

# Toronto 2017 BUDGET



## OPERATING BUDGET NOTES



## City Manager's Office

### 2017 OPERATING BUDGET OVERVIEW

The City Manager's Office leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and provides Executive Management, Strategic & Corporate Policy, Strategic Communications, Equity, Diversity & Human Rights, Internal Audit and Human Resources leadership services.

#### 2017 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$54.413 million gross and \$46.329 million net as shown below:

(in \$000's)	2016 Budget	2017 Preliminary Budget	Change	
			\$	%
Gross Expenditures	55,308.9	54,413.1	(895.8)	(1.6%)
Revenues	7,753.6	8,084.0	330.3	4.3%
<b>Net Expenditures</b>	<b>47,555.2</b>	<b>46,329.1</b>	<b>(1,226.1)</b>	<b>(2.6%)</b>

Through operational efficiencies and service adjustments, the Program is able to fully offset \$0.320 million in operating budget pressures arising mainly from increases for staff salaries and benefits and achieve the reduction target while maintaining the same service levels for 2017.

[toronto.ca/budget2017](http://toronto.ca/budget2017)

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### Fast Facts

- Supported over 33,000 full and part-time employees
- Received more than 270,000 job applications and filled over 8,800 positions (excluding recreation workers) (2015).
- Reached new collective agreements with CUPE Local 79 and TCEU Local 416 representing approximately 30,000 employees, 80% of the City's workforce.
- Issued approximately 700 News Releases/Media Advisories.
- Over 20 million visitors to toronto.ca, generating nearly 100 million page views in 2016.
- Reached over 200,000 followers for @TorontoComms and over 5,000 followers for @GetInvolvedTO.
- Delivered over 32,000 hours of Health & Safety training.
- Over 92% of internal audit recommendations implemented with an overall client satisfaction rating exceeding 80%.
- Engaged more than 100,000 participants in public meetings, open houses, focus groups, advisory committees and surveys.
- Resolved over 1,000 harassment/discrimination inquiries and complaints from employees, divisions and service recipients.
- Met all compliance requirements under Accessibility for Ontarians with Disabilities Act (AODA).
- Reported on over 700 performance measures within 37 service areas across the City.

### Trends

- Declining cost of workplace injuries (WSIB).
- Increasing number of grievances resolved at mediation, prior to arbitration.
- Increasing use of social media for interaction with the public.
- Reduction in hiring times.
- Increased participation in technology-enabled learning events (ELI).

### Key Service Deliverables for 2017

The 2017 Operating Budget will enable the City Manager's Office to continue to:

#### *Executive Management:*

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.

#### *Strategic & Corporate Policy:*

- Provide intergovernmental and governance advice to the City Manager, Mayor and Council for more than 30 agencies and 7 corporations.
- Provide corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion initiatives.

#### *Internal Audit:*

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

#### *Strategic Communications:*

- Deliver in partnership with I&T a redesigned corporate website through the Web Revitalization Project.

#### *Equity, Diversity and Human Rights:*

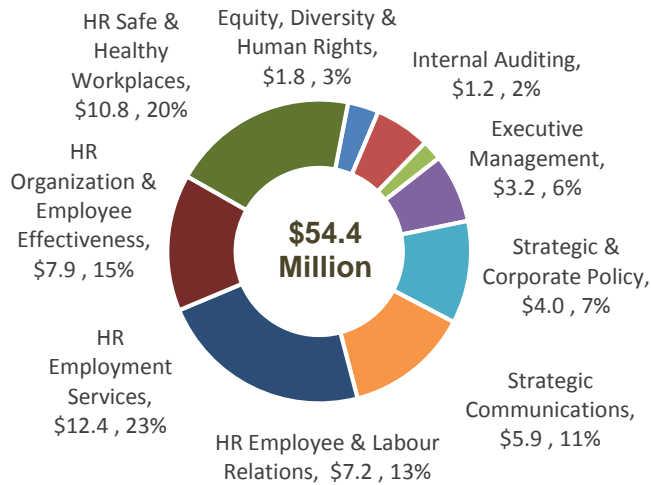
- Provide advice and investigate employment and service provision complaints of harassment, discrimination and hate activity.

#### *Human Resources:*

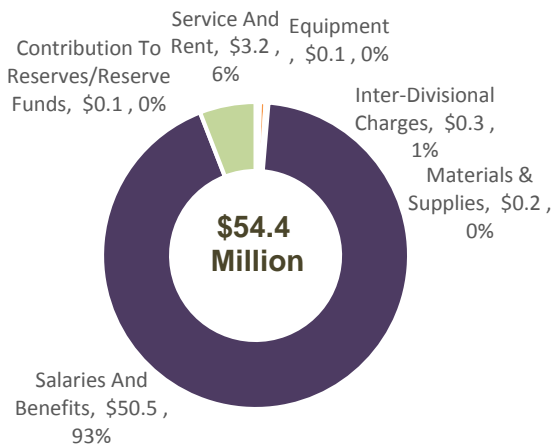
- Support the Corporation and City divisions in responding to Mayor and Council priorities to reduce the cost of government, achieve customer service excellence and provide transparent/accountable government.

Where the money goes:

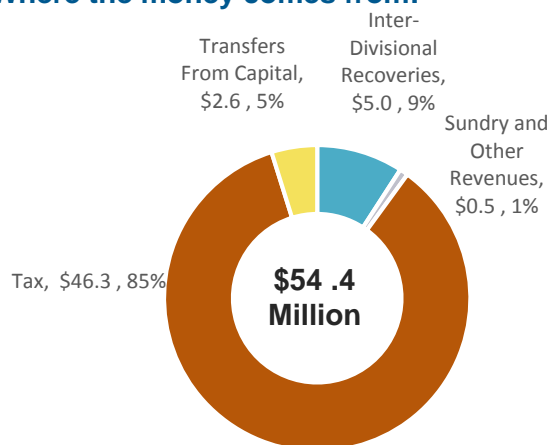
2017 Budget by Service



2017 Budget by Expenditure Category



Where the money comes from:



Our Key Issues & Priority Actions

- **Provide Corporate Oversight:**

  - ✓ Renew Toronto's Long-Term Financial Plan.
  - ✓ Coordinate the third-party Ward Boundary Review.
  - ✓ Review Agency Governance.
  - ✓ Ensure legislative compliance with Accessibility for Ontarians with Disabilities Act (AODA).
  - ✓ Establish the Offices of the Chief Transformation Officer (CTO) and Chief Resiliency Officer (CRO).
- **Co-ordinate Intergovernmental Issues.**

  - ✓ Co-ordinate transit initiatives
  - ✓ Ensure Social Housing sustainability
  - ✓ Co-ordinate federal infrastructure funding commitments
- **Maintain Leadership in Human Resources**

  - ✓ Continue to advance the Target Zero – Safety Culture Continuous Improvement.
  - ✓ Assist Workforce Transition.
  - ✓ Lead Talent Blueprint: Engagement, Leadership, Diversity.

2017 Operating Budget Highlights

- The 2017 Preliminary Operating Budget for City Manager's Office of \$46.329 million net is \$1.226 million or 2.6% below the 2016 Approved Budget of \$47.555 million net and provides funding for: Executive Management, Strategic & Corporate Policy, Internal Audit, Strategic Communications, Equity, Diversity & Human Rights, and Human Resources.
- 2017 Operating Budget meets the 2.6% budget reduction target through the following measures:

  - ✓ Base expenditure savings (\$0.050 million);
  - ✓ Efficiency savings (\$0.245 million); and
  - ✓ Service adjustment savings (\$1.252 million).
- New and enhanced funding of \$0.400 million gross and \$0 net for Transit Initiatives.
- Staff complement decrease by 1.0 from 2016 to 2017.

## Actions for Consideration

Approval of the 2017 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2017 Preliminary Operating Budget for the City Manager's Office of \$54.413 million gross, \$46.329 million net for the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Executive Management:	3,217.9	2,941.5
Strategic & Corporate Policy:	3,981.7	3,582.2
Internal Audit:	1,176.2	521.1
Strategic Communications:	5,948.5	4783.9
Equity, Diversity & Human Rights:	1,805.2	1,802.7
HR Employee & Labour Relations:	7,202.1	6,423.7
HR Employment Services:	12,374.1	9,559.1
HR Organization & Employee Effectiveness:	7,920.2	6,694.6
HR Safe & Healthy Workplaces:	<u>10,787.1</u>	<u>10,020.3</u>
Total Program Budget	<u>54,413.1</u>	<u>46,329.1</u>

2. City Council approve the 2017 service levels for the City Manager's Office as outlined on pages 15, 17, 20, 22, 25, 28, 31, 34, and 37 of this report, and associated staff complement of 428.0 positions.
3. City Council direct the information contained in Confidential Attachment 1, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.



# Part 1:

## 2017-2019 Service Overview and Plan

# Program Map

## City Manager's Office

Lead the municipal administration and provide guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service challenges. The City Manager is accountable to Council for the policy direction and delivery of all divisional programs.



**Purpose:**  
To identify and evaluate exposure to risk and to help strengthen risk management and controls in program areas within City Divisions. Provide advice to help clients mitigate business risks, promote/assure fiscal responsibility, accountability and compliance with various policies and legislation.

**Purpose:**  
To provide information to the City of Toronto necessary to provide equal opportunities to all citizens, visitors, and businesses directly interacting with city services.

**Purpose:**  
To ensure responsiveness to City Council and citizens, facilitate improved service delivery and promote the City's interests in legislative affairs.

**Purpose:**  
To provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.

**Purpose:**  
To create public awareness and understanding about City government as well as serve the internal communication needs of City employees.

**Purpose:**  
Manage the labour relations environment, labour dispute resolution, conduct discipline investigations, management training and provide advice to management regarding lay-offs, contracting out, contractual notice, position deletions, redeployment, etc.

**Purpose:**  
Ensure the organization is in compliance with the Occupational Health & Safety act and WSIB legislation and reduces the impact of injuries, illnesses and absences through early intervention actions and referrals.

**Purpose:**  
Ensure the organization has the skills, competencies and ethical integrity to deliver City services by increasing employee engagement and reinforcing a culture of learning

**Purpose:**  
Attract and retain a highly skilled, high performing and diverse workforce that reflects the community.



Service Customer

Internal Audit	Equity, Diversity & Human Rights	Strategic & Corporate Policy	Executive Management	Strategic Communications	Human Resources
<ul style="list-style-type: none"> <li>Staff - City Divisions</li> <li>Staff - Agencies &amp; Boards</li> </ul>	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor</li> <li>City Manager &amp; DCMs</li> <li>Staff - City Divisions</li> <li>Staff - Agencies &amp; Boards</li> </ul>	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor</li> <li>City Manager &amp; DCMs</li> <li>Staff - City Divisions</li> <li>Staff - Agencies &amp; Boards</li> </ul>	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor</li> <li>City Manager &amp; DCMs</li> <li>Staff - City Divisions</li> <li>Staff - Agencies &amp; Boards</li> </ul>	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor</li> <li>City Manager &amp; DCMs</li> <li>Staff - City Divisions</li> <li>Staff - Agencies &amp; Boards</li> <li>Media</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>City Manager &amp; DCMs</li> <li>Staff - City Divisions</li> <li>Staff - Agencies &amp; Boards</li> <li>Unions &amp; Associations</li> </ul>
<p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> <li>Residents</li> <li>Businesses</li> </ul>	<p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> <li>Residents</li> <li>Other Orders of the Government</li> </ul>	<p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> <li>Residents</li> <li>Other Orders of the Government</li> </ul>	<p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> <li>Residents</li> <li>Other Orders of the Government</li> </ul>	<p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> <li>Residents</li> <li>Members of Public interested in opportunities within Toronto Public Service</li> </ul>	<p>Indirect (Beneficial)</p> <ul style="list-style-type: none"> <li>Residents</li> <li>Members of Public interested in opportunities within Toronto Public Service</li> </ul>

**Table 1**  
**2017 Preliminary Operating Budget and Plan by Service**

(In \$000s)	2016		2017 Preliminary Operating Budget				Incremental Change				
	Budget	Projected Actual	Base	New/ Enhanced	Total Budget	2017 Preliminary vs. 2016 Budget Change		2018 Plan		2019 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Executive Management</b>											
Gross Expenditures	3,002.9	3,011.9	3,217.9		3,217.9	215.0	7.2%	136.9	4.3%	(167.4)	(5.0%)
Revenue			276.4		276.4	276.4	-	11.0	4.0%	(287.4)	(100.0%)
<b>Net Expenditures</b>	<b>3,002.9</b>	<b>3,011.9</b>	<b>2,941.5</b>		<b>2,941.5</b>	<b>(61.4)</b>	<b>(2.0%)</b>	<b>125.9</b>	<b>4.3%</b>	<b>120.0</b>	<b>3.9%</b>
<b>Strategic &amp; Corporate Policy</b>											
Gross Expenditures	3,990.7	4,002.7	3,582.2	399.5	3,981.7	(9.0)	(0.2%)	170.1	4.3%	(250.7)	(6.0%)
Revenue	312.9	392.6		399.5	399.5	86.6	27.7%	6.8	1.7%	(406.3)	(100.0%)
<b>Net Expenditures</b>	<b>3,677.8</b>	<b>3,610.1</b>	<b>3,582.2</b>		<b>3,582.2</b>	<b>(95.6)</b>	<b>(2.6%)</b>	<b>163.3</b>	<b>4.6%</b>	<b>155.5</b>	<b>4.2%</b>
<b>Internal Auditing</b>											
Gross Expenditures	1,193.6	1,197.2	1,176.2		1,176.2	(17.4)	(1.5%)	52.5	4.5%	50.1	4.1%
Revenue	652.0	818.2	655.1		655.1	3.1	0.5%			10.0	1.5%
<b>Net Expenditures</b>	<b>541.6</b>	<b>379.0</b>	<b>521.1</b>		<b>521.1</b>	<b>(20.5)</b>	<b>(3.8%)</b>	<b>52.5</b>	<b>10.1%</b>	<b>40.1</b>	<b>7.0%</b>
<b>Strategic Communications</b>											
Gross Expenditures	6,054.9	6,073.2	5,948.5		5,948.5	(106.4)	(1.8%)	252.5	4.2%	240.8	3.9%
Revenue	1,143.4	1,434.8	1,164.7		1,164.7	21.2	1.9%	43.8	3.8%	41.8	3.5%
<b>Net Expenditures</b>	<b>4,911.5</b>	<b>4,638.3</b>	<b>4,783.9</b>		<b>4,783.9</b>	<b>(127.7)</b>	<b>(2.6%)</b>	<b>208.7</b>	<b>4.4%</b>	<b>199.1</b>	<b>4.0%</b>
<b>Equity, Diversity &amp; Human Rights</b>											
Gross Expenditures	1,853.3	1,858.9	1,805.2		1,805.2	(48.1)	(2.6%)	80.3	4.4%	76.5	4.1%
Revenue	2.5	3.1	2.5		2.5						
<b>Net Expenditures</b>	<b>1,850.8</b>	<b>1,855.8</b>	<b>1,802.7</b>		<b>1,802.7</b>	<b>(48.1)</b>	<b>(2.6%)</b>	<b>80.3</b>	<b>4.5%</b>	<b>76.5</b>	<b>4.1%</b>
<b>HR Employee &amp; Labour Relations</b>											
Gross Expenditures	8,483.8	8,509.4	7,202.1		7,202.1	(1,281.7)	(15.1%)	296.8	4.1%	286.7	3.8%
Revenue	1,703.0	2,137.0	778.4		778.4	(924.7)	(54.3%)	3.4	0.4%	4.4	0.6%
<b>Net Expenditures</b>	<b>6,780.8</b>	<b>6,372.3</b>	<b>6,423.7</b>		<b>6,423.7</b>	<b>(357.1)</b>	<b>(5.3%)</b>	<b>293.4</b>	<b>4.6%</b>	<b>282.3</b>	<b>4.2%</b>
<b>HR Employment Services</b>											
Gross Expenditures	11,440.1	11,474.5	12,374.1		12,374.1	934.1	8.2%	525.1	4.2%	522.1	4.0%
Revenue	2,042.3	2,562.8	2,815.0		2,815.0	772.7	37.8%	36.3	1.3%	45.3	1.6%
<b>Net Expenditures</b>	<b>9,397.8</b>	<b>8,911.7</b>	<b>9,559.1</b>		<b>9,559.1</b>	<b>161.4</b>	<b>1.7%</b>	<b>488.9</b>	<b>5.1%</b>	<b>476.8</b>	<b>4.7%</b>
<b>HR Organization &amp; Employee Effectiveness</b>											
Gross Expenditures	8,206.6	8,231.3	7,920.2		7,920.2	(286.4)	(3.5%)	298.0	3.8%	284.8	3.5%
Revenue	1,167.6	1,465.1	1,225.6		1,225.6	58.0	5.0%				
<b>Net Expenditures</b>	<b>7,039.0</b>	<b>6,766.1</b>	<b>6,694.6</b>		<b>6,694.6</b>	<b>(344.4)</b>	<b>(4.9%)</b>	<b>298.0</b>	<b>4.5%</b>	<b>284.8</b>	<b>4.1%</b>
<b>HR Safe &amp; Healthy Workplaces</b>											
Gross Expenditures	11,082.9	11,116.3	10,787.1		10,787.1	(295.8)	(2.7%)	475.6	4.4%	446.5	4.0%
Revenue	729.9	915.9	766.8		766.8	36.9	5.1%	3.0	0.4%	1.0	0.1%
<b>Net Expenditures</b>	<b>10,353.0</b>	<b>10,200.4</b>	<b>10,020.3</b>		<b>10,020.3</b>	<b>(332.7)</b>	<b>(3.2%)</b>	<b>472.6</b>	<b>4.7%</b>	<b>445.5</b>	<b>4.2%</b>
<b>Total</b>											
Gross Expenditures	55,308.9	55,475.3	54,013.6	399.5	54,413.1	(895.8)	(1.6%)	2,287.8	4.2%	1,489.3	2.6%
Revenue	7,753.6	9,729.6	7,684.5	399.5	8,084.0	330.3	4.3%	104.3	1.3%	(591.3)	(7.2%)
<b>Total Net Expenditures</b>	<b>47,555.2</b>	<b>45,745.7</b>	<b>46,329.1</b>		<b>46,329.1</b>	<b>(1,226.1)</b>	<b>(2.6%)</b>	<b>2,183.5</b>	<b>4.7%</b>	<b>2,080.5</b>	<b>4.3%</b>
<b>Approved Positions</b>	<b>429.0</b>	<b>413.0</b>	<b>425.0</b>	<b>3.0</b>	<b>428.0</b>	<b>(1.0)</b>	<b>(0.2%)</b>			<b>(4.0)</b>	<b>(0.9%)</b>

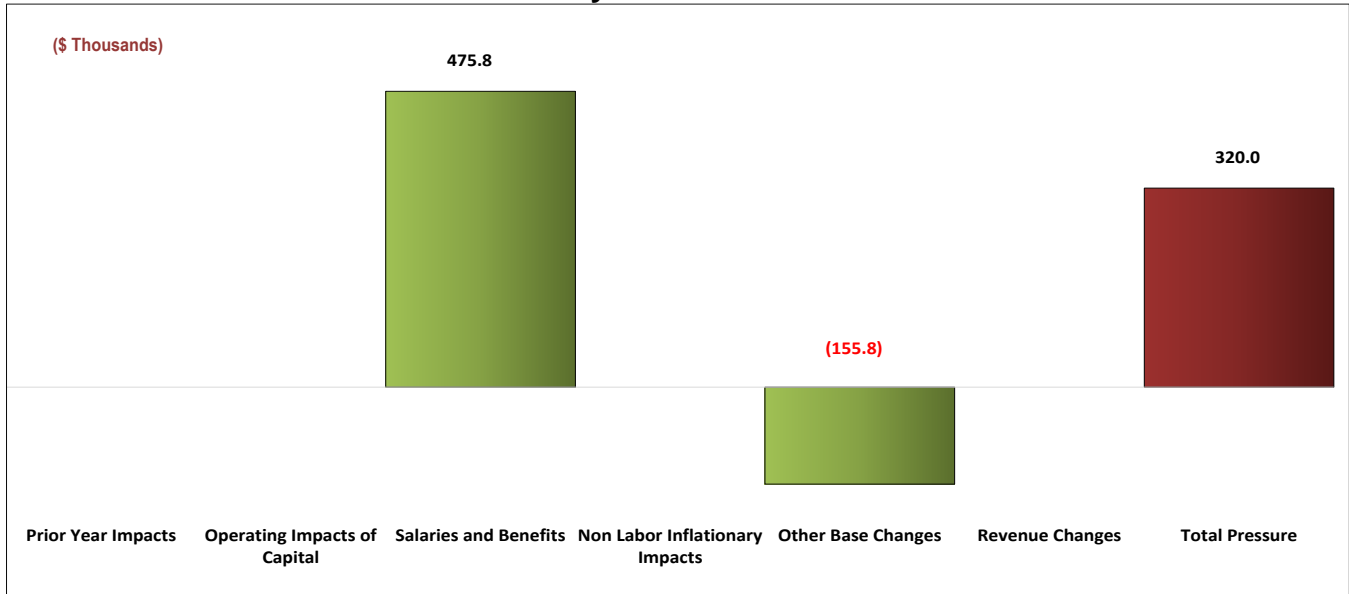
The City Manager's 2017 Preliminary Operating Budget is \$54.413 million gross and \$46.329 million net, representing a 2.6% decrease to the 2016 Approved Net Operating Budget and meets the reduction target as set out in the 2017 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to increases in salaries and benefits driven by negotiated annual increases, progression and re-earnable lump sum pay (\$0.476 million net).
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings and reductions through line by line review, reclassifying positions and deleting 15.0 positions (\$1.546 million)
- New and enhanced services of \$0.400 million gross and \$0 net funded from capital projects will provide support for transit expansion Initiatives and implementation of federal infrastructure programs with 3.0 temporary positions.

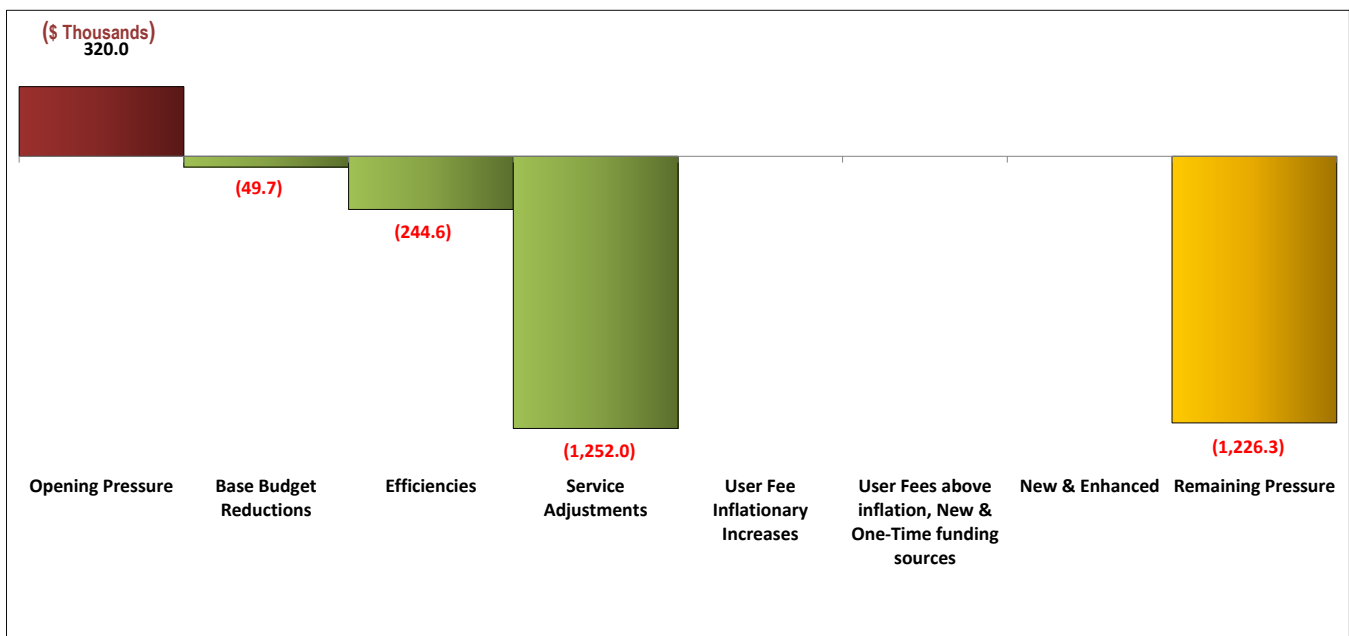
- Approval of the 2017 Preliminary Operating Budget will result in the City Manager's Office reducing its total staff complement by 1.0 positions from 429.0 to 428.0. This is inclusive of the increase of 11.0 temporary positions from delegated authority into the Program's complement, the deletion of 15.0 positions in order to achieve budget reduction target, as well as 3.0 new temporary positions for Transit Initiatives.
- The 2018 and 2019 Plan increases are attributable to COLA, progression pay, re-earnable lump-sum and fringe benefits.

The following graphs summarize the operating budget pressures for this Program and the measures/actions taken to offset these pressures and meet the budget target.

**Key Cost Drivers**



**Actions to Achieve Budget Reduction Target**





**Table 2  
Key Cost Drivers**

Description (\$000s)	Service Changes														Total Service Changes			Incremental Change							
	Executive Management		Strategic & Corporate Policy		Internal Auditing		Strategic Communications		Equity, Diversity & Human Rights		HR Employee & Labour Relations		HR Employment Services		HR Organization & Employee Effectiveness		HR Safe & Healthy Workplaces		\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.		
<b>Base Changes:</b>																									
<b>Base Expenditure Changes</b>																									
Line by line review							(51.5)	(51.5)	56.7	56.7							(54.9)	(54.9)	(49.7)	(49.7)					
<b>Base Expenditure Change</b>							(51.5)	(51.5)	56.7	56.7							(54.9)	(54.9)	(49.7)	(49.7)					
<b>Service Efficiencies</b>																									
Deletion of 3.0 positions with no service level impact							(75.7)	(75.7)	(93.4)	(93.4)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(244.6)	(244.6)	(3.0)				
<b>Sub-Total</b>							(75.7)	(75.7)	(93.4)	(93.4)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(244.6)	(244.6)	(3.0)				
<b>Service Adjustments</b>																									
Reclassification of vacant position	(33.9)	(33.9)																	(33.9)	(33.9)					
Deletion of 1.0 position in Strategic & Corporate Policy			(130.5)	(130.5)																		(1.0)			
Deletion of 1.0 position in HR										(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(110.2)	(110.2)	(1.0)					
Deletion of 2.0 positions in Employee & Labour Relations										(189.1)	(189.1)							(189.1)	(189.1)	(2.0)					
Deletion of 3.0 positions in Safe & Healthy Workplaces																	(286.3)	(286.3)	(286.3)	(286.3)	(3.0)				
Deletion of 3.0 positions in Organization & Employee Effectiveness																	(302.3)	(302.3)	(3.0)						
Deletion of 2.0 positions in Employment Services												(199.8)	(199.8)				(199.8)	(199.8)	(2.0)						
<b>Sub-Total</b>	(33.9)	(33.9)	(130.5)	(130.5)						(216.6)	(216.6)	(227.3)	(227.3)	(329.8)	(329.8)	(313.8)	(313.8)	(1,252.0)	(1,252.0)	(12.0)					
<b>Total Changes</b>	(33.9)	(33.9)	(130.5)	(130.5)			(127.2)	(127.2)	(36.7)	(36.7)	(235.5)	(235.5)	(246.2)	(246.2)	(348.7)	(348.7)	(387.6)	(387.6)	(1,546.3)	(1,546.3)	(15.0)				

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

- **Prior Year Impacts:**
  - Reversal of the one-time funding for the Ward Boundary Review results in a decrease of \$0.248 million gross and \$0 net in Strategic & Corporate Policy, as this was funded from the Innovation Reserve Fund.
  - Reversal of protocol support to the 2015 PanAm and ParaPanAm Games in Strategic & Corporate Policy results in a decrease of \$0.065 million gross and \$0 net, as funding was recovered from the Non-Program Expenditure Budget.
  - Reversal of the cost of collective bargaining results in a decrease of \$0.950 million gross and \$0 net in HR Employee & Labour Relations, as funding was recovered from the Non-Program Expenditure Budget.
  - Deletion of 1.0 position that was transferred from Facilities, Real Estate, Energy & Environment in 2016 to HR Employment Services results in the annualized savings of \$0.060 million gross and \$0 net as this was funded from interdivisional recoveries.
- Salary and benefit adjustments result in an increase of \$0.476 million net across all services.
- **Other Base Changes:**
  - The technical conversion of 11.0 temporary positions into the Office's approved complement from delegated authority results in the increase of \$0.744 million gross and \$0 net as they are funded from inter-divisional recoveries (IDR's).
  - The creation of 1.0 temporary Chief Resiliency Officer (CRO) for 2 years in the Executive Management service results in an increase of \$0.276 million gross and \$0 net as this is funded from the Rockefeller Foundation.

In order to achieve the budget reduction target, the 2017 service changes for the City Manager's Office consists of base expenditure savings of \$0.050 million net, service efficiency savings of \$0.245 million net and service adjustments within the Program's baseline standards of \$1.252 million net, for a total of \$1.546 million net as detailed below.

**Table 3  
Actions to Achieve Budget Reduction Target  
2017 Preliminary Service Change Summary**

Description (\$000s)	Service Changes																Total Service Changes			Incremental Change					
	Executive Management		Strategic & Corporate Policy		Internal Auditing		Strategic Communications		Equity, Diversity & Human Rights		HR Employee & Labour Relations		HR Employment Services		HR Organization & Employee Effectiveness		HR Safe & Healthy Workplaces		\$	\$	#	2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.		
<b>Base Changes:</b>																									
<b>Base Expenditure Changes</b>																									
Line by line review							(51.5)	(51.5)	56.7	56.7					(54.9)	(54.9)	(49.7)	(49.7)							
<b>Base Expenditure Change</b>							(51.5)	(51.5)	56.7	56.7					(54.9)	(54.9)	(49.7)	(49.7)							
<b>Service Efficiencies</b>																									
Deletion of 3.0 positions with no service level impact							(75.7)	(75.7)	(93.4)	(93.4)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(244.6)	(244.6)	(3.0)				
<b>Sub-Total</b>							(75.7)	(75.7)	(93.4)	(93.4)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(18.9)	(244.6)	(244.6)	(3.0)				
<b>Service Adjustments</b>																									
Reclassification of vacant position	(33.9)	(33.9)																	(33.9)	(33.9)					
Deletion of 1.0 position in Strategic & Corporate Policy			(130.5)	(130.5)																			(1.0)		
Deletion of 1.0 position in HR										(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(27.5)	(110.2)	(110.2)	(1.0)					
Deletion of 2.0 positions in Employee & Labour Relations										(189.1)	(189.1)							(189.1)	(189.1)	(2.0)					
Deletion of 3.0 positions in Safe & Healthy Workplaces															(286.3)	(286.3)	(286.3)	(286.3)	(3.0)						
Deletion of 3.0 positions in Organization & Employee Effectiveness																		(302.3)	(302.3)	(3.0)					
Deletion of 2.0 positions in Employment Services												(199.8)	(199.8)					(199.8)	(199.8)	(2.0)					
<b>Sub-Total</b>	(33.9)	(33.9)	(130.5)	(130.5)						(216.6)	(216.6)	(227.3)	(227.3)	(329.8)	(329.8)	(313.8)	(313.8)	(1,252.0)	(1,252.0)	(12.0)					
<b>Total Changes</b>	(33.9)	(33.9)	(130.5)	(130.5)			(127.2)	(127.2)	(36.7)	(36.7)	(235.5)	(235.5)	(246.2)	(246.2)	(348.7)	(348.7)	(387.6)	(387.6)	(1,546.3)	(1,546.3)	(15.0)				

**Base Expenditure Changes (Savings of \$0.050 million gross & net)**

- A line by line review of expenditures based on actual experience results in non-payroll expenditure reduction of \$0.050 million.

**Service Efficiencies (Savings of \$0.245 million gross & net)**

- The realignment of workload in the City Manager's Office will result in the following efficiency savings:
  - The deletion of 1.0 filled position results in savings of \$0.076 in Strategic Communications. Please refer to Confidential Attachment 1 under separate cover.
  - The deletion of 1.0 filled position results in savings of \$0.093 million in Equity, Diversity & Human Rights. Please refer to Confidential Attachment 1 under separate cover.
  - The deletion of 1.0 vacant position in Human Resources results in saving of \$0.076 million.

**Service Adjustments (Savings of \$1.252 million gross & net)**

- The reclassification of a vacant Management Consultant to a Research Associate results in savings of \$0.034 million in Executive Management.
  - The reclassification will change the focus of the position from leadership to support. The new Research Associate position will assist Management Consultants through additional research and administrative support.

- The deletion of 1.0 vacant Senior Corporate Management & Policy Consultant results in savings of \$0.130 million.
  - The reduction of this position will reduce the Division's ability to effectively coordinate key governance and government-wide initiatives on behalf of the City Manager and City Council.
- The deletion of 11.0 positions (1.0 vacant and 10.0 filled) in HR results in savings of \$1.087 million. Please refer to Confidential Attachment 1 under separate cover.

**Table 4**  
**2017 Preliminary New & Enhanced Service Priorities**

Description (\$000s)	New/Enhanced		Total			Incremental Change			
	Strategic & Corporate Policy		\$		Position	2018 Plan		2019 Plan	
	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Services Priorities</b>									
Staff Initiated:									
Transit Initiatives	399.5		399.5		3.0				(3.0)
<b>Sub-Total Staff Initiated</b>									
<b>Total New / Enhanced Services</b>									

**Enhanced Service Priorities (\$0.400 million gross & \$0 net)**

*Transit Expansion Initiatives & Implementation of Federal Infrastructure Programs*

- The Strategic & Corporate Policy Division (S&CP), within the City Manager's Office, is responsible for the overall co-ordination, reporting, and administration of the City's various transit expansion initiatives, including SmartTrack, and the application, allocation, and implementation of funding received through the federal government such as the Public Transit Infrastructure Fund (PTIF).
- SmartTrack and PTIF are new capital initiatives that represent key City Council and Government of Canada investment priorities in transportation infrastructure in Toronto over the next two years, with more than \$1.7 billion in expenditures that require appropriate oversight, project management, accountability and reporting.
- Currently there are 3.0 positions dedicated to transit and infrastructure which is not sufficient to support increased service levels.
- In order to ensure effective management, monitoring and co-ordination of the transit expansion initiatives and implementation of federal infrastructure programs, \$0.400 million gross and \$0 net is included in the 2017 Preliminary Operating Budget for 3.0 new non-union positions on a two-year temporary basis to fulfill work plan requirements. The positions will be funded from the Transit Expansion Corporate Initiatives Account and from the City's portion of the capital budget for projects within the Public Transit Infrastructure Fund program.
- Service level requirements will be reassessed after two years in advance of the 2019 Budget process and resources will be requested at that time if required.

Approval of the 2017 Preliminary Operating Budget for City Manager's will result in a 2018 incremental net cost of \$2.184 million and a 2019 incremental net cost of \$2.081 million and a decrease of 4.0 positions to maintain the 2017 service levels, as discussed in the following section:

**Table 5**  
**2018 and 2019 Plan by Program**

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
<b>Known Impacts:</b>										
<b>Prior Year Impact</b>										
Reversal of temporary Chief Resiliency Officer						(287.4)	(287.4)			(1.0)
Reversal temporary positions for Transit Initiatives						(406.3)	(406.3)			(3.0)
<b>Salaries and Benefits</b>										
Salaries (COLA/Progression Pay / Re-earnable Lump Sum / Gapping / Benefits)	2,281.0		2,281.0	4.9%		2,182.9		2,182.9	4.5%	
<b>Other</b>		97.5	(97.5)	(0.2%)			102.4	(102.4)	(0.2%)	
<b>Sub-Total</b>	<b>2,281.0</b>	<b>97.5</b>	<b>2,183.5</b>	<b>4.7%</b>		<b>1,489.2</b>	<b>(591.3)</b>	<b>2,080.5</b>	<b>4.3%</b>	<b>(4.0)</b>
<b>Total Incremental Impact</b>	<b>2,281.0</b>	<b>97.5</b>	<b>2,183.5</b>	<b>4.7%</b>		<b>1,489.2</b>	<b>(591.3)</b>	<b>2,080.5</b>	<b>4.3%</b>	<b>(4.0)</b>

Future year incremental costs are primarily attributable to the following:

**Known Impacts:**

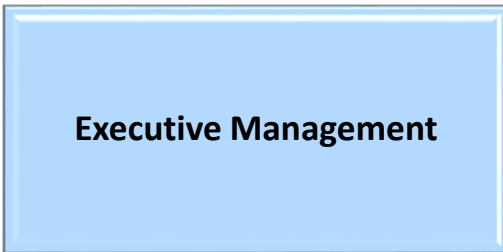
- COLA, progression pay, fringe benefit increases and other salaries and benefits adjustments result in net increases of \$2.281 million in 2018 and \$2.183 million in 2019.
- The reversal of 1.0 temporary Chief Resiliency Officer position results in a decrease of \$0.287 million gross and \$0 net in 2019, as this is funded from third-party recoveries.
- The reversal of 3.0 temporary positions for Transit Initiatives results in a decrease of \$0.406 million gross and \$0 net in 2019, as these are funded from Transit Corporate Initiatives' Capital Budget.



# Part 2:

## 2017 Preliminary Operating Budget by Service

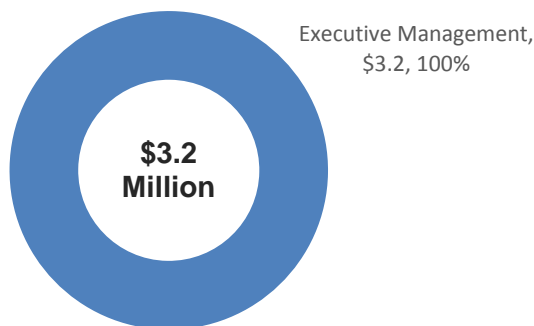
## Executive Management



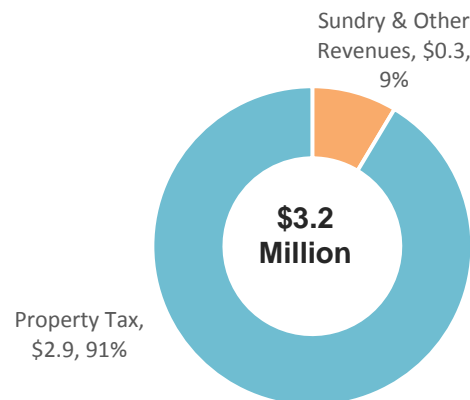
### What We Do

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.
- Manage the co-ordination of staff reporting to Toronto City Council through Council, Standings Committees Sub-Committees, and Community Councils.
- Undertake and lead corporate initiatives and projects that have a positive impact on employee performance and attitude of the Toronto Public Services including Toronto Public Service Week, Customer Service and employee recognition programs such as the City Manager's Award and "You Make the Difference".
- Provide corporate support and continue to build capacity for continuous improvement initiatives such as enhancing customer service, improving operational efficiency and effectiveness, and implementation of Excellence Toronto
- Lead and coordinate Toronto's participation in the Municipal Benchmarking Network Canada's (MBNC) benchmarking initiative and World Council on City Data (WCCD).

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



### 2017 Service Levels Executive Management

Service	Type*	Sub-type**	Service Levels			
			2014	2015	2016	2017
Executive Management	Corporate Issues		95% of issues reponded to within 24 hours			95% of issues reponded to within 24 hours
	Accountability Processes		100% of ombudsman's recommendations implemented on time			100% of ombudsman's recommendations implemented on time
	Performance Management & Benchmarking	Management Information Dashboards	100% of indicators updated as per reporting frequency requirements	Update Management Information Dashboards quarterly		Update Management Information Dashboards quarterly
		Performance Measurement and Benchmarking Report		Update Performance Measurement and Benchmarking Report annually		Update Performance Measurement and Benchmarking Report annually
		World Council on City Data		Update World Council on City Data annually		Update World Council on City Data annually
		Toronto's International Rankings		Monitor Toronto's International Rankings and the City's website as required		Monitor Toronto's International Rankings and the City's website as required
Council/Committee Agenda Management		Co-ordinate staff reporting to eight Council/Committee cycles		Co-ordinate staff reporting to eight Council/Committee cycles		
			N/A			

\* Formerly Activity  
\*\* Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Executive Management.

#### Table 6 2017 Preliminary Service Budget by Activity

(\$000s)	2017 Preliminary Operating Budget										Incremental Change											
	2016	Base Budget		Service Changes		Preliminary Base		Prelim. Base Budget vs. 2016 Budget		% Change		New/Enhanced		Prelim. Budget		2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	Budget	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>																						
Executive Management	3,002.9	3,251.8	(33.9)	3,217.9	215.0	7.2%		3,217.9	215.0	7.2%	136.9	4.3%	(167.4)	(5.0%)								
<b>Total Gross Exp.</b>	3,002.9	3,251.8	(33.9)	3,217.9	215.0	7.2%		3,217.9	215.0	7.2%	136.9	4.3%	(167.4)	(5.0%)								
<b>REVENUE</b>																						
Executive Management		276.4		276.4	276.4	-		276.4	276.4	-	11.0	4.0%	(287.4)	(100.0%)								
<b>Total Revenues</b>		276.4		276.4	276.4	-		276.4	276.4	-	11.0	4.0%	(287.4)	(100.0%)								
<b>NET EXP.</b>																						
Executive Management	3,002.9	2,975.4	(33.9)	2,941.5	(61.4)	(2.0%)		2,941.5	(61.4)	(2.0%)	125.9	4.3%	120.0	3.9%								
<b>Total Net Exp.</b>	3,002.9	2,975.4	(33.9)	2,941.5	(61.4)	(2.0%)		2,941.5	(61.4)	(2.0%)	125.9	4.3%	120.0	3.9%								
<b>Approved Positions</b>	21.0	22.0		22.0	1.0	4.8%		22.0	1.0	4.8%			(1.0)	(4.5%)								

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

The Executive Management's 2017 Preliminary Operating Budget of \$3.218 million gross and \$2.942 million net is \$0.061 million or 2.0% under the 2016 Approved Net Budget.

- Base budget pressures in Executive Management are primarily attributable to salary and benefit adjustments (COLA, progression pay, re-earnable lump sum pay, gapping and benefit) common across all services given that 97% of this Service's budget is composed of salary and benefit costs.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes savings of \$0.034 million as a result of the reclassification of a vacant Management Consultant position to a Research Associate.

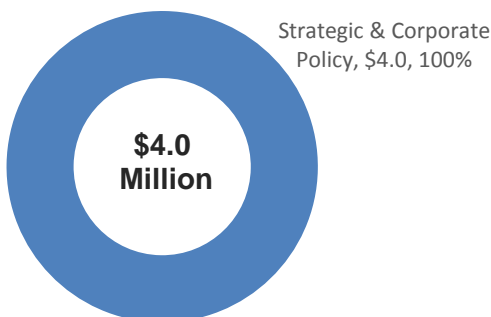
## Strategic & Corporate Policy



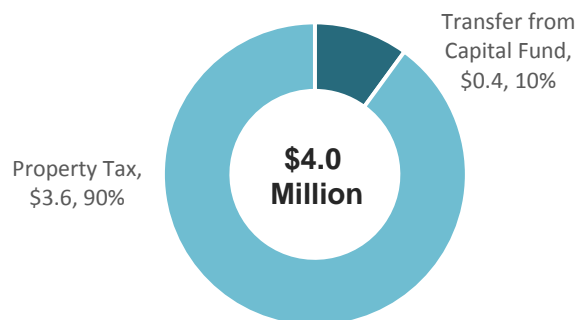
### What We Do

- Provide governance and accountability advice to Council and the City Manager for more than 30 agencies and 7 corporations
- Provide intergovernmental advice and support to the City Manager, Mayor and Council, and prepare required submissions to the federal and provincial governments
- Provide corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion projects including:
  - SmartTrack/RER
  - Scarborough Subway extension
  - Metrolinx Light Rail Transit Program
  - TTC Capital Program Delivery
  - Fare Policy Review
- Administer the Toronto-Ontario Consultation and Cooperation Agreement (T-OCCA), including any matters related to the City of Toronto Act, the Municipal Elections Act (with the City Clerk) and the Municipal Conflict of Interest Act.
- Implement changes to the City of Toronto Act
- Provide advice and support to the development and implementation of a number of corporate policies and initiatives:
  - Toronto Public Service By-Law
  - Ward Boundary Review
  - Participatory Budgeting
  - Ontario Place revitalization
- Support the Mayor, members of Council, and the City Manager's participation and liaison with municipal associations such as FCM, BCMC, AMO, LUMCO.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)





## 2017 Service Levels Strategic & Corporate Policy

Service	Type*	Sub-type**	Service Levels			
			2014	2015	2016	2017
Strategic & Corporate Policy	Government-Wide Initiatives		To develop and delivery corporate-level policy and governance requirements to advance Council's goals.	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council
			To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time	Respond to all requests for civic engagement advice	Respond to all requests for civic engagement advice	Respond to all requests for civic engagement advice
			To complete 100% of staff requests for policy or civic engagement advice	Effectively coordinates strategic initiatives with key stakeholders and partners	Effectively coordinates strategic initiatives with key stakeholders and partners	Effectively coordinates strategic initiatives with key stakeholders and partners
	Inter-governmental Relations		To develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies	Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council	Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council	Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council
			Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time	Complete all required formal submissions, correspondence and meetings with other governments and associations	Complete all required formal submissions, correspondence and meetings with other governments and associations	Complete all required formal submissions, correspondence and meetings with other governments and associations
			Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds
	Governance		To respond to requests received for governance and organizational advice within 24 hours 95% of the time	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions
			To complete 100% of requested service efficiency studies of City programs and services	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations
				Effectively coordinate governance-related initiatives with key stakeholders and partners	Effectively coordinate governance-related initiatives with key stakeholders and partners	Effectively coordinate governance-related initiatives with key stakeholders and partners

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Strategic & Corporate Policy.

**Table 6**  
**2017 Preliminary Service Budget by Activity**

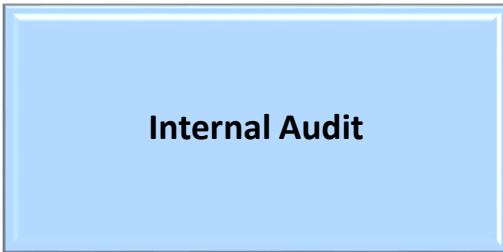
(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Strategic & Corporate Policy	3,990.7	3,712.7	(130.5)	3,582.2	(408.5)	(10.2%)	399.5	<b>3,981.7</b>	(9.0)	(0.2%)	170.1	4.3%	(250.7)	6.0%	
<b>Total Gross Exp.</b>	3,990.7	3,712.7	(130.5)	3,582.2	(408.5)	(10.2%)	399.5	<b>3,981.7</b>	(9.0)	(0.2%)	170.1	4.3%	(250.7)	6.0%	
<b>REVENUE</b>															
Strategic & Corporate Policy	312.9				(312.9)	(100.0%)	399.5	<b>399.5</b>	86.6	27.7%	6.8	1.7%	(406.3)	100.0%	
<b>Total Revenues</b>	312.9				(312.9)	(100.0%)	399.5	<b>399.5</b>	86.6	27.7%	6.8	1.7%	(406.3)	100.0%	
<b>NET EXP.</b>															
Strategic & Corporate Policy	3,677.8	3,712.7	(130.5)	3,582.2	(95.6)	(2.6%)		<b>3,582.2</b>	(95.6)	(2.6%)	163.3	4.6%	155.6	4.2%	
<b>Total Net Exp.</b>	3,677.8	3,712.7	(130.5)	3,582.2	(95.6)	(2.6%)		<b>3,582.2</b>	(95.6)	(2.6%)	163.3	4.6%	155.6	4.2%	
<b>Approved Positions</b>	27.0	27.0	(1.0)	26.0	(1.0)	(3.7%)	3.0	<b>29.0</b>	2.0	7.4%			(3.0)	(10.3%)	

The **Strategic & Corporate Policy Service** ensures responsiveness to City Council and citizens, facilitates improved service delivery, promotes the City's interests in legislative affairs, and sets policy for initiatives. This service provides advice and support to the City Manager and Council on intergovernmental matters including the administration of agreements and funding programs with other orders of government, governance and decision making structures for Council and its agencies and corporations, and undertakes government-wide policy initiatives including participatory engagement activities to support Council decision making.

The Strategic & Corporate Policy's 2017 Preliminary Operating Budget of \$3.982 million gross and \$3.582 million net is \$0.096 million or 2.6% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service budget reflects the reversal of one-time funding for the Ward Boundary Review and protocol support to the 2015 PanAm and ParaPanAm games.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes the deletion of 1.0 vacant Senior Corporate Management & Policy Consultant position that will realize savings of \$0.130 million but may reduce the Division's ability to effectively coordinate key governance and government-wide initiatives on behalf of the City Manager and City Council.
- The 2017 Preliminary Operating Budget includes a new funding of \$0.400 million gross and \$0 net, funded from the Transit Corporate Initiatives Capital Budget, for 3.0 temporary positions dedicated to transit expansion initiatives and the implementation of federal infrastructure programs.

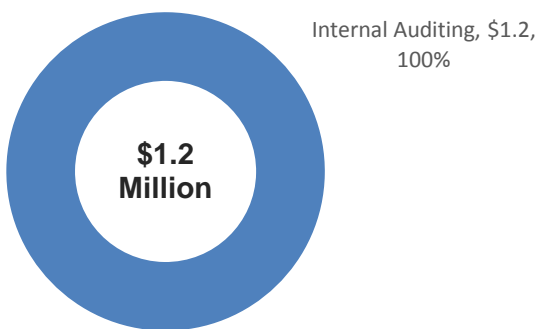
## Internal Audit



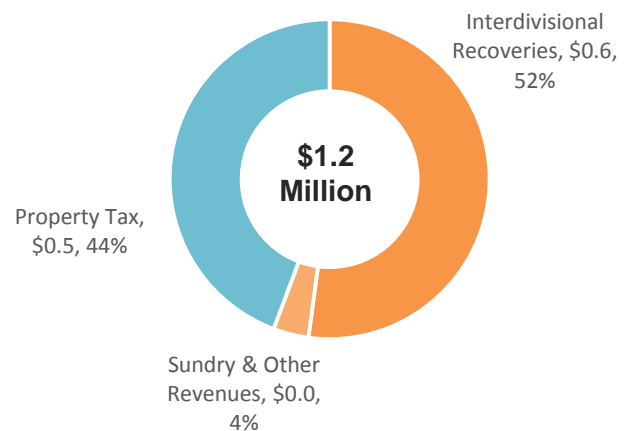
### What We Do

- Internal Audit's service objectives are to:
  - Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
  - Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance with applicable policies and procedures.
- The objectives are achieved through the provision of the following services:
  - Business and Risk Consulting, including advice on the design and development of new or enhanced programs, policies, processes or information systems.
  - Assurance Services, including the performance of compliance, operational, financial, forensic, and internal control reviews.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



### 2017 Service Levels Internal Audit

Service	Type*	Sub-type**	Service Levels			
			2014	2015	2016	2017
Internal Audit	Business & Risk Consulting		To develop workplan based on assessment of risk and available resources.	Prioritize requests for review/audit based on assessment of risk		Prioritize requests for review/audit based on assessment of risk
			N/A	Respond to requests for advice within two business days		Respond to requests for advice within two business days
	Audit Reporting		Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.			Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.

\* Formerly Activity  
\*\* Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Internal Audit.

### Table 6 2017 Preliminary Service Budget by Activity

(\$000s)	2016		2017 Preliminary Operating Budget							Incremental Change				
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
									\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Internal Audit	1,193.6	1,176.2		1,176.2	(17.4)	(1.5%)		1,176.2	(17.4)	(1.5%)	52.5	4.5%	50.1	4.1%
<b>Total Gross Exp.</b>	1,193.6	1,176.2		1,176.2	(17.4)	(1.5%)		1,176.2	(17.4)	(1.5%)	52.5	4.5%	50.1	4.1%
<b>REVENUE</b>														
Internal Audit	652.0	655.1		655.1	3.1	0.5%		655.1	3.1	0.5%			10.0	1.5%
<b>Total Revenues</b>	652.0	655.1		655.1	3.1	0.5%		655.1	3.1	0.5%			10.0	1.5%
<b>NET EXP.</b>														
Internal Audit	541.6	521.1		521.1	(20.5)	(3.8%)		521.1	(20.5)	(3.8%)	52.5	10.1%	40.1	7.0%
<b>Total Net Exp.</b>	541.6	521.1		521.1	(20.5)	(3.8%)		521.1	(20.5)	(3.8%)	52.5	10.1%	40.1	7.0%
<b>Approved Positions</b>	8.0	8.0		8.0				8.0						

The **Internal Audit Service** identifies and evaluates exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations, provides objective assurance and advice to help clients mitigate business risks, improve operations by promoting/assuring fiscal responsibility, accountability and compliance with various policies and legislation. It also annually reports work plan and previous year's achievements to Audit Committee.

Internal Audit's 2017 Preliminary Operating Budget of \$1.176 million gross and \$0.521 million net is \$0.020 million or 3.8% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
  - Base budget changes have enabled Internal Audit to achieve reduction targets.

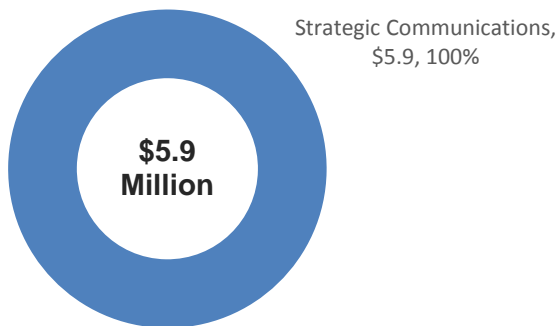
### Strategic Communications



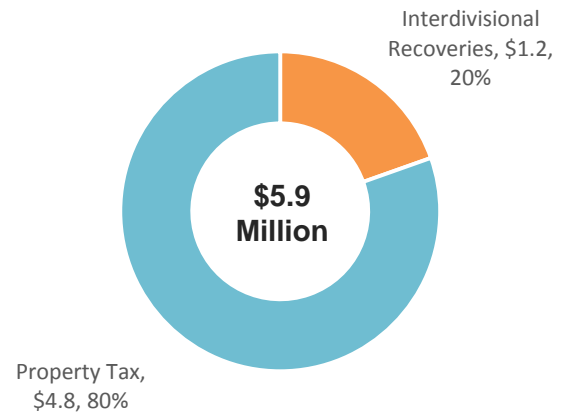
#### What We Do

- Deliver in partnership with I&T a redesigned corporate website through the Web Revitalization Project.
- Develop and implement communications, media relations and issues management plans to support all corporate, divisional and partnership initiatives.
- Develop and implement promotional, public education and advertising programs for key City and divisional initiatives and support over 100 public events.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Manage media buys and the City's Corporate Identity Program, and deliver media training programs for staff.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



### 2017 Service Levels Strategic Communications

Service	Type*	Sub-type**				
			2014	2015	2016	2017
Strategic Communications	Advertising/ Corporate Identity Management	Advertising		Provide media buying and advertising plans within specified divisional budgets 100% of the time	Provide media buying and advertising plans within specified divisional budgets 100% of the time	
		Statutory Advertisements & By-law Notices	100% of statutory advertisements placed within required time and By-law notices placed 15 days after By-law has passed 100% of the time	100% of statutory advertisements and By-law notices placed within required timelines	100% of statutory advertisements and By-law notices placed within required timelines	
	Public Communications	Communication Plans	Our Toronto newsletter published three times yearly and delivered to 1 million households	Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities	Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities	
		Communications Products		Produce communications products within deadline 95% of the time	Produce communications products within deadline 95% of the time	
		Website		Update the homepage of the website on a minimum twice weekly basis	Update the homepage of the website on a minimum twice weekly basis	
	Internal Communications	Communication Advice	N/A	Respond to requests and internal communications advice within one business day 95% of the time	Respond to requests and internal communications advice within one business day 95% of the time	
		Communications Products	City News Summary distributed electronically by 7:00 AM daily 98% of the time	Develop and deliver internal communications products by deadline 95% of the time.	Develop and deliver internal communications products by deadline 95% of the time.	
		Communications Plans	N/A	Develop and deliver internal communications plans to support staff engagement strategies	Develop and deliver internal communications plans to support staff engagement strategies	
	Media Relations	Proactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	Proactively engage media to promote corporate and divisional initiatives	Proactively engage media to promote corporate and divisional initiatives	
		Reactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	Respond to media inquiries within 24 hours 98% of the time	Respond to media inquiries within 24 hours 98% of the time	
Issues Management		Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries	Respond to requests for issues management advice within the same day, 95% of the time	Respond to requests for issues management advice within the same day, 95% of the time		

\* Formerly Activity

\*\* Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Strategic Communications.

**Table 6**  
**2017 Preliminary Service Budget by Activity**

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Strategic Communications	6,054.9	6,075.7	(127.2)	5,948.5	(106.4)	(1.8%)		5,948.5	(106.4)	(1.8%)	252.5	4.2%	240.8	3.9%	
<b>Total Gross Exp.</b>	6,054.9	6,075.7	(127.2)	5,948.5	(106.4)	(1.8%)		5,948.5	(106.4)	(1.8%)	252.5	4.2%	240.8	3.9%	
<b>REVENUE</b>															
Strategic Communications	1,143.4	1,164.7		1,164.7	21.2	1.9%		1,164.7	21.2	1.9%	43.8	3.8%	41.8	3.5%	
<b>Total Revenues</b>	1,143.4	1,164.7		1,164.7	21.2	1.9%		1,164.7	21.2	1.9%	43.8	3.8%	41.8	3.5%	
<b>NET EXP.</b>															
Strategic Communications	4,911.5	4,911.1	(127.2)	4,783.9	(127.7)	(2.6%)		4,783.9	(127.7)	(2.6%)	208.7	4.4%	199.1	4.0%	
<b>Total Net Exp.</b>	4,911.5	4,911.1	(127.2)	4,783.9	(127.7)	(2.6%)		4,783.9	(127.7)	(2.6%)	208.7	4.4%	199.1	4.0%	
<b>Approved Positions</b>	49.0	49.0	(1.0)	48.0	(1.0)	(2.0%)		48.0	(1.0)	(2.0%)					

The **Strategic Communications Service** provides advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management. The service ensures that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services. The service also creates public awareness and understanding about City government as well as serving the internal communications needs of City employees.

Strategic Communication's 2017 Preliminary Operating Budget of \$5.949 million gross and \$4.784 million net is \$0.128 million or 2.6% under the 2016 Approved Net Budget.

- Base budget pressures are mainly attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes base expenditure savings from a line by line review and the service efficiency savings from the realignment of staffing workload by deleting 1.0 filled position.

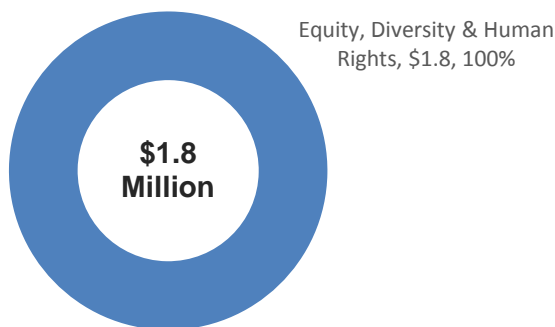
## Equity, Diversity & Human Rights



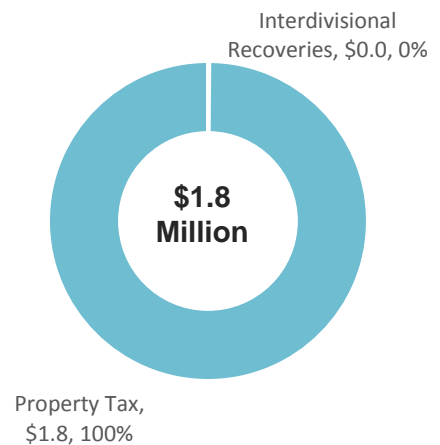
### What We Do

- Provide expert advice and investigate employment and service provision complaints of harassment, discrimination and hate activity ensuring compliance with legislated obligations, to mitigate financial and reputational risks to the City and advance equity – resolving more than 1000 complaints/inquiries annually
- In collaboration with City divisions, review results of the *Count Yourself In Workforce Survey* and develop and implement strategic actions that support the City's equity and diversity goals as articulated in the Talent Blueprint
- Promote the City's legislative and policy compliance obligations, including Bill 132, and various Accessibility Guidelines to support the Corporate Accessibility Policy and the *Accessibility for Ontarians with Disability Act*, (AODA) through a multi-pronged approach of education, training, and the development of supporting tools and resources.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)





### 2017 Service Levels Equity, Diversity & Human Rights

Service	Type*	Sub-type**	2014	2015	2016	2017
			Equity, Diversity & Human Rights	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			Coordinate and meet 100% corporate compliance for the City on AODA
			To respond to requests received for advice/consultation within 24hrs 90% of the time.	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time		Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time.
			To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)			
			Ensure City divisions are meeting compliance timelines 95% of the time.			Ensure City divisions are meeting compliance timelines 95% of the time.
	Diversity & Inclusion		To respond to requests received for advice/consultation within 24hrs 90% of the time.	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time	Satisfactorily respond to requests for accessibility advice within 48 hours 90% of time	Satisfactorily respond to requests for accessibility advice within 48 hours 90% of time
			To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic).			
	Human Rights Education & Complaints Management		To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.			To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.

\* Formerly Activity

\*\* Formerly Type

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for Equity, Diversity & Human Rights.

**Table 6**  
**2017 Preliminary Service Budget by Activity**

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Equity, Diversity & Human Rights	1,853.3	1,841.9	(36.7)	1,805.2	(48.1)	(2.6%)		1,805.2	(48.1)	(2.6%)	80.3	4.4%	76.5	4.1%
<b>Total Gross Exp.</b>	1,853.3	1,841.9	(36.7)	1,805.2	(48.1)	(2.6%)		1,805.2	(48.1)	(2.6%)	80.3	4.4%	76.5	4.1%
<b>REVENUE</b>														
Equity, Diversity & Human Rights	2.5	2.5		2.5				2.5						
<b>Total Revenues</b>	2.5	2.5		2.5				2.5						
<b>NET EXP.</b>														
Equity, Diversity & Human Rights	1,850.8	1,839.4	(36.7)	1,802.7	(48.1)	(2.6%)		1,802.7	(48.1)	(2.6%)	80.3	4.5%	76.5	4.1%
<b>Total Net Exp.</b>	1,850.8	1,839.4	(36.7)	1,802.7	(48.1)	(2.6%)		1,802.7	(48.1)	(2.6%)	80.3	4.5%	76.5	4.1%
<b>Approved Positions</b>	15.0	15.0	(1.0)	14.0	(1.0)	(6.7%)		14.0	(1.0)	(6.7%)				

The **Equity, Diversity & Human Rights Service** provides advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services. This Service implements strategies to:

- reflect the public we serve at all levels of the organization;
- respond to the needs of a diverse population; and
- remove barriers.

Equity, Diversity & Human Right's 2017 Preliminary Operating Budget of \$1.805 million gross and \$1.803 million net is \$0.048 million or 2.6% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes efficiency savings from the realignment of workload by deleting 1.0 filled position. A portion of the savings will be redirected to fund a Toronto Urban Fellow position which will increase the Division's research, policy and project management capacity.
  - Please refer to Confidential Attachment 1 under separate cover.

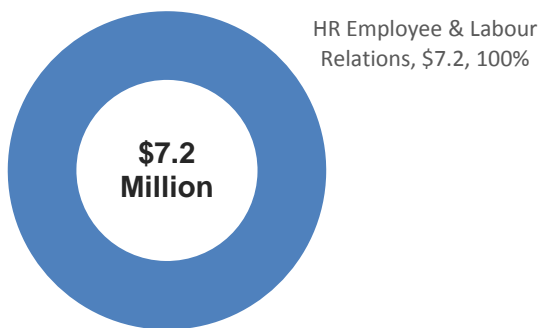
## HR Employee & Labour Relations



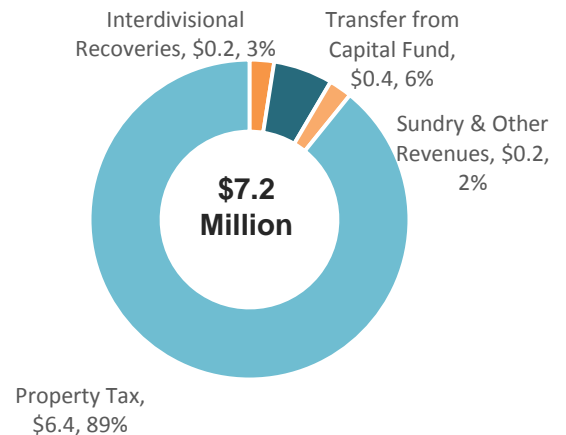
### What We Do

- Provide expert advice and support to the City's operating divisions' program review challenges in a complex, unionized environment through collective agreement and policy interpretation, partnering with divisions, expanding the training program to include additional corporate and custom intact training, and liaising with the respective union representatives.
- Manage day to day grievance, mediation and arbitration processes, including the ongoing effort to reduce the number of active grievances in a timely manner.
- Develop training module targeting new employees: Understanding the Collective Agreements.
- Administer both the City's Fair Wage Policy as well as critical compliance issues that arise under various collective agreements in the construction industry to which the City is bound.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

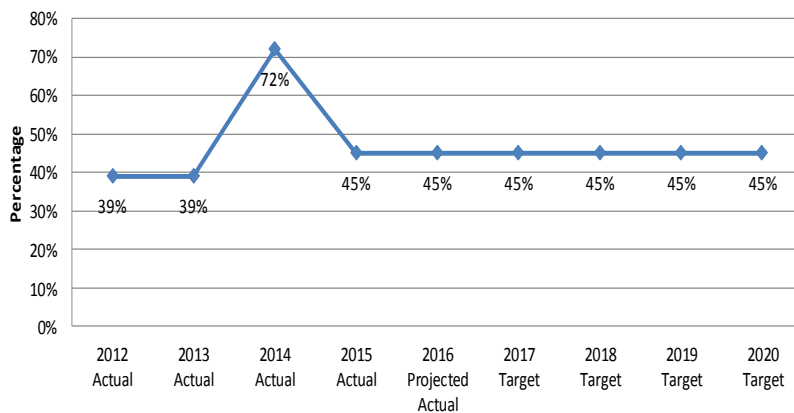


### 2017 Service Levels HR-Employee & Labour Relations

Service	Type	Service Levels				
		2014	2015	2016	2017	
HR Employee & Labour Relations	Labour Relations	To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage	% of grievances handled by Employee & Labour Relations resolved at Step 2;  Average participant satisfaction rating with Employee & Labour Relations training		% of grievances handled by Employee & Labour Relations resolved at Step 2;  Average participant satisfaction rating with Employee & Labour Relations training	
	A Fair Wage Policy/Labour Trade Issue Managed	To maintain or increase the number of constructions trade grievances resolved at the earliest stage between 85-90%	% of construction trade grievances resolved without going to a third party		% of construction trade grievances resolved without going to a third party	
		To respond to all complaints within 3 business days	% of Fair Wage or Labour Trade inquiry responses within 3 days		% of Fair Wage or Labour Trade inquiry responses within 3 days	
	Negotiations	To effectively implement new collective agreement provisions through expert advice, training and interpretation	N/A for 2015. Will be anticipated for 2016 when new collective agreements are negotiated	N/A		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	N/A			To have Business Continuity Plans updated on an annual basis
		To have a corporate labour disruption plan operational in the event of a labour disruption	N/A for 2015. (Planning for 2016 Labour Response will start in 2015)	N/A		N/A

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Employee & Labour Relations.

Percent of grievances resolved at mediation



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

**Table 6**  
**2017 Preliminary Service Budget by Activity**

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
HR Employee & Labour Relations	8,483.8	7,437.6	(235.5)	7,202.1	(1,281.7)	(15.1%)		7,202.1	(1,281.7)	(15.1%)	296.8	4.1%	286.7	3.8%	
<b>Total Gross Exp.</b>	8,483.8	7,437.6	(235.5)	7,202.1	(1,281.7)	(15.1%)		7,202.1	(1,281.7)	(15.1%)	296.8	4.1%	286.7	3.8%	
<b>REVENUE</b>															
HR Employee & Labour Relations	1,703.0	778.4		778.4	(924.7)	(54.3%)		778.4	(924.7)	(54.3%)	3.4	0.4%	4.4	0.6%	
<b>Total Revenues</b>	1,703.0	778.4		778.4	(924.7)	(54.3%)		778.4	(924.7)	(54.3%)	3.4	0.4%	4.4	0.6%	
<b>NET EXP.</b>															
HR Employee & Labour Relations	6,780.8	6,659.2	(235.5)	6,423.7	(357.1)	(5.3%)		6,423.7	(357.1)	(5.3%)	293.4	4.6%	282.3	4.2%	
<b>Total Net Exp.</b>	6,780.8	6,659.2	(235.5)	6,423.7	(357.1)	(5.3%)		6,423.7	(357.1)	(5.3%)	293.4	4.6%	282.3	4.2%	
<b>Approved Positions</b>	56.8	56.8	(2.5)	54.3	(2.5)	(4.4%)		54.3	(2.5)	(4.4%)					

The **Employee & Labour Relations Service** manages the labour relations environment, labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints. It also provides expert advice to management regarding lay-off, contracting out, contractual notices, position deletions and conducts discipline investigations and management training.

Employee & Labour Relations' 2017 Preliminary Operating Budget of \$7.202 million gross and \$6.424 million net is \$0.357 million or 5.3% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services as well as the reversal of one-time funding for Collective Bargaining negotiations, resulting in a decrease of \$0.950 million gross and \$0 net, as this was recovered from the Non-Program Expenditure Operating Budget.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes:
  - The deletion of 2.5 positions (1.25 vacant and 1.25 filled) results in service efficiency and service adjustment savings of \$0.235 million. Please refer to Confidential Attachment 1 under separate cover.

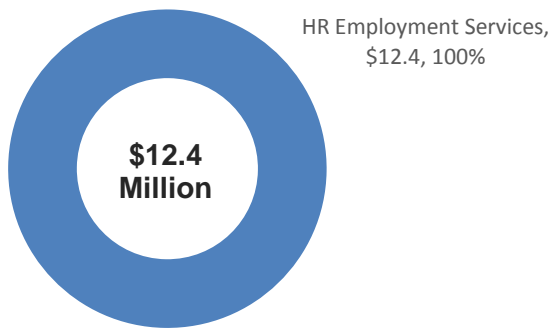
## HR Employment Services



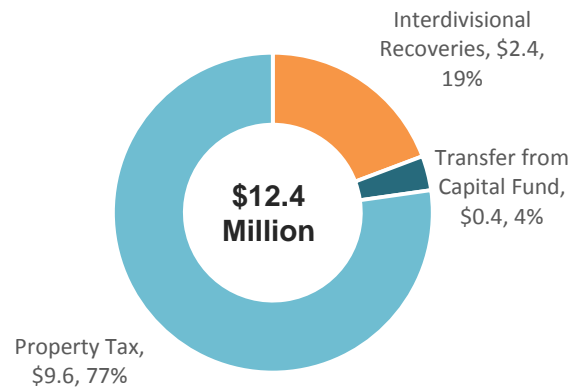
### What We Do

- Implement recruitment related changes resulting from Collective Bargaining.
- Manage a high volume of on-going recruitment and compensation activity.
- Develop and implement employment initiatives (such as expanded gateway employment program) that will proactively address anticipated future hiring challenges.
- Strengthen diversity hiring practices and initiatives.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

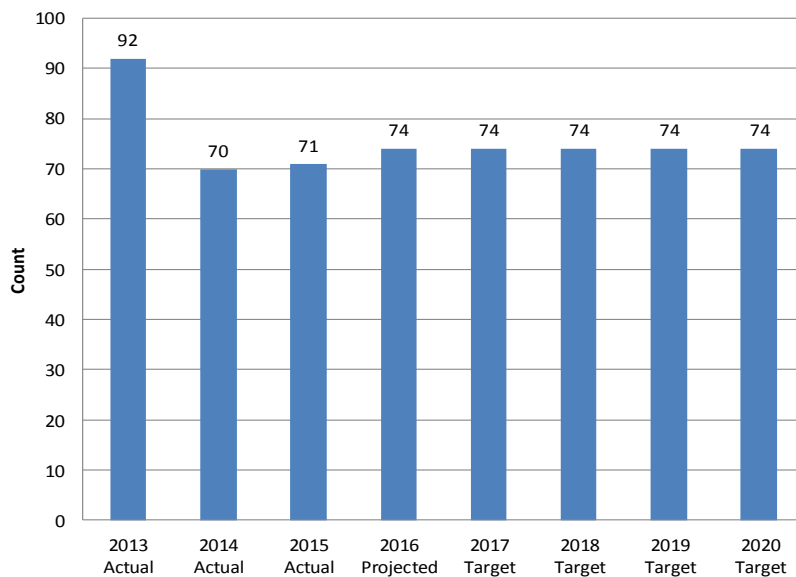


### 2017 Service Levels HR-Employment Services

Service	Type	2014	2015	2016	2017
HR Employment Services		To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing	% of clients satisfied with the services of the Assessment Centre		% of clients satisfied with the services of the Assessment Centre
	Recruitment	To identify opportunities to reduce the established average time to fill non union vacancies	Average # of days to fill a non-union vacancy		Average # of days to fill a non-union vacancy
		To establish a baseline of client satisfaction with the hiring process, service and quality of hire, with a goal of maintaining or increasing in future years.	% of clients satisfied with the hiring process (service and quality of hire)		% of clients satisfied with the hiring process (service and quality of hire)

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Employment Services.

Average # Days to Fill A Non-Union Vacancy



- Improved service efficiency is shown by the reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives.

**Table 7**  
**2017 Preliminary Service Budget by Activity**

	2016	2017 Preliminary Operating Budget							Incremental Change					
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget		New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
					\$	%			\$	%	\$	%	\$	%
((\$000s))	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
HR Employment Services	11,440.1	12,620.3	(246.2)	12,374.1	934.1	8.2%		12,374.1	934.1	8.2%	525.1	4.2%	522.1	4.0%
<b>Total Gross Exp.</b>	11,440.1	12,620.3	(246.2)	12,374.1	934.1	8.2%		12,374.1	934.1	8.2%	525.1	4.2%	522.1	4.0%
<b>REVENUE</b>														
HR Employment Services	2,042.3	2,815.0		2,815.0	772.7	37.8%		2,815.0	772.7	37.8%	36.3	1.3%	45.3	1.6%
<b>Total Revenues</b>	2,042.3	2,815.0		2,815.0	772.7	37.8%		2,815.0	772.7	37.8%	36.3		45.3	1.6%
<b>NET EXP.</b>														
HR Employment Services	9,397.8	9,805.3	(246.2)	9,559.1	161.4	1.7%		9,559.1	161.4	1.7%	488.9	5.1%	476.8	4.7%
<b>Total Net Exp.</b>	9,397.8	9,805.3	(246.2)	9,559.1	161.4	1.7%		9,559.1	161.4	1.7%	488.9	5.1%	476.8	4.7%
Approved Positions	104.8	114.8	(2.5)	112.3	7.5	7.2%		112.3	7.5	7.2%				

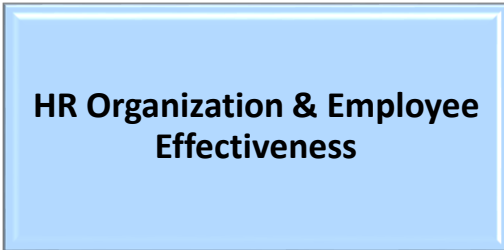
The **Employment Services** attracts and retains a highly skilled, high performing and diverse workforce that reflects the community, administers collective agreement/policy provisions relating to redeployment, position deletions and employee exits and supports division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions.

Employment Services' 2017 Preliminary Operating Budget of \$12.374 million gross and \$9.559 million net is \$0.161 million or 1.7% over the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- One temporary position which had been transferred in 2016 from Facilities, Real Estate, Environment and Energy Program for the City-Wide Real Estate Review, was deleted in 2017 resulting in \$0 net as the position was funded from inter-divisional recoveries.
- In addition, an administrative transfer of 11.0 temporary positions from delegated authority results in an increase of \$0.744 million gross and \$0 net. These positions are funded from inter-divisional recoveries from various City Programs.
  - These positions were previously not included in the City Manager's Office staffing complement, but were funded from unspent salaries and benefits. These positions are required on an on-going basis for various divisions and funds have been allocated to fund them.
- The 2017 Preliminary Operating Budget also includes:
  - The deletion of 2.5 positions (2.25 filled and 0.25 vacant) results in service efficiency and service adjustment savings of \$0.246 million. Please refer to Confidential Attachment 1 under separate cover.



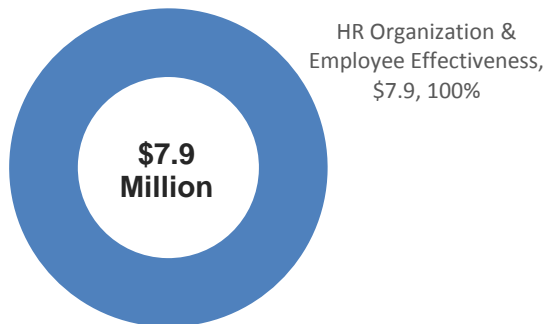
## HR Organization & Employee Effectiveness



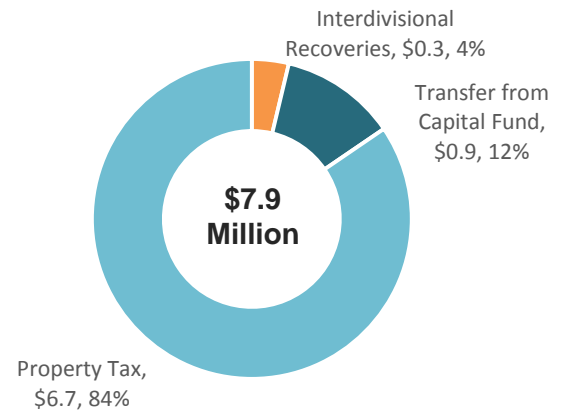
### What We Do

- Lead the City in responding to the lowest drivers from the corporate employee engagement survey results
- Lead the integration of competencies to HR processes.
- Develop eLearning that meets legislatively required training at the enterprise wide level and provide quality face-to-face learning at the same or higher level than 2016 to meet Talent Blueprint commitments.
- Resource and sustain the City's learning management system, ELI.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

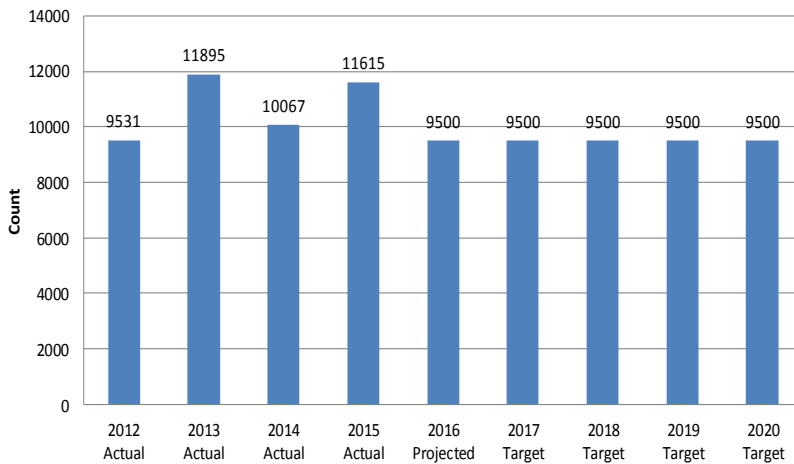


### 2017 Service Levels HR-Organization and Employee Effectiveness

Service	Type	2014	2015	2016	2017
HR Organization and Employee Effectiveness		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.	Average participant satisfaction rating with corporate learning programs		Average participant satisfaction rating with corporate learning programs
	TPS People Plan	An approved 2013-2018 Talent Blueprint	N/A		N/A
		To maintain or increase the number of divisions developing People Plans	N/A		N/A
	Interventions	With the current resource level, maintain or increase the number of intervention per year to 100.	# of corporate and divisional interventions		# of corporate and divisional interventions

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Organization & Employee Effectiveness.

**# Participants Completing Corporate Learning Events Annually**



- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development.
- Service effectiveness is illustrated by the number of employees who accessed technology enabled learning, with 2013 showing the flexibility of eLearning to manage large numbers of participant training.

**Table 8**  
**2017 Preliminary Service Budget by Activity**

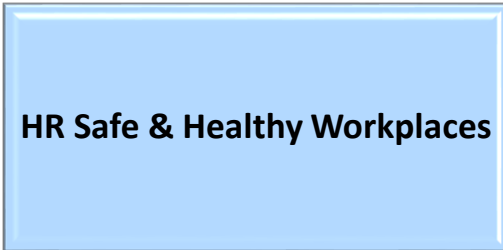
(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
HR Organization & Employee Effectiveness	8,206.6	8,268.9	(348.7)	7,920.2	(286.4)	(3.5%)		7,920.2	(286.4)	(3.5%)	298.0	3.8%	284.8	3.5%	
<b>Total Gross Exp.</b>	8,206.6	8,268.9	(348.7)	7,920.2	(286.4)	(3.5%)		7,920.2	(286.4)	(3.5%)	298.0	3.8%	284.8	3.5%	
<b>REVENUE</b>															
HR Organization & Employee Effectiveness	1,167.6	1,225.6		1,225.6	58.0	5.0%		1,225.6	58.0	5.0%					
<b>Total Revenues</b>	1,167.6	1,225.6		1,225.6	58.0	5.0%		1,225.6	58.0	5.0%					
<b>NET EXP.</b>															
HR Organization & Employee Effectiveness	7,039.0	7,043.3	(348.7)	6,694.6	(344.4)	(4.9%)		6,694.6	(344.4)	(4.9%)	298.0	4.5%	284.8	4.1%	
<b>Total Net Exp.</b>	7,039.0	7,043.3	(348.7)	6,694.6	(344.4)	(4.9%)		6,694.6	(344.4)	(4.9%)	298.0	4.5%	284.8	4.1%	
Approved Positions	56.8	56.8	(3.5)	53.3	(3.5)	(6.2%)		53.3	(3.5)	(6.2%)					

The **Organization & Employee Effectiveness Service** ensures the TPS has the skills, competencies and ethical integrity to deliver city services by increasing employee engagement and reinforcing a culture of learning to ensure people strategies are aligned with service and business priorities . The Service also manages the City's electronic recruitment system and employment website for employees and the public and undertakes research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g., an aging workforce) on service delivery.

The Organization & Employee Effectiveness's 2017 Preliminary Operating Budget of \$7.920 million gross and \$6.695 million net is \$0.344 million or 4.9% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes:
  - The deletion of 3.5 positions (3.25 filled and 0.25 vacant) results in service efficiency and service adjustment savings of \$0.349 million. Please refer to Confidential Attachment 1 under separate cover.

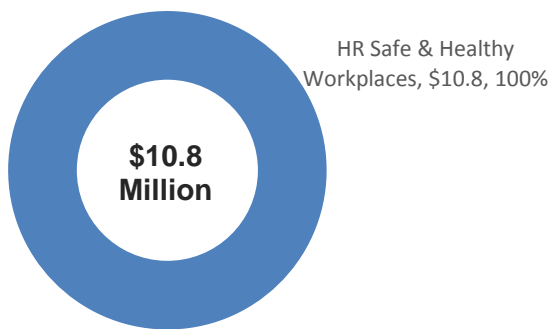
## HR Safe & Healthy Workplaces



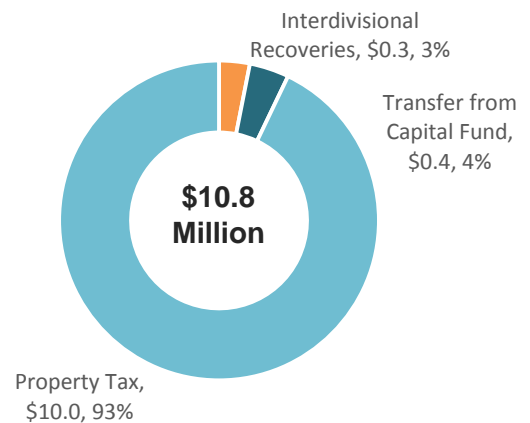
### What We Do

- Further reduce the number of workplace injuries by 6%, through the Safety Culture Continuous Improvement initiative - Target Zero.
- Further reduce the severity (time lost due to injury) of workplace injuries by 6% through the disability management and return-to-work program.
- Reduce the impact of employee non-work related absences through early intervention actions and referrals to Employee Health Services and Employee Assistance and support to Divisions.
- Further develop the Mental Health Strategy to reduce the impact of mental illness on the employee and the organization.

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

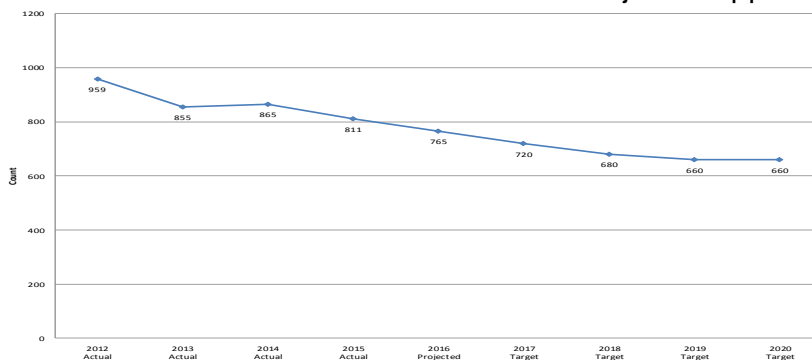


### 2017 Service Levels HR-Safe & Healthy Workplaces

Service	Type	2014	2015	2016	2017
HR Safe and Healthy Workplaces		To decrease WSIB injury costs by 6% in 2014.	% change in the number of workplace injuries		% change in the number of workplace injuries
	Ministry of Labour Orders	To reduce or eliminate Ministry of Labour orders. Ensure adherence to all investigation processes stipulated under the OH&S Act	% change in the number of Ministry of Labour orders		% change in the number of Ministry of Labour orders
	Workplace Safety & Insurance Board	To decrease WSIB costs by 6%.	% decrease in WSIB costs		% decrease in WSIB costs
	Safety	Ensure implementation of all Phase 2 audit recommendations	N/A		N/A
		55,000+ training hours	Annual number of Health & Safety training hours		Annual number of Health & Safety training hours

Overall, the 2017 Service Levels are consistent with the approved 2016 Service Levels for HR Safe & Healthy Workplaces.

Annual Lost Time Injuries Approved by WSIB



- Service efficiency is illustrated by the reduced number of workplace injuries since 2012. HR capitalized on the City's culture change to continue the trend to reduce the number of workplace injuries by 6% annually, through the Safety Culture Continuous Improvement Initiative – Target Zero.

**Table 9**  
**2017 Preliminary Service Budget by Activity**

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
HR Safe & Healthy Workplaces	11,082.9	11,174.7	(387.6)	10,787.1	(295.8)	(2.7%)		10,787.1	(295.8)	(2.7%)	475.6	4.4%	446.5	4.0%	
<b>Total Gross Exp.</b>	11,082.9	11,174.7	(387.6)	10,787.1	(295.8)	(2.7%)		10,787.1	(295.8)	(2.7%)	475.6	4.4%	446.5	4.0%	
<b>REVENUE</b>															
HR Safe & Healthy Workplaces	729.9	766.8		766.8	36.9	5.1%		766.8	36.9	5.1%	3.0	0.4%	1.0	0.1%	
<b>Total Revenues</b>	729.9	766.8		766.8	36.9	5.1%		766.8	36.9	5.1%	3.0	0.4%	1.0	0.1%	
<b>NET EXP.</b>															
HR Safe & Healthy Workplaces	10,353.0	10,407.9	(387.6)	10,020.3	(332.7)	(3.2%)		10,020.3	(332.7)	(3.2%)	472.6	4.7%	445.5	4.2%	
<b>Total Net Exp.</b>	10,353.0	10,407.9	(387.6)	10,020.3	(332.7)	(3.2%)		10,020.3	(332.7)	(3.2%)	472.6	4.7%	445.5	4.2%	
<b>Approved Positions</b>	90.8	90.8	(3.5)	87.3	(3.5)	(3.8%)		87.3	(3.5)	(3.8%)					

The **Safe & Healthy Workplaces Service** ensures the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation. The service fosters a safe and healthy workplace with high employee satisfaction and, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community. The Service is responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.

Safe & Healthy Workplace's 2017 Preliminary Operating Budget of \$10.787 million gross and \$10.020 million net is \$0.333 million or 3.2% under the 2016 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- In order to offset these pressures, the 2017 Preliminary Operating Budget includes:
  - A line by line review of actual expenditures results in base expenditure savings of \$0.055 million.
  - The deletion of 3.5 positions (3.25 filled and 0.25 vacant) results in service efficiency and service adjustment savings of \$0.333 million. Please refer to Confidential Attachment 1 under separate cover.



# Part 3:

## Issues for Discussion

## Issues Impacting the 2017 Budget

### ***Budget Reduction Target***

- At its meeting on July 12, 2016, the "2017 Budget Process: Budget Directions and Schedule" staff report (EX16.37) was submitted for consideration and adopted by City Council regarding the establishment of the 2017 Budget Process and the scheduling of the review and approval of the Tax and Rate Supported 2017 Operating Budget and 2017-2026 Capital Budget and Plan for the City of Toronto.  
(<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94519.pdf>)
- City Council adopted an across the board budget reduction target of -2.6% net below the 2016 Approved Net Operating Budgets for all City Programs and Agencies utilizing strategies including but not limited to controlling expenditures through cost saving measures, and exploring all services for efficiency savings including opportunities from business process reengineering, streamlining, transformation and innovation to service delivery.
- The City Manager's Office has achieved the -2.6% reduction target through base expenditure savings of \$0.050 million, service efficiency savings of \$0.245 million and service adjustments of \$1.252 million for a total savings of \$1.546 million and the deletion of 15.0 positions.
- With rising budget pressures from staff salary and benefits, the City Manager's Office will be hard pressed to identify ongoing sustainable savings in future years' Operating Budget submissions. The Program is mindful of the notable expense challenges and resource constraints in the future for the City of Toronto. The City Manager's Office will continue working to make meaningful changes to ensure the City's future financial stability and to support Council's policy direction to invest in and support the growth of our community.
- Included in the City Manager's Office 2017 Preliminary Operating Budget is \$0.400 million gross and \$0 net for 3.0 temporary positions to support Transit Initiatives.

### ***Office of the Chief Transformation Officer***

- At its meeting on October 5, 2016, through approval of the Operating Variance Report for the Six Month Period Ended June 30, 2016, City Council created the Office of the Chief Transformation Officer (OCTO) and the position of the Chief Transformation Officer (CTO) plus two other staff members.  
<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-96159.pdf>
- The CTO will report directly to the City Manager with a mandate to improve the City's long-term financial stability through targeted program and service transformation:
  - Develop a transparent blueprint for corporate transformation;
  - Select, champion, drive and deliver high-priority, high-impact business transformation initiatives to substantially improve the efficiency and effectiveness of the City and reposition its business for the future; and
  - Create, communicate and sponsor/oversee compelling visions for change and promote continuous improvement.
- To maximize flexibility and scalability, the unit will be staffed with a mix of permanent and seconded City staff as well as project specific external consultants and will draw on expertise from across the City.
- Given that the OCTO is a city-wide initiative aimed at driving savings across the City, staff have recommended the budget reside within the City's Non-Program Expenditure Budget. Sufficient funding exists with the Non-Program Budget to offset anticipated 2017 costs of \$913,200.





# Appendices

# Appendix 1

## 2016 Service Performance

### Key Service Accomplishments

In 2016, the City Manager's Office accomplished the following:

#### ***Executive Management:***

- ✓ Supported the day-to-day operations of the City Manager's Office including the development, implementation and administration of City policies and the planning, development and delivery of programs and services to the residents and businesses of Toronto.
- ✓ Led and coordinated Toronto's participation in the Municipal Benchmarking Network Canada (MBNC) and Global City Indicators on service delivery and quality of life through the World Council on City Data (WCCD). Awarded the highest (platinum) designation for the City's compliance with ISO 37120 – the international standard for sustainable cities.
- ✓ Supported continuous improvement initiatives in the City by leading divisional reviews and supporting corporate-wide initiatives.

#### ***Strategic & Corporate Policy:***

- ✓ Continued the implementation of the Toronto Public Service By-law; developed support and training for Ethics Executives and managers and supporting City Agencies
- ✓ Provided oversight to the Ward Boundary Review including project management of the third party firm conducting the review and public consultation, and coordinate report to Council
- ✓ Led implementation of next phase of the pilot of the Participatory Budgeting program
- ✓ Coordinated the recruitment and appointment of the Ombudsman and Lobbyist Registrar
- ✓ Implemented amendments to Municipal Code, Chapter 140, Lobbying
- ✓ Provided corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion projects including SmartTrack/RER, Scarborough Subway extension, Metrolinx Light Rail Transit Program; TTC Capital Program Delivery; Fare Policy Review.
- ✓ Implemented Council's directions to consolidate the City's three theatres
- ✓ Continued work on Council's direction for expanded gaming at Woodbine Racetrack

#### ***Internal Audit:***

- ✓ Improved contract management processes and controls in Solid Waste Management, Purchasing & Materials Management, Toronto Water and Parks Forestry & Recreation.
- ✓ Identified opportunities for operational improvements and process efficiencies with respect to Fire Services' Fire Prevention & Public Education program.
- ✓ Performed an analysis of employee and vendor records and forwarded instances of potential conflict of interests to divisional management for corrective action.
- ✓ Assisted Fleet Services in complying with Ministry of Transportation standards pertaining to the Driver Certification Program.

- ✓ Coordinated the development of a training course to assist City staff in conducting investigations.
- ✓ Completed an initial assessment of implementing Enterprise Risk Management in the City and advising management of approach/strategy and critical success factors.
- ✓ Provided risk and control advice to City divisions with respect to the development of new/revised policies and procedures, including Financial Control By-law, Purchasing By-law and Regulations pertaining to transportation network companies.
- ✓ Performed annual follow up on Internal Audit recommendations to determine the adequacy, effectiveness and timeliness of corrective actions taken by management.

**Strategic Communications:**

- ✓ Developed and implemented internal and external communications, media relations and issues management plans:
  - Labour Disruption Planning
  - 2017 Budget process
  - Long-Term Financial Plan
  - Transit Initiatives (i.e. Scarborough Subway, SmartTrack, Eglinton Crosstown and Relief Line)
  - Long-Term Waste Management Strategy
  - Poverty Reduction Strategy
  - Syrian Refugee Resettlement Program
- ✓ Created and launched an Extreme Weather Portal to provide a single source of information on extreme weather resilience and emergency preparedness.
- ✓ Extended coverage on corporate Media Desk to provide media relations, issues management and social media monitoring support after hours
- ✓ Provided communications support to more than 100 public events and supported business missions to Austin, Los Angeles, San Francisco, San Jose, China, Japan and India.

**HR - Employee & Labour Relations:**

- ✓ Successfully concluded collective bargaining with:
  - Toronto Civic Employees Union (TCEU) Local 416 Outside Workers and Part-time Paramedics
  - Canadian Union of Public Employees (CUPE) Local 79 (4 agreements)
  - The Association of Community Centres (AOCC) (CUPE) Local 2998
  - Exhibition Place (7 agreements)
- ✓ Developed a corporate Labour Disruption Response Plan and new picket line management model to ensure critical services were maintained in the event of a labour disruption.

**HR - Employment Services:**

- ✓ Developed comprehensive Diversity Hiring Framework to enhance recruitment of underrepresented populations. Continued to build capacity as a diversity recruitment organization.
- ✓ Continued to advance social media recruitment strategy and enhanced social media recruitment tools including an enhanced LinkedIn page with increased functionality, Hootsuite analytics solution and free solutions such as Pinterest, YouTube and Instagram. Continue to grow Twitter and Facebook channels.

**HR - Organization & Employee Effectiveness;**

- ✓ Advanced the Talent Blueprint goal of developing effective leaders by launching a new executive development program, a new Director Development eLearning package and new courses on Transition to Supervisor and Transition to Management.
- ✓ Provided change management support for major corporate initiatives including: Excellence Toronto, Customer Service, Counter Review, Human Services Integration, Shared Services and the Toronto Public Service By-law.
- ✓ Provided access to learning services to ABCCs on a pilot basis as part of the Shared Services corporate initiative.

**HR - Safe & Healthy Workplaces:**

- ✓ Further reduced the number of workplace injuries by 6.2% through the Safety Culture Continuous Improvement Initiative - Target Zero (2015).
- ✓ Since 2007, reduced frequency of workplace injuries by 54% and severity of workplace injuries by 59% (2015).
- ✓ Reduced the impact of employee non-work related absences through support to divisions on Attendance Management implementation and assistance with referrals to Employee Health Services and Employee Assistance.

**Equity, Diversity & Human Rights:**

- ✓ Conducted approximately 2000 consultations, complaint investigations and presentations to ensure compliance with legislated obligations and City policies
- ✓ In support of meeting legislated obligations under the *Accessibility for Ontarians with Disability Act*, (AODA), conducted a compliance review, developed a Corporate Accessibility Policy that integrates all AODA requirements under one umbrella and updated the City's multi-year Accessibility Plan.
- ✓ Advanced the implementation of the City's Statement of Commitment to Aboriginal Communities of Toronto by initiating the implementation of seven out of the eight priority *Calls to Action* issued by the Truth & Reconciliation Commission of Canada.
- ✓ Successfully implemented Bill 132 amendments to the Occupational Health and Safety Act to address workplace and sexual harassment.

## Appendix 2

### 2017 Preliminary Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense (\$000's)	2014	2015	2016	2016	2017	2017 Change		Plan	
	Actual	Actual	Budget	Projected	Preliminary	from 2016		2018	2019
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	47,405.5	51,732.5	50,139.3	50,752.3	50,086.3	(53.0)	(0.1%)	52,362.2	54,249.7
Materials and Supplies	120.0	137.3	159.7	99.6	159.7			159.7	159.7
Equipment	97.4	103.4	125.2	50.9	125.2			125.2	125.2
Services & Rents	3,214.3	3,632.1	4,448.6	3,799.7	3,201.2	(1,247.4)	(28.0%)	3,201.2	3,201.2
Contributions to Capital							-		
Contributions to Reserve/Res Funds	91.3	107.8	107.8	107.7	117.7	9.9	9.2%	122.7	130.7
Other Expenditures							-		
Interdivisional Charges	472.4	359.1	328.2	665.0	323.5	(4.7)	(1.4%)	323.5	323.6
<b>Total Gross Expenditures</b>	<b>51,400.9</b>	<b>56,072.1</b>	<b>55,308.9</b>	<b>55,475.3</b>	<b>54,013.6</b>	<b>(1,295.3)</b>	<b>(2.3%)</b>	<b>56,294.6</b>	<b>58,190.1</b>
Interdivisional Recoveries	5,157.4	7,795.8	5,181.1	7,292.8	4,972.6	(208.6)	(4.0%)	5,058.9	5,158.5
Provincial Subsidies							-		
Federal Subsidies							-		
Other Subsidies	51.7	11.4		1.9			-		
User Fees & Donations				2,017.3			-		
Transfers from Capital Fund	2,601.4	1,529.2	2,123.5	237.8	2,225.6	102.1	4.8%	2,225.6	2,225.6
Contribution from Reserve/Reserve Funds	387.6	564.4	247.7			(247.7)	(100.0%)		
Sundry Revenues	237.6	204.0	201.3	179.8	486.3	285.0	141.6%	497.4	212.8
<b>Total Revenues</b>	<b>8,435.7</b>	<b>10,104.8</b>	<b>7,753.6</b>	<b>9,729.6</b>	<b>7,684.5</b>	<b>(69.1)</b>	<b>(0.9%)</b>	<b>7,782.0</b>	<b>7,597.0</b>
<b>Total Net Expenditures</b>	<b>42,965.3</b>	<b>45,967.3</b>	<b>47,555.2</b>	<b>45,745.7</b>	<b>46,329.1</b>	<b>(1,226.1)</b>	<b>(2.6%)</b>	<b>48,512.6</b>	<b>50,593.1</b>
<b>Approved Positions</b>	<b>416.0</b>	<b>410.0</b>	<b>429.0</b>	<b>413.0</b>	<b>425.0</b>	<b>(4.0)</b>	<b>(0.9%)</b>	<b>425.0</b>	<b>424.0</b>

\* Based on the 2016 9-month Operating Variance Report

Projections to year-end indicate that the City Manager's Office will experience a surplus of \$1.810 million mainly attributable to savings in salaries and benefits as a result of unfilled vacancies.

For additional information regarding the 2016 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2016" considered by City Council at its meeting on December 13, 2016.

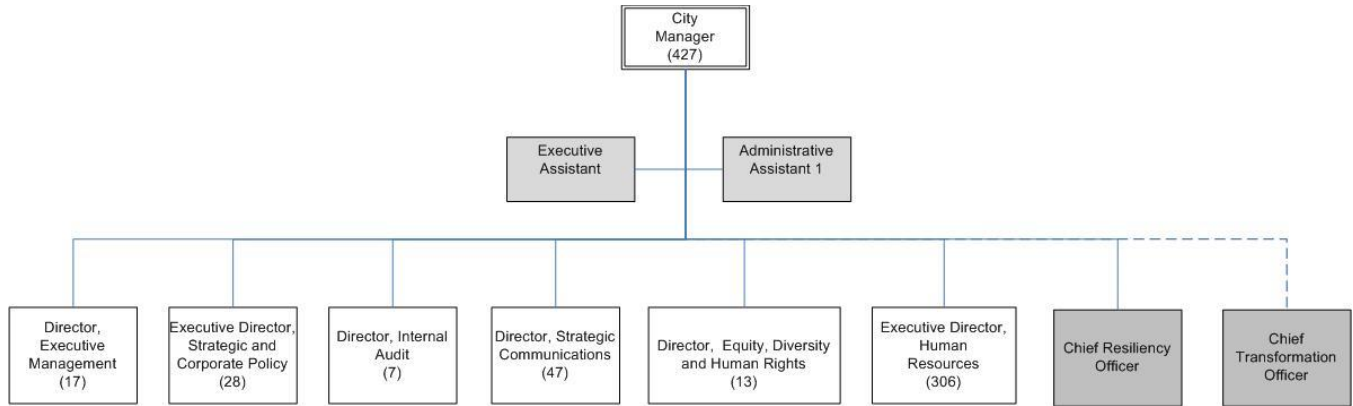
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

#### Impact of 2016 Operating Variance on the 2017 Preliminary Operating Budget

- As the projected savings in 2016 are due to vacancies, the under expenditure in 2016 is not expected to continue into 2017 as positions are expected to be filled in early 2017.

# Appendix 3

## 2017 Organization Chart



## 2017 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	14.0	274.0	93.0	15.0	396.0
Temporary	1.0	26.0	5.0		32.0
<b>Total</b>	<b>15.0</b>	<b>300.0</b>	<b>98.0</b>	<b>15.0</b>	<b>428.0</b>

## Appendix 4

### Summary of 2017 Service Changes

**2017 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		City Manager  Program - City Manager's Office	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2017 Preliminary Base Budget Before Service Changes:</b>			<b>55,510.2</b>	<b>7,684.5</b>	<b>47,825.7</b>	<b>440.00</b>	<b>2,236.0</b>	<b>2,140.6</b>

11044	Delete 1.0 Position in Strategic Communications							
51	1	<b>Description:</b>						
The deletion of 1.0 filled position results in savings of \$0.076 million.								
<b>Service Level Impact:</b>								
No service level impact.Please refer to Confidential Attachment 1 under separate cover.								
<b>Service:</b> CM-Strategic Communications								
		Preliminary Service Changes	(75.7)	0.0	(75.7)	(1.00)	0.0	0.0
<b>Total Preliminary Service Changes:</b>			<b>(75.7)</b>	<b>0.0</b>	<b>(75.7)</b>	<b>(1.00)</b>	<b>0.0</b>	<b>0.0</b>

11074	Delete 1.0 Position in Equity, Diversity & Human Rights							
51	0	<b>Description:</b>						
The deletion of 1.0 filled position results in savings of \$0.093 million.								
<b>Service Level Impact:</b>								
No service level impact.Please refer to Confidential Attachment 1 under separate cover.								
<b>Service:</b> CM-Equity, Diversity & Human Rights								
		Preliminary Service Changes	(93.4)	0.0	(93.4)	(1.00)	(4.2)	(4.0)
<b>Total Preliminary Service Changes:</b>			<b>(93.4)</b>	<b>0.0</b>	<b>(93.4)</b>	<b>(1.00)</b>	<b>(4.2)</b>	<b>(4.0)</b>

11668	Delete 1.0 Position in HR							
51	0	<b>Description:</b>						
The deletion of 1.0 vacant position results in savings of \$0.076 million.								
<b>Service Level Impact:</b>								
No service level impact.								



## 2017 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>Service:</b> HR Employee & Labour Relations						
		Preliminary Service Changes	(18.9)	0.0	(18.9)	(0.25)	(0.8)	
		<b>Service:</b> HR Employment Services						
		Preliminary Service Changes	(18.9)	0.0	(18.9)	(0.25)	(0.8)	
		<b>Service:</b> HR Organization & Employee Effectiveness						
		Preliminary Service Changes	(18.9)	0.0	(18.9)	(0.25)	(0.8)	
		<b>Service:</b> HR Safe & Healthy Workplaces						
		Preliminary Service Changes	(18.9)	0.0	(18.9)	(0.25)	(0.8)	
		<b>Total Preliminary Service Changes:</b>	<b>(75.5)</b>	<b>0.0</b>	<b>(75.5)</b>	<b>(1.00)</b>	<b>(3.3)</b>	

11042	Reduced Capacity to Coord. & Lead Bus. Transformation Proj.
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59	0	<b>Description:</b>
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The reclassification of a vacant Management Consultant position to a Research Associate results in savings of \$0.034 million.

**Service Level Impact:**

Reclassifying a Management Consultant to a Research Associate position will change the focus of the position from leadership to support. The new Research Associate position will assist Management Consultants through additional research and administration support.

**Service:** CM-Executive Management

Preliminary Service Changes	(33.9)	0.0	(33.9)	0.00	0.0	0.0
-----------------------------	--------	-----	--------	------	-----	-----

<b>Total Preliminary Service Changes:</b>	<b>(33.9)</b>	<b>0.0</b>	<b>(33.9)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
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11043	Impact to Delivery of Governance and Govt-wide Initiatives
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59	1	<b>Description:</b>
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The deletion of 1.0 vacant Senior Corporate Management & Policy Consultant results in a savings of \$0.130 million.

## 2017 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority	City Manager	Gross Expenditure	Revenue	Net	Approved Positions	
		Program - City Manager's Office					
<b>Service Level Impact:</b>							
The reduction of 1.0 Senior Corporate Management & Policy Consultant will reduce the Division's ability to effectively coordinate key governance and government-wide initiatives on behalf of the City Manager and City Council.							
<b>Service:</b> CM-Strategic & Corporate Policy							
		Preliminary Service Changes	(130.5)	0.0	(130.5)	(1.00)	(6.6)
		<b>Total Preliminary Service Changes:</b>	<b>(130.5)</b>	<b>0.0</b>	<b>(130.5)</b>	<b>(1.00)</b>	<b>(6.6)</b>

11045	Reduced Capacity for Early Grievance Resolution						
59	0	<b>Description:</b>					
The deletion of 2.0 positions (1.0 filled and 1.0 vacant) results in savings of \$0.189 million.							
<b>Service Level Impact:</b>							
Please refer to Confidential Attachment 1 under separate cover.							
<b>Service:</b> HR Employee & Labour Relations							
		Preliminary Service Changes	(189.1)	0.0	(189.1)	(2.00)	(8.0)
		<b>Total Preliminary Service Changes:</b>	<b>(189.1)</b>	<b>0.0</b>	<b>(189.1)</b>	<b>(2.00)</b>	<b>(8.0)</b>

11046	Delays in Responses to Corporate Initiatives						
59	0	<b>Description:</b>					
The deletion of 1.0 filled position results in savings of \$0.110 million.							
<b>Service Level Impact:</b>							
Please refer to Confidential Attachment 1 under separate cover.							
<b>Service:</b> HR Employee & Labour Relations							
		Preliminary Service Changes	(27.5)	0.0	(27.5)	(0.25)	(2.1)
		<b>Service:</b> HR Employment Services					

**2017 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		City Manager  Program - City Manager's Office	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Preliminary Service Changes	(27.5)	0.0	(27.5)	(0.25)	(2.1)	(1.2)
		<b>Service:</b> HR Organization & Employee Effectiveness						
		Preliminary Service Changes	(27.5)	0.0	(27.5)	(0.25)	(2.1)	(1.2)
		<b>Service:</b> HR Safe & Healthy Workplaces						
		Preliminary Service Changes	(27.5)	0.0	(27.5)	(0.25)	(2.1)	(1.2)
		<b>Total Preliminary Service Changes:</b>	<b>(110.2)</b>	<b>0.0</b>	<b>(110.2)</b>	<b>(1.00)</b>	<b>(8.5)</b>	<b>(4.8)</b>

11049	Reduced Support for Early Return to Work							
59	0	<b>Description:</b>	The deletion of 3.0 filled positions results in savings of \$0.286 million.					
		<b>Service Level Impact:</b>	Please refer to Confidential Attachment 1 under separate cover.					
		<b>Service:</b> HR Safe & Healthy Workplaces						
		Preliminary Service Changes	(286.3)	0.0	(286.3)	(3.00)	(4.0)	(12.3)
		<b>Total Preliminary Service Changes:</b>	<b>(286.3)</b>	<b>0.0</b>	<b>(286.3)</b>	<b>(3.00)</b>	<b>(4.0)</b>	<b>(12.3)</b>

11062	Delays in Addressing Audit Recommendations for e-Learning							
59	0	<b>Description:</b>	The deletion of 3.0 filled positions results in savings of \$0.302 million.					
		<b>Service Level Impact:</b>	Please refer to Confidential Attachment 1 under separate cover.					
		<b>Service:</b> HR Organization & Employee Effectiveness						
		Preliminary Service Changes	(302.3)	0.0	(302.3)	(3.00)	(13.5)	(13.4)

**2017 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		City Manager Program - City Manager's Office	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Total Preliminary Service Changes:</b>			<b>(302.3)</b>	<b>0.0</b>	<b>(302.3)</b>	<b>(3.00)</b>	<b>(13.5)</b>	<b>(13.4)</b>
11073		Reduced Services Levels in Hiring Process for Divisions						
59	0	<b>Description:</b>						
		The deletion of 2.0 filled positions results in savings of \$0.200 million.						
		<b>Service Level Impact:</b>						
		Please refer to Confidential Attachment 1 under separate cover.						
		<b>Service:</b> HR Employment Services						
		Preliminary Service Changes	(199.8)	0.0	(199.8)	(2.00)	(4.5)	(8.3)
<b>Total Preliminary Service Changes:</b>			<b>(199.8)</b>	<b>0.0</b>	<b>(199.8)</b>	<b>(2.00)</b>	<b>(4.5)</b>	<b>(8.3)</b>
<b>Summary:</b>								
<b>Total Preliminary Service Changes</b>			<b>(1,496.6)</b>	<b>0.0</b>	<b>(1,496.6)</b>	<b>(15.00)</b>	<b>(52.5)</b>	<b>(60.1)</b>
<b>Total Preliminary Base Budget:</b>			<b>54,013.6</b>	<b>7,684.5</b>	<b>46,329.1</b>	<b>425.00</b>	<b>2,183.5</b>	<b>2,080.5</b>

## Appendix 5

### Summary of 2017 New / Enhanced Service Priorities

## 2017 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2018 Plan Net Change	2019 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
11796		Transit Initiatives & Federal Infrastructure Programs						
74	0	<b>Description:</b>						
<p>The addition of three new non-union positions on a two-year temporary basis in the Strategic and Corporate Policy Division within the City Manager's Office will ensure the effective management, monitoring and co-ordination of the federal infrastructure programs and various transit initiatives, including SmartTrack. The positions will be funded from the Transit Expansion Corporate Initiatives Account and from the City's portion of the capital budget for projects within the Public Transit Infrastructure Fund program. Supporting the Executive Director Strategic &amp; Corporate Policy, the positions will be responsible for coordination and issues management on the development of the project through the project lifecycle; policy support and project management, report writing, presentation and briefing materials. In addition, the positions will prepare procurement documents, process invoices and purchase orders, manage associated records and prepare bi-annual project progress reports and project claims all in compliance with federal reporting requirements.</p>								
<b>Service Level Impact:</b>								
<p>The Strategic &amp; Corporate Policy Division is responsible for the overall co-ordination, reporting, and administration of the City's various transit initiatives and the application and allocation of federal infrastructure funding. Currently there are 3.0 positions dedicated to transit initiatives. This level of staffing is not sufficient to support the anticipated service levels over the next two years. SmartTrack and Public Transit Infrastructure Fund (PTIF) are new capital initiatives that represent key City Council and Government of Canada investment in transportation infrastructure in Toronto over the next two years, with more than \$1.7 billion in expenditures that require appropriate oversight, project management, accountability and reporting. Service level requirements will be reassessed in advance of the 2019 budget and resources requested at that time if required.</p>								
<b>Service:</b> CM-Strategic & Corporate Policy								
Preliminary New / Enhanced Services:			399.5	399.5	0.0	3.00	0.0	0.0
<b>Total Preliminary New / Enhanced Services:</b>			<b>399.5</b>	<b>399.5</b>	<b>0.0</b>	<b>3.00</b>	<b>0.0</b>	<b>0.0</b>
<hr/>								
<b>Summary:</b>								
<b>Total Preliminary New / Enhanced Services</b>			<b>399.5</b>	<b>399.5</b>	<b>0.0</b>	<b>3.00</b>	<b>0.0</b>	<b>0.0</b>

**Category:**

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

74 - New Services  
75 - New Revenues

## Appendix 6

### Inflows/Outflows to/from Reserves & Reserve Funds

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 *	Withdrawals (-) / Contributions (+)		
			2017	2018	2019
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>			56.2	86.7	122.2
Vehicle Equipment Reserve	XQ1505	56.2			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			30.5	35.5	43.5
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>56.2</b>	<b>86.7</b>	<b>122.2</b>	<b>165.7</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>56.2</b>	<b>86.7</b>	<b>122.2</b>	<b>165.7</b>

\* Based on 9-month 2016 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 *	Withdrawals (-) / Contributions (+)		
			2017	2018	2019
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>			19,645.5	13,520.3	7,697.2
Insurance Reserve	XR1010	19,645.5			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			87.1	87.1	87.1
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>19,645.5</b>	<b>19,732.6</b>	<b>13,607.4</b>	<b>7,784.3</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(6,212.3)</b>	<b>(5,910.2)</b>	<b>(6,179.9)</b>
<b>Balance at Year-End</b>		<b>19,645.5</b>	<b>13,520.3</b>	<b>7,697.2</b>	<b>1,604.4</b>

\* Based on 9-month 2016 Reserve Fund Variance Report