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## **2019 OPERATING BUDGET BRIEFING NOTE**

### **Policy, Planning, Finance & Administration – Service Levels**

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#### **Issue/Background:**

- Budget Committee, at its meeting on February 6, 2019, in considering the 2019 Capital and Operating Budgets, requested the Executive Director, Policy, Planning, Finance and Administration, to prepare a briefing note on "Why there is no declaration of Actual Levels to compare with the Approved Service Levels referenced on pages 25 and 26 of the Briefing Notes, and a list of what those levels are".

#### **Key Points:**

- The 2019 Budget Notes for Policy, Planning, Finance and Administration included tables that articulate proposed 2019 Service Levels for Organizational Effectiveness, Financial Management, Program Support and Emergency Management (pages 25 and 26). The table also includes the approved service levels for 2016-2018. These tables have been updated to include actuals for 2016-2018 (appended as Attachment 1).
- PPF&A's service levels were established in 2012 and approved by City Council as part of the annual budget process. The Division has been focussed on developing tracking mechanisms to enable reporting and is able to provide actuals for a majority of its service levels as of 2016, however they were not included in the annual Budget Notes. On a go forward basis, PPF&A will provide actuals for comparison purposes with its annual budget submission.
- PPF&A will also be undertaking a comprehensive review of its service levels during 2019 to support service delivery and alignment with corporate and divisional priorities. Changes to service levels will be submitted to Council for approval as part of the 2020 Budget process.

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**Date:** February 8, 2019

**Policy, Planning, Finance & Administration  
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%
				Actual	100%	100%	100%	
	Strategy and policy development		% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Implementation support		% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
Performance Measurement	Monitoring and tracking		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Monthly Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Quarterly Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Annual Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Ad hoc Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
Program Review	Service improvement		% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	As Requested	As Requested	As Requested	
	Organizational design		% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	As Requested	As Requested	As Requested	
	New business process documentation developed		% of new business process documentation developed within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Existing business process documentation		% of business process documentation maintained at all times	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Process improvement recommendations		% of business process improvement recommendations developed within agreed upon timelines	Approved	100%	100%	100%	100%
				Actual	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%	
				Actual	100%	100%	100%		
	Research, data generation, analysis and presentation		% of requests acknowledged within 2 days	Approved	95%	95%	95%	95%	
				Actual	Not Available	Not Available	Not Available		
	Assistance with service planning		% of Infrastructure and Development Services plans supported and submitted within timelines	Approved	100%	100%	100%	100%	
				Actual	As Requested	As Requested	As Requested		
	Management reporting and control	Monthly Variance Reports		% of reports issued within 7 days after month end	Approved	80%	80%	80%	80%
					Actual	81%	85%	99%	
		Corporate Variance Reports		% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
					Actual	100%	100%	100%	
	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%	
				Actual	Not Available	Not Available	Not Available		

Activity	Type	Sub-Type	Service Level Description	Status	2016	2017	2018	2019
Financial Transaction & Payment Processing	Management reporting and control		% of accounts reconciled within 30 days of month end	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
				Actual	Not Available	Not Available	Not Available	
	Purchasing and procurement	Purchasing documents	% of documents processed in SAP within 3 business days	Approved	90%	90%	90%	90%
				Actual	Not Available	99%	98%	
		Informal Calls (\$7,500 - \$50,000)	% of informal calls processed within 60 days	Approved	90%	90%	90%	90%
				Actual	100%	100%	100%	
	Accounts payable		% of invoices confirmed for payment within 60 days	Approved	85%	85%	85%	85%
				Actual	88%	91%	90%	
	Accounts receivable		% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request	Approved	90%	90%	90%	90%
				Actual	Not Available	94%	99%	
	Collect and process customer payments	Collection	% of undisputed accounts receivable collected within agreed upon payment terms	Approved	70%	70%	70%	70%
				Actual	Not Available	68%	69%	
		Deposit	% of customer payments deposited by the next business day	Approved	100%	100%	100%	100%
				Actual	Not Available	87%	98%	
		Account updates	% of accounts updated within 5 business days upon receipt of supporting documents	Approved	90%	90%	90%	90%
				Actual	Not Available	91%	100%	
	Collect 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%
				Actual	100%	98%	100%	
Refunds		% of completed refund requests processed within 10 business days of receipt	Approved	90%	90%	90%	90%	
			Actual	100%	100%	99%		

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

### 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%
				Actual	100%	100%	100%	
		Other reports	% of reports provided within 5 days	Approved	95%	95%	95%	95%
				Actual	95%	95%	95%	
	Time and attendance - Data entry and reporting	Time sheets	% of time sheets entered	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
Complement Management & Reporting	Complement Management	Employee records updates	% of employee records updates completed within 2 days	Approved	95%	95%	95%	95%
				Actual	95%	95%	95%	
	Various monthly and/ or ad-hoc reports		% of reports completed within agreed upon timelines	Approved	95%	95%	95%	95%
				Actual	95%	95%	95%	
	Client consultation/support		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
				Actual	Not Available	Not Available	Not Available	
Complement Management related documentation (Organizational Change Approval Form and Staff Requisition)		# of days to prepare	Approved	1	1	1	1	
			Actual	1	1	1		
Public Consultation			% of compliance to meet notification guidelines, legislated requirements, and client and program needs	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
General Administration	Office Space Coordination		% of client needs met within Corporate Guidelines	Approved	100%	100%	100%	N/A
				Actual	As Requested	As Requested	As Requested	
	Telephony Coordination		% coordinated within 5 business days	Approved	95%	95%	95%	95%
				Actual	95%	95%	95%	
	Courier/Mail Services		% delivered within 2 business days	Approved	90%	90%	90%	90%
				Actual	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, and 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
				Actual	100%	100%	100%	
	Municipal Program Requirements		% of compliance with the requirements under the Toronto Municipal Code	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Provincial Program Requirements		% of compliance with the requirements under the Act	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
	Exercise Program		Achieve % on satisfaction survey for annual exercise	Approved	80%	80%	80%	N/A
				Actual	80%	85%	Not Applicable	
	Public Education Program		Achieve % on satisfaction survey for public education/awareness presentations	Approved	80%	80%	80%	N/A
				Actual	80%	80%	Not Applicable	
	Training Program	Training Courses	Achieve % on satisfaction survey for all training courses	Approved	80%	80%	80%	N/A
				Actual	80%	85%	Not Applicable	
		Basic Emergency Management Provincial Certificates Levels	# achieved	Approved	50	50	25	N/A
				Actual	Not Applicable	Not Applicable	Not Applicable	
		Basic Incident Management System Provincial Certificates	# achieved	Approved	75	100	25	N/A
				Actual	Not Applicable	Not Applicable	Not Applicable	
		Incident Management System Level 200 Provincial Certificates	# achieved	Approved	75	100	25	N/A
				Actual	30%	Not Applicable	Not Applicable	
		Advanced Emergency Operations Centre	# achieved	Approved			6	N/A
				Actual			1	
	Business Continuity	Business Impact Analysis	% of Divisions with a business impact analysis	Approved	90%	90%	90%	90%
				Actual	100%	100%	100%	
		Business Continuity Plan	% of Divisions with a current business continuity plan	Approved	90%	90%	90%	90%
				Actual	91%	92%	100%	
	Tested/Exercised Business Continuity Plans	% of Divisions with tested or exercised business continuity plans in place	Approved	90%	90%	90%	90%	
			Actual	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%
				Actual	100%	98%	100%	
	Emergency Operation Centre (EOC)	Normal Hours	% of appropriate staffing at EOC within 15 minutes of requests	Approved	100%	100%	100%	100%
				Actual	100%	100%	100%	
After Hours		% of appropriate staffing at EOC within 2 hours of requests	Approved	100%	100%	100%	100%	
			Actual	100%	100%	100%		
Deep EOC Staffing Plan		% of 5 Deep EOC Staffing Plan	Approved	80%	80%	80%	80%	
	Actual		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 Operations 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 operations centres.