

City Manager's Office



2014 Recommended Operating Budget

Budget Committee Presentation – December 13, 2013

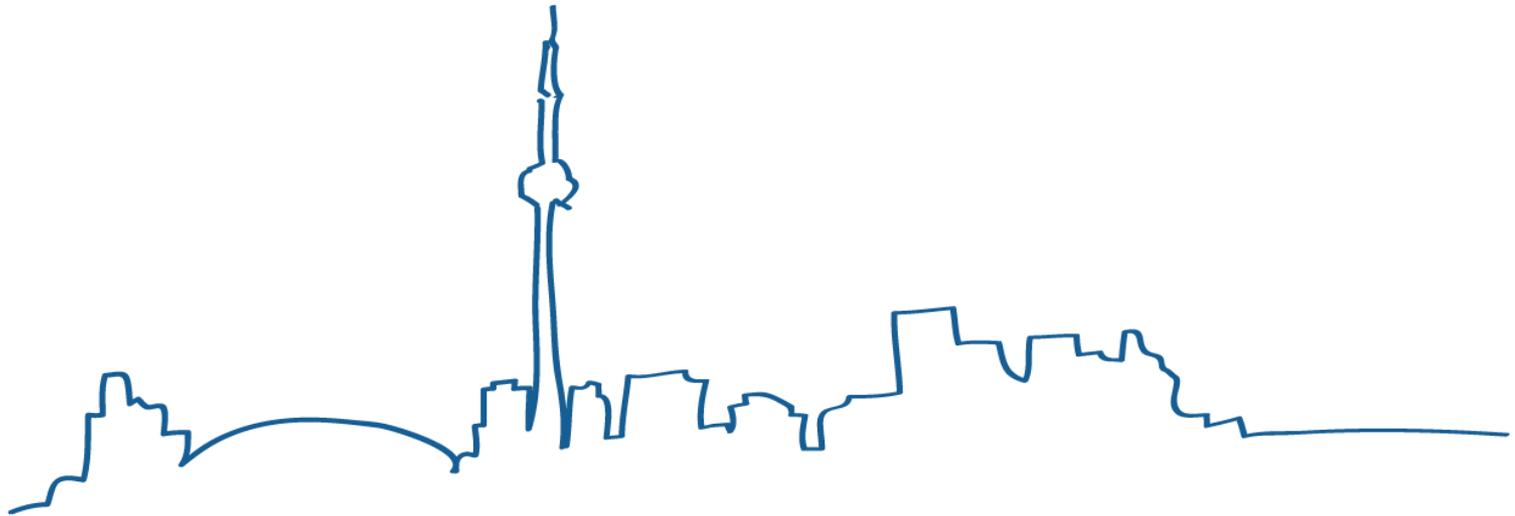


Agenda

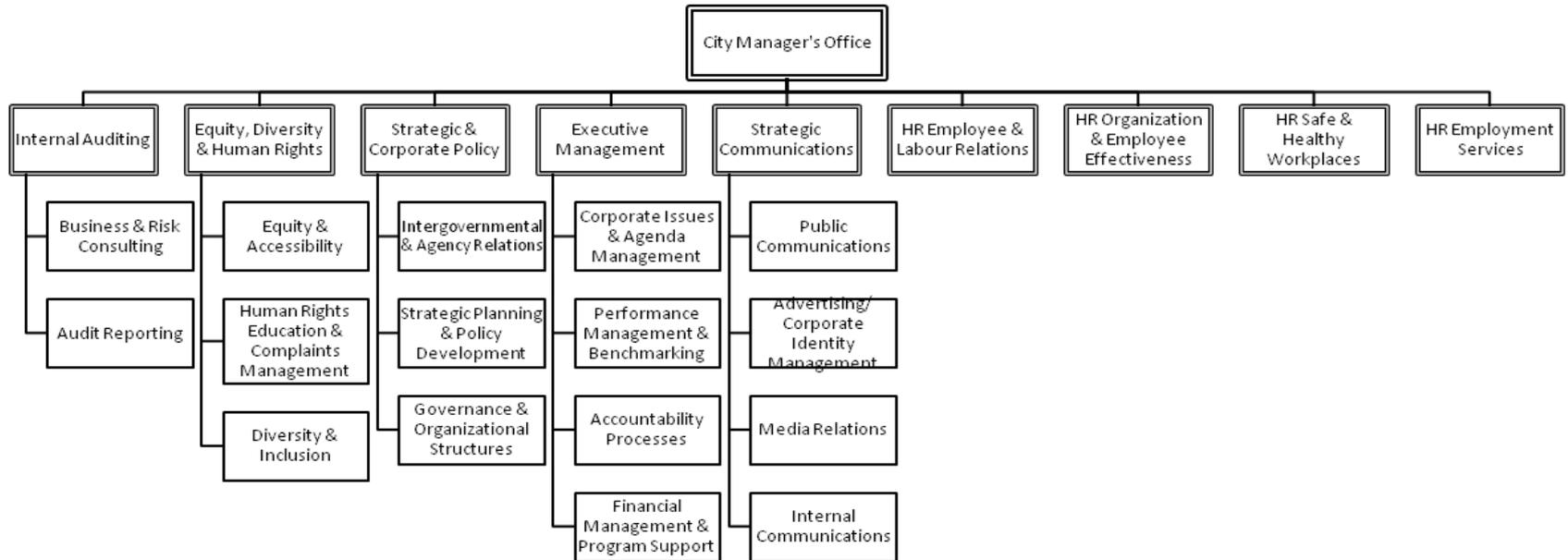
- Operating Overview
 - 2013 Service Performance
 - 2014 Staff Recommended Operating Budget
- Key Issues for 2014 and Beyond



Operating Overview



2014 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 Key Service Levels

Activity	Service Levels			
	2011	2012	2013	2014 Requested
Performance Measures # of measures and indicators tracked	1225	1250	1282	1350
Committee/Council Directives # of directives received	244	331	122 (as of Aug. 31)	225
Staff Reports # of reports tracked # of CM reports	1,364 62	1,481 107	1,607 71	1,500 75
Strategic Planning and Policy Development Complete Service Review studies	12	10	4	4
Participation in civic engagement training sessions for engagement practitioners	19 participants from 10 divisions	34 participants from 16 divisions	19 participants from 10 divisions (as of Sept.)	35 participants
City engagement projects and events posted on-line	123	253	104 (as of Sept.)	200
Web visits to toronto.ca/civic-engagement	136,286	140,898	70,042 (as of Sept. - projected to be higher than 2012)	140,000



2014 Key Service Levels

Activity	Service Levels			
	2011	2012	2013	2014 Requested
Intergovernmental and Agency Relations Administer Council approved requests to federal and provincial governments for consultation, legislative or regulatory change	31	66	43 (as of July 2013 Council meeting)	75
Coordinate/manage Toronto/Ontario consultations regarding legislative and regulatory changes under the Toronto-Ontario Co-operation and Consultation Agreement	14	17	20 (as of Sep. 2013)	25
Internal Audit % of Recommendations implemented	86%	91%	90%	90%
Overall client satisfaction with services (surveyed)	90%	92%	90%	90%
Advertising # of print ads placed	1,154	1,054	1,100	1,100
Public Communications (as of Aug. of each year) # of Twitter followers # of visits to toronto.ca	4,705 2,996,787	11,235 3,070,986	35,000 3,000,000	45,000 3,100,000

2014 Key Service Levels

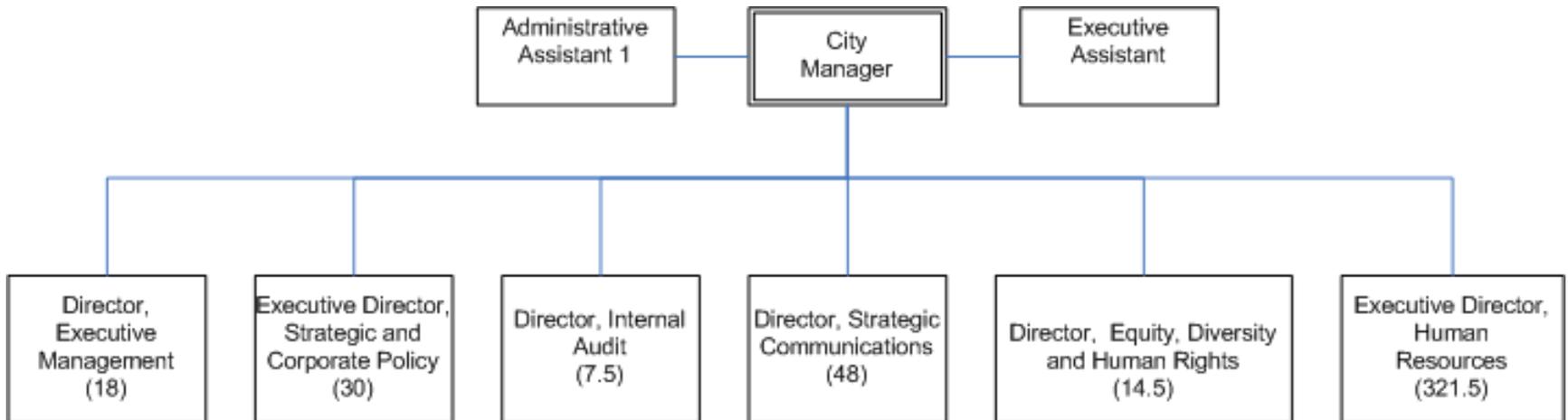
Activity		Service Levels			
		2011	2012	2013	2014 Requested
Internal Communications					
# of all staff CM messages		7	8	10	10
# of Monday Morning News		52	52	52	52
Media Relations					
# of media inquiries		4,137	3,972	4,200	4,200
# of news releases		489	504	520	520
Employment Services					
# of positions filled		4,457	5,872	7,340	7,634
Organization & Employee Effectiveness Training activity	Corporate Courses	8,993	9,531	9,500	9,500
	E-Learning	1,386	5,597	12,000	12,000
	Intact Team	1,228	3,121	2,000	2,000
Safe and Healthy Workplaces Workplace injuries	Lost Time	1,112	974	950	915
	Medical Aids	1,017	1,142	1,100	1,070
	Recurrence	181	183	175	172
Employee & Labour Relations					
% of grievances resolved at the earliest possible stage (to June 30 each year for Step 2)		35%	39%	45%	45%

2014 Key Service Levels

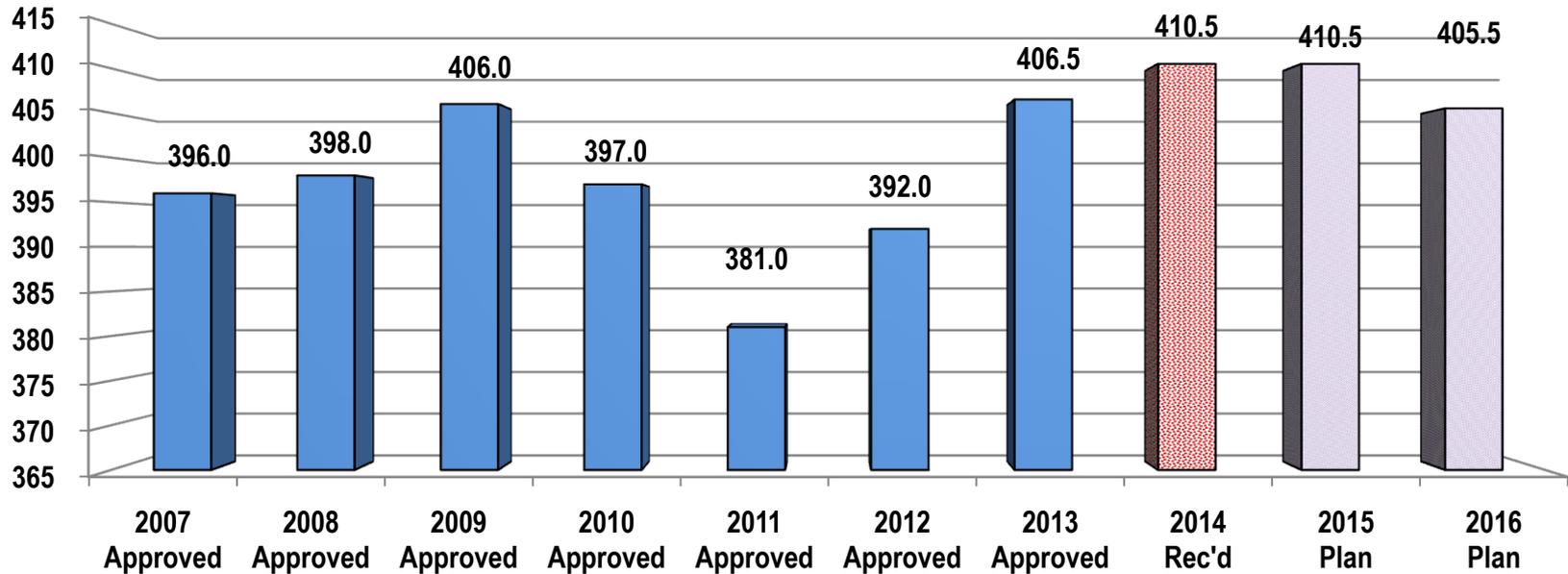
Activity		Service Levels			
		2011	2012	2013	2014 Requested
Human Rights Services	Consultations	854	973	950	950
	Investigations	199	175	175	175
AODA/Equity & Diversity <i>* does not include consultations under 1 hr.</i>	Consultations and presentations	96	166	313	364
	Advisory role on EDHR related issues/committees	21	44	45	56
	Focus Groups and Community Engagement	15	17	29	33



2014 Organization Chart



Staffing Trend (Excludes Capital Positions)



Key Points:

- From 2013 to 2014, 4 net new positions with no tax impact.
- 2013 approved adjustments primarily to increase HR staffing levels.



Net Operating Budget and Staff Changes - 2013/2014

(\$000's)	Approved Budget	Recommended Base
	2013	2014
Approved Net Budget	44,810.9	45,259.6
Net Change		448.7
% Change from Prior Year		1.0%
Approved Complement	442.5	447.5
Net Change		5.0
% Change in Staff Complement		1.1%

Key Changes:

- 2014 Recommended base budget is 1.0% or net \$0.449 million over 2013 net budget due to the following pressures:
 - \$ 0.349 million to maintain HR staff complement at existing level
 - \$ 0.1 million request from Strategic Communications for media monitoring (media pay wall)
- 2014 Increase of 5 new/enhanced positions (3 positions for Pan Am and 2 positions for Health & Safety) all funded from revenue.



2013 Service Performance



2013 Key Accomplishments

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.
- 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



2013 Key Accomplishments

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 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 Review for Toronto Emergency Medical Services and Toronto Fire Services.



2013 Key Accomplishments

Strategic & Corporate Policy (cont'd):

- Coordinated preparation of 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 Infrastructure investment programs, City/TTC/Metrolinx Master Agreement for transit lines under the Big Move, TTC Streetcar Replacement Agreement, and Union Station revitalization.



2013 Key Accomplishments

Strategic & Corporate Policy (cont'd):

- Worked with the City's agencies and corporations on matters including a feasibility review of the Zoo's governance proposal.
- Provided strategic advice, coordination and oversight for the City's responsibilities and interests related to the 2015 Pan/Parapan American games.



2013 Key Accomplishments

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 Environmental Assessment, 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



2013 Key Accomplishments

Strategic Communications (cont'd):

- 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.



2013 Key Accomplishments

Equity, Diversity & Human Rights (cont'd):

- 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, 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.)



2013 Key Accomplishments

Equity, Diversity & Human Rights (cont'd):

- Aligned City's policies on Human Rights, Anti-Harassment, Anti-Discrimination, Anti-Hate Activity to changing legislation.
- 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.



2013 Key Accomplishments

Internal Audit:

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



2013 Key Accomplishments

Human Resources:

- Negotiated settlements for the Toronto Zoo, Exhibition Place.
- 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



2013 Key Accomplishments

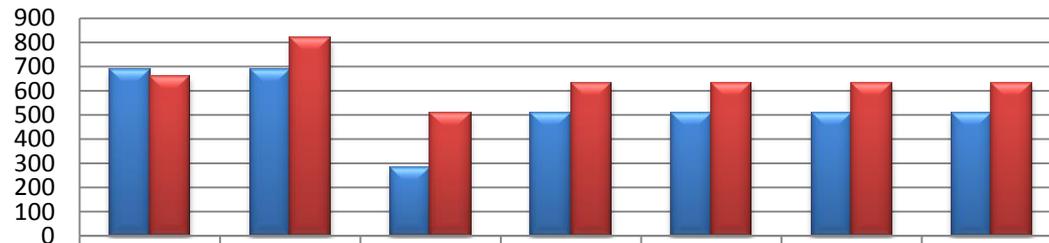
Human Resources (cont'd):

- Developed and implemented the 2013- 2018 TPS Workforce Talent Blueprint. This established the corporate objectives and key actions required to have an engaged, diverse, high performing, adaptive and productive workforce to meet our current and future needs. It is aligned with the City Managers Strategic Actions 2013-2018 and in particular addresses Strategic Action #18.
- 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.



Service: Employee and Labour Relations

Efficiency
Labour Relations - Step 3 Data



	2010 Actuals	2011 Actuals	2012 Actuals	2013 Projections	2014 Target	2015 Target	2016 Target
■ New Grievances and Arbitrations Filed @ Step 3	689	686	282	508	508	508	508
■ Grievances and Arbitrations Resolved@ Step 3	659	817	506	634	634	634	634

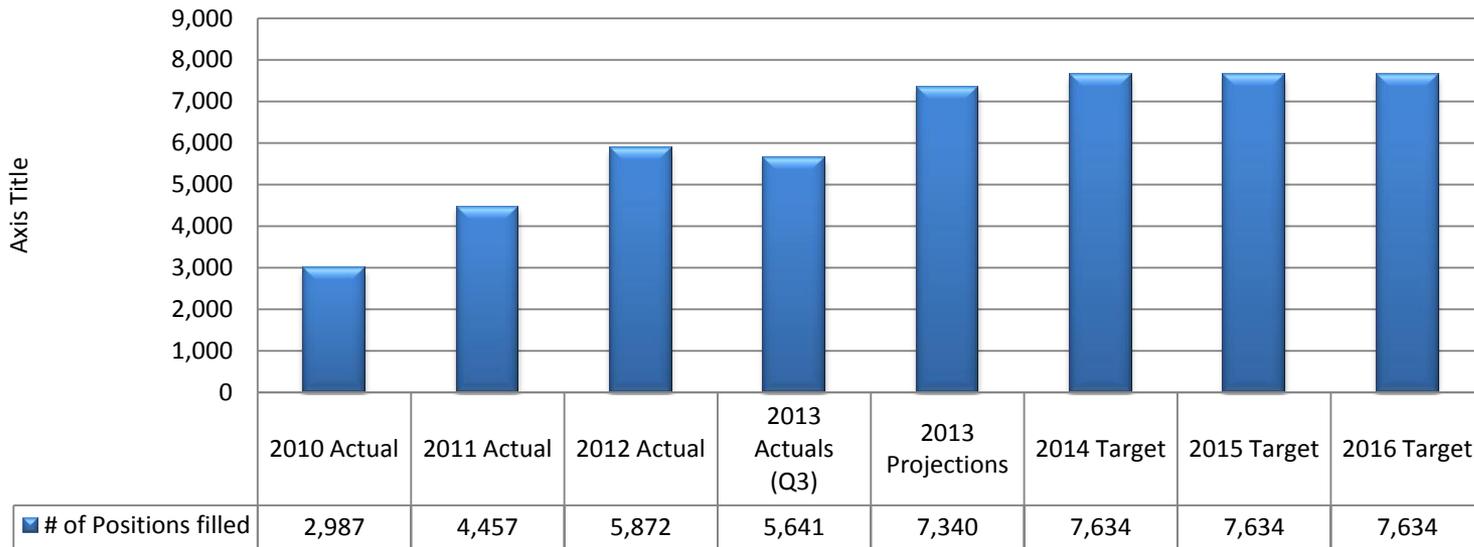
Explanation of Performance Measurement Trend:

Effectiveness – Increase in number of grievances resolved



Service: Employment Services

Efficiency
Positions Filled



Explanation of Performance Measurement Trend:

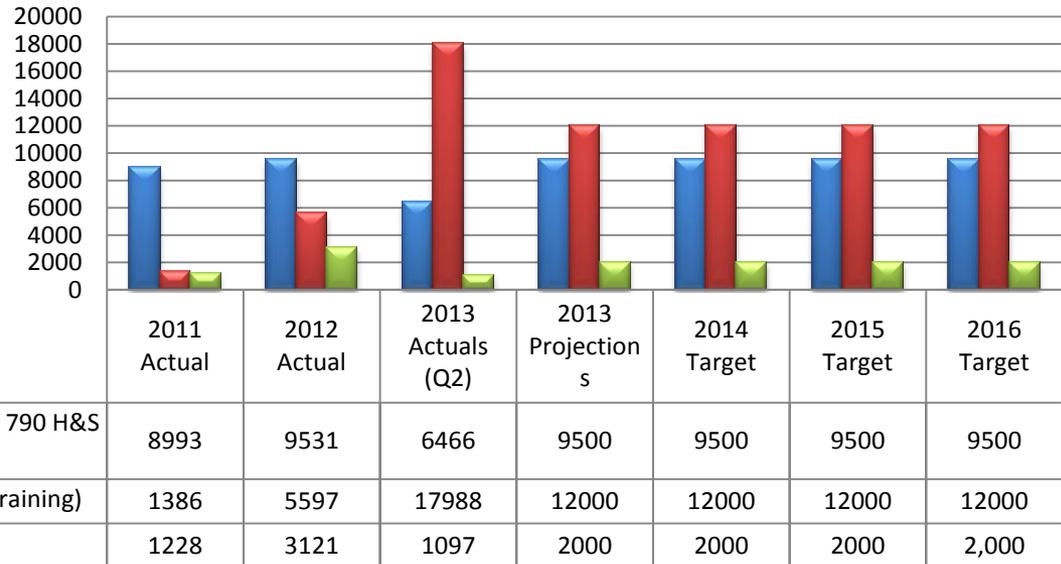
Efficiency – Illustrates demand for staffing services as evidenced by increase in number of positions filled.



Service: Organizational Employee Effectiveness

Efficiency Training Activity

of Participants



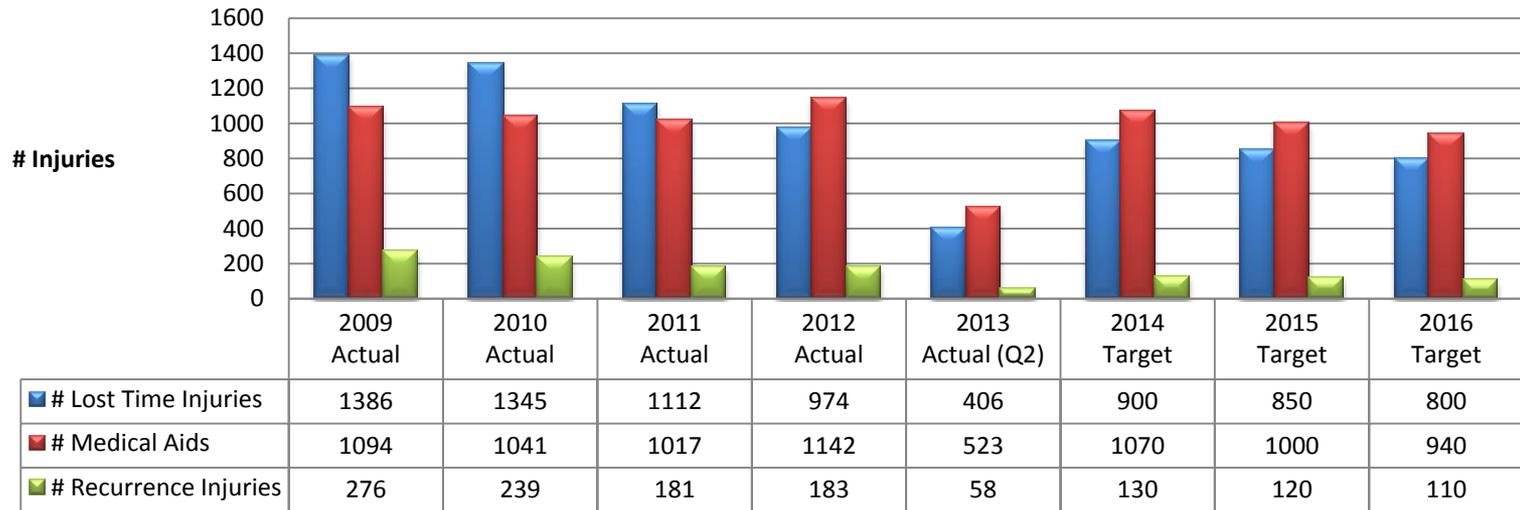
Explanation of Performance Measurement Trend:

Efficiency – Illustrated by increasing participation rate of employees in corporate learning events, including eLearning initiatives.



Service: Safe and Healthy Workplace

Efficiency Workplace Injuries



Explanation of Performance Measurement Trend:
Efficiency – The reduction in TPS workplace injuries.



2013 Budget Variance - as at September 30, 2013

(In \$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Sept 30 YTD Actuals	2013 Projected YE Actuals	2013 Approved Budget vs Projected Actuals	
	\$	\$	\$	\$	\$	\$	%
Gross Expenditure	40,047.4	43,826.8	52,815.2	36,344.8	45,872.9	(6,942.3)	-13.1%
Revenues	6,066.5	5,500.0	8,004.4	5,873.3	6,876.1	(1,128.3)	-14.1%
Net	33,980.9	38,326.8	44,810.8	30,471.5	38,996.8	(5,814.0)	-13.0%
Approved Positions	405.0	375.3	442.5	396.5	401.5	(41.0)	-9.3%

Key Points (explanation of variances and impact on 2014):

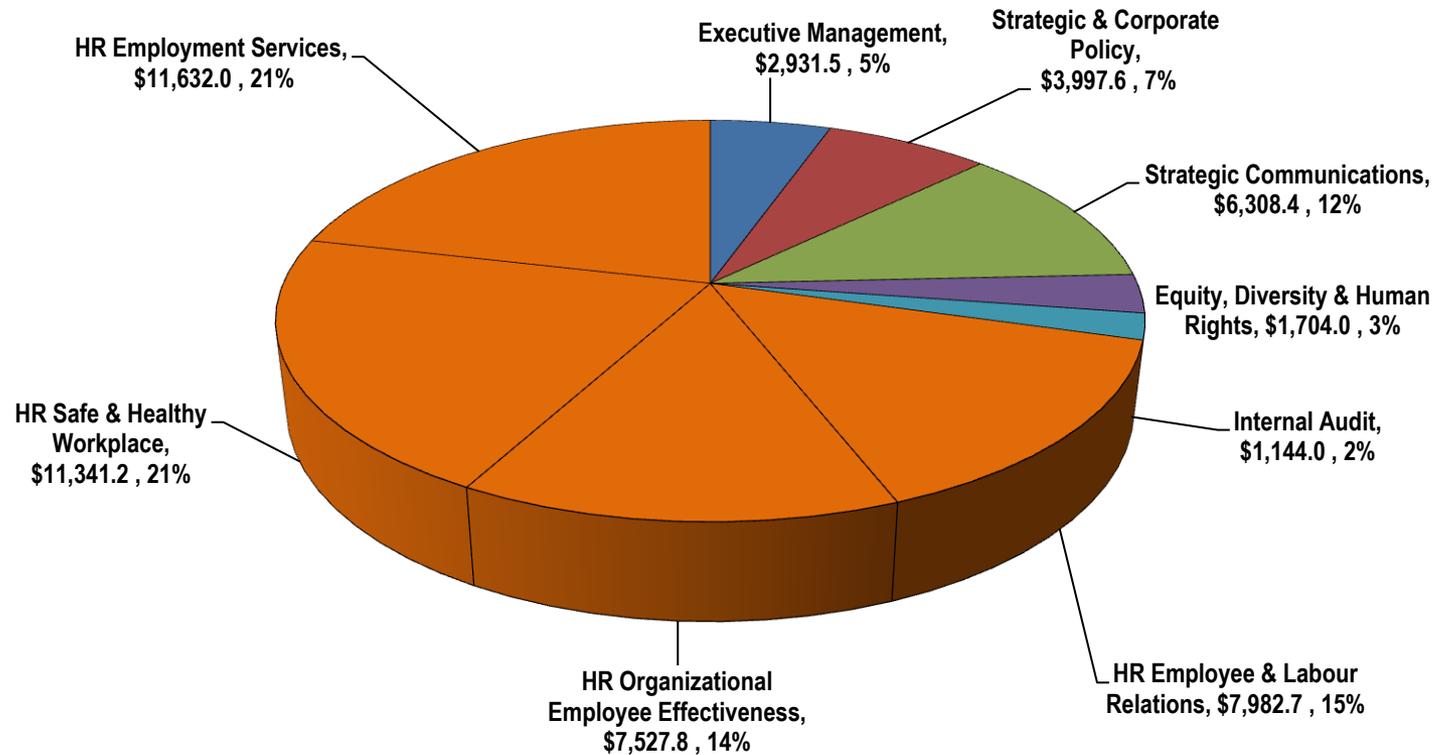
- Projecting a year-end under expenditure of \$5.8 million
- Mainly due to salary and fringe benefits under expenditures as a result of vacant positions.



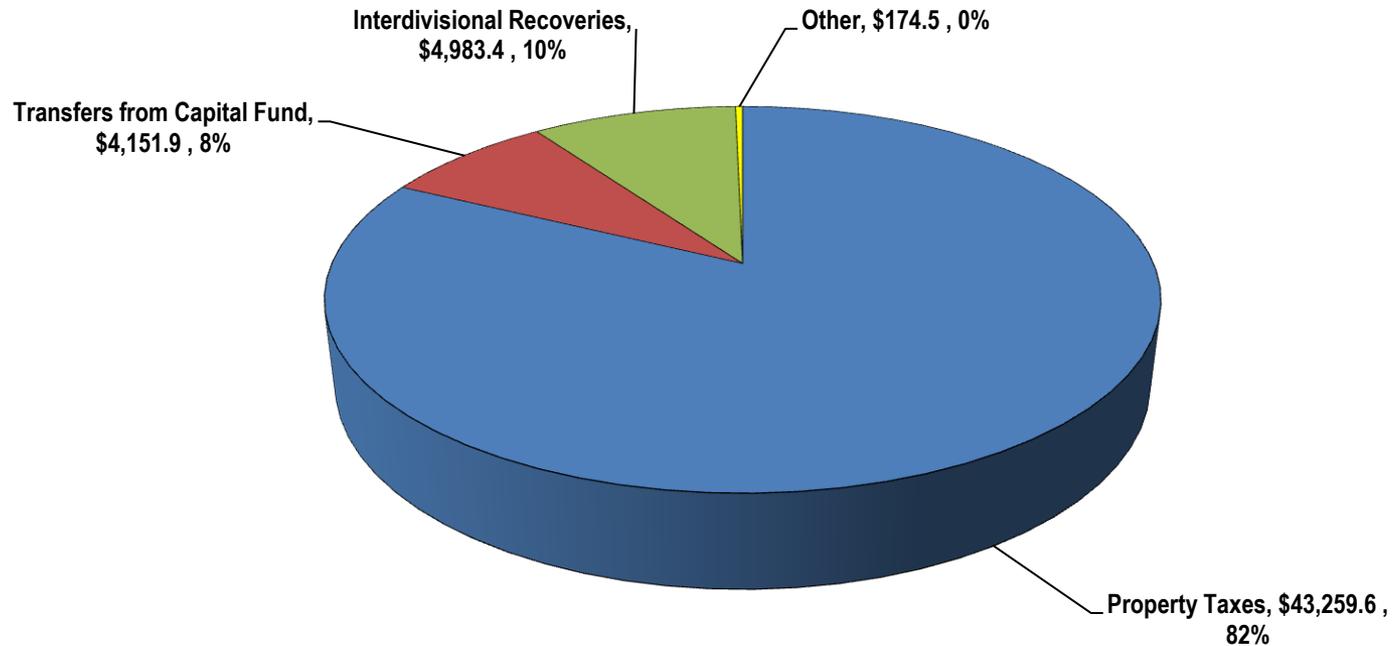
2014 Staff Recommended Operating Budget



Where the Proposed \$54.6M Gross Expenditure Goes



Where The \$54.6M Money Comes From



Staff Rec'd 2014 Net Operating Budget

(\$000s)	2013 Budget		2014 Budget		Change from 2013 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Citizen Centred Services "A"	3,291,013	932,119	3,209,021	915,349	(81,992)	(2.5%)	(16,770)	(1.8%)
Citizen Centred Services "B"	974,359	646,664	984,720	657,250	10,361	1.1%	10,586	1.6%
Internal Services	447,515	180,761	453,292	181,742	5,777	1.3%	981	0.5%
City Manager's Office	52,815	44,811	54,569	45,259	1,754	3.3%	448	1.0%
Other City Programs	114,649	72,321	130,070	72,649	15,421	13.5%	328	0.5%
Accountability Offices	7,121	7,121	7,740	7,740	619	8.7%	619	8.7%
Total City Operations	4,887,472	1,883,797	4,839,412	1,879,989	(48,060)	(1.0%)	(3,808)	(0.2%)



2014 Operating Budget – Key Cost Drivers

(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 increase (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 benefits	212.8
Other Base Changes	
Funding for Media Monitoring	100.0
Vehicle Reserve, 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
IDR increase due to Economic Factors	34.3
Funding for the Employment Engagement Survey	250.0
Total Changes	609.6
Net Expenditures	1,023.7



2014 Recommended Service Changes - to Achieve Target

Description (\$000s)	2014 Recommended Service Changes				Net Incremental Impact			
	Position Change	Gross Expenditure	Net Expense	% Change over 2013 Budget	2015		2016	
					Net Expense	Positions	Net Expense	Positions
	#	\$	\$	%	\$	#	\$	#
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	-	-	-



Recommended New / Enhanced

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 (1)	127.7	-	1.0				(1.0)
Strategic Communications - Pan Am Resources (2)	230.0	-	2.0				(2.0)
Strategic Communications - Pan Am Games (promotional items, photos, videos, etc) (2)	100.0	-					
Employee Health Consultant - Human Resources (3)	238.0		2.0				
Sub-Total	695.7	-	5.0	-	-	-	(3.0)
Total	695.7	-	5.0	-	-	-	(3.0)

Revenues (all positions funded through revenues):

1. Non-Program – Strategic Initiatives (\$127.7)
2. Major Special Events Reserve – Pan Am (\$330.0)
3. Injured Workers' Accommodation (\$238.0)



2015 and 2016 Plans

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%	
Annualization: Impact of FPARS-temporary position expiring in 2014	(100.0)	(100.0)	-	0.0%				-		
Reversal of Gapping	257.9		257.9	0.6%				-		
Employment Survey completion	(250.0)	(250.0)	-	0.0%				-		
Reversal of temporary funding for Pan Am				0.0%		(520.0)	(520.0)	-		
Other: Vehicle Reserve contributions	5.0		5.0	0.0%		5.0		5.0		(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:										
Other - TTC fare increase, inflation adj. etc..										
Sub-Total	-	-	-		-	-	-	-		-
Total Incremental Impact	846.8	(302.2)	1,149.0	2.5%	-	(368.1)	(520.0)	151.9	0.3%	(5.0)



Key Issues for 2014 and Beyond

- Implement and track progress on the Strategic Actions identified in the City's Strategic Plan.
- Manage increased recruitment activity (up 50% since 2010) through additional resources dedicated to the hiring process to shorten the time to fill vacant positions.
- Manage over 1,200 inquiries/complaints regarding human rights from employees and service recipients.
- Address growing need for corporate-level policy and governance requirements within a complex intergovernmental environment (ie., City of Toronto Act review).



Key Issues for 2014 and Beyond

- Facilitate implementation of initiatives and reporting on equity, diversity and human rights achievements across the Toronto Public Service.
- Address increasing need for media relations/issues and social media management advice.
- Provide corporate coordination for key transit (Metrolinx & Official Plan) 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.





Thanks