

# 2020 Program Summary

## City Manager's Office

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### What we do

We lead the municipal administration and provide guidance and advice to Council on matters such as strategic direction and alignment, intergovernmental relations and community/agency partnerships, communications, the Toronto Public Service workforce and equity and strategic alliances. In addition, the City Manager's Office administers the Indigenous Affairs Office, and delivers the following services:

- Executive Management
  - Strategic & Corporate Policy,
  - Strategic Communications,
  - People & Equity; and
  - Strategic Partnerships
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### Why we do it

To ensure whole of government leadership, advice and coordination for the City's governance, agency/corporations, strategic policies, initiatives, and programs requiring interdivisional/intergovernmental oversight are managed with appropriate municipal responses.

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### Who we serve

- Mayor and City Council
- City Manager & Deputy City Managers
- City/Agency Staff
- Indigenous communities
- Public and local businesses
- Media
- Union & Associations

#### **Beneficiaries**

- Other Orders of Government
  - Residents
  - Businesses
  - Potential Job Applicants
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## Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$5.4	\$4.3	\$3.8	The City Manager's Office does not have a capital budget.			
Gross Expenditures	\$63.4	\$65.3	\$66.6				
Net Expenditures	\$58.0	\$61.0	\$62.8				
Approved Positions	466.0	465.0	462.0				

## Key service outcomes

Outcomes	Description
<b>Quality and cost effective programs and services delivered to residents and businesses of Toronto</b>	Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services that meet the diverse needs of residents and businesses, including Indigenous communities.
<b>Diverse, high performing, adaptive and productive workforce</b>	Attract and retain a highly skilled, high performing, diverse workforce; develop and maintain harmonious working relationships among managers, employees, unions and staff associations; provide leadership and advice in support of injury and illness prevention, effective disability management and return to work, health and safety policy and program development and legislative compliance; lead corporate learning initiatives; provide change management support for transformational organization change initiatives; provide strategic workforce planning and reporting; provide advice and implement strategies to reflect the public we serve, respond to the needs of a diverse population and remove barriers to meet current and future needs of the City.
<b>Accountable and Effective Governance, delivery of Council's Directions and City Manager's Priorities</b>	Provide whole of government leadership and advice to the City Manager, Senior Leadership Team, Mayor and Council on strategic planning, municipal governance, accountability, performance management and corporate policies and strategies to achieve Council and the City's priorities.
<b>Centralized communications function</b>	Centralize all communications and marketing capabilities to deliver high quality and proactive communications that focuses on storytelling, proving information to residents, visitors, businesses and employees on their terms, and using channels based on measurement data.

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Learning Events Completed	15,905	14,000	14,000	
	Annual Lost Time Injuries	1,109	1,050	930	
	Respond to media inquiries within 24 hours (%)	98	100	100	

## Our experience and success

- Delivered the Resilience Strategy report
- Released Corporate Strategic Plan
- Established new Council governance model including Community Council boundaries, committees and public and Council appointments to respond to 26 member Council
- Launched a new HR information system (SuccessFactors) to modernize recruitment and streamline processes
- Launched Policy Excellence program and Community of Practice
- Recruited and appointed new Integrity Commissioner and extended Lobbyist Registrar

## Key challenges and risks

- Advance the City's interest and priorities through aligned decision-making, coordinated advocacy and engagement with other orders of governments and Indigenous communities and pursuit of partnerships/relationships with universities, not-for-profit organizations and other institutions.
- Negotiate collective agreements with CUPE Locals 79 and 416
- Council direction for ongoing governance and legislative reviews including Charter City, electoral reform, establishment and delegation of authorities to members, Community Councils and public bodies
- Consolidate communication and marketing functions across the City

## Priority actions

- Maintain relationships with Federal/Provincial governments, participate in municipal associations (e.g., FCM, LUMCO), engage and involve Indigenous communities and stakeholders
- Establish bargaining teams, provide support and participate in meetings with unions to negotiate settlement
- Implement phased approach, engage divisions and work with the City's Senior Leadership Team to establish clear priorities
- Deliver corporate performance management system

## Our key service levels



Respond to requests for issues management advice within the same day, 95% of the time



95% of corporate issues responded to within 24 hours



Satisfactorily respond to requests for accessibility advice within 48 hours 90% of the time

## Key service deliverables

- Deliver a corporate learning program that aligns with business priorities
- Support safe and healthy workplace through initiatives such as Mental Health Strategy, Workplace Violence, Musculoskeletal Disorders (MSD) Prevention
- Enhance relationships and engagement with Indigenous communities directly and indirectly through supporting divisions across the Toronto Public Service
- Manage day-to-day grievance, mediation and arbitration processes
- Manage the high volume of ongoing recruitment and compensation activity
- Support a more diverse workforce and foster an equitable and inclusive workplace culture that will better equip the Toronto Public Service to meet the needs, inspire confidence and build the trust of the people and businesses the City serves
- Develop and implement communications strategies/plans to respond to internal and external audiences with respect to communications planning, media relations and issues management, digital communications, advertising and brand management
- Investigate potential new corporate, institutional and philanthropic partnerships
- Advance the City's key funding, legislative, and policy priorities through intergovernmental advocacy, engagement with other orders of government and leveraging strategic alliances

## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for City Manager Services of \$63.4 million gross, \$58.0 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Executive Management	2,927.0	0.0	2,927.0
Strategic & Corporate Policy	4,291.5	1,333.2	2,958.6
Strategic Communications	8,356.1	1,108.8	7,247.3
People & Equity	46,988.6	2,825.7	44,163.0
Strategic Partnerships	840.0	134.9	705.1
<b>Total Program Budget</b>	<b>63,403.2</b>	<b>5,402.6</b>	<b>58,000.7</b>

2. City Council approve the 2020 staff complement for City Manager's Office of 466 positions, comprising 5 capital positions and 461 operating positions .

# **2020 OPERATING BUDGET**

## 2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Executive Management	466.7	1,659.2	0.0		0.0	(1,659.2)	(100.0%)
Strategic & Corporate Policy	577.8	133.7	1,333.2		1,333.2	1,199.5	896.9%
Strategic Communications	1,174.9	1,210.6	1,108.8		1,108.8	(101.9)	(8.4%)
People & Equity	4,411.0	4,123.6	2,825.7		2,825.7	(1,297.9)	(31.5%)
Strategic Partnership	296.3	126.0	134.9		134.9	8.9	7.1%
<b>Total Revenues</b>	6,926.8	7,253.2	5,402.6	0.0	5,402.6	(1,850.6)	(25.5%)
<b>Expenditures</b>					0.0		
Executive Management	3,927.9	3,698.8	2,927.0		2,927.0	(771.8)	(20.9%)
Strategic & Corporate Policy	3,632.7	2,904.5	4,291.5		4,291.5	1,387.1	47.8%
Strategic Communications	7,245.5	7,633.3	8,043.7	312.4	8,356.1	722.8	9.5%
People & Equity	43,150.1	44,529.6	46,670.4	318.2	46,988.6	2,459.1	5.5%
Strategic Partnership	992.5	854.4	840.0		840.0	(14.4)	(1.7%)
<b>Total Gross Expenditures</b>	58,948.8	59,620.5	62,772.6	630.6	63,403.2	3,782.7	6.3%
<b>Net Expenditures</b>	52,022.0	52,367.3	57,370.0	630.6	58,000.7	5,633.3	10.8%
<b>Approved Positions</b>	456.0	444.0	463.0	3.0	466.0	22.0	5.0%

\*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2020 Base Budget** expenditures of \$62.8 million gross reflecting an increase of \$3.2 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases due to progression pay, 1 extra working day in 2020 and annualization of 2019 vacancies.
- Service and Rent expenses resulting from Council's authority to host the Federation of Canadian Municipalities (FCM) and International City/County Management Association (ICMA) Conference to be held in 2020. The expense for the conferences is funded from the Corporate Conference Reserve and 3<sup>rd</sup> party sponsorships, for a net \$0.

The 2020 Base Budget expenditure excluding the expenses for the FCM and ICMA Conference results in an increase of \$1.9 million gross or 3.1% in spending above the 2019 projected year-end actuals.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$0.631 million gross, enabling:

- Creation of an Intersectional Gender Equity Strategy and Gender Equity Unit (\$0.218 million)
- Developing and delivering additional Indigenous Cultural Competency Training courses to the City workforce (\$0.100 million)
- Implementation of recommendations from the Communications Review (\$0.312 million)

### EQUITY IMPACTS OF BUDGET CHANGES

**Increasing equity for Indigenous people and women:** The City Manager's Office 2020 Operating Budget includes a \$0.218 million investment which will have a positive impact on diverse women, girls, trans and non-binary people by improving City services and programs through an intersectional Gender Equity Strategy & Unit. This investment supports the Council direction to create a Gender Equity Strategy and Gender Equality Office for Toronto. It also includes a \$0.100 million investment which will have a positive impact on Indigenous communities by improving City services and programs through the creation of additional Indigenous Cultural Competency Training. This investment supports the City's Statement of Commitment to Indigenous Communities from 2010 and the Truth and Reconciliation Calls to Action.

**Implementation of Communications Review** results in no significant equity impact.

**2020 OPERATING BUDGET KEY DRIVERS**

The 2020 Operating Budget for City Manager's Office is \$3.8 million gross or 6.3% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	54,963.6	54,892.4	56,953.9	2,061.5	3.8%
2	Materials & Supplies	90.8	85.7	146.5	60.8	71.0%
3	Equipment	137.3	231.4	261.9	30.5	13.2%
4	Service and Rent	3,658.3	4,286.1	5,309.4	1,023.3	23.9%
5	Contribution To Capital					
6	Contribution To Reserves	93.4	125.0	101.0	(24.0)	-19.2%
7	Other Expenditures	5.4				
Total Expenditures		58,948.8	59,620.5	62,772.6	3,152.1	5.3%
Revenues						
1	Interdivisional Recoveries	3,226.5	3,232.7	3,124.3	(108.4)	-3.4%
2	Grants & Subsidies	237.9	1,220.2		(1,220.2)	-100.0%
3	Contributions from Reserves		133.7	833.2	699.5	523.0%
4	Transfers From Capital	2,754.9	1,853.9	662.6	(1,191.4)	-64.3%
5	Other Revenues	707.5	812.6	782.5	(30.1)	-3.7%
Total Revenues		6,926.8	7,253.2	5,402.6	(1,850.6)	-25.5%
Net Expenditures		52,022.0	52,367.3	57,370.0	5,002.7	9.6%

\*2018 Actual and 2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries.

**Salaries & Benefits:**

- Progression pay, extra working day in 2020 and annualization for positions filled late in 2019

**Service and Rent:**

- Expenses related to the hosting of the Federation of Canadian Municipalities (FCM) and International City/County Management Association (ICMA) 2020 Conferences funded from the Corporate Conference Reserve and 3<sup>rd</sup> party recoveries for a net \$0.

**Grants & Subsidies:**

- Reversal of funding from the Bloomberg Philanthropies' Innovation Team Program for the Civic Innovation Team, which will end December 31, 2019.

**Contribution from Reserves:**

- Recovery from the Corporate Conference Reserve for the hosting of the FCM and ICMA 2020.

**Transfers from Capital:**

- Net deletion of 7 temporary capital positions resulting from the completion of capital projects.

**Table 2b: Efficiencies / Savings**

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Reduction in salaries & benefits for vacancy experience	Line by Line	-	(579.0)	(579.0)	-	(579.0)	(579.0)	-	(579.0)	(579.0)	-
<b>Budget Increase/(Decrease)</b>		<b>-</b>	<b>(579.0)</b>	<b>(579.0)</b>	<b>-</b>	<b>(579.0)</b>	<b>(579.0)</b>		<b>(579.0)</b>	<b>(579.0)</b>	

**The 2020 Operating Budget** includes \$0.579 million in gross expenditures reductions as part of the internal budget review as follows:

***Line by Line Savings***

- A review of salaries and benefits for vacancy experience results in a reduction of \$0.579 million.

**AG Recommendations**

- In response to two Auditor General reports on City training in 2015, management implemented measures to address audit recommendations that have achieved ongoing service efficiencies from course cancellations when there is low attendance and by automated course evaluations.



Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
Create an Intersectional Gender Equity 1 Strategy & Unit		218.2	218.2	2.0	343.5	High
Develop & Deliver additional Indigenous 2 courses		100.0	100.0	0.0	100.0	Medium
Implementation of Communications 3 Review		312.4	312.4	1.0	321.5	No Impact
Total New / Enhanced		630.6	630.6	3.0	765.1	

### Create an Intersectional Gender Equity Strategy & Gender Equity Unit

Funding of \$0.218 million will create a strategy to demonstrate the City of Toronto's commitment to eliminating intersectional gender inequities experienced by Torontonians, and will allow for the development of new partnerships to shift the landscape, and track progress on reducing and/or eliminating gender inequities in the City, while ensuring public transparency and accountability.

### Develop and deliver additional Indigenous Cultural Competency Training

Funding of \$0.100 million will develop and deliver Indigenous course to participants to support and deliver concrete skills and practices to enable them to effectively implement the City's commitment to Indigenous peoples and prioritize the Truth and Reconciliation Commission's Calls to Action.

### Implementation of Communications Review

Funding of \$0.312 million will enable the beginning of implementation of the outcome of the communication review. Recommendations of the review are to centralize current Strategic Communications and embedded teams; Consolidate all communications and marketing budgets –including funds for project development and execution; Establish senior management team with clear accountability to deliver on a new vision and mission for communications and marketing at the City; Shift from generalist model to focus on specific skills and capabilities; Modernize with new measurement and research team, capabilities and tools; and Shift from fairly flat to more graduated organizational design.

### Note:

1. For additional information on 2020 key cost drivers refer to [Appendix 1](#).

**2021 & 2022 OUTLOOKS****Table 3: 2021 and 2022 Outlooks**

<b>(\$000s)</b>	<b>2019 Projected Actual*</b>	<b>2020 Budget</b>	<b>2021 Outlook</b>	<b>2022 Outlook</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Revenues	7,253.2	5,402.6	4,261.2	3,827.1
Gross Expenditures	59,620.5	63,403.2	65,306.8	66,636.2
<b>Net Expenditures</b>	<b>52,367.3</b>	<b>58,000.6</b>	<b>61,045.6</b>	<b>62,809.0</b>
<b>Approved Positions</b>	<b>444.0</b>	<b>466.0</b>	<b>465.0</b>	<b>462.0</b>

\*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

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## Key 2021 drivers

### Impacts of 2020 decisions

- Annualization of salaries and benefits for new positions created in 2020

### Salaries and Benefits

- Inflationary increases in salaries and benefits
- 1 temporary position created in 2019 to lead project management for FCM and ICMA will be deleted in January 2021.

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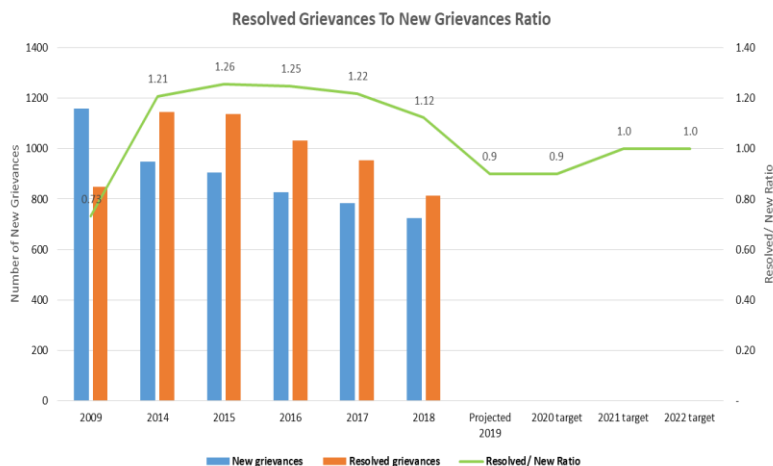
## Key 2022 drivers

### Salaries and Benefits

- Inflationary increases in salaries and benefits
  - 3 temporary capital positions to support Phase 2 of the Workforce Business Intelligence capital project will be deleted in 2022.
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## How well we are doing

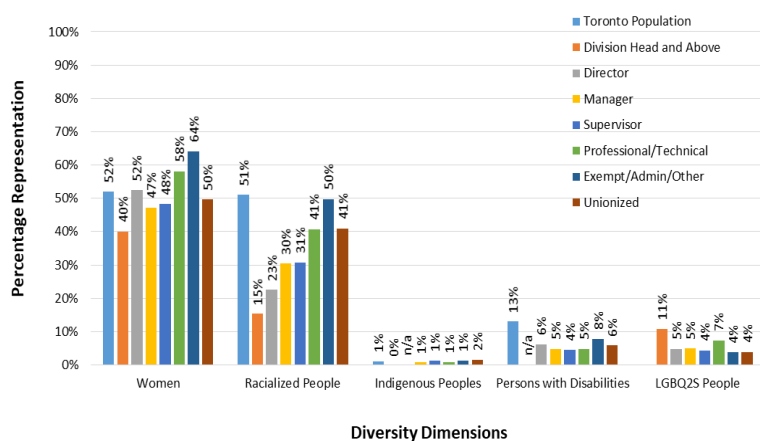
### Performance measures



### Behind the numbers

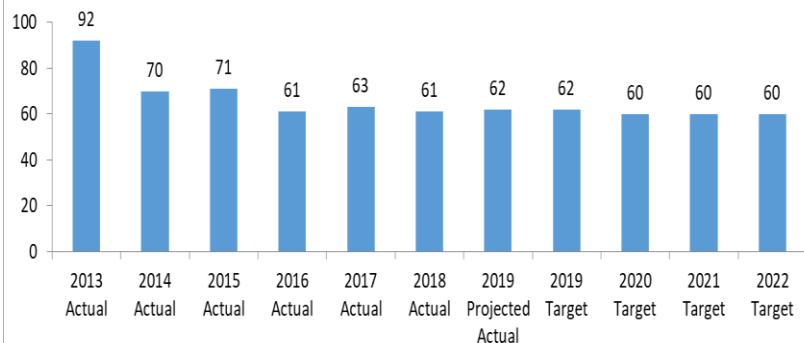
- New grievance management process contributes to reduction in grievances as more cases are resolved through mediation instead of progressing to arbitration.

### Diversity in the Toronto Population vs. All Levels of the TPS Workforce



- Toronto Public Service reflects the diversity of the public it serves

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



- The implementation of SuccessFactors in 2019 is anticipated to reduce hiring times and modernize the hiring process.

# APPENDICES

## Appendix 1

### 2020 Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual**	2020 Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Grants & Subsidies	234.9	237.7	500.0	1,220.2		(1,220.2)	(100.0%)
User Fees & Donations							
Licences & Permits Revenue							
Transfers From Capital	2,860.2	2,754.9	2,625.1	1,853.9	662.6	(1,191.3)	(64.3%)
Contribution From Reserves/Reserve Funds				133.7	833.2	699.5	523.2%
Sundry and Other Revenues	1,161.5	707.5	541.9	812.6	782.5	(30.1)	(3.7%)
Inter-Divisional Recoveries	3,028.2	3,226.5	2,468.9	3,232.7	3,124.3	(108.4)	(3.4%)
<b>Total Revenues</b>	<b>7,284.8</b>	<b>6,926.6</b>	<b>6,135.9</b>	<b>7,253.1</b>	<b>5,402.6</b>	<b>(1,850.5)</b>	<b>(25.5%)</b>
Salaries and Benefits	52,712.0	54,963.6	50,642.5	54,892.4	57,422.5	2,530.1	4.6%
Materials & Supplies	86.8	90.9	159.1	85.7	146.5	60.8	71.0%
Equipment	64.2	137.3	109.6	231.4	273.9	42.5	18.4%
Service and Rent	2,847.0	3,658.3	3,405.7	4,286.1	5,459.4	1,173.3	27.4%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	93.1	93.4	93.1	125.0	101.0	(24.0)	(19.2%)
Other Expenditures		5.4					
Inter-Divisional Charges							
<b>Total Gross Expenditures</b>	<b>55,803.1</b>	<b>58,948.9</b>	<b>54,410.0</b>	<b>59,620.6</b>	<b>63,403.2</b>	<b>3,782.6</b>	<b>6.3%</b>
<b>Net Expenditures</b>	<b>48,518.3</b>	<b>52,022.3</b>	<b>48,274.1</b>	<b>52,367.5</b>	<b>58,000.6</b>	<b>5,633.1</b>	<b>10.8%</b>
<b>Approved Positions</b>	<b>438.0</b>	<b>456.0</b>	<b>444.0</b>	<b>444.0</b>	<b>466.0</b>	<b>22.0</b>	<b>5.0%</b>

\* Actuals and 2019 Budget adjusted retroactively to remove non-rate, non-federal/provincial funded interdepartmental charges and recoveries

\*\* Year-End Projection Based on Q3 2019 Variance Report

## Appendix 2

### Summary of 2020 Service Changes

N/A

## Appendix 3

### Summary of 2020 New / Enhanced Service Priorities Included in Budget

## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20405		Creating an Intersectional Gender Equity Strategy & Unit						
74	Positive	Description:						

Request for approval to create a Gender Equity unit to: develop an Intersectional Gender Equity Strategy; develop an external advisory body; and conduct community consultations. In order for the Gender Equity Strategy to be successful, dedicated staff and resources are needed within the People & Equity Division to ensure organizational capacity in embedding a gender equity lens which would be contemplated in the development of a Gender Equity Strategy. The request is to create two dedicated resource positions to develop the Gender Equity Strategy and provide funding \$'s to support community consultation process (for example printing of engagement materials, room rentals, catering etc.). The Gender Equity unit would be responsible to: solicit public input from diverse women, girls, trans and non-binary Torontonians to determine priorities and outcome measures; ensure alignment across divisional and corporate-wide initiatives aimed at addressing gender inequities; identify key strategic priorities and recommended implementation plan; develop a results-based accountability framework to measure progress; and establish partnerships with key sectors including private, other levels of government and non-profit organizations.

### Service Level Impact:

Current State: Cannot develop Gender Strategy with current staffing level and expertise within Equity, Diversity & Human Rights (EDHR). Current budget does not have required \$'s for fulsome community consultations which is needed for this initiative. Currently, the City does not have a coordinated strategy for improving service delivery and employment opportunities for women and girls, trans and non-binary people at the City. Future State: Improved outcomes in the lives of women and girls, trans and non-binary people through the delivery of city programs and services. Several of the existing equity strategies identified by Council provide an opportunity to establish actions and performance measures to address the specific needs and inequities experienced by diverse women, girls, trans and non-binary people in Toronto.

### Equity Statement:

The creating an Intersectional Gender Equity Strategy and Gender Equity Unit budget proposal's overall equity impact is medium positive. Women, girls, trans and non-binary individuals make up more than 52 percent of Toronto's population. They are as diverse as the City in terms of their ethnicity, race, age, religion, immigration status, ability, sexual orientation and income. Yet, they face disproportionately higher rates of violence, greater poverty including more precarious employment, lower wages, religious discrimination based on attire, and are underrepresented in political and professional leadership positions. Addressing intersectional gender inequities in City of Toronto programs, service delivery, outcomes and workforce initiatives will help to decrease inequities experienced by diverse women, girls, trans and non-binary people in the City of Toronto.

**Service:** People Equity & Human Rights

#### Category:

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

74 - New Services  
75 - New Revenues



## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended Changes:	218.2	0.0	218.2	2.00	125.3	9.6
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Approved:	218.2	0.0	218.2	2.00	125.3	9.6
		<b>Staff Recommended:</b>	<b>218.2</b>	<b>0.0</b>	<b>218.2</b>	<b>2.00</b>	<b>125.3</b>	<b>9.6</b>
		<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<b>Council Approved New/Enhanced Services:</b>	<b>218.2</b>	<b>0.0</b>	<b>218.2</b>	<b>2.00</b>	<b>125.3</b>	<b>9.6</b>

20613	Develop and deliver add'l Indigenous courses	
74	Positive	<b>Description:</b> Requesting \$0.1M in 2020 to develop and deliver the following new Indigenous course offerings: Indigenous Cultural Competency Training (ICCT) 2.0, Full Day classroom course and Half Day classroom course.
		<b>Service Level Impact:</b> The current state is a 1 full day 'Indigenous Cultural Competency Training: from Truth to ReconciliAction' classroom course. This course provides an introduction to the history of Indigenous peoples with a focus on the traditional territories and treaties in and around Toronto, examines the legacy and contemporary impacts of residential schooling and child welfare, and provides an overview of the United Nations Declaration on the Rights of Indigenous Peoples. It also introduces the concepts of decolonization, indigenization and reconciliation. In the future there will be an inclusion of additional training modalities. The suite of Indigenous learnings would consist of the existing ICCT full day classroom course which includes: An ICCT half day classroom course; An ICCT 2.0 full day classroom course; An ICCT eLearning - This will be developed in-house by Toronto for All staff from the Corporate Learning and Leadership Development Unit, People and Equity Division; and 3 Prerequisite eLearnings (short 10-15 modules) covering (1) Power and Privilege (2) Institutional and Systemic Injustice and (3) Colonialism and Its Impacts - these prerequisites will also be developed in-house by Toronto for All staff from the Corporate Learning and Leadership Development Unit, People and Equity Division. Pre-requisites allow independent learning, which is then rounded out by the half day course.

**Category:**

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

74 - New Services  
75 - New Revenues

## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

### Equity Statement:

The Indigenous Cultural Competency Training Expansion's budget proposal's overall equity impact is medium positive. Indigenous people's access to and experience of city services will be positively impacted. Indigenous communities, as well as equity seeking groups affected by colonialism and systemic barriers, experience inequitable access to city services, city spaces, health services, employment, civic engagement, as well as a decreased sense of belonging. These groups will be positively impacted by this initiative, which aims to strengthen the skills of City staff who work directly and indirectly with the many unique Indigenous communities in the City of Toronto and beyond. Indigenous learning provides the Toronto Public Service with an opportunity to enhance their self-awareness and increase their capacity to serve and connect with the many unique Indigenous communities.

### Service: People Equity & Human Rights

Staff Recommended Changes:	100.0	0.0	100.0	0.00	0.0	0.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	100.0	0.0	100.0	0.00	0.0	0.0
<b>Staff Recommended:</b>	<b>100.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Council Approved New/Enhanced Services:</b>	<b>100.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

20637	Implementation of Communications Review
74	No Impact

### Description:

A communication review was carried out. Funding of \$0.312 million will begin to implement the outcome of the communications review.

### Category:

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

## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

### Service Level Impact:

The outcome of the communication review recommends the following: Centralize current Strategic Communications and embedded teams; Consolidate all communications and marketing budgets –including funds for project development and execution; Establish senior management team with clear accountability; Shift from generalist model to focus on specific skills and capabilities; Modernize with new measurement and research team, capabilities and tools; and Shift from fairly flat to more graduated organizational design.

### Equity Statement:

The proposal is unlikely to have an equity impact.

### Service: Strategic Communications

Staff Recommended Changes:	312.4	0.0	312.4	1.00	9.2	9.5
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	312.4	0.0	312.4	1.00	9.2	9.5
<b>Staff Recommended:</b>	<b>312.4</b>	<b>0.0</b>	<b>312.4</b>	<b>1.00</b>	<b>9.2</b>	<b>9.5</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Council Approved New/Enhanced Services:</b>	<b>312.4</b>	<b>0.0</b>	<b>312.4</b>	<b>1.00</b>	<b>9.2</b>	<b>9.5</b>

### Summary:

<b>Staff Recommended:</b>	<b>630.6</b>	<b>0.0</b>	<b>630.6</b>	<b>3.00</b>	<b>134.4</b>	<b>19.1</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</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 Revenues

## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		City Manager  Program - City Manager's Office	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Council Approved New/Enhanced Services:			630.6	0.0	630.6	3.00	134.4	19.1

**Category:**

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

74 - New Services  
75 - New Revenues

## **Appendix 4**

### **Summary of 2020 New / Enhanced Service Priorities Not Included in Budget**

N/A

## **Appendix 5**

### **2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding**

N/A

## **Appendix 6**

### **Reporting on Major Capital Projects: Status Update**

N/A

## **Appendix 7**

### **Summary of Capital Needs Constraints**

N/A

## **Appendix 8**

### **2020 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

N/A

## Appendix 9

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

#### 2020 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>			<b>1,285.0</b>	<b>601.8</b>	<b>751.8</b>
Corporate Conference Reserve	XQ0012				
<i>Withdrawals (-)</i>			(833.2)	-	-
<i>Contributions (+)</i>			150.0	150.0	150.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>601.8</b>	<b>751.8</b>	<b>901.8</b>
<b>Balance at Year-End</b>			<b>601.8</b>	<b>751.8</b>	<b>901.8</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
<b>Beginning Balance</b>			<b>29,462.0</b>	<b>26,035.0</b>	<b>22,539.7</b>
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>			(66,235.0)	(66,309.0)	(65,971.0)
<i>Contributions (+)</i>			62,707.0	62,712.7	62,722.0
			101.0	101.0	101.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>-</b>	<b>26,035.0</b>	<b>22,539.7</b>	<b>19,391.7</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>29,462.0</b>	<b>26,035.0</b>	<b>22,539.7</b>	<b>19,391.7</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.