2014 Changes:
 - A net increase of 1 temporary position for completion of delivery of the FPARS capital project.
 - A decrease of 1 permanent Director position in Strategic & Corporate Policy is recommended as a service efficiency as the workload has been restructured and implemented.
 - An increase of 2 permanent positions (Employee Health Consultants) to better manage employee absence, expedite employees' return to work and implement the Attendance Management Program.
 - An increase of 3 temporary positions to support the Pan Am Games:
 - 2 positions in Strategic Communications are recommended to support City initiatives related to the Pan Am Games including the Host City Showcase Program, issues management, media relations, branding, advertising and internal communications.
 - 1 temporary Project Co-ordinator in Strategic and Corporate Policy.

2015 and 2016 Changes

- There will be a reduction of 5 positions in 2016 due to the reversal of the temporary positions required for the Pan Am Games (3 positions from 2014 and 2 positions from 2010).

**2014 Recommended Base Budget
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change 2015 and 2016 Plans			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Equity, Diversity & Human Rights								
Gross Expenditures	1,704.0	1,704.0	(0.0)	0.0%	22.6	1.3%	11.3	0.7%
Revenue	2.5	2.5	-	0.0%		0.0%		0.0%
Net Expenditures	1,701.5	1,701.5	(0.0)	0.0%	22.6	1.3%	11.3	0.7%
Executive Management								
Gross Expenditures	2,923.0	2,931.5	8.5	0.3%	65.4	2.2%	8.0	0.3%
Revenue	2.8	17.9	15.1	537.5%		0.0%		0.0%
Net Expenditures	2,920.2	2,913.7	(6.5)	-0.2%	65.4	2.2%	8.0	0.3%
Internal Audit								
Gross Expenditures	1,101.9	1,144.0	42.1	3.8%	17.6	1.5%	6.4	0.6%
Revenue	568.9	611.0	42.1	7.4%		0.0%		0.0%
Net Expenditures	533.0	533.0	(0.0)	0.0%	17.6	3.3%	6.4	1.2%
Strategic Communications								
Gross Expenditures	5,874.2	5,978.4	104.2	1.8%	318.2	5.3%	42.1	0.7%
Revenue	1,541.0	1,540.6	(0.4)	0.0%		0.0%		0.0%
Net Expenditures	4,333.2	4,437.8	104.6	2.4%	318.2	7.2%	42.1	0.9%
Strategic & Corporate Policy								
Gross Expenditures	3,863.9	3,869.9	6.0	0.2%	85.7	2.2%	(129.6)	-3.3%
Revenue	265.8	271.8	6.0	2.3%	6.1	2.2%	(166.8)	-61.4%
Net Expenditures	3,598.1	3,598.1	0.0	0.0%	79.6	2.2%	37.2	1.0%
HR Employee & Labour Relations								
Gross Expenditures	7,811.2	7,982.7	171.5	2.2%	114.5	1.4%	14.2	0.2%
Revenue	1,015.5	1,174.4	158.9	15.6%	(10.0)	-0.9%		0.0%
Net Expenditures	6,795.7	6,808.4	12.7	0.2%	124.5	1.8%	14.2	0.2%
HR Employment Services								
Gross Expenditures	11,450.9	11,632.0	181.1	1.6%	187.9	1.6%	33.5	0.3%
Revenue	1,974.6	2,040.7	66.1	3.3%	(25.0)	-1.2%		0.0%
Net Expenditures	9,476.3	9,591.4	115.1	1.2%	212.9	2.2%	33.5	0.3%
HR Organizational Effectiveness								
Gross Expenditures	7,177.4	7,527.8	350.4	4.9%	(162.7)	-2.2%	7.2	0.1%
Revenue	1,554.2	1,847.0	292.8	18.8%	(275.0)	-14.9%		0.0%
Net Expenditures	5,623.2	5,680.9	57.7	1.0%	112.3	2.0%	7.2	0.1%
HR Safe & Healthy Workplaces								
Gross Expenditures	10,908.8	11,103.2	194.4	1.8%	150.7	1.4%	4.4	0.0%
Revenue	1,079.1	1,108.3	29.2	2.7%	(25.0)	-2.3%		0.0%
Net Expenditures	9,829.7	9,994.9	165.2	1.7%	175.7	1.8%	4.4	0.0%
Total								
Gross Expenditures	52,815.3	53,873.7	1,058.4	2.0%	799.9	1.5%	(2.5)	0.0%
Revenue	8,004.4	8,614.1	609.7	7.6%	(328.9)	-3.8%	(166.8)	-1.9%
Net Expenditures	44,810.9	45,259.6	448.7	1.0%	1,128.8	2.5%	164.3	0.4%
Approved Positions	442.5	442.5	-	0.0%	-	0.0%	(2.0)	-0.5%

The 2014 Recommended Base Budget of \$53.873 million gross and \$45.259 million net is \$0.448 million or 1.0% over the 2013 Approved Operating Budget of \$44.811 million net and provides \$1.024 million net in funding for base budget increases which have been offset by \$0.575 million net in recommended service budget reductions.

- Key cost drivers resulting in the base budget pressures of \$1.024 million are detailed in the table below:

Key Cost Drivers
(In \$000s)

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Prior Year Impacts	
Reversal of 2013 re-earnables / lump sum payments	(604.9)
Reversal of 2013 one-time gapping	142.5
Capital Project Delivery	
Net impact of 1 temporary position related to the FPARS capital project	171.0
Economic Factors	
Economic factors - non payroll	71.4
COLA and Progression Pay	
Negotiated annual increases (1.75% in 2014, 2.25% in 2015)	563.2
Progression pay for non-union staff	208.0
Re-earnables for non-union staff	509.4
Increase in fringe benefit rate	212.8
Other Base Changes	
Funding for Media Monitoring	100.0
Vehicle Reserve and Maintenance and Fuel Cost	9.9
Employment Engagement Survey	250.0
Total Changes	1,633.3
Revenue Changes	
Net Impact of Transfers From Capital	171.0
Shared Services with Agencies	154.3
IDRs increase due to Economic Factors	34.3
Funding For the Employment Engagement Survey	250.0
Total Changes	609.7
Net Expenditures	1,023.7

In order to mitigate the above pressures, base expenditure reductions and service efficiency savings are recommended as summarized in the following table.

2014 Recommended Service Change Summary by Program
(In \$000s)

Description (\$000s)	2014 Recommended Service Changes				Net Incremental Impact			
	Position Change	Gross Exp.	Net Expense	% Change over 2013 Budget	2015		2016	
					Net Expense	Pos.	Net Expense	Pos.
	#	\$	\$	%	\$	#	\$	#
Base Changes:								
Base Expenditure Changes								
<i>Line by line non-payroll reductions to reflect actuals</i>		(102.7)	(102.7)	-0.2%				
Base Expenditure Change		(102.7)	(102.7)	-0.2%				
Service Efficiencies								
<i>Absorb non-payroll economic factors</i>		(71.4)	(71.4)	-0.2%				
<i>One-time gapping</i>		(257.9)	(257.9)	-0.6%	257.9			
<i>Deletion of 1 position in Strategic & Corporate Policy</i>	(1.0)	(142.9)	(142.9)	-0.3%				
Sub-Total	(1.0)	(472.2)	(472.2)	-1.0%	257.9			
Total Changes	(1.0)	(574.9)	(574.9)	-1.3%	257.9			

The 2014 recommended service changes consist of base expenditure changes of \$0.103 million, and service efficiency savings of \$0.472 million net. In total, the Program has achieved reductions of \$0.575 million net bringing the 2014 Recommended Base Budget to \$0.448 million or 1.0% over the 2013 Approved Budget of \$44,811 million net.

The net incremental impact on the 2015 Operating Budget is \$0.258 million arising from the reversal of the recommended one-time gapping measure in 2014.

The 2014 recommended service changes and 2015 and 2016 incremental impacts are discussed below:

Base Expenditure Changes: (Savings of \$0.103 million gross, \$0.103 million net)

Line by line reductions

- Reductions in non-salary expenditure budgets to reflect actual experience results in savings of \$0.103.

Service Efficiencies: (Savings of \$0.472 million gross, \$0.472 million net)

Absorb non-payroll economic factors

- Foregoing economic factor adjustments for non-payroll items results in savings of \$0.071 million.

Gapping

- Gapping in Executive Management and Strategic Communications will provide one-time savings of \$0.027 million and \$0.231 million respectively for a total of \$0.258 million. The savings from the gapping will be reversed in 2015.

Deletion of 1 position in Strategic & Corporate Policy

- The deletion of one vacant, Director position in Strategic & Corporate Policy results in savings of \$0.143 million. Workload has been restructured and implemented.

2014 Recommended New / Enhanced Service Priority Actions**(In \$000s)**

Description	2014 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
New Service Priorities							
Strategic & Corporate Policy - Pan Am Resources	127.7		1.0				(1.0)
Strategic Communications - Pan Am Resources	230.0		2.0				(2.0)
Strategic Communications - Pan Am Games (promotional items, photos, videos, etc)	100.0						
2 additional Employee Health Consultants	238.0		2.0				
Sub-Total	695.7	-	5.0	-	-	-	(3.0)
Total	695.7	-	5.0	-	-	-	(3.0)

Recommended New Service Priorities*Pan Am Resources*

- Funding of \$0.128 million gross and \$0 net is recommended for 1 temporary Project Co-ordinator to compliment and coordinate with work being done by the Pam Am Unit.
 - Funding will be provided from the Non-Program Budget, for a \$0 net impact to the City Manager's Office. The temporary positions and funding will be reversed at the end of 2015 after the Pan Am Games are completed and the games has received full closure.
- Funding of \$0.230 million gross and \$0 net is recommended for 2 temporary Senior Communications Advisor positions. These positions will provide support to City initiatives for the Pan Am Games including the Host City Showcase Program, issues management, media relations, branding, advertising, and internal communications. The temporary positions and funding will be reversed at the end of 2015.
 - Funding is provided from the Major Special Events Reserve, for a \$0 net impact to the City Manager's Office.
- Funding of \$0.100 million net and \$0 net is recommended for promotional requirements for the Pan Am 2015 Host City Showcase Program including production of international media kits, video production, photography, etc.
 - Funding is provided from the Major Special Events Reserve, for a \$0 net impact to the City Manager's Office.

Employee Health Services

- Funding of \$0.238 million gross and \$0 net is recommended for 2 additional Employee Health Consultants, in order to respond in a timely fashion to the increased number of employee referrals from Divisions to Employee Health Services. It is recommended that

funding be provided from the Non-Program Expenditure Budget for Injured Workers' Accommodation. The fund was established to assist in and expedite the return to work of injured or ill employees who have been placed to a different Division.

- Referrals have increased by 47% over the last 2 years to 1,592 in 2012.
- Reducing the wait time to see an Employee Health Consultant, from what is now up to 3 months back to a 4 week wait for service provision, will improve the effectiveness of the intervention and will reduce the corporate cost of absenteeism.
- The City's absenteeism rate has increased from an average of 7.8 days per employee per year (2009) to 10.2 days per year (2012). A reduction in absenteeism to 2009 levels will produce savings in unproductive time of approximately \$16 million a year.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	180.8	47.8	133.0	0.3%		119.5		119.5	0.3%	
COLA and Fringe Benefits	753.1		753.1	1.7%		27.4		27.4	0.1%	
Reversal of Gapping	257.9		257.9	0.6%						
Employment Survey	(250.0)	(250.0)		0.0%						
Annualized impact of FPARS temporary positions expiring March 2014	(100.0)	(100.0)		0.0%						
Vehicle Reserve contributions	5.0		5.0	0.0%		5.0		5.0		
Reversal of temporary funding for Pan Am				0.0%		(520.0)	(520.0)			(5.0)
Sub-Total	846.8	(302.2)	1,149.0	2.5%		(368.1)	(520.0)	151.9	0.3%	(5.0)
Anticipated Impacts:										
Sub-Total										
Total Incremental Impact	846.8	(302.2)	1,149.0	2.5%		(368.1)	(520.0)	151.9	0.3%	(5.0)

Approval of the 2014 Recommended Budget for the City Manager's Office will result in a 2015 net incremental cost of \$1.149 million and a 2016 net incremental increase of \$0.152 million to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

2015

- Progression pay for non-union staff and a 2.25% negotiated annual increases for union and non-union staff will result in increases of \$0.133 million and \$0.753 million respectively.
- Reversal of the 2014 recommended one-time gapping measures will increase salary costs by \$0.258 million.
- The reversal of the temporary funding for the employment survey results in a decrease of \$0.250 million gross and \$0 net.

- The annualized impact of deleting 3 temporary FPARS capital positions in 2014, results in a decrease of \$0.100 million gross and \$0 net.
- The annual contribution to the Vehicle Reserve is \$0.005 million.

2016

- Progression pay for non-union staff will result in increases of \$0.120 million.
- Fringe benefits increase of \$0.027 million.
- The reversal of the temporary funding for 5 positions for Pan Am Games (3 positions approved in 2014 and 2 positions approved in 2010) results in a decrease of \$0.520 million gross and \$0 net.
- The annual contribution to the Vehicle Reserve is projected to increase by \$0.005 million.

V: ISSUES FOR DISCUSSION

2014 Issues

Address Staff Vacancies

There were 2,542.6 vacant approved operating and capital positions reported City-wide as of June 30, 2013. This represents 4.9% of a total of 52,402.4 positions in the Toronto Public Service (all City Divisions) and the City Agencies.

The following table provides a summary of the vacant positions as of June 30, 2013:

Approved Positions and Vacancies	Approved Positions	Vacant Positions	Vacancy Rate
Toronto Public Service	27,341.1	1,561.6	5.7%
City Agencies	25,061.3	981.0	4.0%
TOTAL	52,402.4	2,542.6	4.9%

Of the reported 2,542.6 City-wide vacant positions, 61% of them (1,561.6) were in the Toronto Public Service (City Divisions *including* Toronto Public Health, Toronto Water and Solid Waste Management Services) and 39% (981 positions) were in the City's Agencies (e.g., Toronto Police Services, Toronto Transit Commission, Toronto Public Library, etc.).

Although a vacancy rate of 4.9% is not unusual for an organization of its size, its growth in recent years may be cause for concern. The average rate from the first quarter of 2011 to the end of the second quarter of 2013 has been 4.2%. Going back further, since the end of 2007, the average vacancy rate has been 3.2%.

The reasons for vacancies and its recent growth include:

- Approved Gapping Rates

Gapping represents the difference in the funding for a fully staffed and funded approved position complement and the actual approved budgeted funding that is derived by an historical turnover experience analysis based upon what is likely expected to arise during the year. The City of Toronto's average gapping rate is 2.4% but varies from 0% to 7.7% depending on the City Division or Agency. If gapping rate was removed from the vacancy rate, the City's overall net vacancy rate would be 2.5%.

- Employee Exits (Turnover)

"Turnover" occurs when a permanent employee exits the employment of the City of Toronto regardless of the reason (e.g., retirement, voluntary termination-resignation, involuntary termination, death) other than layoff. In 2012, there were 925 exits or 4.52% of 20,471 permanent headcounts. There have been 576 exits in 2013 as of June 30th, representing 2.8% of 20,581 permanent employees. The prorated rate for 2013 is 5.6%.

- Churn Rate of Vacancies

When a vacant position is filled by a current employee, there can also be subsequent multiple filling of vacancies caused by a cascading effect requiring multiple employee transfers, temporary assignments, or promotions.

- Hiring Process Challenges

There are a number of factors that influence the time it takes to fill a vacancy, starting from when the vacancy first arises to when the appointment/hiring offer is accepted and the selected candidate starts working in the position. Close to 90% of the Toronto Public Service are bargaining unit positions and contractual obligations in the collective agreements must be adhered to. Order of consideration and applicant screening are two (2) processes which contribute to the length of time it takes to fill a vacancy.

- HR Staff Resources

In order to meet its 2010 and 2011 approved budgets, HR staff resources dedicated to supporting the hiring and selection processes were reduced, with 15-20% fewer staff supporting the recruitment and selection processes in 2013 compared to 2009. As outlined on the next page, additional staff were approved during 2013.

- Hiring Activity Cycle and Volume

There is an historic regular annual hiring cycle that sees an increase in the level of requisitions and job posting in the early Spring of each year. In 2013, the seasonal surge occurred earlier, generally attributed to Council approving the annual budget earlier in the calendar year. Between January 1 and September 1, 2013, 5,211 vacant positions (excluding recreation workers) were filled. This was a 19% increase over the same comparable period in 2012.

- Unreduced Pension Retirement Eligibility: Future Impact

It is projected that nearly 50% of each level of supervisor, manager and director are now eligible or will become eligible for an unreduced pension by 2018.

Staff Action Taken to Date and Planned Future Actions

Workforce Planning: Talent Blueprint 2013-2018

The Talent Blueprint is the second Toronto Public Service workforce plan (People Plan 2008-2012) and its goal is to create: an engaged, diverse, high performing, adaptive and productive workforce to meet the current and future needs of the City. The Blueprint identifies actions in four focus areas: Employee Engagement; Diversity; Building Capacity; and Effective Leaders. Examples of some actions include: implementing a new Learning Management / eLearning System that will increase employee access to training; implementing a new talent management program to ensure we have the capacity to replace retiring and promoted managers and staff; and conducting and using an employee engagement survey to improve the workforce.

Streamlining the Hiring Processes

Internal reviews have been made to identify opportunities for streamlining aspects of the hiring and selection processes to increase efficiencies and ensure that vacancies can be filled as quickly as possible. Some strategies that have been implemented include combining hiring requisitions from various sections within a City Division into one hiring process activity to fill vacancies in the same classification, create "eligibility lists" from job competitions for the filling of future vacant positions and implementing a centralized Skills Assessment Centre that conducts standardized testing of candidates using computer-based specialized software to support a variety of job competitions and evaluations/assessments.

Business Process Review

HR has recently retained the services of an external consulting firm to carry out an end-to-end Business Process Review and consider the appropriate level of resources and technology to support the hiring and selection processes. This review is expected to conclude before year-end 2013, followed by implementation of the immediate recommendations. Considerations will also be given to recommendations for future improvements that may require additional process changes, funding or collective agreements negotiation, which will result in further streamlining of the hiring processes, enabling vacancies to be filled faster.

Additional Staff for the Human Resources Division

In July 2013, the City Manager provided approval for HR to hire an additional five (5) temporary positions dedicated to supporting the hiring process. These positions were filled as of September 1, 2013. At its meeting of October 8, 9, 2013 City Council approved an additional five permanent positions in HR to support the hiring process and the five temporary positions to be funded from a reallocation from the 2013 Non-Program Budget.

A staff report entitled "Vacancies" providing details of the above was submitted to the Budget Committee, which can be accessed through the following link.

<http://www.toronto.ca/legdocs/mmis/2013/bu/bgrd/backgroundfile-61932.pdf>

Issues Referred to the 2014 Operating Budget Process

At its meeting of October 2, 2013, the Budget Committee, the following motion was adopted:

"Requested the City Manager and Deputy City Managers during the 2014 budget process, to review those vacant positions that have existed for 2 years or more to determine whether funding can be re-allocated."

<http://app.toronto.ca/tmmis/viewPublishedReport.do?function=getDecisionDocumentReport&meetingId=7269>

Human Resources has identified a total of 440 positions that have been vacant for at least 2 years across all City Divisions and sent them to Heads of each division for their review. At the end of October, 54 positions were deleted. An additional 35 positions are under review and the remainder are in the process of being filled or held for gapping.

A review of the FPARS vacancy report will take place annually during the Budget process. The FPARS vacancy report identifies positions which must be linked into a budget and have no incumbent. The process will assist divisions in planning and managing vacancies.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, the City Manager's Office achieved the following results:

Executive Management:

- ✓ Reported on Toronto's Performance Measurement results in 28 service areas, and benchmarked results relative to other Canadian municipalities, as well as producing a quarterly Management Information Dashboard of key economic and social indicators, and other operational statistics.
- ✓ Developed and issued corporate guidelines for customer satisfaction surveys.
- ✓ Hosted the City Manager Awards and You Make the Difference Extraordinary Achievement Awards and initiated the Toronto Public Service Week in September 2013.
- ✓ Ensured implementation of all Recommendations in the 2012 Ombudsman's Annual Report
- ✓ Coordinated Corporate Agenda Forecast activities including overseeing review of reports and preparation of briefing notes

Strategic & Corporate Policy:

- ✓ Completed the City Manager's strategic planning and priority setting process for the Toronto Public Service, identifying strategic actions for 2013-18 which align with the Council's Strategic Plan and goals.
- ✓ Provided oversight and direction to the Service Review Program and the completion of key service review studies on Shared Services with City Agencies, Child Care, Counter Services, 311, and a Service and Organizational Review for Toronto Emergency Medical Services and Toronto Fire Services.
- ✓ Coordinated preparation and provided oversight for major corporate reports such as the Casino and Convention Development report and the Metrolinx Transportation Growth Funding/Dedicated Revenues report.
- ✓ Provided oversight to CMO led federal/provincial governance and funding programs and agreements including the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA), Infrastructure investment programs, City/TTC/Metrolinx Master Agreement for transit lines under the Big Move, TTC Streetcar Replacement Agreement, and Union Station revitalization.
- ✓ Worked with the City's agencies and corporations on matters such as a feasibility review of the Zoo's operating and governance proposal.
- ✓ Provided strategic civic engagement advice, training and corporate guidelines for divisions
- ✓ Provided strategic advice, coordination and oversight for the City's responsibilities and interests related to the 2015 Pan/Parapan American games.

Strategic Communications:

- ✓ Provided communications, media relations and issues management support for all major City and divisional initiatives and issues including Pan Am Games, Port Lands Acceleration Initiative, Compliance Audit Committees, Service Efficiency Studies including Fire/EMS, 2014 Budget Launch, Ombudsman/Auditor reports and investigations, Casino report/consultation, Long-term Transportation Plan, Gardiner Rehabilitation and EA, Metrolinx, etc.
- ✓ Provided communications leadership for phase 1 of the Web Revitalization Project, including web content migration and roll-out of a web content management tool
- ✓ Enhanced public communications by producing 12 episodes of television show City Insider, highlighting City programs, initiatives and events, produced three issues of Our Toronto and four issues of City Update, and enhanced digital communications through production of three podcasts and management of City Twitter account @TorontoComms.

Equity, Diversity & Human Rights:

- ✓ Developed strategic actions to implement accessibility, equity and diversity initiatives in the Corporate Strategic Plan.
- ✓ Facilitated the development and implementation of corporate training on Human Rights, AODA and A Guide to Good Practice (Providing Equitable Services to Individuals of All Abilities).
- ✓ In partnership with Community Working Group on Access, Equity and Human Rights, a mechanism for community engagement, hosted a successful community based Symposium (*Building an Equitable City Together*).
- ✓ Provided advice/presentations to City divisions, and monitored implementation of the City's multi-year compliance plan with respect to the Accessibility for Ontarians with Disabilities Act (AODA.)
- ✓ Handled Human Rights complaints & divisional requests for investigation/intervention/advice/training.
- ✓ Successfully articulated City's legislative/policy framework on EDHR, aligned City's policies on Human Rights, Anti-Harassment, Anti-Discrimination, Anti-Hate Activity to changing legislation and clarified the City's complaints handling framework for both internal and external complainants.
- ✓ Enhanced the delivery of the Protégé Programme (in collaboration with female Council members) by making it more inclusive of diverse communities and by introducing relevant learning opportunities for the participants.

Internal Audit:

- ✓ Assessed the adequacy of controls and procedures relating to the Multi Residential Apartment Building (MRAB) program in MLS and conducted contract management audits in Fleet Services, Facilities Management, Children's Services and Shelter Support Housing and Administration.

- ✓ As a result of the Shared Services recommendations, assisted in developing a monitoring process in Toronto Community Housing Corporation (TCHC) to ensure compliance with procurement policies and procedures.

Human Resources:

- ✓ Negotiated settlements for the Toronto Zoo, Exhibition Place and implemented one new corporate-wide Labour Relations training module and plan.
- ✓ Enhanced the hiring process by creating a talent solutions and support group to evaluate various recruitment and talent selection approaches.
- ✓ Implemented enterprise-wide eLearning modules including Mission Values and Ethics, the Doing it Right Initiative (safe, ethical and respectful workplace), Accessibility for Ontarians with Disabilities Act (AODA) training, Labour Relations, and Occupational Health & Safety
- ✓ Developed and implemented the 2013- 2018 TPS Workforce Talent Blueprint.
- ✓ For the first quarter of 2013, the number of lost time injuries decreased by 19.5% from 2012 and since 2008 there has been a 32% decrease.

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	40,047.4	44,328.0	52,815.2	45,872.9	(6,942.3)	(13.1)
Revenues	6,066.5	7,343.2	8,004.4	6,876.1	(1,128.3)	(14.1)
Net Expenditures	33,980.9	36,984.8	44,810.8	38,996.8	(5,814.0)	(13.0)
Approved Positions	405.0	375.3	442.5	406.5	(36.0)	(8.1)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- The projected year-end net variance for the City Manager's Office as at September 30, 2013 is anticipated to be \$5.814 million or 13.0% below the 2013 Approved Operating Budget of \$44.811 million net.
- The projected under-spending of \$6.942 million gross is mainly due to savings arising from a delay in filling vacant positions and under spending in services and rents. These savings are offset by lower revenues of \$1.128 million as planned recoveries from capital funds will not be fully required due to delays in filling vacant capital positions.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- The under-expenditure in 2013 is not expected to continue into 2014 as positions are expected to be filled in early 2014.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved	%	Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	36,860.6	39,827.0	49,029.5	42,343.2	50,417.4	1,387.9	2.8%	51,509.16	51,196.1
Materials and Supplies	139.1	151.4	202.8	173.9	199.0	(3.8)	-1.9%	199.0	199.0
Equipment	27.8	44.3	82.2	68.0	93.7	11.5	13.9%	93.7	93.7
Services & Rents	2,400.0	3,325.9	2,985.3	2,776.6	3,084.0	98.7	3.3%	3,084.0	3,024.0
Contributions to Capital	2.5					-			
Contributions to Reserve/Res Funds	76.2	75.7	83.5	83.5	91.3	7.8	9.3%	96.3	101.3
Other Expenditures		0.1		0.1	250.0	250.0		-	-
Interdivisional Charges	541.2	402.4	431.9	427.6	434.1	2.2	0.5%	434.1	434.1
Total Gross Expenditures	40,047.4	43,826.8	52,815.2	45,872.9	54,569.4	1,754.2	3.3%	55,416.1	55,048.1
Interdivisional Recoveries	5,351.9	3,861.1	3,719.7	3,819.7	4,983.4	1,263.7	34.0%	4,766.1	4,246.2
Provincial Subsidies						-			
Federal Subsidies						-			
Other Subsidies						-			
User Fees & Donations	15.2	68.4	15.9	52.0		(15.9)	-100.0%		
Transfers from Capital Fund		1,403.8	3,980.9	2,630.6	4,151.9	171.0	4.3%	4,051.9	4,051.9
Contribution from Reserve Funds						-			
Contribution from Reserve			17.9	17.9	-	(17.9)	-100.0%		
Sundry Revenues	699.4	166.7	270.1	355.9	174.5	(95.5)	-35.4%	189.5	189.5
Required Adjustments						-			
Total Revenues	6,066.5	5,500.0	8,004.4	6,876.1	9,309.8	1,305.4	16.3%	9,007.6	8,487.6
Total Net Expenditures	33,980.9	38,326.8	44,810.8	38,996.8	45,259.6	448.8	1.0%	46,408.6	46,560.5
Approved Positions	405.0	375.3	442.5	401.5	447.5	5.0	1.1%	447.5	442.5

2014 Key Cost Drivers

Salaries and benefits are the largest expenditure category and account for 92.4% of the total recommended expenditures, followed by services and rents at 5.7%, and interdivisional charges at 0.8%.

Salaries and Benefits

- The 2014 budget for salaries and benefits of \$50.417 million is \$1.388 million or 2.8% greater than the 2013 Approved Operating Budget.
 - Progression pay, negotiated annual increases and fringe benefit adjustments account for \$1.493 million of pressures in salary and benefits.
 - The net reduction of 1 temporary position related to the FPARS capital project results in an increase of \$0.170 million.
 - Two new Employee Health Consultants results in an increase of \$0.238 million.
 - Three new positions for the Pan Am Games results in an increase of \$0.357 million.

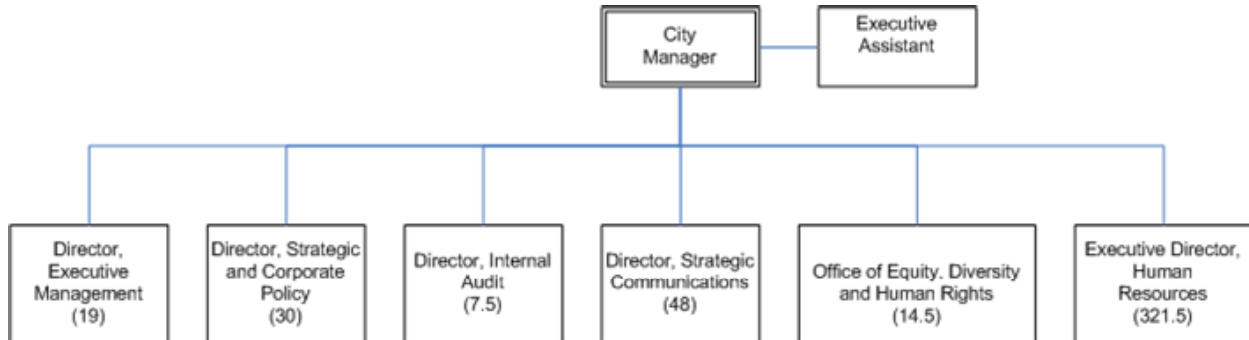
- These pressures are partially offset by the deletion of a vacant position for a savings of \$0.143 million, additional gapping of \$0.258 million and the reversal of 2013 re-earnables / lump sum payments of \$0.605 million.

Revenues

- The 2014 budget for Revenues is \$9.310 million, which is \$1.305 million or 16.3% higher than the 2013 operating budget.
 - The 2014 Recommended Operating Budget for Interdivisional Recoveries for 2014 is \$1.264 million or 34.0% higher than the 2013 Operating Budget. This reflects increased recoveries from the Non-Program Budget of \$0.250 million for the Employment Engagement Survey, \$0.238 million for 2 Employee Health Consultants, as well as recoveries from the Major Special Events Reserve and Non-Program Budget of \$0.688 for Pan Am resources.

Appendix 2 - Continued

2014 Organization Chart



2013 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	12.0	324.0	88.0	17.0	441.0
Part-Time	0.0	1.0	0.5	0.0	1.5
Total	12.0	325.0	88.5	17.0	442.5

Appendix 3

Summary of 2014 Recommended Service Changes

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2014 Staff Recommended Base Budget Before Service Change:	54,345.9	8,614.1	45,731.8	443.5	870.9	164.3
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2814	Gapping in Executive Management
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51	1	Description:
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Temporary gapping of one position for approximately 4 months.

Service Level Impact:

No service level impact.

Service: Executive Management

Total Staff Recommended:	(26.5)	0.0	(26.5)	0.0	26.5	0.0
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Staff Recommended Service Changes:	(26.5)	0.0	(26.5)	0.0	26.5	0.0
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2815	Gapping in Strategic Communications
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51	1	Description:
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Temporary gapping of 2 vacant positions (Communications Advisor; Management and Policy Consultant).

Service Level Impact:

No service level impact.

Service: Strategic Communications

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Total Staff Recommended:			(231.4)	0.0	(231.4)	0.0	231.4	0.0
Staff Recommended Service Changes:			(231.4)	0.0	(231.4)	0.0	231.4	0.0

2816	Deletion of One Position in Strategic and Corporate Policy
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51	1	Description:
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The deletion of one vacant, Director position in Strategic and Corporate Policy results in savings of \$0.143 million. Workload has been restructured.

Service Level Impact:

The management responsibilities have been integrated into one Director of Intergovernmental and Agency Relations. This has resulted in additional workload and the need to delay some reports and extend project timelines. In addition, responsibility for the public appointments process will move to the City Clerk's Office as per Council direction.

Service: Strategic & Corporate Policy

Total Staff Recommended:	(142.9)	0.0	(142.9)	0.0	0.0	0.0
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Service: Strategic & Corporate Policy

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Total Staff Recommended:			0.0	0.0	0.0	(1.0)	0.0	0.0
Staff Recommended Service Changes:			(142.9)	0.0	(142.9)	(1.0)	0.0	0.0

3137	Absorb Economic Factors for Non-Payroll Items	
51	1	Description:

Foregoing economic factor adjustments for non-payroll items results in savings of \$0.071 million.

Service Level Impact:

No service level impact.

Service: Equity, Diversity & Human Rights

Total Staff Recommended:	(0.5)	0.0	(0.5)	0.0	0.0	0.0
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Service: Executive Management

Total Staff Recommended:	(1.3)	0.0	(1.3)	0.0	0.0	0.0
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Service: Internal Auditing

Total Staff Recommended:	(0.5)	0.0	(0.5)	0.0	0.0	0.0
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Service: Strategic & Corporate Policy

Total Staff Recommended:	(1.0)	0.0	(1.0)	0.0	0.0	0.0
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Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Strategic Communications						
		Total Staff Recommended:	(12.4)	0.0	(12.4)	0.0	0.0	0.0
		Service: HR Employee & Labour Relations						
		Total Staff Recommended:	(55.9)	0.0	(55.9)	0.0	0.0	0.0
		Staff Recommended Service Changes:	(71.4)	0.0	(71.4)	0.0	0.0	0.0
Summary:								
		Staff Recommended Service Changes:	(472.2)	0.0	(472.2)	(1.0)	257.9	0.0
		Total Staff Recommended Base Budget:	53,873.7	8,614.1	45,259.6	442.5	1,128.8	164.3

Appendix 4

Summary of 2014 Recommended New / Enhanced Service Changes

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2852	Pan Am Resources - Strategic & Corporate Policy
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74	1	Description:
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Funding of \$0.128 million gross is recommended fo 1 temporary Project Co-ordinator to compliment and coordinate with work being done by the Pan Am Unit.

Service Level Impact:

New Service Priority

Service: Strategic & Corporate Policy

Total Staff Recommended:	127.7	127.7	0.0	1.0	0.0	0.0
Staff Recommended New/Enhanced Services:	127.7	127.7	0.0	1.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2854		Pan Am Resoureces - Strategic Communications						
74	1	Description:						
<p>Funding of \$0.230 million gross and \$0 net is recommended for 2 temporary Senior Communications Advisor positions. These positions will provide support to City initiatives related to the Games including the Host City Showcase Program, issues management, media relations, branding, advertising and internal communications. Funding of \$0.100 million gross and \$0 net is recommended for promotional requirements for the Pan Am 2015 Host City Showcase Program including production of international media kits, video production, photography, etc.</p> <p>Service Level Impact: New Service Priority.</p> <p>Service: Strategic Communications</p>								
Total Staff Recommended:			330.0	330.0	0.0	2.0	0.0	0.0
Staff Recommended New/Enhanced Services:			330.0	330.0	0.0	2.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
3121		2 new Health and Safety Nurses						
74	0	Description:						
		Funding of \$0.238 million gross is recommended for 2 additional Employee Health Consultants in order to respond in a timely fashion to the increased number of employee referrals from Divisions to Employee Health Services.						
		Service Level Impact:						
		Service level will be maintained.						
		Service: HR Safe & Healthy Workplaces						
		Total Staff Recommended:	238.0	238.0	0.0	2.0	0.0	
		Staff Recommended New/Enhanced Services:	238.0	238.0	0.0	2.0	0.0	

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		City Manager Program: City Manager's Office	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended New/Enhanced Services:	695.7	695.7	0.0	5.0	0.0	0.0
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance			27.2	35.0	40.0
Vehicle Equipment Reserve	XQ1505	27.2			
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			7.8	5.0	5.0
Total Reserve / Reserve Fund Draws / Contributions		27.2	35.0	40.0	45.0
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		27.2	35.0	40.0	45.0

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, \$	Proposed Withdrawals (-) /		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance					
Major Special Events Reserve	XR1218	12,179.6			
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			(330.0)		
Total Reserve / Reserve Fund Draws / Contributions		12,179.6	(330.0)		
Other program / Agency Net Withdrawals & Contributions			(3,355.1)	(3,383.5)	(293.5)
Balance at Year-End		12,179.6	8,494.5	5,111.0	4,817.5

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, \$	Proposed Withdrawals (-) /		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance					
Insurance Reserve	XR1010	18,307.1			
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			75.7	75.7	75.7
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	75.7	75.7	75.7
Other program / Agency Net Withdrawals & Contributions			18,379.4	14,579.3	15,014.8
Balance at Year-End		18,307.1	36,762.2	51,417.2	66,507.7