

# Toronto 2018 BUDGET



## OPERATING BUDGET NOTES



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## City Manager's Office

### 2018 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.

### 2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$56,534.6 million gross and \$47,256.2 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	55,926.5	56,534.6	608.2	1.1%
Revenues	8,584.0	9,278.4	694.5	8.1%
<b>Net Expenditures</b>	<b>47,342.5</b>	<b>47,256.2</b>	<b>(86.3)</b>	<b>(0.2%)</b>

Through operational efficiencies and a line by line review of non-payroll costs, the Program is able to fully offset operating budget pressures arising mainly from salary and benefit costs while maintaining the 2017 service levels for 2018.

### CONTACTS

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## FAST FACTS

- Supported approximately 33,000 full and part-time employees (2016)
- Received more than 296,000 job applications and filled over 9,250 positions excluding recreation workers (2016)
- Delivered 47,146 hours of Health & Safety training (2016)
- Issued approximately 700 News Releases/Media Advisories
- Nearly 320,000 total followers on official City of Toronto Twitter, Instagram, Facebook and YouTube social media channels
- Engaged over 2,000 residents through Participatory Budgeting Pilot resulting in approximately \$1.9M for 40 community improvement projects
- Social Media: 7,000+ @GetInvolvedTO followers, 2K growth in 2017; 2 live-streamed public events on Periscope; integration of YouTube to promote live broadcast of 4 public consultations, viewed total of 160+ hours
- Developed Equity Impact tool and trained Budget Analysts to support divisional Equity Impact Statement that is expected to accompany 2018 Operating and Capital Budget Submissions. Over 150 staff (City staff, Agencies, Boards and Corporations (including Toronto Police representatives)) were trained on the tool through a combination of in-person and online webinar/recording
- Completed public consultations to inform the development of the Multi-Year Accessibility Plan to meet AODA requirements
- Provided advice, training and guidance to employees and divisions on the City's Human Rights and Workplace Harassment Policy and responded to complaints and inquiries from staff and service recipients.

## TRENDS

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

## KEY SERVICE DELIVERABLES FOR 2018

The 2018 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:*

- Provide sustainment, governance and ongoing leadership for toronto.ca, in partnership with Information & Technology, following the completion of the Web Revitalization Project.

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

- Working with Human Resources, contributing to the Business Intelligence Dashboard to support divisions in developing strategies to determine and fulfill their equity and diversity goals.

### *Human Resources:*

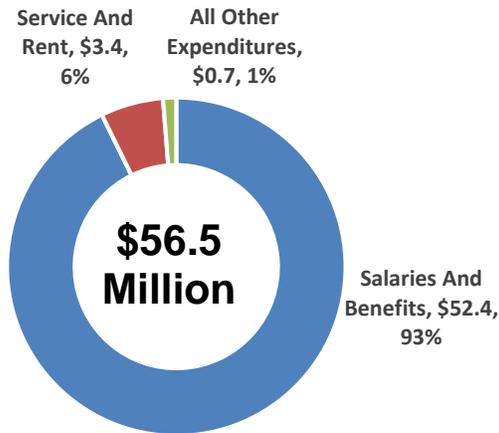
- Support the Corporation and City divisions in responding to Mayor and Council priorities to reduce the cost of government, achieve customer service excellence and provide transparent/accountable government and minimize any potential disruption.

Where the money goes:

2018 Budget by Service

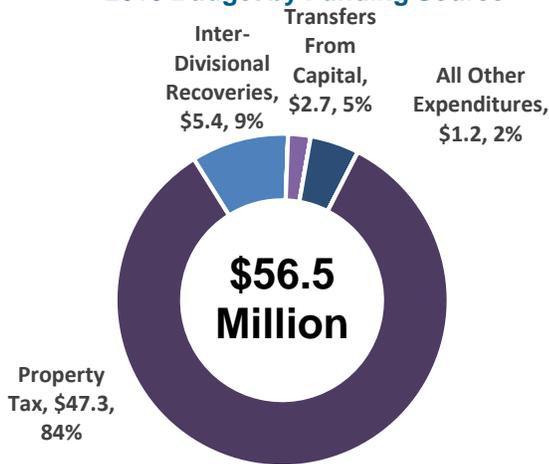


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Provide Corporate Oversight:**
  - ✓ Renewal of Toronto's Long-Term Financial Plan
  - ✓ Third-party Ward Boundary Review
  - ✓ Agency Governance Review.
  - ✓ Legislative compliance with Accessibility for Ontarians with Disabilities Act (AODA)
  - ✓ Establishment of the Offices of the Chief Transformation Officer (CTO) and Chief Resiliency Officer (CRO)
- **Co-ordinate Intergovernmental Issues.**
  - ✓ Transit initiatives
  - ✓ Social Housing sustainability
  - ✓ Federal infrastructure 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

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for City Manager's Office of \$47.256 million net is \$0.086 million or 0.2% below the 2017 Approved Budget of \$47.343 million net and provides funding for: Executive Management, Strategic & Corporate Policy, Internal Audit, Strategic Communications, Equity, Diversity & Human Rights, and Human Resources.
- 2018 Operating Budget meets the 0% budget reduction target and was achieved through:
  - ✓ Base expenditure savings (\$0.075 million);
- New and enhanced funding of \$0.569 million gross and \$0 net.
- Staff complement increased by 2.0 from 2017 to 2018.

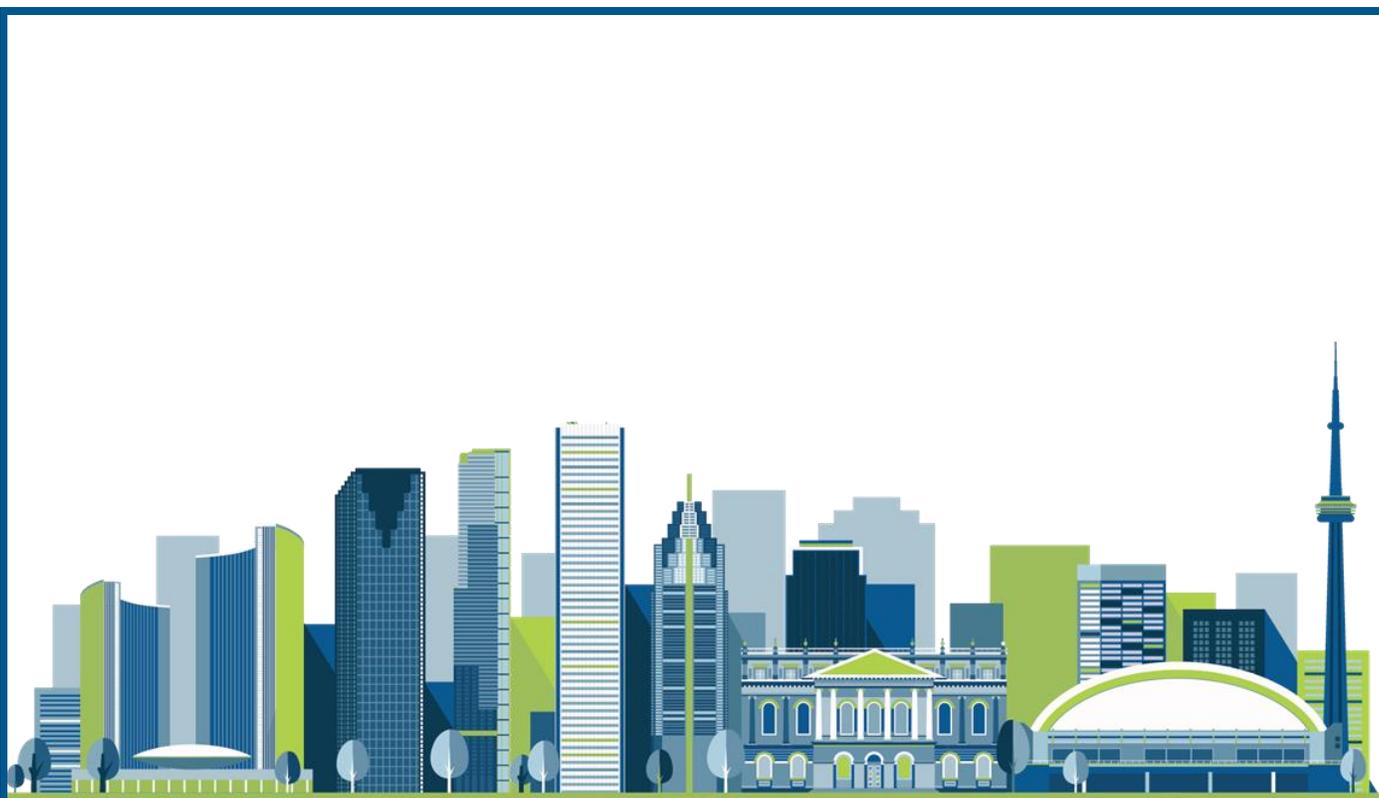
## Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for City Manager's Office of \$56.535 million gross, \$47.256 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Executive Management:	3,869.5	2,943.1
Strategic & Corporate Policy:	3,874.3	3,495.9
Internal Audit:	1,684.8	1,021.1
Strategic Communications:	6,715.7	5,172.9
Equity, Diversity & Human Rights:	1,805.6	1,803.1
Human Resources:	<u>38,584.8</u>	<u>32,820.2</u>
Total Program Budget	<u><u>56,534.6</u></u>	<u><u>47,256.2</u></u>

2. City Council approve the 2018 service levels for City Manager's Office as outlined on pages 16, 18, 21, 23, 26 and 28 of this report, and associated staff complement of 440.0 positions, comprising 20.0 capital project delivery positions and 420.0 operating service delivery positions.



# Part 1

## 2018-2020 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 communications needs of City employees.

**Purpose:**  
To provide corporate human resources leadership by managing the labour relations environment; attracting and retaining a highly skilled, diverse workforce; ensuring compliance with health and safety legislation; reducing the impact of injuries, illnesses and absences; building capacity through learning and leadership development; and initiatives that support an ethical, inclusive, and effective Toronto Public Service.



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> </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>
<ul style="list-style-type: none"> <li>Indirect (Beneficiary)</li> <li>Residents</li> <li>Businesses</li> </ul>	<ul style="list-style-type: none"> <li>Indirect (Beneficiary)</li> <li>Residents</li> <li>Other Orders of the Government</li> </ul>	<ul style="list-style-type: none"> <li>Indirect (Beneficiary)</li> <li>Residents</li> <li>Other Orders of the Government</li> </ul>	<ul style="list-style-type: none"> <li>Indirect (Beneficiary)</li> <li>Residents</li> <li>Other Orders of the Government</li> </ul>	<ul style="list-style-type: none"> <li>Indirect (Beneficiary)</li> <li>Residents</li> </ul>	<ul style="list-style-type: none"> <li>Indirect (Beneficiary)</li> <li>Residents</li> <li>Members of Public interested in opportunities within Toronto Public Service</li> </ul>

**Table 1**  
**2018 Preliminary Operating Budget and Plan by Service**

(In \$000s)	2017		2018 Preliminary Operating Budget			2018		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	Preliminary vs. 2017 Budget		2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Executive Management</b>											
Gross Expenditures	3,719.4	3,923.7	3,869.5	0.0	3,869.5	150.2	4.0%	80.8	2.1%	90.4	2.3%
Revenue	776.4	1,092.5	926.4	0.0	926.4	150.0	19.3%	0.0		0.0	
<b>Net Expenditures</b>	<b>2,943.0</b>	<b>2,831.2</b>	<b>2,943.1</b>	<b>0.0</b>	<b>2,943.1</b>	<b>0.2</b>	<b>0.0%</b>	<b>80.8</b>	<b>2.7%</b>	<b>90.4</b>	<b>3.0%</b>
<b>Strategic &amp; Corporate Policy</b>											
Gross Expenditures	3,981.7	4,200.4	3,874.3	0.0	3,874.3	(107.3)	(2.7%)	81.5	2.1%	120.0	3.0%
Revenue	399.5	562.1	378.4	0.0	378.4	(21.1)	(5.3%)	0.0		0.0	
<b>Net Expenditures</b>	<b>3,582.2</b>	<b>3,638.3</b>	<b>3,495.9</b>	<b>0.0</b>	<b>3,495.9</b>	<b>(86.2)</b>	<b>(2.4%)</b>	<b>81.5</b>	<b>2.3%</b>	<b>120.0</b>	<b>3.4%</b>
<b>Internal Auditing</b>											
Gross Expenditures	1,676.2	1,768.3	1,684.8	0.0	1,684.8	8.6	0.5%	31.4	1.9%	49.2	2.9%
Revenue	655.1	921.8	663.7	0.0	663.7	8.6	1.3%	0.0		0.0	
<b>Net Expenditures</b>	<b>1,021.1</b>	<b>846.5</b>	<b>1,021.1</b>	<b>0.0</b>	<b>1,021.1</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>31.4</b>	<b>3.1%</b>	<b>49.2</b>	<b>4.7%</b>
<b>Strategic Communications</b>											
Gross Expenditures	6,337.5	6,685.7	6,370.3	345.4	6,715.7	378.1	6.0%	65.9	1.0%	181.3	2.7%
Revenue	1,164.7	1,638.8	1,197.4	345.4	1,542.8	378.1	32.5%	(94.5)	(6.1%)	6.4	0.4%
<b>Net Expenditures</b>	<b>5,172.9</b>	<b>5,046.9</b>	<b>5,172.9</b>	<b>0.0</b>	<b>5,172.9</b>	<b>0.0</b>	<b>0.0%</b>	<b>160.4</b>	<b>3.1%</b>	<b>174.9</b>	<b>3.3%</b>
<b>Equity, Diversity &amp; Human Rights</b>											
Gross Expenditures	1,805.2	1,904.4	1,805.6	0.0	1,805.6	0.3	0.0%	60.3	3.3%	55.0	2.9%
Revenue	2.5	3.5	2.5	0.0	2.5	0.0		0.0		0.0	
<b>Net Expenditures</b>	<b>1,802.7</b>	<b>1,900.9</b>	<b>1,803.1</b>	<b>0.0</b>	<b>1,803.1</b>	<b>0.3</b>	<b>0.0%</b>	<b>60.3</b>	<b>3.3%</b>	<b>55.0</b>	<b>3.0%</b>
<b>Human Resources</b>											
Gross Expenditures	38,406.4	40,516.3	38,360.7	224.1	38,584.8	178.3	0.5%	488.6	1.3%	969.6	2.5%
Revenue	5,585.8	7,859.7	5,540.5	224.1	5,764.6	178.8	3.2%	(215.4)	(3.7%)	(71.3)	(1.3%)
<b>Net Expenditures</b>	<b>32,820.7</b>	<b>32,656.6</b>	<b>32,820.2</b>	<b>0.0</b>	<b>32,820.2</b>	<b>(0.5)</b>	<b>(0.0%)</b>	<b>704.0</b>	<b>2.1%</b>	<b>1,041.0</b>	<b>3.1%</b>
<b>Total</b>											
Gross Expenditures	55,926.5	58,998.8	55,965.2	569.5	56,534.6	608.2	1.1%	808.6	1.4%	1,465.7	2.6%
Revenue	8,584.0	12,078.4	8,708.9	569.5	9,278.4	694.5	8.1%	(309.9)	(3.3%)	(64.9)	(0.7%)
<b>Total Net Expenditure</b>	<b>47,342.5</b>	<b>46,920.4</b>	<b>47,256.2</b>	<b>0.0</b>	<b>47,256.2</b>	<b>(86.3)</b>	<b>(0.2%)</b>	<b>1,118.5</b>	<b>2.4%</b>	<b>1,530.6</b>	<b>3.2%</b>
<b>Approved Positions</b>	<b>438.0</b>	<b>431.0</b>	<b>436.0</b>	<b>4.0</b>	<b>440.0</b>	<b>2.0</b>	<b>0.5%</b>	<b>(3.0)</b>	<b>(0.7%)</b>	<b>0.0</b>	

The City Manager's Office's 2018 Preliminary Operating Budget is \$56.535 million gross and \$47.256 million net, representing a 0.2% decrease to the 2017 Approved Net Operating Budget and is in line with the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

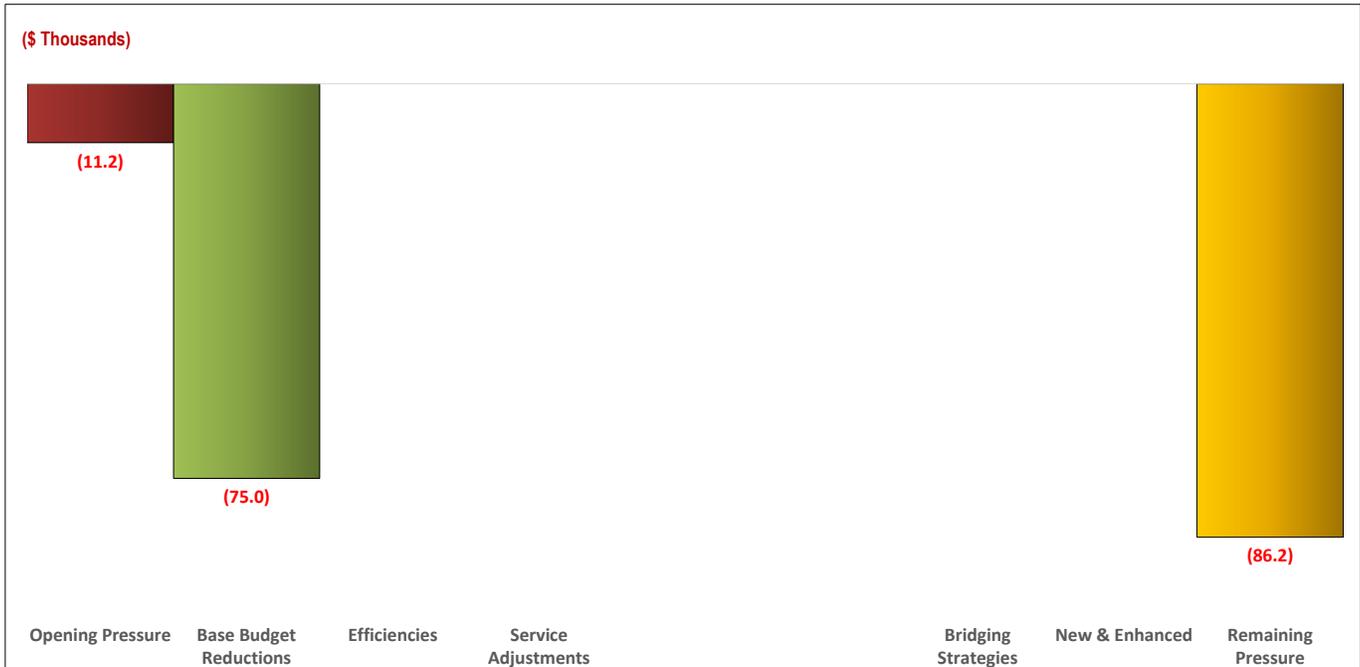
- Base pressures are mainly attributable to increases in salaries and benefits driven by progression and re-earnable lump sums.
- To help mitigate the above pressures, the Program was able to achieve reductions through a line by line review of non-payroll expenses (\$0.075 million).
- New and enhanced services of \$0.570 million gross and \$0 net will fund 4 positions to provide permanent HR support to Toronto Building and City Planning, review of Communication function and for strategic digital communication expertise to Toronto Water and Engineering & Construction Services.
- Approval of the 2018 Preliminary Operating Budget will result in the City Manager's Office staff complement increasing by 2.0 positions from 438.0 to 440.0
- The 2019 and 2020 Plan increases are attributable to progression pay, re-earnable lump-sums and fringe benefit cost increases.

The following graphs summarize the operating budget pressures for the City Manager's Office and the actions taken to offset/reduce these pressures to meet the budget reduction target.

### Key Cost Drivers



### Actions to Achieve Budget Reduction Target



**Table 2  
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget						Total	
	Executive Management	Strategic & Corporate Policy	Internal Auditing	Strategic Communications	Equity, Diversity & Human Rights	Human Resources		
	\$	\$	\$	\$	\$	\$	\$	Position
<b>Gross Expenditure Changes</b>								
<b>Prior Year Impacts</b>								
Deletion of temporary position for Participatory Budgeting		(85.7)					(85.7)	(1.0)
<b>Capital Project Delivery</b>								
1 Deletion of temp capital position for completed BI capital project						(210.7)	(210.7)	(3.0)
2 Converting 3 positions from Delegated Authority to temp complement for capital project						359.6	359.6	3.0
<b>Salaries and Benefits</b>								
COLA/Progression Pay	63.4	86.3	33.8	115.8	38.1	755.4	1,092.8	
Gapping (maintain the 2017 Approved level)	13.6	5.7	3.8	33.9	12.0	195.4	264.4	
Other Salary & Benefit Adjustments	(76.8)	(113.6)	(29.0)	(117.0)	(49.8)	(1,006.7)	(1,392.9)	
<b>Other Base Expenditure Changes</b>								
3 Civic Innovation Office - Exchange rate adjustment	150.0						150.0	
4 Deletion of temp position funded from interdivisional recoveries from EMS						(69.6)	(69.6)	(1.0)
Other						5.8	5.8	
<b>Total Gross Expenditure Changes</b>	<b>150.2</b>	<b>(107.3)</b>	<b>8.6</b>	<b>32.7</b>	<b>0.3</b>	<b>29.3</b>	<b>113.7</b>	<b>(2.0)</b>
<b>Revenue Changes</b>								
<b>Base Revenue Changes</b>								
3 Civic Innovation Office - Exchange rate adjustment	150.0						150.0	
4 Deletion of temp position funded from interdivisional recoveries from EMS						(69.6)	(69.6)	
1 Deletion of temp capital position for completed BI capital project						(210.7)	(210.7)	
2 Converting 3 positions from Delegated Authority to temp complement for capital project						359.6	359.6	
IDC/IDR			8.6	32.7		(130.5)	(89.2)	
Other		(21.1)				5.9	(15.2)	
<b>Total Revenue Changes</b>	<b>150.0</b>	<b>(21.1)</b>	<b>8.6</b>	<b>32.7</b>		<b>(45.3)</b>	<b>124.9</b>	
<b>Net Expenditure Changes</b>	<b>0.2</b>	<b>(86.2)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.3</b>	<b>74.6</b>	<b>(11.2)</b>	<b>(2.0)</b>

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

## Gross Expenditure Changes

- Salaries and Benefits
  - Salary and benefit adjustments result in a net decrease of \$0.036 million net across all services.

## Other Base Changes

- Funding of \$0.150 million gross and \$0 net is required for the Civic Innovation Office, funded from the Bloomberg Philanthropies' Innovation Teams program grant, to account for exchange rate on the US dollar grant received.
- The deletion of 1.0 temporary position that has completed the coordination and evaluation of the Participatory Budgeting Pilot results in a decrease of \$0.086 million gross.
- The deletion of 1.0 temporary HR position for \$0.070 million gross and \$0 net funded from interdivisional recoveries, as this position is no longer required to support Toronto Paramedic Services.
- The deletion of 3.0 temporary capital positions funded from Information & Technology's Capital Budget, results in a decrease of \$0.211 million gross and \$0 net for completed delivery of the Workforce Business Intelligence capital project.
- The conversion of 3.0 delegated authority capital positions to temporary complement for the continuation of the Employee Central capital project results in an increase of \$0.360 million gross and \$0 net as this is funded from Information & Technology's Capital Budget.

In order to achieve the budget reduction target, the City Manager's Office 2018 Preliminary Operating Budget incorporates base expenditure savings of \$0.075 million net, as detailed below:

**Table 3**  
**Actions to Achieve Budget Reduction Target**  
**2018 Preliminary Service Change Summary**

Description (\$000s)	Service Changes		Total Service Changes			Incremental Change			
	Human Resources		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Base Changes:</b>									
<b>Base Expenditure Changes</b>									
Line by line review	(75.0)	(75.0)	(75.0)	(75.0)					
<b>Base Expenditure Change</b>	(75.0)	(75.0)	(75.0)	(75.0)					
<b>Total Changes</b>	(75.0)	(75.0)	(75.0)	(75.0)					

**Base Expenditure Changes (Savings of \$0.075 million gross & net)**

- A line by line review of expenditures based on actual experience results in non-payroll expenditure reduction of \$0.075 million.

**Table 4**  
**2018 Preliminary New & Enhanced Service Priorities**

Description (\$000s)	New and Enhanced											Total New and Enhanced			Incremental Change					
	Executive Management		Strategic & Corporate Policy		Internal Auditing		Strategic Communications		Equity, Diversity & Human Rights		Human Resources		\$	\$	Position	2019 Plan		2020 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net			#	Net	Pos.	Net	Pos.	
<b>Enhanced Services Priorities</b>																				
<b>Staff Initiated:</b>																				
Resource to Provide Digital Expertise to Toronto Water							122.7						122.7		1.0					
Provide Comm Digital Expertise to Eng & Const Services							122.7						122.7		1.0					
Permanent HR Support for Toronto Building											124.8		124.8		1.0					
Permanent HR Support for City Planning											99.3		99.3		1.0					
<b>Sub-Total Staff Initiated</b>							<b>245.4</b>				<b>224.1</b>		<b>469.5</b>		<b>4.0</b>					
<b>Total Enhanced Services</b>							<b>245.4</b>				<b>224.1</b>		<b>469.5</b>		<b>4.0</b>					
<b>New Service Priorities</b>																				
<b>Staff Initiated:</b>																				
Review of Communication Function							100.0						100.0							
<b>Sub-Total Staff Initiated</b>							<b>100.0</b>						<b>100.0</b>							
<b>Total New Service Priorities</b>							<b>100.0</b>						<b>100.0</b>							
<b>Total New / Enhanced Services</b>							<b>345.4</b>				<b>224.1</b>		<b>569.5</b>		<b>4.0</b>					

The following service priorities are included in the 2018 Preliminary Operating Budget for the City Manager's Office:

### Enhanced Service Priorities (\$0.570 million gross & \$0 net)

#### **Digital Expertise to Toronto Water:**

- Funding of \$0.123 million gross and \$0 net is included in the 2018 Preliminary Operating Budget to add 1 permanent Senior Communications Coordinator to an existing staff of 3 who deliver an annual Toronto Water communications strategy that includes a wide range of public education and media relations to support regulatory requirements as well as behaviour change campaigns concerning drinking water, wastewater and stormwater.
- The additional position will provide specific digital expertise to plan, implement and manage the digital component of the annual Toronto Water communications strategy including web, social media, customer service-related proactive digital communication and digital advice/support.
- There is significant need for Toronto water, and all utilities, to increase digital communications to meet customer expectations while continuing to provide existing communications channels.
- Toronto Water's long-term digital strategy will also support the Tier 2 Customer Care Centre that will be in place in approximately 2 years. Funding is provided by Toronto Water through an interdivisional recovery.

#### **Digital Expertise to Engineering & Construction Services:**

- Funding of \$0.123 million gross and \$0 net is included in the 2018 Preliminary Operating Budget to add 1 permanent Senior Communications Coordinator to an existing staff of 1 who provides public education and media relations services to both Engineering & Construction Services (ECS) and Transportation Services.
- This additional position will increase coordination and consistency among operating and delivery Programs, thereby improving media and public awareness about road, sewer and water main construction projects, including providing key messages for front-line staff and key stakeholders. Funding will be provided by ECS through interdivisional recovery.
  - Since 1998 (amalgamation), there has been only 1 position in Strategic Communications to support both Transportation and ECS.
  - The scope and scale of the Transportation Services Capital Program and related initiatives has increased dramatically, making it challenging for one staff member to provide optimal communications and media relations support to both divisions and respond proactively to issues.

- The scope and scale of the Transportation Services Capital Program and related initiatives has increased dramatically, negatively affecting the ability of Strategic Communications to respond proactively to issues such as infrastructure spending (doubling from 2015 to 2020) and the resulting traffic disruption; bike lanes; public realm street art; Road Safety (Vision Zero); new technology; and climate change impacts (extreme weather). The additional position will produce public education materials for a wide variety of media platforms including social media, provide media and issues management expertise, and increase public awareness of City projects and initiatives.

***HR Client-Funded Positions:***

- Funding of \$0.224 million gross and \$0 net is included in the 2018 Preliminary Operating Budget to secure ongoing client funding for 2.0 Human Resources positions to provide strategic recruitment services to Toronto Building and City Planning.
  - Toronto Building Division requires 1.0 HR Consultant position at a cost of \$0.125 million, to be recovered from Toronto Building.
  - City Planning requires 1.0 HR Associate position at a cost of \$0.099 million, to be recovered from City Planning.

**New Service Priorities (\$0.100 million gross & \$0 net)*****Review of Communication Function:***

- Funding of \$0.100 million gross and \$0 net is included in the 2018 Preliminary Operating Budget to hire a consultant to support an external review of the communications function, which has not been reviewed since a Service Efficiency Study in 2011.
  - A review is required to address how communications can better support significant transformation and innovation within the City and in the communications industry, including more emphasis and training in digital and social media.
  - The expected benefit is more efficient, effective and equitable communications service across the organization, and an organization that is better positioned to support the City's evolving needs, including transformational change.
- The cost of this review will be recovered from the City's Service Efficiency Review budgeted in the Non-Program Expenditure Budget.

Approval of the 2018 Preliminary Operating Budget for the City Manager's Office will result in a 2019 incremental net cost of \$1.119 million and a 2020 incremental net cost of \$1.531 million to maintain 2018 service levels, as discussed in the following section.

**Table 5**  
**2019 and 2020 Plan by Program**

Description (\$000s)	2019 - Incremental Increase					2020 - 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 one-time funding for review of communication function	(100.0)	(100.0)	0.0							
<b>Capital Project Delivery</b>			0.0							
Deletion of 3 temp capital positions	(251.0)	(251.0)	0.0		-3.00					
<b>Salaries and Benefits</b>										
COLA			0.0					0.0		
Progression Pay										
Salaries & Step										
Benefit Adjustments										
Other Salaries and Benefit Adjustments										
Salaries (Progression Pay / Re-earnable Lump Sum / Gapping / Benefits)	1159.6		1,159.6	2.5%		1,465.7		1,465.7	3.0%	
<b>Other Base Changes (specify)</b>										
Other		41.1	(41.1)	(0.1%)			(64.9)	64.9	0.1%	
<b>Sub-Total</b>	<b>808.6</b>	<b>-309.9</b>	<b>1,118.5</b>		<b>(3.0)</b>	<b>1465.7</b>	<b>-64.9</b>	<b>1,530.6</b>	<b>3.2%</b>	
<b>Total Incremental Impact</b>	<b>808.6</b>	<b>-309.9</b>	<b>1,118.5</b>	<b>2.4%</b>	<b>(3.0)</b>	<b>1,465.7</b>	<b>-64.9</b>	<b>1,530.6</b>	<b>3.2%</b>	

Future year incremental costs are primarily attributable to the following:

**Known Impacts:**

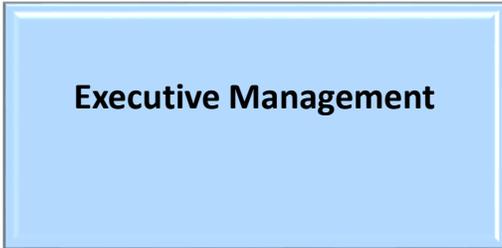
- The reversal of one-time cost and funding from Non-Program Expenditure – Service Efficiency Review, for review of the communication function results in a decrease of \$0.100 million gross and \$0 net in 2019.
- Progression pay, benefit increases and other salaries and benefits adjustments result in projected increases of \$1.160 million in 2019 and \$1.466 million in 2020.
- The reversal of 3.0 temporary capital positions, funded from Information & Technology's capital budget, for the Workforce Business Intelligence capital project results in a decrease of \$0.251 million gross and \$0 net in 2019.



## Part 2

### 2018 Preliminary Operating Budget by Service

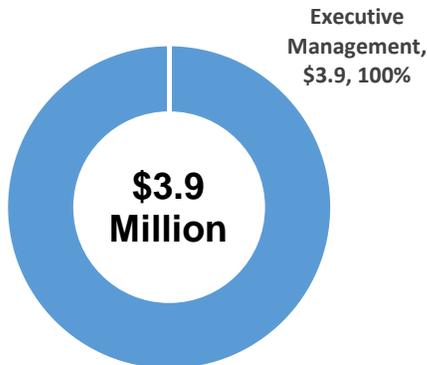
### Executive Management



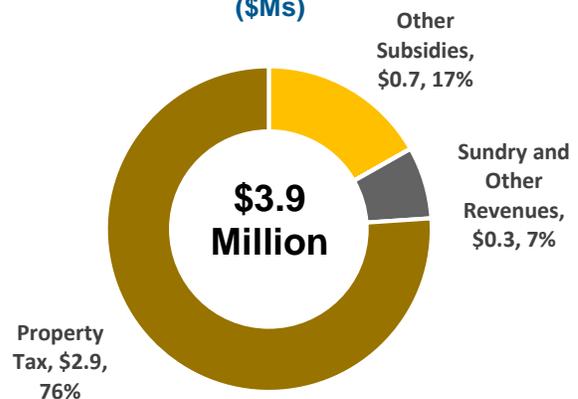
### What We Do

- Support the day to day operation of the City Manager's office and the daily work of the City Manager
- Provide financial and administrative oversight and management of emerging corporate issues
- 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 reports to Toronto City Council through 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 (MBN Canada) benchmarking initiative and World Council on City Data (WCCD)

**2018 Service Budget by Activity (\$Ms)**



**2018 Service by Funding Source (\$Ms)**



## 2018 Service Levels Executive Management

Service	Type	Sub-type	Service Levels				
			2015	2016	2017	2018	
Executive Management	Corporate Issues		95% of issues responded to within 24 hours			95% of issues responded to within 24 hours	
	Accountability Processes		100% of ombudsman's recommendations implemented on time			100% of ombudsman's recommendations implemented on time	
	Performance Management & Benchmarking	Management Information Dashboards		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	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Executive Management.

**Table 6  
2018 Preliminary Service Budget by Activity**

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Executive Management	3,719.4	3,869.5		3,869.5	150.2	4.0%		3,869.5	150.2	4.0%	80.8	2.1%	90.4	2.3%	
<b>Total Gross Exp.</b>	3,719.4	3,869.5		3,869.5	150.2	4.0%		3,869.5	150.2	4.0%	80.8	2.1%	90.4	2.2%	
<b>REVENUE</b>															
Executive Management	776.4	926.4		926.4	150.0	19.3%		926.4	150.0	19.3%		0.0%			
<b>Total Revenues</b>	776.4	926.4		926.4	150.0	19.3%		926.4	150.0	19.3%		0.0%			
<b>NET EXP.</b>															
Executive Management	2,943.0	2,943.1		2,943.1	0.2	0.0%		2,943.1	0.2	0.0%	80.8	2.7%	90.4	3.0%	
<b>Total Net Exp.</b>	2,943.0	2,943.1		2,943.1	0.2	0.0%		2,943.1	0.2	0.0%	80.8	2.7%	90.4	2.9%	
<b>Approved Positions</b>	25.0	25.0		25.0				25.0			(0.0)	0.0%			

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

Executive Management's 2018 Preliminary Operating Budget of \$3.870 million gross and \$2.943 million net is \$0.002 million over the 2017 Approved Net Budget.

- Base budget pressures in Executive Management are primarily attributable to salary and benefit increases common across all services.

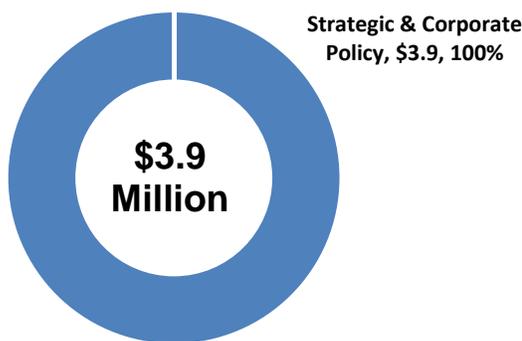
**Strategic & Corporate Policy**



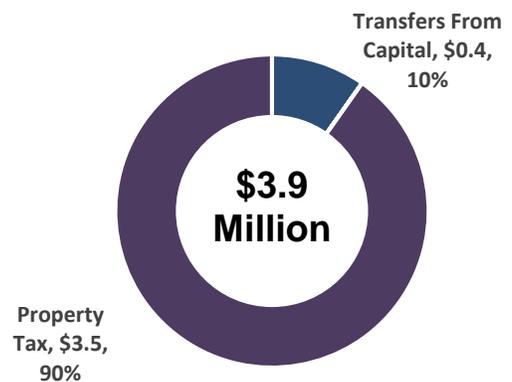
**What We Do**

- 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
- Continue implementation of *Public Transit Infrastructure Fund (PTIF)* funding program
- 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
- 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
  - Tenant's First Strategy for TCHC
  - Ontario Place revitalization
  - Civic Innovation Office
  - Governance Review of Agencies and Corporations
- Report to Council on Participatory Budgeting Pilot

**2018 Service Budget by Activity (\$Ms)**



**2018 Service by Funding Source (\$Ms)**



## 2018 Service Levels Strategic & Corporate Policy

Service	Type	Service Levels			
		2015	2016	2017	2018
Strategic & Corporate Policy	Government-Wide Initiatives	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
		Respond to all requests for civic engagement advice			Respond to all requests for civic engagement advice
		Effectively coordinates strategic initiatives with key stakeholders and partners			Effectively coordinates strategic initiatives with key stakeholders and partners
	Inter-governmental Relations	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
		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
		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	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
		Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations			Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations
		Effectively coordinate governance-related initiatives with key stakeholders and partners			Effectively coordinate governance-related initiatives with key stakeholders and partners

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Strategic & Corporate Policy.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

	2017	2018 Preliminary Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Base	% Change			\$	%	\$	%	\$	%
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Strategic & Corporate Policy	3,981.7	3,874.3		3,874.3	(107.3)	(2.7%)		3,874.3	(107.3)	(2.7%)	81.5	2.1%	120.0	3.0%
<b>Total Gross Exp.</b>	3,981.7	3,874.3		3,874.3	(107.3)	(2.7%)		3,874.3	(107.3)	(2.7%)	81.5	2.1%	120.0	2.9%
<b>REVENUE</b>														
Strategic & Corporate Policy	399.5	378.4		378.4	(21.1)	(5.3%)		378.4	(21.1)	(5.3%)		0.0%		
<b>Total Revenues</b>	399.5	378.4		378.4	(21.1)	(5.3%)		378.4	(21.1)	(5.3%)		0.0%		
<b>NET EXP.</b>														
Strategic & Corporate Policy	3,582.2	3,495.9		3,495.9	(86.2)	(2.4%)		3,495.9	(86.2)	(2.4%)	81.5	2.3%	120.0	3.4%
<b>Total Net Exp.</b>	3,582.2	3,495.9		3,495.9	(86.2)	(2.4%)		3,495.9	(86.2)	(2.4%)	81.5	2.3%	120.0	3.2%
<b>Approved Positions</b>	29.0	28.0		28.0	(1.0)	(3.4%)		28.0	(1.0)	(3.4%)	0.0	0.0%		

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 2018 Preliminary Operating Budget of \$3.874 million gross and \$3.496 million net is \$0.086 million or 2.4% under the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service budget reflects the deletion of 1.0 temporary position for the completion of the coordination and evaluation of the Participatory Budgeting Pilot resulting in a decrease of \$0.086 million gross.

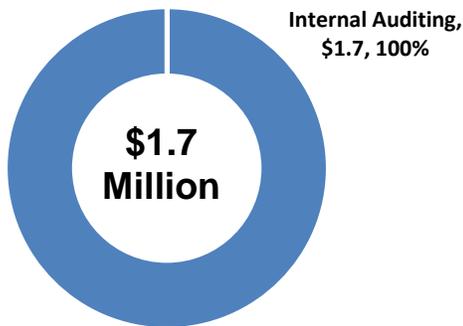
### Internal Audit

### What We Do

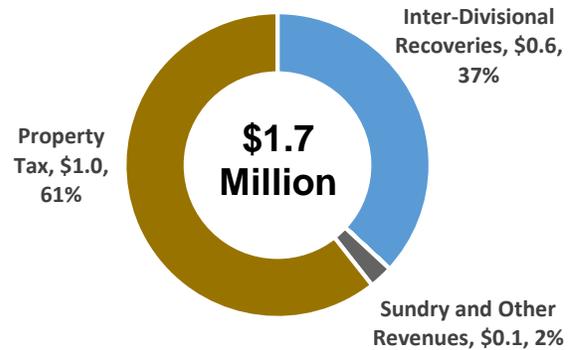


- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.
- Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance with applicable policies and procedures.

**2018 Service Budget by Activity (\$Ms)**



**2018 Service by Funding Source (\$Ms)**



### 2018 Service Levels Internal Audit

Service	Type	Sub-type	Service Levels			
			2015	2016	2017	2018
Internal Audit	Business & Risk Consulting		Prioritize requests for review/audit based on assessment of risk			Prioritize requests for review/audit based on assessment of risk
		Approved			100%	
		Actual			100%	
			Respond to requests for advice within two business days			Respond to requests for advice within two business days
	Approved			100%		
	Actual			100%		
	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.
		Approved			4	
Actual				4.5		

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Internal Audit.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
GROSS EXP.														
Internal Audit	1,676.2	1,684.8		1,684.8	8.6	0.5%		1,684.8	8.6	0.5%	31.4	1.9%	49.2	2.9%
Total Gross Exp.	1,676.2	1,684.8		1,684.8	8.6	0.5%		1,684.8	8.6	0.5%	31.4	1.9%	49.2	2.8%
REVENUE														
Internal Audit	655.1	663.7		663.7	8.6	1.3%		663.7	8.6	1.3%		0.0%		
Total Revenues	655.1	663.7		663.7	8.6	1.3%		663.7	8.6	1.3%		0.0%		
NET EXP.														
Internal Audit	1,021.1	1,021.1		1,021.1	(0.0)	(0.0%)		1,021.1	(0.0)	(0.0%)	31.4	3.1%	49.2	4.7%
Total Net Exp.	1,021.1	1,021.1		1,021.1	(0.0)	(0.0%)		1,021.1	(0.0)	(0.0%)	31.4	3.1%	49.2	4.5%
Approved Positions	11.0	11.0		11.0				11.0				0.0%		

**Internal Audit** 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 2018 Preliminary Operating Budget of \$1.685 million gross and \$1.021 million net equal to the 2017 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.

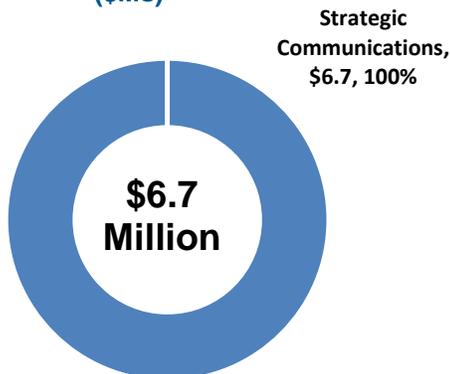
### Strategic Communications



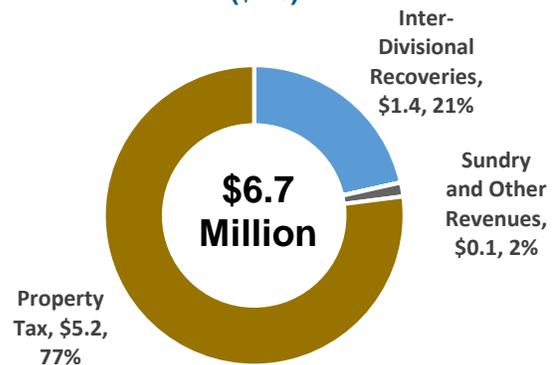
### What We Do

- Develop and implement communications, media relations and issues management plans to support all corporate, divisional and partnership initiatives including the 2019 Budget process, Transit Network Plan, Vision Zero Road Safety Plan, Gardiner Expressway rehabilitation, regulation for Short-Term Rentals, Rail Deck Park and King Street Pilot Project.
- Provide sustainment, governance and ongoing leadership for toronto.ca, in partnership with Information & Technology following the completion of the Web Revitalization Project.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Develop and implement promotional, public education and advertising programs for key City and divisional initiatives and support over 150 public events.
- Manage media buys to promote major City and divisional initiatives including placement of statutory advertising and management of transit shelter inventory.
- Develop and deliver training programs, in consultation with Human Resources, on working with the media, using social media and creating content for the web.
- Manage the City's Corporate Identity Program and requests for use of City intellectual property.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



### 2018 Service Levels Strategic Communications

Service	Type	Sub-type	Service Levels					
			2015	2016	2017	2018		
Strategic Communications	Advertising/ Corporate Identity Management	Advertising	Provide media buying and advertising plans within specified divisional budgets 100% of the time		100%	Provide media buying and advertising plans within specified divisional budgets 100% of the time		
		Approved			100%			
		Actual			100%			
		Statutory Advertisements & By-law Notices	100% of statutory advertisements and By-law notices placed within required timelines		100%	100% of statutory advertisements and By-law notices placed within required timelines		
		Approved			100%			
		Actual			100%			
	Public Communications	Communication Plans	Communication Plans	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	
			Approved			100%		
			Actual			100%		
			Communications Products	Produce communications products within deadline 95% of the time			Produce communications products within deadline 95% of the time	
			Approved			100%		
			Actual			100%		
Website		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		
		Approved			100%			
		Actual			100%			
		Internal Communications	Communication Advice	Communication Advice	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	Respond to requests and internal communications advice within one business day 95% of the time	
				Approved			100%	
				Actual			100%	
Communications Products	Communications Products		Develop and deliver internal communications products by deadline 95% of the time.			Develop and deliver internal communications products by deadline 95% of the time.		
	Approved				100%			
	Actual				100%			
Media Relations	Proactive media relations	Proactive media relations	Proactively engage media to promote corporate and divisional initiatives			Proactively engage media to promote corporate and divisional initiatives		
		Approved			100%			
		Actual			100%			
	Reactive media relations	Reactive media relations	Respond to media inquiries within 24 hours 98% of the time			Respond to media inquiries within 24 hours 98% of the time		
		Approved			100%			
		Actual			100%			
Issues Management	Issues Management	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			
	Approved			100%				
	Actual			100%				

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Strategic Communications.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget							Incremental Change				
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Strategic Communications	6,337.5	6,370.3		6,370.3	32.7	0.5%	345.4	6,715.7	378.1	6.0%	65.9	1.0%	181.3	2.7%
<b>Total Gross Exp.</b>	6,337.5	6,370.3		6,370.3	32.7	0.5%	345.4	6,715.7	378.1	6.0%	65.9	1.0%	181.3	2.6%
<b>REVENUE</b>														
Strategic Communications	1,164.7	1,197.4		1,197.4	32.7	2.8%	345.4	1,542.8	378.1	32.5%	(94.5)	-6.1%	6.4	0.4%
<b>Total Revenues</b>	1,164.7	1,197.4		1,197.4	32.7	2.8%	345.4	1,542.8	378.1	32.5%	(94.5)	-6.1%	6.4	0.4%
<b>NET EXP.</b>														
Strategic Communications	5,172.9	5,172.9		5,172.9	0.0	0.0%		5,172.9	0.0	0.0%	160.4	3.1%	174.9	3.3%
<b>Total Net Exp.</b>	5,172.9	5,172.9		5,172.9	0.0	0.0%		5,172.9	0.0	0.0%	160.4	3.1%	174.9	3.2%
<b>Approved Positions</b>	51.0	51.0		51.0			2.0	53.0	2.0	3.9%	0.0%			

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

Strategic Communications' 2018 Preliminary Operating Budget of \$6.716 million gross and \$5.173 million net is in line with the 2017 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- Base budget changes have enabled Strategic Communications to achieve reduction targets.
- The 2018 Preliminary Operating Budget includes funding of \$0.245 million gross and \$0 net and 2.0 additional positions to provide digital expertise to Toronto Water and dedicated communications support to Engineering & Construction Services as well as \$0.100 million gross and \$0 net for the review of the communication function across the organization.
- The cost to provide digital expertise to City programs is recovered from Toronto Water and Engineering & Construction Service's Operating budgets, and the service review will be recovered from Non-Program Expenditure – Service Efficiency Review for a \$0 net to the City Manager's Operating Budget.

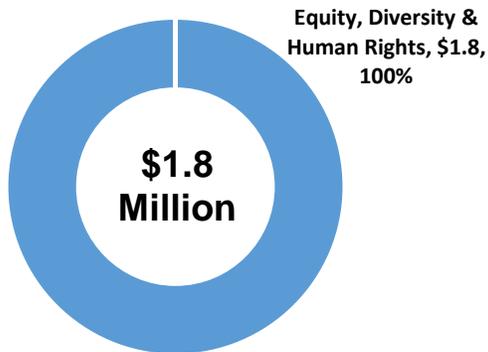
### Equity, Diversity & Human Rights

### What We Do

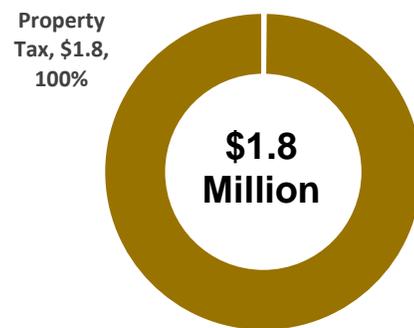


- Working with Human Resources, contribute to the Business Intelligence Dashboard to support divisions in developing strategies to determine and fulfill their equity and diversity goals
- In collaboration with key partners such as Social Development, Finance and Administration, compile disaggregate data to support the Toronto Public Service, using evidence-based data, to set priorities and allocate funding to the areas of greatest needs
- Implement policy, guidelines and training to assist divisions in their efforts to ensure their facilities/services and programs are accessible and AODA compliant.
- Contribute to the City's Talent Blueprint to ensure there is an engaged and diverse workforce
- Increase staff/leadership knowledge of equity and diversity performance in the context of the City as an employer and service provider
- Contribute to the development of a training strategy to increase the knowledge and awareness of Indigenous culture and history in the Toronto Public Service

**2018 Service Budget by Activity (\$Ms)**



**2018 Service by Funding Source (\$Ms)**



## 2018 Service Levels Equity, Diversity & Human Rights

Service	Type	Sub-type	Service Levels			
			2015	2016	2017	2018
Equity, Diversity & Human Rights	Equity and Accessibility	Equity Plan	To increase response rate to Count Yourself in Workforce survey to over 65%			To increase response rate to Count Yourself in Workforce survey to over 65%
		Accessibility Plan	Coordinate and strive to meet corporate compliance for the City on AODA			Coordinate and strive to meet corporate compliance for the City on AODA
	Diversity & Inclusion		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 organize, promote and participate in City events that reinforce the City's motto of "Diversity our Strength".			To organize, promote and participate in City events that reinforce the City's motto of "Diversity our Strength".
Human Rights Education & Complaints Management		To partner with HR Learning and Development to provide appropriate training to staff to reduce liability and risks to the City.			To partner with HR Learning and Development to provide appropriate training to staff to reduce liability and risks to the City.	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Equity, Diversity & Human Rights.

**Table 6  
2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget		New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget		2019 Plan		2020 Plan	
					% Change	% Change			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Equity, Diversity & Human Rights	1,805.2	1,805.6		1,805.6	0.3	0.0%		1,805.6	0.3	0.0%	60.3	3.3%	55.0	2.9%
<b>Total Gross Exp.</b>	1,805.2	1,805.6		1,805.6	0.3	0.0%		1,805.6	0.3	0.0%	60.3	3.3%	55.0	2.9%
<b>REVENUE</b>														
Equity, Diversity & Human Rights	2.5	2.5		2.5				2.5				0.0%		
<b>Total Revenues</b>	2.5	2.5		2.5				2.5				0.0%		
<b>NET EXP.</b>														
Equity, Diversity & Human Rights	1,802.7	1,803.1		1,803.1	0.3	0.0%		1,803.1	0.3	0.0%	60.3	3.3%	55.0	3.0%
<b>Total Net Exp.</b>	1,802.7	1,803.1		1,803.1	0.3	0.0%		1,803.1	0.3	0.0%	60.3	3.3%	55.0	2.9%
<b>Approved Positions</b>	14.0	14.0		14.0				14.0				0.0%		

**Equity, Diversity & Human Rights** 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 Rights' 2018 Preliminary Operating Budget of \$1.806 million gross and \$1.803 million net is \$0.003 million over the 2017 Approved Net Budget.

- Base budget pressures are primarily attributable to salary and benefit adjustments common across all services.
- Base budget changes have enabled Equity, Diversity & Human Rights to achieve reduction targets.

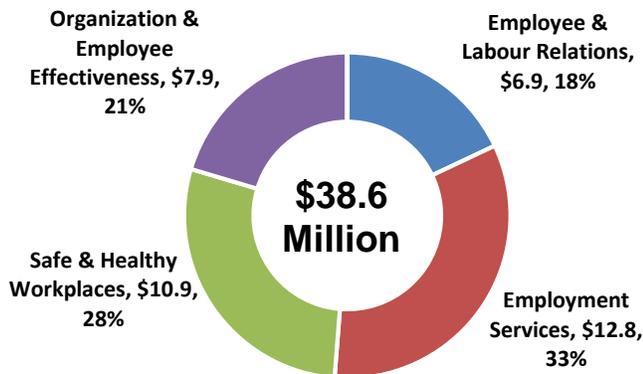
### Human Resources



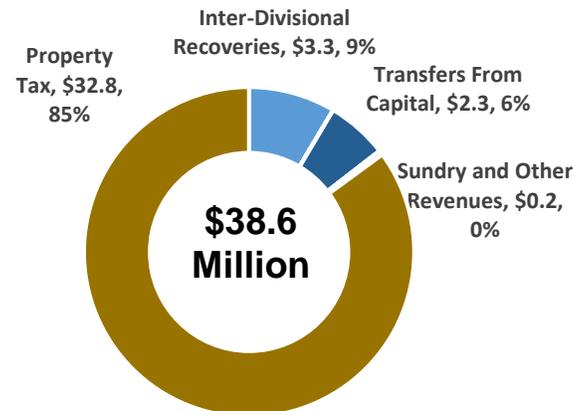
### What We Do

- Support the corporation and City divisions in responding to Mayor and Council priorities to reduce the cost of government
- Achieve customer service excellence
- Provide transparent/accountable government
- Minimize any potential disruption

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



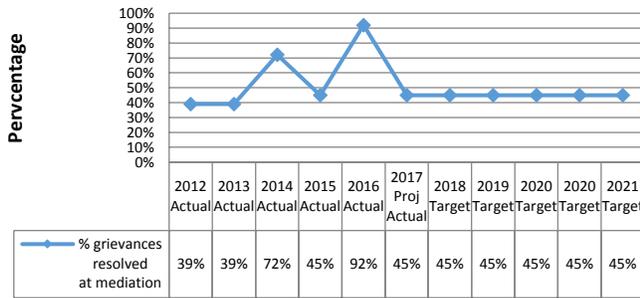
### 2018 Service Levels Human Resources

Service	Activity	Type	Service Levels				
			2015	2016	2017	2018	
Human Resources	Employee & Labour Relations**formerly a service	Labour Relations	% of grievances handled by Employee & Labour Relations resolved at Step 2			% of grievances handled by Employee & Labour Relations resolved at Step 2	
		Approved				45	
		Actual			45		
			Average participant satisfaction rating with Employee & Labour Relations training	Average participant satisfaction rating with Employee & Labour Relations training			Average participant satisfaction rating with Employee & Labour Relations training
		Approved				4.57	
		Actual			4.57		
		A Fair Wage Policy/Labour Trade Issue Managed	% of construction trade grievances resolved without going to a third party			% of construction trade grievances resolved without going to a third party	
		Approved				90	
		Actual			90		
			% of Fair Wage or Labour Trade inquiry responses within 3 days	% of Fair Wage or Labour Trade inquiry responses within 3 days			% of Fair Wage or Labour Trade inquiry responses within 3 days
		Approved				85	
		Actual			85		
	Emergency Plan	% of Business Continuity Plans updated on an annual basis			% of Business Continuity Plans updated on an annual basis		
	Approved				100		
	Actual			100			
	Safe and Healthy Workplaces **formerly a service		% change in the number of workplace injuries			% change in the number of workplace injuries	
		Approved				-4	
		Actual			0		
		Ministry of Labour Orders	% change in the number of Ministry of Labour orders			% change in the number of Ministry of Labour orders	
		Approved				0	
		Actual			0		
		Workplace Safety & Insurance Board	% decrease in WSIB costs			% decrease in WSIB costs	
		Approved				-5	
	Actual			-4.7			
Safety		Annual number of Health & Safety training hours			Annual number of Health & Safety training hours		
	Approved				50,000		
	Actual			50,000			
Organization and Employee Effectiveness **formerly a service		Average participant satisfaction rating with corporate learning programs			Average participant satisfaction rating with corporate learning programs		
	Approved				4.44		
	Actual			4.44			
Employment Services **formerly a service		% of clients satisfied with the services of the Assessment Centre			% of clients satisfied with the services of the Assessment Centre		
	Approved				82		
	Actual			82			
	Recruitment	Average # of days to fill a non-union vacancy			Average # of days to fill a non-union vacancy		
	Approved				58		
	Actual			59			
		% of clients satisfied with the hiring process (service and quality of hire)			% of clients satisfied with the hiring process (service and quality of hire)		
Approved				95			
Actual			95				

In previous years, Human Resources consisted of 4 individual services. In 2018, those 4 services have become activities consolidated under the single Human Resources service.

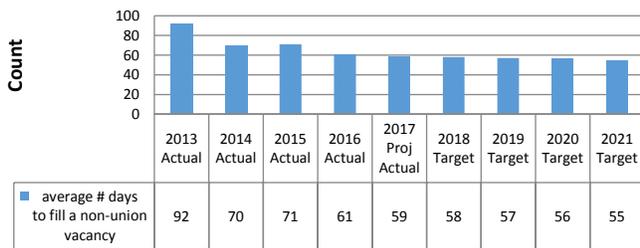
### Service Performance Measures

#### % Grievances Resolved at Mediation



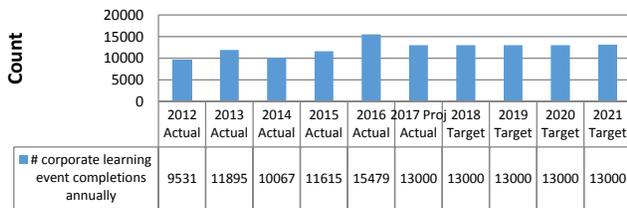
- Enhanced service effectiveness through strategic grievance management, including resumption of Step 2 grievances, resulted in higher resolution rates at mediation.
- Development of a new grievance/mediation/arbitration management process reduced the number of grievances resolved at arbitration and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

#### Average # Days to Fill a Non-union Vacancy



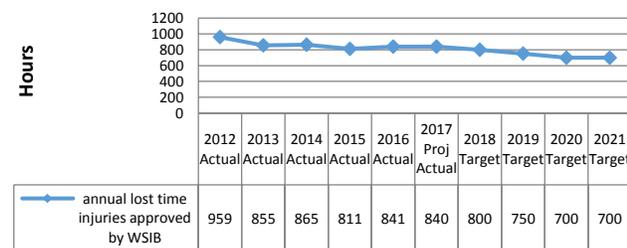
- Improved service efficiency is reflected in reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives,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

#### # Corporate Learning Event Completions 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 reflected in the increasing number of employees who accessed technology-enabled learning, showing the flexibility of eLearning to manage large numbers of training participants

#### Annual Lost Time Injuries Approved by WSIB



- Service effectiveness is reflected in 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 6**  
**2018 Preliminary Service Budget by Activity**

	2017		2018 Preliminary Operating Budget						Incremental Change					
	Approved Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim Budget	2018 Prelim Budget vs. 2017 Budget	2019 Plan	2020 Plan			
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
HR Employee & Labour Relations	7,203.4	6,932.6		6,932.6	(270.7)	(3.8%)		6,932.6	(270.7)	(3.8%)	90.9	1.3%	177.8	2.5%
HR Employment Services	12,375.4	12,617.7		12,617.7	242.3	2.0%	224.1	12,841.7	466.3	3.8%	262.4	2.0%	370.5	2.8%
HR Safe & Healthy Workplaces	10,906.3	10,938.6		10,938.6	32.3	0.3%		10,938.6	32.3	0.3%	204.4	1.9%	310.1	2.8%
HR Organization & Employee Effectiveness	7,921.4	7,871.9		7,871.9	(49.6)	(0.6%)		7,871.9	(49.6)	(0.6%)	(69.2)	-0.9%	111.2	1.4%
<b>Total Gross Exp.</b>	<b>38,406.4</b>	<b>38,360.7</b>		<b>38,360.7</b>	<b>(45.7)</b>	<b>(0.1%)</b>	<b>224.1</b>	<b>38,584.8</b>	<b>178.3</b>	<b>0.5%</b>	<b>488.6</b>	<b>1.3%</b>	<b>969.6</b>	<b>2.4%</b>
<b>REVENUE</b>														
HR Employee & Labour Relations	778.4	574.4		574.4	(204.0)	(26.2%)		574.4	(204.0)	(26.2%)	(62.7)	-10.9%	(27.2)	(5.3%)
HR Employment Services	2,815.0	3,125.5		3,125.5	310.5	11.0%	224.1	3,349.6	534.5	19.0%	(38.0)	-1.1%	(2.4)	(0.1%)
HR Safe & Healthy Workplaces	766.8	878.0		878.0	111.2	14.5%		878.0	111.2	14.5%	(51.8)	-5.9%	(14.6)	(1.8%)
HR Organization & Employee Effectiveness	1,225.6	962.7		962.7	(262.9)	(21.5%)		962.7	(262.9)	(21.5%)	(62.7)	-6.5%	(27.2)	(3.0%)
<b>Total Revenues</b>	<b>5,585.8</b>	<b>5,540.5</b>		<b>5,540.5</b>	<b>(45.2)</b>	<b>(0.8%)</b>	<b>224.1</b>	<b>5,764.6</b>	<b>178.8</b>	<b>3.2%</b>	<b>(215.4)</b>	<b>-3.7%</b>	<b>(71.3)</b>	<b>(1.3%)</b>
<b>NET EXP.</b>														
HR Employee & Labour Relations	6,425.0	6,358.2		6,358.2	(66.8)	(1.0%)		6,358.2	(66.8)	(1.0%)	153.7	2.4%	204.9	3.1%
HR Employment Services	9,560.4	9,492.2		9,492.2	(68.2)	(0.7%)		9,492.2	(68.2)	(0.7%)	300.5	3.2%	373.0	3.8%
HR Safe & Healthy Workplaces	10,139.5	10,060.6		10,060.6	(78.9)	(0.8%)		10,060.6	(78.9)	(0.8%)	256.3	2.5%	324.7	3.1%
HR Organization & Employee Effectiveness	6,695.8	6,909.2		6,909.2	213.4	3.2%		6,909.2	213.4	3.2%	(6.4)	-0.1%	138.4	2.0%
<b>Total Net Exp.</b>	<b>32,820.7</b>	<b>32,820.2</b>		<b>32,820.2</b>	<b>(0.5)</b>	<b>(0.0%)</b>	<b>2.0</b>	<b>32,820.2</b>	<b>(0.5)</b>	<b>(0.0%)</b>	<b>704.0</b>	<b>2.1%</b>	<b>1,041.0</b>	<b>3.0%</b>
Approved Positions	308.0	307.0		307.0	(1.0)	(0.3%)	2.0	309.0	1.0	0.3%	(3.0)	-1.0%		

### Human Resources:

- 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
- 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
- Ensures the Toronto Public Service 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. It 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

Human Resources' 2018 Preliminary Operating Budget of \$38.585 million gross and \$32.820 million net is \$0.005 million over the 2017 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 2018 Preliminary Operating Budget includes base budget changes as well as a base budget reduction arising from a line by line review of actual expenditures for non-payroll expenses, resulting in base expenditure savings of \$0.075 million.
- The 2018 Preliminary Operating Budget includes funding of \$0.224 million gross and \$0 net and the addition of 2.0 positions in order to provide permanent HR support to Toronto Building and City Planning, funded from interdivisional recoveries from these 2 Program areas.



# Part 3

## Issues for Discussion

## Issues Impacting the 2018 Budget

### ***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 reports 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.
- Given that the CTO 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.
- The 2018 budget for the OCTO is \$1.175 million and 4.0 positions, residing in the Non-Program Expenditure Budget, and is flat to the 2017 budget.

### ***Participatory Budgeting Pilot Project: Update***

- Participatory Budgeting is a process where residents propose, develop and vote on projects, funded by the government to improve the City. In addition to infrastructure improvements, the potential benefits of this initiative include improved civic literacy, fiscal transparency and increased public engagement. The link below is the staff report entitled "2015 Participatory Budget (PB) Pilot".  
<http://www.toronto.ca/legdocs/mmis/2015/ex/bgrd/backgroundfile-77292.pdf>
- At its meeting on March 10, 2015, City Council authorized the City Manager to undertake a Participatory Budget Pilot in three areas with approved budget of \$0.450 million, funded by reserve funds during the 2015 Budget process.
  - The pilot is taking place in Ward 33 and the Neighbourhood Improvement Areas of Rustic (Ward 12) and Oakridge (Ward 35).
  - City Council authorized up to \$150,000 for each pilot area in 2015, and \$250,000 per year for each pilot area for 2016 and 2017.
- City Council requested the City Manager to report to the Budget Committee on the results of the Participatory Budgeting Pilot including an evaluation of the 2015 Participatory Budgeting Pilot process and options for Participatory Budgeting Processes in 2016 and future year's annual budget cycles for consideration, should Council decide to continue the program.
- 2017 is the last year of a three-year pilot project on Participatory Budgeting (PB). The City Manager currently plans to report on the PB pilot twice in 2018: in January to recommend specific funding amounts and sources for projects selected by residents in 2017, and in Q2 with a comprehensive evaluation and recommendations regarding participatory budgeting in Toronto.
- Key elements of the PB Pilot each year include:
  - Community outreach, engagement and idea collection (June to September) at local events and online to collect and develop ideas with residents;

- Proposal development and shortlisting (October) where residents gather to discuss the ideas that City staff have deemed eligible for funding and shortlist 8-10 projects for a local ballot; and
- Voting (December) invites anyone 14 years or older who lives in a pilot area to select up to three of their favourite projects.
- To date, over 1,300 votes have been cast and residents have selected 23 projects worth a total of \$1,165,000:
  - 18 projects are in City parks, and include benches, lighting improvements, gazebos and fitness parks;
  - 5 projects are on streets and rights of way, such as bike lockers, pedestrian accessibility measures and an underpass mural.
  - 6 projects are in Oakridge, 8 projects are in Rustic and 9 projects are in Ward 33.
- Given the nature of the projects selected by residents, to date Council has approved funding from the Public Realm Reserve Fund (\$250,000 gross, \$0 debt) and Parkland Acquisition Reserve Funds (\$915,000 gross, \$0 debt). For the PB pilot overall, Council authorized that projects be funded from the following capital funding sources:
  - Capital Financing Reserve Fund
  - Section 37 funds that are ready to be spend within the pilot timeline
  - Other applicable capital funding sources that meet the intent of PB including the City's Parkland Reserve Fund, Public Realm funding, and Neighbourhood Improvement Area capital funding.
- The City Manager's Office staff are coordinating the pilot project in partnership with local councillors and staff in Parks Forestry and Recreation, Transportation Services, Social Development Finance and Administration, Financial Planning, Toronto Public Health and Strategic Communications.
- The City Manager's Office 2018 Preliminary Operating Budget includes the reversal of funding of \$0.086 million and the deletion of the 1.0 temporary position for the Participatory Budgeting Pilot. In order to ensure sufficient resources in 2018 to fulfill Council's recommendation for the City Manager to report back in 2018 on the results of the Pilot, the current PB lead will be placed in a vacant position in Strategic & Corporate Policy.

### ***Establishment of an Aboriginal Office***

- At its meeting of July 4, 5, 6 and 7, 2017, City Council adopted EX26.25 "*Proposed Aboriginal Office for the City of Toronto*" <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.25>.
- City Council directed the City Manager to:
  - Consult with the New Credit First Nation, the Haudenosaunee and Huron-Wendat First Nations, the Toronto Aboriginal Support Services Council and other relevant stakeholders;
  - Report on the feasibility of establishing a new Aboriginal Office, an organizational structure, a mandate, financial implications and a work plan for implementation;
  - Report on all aboriginal services and resources, including staff, currently provided by City of Toronto divisions, agencies and corporations; and
  - Seek support from the federal and provincial governments for City of Toronto Aboriginal services and the establishment of an Aboriginal office.
- In July 2017, the City of Toronto retained the services of Toronto Aboriginal Support Services Council (TASSC) to assist in responding to the direction from City Council. TASSC was retained to identify relevant stakeholders for consultation, work with the Equity, Diversity and Human Rights division to conduct consultation and conduct research and a jurisdictional scan of best practices.
- At its meeting on November 3, 2017, the Aboriginal Affairs Committee recommends to the Executive Committee "*Establishment of an Indigenous Affairs Office at the City of Toronto*".

<http://www.toronto.ca/legdocs/mmis/2017/aa/bgrd/backgroundfile-108481.pdf>

- The City of Toronto recognizes the need for more focused and coordinated leadership on Indigenous affairs. In order to achieve this, the City of Toronto will establish an Indigenous Affairs Office within the City Manager's Office, as many cities across Canada have already done.
- An Indigenous Affairs Office will:
  - develop and implement a Reconciliation framework/strategy for the City;
  - support divisional initiatives on Indigenous affairs;
  - allow for the development and implementation of interdivisional initiatives;
  - promote the development of corporate wide initiatives;
  - support the roll out of Indigenous cultural competency training;
  - develop best practices to guide divisions and the City in its relationship building efforts with Indigenous communities; and
  - strengthen the City's relationship with Indigenous communities.
- The Indigenous Affairs Office will report directly to the City Manager, with an administrative reporting relationship to the Director, Equity, Diversity and Human Rights for the purposes of budget, timekeeping and administrative support.
- The existing Indigenous Affairs consultant position within the Equity, Diversity and Human Rights division will be reassigned to the Indigenous Affairs Office. In addition, included for Budget Committee's consideration as part of the 2018 process is a request for funding of \$0.520 million and 4.0 positions to staff a new Indigenous Affairs Office.
- In total, The Indigenous Affairs Office will be comprised of five (5) staff positions: 1 manager, 2 Indigenous Affairs consultants, 1 administrative assistant and 1 youth intern. The youth intern position will provide a one-year employment opportunity for an Indigenous youth each year.
- An external consultant will be retained on a one-time basis to assist the City Manager in the development of a strategic plan, a work plan and an engagement plan for the new Indigenous Affairs Office.

### ***HR Client-Funded Positions***

- Human Resources (HR) supports City Programs by providing HR-support to City Programs. These HR positions are client-funded and reside in HR's operating budget, with funding through interdivisional recoveries.
- There are currently 22 client-funded positions included in the HR complement, 19 of which provide Strategic Recruitment to support 10 divisions across Cluster A and B.
- The incumbents are responsible for working closely with their client divisions to develop effective recruitment strategies for hard-to-fill, high volume jobs. The HR knowledge and expertise required to manage the recruitment is integral to ensure these vacancies are filled in an efficient and effective manner. In addition to recruitment, these positions also support client divisions with workforce transition, providing required training to divisional staff, providing strategic advice, consultation and interpretation of collective agreement language as well as participate in grievance hearings/resolution.
- In addition to Strategic Recruitment support, there are 3 client-funded positions that provide Occupational Health & Safety/Disability Management, Employee & Labor Relations, and Corporate Learning support respectively.
- HR's ongoing and increasing use of interdivisional recovery arrangements is a reflection of the increasing demand for HR services across the organization, and HR's challenge to meet that demand with its current approved complement.

- The City Manager's 2018 Preliminary Operating Budget includes a new/enhanced request for \$0.224 million for 2.0 HR Consultants, funded from interdivisional recoveries, to provide strategic recruitment support to Toronto Building and City Planning.

## Issues Referred to the 2018 Operating Budget Process

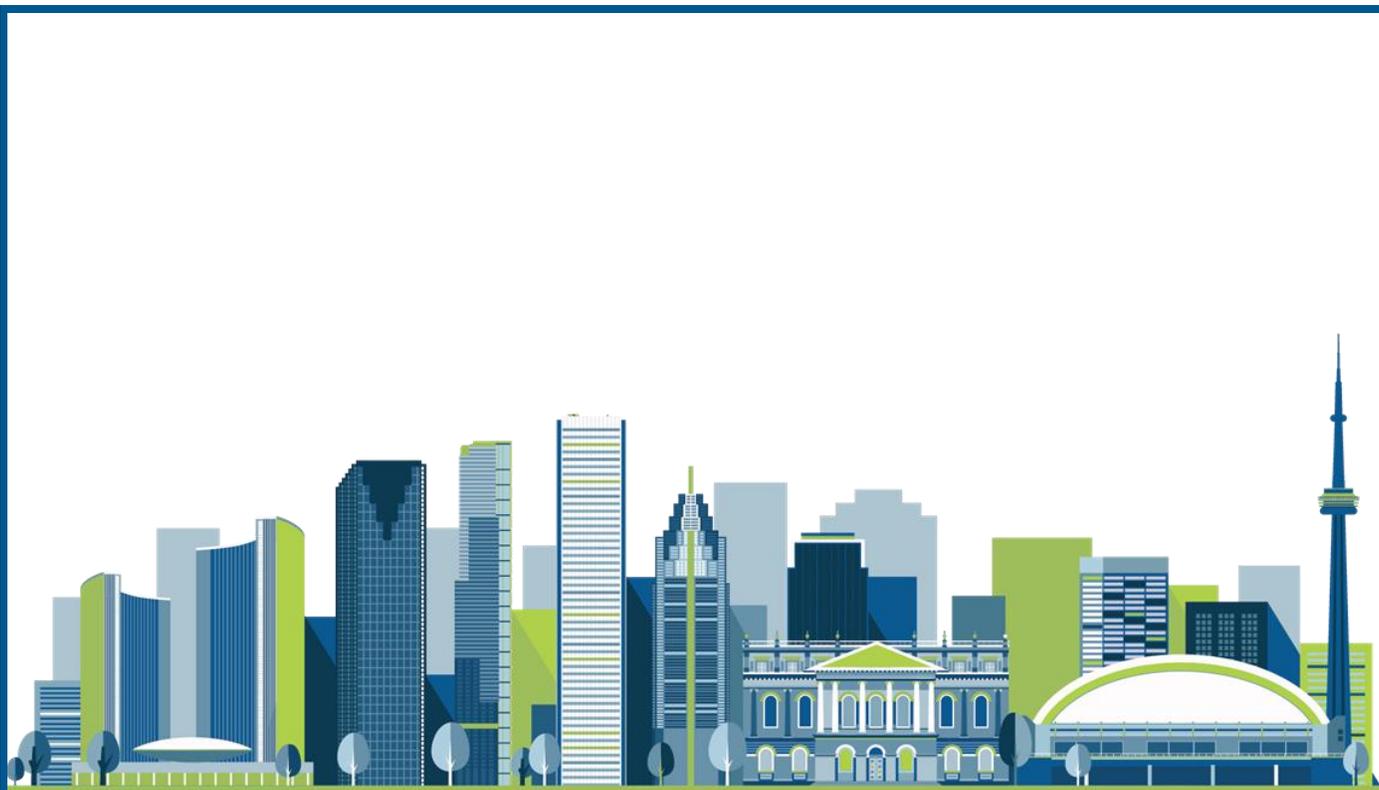
### ***New & Enhanced Not Included in the 2018 Preliminary Operating Budget***

- The following initiatives have not been included in the 2018 Preliminary Operating Budget. They are included for Committee and Council's consideration as part of 2018 Budget process.

Description (\$000s)	New and Enhanced				Total New and Enhanced			Incremental Change			
	Equity, Diversity & Human Rights		Human Resources		\$		Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Services Priorities</b>											
<b>Referred to Budget Process:</b>											
<i>Support for AODA Accountability &amp; Compliance in EDHR</i>	263.2	263.2			263.2	263.2	2.0	6.9		6.9	
<b>Sub-Total Referred to Budget Process</b>	<b>263.2</b>	<b>263.2</b>			<b>263.2</b>	<b>263.2</b>	<b>2.0</b>	<b>6.9</b>		<b>6.9</b>	
<b>Staff Initiated:</b>											
<i>Secure Permanent Client-Funding for Fire Services</i>			122.8		122.8		1.0				
<b>Sub-Total Staff Initiated</b>			<b>122.8</b>		<b>122.8</b>		<b>1.0</b>				
<b>Total Enhanced Services</b>	<b>263.2</b>	<b>263.2</b>	<b>122.8</b>		<b>385.9</b>	<b>263.2</b>	<b>3.0</b>	<b>6.9</b>		<b>6.9</b>	
<b>New Service Priorities</b>											
<b>Referred to Budget Process:</b>											
<i>Support for Toronto for All &amp; AODA in HR</i>			504.6	504.6	504.6	504.6	2.0	349.0	2.0	13.8	(4.0)
<i>Funding to Support Poverty Reduction Strategy in HR</i>			92.4	92.4	92.4	92.4	1.0	43.4	(0.0)	(78.1)	(1.0)
<i>Establishment of an Indigenous Affairs Office</i>	519.7	519.7			519.7	519.7	4.0	(27.9)		12.2	
<b>Sub-Total Referred to Budget Process</b>	<b>519.7</b>	<b>519.7</b>	<b>597.0</b>	<b>597.0</b>	<b>1,116.7</b>	<b>1,116.7</b>	<b>7.0</b>	<b>364.5</b>	<b>2.0</b>	<b>(52.1)</b>	<b>(5.0)</b>
<b>Total New Service Priorities</b>	<b>519.7</b>	<b>519.7</b>	<b>597.0</b>	<b>597.0</b>	<b>1,116.7</b>	<b>1,116.7</b>	<b>7.0</b>	<b>364.5</b>	<b>2.0</b>	<b>(52.1)</b>	<b>(5.0)</b>
<b>Total New / Enhanced Services</b>	<b>782.8</b>	<b>782.8</b>	<b>719.8</b>	<b>597.0</b>	<b>1,502.6</b>	<b>1,379.8</b>	<b>10.0</b>	<b>371.4</b>	<b>2.0</b>	<b>(45.2)</b>	<b>(5.0)</b>

- **Support for AODA Accountability & Compliance in Equity, Diversity & Human Rights (EDHR) (\$0.263 million gross and net):**
  - EDHR develops policy and guidelines to assist divisions in their efforts to ensure their facilities/services and programs are accessible while also providing practical guidance to divisions on their individual queries.
  - Because AODA is a complicated legislative framework, it is important that EDHR have subject matter experts available to guide divisions' effort to ensure compliance with the legislation. EDHR also needs to have the capacity to coordinate and drive the corporate compliance process.
  - Currently, EDHR has only one Accessibility Consultant serving the entire City.
  - The 2.0 additional Accessibility positions will provide the corporate strategic guidance for planning, implementing and measuring compliance, enabling:
    - better coordination of compliance efforts;
    - early identification of opportunities for cross-divisional collaboration e.g. identifying overlaps in divisional compliance requirements and facilitating collaboration on matters such as joint procurement or establishment of vendors of record for procurement of AODA related tools;
    - increased support for divisional staff as they work through the complicated legislative framework; quick development of tools which address identified concerns e.g. FAQs;
    - improved ability to measure, track and report on compliance;
    - improved ability to assist divisions in developing internal capacity; and
    - provision of subject matter expertise to guide the development and delivery of the training that is legislatively required.

- **Secure Permanent HR Client-Funding for Fire Services (\$0.123 million gross and \$0 net):**
  - Funding of \$0.123 million gross and \$0 net, funded from an interdivisional recovery, for 1.0 permanent HR Consultant will ensure the level of HR service required by Toronto Fire Services by providing on-going corporate learning support. Approval of this position is subject to funds approved in Fire Service's 2018 Preliminary Budget.
- **Support for Toronto for All & AODA in HR (\$0.505 million gross and net):**
  - The \$0.505 million funding request includes:
    - \$0.300 million for the development and/or procurement of materials and learning services and programs to meet legislated and Council commitments, and
    - \$0.205 million in salaries and benefits for 2.0 permanent Senior HR Consultant positions to develop accessible online learning content and source applicable vendors and learning content.
  - Funding and positions will begin to address the implementation of executive and staff training strategies and programs to support the Indigenous Cultural Competencies, AODA, and Toronto for All activities including Islamophobia, Transphobia and Nimbyism.
  - HR will work in partnership with Equity, Diversity & Human Rights (EDHR) and Social Development Finance and Administration (SDFA) to provide strategic advice and direction on learning goals in order to:
    - build effective strategies to build awareness and implement effective learning solutions to meet compliance and commitments;
    - provide a sustained effort to address knowledge, values and skills for Aboriginal Cultural Competency and AODA; and
    - support the diversity and equity competency required by all management staff.
- **Support for Poverty Reduction Strategy in HR (\$0.092 million gross and net):**
  - Funding of \$0.092 million for 1 temporary Senior HR Consultant in the Fair Wage Office will enable creation of a pilot program to design, recommend and implement new standards and enforcement to ensure the City procures services from quality employers who will provide decent work conditions for their employees.
  - The position will assist with consulting, training, and communication with vendors and City staff. In addition to designing and implementing standards and business processes. The position will also conduct compliance reviews, tracking and analysing findings as well as assisting the Manager with investigating and resolving Construction Trade grievances.
  - Advancing job quality in City contracts is part of the 2018 Work plan for the Poverty Reduction Strategy. Pending Council approval in Dec. 2017, the City is expected to adopt additional standards for ensuring that the City procures services from quality employers who provide decent work conditions for their employees. These new standards will complement the City's current Fair Wage Policy and ultimately may be incorporated into the policy if funding is approved.
  - With the addition of a Senior HR Consultant, Fair Wage Office reviews will be expanded to include a focus on advance notice of scheduling with new standards, business processes, documentation and tracking being developed through consultation with stakeholders groups. This pilot will be supported by training and a communication plan for vendors and City Staff.
  - The temporary position and funding will be reversed in 2020.
- **Establishment of an Indigenous Affairs Office (\$0.520 million gross and net):**
  - Funding of \$0.520 million gross and net for 3.0 permanent positions and 1.0 intern position will staff a new Indigenous Affairs Office for the City of Toronto.
  - An Indigenous Affairs Office will support divisional initiatives on Indigenous affairs, promote the development of corporate initiatives, support the roll out of Indigenous cultural competency training, develop best practices to guide divisions and the City in its relationship building efforts with Indigenous communities and develop an accountability framework for the City.



# Appendices

## Appendix 1

### 2017 Service Performance

#### Key Service Accomplishments

In 2017, the City Manager's Office accomplished the following:

##### Executive Management:

- ✓ Led and coordinated Toronto's participation in the Municipal Benchmarking Network Canada (MBN Canada) 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.
- ✓ Certification at the Bronze level in the Excellence, Innovation and Wellness® Standard (EIW) for the City of Toronto.

##### Strategic & Corporate Policy:

- ✓ Reviewed and implemented corporate policies including Community Space Tenancy Policy, Multilingual Information Provisions Policy, Below-Market Rent Policy, Donations Policy, Public Art and Monuments Donations Policy.
- ✓ Provided governance advice to Toronto Local Appeal Body, Administrative Penalties Tribunal and Establishment of Investment Board.
- ✓ Reported on City of Toronto Partnership with Bloomberg Philanthropies' Innovation Teams Program.
- ✓ Negotiated *Public Transit Infrastructure Fund (PTIF)* intergovernmental funding agreement.
- ✓ Liaised and provided strategic advice to Accountability Officers including amendments to Chapter 140, Lobbying; Chapter 3, Accountability Officers; Cross-Appointment of IC/LR; procurement protocol and tip line.
- ✓ Led Ward Boundary Review and project management of third party firm and coordinated report to Council.
- ✓ Concluded three-year Participatory Budgeting Pilot.

##### Internal Audit:

- ✓ Enhanced the efficiency and effectiveness of controls in the payables, revenues and contract management practices at the Toronto Community Housing Corporation (TCHC). These results contributed to the identification of better processes and controls to be incorporated into a potential new proposed business model for service delivery at the TCHC.
- ✓ Developed an Enterprise Wide risk based audit planning methodology to further ensure that proposed audit engagements were in alignment with City priorities.
- ✓ Led an engagement to assist senior executives in making an informed risk based decision on the future direction of a Workforce Management System at the Toronto Paramedic Services.
- ✓ Provided recommendations to Exhibition Place on enhanced controls and processes in the management of Accounts Receivable.
- ✓ Identified risks that may affect the City's ability to comply with AODA legislative requirements and provide strategies to mitigate the risks.
- ✓ Investigated allegations of improper billings related to the traffic signs contract resulting in processes to detect duplicate billing and overcharges.
- ✓ Performed an internal assessment of current Risk Management Practices within the city, which provided insight on the City's current state of risk management maturity, and created priorities for future actions to rollout an Enterprise Risk Management (ERM) Framework.

**Strategic Communications:**

- ✓ Delivered, through the Web Revitalization Project and in partnership with Information & Technology, a new, redesigned public website that is service-focused, citizen-centric and supports a strong City of Toronto brand.
- ✓ Developed and implemented internal and external communications, media relations and issues management plans for all corporate, divisional, partnership and public initiatives including 2018 Budget process, Long-Term Financial Plan, Public Transit and Infrastructure Funding, Toronto Island and Waterfront flooding, Rail Deck Park, Transit Network Plan, Toronto For All campaign, Tenants First, Bloor Bike Lane Project, StreetARToronto large-scale murals, Vision Zero Road Safety Plan, new Green Bin rollout, Mayor's Towering Challenge and Ravine Strategy.
- ✓ Built corporate leadership and capacity on the use of social media, including updating the City's social media policy and establishing a social media community of practice.
- ✓ Provided communications support to more than 150 public events including TO Canada with Love - Canada 150 initiatives, Newcomer Day and Toronto Challenge, and supported business missions to India, Sri Lanka, Los Angeles and New York.

**Human Resources:****▪ Employee & Labour Relations:**

- ✓ Successfully concluded collective bargaining with:
  - IAFF Local 3888 Toronto Fire Services (Interest Arbitration)
  - TCEU Local 416 Part-time Paramedics (Interest Arbitration)
  - CUPE Local 79 Long Term Care Homes and Services (LTCH&S) (Interest Arbitration)
  - CUPE Local 1600 Toronto Zoo
  - CUPE Security Local 5118 Exhibition Place
  - CUPE Parking Local 2840 Exhibition Place
  - UPIAT Painters Local 46 Exhibition Place
- ✓ Under Shared Services initiative, undertook and completed review of five (5) Toronto Parking Authority collective agreements (full-time and part-time).

**▪ Employment Services:**

- ✓ Modernized the hiring process through automation and process efficiencies with a focus on enhancing the candidate and hiring manager experience and outcomes.
- ✓ Built capacity through learning initiatives and succession management strategies to meet current and future service needs.
- ✓ Managed and facilitated the high volume of hiring activity, in partnership with divisions, including developing and implementing strategies to fill current and future critical, vulnerable and hard-to-fill vacancies.
- ✓ Implemented the Inclusive Hiring Framework to ensure a more planned and deliberate approach to reaching and engaging strong diversity talent through our hiring programs, practices and policies.
- ✓ Negotiated and implemented harmonization and job evaluation for CUPE Local 79 Trainee job classifications utilized to provide job opportunities for various corporate initiatives.

**▪ Organization & Employee Effectiveness**

- ✓ Implemented a new non-union performance planner that included a separate planner for managers and a planner for individual contributors, with increased emphasis on leadership objectives and included competencies in the Development Planner.
- ✓ Implemented an online Talent Assessment for direct reports to division heads and above and reported the results to the Executive Talent Forum.

- ✓ Implemented the Executive Talent Forum. The Executive Talent Forum is responsible for providing strategic, corporate perspective to recruitment, assessment, development, and succession planning for the executive talent pool (directors and equivalents).
- ✓ Supported change initiatives such as Shared Services and George Street Revitalization.
- ✓ Launched the Talent Blueprint Progress Report, including performance measures and planned key actions 2017-2018 of the Talent Blueprint.
- ✓ Initiated the planning process for the second corporate employee engagement survey.
- **Safe & Healthy Workplaces.**
  - ✓ Supported the organization in achieving a significant reduction in the number of Ministry of Labour Orders (from 61 to 10 annually).
  - ✓ Supported Fire and Paramedic services in the development of Post-Traumatic Stress Disorder (PTSD) prevention action plans for submission to the Ministry of Labour.
  - ✓ 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.
  - ✓ Implemented improvement to the return-to-work processes between the City and Long Term Disability (LTD) carrier consistent with the recommendations from the Audit review of LTD (Phase 1).
  - ✓ Completed a business process review of services and early intervention supports for non-occupational injuries and illnesses. Identified additional performance measures to benchmark return-to-work efforts as part of the Quattro system non-occupational illness and injury module.

**Equity, Diversity & Human Rights:**

- ✓ Enhanced resources on human rights related issues such as updating the accommodation guidelines and developed corporate accommodation training, while also providing support and advice to divisions and human resources on complex harassment/discrimination/accommodation issues in order to reduce risk to the City and enhance the capacity of divisions to embed equity in all aspects of their business.
- ✓ Rolled out mandatory eLearning training for all supervisory staff on workplace harassment requirements in accordance with the Occupational Health and Safety Act and developed a suite of tools to assist employees and managers in understanding their rights and responsibilities.
- ✓ Developed and rolled out the Equity Lens tool for the 2018 Budget and training module, in partnership with the Social Development, Finance and Administration Division, to support divisions in conducting equity impact assessments and creating Equity Impact Statements for 2018 Budget Submissions.
- ✓ Conducted consultations to support the development of the City's Multi-Year Accessibility Plan and the Corporate Accessibility Policy. Both initiatives support the City in meeting its AODA obligations and in making the City more accessible for all.
- ✓ Implemented the Corporate Accessibility Policy that supports the City's goal of meeting AODA requirement to establish a plan to achieve full accessibility by 2025.

## Appendix 2

### 2018 Preliminary Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	51,732.5	53,547.5	51,771.9	54,616.0	52,438.4	666.4	1.3%	53,361.0	54,840.7
Materials & Supplies	137.3	107.2	160.7	169.5	136.7	(24.0)	(14.9%)	136.7	136.7
Equipment	103.4	36.5	136.0	143.4	121.0	(15.0)	(11.0%)	121.0	121.0
Service And Rent	3,632.1	3,627.3	3,410.2	3,597.5	3,385.0	(25.2)	(0.7%)	3,271.0	3,256.9
Contribution To Reserves/Reserve Funds	107.7	107.7	124.2	131.0	129.5	5.3	4.3%	129.5	129.5
Inter-Divisional Charges	357.8	636.8	323.5	341.2	324.1	0.6	0.2%	324.2	324.2
<b>Total Gross Expenditures</b>	<b>56,070.9</b>	<b>58,063.2</b>	<b>55,926.5</b>	<b>58,998.8</b>	<b>56,534.6</b>	<b>608.2</b>	<b>1.1%</b>	<b>57,343.2</b>	<b>58,808.9</b>
Inter-Divisional Recoveries	7,794.5	8,343.1	4,972.6	6,996.8	5,352.8	380.2	7.6%	5,368.5	5,383.0
Other Subsidies			500.0	703.5	650.0	150.0	30.0%	650.0	650.0
Transfers From Capital	1,529.2	2,075.2	2,625.1	3,693.8	2,689.3	64.2	2.4%	2,463.7	2,384.4
Sundry and Other Revenues	204.0	139.8	486.3	684.3	586.3	100.0	20.6%	486.3	486.3
<b>Total Revenues</b>	<b>10,103.5</b>	<b>10,839.1</b>	<b>8,584.0</b>	<b>12,078.4</b>	<b>9,278.4</b>	<b>694.5</b>	<b>8.1%</b>	<b>8,968.6</b>	<b>8,903.6</b>
<b>Total Net Expenditures</b>	<b>45,967.3</b>	<b>47,224.1</b>	<b>47,342.5</b>	<b>46,920.4</b>	<b>47,256.2</b>	<b>(86.3)</b>	<b>(0.2%)</b>	<b>48,374.7</b>	<b>49,905.3</b>
<b>Approved Positions</b>	<b>410.0</b>	<b>395.0</b>	<b>438.0</b>	<b>431.0</b>	<b>440.0</b>	<b>2.0</b>	<b>0.5%</b>	<b>437.0</b>	<b>437.0</b>

\* Based on the 9-month Operating Variance Report

For additional information regarding the 2017 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, 2017" considered by City Council at its meeting on December 6, 2017.

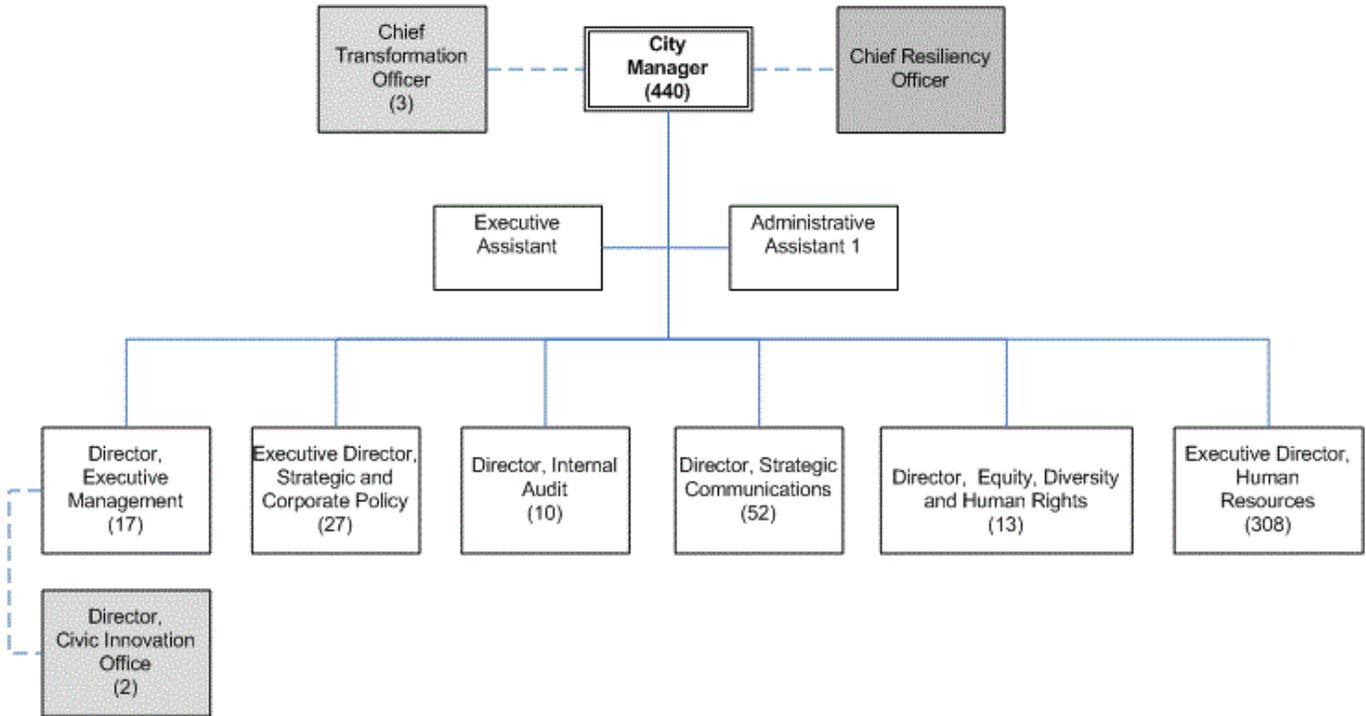
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

#### Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- As the projected savings in 2017 are due to vacancies, the under-expenditure in 2017 is not expected to continue into 2018, as positions are expected to be filled in early 2018.

### Appendix 3

#### 2018 Organization Chart



#### 2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	14.0	35.0	325.0	12.0	399.0
	Temporary	2.0		32.0	-	21.0
	<b>Total Operating</b>	16.0	35.0	357.0	12.0	420.0
Capital	Permanent			1.0	-	1.0
	Temporary			19.0	-	19.0
	<b>Total Capital</b>	-	-	20.0	-	20.0
<b>Grand Total</b>		<b>16.0</b>	<b>35.0</b>	<b>377.0</b>	<b>12.0</b>	<b>440.0</b>

## **Appendix 5**

### **Summary of 2018 New / Enhanced Service Priorities**

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2019 Plan Net Change	2020 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
14419		Resource to Provide Digital Expertise to Toronto Water							
72	No Impact	<b>Description:</b>							
<p>Currently, Strategic Communications has three senior communications coordinators dedicated to Toronto Water. The senior communications coordinators deliver an annual Toronto Water communications strategy that includes wide range of public education and media relations related to drinking water, wastewater and stormwater. These three staff are funded through interdivisional recoveries from Toronto Water to Strategic Communications. 1.0 additional Senior Communications Coordinator with digital communications expertise, will assist in planning, implementing and managing a divisional digital component, as there is a significant need to increase the digital requirements of Toronto Water, due to constantly changing customers' expectations, along with customer service technology.</p> <p><b>Service Level Impact:</b></p> <p>The additional FTE will provide specific digital expertise including web management, social media, customer service related to proactive digital communication and digital advice/support for the annual Toronto Water communications strategy, including as required for a Tier 2 Customer Care Centre that will be in place in approximately two years.</p> <p><b>Equity Statement:</b></p> <p>There are no equity impacts.</p> <p><b>Service:</b> Strategic Communications</p>									
Preliminary New / Enhanced Services:			122.7	122.7	0.0	1.00	0.0	0.0	
<b>Total Preliminary New / Enhanced Services:</b>			<b>122.7</b>	<b>122.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>	

14524		Permanent HR Support for Toronto Building							
72	No Impact	<b>Description:</b>							
<p>Funding of \$0.125 million gross and \$0 net for 1.0 HR Consultant, funded from an interdivisional recovery will provide strategic recruitment support to Toronto Building.</p> <p><b>Service Level Impact:</b></p> <p>Creating a client-funded position will ensure the level of HR service required for Toronto Building.</p> <p><b>Equity Statement:</b></p> <p>There are no equity impacts with this proposal.</p>									

**Category:**

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

74 - New Services  
75 - New Revenues

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>Service:</b> Human Resources						
		Preliminary New / Enhanced Services:	124.8	124.8	0.0	1.00	0.0	0.0
		<b>Total Preliminary New / Enhanced Services:</b>	<b>124.8</b>	<b>124.8</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>

14555	Permanent HR Support for City Planning	
72	No Impact	<b>Description:</b>
Funding of \$0.099 million gross and \$0 net for 1.0 permanent HR Associate, funded from an interdivisional recovery, will provide strategic recruitment support to City Planning.		
<b>Service Level Impact:</b>		
Creating a client- funded position will ensure the level of HR service required by city Planning.		
<b>Equity Statement:</b>		
There are no equity impacts.		
<b>Service:</b> Human Resources		
		Preliminary New / Enhanced Services:
		99.3      99.3      0.0      1.00      0.0      0.0
		<b>Total Preliminary New / Enhanced Services:</b>
		<b>99.3      99.3      0.0      1.00      0.0      0.0</b>

15065	Provide Comm Digital Expertise to Eng & Const Services	
72	No Impact	<b>Description:</b>
Funding of \$0.123 million gross and \$0 net for 1 permanent Senior Communications Coordinator will be funded from an interdivisional recover to support Engineering & Construction Services.		

**Category:**

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

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Service Level Impact:**

The additional permanent Senior Communications Coordinator in the City Manager's Office will refine and improve communications and issues management plans for major individual and overall City-wide road construction projects to better coordinate and minimize impact on residents and road users. The delivery of construction-related messaging will improve and build credibility and confidence in City's efforts and increase coordination and consistency among operating and delivery Programs, thereby improving media and public awareness about road, sewer and watermain construction projects, including providing key messages for front-line staff and key stakeholders.

**Equity Statement:**

There are no equity impacts.

**Service:** Strategic Communications

Preliminary New / Enhanced Services:	122.7	122.7	0.0	1.00	0.0	0.0
<b>Total Preliminary New / Enhanced Services:</b>	<b>122.7</b>	<b>122.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>

14663	Review of Communication Function
74	No Impact

**Description:**

Funding of \$0.100 million gross and \$0 net, funded from Service Efficiency Study, is required to hire a consultant for an external business review of the communications function within the City, which includes the Strategic Communications Division and embedded communicators at the City, and encompasses structure, function and the ability to effectively meet the City's changing needs.

**Service Level Impact:**

The communications function currently provides communications, media relations and issues management leadership to the organization via a centralized Strategic Communications Division as well as communicators embedded within various division. An independent, external review of the City's communications function will enable more strategic, effective, efficient and equitable communications support for City programs, services and priorities by streamlining how communications services are delivered across the City and will better position communications staff to deliver high quality service to meet the evolving needs of a modern Toronto government.

**Equity Statement:**

There are no equity impacts.

**Service:** Strategic Communications

Preliminary New / Enhanced Services:	100.0	100.0	0.0	0.00	0.0	0.0
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**Category:**

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

**2018 Operating Budget - Preliminary New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		City Manager  Program - City Manager's Office	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Total Preliminary New / Enhanced Services:</b>			100.0	100.0	0.0	0.00	0.0	0.0

**Summary:**

<b>Total Preliminary New / Enhanced Services:</b>			569.5	569.5	0.0	4.00	0.0	0.0
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**Category:**

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      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, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>			87.0	122.5	158.0
Vehicle Equipment Reserve	XQ1505	87.0			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			35.5	35.5	35.5
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>87.0</b>	<b>122.5</b>	<b>158.0</b>	<b>193.5</b>
<b>Balance at Year-End</b>		<b>87.0</b>	<b>122.5</b>	<b>158.0</b>	<b>193.5</b>

\* Based on 9-month 2017 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
<b>Projected Beginning Balance</b>			25,981.1	26,075.1	26,169.1
Insurance Reserve	XR1010	25,981.1			
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			94.0	94.0	94.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>25,981.1</b>	<b>26,075.1</b>	<b>26,169.1</b>	<b>26,263.1</b>
<b>Balance at Year-End</b>		<b>25,981.1</b>	<b>26,075.1</b>	<b>26,169.1</b>	<b>26,263.1</b>

\* Based on 9-month 2017 Reserve Fund Variance Report