

# budget

—2019—



## BUDGET NOTES

# Policy, Planning, Finance & Administration

## What We Do

Policy, Planning, Finance & Administration (PPF&A) provides centralized financial and administrative support to the Deputy City Manager and Programs within Infrastructure and Development Services, as well as coordination of major capital infrastructure and emergency management. PPF&A provides the following services:

- Organizational Effectiveness
- Financial Management
- Program Support
- Corporate Leadership
- Emergency Management

## Why We Do It

PPF&A offers centralized financial and administrative support to the Deputy City Manager and Infrastructure and Development Services Programs so they can focus on providing services to Toronto's residents and businesses. The Office of Emergency Management develops, implements, and maintains a comprehensive City of Toronto emergency management program to reduce the risks to public safety and create increasingly disaster-resilient communities. The Major Capital Infrastructure Coordination Office coordinates a comprehensive five-year capital program and ensures continuous liaison and construction coordination with all City divisions and external Agencies to minimize construction disruption and improve capital delivery.

### Our Experience & Success

- Provided centralized financial and administrative services to Infrastructure and Development Services (IDS) including:
  - Processed bi-weekly payroll files for over 6,200 IDS employees.
  - Issued over 60,000 customer invoices and credit notes and processed over \$195 million in accounts receivable transactions.
  - Conducted 150 public consultation events.
  - Maintained 100% compliance with requirements under the Emergency Management and Civil Protection Act and Municipal Code Chapter 59: Emergency Management through the Office of Emergency Management.
  - Ensured ongoing readiness of the City's Emergency Operations Centre.
  - Implemented Cloud-Based DisasterLAN Emergency Operation Centre software.

### Key Challenges

- Maintaining current service levels while simultaneously implementing new enterprise-wide technology improvements and responding to increased demand for service.
- Ensuring effective oversight, coordination and implementation of the City's participation in long-term, multi-billion dollar transit network expansion initiatives.
- Meeting the emergency management needs of a rapidly growing City and ensuring that the training needs of City staff and Agencies are addressed.

### Priority Actions

- Continue to transform service delivery through leveraging automation and streamlining processes.
- Support city building/capital delivery through public consultation support for IDS Programs, including the addition of positions to respond to increased demand for services.
- Establish a Transit Expansion Office to provide single channel access for all City Divisions, the TTC, Metrolinx and other levels of government, ensuring City interests and priorities are reflected in transit network expansion efforts.
- Streamline emergency management processes, enhance position-specific training for City staff, and conduct exercises and assessments to ensure preparedness.

## Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$25.3	\$25.3	\$24.2
Revenues	\$16.1	\$16.1	\$14.2
Net Expenditures	\$9.2	\$9.2	\$10.0
Approved Positions	211.1	211.1	201.1

## Our Key Service Levels



**100%** of timesheets entered within pay period



**70%** of undisputed accounts receivable collected within payment terms



Maintaining Emergency Operations Centre readiness **100%** of the time

Source of Image: [www.icons8.com](http://www.icons8.com)

## Key Service Deliverables

- Processed over **60,000** payables and purchasing documents with a value over **\$1 billion**
- Issued over **60,000** customer invoices and credit notes, processed over **\$195 million** in accounts receivable transactions
- Processed over **6,200** bi-weekly payroll files for over 6,200 employees, requiring **587,344** payroll lines
- Conducted over **150** public consultation events
- Reviewed **1,269** special event emergency plans, with **113** of these events having over **5,000** in attendance
- Managed short-term emergency accomodations for **194** people in 2018, totalling **905** accomodation nights
- Updated the City's five-year capital program, along with integration of the capital programs of other Agencies and utilities.

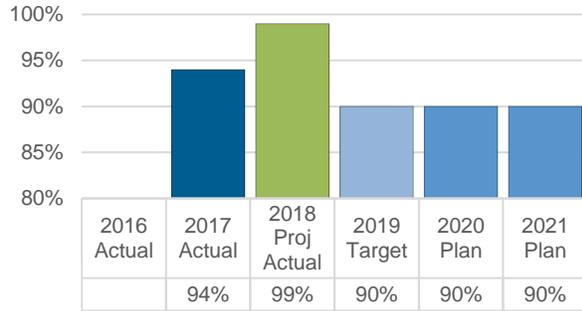
## Who We Serve

Organizational Effectiveness	Financial Management	Program Support	Corporate Leadership	Office of Emergency Management
<ul style="list-style-type: none"> <li>City Manager &amp; DCMs</li> <li>Staff – City Divisions, Agencies, Boards &amp; Commissions</li> <li>Waterfront Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>DCM - Infrastructure and Development Services</li> <li>Staff – Infrastructure and Development Services Divisions</li> </ul>	<ul style="list-style-type: none"> <li>DCM - Infrastructure and Development Services</li> <li>Staff – Infrastructure and Development Services Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Mayor/Council</li> <li>Staff – City Divisions, Agencies, Boards &amp; Commissions</li> <li>External Corporations</li> </ul>	<ul style="list-style-type: none"> <li>Staff – City Divisions, Agencies, Boards &amp; Commissions</li> <li>External Corporations</li> </ul>
<i>Beneficiaries</i>	<i>Beneficiaries</i>	<i>Beneficiaries</i>	<i>Beneficiaries</i>	<i>Beneficiaries</i>
<ul style="list-style-type: none"> <li>Residents</li> <li>Businesses</li> <li>Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Residents</li> <li>Businesses</li> <li>Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Residents</li> <li>Businesses</li> <li>Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Residents</li> <li>Businesses</li> <li>Visitors</li> </ul>	<ul style="list-style-type: none"> <li>Residents</li> <li>Businesses</li> <li>Visitors</li> </ul>

## How Well We Are Doing

### Performance Measures

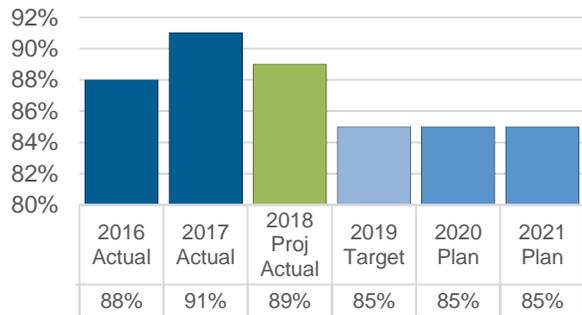
#### Invoices Issued within 48 hours



### Behind the Numbers

- PPF&A manages the Accounts Receivable process end-to-end for IDS Divisions, including billing, collections, payment processing, banking, and analysis and reporting.
- PPF&A has a target of issuing 90% of debtor invoices (created and mailed) within 48 hours of receipt of an invoice request.
- The Program has exceeded its target in 2017 and projects to do so again in 2018 due to efficiencies gained through automation. The target will be reviewed during 2019.

#### Invoices Confirmed for Payment



- Vendor invoices are reviewed to confirm that goods and services have been received before payment.
- PPF&A has a target of 85% of invoices to be reviewed and confirmed within 60 days of the invoice date. The Program has historically exceeded its target and is projected to have a similar trend in 2018 as a result of efficiencies gained through automation. The target will be reviewed during 2019.

#### Divisions with a current Business Continuity Plan



- OEM is responsible for developing Business Continuity Plans for the City of Toronto's divisions as well as preparing residents for emergencies. As of 2018, all City divisions have an updated Business Continuity Plan that will be maintained annually and practiced with an exercise program.

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## RECOMMENDATIONS

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### 2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

### Program:

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## RECOMMENDATIONS

## RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Policy, Planning, Finance & Administration of \$25.265 million gross, \$9.207 million net for the following services:

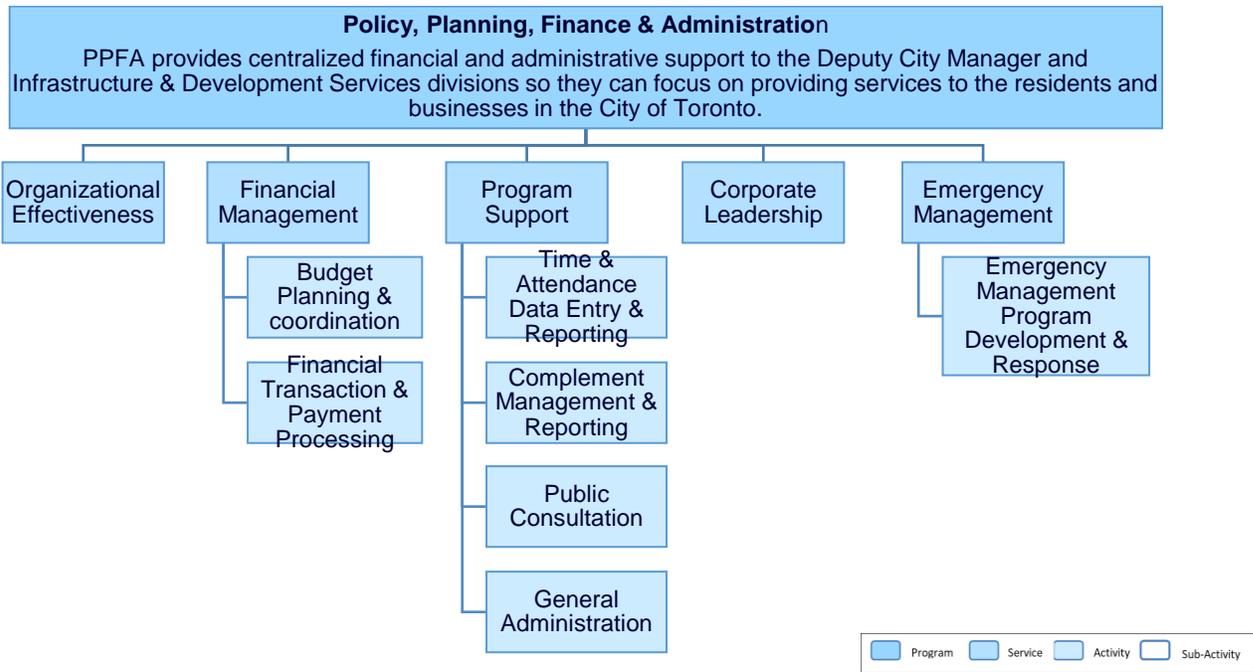
Service:	Gross (\$000s)	Net (\$000s)
Organizational Effectiveness	4,979.4	315.1
Financial Management	8,338.2	4,280.8
Program Support	7,946.7	845.8
Corporate Leadership	888.2	888.2
Emergency Management	3,112.2	2,877.2
<b>Total Program Budget</b>	<b>25,264.6</b>	<b>9,207.0</b>

2. City Council approve the 2019 service levels for Policy, Planning, Finance & Administration as outlined in Appendix 3 of this report, and associated staff complement of 211.1 positions, comprising of 24 capital positions and 187.1 operating positions.



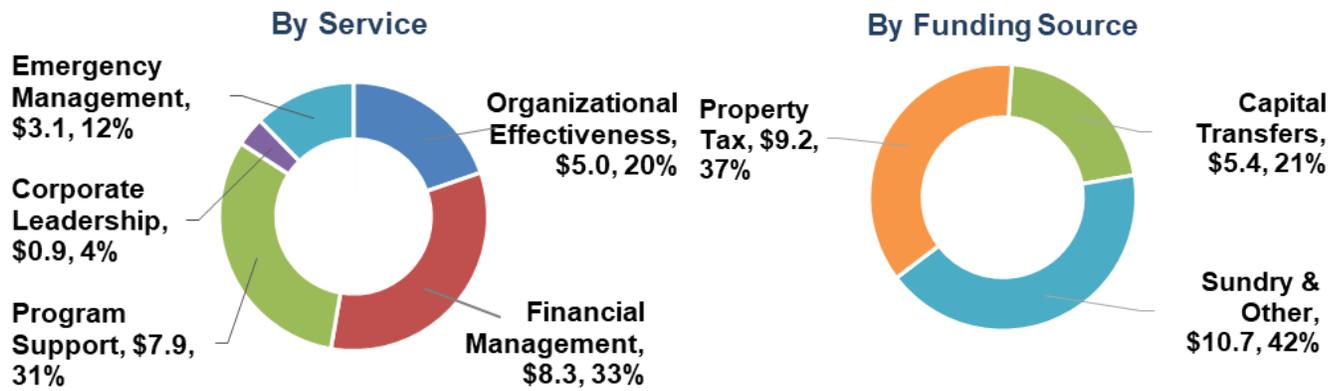
# 2019 STAFF RECOMMENDED OPERATING BUDGET

**PROGRAM MAP**



**2019 OPERATING BUDGET HIGHLIGHTS**

**2019 Staff Recommended Operating Budget \$25.3M**



- **0%** net change from the 2018 Approved Operating Budget to maintain existing services and to meet additional service demands from the Infrastructure and Development Services divisions.
- **\$0.718M gross, \$0 net** New/enhanced funding to setup the Transit Expansion Office and to provide additional public consultation services to Transportation Services, funded by capital projects, adding 5.0 additional positions, increasing the total PPF&A complement to 211.1 positions.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts, partially offset by recoveries from capital and third-party funding.

**2019 OPERATING BUDGET OVERVIEW**

**Table 1: 2019 Staff Recommended Operating Budget and Plan by Service**

(In \$000s)	2018		2019					Changes		Incremental Change	
	Budget	Projected Actual*	Base	Base (Inc. Service Changes) Vs	%	New / Enhanced	Total Staff Recommended Budget	\$	%	2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	%	\$	\$	\$	%	\$	\$
<b>Organizational Effectiveness</b>											
Gross Expenditures	4,120.0	2,267.0	4,411.1	291.1	7.1%	568.3	4,979.4	859.4	20.9%	(272.3)	(1,272.0)
Revenue	3,828.7	1,893.5	4,096.0	267.3	7.0%	568.3	4,664.3	835.7	21.8%	(185.6)	(1,827.7)
<b>Net Expenditures</b>	<b>291.3</b>	<b>373.5</b>	<b>315.1</b>	<b>23.8</b>	<b>8.2%</b>		<b>315.1</b>	<b>23.8</b>	<b>8.2%</b>	<b>(86.8)</b>	<b>555.8</b>
<b>Financial Management</b>											
Gross Expenditures	8,120.7	7,877.8	8,338.2	217.5	2.7%		8,338.2	217.5	2.7%	137.9	91.7
Revenue	3,856.5	3,621.3	4,057.4	200.9	5.2%		4,057.4	200.9	5.2%	76.3	56.0
<b>Net Expenditures</b>	<b>4,264.2</b>	<b>4,256.5</b>	<b>4,280.8</b>	<b>16.6</b>	<b>(0.0)</b>		<b>4,280.8</b>	<b>16.6</b>	<b>0.4%</b>	<b>61.6</b>	<b>35.7</b>
<b>Program Support</b>											
Gross Expenditures	7,814.6	6,714.7	7,797.1	(17.5)	(0.2%)	149.6	7,946.7	132.1	1.7%	102.8	38.8
Revenue	6,788.3	6,237.4	6,951.3	163.0	2.4%	149.6	7,100.9	312.6	4.6%	134.1	(51.1)
<b>Net Expenditures</b>	<b>1,026.3</b>	<b>477.3</b>	<b>845.8</b>	<b>(180.5)</b>	<b>(17.6%)</b>		<b>845.8</b>	<b>(180.5)</b>	<b>(17.6%)</b>	<b>(31.3)</b>	<b>89.9</b>
<b>Corporate Leadership</b>											
Gross Expenditures	833.1	956.0	888.2	55.1	6.6%		888.2	55.1	6.6%	0.9	19.3
Revenue			0.0	0.0	-		0.0	0.0	-	0.0	0.0
<b>Net Expenditures</b>	<b>833.1</b>	<b>956.0</b>	<b>888.2</b>	<b>55.1</b>	<b>6.6%</b>		<b>888.2</b>	<b>55.1</b>	<b>6.6%</b>	<b>0.9</b>	<b>19.3</b>
<b>Emergency Management</b>											
Gross Expenditures	3,027.1	2,864.2	3,112.2	85.1	2.8%		3,112.2	85.1	2.8%	65.3	51.9
Revenue	235.0	264.1	235.0	0.0			235.0	0.0		0.0	0.0
<b>Net Expenditures</b>	<b>2,792.1</b>	<b>2,600.1</b>	<b>2,877.2</b>	<b>85.1</b>	<b>3.0%</b>		<b>2,877.2</b>	<b>85.1</b>	<b>3.0%</b>	<b>65.3</b>	<b>51.9</b>
<b>Total</b>											
Gross Expenditures	23,915.5	20,679.7	24,546.7	631.2	2.6%	717.9	25,264.6	1,349.1	5.6%	34.6	(1,070.3)
Revenue	14,708.4	12,016.2	15,339.7	631.2	4.3%	717.9	16,057.6	1,349.1	9.2%	24.9	(1,822.8)
<b>Total Net Expenditures</b>	<b>9,207.0</b>	<b>8,663.4</b>	<b>9,207.0</b>	<b>0.0</b>			<b>9,207.0</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>9.8</b>	<b>752.5</b>
<b>Approved Positions</b>	<b>200.1</b>	<b>189.1</b>	<b>206.1</b>	<b>6.0</b>	<b>3.0%</b>	<b>5.0</b>	<b>211.1</b>	<b>11.0</b>	<b>5.5%</b>	<b>(2.0)</b>	<b>(10.0)</b>

\* Year-End Projection Based on Q3 2018 Variance Report

**Base Changes**  
(\$0 Net)

- Budget pressures mainly attributed to inflationary increases to salaries and benefits, offset by inter-divisional recoveries for services provided and capital recoveries for capital support.
- Adjustments to third party funded positions to align with staffing requirements on joint projects.
- Transfer of 4 temporary positions from the City Manager's Office to the Transit Expansion Office.
- Increased costs to fund technological enhancements such as T.O. INview and DisasterLAN, offset by reductions in utilities and other expenditures.

**New/Enhanced Service Priorities**  
(\$0.718M Gross / \$0 Net)

- Establishment of the Transit Expansion Office requires an additional 3 positions, funded by capital.
- Additional public consultation services funded by Transportation Services to be provided by 2 temporary coordinators.

**Future Year Plan**

- Additional Director position to be added to the Transit Expansion Office, to be funded by capital.
- Increases in outlook years mainly due to inflationary increases in salaries and benefits, partially offset by recoveries from capital projects and Metrolinx.

**EQUITY IMPACTS**

**Improving civic participation for all equity seeking groups:** The Policy, Planning, Finance and Administration's 2019 Staff Recommended Operating Budget includes an investment of \$0.150 million in the Public Consultation Unit to enhance the accessibility and inclusivity of the consultation activities that will inform the direction of many transportation initiatives in Toronto.

## 2019 Staff Recommended Operating Budget Changes by Service

The Policy, Planning, Finance & Administration 2019 Staff Recommended Operating Budget is \$25.264 million gross and \$9.207 million net, representing a 0% increase from the 2018 Approved Net Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, as well as recommended new and enhanced service priorities to meet outcomes.

**Table 2: 2019 Staff Recommended Operating Budget Changes by Service**

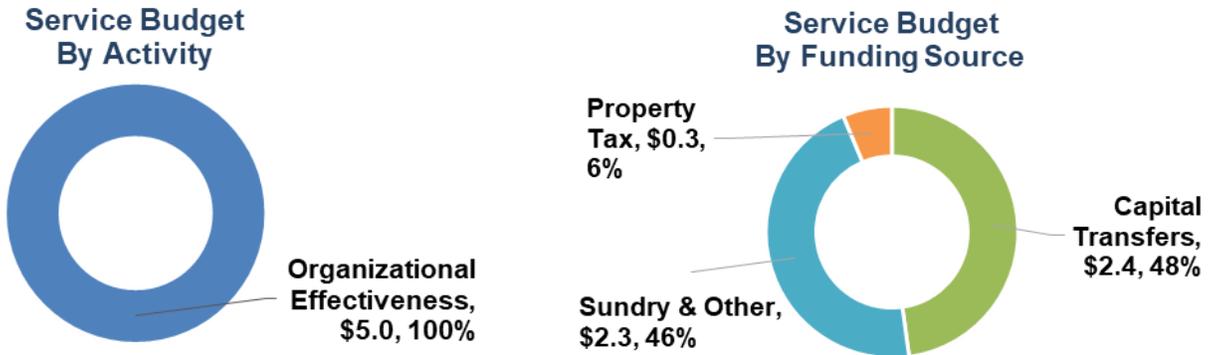
(In \$000s)	Services					Total	
	Organizational Effectiveness	Financial Management	Program Support	Corporate Leadership	Emergency Management	\$	Positions
	\$	\$	\$	\$	\$		
<b>2018 Council Approved Operating Budget (Net)</b>	<b>291.3</b>	<b>4,264.2</b>	<b>1,026.3</b>	<b>833.1</b>	<b>2,792.1</b>	<b>9,207.0</b>	<b>200.1</b>
<b>Base Expenditure Changes</b>							
<b>Prior Year Impacts</b>							
Reversal of the 2018 Non-Union COLA	(19.8)	(35.8)	(18.5)	(9.0)	(25.3)	(108.4)	
<b>Operating Impacts of Capital</b>							
Annual charge for cloud enhancement to the DisasterLAN software					88.5	88.5	
Annual charge for sustainment of T.O. INview mapping tool	123.0					123.0	
<b>Delivery of Capital Projects</b>							
Incremental costs of SmartTrack/RER positions (Gross 0.643M)	0.0						
<b>Salaries and Benefits</b>							
COLA	18.5	81.5	65.4	8.6	24.4	198.3	
Progression Pay	36.0	68.6	35.5	17.7	47.3	205.1	
Salary and Step Adjustments	(16.1)	(89.3)	(5.4)	(3.6)	(63.7)	(178.1)	
Benefits Adjustments	7.9	70.5	(19.5)	1.4	5.7	66.1	
Other Adjustments			(22.8)			(22.8)	0.0
<b>Other Base Expenditure Changes</b>							
IDC/IDR Changes	900.3	(151.0)	(135.4)		6.2	620.1	
Gapping Adjustment	(44.1)	(6.5)	(26.1)	16.0	(0.5)	(61.3)	
Addition of Metrolinx funded positions for LRT projects	(110.7)					(110.7)	2.0
Transfer in of Transit Expansion Office positions (\$0.593M Gross)	0.0						4.0
Other Base Changes	(183.2)	128.4	(8.8)	24.0	2.7	(36.9)	
<b>Sub-Total Base Expenditure Changes</b>	<b>711.8</b>	<b>66.5</b>	<b>(135.7)</b>	<b>55.1</b>	<b>85.2</b>	<b>782.8</b>	<b>6.0</b>
<b>Base Revenue Changes</b>							
Recovery from Toronto Building for administrative and financial services	(1.0)	(49.9)	(50.9)			(101.9)	
Adjustment of Metrolinx recovery to reflect staffing changes in funded positions	263.1					263.1	
Capital Recoveries from Toronto Water and Transportation Services	(950.1)					(950.1)	
Other Revenue Changes			6.1			6.1	
<b>Sub-Total Base Revenue Changes</b>	<b>(688.0)</b>	<b>(49.9)</b>	<b>(44.8)</b>	<b>55.1</b>	<b>85.2</b>	<b>(782.8)</b>	
<b>Total Base Changes</b>	<b>23.8</b>	<b>16.6</b>	<b>(180.5)</b>	<b>55.1</b>	<b>85.2</b>	<b>0.0</b>	<b>6.0</b>
<b>New &amp; Enhanced Services</b>							
<b>Enhanced Service Priorities</b>							
Increased Public Consultation Services for Transportation Services' capital work plan (\$0.150M Gross)			0.0				2.0
<b>New Service Priorities</b>							
Transit Expansion Office Startup Costs (\$0.568M Gross)	0.0						3.0
<b>Sub-Total New &amp; Enhanced Services<sup>1</sup></b>							<b>5.0</b>
<b>Total 2019 Staff Recommended Operating Budget (Net)</b>	<b>315.1</b>	<b>4,280.8</b>	<b>845.8</b>	<b>888.2</b>	<b>2,877.2</b>	<b>9,207.1</b>	<b>211.1</b>

### Note:

- For additional information, refer to [Appendix 5](#) (page 28) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

**Organizational Effectiveness** provides strategic advice, planning, coordination and reporting to the Infrastructure and Development Services divisions to improve organizational effectiveness, and service delivery as well as coordination of major capital infrastructure projects.

**2019 Staff Recommended Operating Budget \$5.0M**



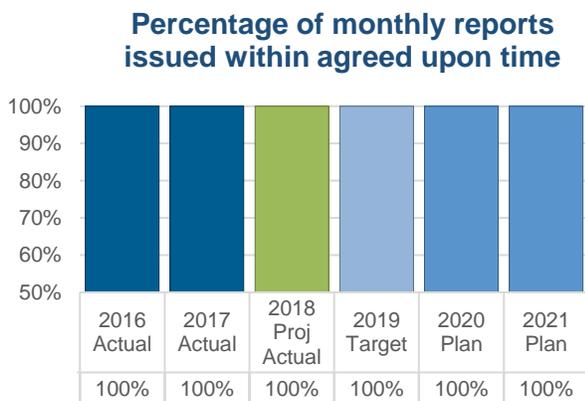
Refer to [Appendix 2](#) (page 23) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**

	Provide cross-divisional strategy and policy development within agreed upon timelines		Provide monthly, quarterly, annual and ad-hoc reports for Performance Measurement and Management Reporting within agreed upon timelines
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Refer to [Appendix 3](#) (page 25) for a complete list of the 2019 Staff Recommended Service Levels for this Service.  
 Source of Image: [www.icons8.com](http://www.icons8.com)

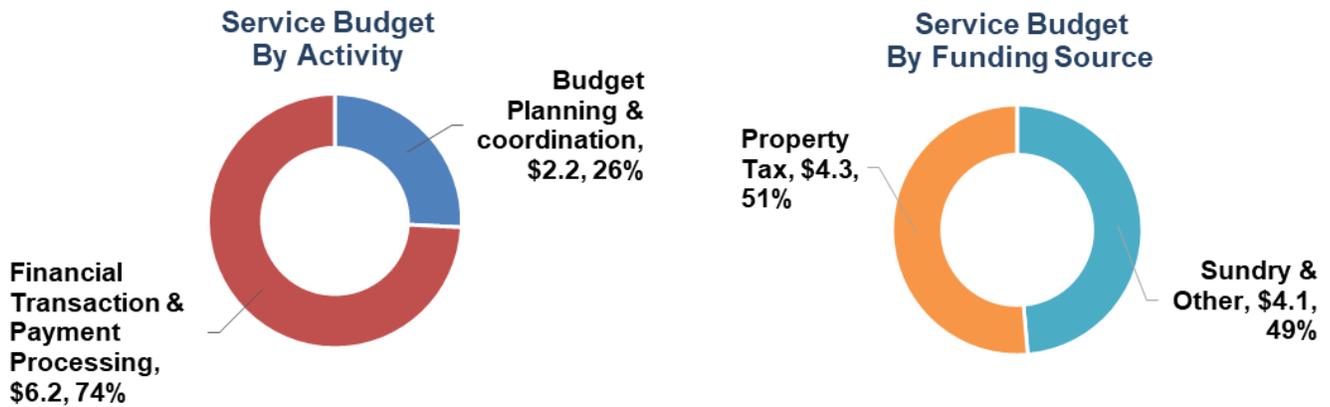
**Service Performance Measures**



- PPF&A provides monthly financial and operational information reports for the senior management of Infrastructure and Development Services to support key decision making processes.

**Financial Management** provides financial planning, reporting, analysis, advice, processing and oversight services to the Infrastructure and Development Services divisions to ensure compliance with corporate policies and support service delivery.

**2019 Staff Recommended Operating Budget \$8.4M**



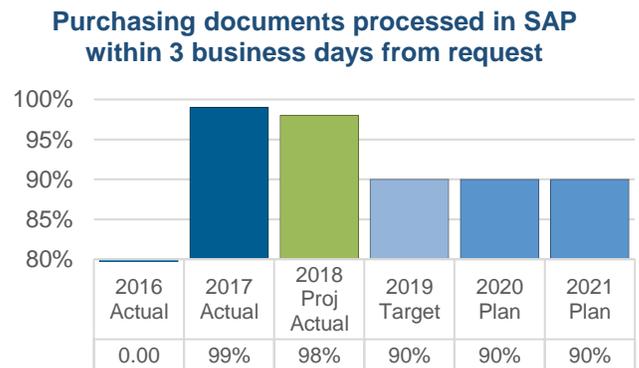
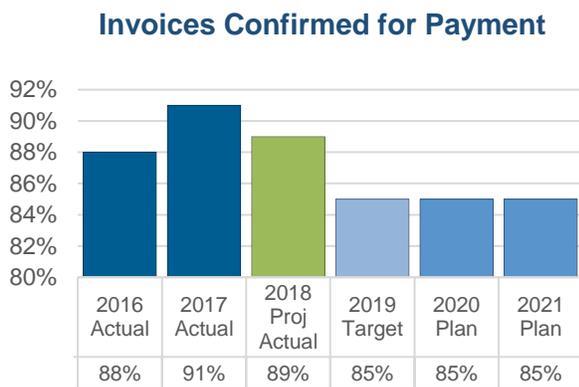
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**Key Service Levels**



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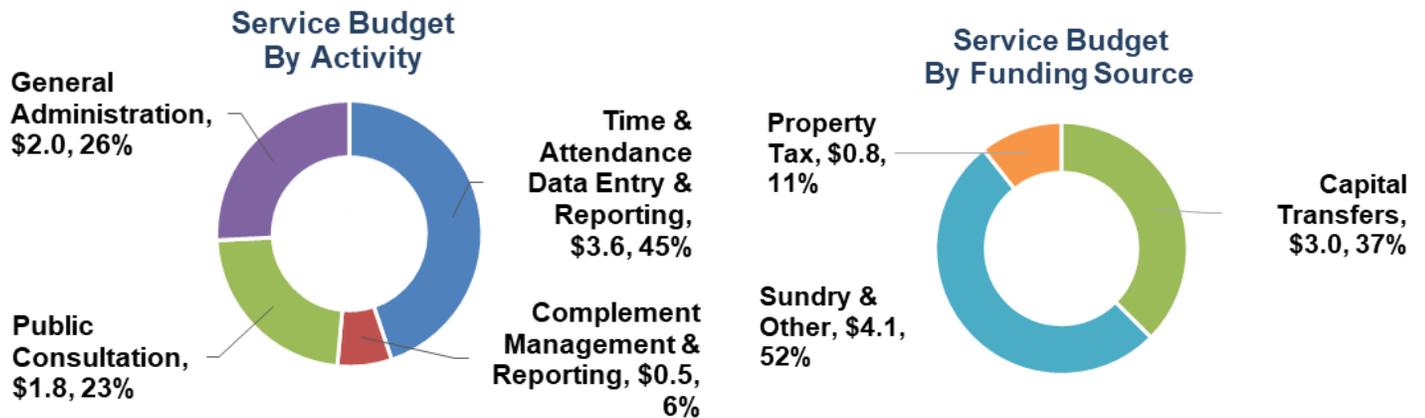
**Service Performance Measures**



- PPF&A has a target of 85% of invoices to be reviewed and confirmed within 60 days of the invoice date. The Program has historically exceeded its target and is projected to have a similar trend in 2018 as a result of efficiencies gained through automation. The target will be reviewed during 2019.
- To enable timely procurement, the division has committed to processing purchasing documents within 3 business days for purchases requiring sourcing. The Program has historically exceeded its target, which will be reviewed in 2019.

**Program Support** provides administrative, public consultation, complement management and payroll time entry services to the Infrastructure and Development Services divisions to ensure compliance with corporate policies and support improved service delivery.

**2019 Staff Recommended Operating Budget \$7.9M**



Refer to [Appendix 2](#) (page 23) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**



Refer to [Appendix 3](#) (page 25) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Source of Image: [www.icons8.com](http://www.icons8.com)

**Service Performance Measures**

**Reports completed within agreed to timelines**



- This measure indicates the percentage of monthly/ad-hoc reports completed within agreed to timelines (within certain # of days pertinent information becoming available).
- The Program is projecting that in 2019 and onwards, it will continue to be in line with the 95% target.

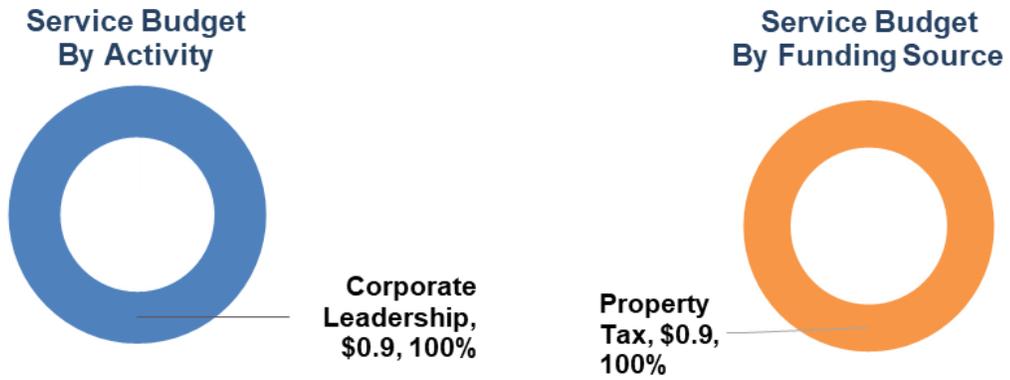
**Average # of Payroll Lines Entered**



- This measure indicates the average number of payroll lines entered per payroll assistant.
- The Program processed 17,798 per employee in 2018, an increase from 2017 due to complex work schedules in Municipal Licensing & Standards, Solid Waste Management, and Toronto Water.
- Modernization of SAP is contributing to the downward trend of lines expected to be entered in future years, allowing more focus on review, control and compliance responsibilities.

**Corporate Leadership** provides strategic direction for growth and program/service delivery, corporate oversight and administrative governance of Infrastructure & Development Services Divisions, and coordination on major City-wide initiatives and projects.

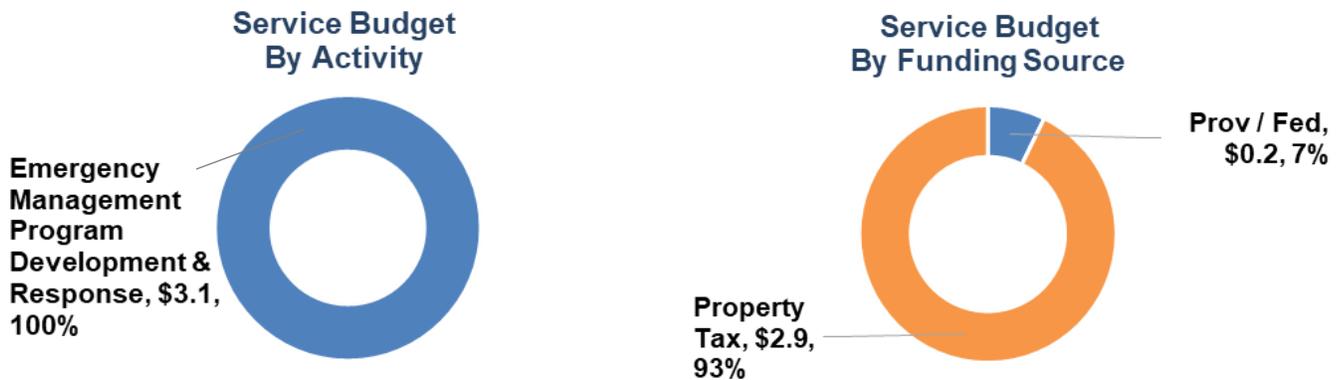
**2019 Staff Recommended Operating Budget \$0.9M**



Refer to [Appendix 2](#) (page 23) for the 2019 Staff Recommended Operating Budget by Service.

**Emergency Management** reduces the risks to the community and builds resiliency by coordinating and integrating activities necessary to mitigate against, prepare for, respond to, and recover from potential or actual natural, technological and or human induced risks and emergencies.

**2019 Staff Recommended Operating Budget \$3.1M**



Refer to [Appendix 2](#) (page 23) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**

- 24** Respond to **100%** of calls to the OEM within 15 minutes of initiation
- Maintain **100%** compliance with the City of Toronto Municipal Code, Chapter 59 Emergency Management
- Maintain **100%** compliance with the Provincial Emergency Management and Civil Protection Act
- Ensure at least **90%** of City division's business continuity plans are up to date
- Ensure **100%** of Emergency Operating Centres requests are appropriately staffed within 15 minutes during regular hours

Refer to [Appendix 3](#) (page 25) for a complete list of the 2019 Staff Recommended Service Levels for this Service.  
 Source of Image: [www.icons8.com](http://www.icons8.com)

**Service Performance Measures**

**Divisions with a current Business Continuity Plan**



**Responses to all calls within 15 minutes of initiation**



- The OEM is responsible for developing Business Continuity Plans for the City of Toronto's divisions as well as preparing residents for emergencies. As of 2018, all City divisions have an updated Business Continuity Plan that will be maintained annually and practiced with an exercise program.
- This measure indicates the percentage of on-call responses to all calls received by the Office of Emergency Management within 15 minutes of initiation.
- Calls have been responded to within the target time and the Program expects to achieve 100% from 2019 onwards.

## 2018 OPERATING PERFORMANCE

### 2018 Service Performance

#### Key Service Accomplishments:

- Provided ongoing Infrastructure and Development Services support and co-ordination of various modernization/ transformation projects, including: Payroll Transformation, Employee & Manager Self Service, Supply Chain Management, Success Factors, etc.
- Processed over 60,000 payables and purchasing documents with a value exceeding \$1 billion
- Issued over 60,000 customer invoices and credit notes and processed over \$195 million in accounts receivable transactions
- Processed bi-weekly payroll files for over 6,200 employees, requiring 587,344 payroll line entries
- Conducted more than 150 public consultation events to support Infrastructure and Development Services projects
- Processed over 1,650 staff requisitions and over 500 organizational change requests
- Prepared monthly information reports for the Infrastructure and Development Services Divisions to support operations
- Distributed 15,000 multilingual emergency preparedness publications to the public and City Divisions
- Reviewed 1,269 special event emergency plans, with 113 of these events having over 5,000 attendance
- Managed short-term emergency accommodations for 194 people in 2018, totalling 905 accommodation nights
- Implemented Cloud-based Disaster LAN Emergency Operation Centre Software, which has significantly improved the tracking of Emergency Social Services responses, 24/7 standby responses, and connecting Agencies, Boards and Commissions who are not on the City network to the Emergency Operations Centre
- Updated the City's five-year capital program, along with integration of the capital programs of other agencies and utilities

### Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$0.373 million gross and \$0 net for 3.0 positions in the Public Consultation Unit, funded by the capital work programs in Transportation Services and Toronto Water. These positions have been filled and will be engaging the public in 2019 to support the Basement Flooding Protection Program, Local Road Resurfacing Program as well as the Streetcar Way and Special Projects.

## 2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	17,881.7	19,951.9	18,504.7	21,870.4	1,918.5	9.6%
Materials & Supplies	424.5	769.1	421.4	720.5	(48.6)	(6.3%)
Equipment	192.3	200.4	76.0	313.1	112.7	56.2%
Service and Rent	713.1	2,269.7	890.4	1,524.8	(744.9)	(32.8%)
Contribution To Capital						
Contribution To Reserves/Reserve Funds	130.5	130.5	130.5	108.8	(21.7)	(16.6%)
Other Expenditures	0.4					
Inter-Divisional Charges	582.0	593.9	656.7	727.1	133.2	22.4%
<b>Total Gross Expenditures</b>	<b>19,924.5</b>	<b>23,915.5</b>	<b>20,679.7</b>	<b>25,264.6</b>	<b>1,349.1</b>	<b>5.6%</b>
Inter-Divisional Recoveries	8,090.9	8,771.3	8,345.9	8,263.3	(508.0)	(5.8%)
Provincial Subsidies	225.0	225.0	225.0	225.0		
Federal Subsidies						
Other Subsidies						
User Fees & Donations	11.2	10.0	5.0	10.0		
Licences & Permits Revenue						
Transfers From Capital	2,383.0	2,944.7	2,498.7	5,359.1	2,414.4	82.0%
Contribution From Reserves/Reserve Funds						
Sundry and Other Revenues	797.2	2,757.4	941.7	2,200.1	(557.3)	(20.2%)
<b>Total Revenues</b>	<b>11,507.4</b>	<b>14,708.4</b>	<b>12,016.2</b>	<b>16,057.6</b>	<b>1,349.1</b>	<b>9.2%</b>
<b>Total Net Expenditures</b>	<b>8,417.1</b>	<b>9,207.0</b>	<b>8,663.4</b>	<b>9,207.0</b>	<b>(0.0)</b>	<b>(0.0%)</b>
<b>Approved Positions</b>	<b>190.4</b>	<b>200.1</b>	<b>189.1</b>	<b>211.1</b>	<b>11.0</b>	<b>5.5%</b>

\* Year-End Projection Based on Q3 2018 Variance Report

Policy, Planning, Finance & Administration is projecting to have a favourable variance of \$0.544 million at year-end, primarily due to staff vacancies and the pacing of the Metrolinx Regional Express Rail project, subsequently impacting the recoveries for staff supporting various capital projects, inter-divisional recoveries for administrative services, and third-party recoveries.

For additional information regarding the 2018 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, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

## Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- Policy, Planning, Finance & Administration does not expect the under expenditure in salaries and benefit expenditures experienced in 2018 to continue as the Program is actively filling the vacancies.
- In 2018 the Major Capital Infrastructure Coordination (MCIC) Office did not experience the anticipated flow of permit applications from Metrolinx that had been expected, due to delays by Metrolinx with their GO Expansion (Regional Express Rail) Program. Because the submissions were received by the City at a slower pace than anticipated, PPF&A spent and recovered only \$0.451 million in 2018. The balance of the work has been shifted into 2019 for completion based on revised schedules received from Metrolinx.



## ISSUES FOR DISCUSSION

## ISSUES IMPACTING THE 2019 BUDGET

### 2019 Budget Overview

#### Operating:

- The Policy, Planning, Finance & Administration 2019 Staff Recommended Operating Budget is \$25.264 million gross and \$9.207 million net, representing a 0% increase from the 2018 Approved Net Operating Budget.
- Base budget pressures are mainly attributed to inflationary increases in salaries and benefits as well as impacts from capital projects such as annual fees to maintain the T.O. INview software used by the Major Capital Infrastructure Coordination office and the DisasterLAN cloud migration completed by the Office of Emergency Management.
- Offsetting the above pressures are increased recoveries from Toronto Water, Toronto Building and Solid Waste Management for the provision of financial and administrative services.
- 2.0 temporary positions will be added to the base budget of PPF&A to support Metrolinx's Light Rail Transit project. The salary and non-salary costs for these positions total \$0.312 million and are fully funded by Metrolinx.
- The 2019 Staff Recommended Operating Budget for Policy, Planning, Finance & Administration provides new funding of \$0.718 million gross, \$0 net, and 5.0 new positions.
  - 2.0 temporary positions will provide public consultation services to Transportation Services, funded by Transportation Services' capital budget. Consultation services may range from hosting drop-in events, public meetings, and online surveys, to educating the public through the use of notices, newsletters and social media. The Senior Coordinator and Coordinator will primarily support the Major Projects Unit and Cycling and Pedestrian Projects Unit as well as Neighbourhood Projects Section as needed. The two positions are budgeted at \$0.150 million gross and \$0 net.
  - In November 2018, the City of Toronto announced the creation of the Transit Expansion Office that will lead and direct the City's participation in long-term, multi-billion dollar transit network expansion projects. The office will provide end-to-end oversight and facilitation of transit expansion projects, ensuring the City's interests and priorities are reflected in the initiatives. To set up the office, a budget of \$0.568 million gross is being established under PPF&A to cover the costs of 3 new positions, professional/technical services, one-time start-up costs and ongoing operating costs. In addition, 4 positions added in 2018 through the *Operating Variance Report for the Five Months Ended May 31, 2018 EX36.17* will be transferred from the City Manager's Office to the Transit Expansion Office as part of the 2019 budget process, transferring \$0.593 million gross to the budget. The total \$1.161 million gross costs will be funded by the Corporate Initiatives capital project, resulting in a net \$0 impact to the PPF&A budget. The Transit Expansion Office plans to hire an additional Director in 2020.

## OTHER ISSUES IMPACTING THE 2019 BUDGET

### Modernization, Transformation and Innovation Initiatives

#### *DisasterLan*

- The Office of Emergency Management is modernizing their software, DisasterLAN, to migrate the system to a cloud solution. Emergency Operations Centre users and external partners such as Toronto Police Services and the Canadian Red Cross will be able to simultaneously view issues in real-time, overcoming the firewall barriers that restrict the software to City of Toronto computers.
- With a more accessible software, users will be able to log more situation reports and other incident documentation in real-time, aiding the users' knowledge of an incident in order to respond more appropriately. In addition, the cloud migration adds another layer of data backup in the event that the system is inaccessible internally as the vendor will also store the data offsite.
- The annual cost is estimated at \$0.089 million under a five year maintenance agreement.

*eTime & ESS/MSS Payroll Modernization Initiatives*

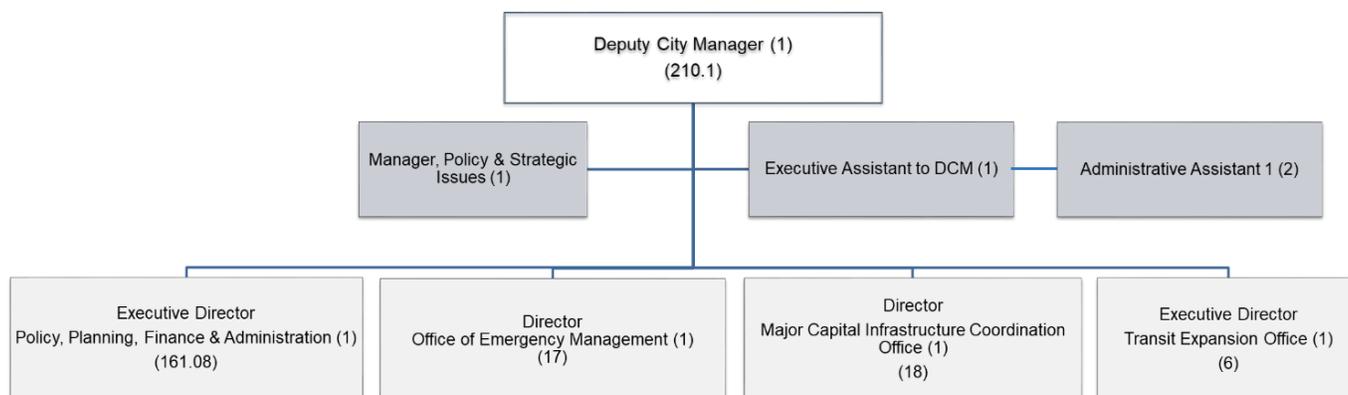
- The corporate payroll modernization project will allow for the automation of time & attendance reporting, payroll transactions and the integration/standardization of payroll technology.
- PPFA has been leading the eTime rollout within Infrastructure & Development Services by: analyzing divisional readiness, co-ordinating and supporting end-to-end implementations, gathering stakeholder feedback, recommending system enhancements and developing tailored training to support the diverse operational requirements of IDS divisions.
- The modernization will allow for employees to self-report time electronically and allow managers to electronically approve time sheets thus reducing the number of manual entries into SAP, allowing payroll assistants to focus more on review, control and compliance responsibilities.



# APPENDICES

## Appendix 1

### 2019 Organization Chart



The 2019 total staff complement includes the Deputy City Manager – Infrastructure and Development Services and staff for a total of 211.08 positions, comprising 24 capital positions and 187.08 operating positions as summarized in the table below.

### 2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	2.0	20.0	43.0	116.0	181.0
	Temporary			1.0	5.1	6.1
	<b>Total Operating</b>	2.0	20.0	44.0	121.1	187.1
Capital	Permanent	1.0	1.0	1.0	3.0	6.0
	Temporary			13.0	5.0	18.0
	<b>Total Capital</b>	1.0	1.0	14.0	8.0	24.0
<b>Grand Total</b>		<b>3.0</b>	<b>21.0</b>	<b>58.0</b>	<b>129.1</b>	<b>211.1</b>

## Appendix 2

### 2019 Operating Budget by Service

#### Organizational Effectiveness

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Organizational Effectiveness</b>								
Gross Expenditures	4,120.0	4,411.1	568.3	4,979.4	859.4	20.9%	(272.3)	(1,272.0)
Revenue	3,828.7	4,096.0	568.3	4,664.3	835.7	21.8%	(185.6)	(1,827.7)
<b>Total Net Expenditures</b>	291.3	315.1	0.0	315.1	23.8	8.2%	(86.8)	555.8
<b>Approved Positions</b>	19.8	25.7	3.0	28.7	9.0	45.6%	(0.0)	(10.0)

#### Financial Management

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Budget Planning &amp; coordination</b>								
Gross Expenditures	2,100.2	2,151.7	0.0	2,151.7	51.5	2.5%	49.1	47.5
Revenue	905.1	952.2	0.0	952.2	47.1	5.2%	17.9	13.1
<b>Net Expenditures</b>	1,195.1	1,199.5	0.0	1,199.5	4.4	0.4%	31.2	34.4
<b>Financial Transaction &amp; Payment Processing</b>								
Gross Expenditures	6,020.5	6,186.5	0.0	6,186.5	165.9	2.8%	88.8	44.2
Revenue	2,951.4	3,105.1	0.0	3,105.1	153.7	5.2%	58.4	42.9
<b>Net Expenditures</b>	3,069.2	3,081.3	0.0	3,081.3	12.2	0.4%	30.4	1.3
<b>Total</b>								
Gross Expenditures	8,120.7	8,338.2	0.0	8,338.2	217.5	2.7%	137.9	91.7
Revenue	3,856.5	4,057.4	0.0	4,057.4	200.9	5.2%	76.3	56.0
<b>Total Net Expenditures</b>	4,264.2	4,280.8	0.0	4,280.8	16.6	0.4%	61.6	35.7
<b>Approved Positions</b>	82.5	82.5	0.0	82.5	0.0		0.0	0.0

### Program Support

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Time &amp; Attendance Data Entry &amp; Reporting</b>								
Gross Expenditures	3,188.7	3,563.3	0.0	3,563.3	374.6	11.7%	22.7	10.3
Revenue	2,491.0	2,566.2	0.0	2,566.2	75.2	3.0%	31.1	22.9
<b>Net Expenditures</b>	<b>697.7</b>	<b>997.1</b>	<b>0.0</b>	<b>997.1</b>	<b>299.4</b>	<b>42.9%</b>	<b>(8.4)</b>	<b>(12.6)</b>
<b>Complement Management &amp; Reporting</b>								
Gross Expenditures	499.9	525.4	0.0	525.4	25.5	5.1%	1.4	5.2
Revenue	311.4	320.8	0.0	320.8	9.4	3.0%	3.9	2.9
<b>Net Expenditures</b>	<b>188.5</b>	<b>204.6</b>	<b>0.0</b>	<b>204.6</b>	<b>16.1</b>	<b>8.6%</b>	<b>(2.5)</b>	<b>2.3</b>
<b>Public Consultation</b>								
Gross Expenditures	1,678.6	1,659.1	149.6	1,808.7	130.1	7.7%	72.1	16.2
Revenue	2,429.1	2,460.5	149.6	2,610.0	181.0	7.5%	79.7	(91.1)
<b>Net Expenditures</b>	<b>(750.5)</b>	<b>(801.4)</b>	<b>0.0</b>	<b>(801.4)</b>	<b>(50.9)</b>	<b>6.8%</b>	<b>(7.6)</b>	<b>107.3</b>
<b>General Administration</b>								
Gross Expenditures	2,447.4	2,049.3	0.0	2,049.3	(398.1)	(16.3%)	6.6	7.2
Revenue	1,556.9	1,603.9	0.0	1,603.9	47.0	3.0%	19.5	14.3
<b>Net Expenditures</b>	<b>890.6</b>	<b>445.5</b>	<b>0.0</b>	<b>445.5</b>	<b>(445.1)</b>	<b>(50.0%)</b>	<b>(12.8)</b>	<b>(7.1)</b>
<b>Total</b>								
Gross Expenditures	7,814.6	7,797.1	149.6	7,946.7	132.1	1.7%	102.8	38.8
Revenue	6,788.3	6,951.3	149.6	7,100.9	312.6	4.6%	134.1	(51.1)
<b>Total Net Expenditures</b>	<b>1,026.3</b>	<b>845.8</b>	<b>0.0</b>	<b>845.8</b>	<b>(180.5)</b>	<b>(17.6%)</b>	<b>(31.3)</b>	<b>89.9</b>
<b>Approved Positions</b>	<b>74.9</b>	<b>74.9</b>	<b>2.0</b>	<b>76.9</b>	<b>2.0</b>	<b>2.7%</b>	<b>0.0</b>	<b>0.0</b>

### Corporate Leadership

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Corporate Leadership</b>								
Gross Expenditures	833.1	888.2	0.0	888.2	55.1	6.6%	0.9	19.3
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
<b>Total Net Expenditures</b>	<b>833.1</b>	<b>888.2</b>	<b>0.0</b>	<b>888.2</b>	<b>55.1</b>	<b>6.6%</b>	<b>0.9</b>	<b>19.3</b>
<b>Approved Positions</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>5.0</b>	<b>0.0</b>		<b>0.0</b>	<b>0.0</b>

### Emergency Management

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Emergency Management Program Development &amp; Response</b>								
Gross Expenditures	3,027.1	3,112.2	0.0	3,112.2	85.1	2.8%	65.3	51.9
Revenue	235.0	235.0	0.0	235.0	0.0		0.0	0.0
<b>Total Net Expenditures</b>	<b>2,792.1</b>	<b>2,877.2</b>	<b>0.0</b>	<b>2,877.2</b>	<b>85.1</b>	<b>3.0%</b>	<b>65.3</b>	<b>51.9</b>
<b>Approved Positions</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>	<b>18.0</b>	<b>0.0</b>		<b>0.0</b>	<b>0.0</b>

## Appendix 3

### 2019 Service Levels

### Organizational Effectiveness

Activity	Type	Sub-Type	Service Level Description	Status	2016	2017	2018	2019
Cross Divisional Planning & Coordination	Administrative support and coordination		% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
	Strategy and policy development		% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
	Implementation support		% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
Performance Measurement	Monitoring and tracking		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Monthly Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Quarterly Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Annual Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Ad hoc Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
Program Review	Service improvement		% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
	Organizational design		% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
	New business process documentation developed		% of new business process documentation developed within agreed upon timelines	Approved	100%	100%	100%	100%
	Existing business process documentation		% of business process documentation maintained at all times	Approved	100%	100%	100%	100%
	Process improvement recommendations		% of business process improvement recommendations developed within agreed upon timelines	Approved	100%	100%	100%	100%

Overall, the 2019 Service Levels are consistent with the 2018 Service Levels for Organizational Effectiveness.

## Financial Management

Activity	Type	Sub-Type	Service Level Description	Status	2016	2017	2018	2019	
Budget Planning & Coordination	Budget coordinated, prepared and submitted		% of Infrastructure and Development Services divisional budgets supported and coordinated within deadlines	Approved	100%	100%	100%	100%	
	Research, data generation, analysis and presentation		% of requests acknowledged within 2 days	Approved	95%	95%	95%	95%	
	Assistance with service planning		% of Infrastructure and Development Services plans supported and submitted within timelines	Approved	100%	100%	100%	100%	
	Management reporting and control	Monthly Variance Reports		% of reports issued within 7 days after month end	Approved	80%	80%	80%	80%
		Corporate Variance Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
Business advice and consultation			% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	
Financial Transaction & Payment Processing	Management reporting and control		% of accounts reconciled within 30 days of month end	Approved	100%	100%	100%	100%	
	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	
	Purchasing and procurement	Purchasing documents		% of documents processed in SAP within 3 business days	Approved	90%	90%	90%	90%
		Informal Calls (\$7,500 - \$50,000)		% of informal calls processed within 60 days	Approved	90%	90%	90%	90%
	Accounts payable		% of invoices confirmed for payment within 60 days	Approved	85%	85%	85%	85%	
	Accounts receivable		% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request	Approved	90%	90%	90%	90%	
	Collect and process customer payments	Collection		% of undisputed accounts receivable collected within agreed upon payment terms	Approved	70%	70%	70%	70%
		Deposit		% of customer payments deposited by the next business day	Approved	100%	100%	100%	100%
		Account updates		% of accounts updated within 5 business days upon receipt of supporting documents	Approved	90%	90%	90%	90%
Collects and process customer deposits and prepare refunds for payment	Customer deposits		% of customer deposits processed within 48 hours of receipt	Approved	100%	100%	100%	100%	
	Refunds		% of completed refund requests processed within 10 business days of receipt	Approved	90%	90%	90%	90%	

Overall, the 2019 Service Levels are consistent with the 2018 Service Levels for Financial Management.

## 2019 Service Levels - Continued

### Program Support

Activity	Type	Sub-Type	Service Level Description	Status	2016	2017	2018	2019
Time & Attendance - Data Entry & Reporting	Payroll Advice & Reporting	Monthly attendance reports	% of reports provided	Approved	100%	100%	100%	100%
		Other reports	% of reports provided within 5 days	Approved	95%	95%	95%	95%
	Time and attendance - Data entry and reporting	Time sheets	% of time sheets entered	Approved	100%	100%	100%	100%
Complement Management & Reporting	Complement Management	Employee records updates	% of employee records updates completed within 2 days	Approved	95%	95%	95%	95%
		Various monthly and/or ad-hoc reports	% of reports completed within agreed upon timelines	Approved	95%	95%	95%	95%
	Client consultation/support	% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	
	Complement Management related documentation (Organizational Change Approval Form and Staff Requisition)	# of days to prepare	Approved	1	1	1	1	
Public Consultation			% of compliance to meet notification guidelines, legislated requirements, and client and program needs	Approved	100%	100%	100%	100%
General Administration	Office Space Coordination		% of client needs met within Corporate Guidelines	Approved	100%	100%	100%	N/A
	Telephony Coordination		% coordinated within 5 business days	Approved	95%	95%	95%	95%
	Courier/Mail Services		% delivered within 2 business days	Approved	90%	90%	90%	90%

Overall, the 2019 Service Levels are consistent with the 2018 Service Levels for Program Support. An adjustment has been made to the service level for office space coordination, which is no longer offered by PPF&A.

## Emergency Management

The Office of Emergency Management has been realigned under the Fire Chief & General Manager, the associated budget and business processes will be migrated in 2019.

Activity	Type	Sub-Type	Service Level Description	Status	2016	2017	2018	2019	
Emergency Management Program Development and Response	Customer Service	Communications (phone, email, material request)	% acknowledged in 1 business day and responded within 3 business days	Approved	90%	90%	90%	N/A	
	Municipal Program Requirements		% of compliance with the requirements under the Toronto Municipal Code	Approved	100%	100%	100%	100%	
	Provincial Program Requirements		% of compliance with the requirements under the Act	Approved	100%	100%	100%	100%	
	Exercise Program		Achieve % on satisfaction survey for annual exercise	Approved	80%	80%	80%	N/A	
	Public Education Program		Achieve % on satisfaction survey for public education/awareness presentations	Approved	80%	80%	80%	N/A	
	Training Program		Training Courses	Achieve % on satisfaction survey for all training courses	Approved	80%	80%	80%	N/A
			Basic Emergency Management Provincial Certificates Levels	# achieved	Approved	50	50	25	N/A
			Basic Incident Management System Provincial Certificates	# achieved	Approved	75	100	25	N/A
			Incident Management System Level 200 Provincial Certificates	# achieved	Approved	75	100	25	N/A
			Advanced Emergency Operations Centre	# achieved	Approved			6	N/A
	Business Continuity		Business Impact Analysis	% of Divisions with a business impact analysis	Approved	90%	90%	90%	90%
			Business Continuity Plan	% of Divisions with a current business continuity plan	Approved	90%	90%	90%	90%
			Tested/Exercised Business Continuity Plans	% of Divisions with tested or exercised business continuity plans in place	Approved	90%	90%	90%	90%
	OEM 24/7 On-Call	On Call Service	% of calls responded to within 15 minutes of initiation	Approved	100%	100%	100%	100%	
	Emergency Operation Centre (EOC)		Normal Hours	% of appropriate staffing at EOC within 15 minutes of requests	Approved	100%	100%	100%	100%
After Hours			% of appropriate staffing at EOC within 2 hours of requests	Approved	100%	100%	100%	100%	
Deep EOC Staffing Plan			% of 5 Deep EOC Staffing Plan	Approved	80%	80%	80%	80%	

The 2019 Service Levels of the Office of Emergency Management (OEM) were adjusted to reflect a change in the service offerings. The OEM will continue to deliver the exercise program but will no longer track the program based

on satisfaction. Instead, the OEM will track accomplishments of tasks against the Standard Operating Procedures of the Emergency Operation Centre.

Public education programs will no longer be tracked. The OEM has now partnered with community organizations to deliver public education programs and the need to track overall satisfaction is no longer required.

In addition, training programs have moved away from the provincial certification sessions, which are no longer required. To meet the needs of their stakeholders, the OEM has designed an in-house training program that can be delivered online and in-class to develop emergency preparedness skills in the emergency operation centres.

## Appendix 5

### Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities										Total			Incremental Change			
	Organizational Effectiveness		Financial Management		Program Support		Corporate Leadership		Emergency Management		\$	\$	Position #	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net				Net	Pos.	Net	Pos.
<b>Enhanced Service Priorities</b>																	
<b>Staff Initiated:</b>																	
Public Consultation Services for Transportation Services					149.6						149.6		2.0				
<b>Sub-Total Staff Initiated</b>					<b>149.6</b>						<b>149.6</b>		<b>2.0</b>				
<b>Total Enhanced Services</b>					<b>149.6</b>						<b>149.6</b>		<b>2.0</b>				
<b>New Service Priorities</b>																	
<b>Staff Initiated:</b>																	
Transit Expansion Office Setup Costs	568.3										568.3		3.0		1.0		
<b>Sub-Total Staff Initiated</b>	<b>568.3</b>										<b>568.3</b>		<b>3.0</b>		<b>1.0</b>		
<b>Total New Service Priorities</b>	<b>568.3</b>										<b>568.3</b>		<b>3.0</b>		<b>1.0</b>		
<b>Total 2019 New / Enhanced Services</b>	<b>568.3</b>				<b>149.6</b>						<b>717.9</b>		<b>5.0</b>		<b>1.0</b>		

## 2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change	
Category	Equity Impact	Program - Policy, Planning, Finance & Administration	Gross Expenditure	Revenue	Net	Approved Positions			
17895		Public Consultation Services for Transportation Initiatives							
72	Positive	<b>Description:</b>							
<p>It is proposed that Transportation Services fund two temporary (until Dec 31, 2021) dedicated staff positions within the Public Consultation Unit through Transportation Services' capital budget to deliver consultation and engagement activities. The positions consist of a Senior Consultation Coordinator and a Public Consultation Coordinator. The staff will support projects delivered by the Major Projects Unit and Cycling and Pedestrian Projects Unit as well as providing assistance to the Neighbourhood Projects Section on an as needed basis.</p> <p><b>Service Level Impact:</b></p> <p>Funding of the positions will ensure there is sufficient capacity to deliver current and future consultation activities. Studies such as Yorkdale Transportation Master Plan and Broadview Extension, along with cycling projects will require extensive consultation activities. The positions will reduce the need to rely on the services of external consultants.</p> <p><b>Equity Statement:</b></p> <p>The Public Consultation Services for Transportation Initiatives budget proposal's overall equity impact is low positive for all equity seeking groups. Access to civic engagement and community participation opportunities will be positively impacted. The Public Consultation Unit (PCU) designs and implements public consultation activities with the explicit purpose of removing barriers to participation for all residents, particularly those from equity seeking groups. The proposal requests additional resources to enhance the accessibility and inclusivity of the consultation activities that will inform the direction of many transportation initiatives in Toronto.</p> <p><b>Service:</b> Program Support</p>									
Total Staff Recommended Changes:			149.6	149.6	0.0	2.00	0.0	0.0	
<b>Staff Recommended New/Enhanced Services:</b>			<b>149.6</b>	<b>149.6</b>	<b>0.0</b>	<b>2.00</b>	<b>0.0</b>	<b>0.0</b>	

**Category:**

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

## 2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Infrastructure and Development Services  Program - Policy, Planning, Finance & Administration	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

18705	
74	No Impact

Creation of the Transit Expansion Office

**Description:**

Creation of a Transit Expansion Office to coordinate, collaboratively, between City divisions, TTC, Metrolinx and other levels of government. This office will be responsible for overseeing and facilitating all processes related to transit expansion initiatives, ensuring that the City's interests and priorities are protected and reflected in transit network expansion efforts. This office will be comprised of 4 new FTEs - Executive Director, Administrative Assistant, Director (2); as well as 4 temporary positions previously approved (2018 in-year) to lead the development of the new organizational model and resource allocations, including a detailed review of existing approved capital funded positions in place across the organization working on transit initiatives; as well as: assessing options, developing required business processes, and supporting the future implementation and change management required to transition to the new organizational model.

**Service Level Impact:**

This office will be responsible for developing a framework for coordination of transit expansion initiatives; providing a single point of channel access for all City Divisions, TTC, Metrolinx and other governments to expedite transit expansion initiatives; ensure that municipal processes with respect to transit matters are streamlined and that the City 'speaks with one voice' on transit initiatives; and negotiate with provincial and federal governments on the major issues of governance, funding legal agreements and land contributions.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Organizational Effectiveness

Total Staff Recommended Changes:	568.3	568.3	0.0	3.00	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>568.3</b>	<b>568.3</b>	<b>0.0</b>	<b>3.00</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

<b>Staff Recommended New / Enhanced Services:</b>	<b>717.9</b>	<b>717.9</b>	<b>0.0</b>	<b>5.00</b>	<b>0.0</b>	<b>0.0</b>
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**Category:**

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

## Appendix 10

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

#### 2019 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
<b>Beginning Balance</b>		59.5	59.5	59.5	59.5
Vehicle Reserve - OEM	XQ1802				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		59.5	59.5	59.5	59.5
<b>Balance at Year-End</b>		59.5	59.5	59.5	59.5

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
<b>Beginning Balance</b>		637.4	637.4	637.4	637.4
Vehicle Reserve for PPFA	XQ1401				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		637.4	637.4	637.4	637.4
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		637.4	637.4	637.4	637.4

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 * \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
<b>Beginning Balance</b>		31,921.8	31,921.8	32,030.6	32,139.4
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			108.8	108.8	108.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		31,921.8	32,030.6	32,139.4	32,248.2
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		31,921.8	32,030.6	32,139.4	32,248.2

\* Based on 9-month 2018 Reserve Fund Variance Report