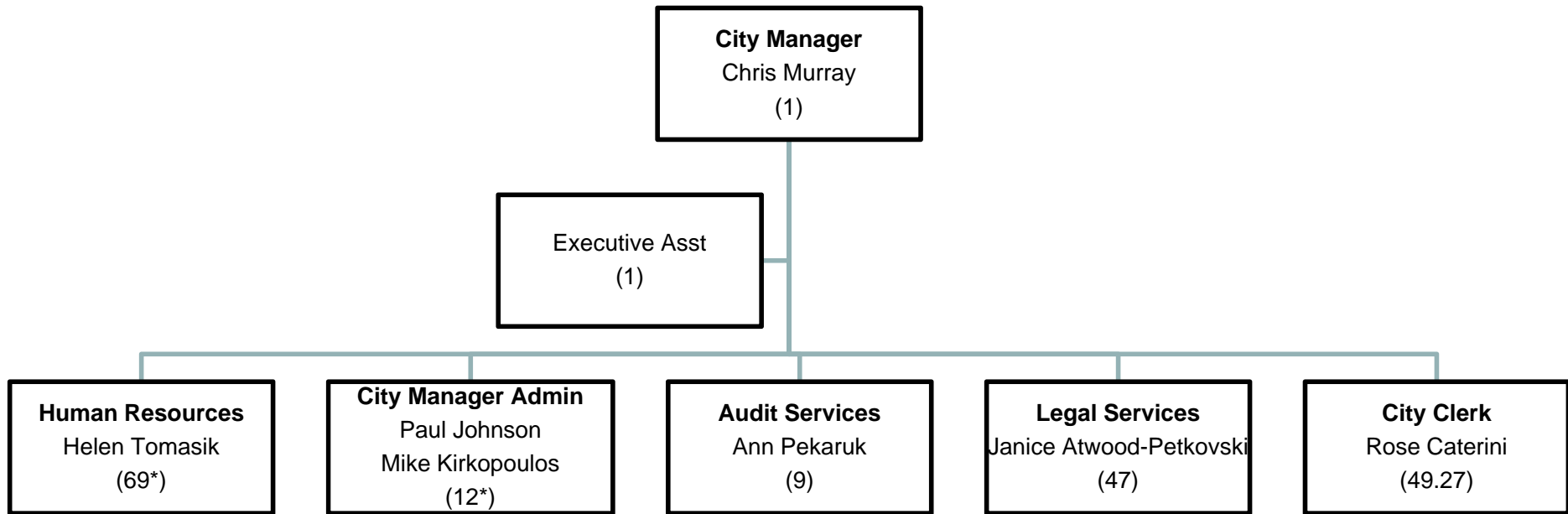


CITY MANAGER



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2014 (restated)	18	170.27*	188.27*	9.46:1
2015	18	170.27*	188.27*	9.46:1
Change	0	0	0	

* Denotes positions included in the complement, funded by the operating departments and appear in their budget

- Human Resources – 14
- City Manager Admin (Communications) - 6

2014 HIGHLIGHTS

A Prosperous & Healthy Community

- Supported the initiation of a new Community Vision that will form the basis for the City's next Strategic Plan

Valued & Sustainable Services

- Completion of 2014 Internal Audit Work Plan, providing recommendations and opportunities to strengthen controls and address key risks to the City
- 2014 Resolved Claims against the City for \$2.9 M
- Supported the implementation of projects that will result in improvements to City services including Web Redevelopment and Call Handling



2014 HIGHLIGHTS

Leadership & Governance

- Supported the City's Leadership through:
 - Extended Management Team Meetings
 - Revised Performance Accountability & Development system
 - Progressed succession and leadership development
 - Provided tools to better manage absenteeism
 - Reviewed and revised Employee Code of Conduct
- Continued to move the City's Corporate Culture Initiative forward



2015 INITIATIVES**A Prosperous & Healthy Community**

- Continue to create a new Strategic Plan (2016 – 2025), based on a new Community Vision

Valued & Sustainable Services

- Continue to support the implementation of projects that will result in improvements to City services including (but not limited to):
 - Web Redevelopment
 - Call Handling
 - Information Technology Governance
 - Business Planning
- Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation with a focus on internal services
- Continue to make recommendations through Audit Services to strengthen controls, address risks, improve efficiency and effectiveness of processes and enhance stakeholder satisfaction
- Support Implementation of Administrative Monetary Penalties



2015 INITIATIVES**Leadership & Governance**

- Continue to support the organization's leadership through:
 - Engagement opportunities including Extended Management and Corporate Leadership Meetings
 - Development and implementation of leadership development pathway
 - Implementation of succession planning and workforce planning tools
 - Support of the Performance Accountability & Development System, with a roll-out to the front-line
 - Support of departments in their management of absenteeism
 - Implementation of Excellence Canada's Best Practices Mental Health Framework to foster mental health and wellbeing at work
 - Enhancement of workplace health and safety strategies
 - Implementation of automated workflow for administrative processes related to employee changes
 - Enhancement of HR Business Intelligence Technology to enable future strategic decisions related to workforce management
- Continue to implement strategies to shift the organizational culture
- Incorporate new audit software technology to increase efficiency of audit testing
- Develop and Implement an on-line Lobbyist Registry
- Negotiate collective agreements and develop contingency plans



SERVICE DELIVERY PROFILES

City Manager's Office supports the following programs and related services:

Corporate Services

- Organizational Oversight
- Strategic Communications
 - Internal Communications
 - External Communications
- Legal Services
- Audit Services
- Human Resources
- Corporate Initiatives
- Information Management
- Records, Printing & Distribution

Governance and Civic Engagement

- Council Relations
- Council - Legislative Support
- Vital Statistics Administration
- Municipal Elections Management

Justice

- Provincial Offences Administration, Court Support & Prosecution



2015 Preliminary Tax Operating Budget



2015 NET OPERATING BUDGET BY DIVISION

	2014	2014	2015	2015 Preliminary vs.	
	Restated Budget	Projected Actual	Preliminary Budget	2014 Restated \$	%
City Managers Office	1,077,840	942,840	1,103,260	25,420	2.4%
Audit Services	987,830	921,230	988,530	700	0.1%
City Clerk	2,018,680	2,018,680	2,139,400	120,720	6.0%
Human Resources	5,413,930	5,918,400	5,566,660	152,730	2.8%
Legal Services	3,050,440	3,050,440	3,102,890	52,450	1.7%
NET LEVY	12,548,720	12,851,590	12,900,740	352,020	2.8%

2015 GROSS - NET DEPARTMENTAL BUDGET

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
<i>EMPLOYEE REATED COSTS</i>	18,180,530	17,662,200	18,684,180	503,650	2.8%
<i>MATERIAL AND SUPPLY</i>	1,518,470	1,546,870	1,540,690	22,220	1.5%
<i>VEHICLE EXPENSES</i>	15,810	15,810	15,770	(40)	(0.3)%
<i>BUILDING AND GROUND</i>	1,335,210	1,335,040	1,354,490	19,280	1.4%
<i>CONSULTING</i>	192,000	176,000	192,000	0	0.0%
<i>CONTRACTUAL</i>	586,110	685,390	661,890	75,780	12.9%
<i>RESERVES / RECOVERIES</i>	4,780	4,480	(5,940)	(10,720)	(224.3)%
<i>COST ALLOCATIONS</i>	(4,191,770)	(4,191,770)	(4,226,800)	(35,030)	(0.8)%
<i>FINANCIAL</i>	1,663,960	2,163,960	1,554,370	(109,590)	(6.6)%
TOTAL EXPENDITURES	19,305,110	19,397,980	19,770,650	465,540	2.4%
<i>FEES AND GENERAL</i>	(4,039,130)	(3,829,130)	(4,093,140)	(54,010)	(1.3)%
<i>RESERVES</i>	(1,982,810)	(1,982,810)	(2,038,630)	(55,820)	(2.8)%
<i>RECOVERIES FROM CAPITAL</i>	(734,450)	(734,450)	(738,130)	(3,680)	(0.5)%
TOTAL REVENUES	(6,756,390)	(6,546,390)	(6,869,910)	(113,520)	(1.7)%
NET LEVY	12,548,720	12,851,590	12,900,740	352,020	2.8%



2015 MAJOR COST DRIVERS

- **Employee Related Costs:** **444,070**
 - Approved increase in FTEs 92,000
 - COLA, merits & benefits 352,070

- **POA Fine Revenues** **(54,190)**

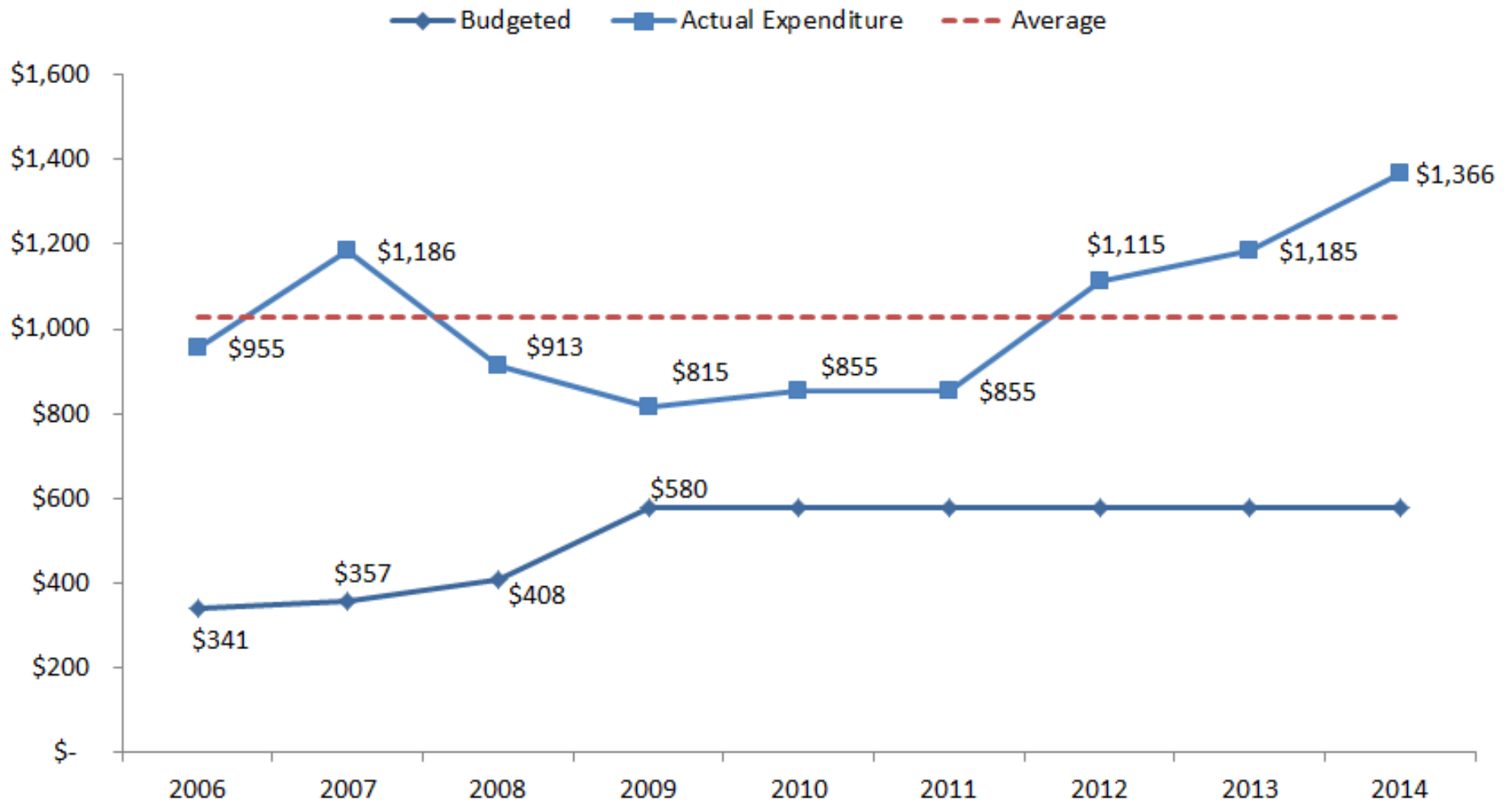
- **Lease Rent & IP Phones** **19,100**

- **Recoveries (Reserve & Capital)** **(60,390)**



2015 CHALLENGE

Total Legal, Arbitration & Mediation Costs 2006 – 2014 (in thousands)



* 2014 results as of Jan 1st, 2015 (some expenses are still being reported).

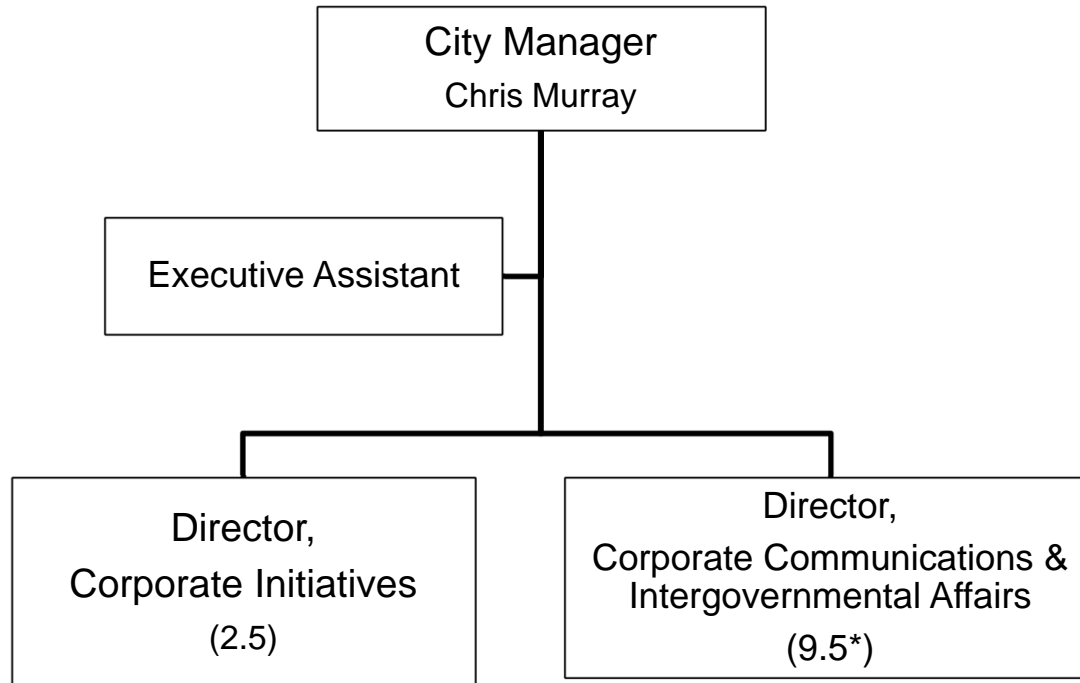
2015 Budget by Division



City Manager's Office (Administration)



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2014 (restated)	3	11*	14*	3.67:1
2015	3	11*	14*	3.67:1
Change	0	0	0	

* 6 positions included in the complement, are funded by the operating departments and appear in their budget

2015 NET OPERATING BUDGET BY SECTION

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
City Manager's Office	1,077,840	942,840	1,103,260	25,420	2.4%
NET LEVY	1,077,840	942,840	1,103,260	25,420	2.4%

2015 GROSS - NET DIVISIONAL BUDGET

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
<i>EMPLOYEE REATED COSTS</i>	1,178,520	1,054,710	1,212,230	33,710	2.9%
<i>MATERIAL AND SUPPLY</i>	19,390	19,390	19,390	0	0.0%
<i>BUILDING AND GROUND</i>	1,850	1,680	2,090	240	13.0%
<i>CONSULTING</i>	42,760	32,760	42,760	0	0.0%
<i>CONTRACTUAL</i>	53,010	52,290	53,010	0	0.0%
<i>RESERVES / RECOVERIES</i>	96,360	96,060	90,680	(5,680)	(5.9)%
<i>COST ALLOCATIONS</i>	(285,050)	(285,050)	(287,900)	(2,850)	(1.0)%
<i>FINANCIAL</i>	31,000	31,000	31,000	0	0.0%
<i>TOTAL EXPENDITURES</i>	1,137,840	1,002,840	1,163,260	25,420	2.2%
<i>FEES AND GENERAL</i>	(30,000)	(30,000)	(30,000)	0	0.0%
<i>RECOVERIES FROM CAPITAL</i>	(30,000)	(30,000)	(30,000)	0	0.0%
<i>TOTAL REVENUES</i>	(60,000)	(60,000)	(60,000)	0	0.0%
<i>NET LEVY</i>	1,077,840	942,840	1,103,260	25,420	2.4%



2015 MAJOR COST DRIVERS

- Employee Related Costs 33,710
 - Merit, COLA, increased Benefit costs
- Corporate Costs & Indirect Recoveries (8,300)



Audit Services

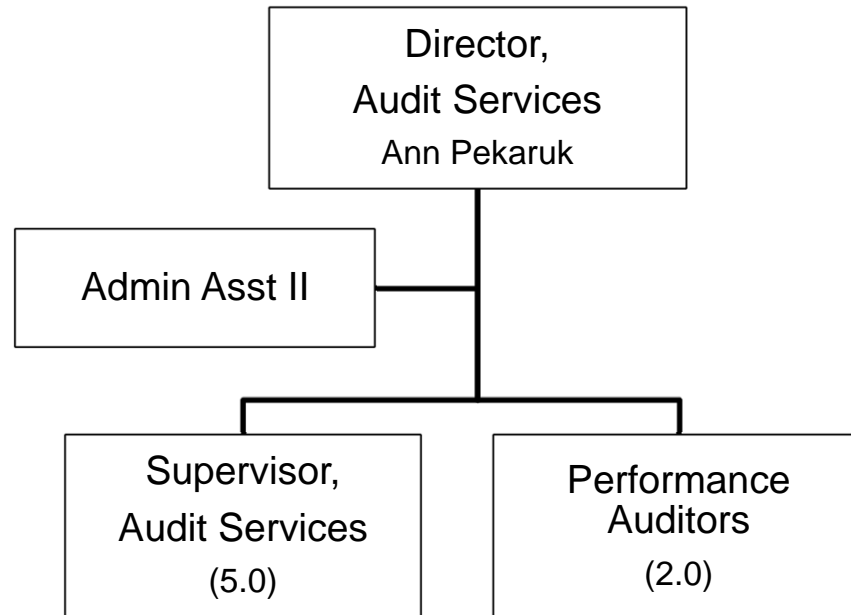


PERFORMANCE METRICS / SERVICE LEVELS

- 143 recommendations made in 2014 of which 133 were accepted
- 88% completed implementation rate for over 1,000 recommendations made since 2005 (improvement over 85% rate in 2013)



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2014	1	8	9	8:1
2015	1	8	9	8:1
Change	0	0	0	0

2015 NET OPERATING BUDGET BY SECTION

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
Audit Services	987,830	921,230	988,530	700	0.1%
NET LEVY	987,830	921,230	988,530	700	0.1%

2015 GROSS - NET DIVISIONAL BUDGET

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
<i>EMPLOYEE REATED COSTS</i>	1,104,700	1,015,700	1,112,110	7,400	0.7%
<i>MATERIAL AND SUPPLY</i>	1,330	29,730	4,330	3,000	225.6%
<i>BUILDING AND GROUND</i>	127,160	127,160	127,500	340	0.3%
<i>CONSULTING</i>	25,000	19,000	25,000	0	0.0%
<i>RESERVES / RECOVERIES</i>	7,760	7,760	6,770	(990)	(12.8)%
<i>FINANCIAL</i>	540	540	540	0	0.0%
TOTAL EXPENDITURES	1,266,490	1,199,890	1,276,250	9,750	0.8%
<i>RESERVES</i>	(278,660)	(278,660)	(287,710)	(9,050)	(3.2)%
TOTAL REVENUES	(278,660)	(278,660)	(287,710)	(9,050)	(3.2)%
NET LEVY	987,830	921,230	988,530	700	0.1%



2015 MAJOR COST DRIVERS

- Employee Related Costs 7,410
 - Merits, COLA, Benefit Cost increases
- Software Licenses 3,000
- Recovery from Reserves & Other (9,700)



City Clerk



PERFORMANCE METRICS / SERVICE LEVELS

Legislative Services

- Clerked 544 hours of Committee/Council meetings
- Manage 47 Committees
- Processed over 900 staff reports to Committee

Freedom of Information

- Received 176 requests to access information under MFIPPA

Records Management

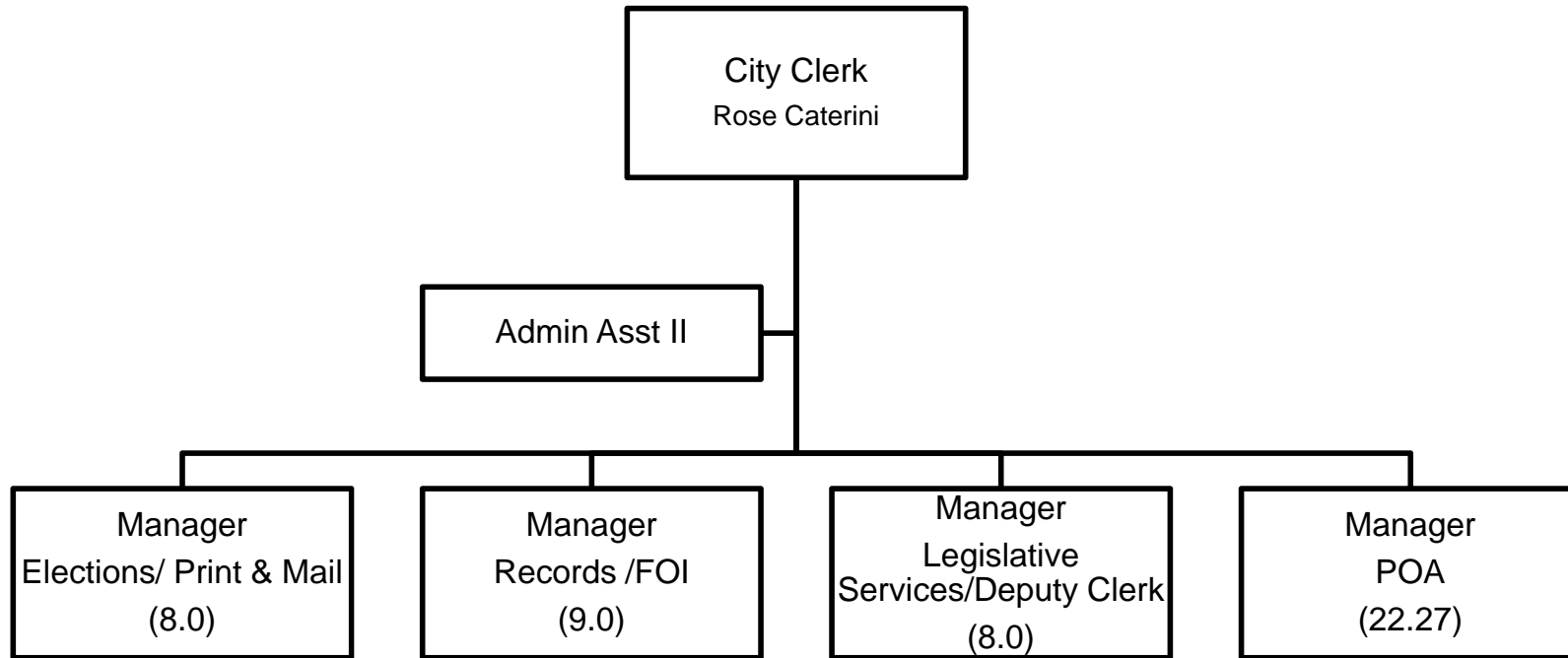
- Processed 698 city agreements
- Processed over 1,472 file transfer requests
- Processed 5,009 death registrations

Provincial Offences Administration

- 94,646 charges files in 2014
- 4,750 requests to process credit card payments over the phone
- 13,512 Early Resolution scheduled in 2013
- 7,272 trials scheduled



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2014 (restated)	5	44.27	49.27	8.65:1
2015	5	44.27	49.27	8.85:1
Change	0	0	0	



2015 NET OPERATING BUDGET BY SECTION

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
City Clerk - Admin	119,740	119,740	116,810	(2,930)	(2.4)%
Elections	384,340	384,340	389,520	5,180	1.3%
Legislative Support	812,010	812,010	816,690	4,680	0.6%
POA	0	0	0	0	0.0%
Print & Mail	383,310	383,310	393,010	9,700	2.5%
Records	319,280	319,280	423,360	104,080	32.6%
NET LEVY	2,018,680	2,018,680	2,139,400	120,720	6.0%



2015 GROSS - NET DIVISIONAL BUDGET

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
<i>EMPLOYEE REATED COSTS</i>	3,936,540	3,936,540	4,088,060	151,520	3.8%
<i>MATERIAL AND SUPPLY</i>	931,340	931,340	944,140	12,800	1.4%
<i>VEHICLE EXPENSES</i>	15,810	15,810	15,770	(40)	(0.3)%
<i>BUILDING AND GROUND</i>	602,450	602,450	605,420	2,970	0.5%
<i>CONTRACTUAL</i>	99,160	99,160	178,080	78,920	79.6%
<i>RESERVES / RECOVERIES</i>	770,860	560,860	781,250	10,390	1.3%
<i>COST ALLOCATIONS</i>	(1,053,370)	(1,053,370)	(1,057,000)	(3,630)	(0.3)%
<i>FINANCIAL</i>	712,470	712,470	634,270	(78,200)	(11.0)%
<i>TOTAL EXPENDITURES</i>	6,015,260	5,805,260	6,189,990	174,730	2.9%
<i>FEES AND GENERAL</i>	(3,948,770)	(3,738,770)	(4,002,780)	(54,010)	(1.4)%
<i>RESERVES</i>	(47,810)	(47,810)	(47,810)	0	0.0%
<i>TOTAL REVENUES</i>	(3,996,580)	(3,786,580)	(4,050,590)	(54,010)	(1.4)%
<i>NET LEVY</i>	2,018,680	2,018,680	2,139,400	120,720	6.0%



2015 MAJOR COST DRIVERS

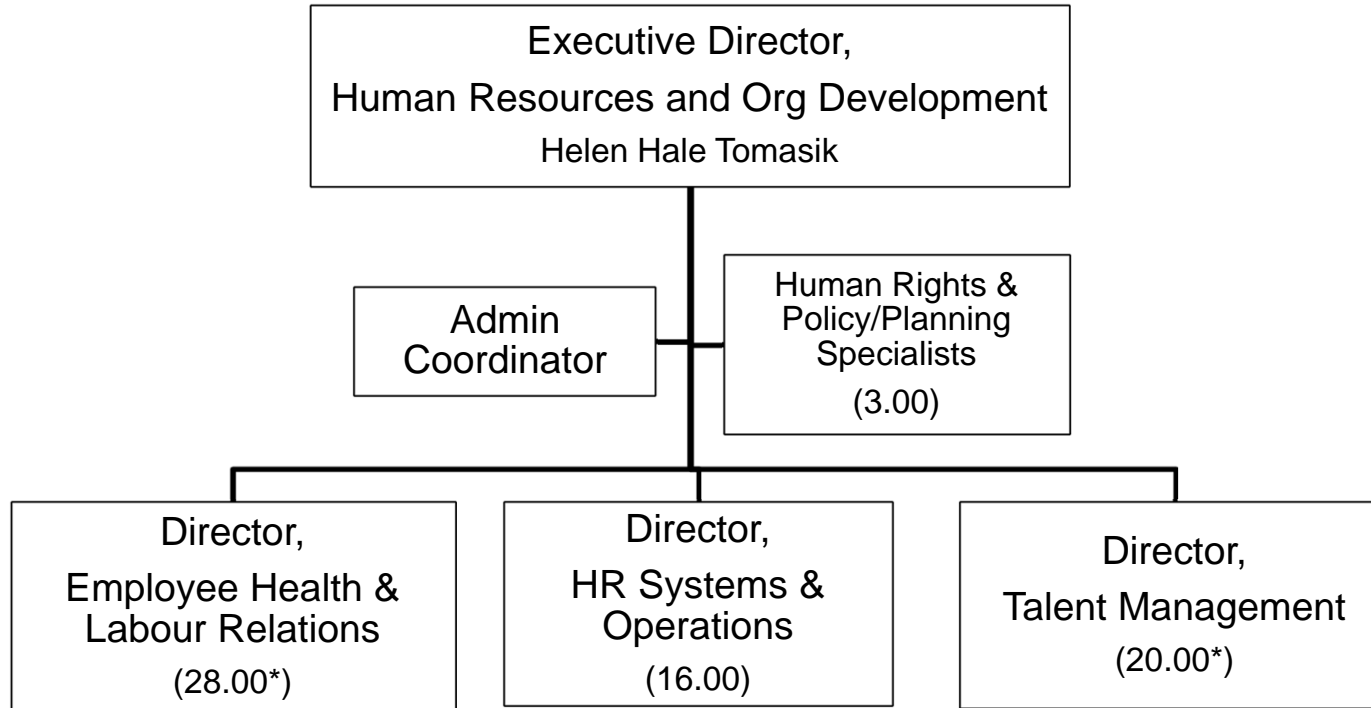
• Employee Related Costs	151,520
– Approved FTE \$92,000	
– Merits, COLA, Benefit Increases \$59,520	
• Increased costs from Legal POA	24,860
• Recovery from POA Fine Revenues	(54,190)
• Other	(1,480)



Human Resources



OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2014	5	64*	69*	12.8:1
2015	5	64*	69*	12.8:1
Change	0	0	0	

* 14 positions included in the complement, are funded by the operating departments and appear in their budget

2015 NET OPERATING BUDGET BY SECTION

	2014	2014	2015	2015 Preliminary vs.	
	Restated	Projected	Preliminary	2014 Restated	
	Budget	Actual	Budget	\$	%
Human Resources Admin & Human Rights	745,000	745,000	876,240	131,230	17.6%
Emp Health & Labour Relations	2,111,480	2,711,480	2,162,520	51,040	2.4%
Talent Management	1,550,510	1,454,980	1,491,040	(59,470)	(3.8)%
HR Systems & Operations	1,006,930	1,006,930	1,036,860	29,930	3.0%
NET LEVY	5,413,930	5,918,400	5,566,660	152,730	2.8%



2015 GROSS - NET DIVISIONAL BUDGET

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
<i>EMPLOYEE REATED COSTS</i>	6,202,670	6,107,140	6,401,910	199,240	3.2%
<i>MATERIAL AND SUPPLY</i>	488,520	488,520	494,690	6,170	1.3%
<i>BUILDING AND GROUND</i>	367,320	367,320	374,760	7,440	2.0%
<i>CONSULTING</i>	124,240	124,240	124,240	0	0.0%
<i>CONTRACTUAL</i>	396,960	496,960	393,810	(3,150)	(0.8)%
<i>RESERVES / RECOVERIES</i>	94,300	94,300	89,720	(4,580)	(4.9)%
<i>COST ALLOCATIONS</i>	(1,110,540)	(1,110,540)	(1,121,660)	(11,120)	(1.0)%
<i>FINANCIAL</i>	511,300	1,011,300	516,800	5,500	1.1%
<i>TOTAL EXPENDITURES</i>	<i>7,074,770</i>	<i>7,579,240</i>	<i>7,274,270</i>	<i>199,510</i>	<i>2.8%</i>
<i>FEES AND GENERAL</i>	(4,500)	(4,500)	(4,500)	0	0.0%
<i>RESERVES</i>	(1,656,340)	(1,656,340)	(1,703,110)	(46,770)	(2.8)%
<i>TOTAL REVENUES</i>	<i>(1,660,840)</i>	<i>(1,660,840)</i>	<i>(1,707,610)</i>	<i>(46,770)</i>	<i>(2.8)%</i>
<i>NET LEVY</i>	<i>5,413,930</i>	<i>5,918,400</i>	<i>5,566,660</i>	<i>152,730</i>	<i>2.8%</i>



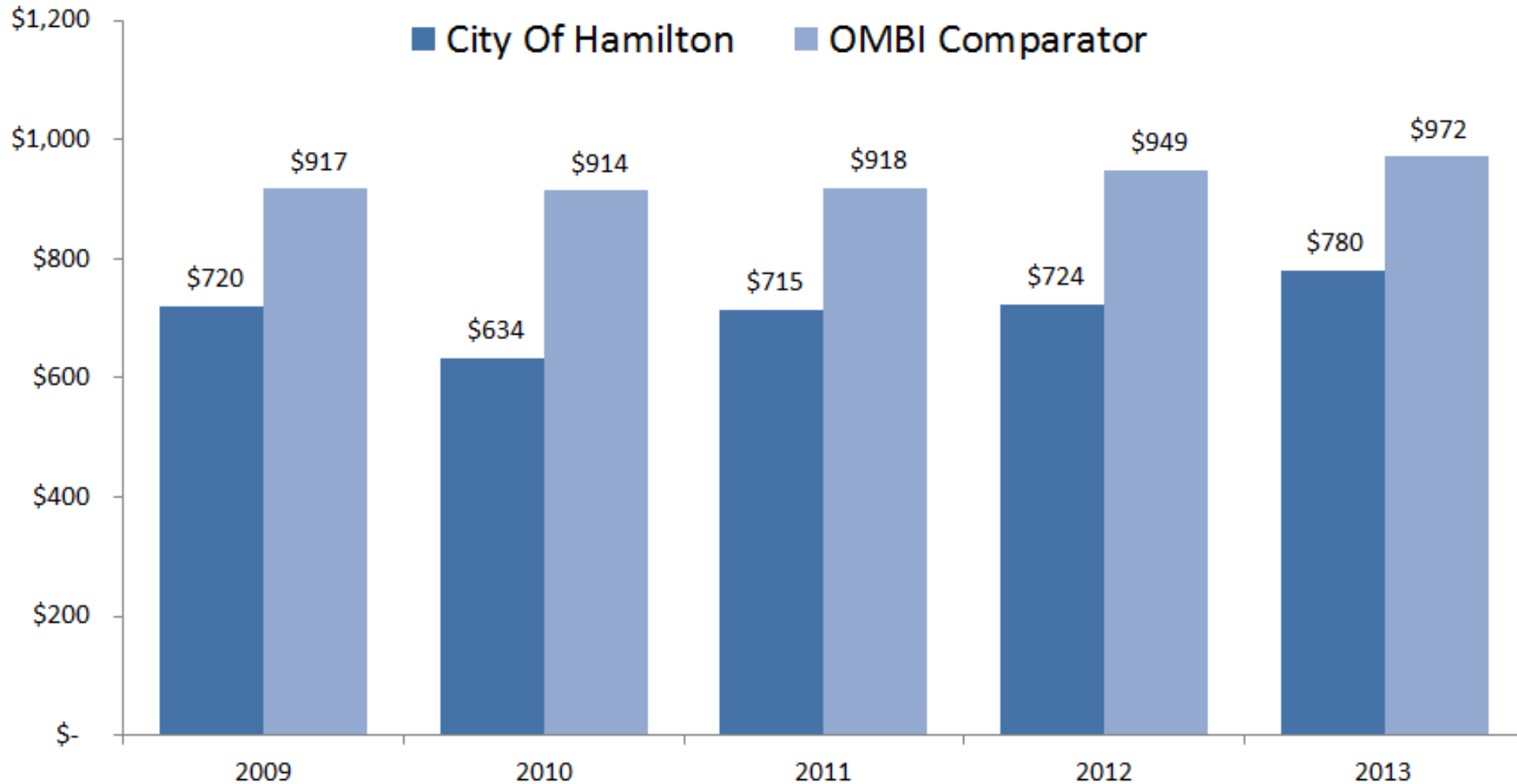
2015 MAJOR COST DRIVERS

- Employee Related Costs 193,240
 - Merits, COLA, Benefits
- Employee Recognition 12,510
- Rent, IP Phones, Other Maintenance 4,880



PERFORMANCE METRICS / SERVICE LEVELS

HR Administrative Expense per T4 Supported



PERFORMANCE METRICS / SERVICE LEVELS

- Provided training sessions in the following areas:
 - 52 Respectful Workplace; 1021 employees & 282 management staff
 - 64 Performance Management, reaching 650 supervisors & above
 - 8 Change Management – 141 supervisors & above who lead change
 - 13 Corporate New Employee Orientation; 264 attendees
 - 11 Attendance Management reaching 167 management staff
 - 11 How to Manage Sick and WSIB Absences; 173 management staff
 - Provided on-line training on OH&S Act to all supervisors & employees
 - 70 Health & Safety sessions for 1,280 employees
 - 18 Healthy Workplace sessions for 225 employees
 - 15 Labour Relations (84 CUPE 1041; 24 non-union participants)
- Received interest arbitration awards for CUPE Local 5167 (Lodges) and OPSEU Local 256 (Paramedic Services)
- Received 349 grievances (a 23% reduction in 2014), resolved 183 (of 183 resolved grievances, 34 were resolved at mediation)



PERFORMANCE METRICS / SERVICE LEVELS

- Processed 20,478 employee change transactions in Records
- Positively re-enrolled 1604 members in the benefit plans
- Recruitment – 22,372 external applications screened; 1,172 external hires; took average of 89 days to hire external candidates (from time HR received posting requisition to start date)
- Policies & Procedures – 19 developed, updated and approved
- Developed Manager Toolkit – Strengthening Ethics & Earning Trust
- Provided a Health & Safety Symposium for 125 Joint Health & Safety Committee members
- Provided 29 employee influenza clinics for 1,252 participants
- Recognized 36 employees through City Manager and Employee Spirit Awards, 202 employees with 25 years of service, 84 employees who retired, and sent bereavement flowers to 13 families
- Responded to 23 calls for Critical Incident Peer Support

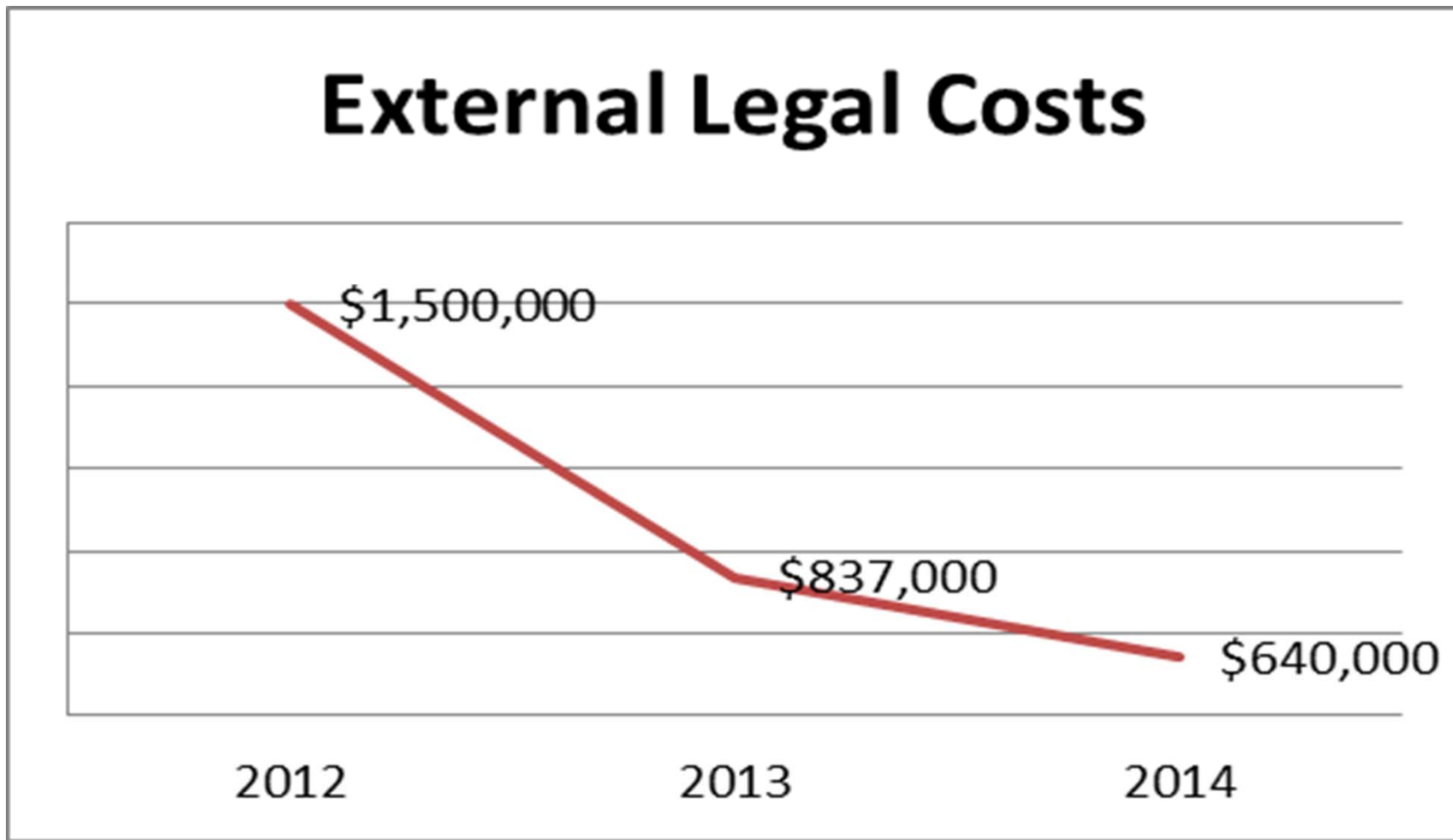


Legal Services



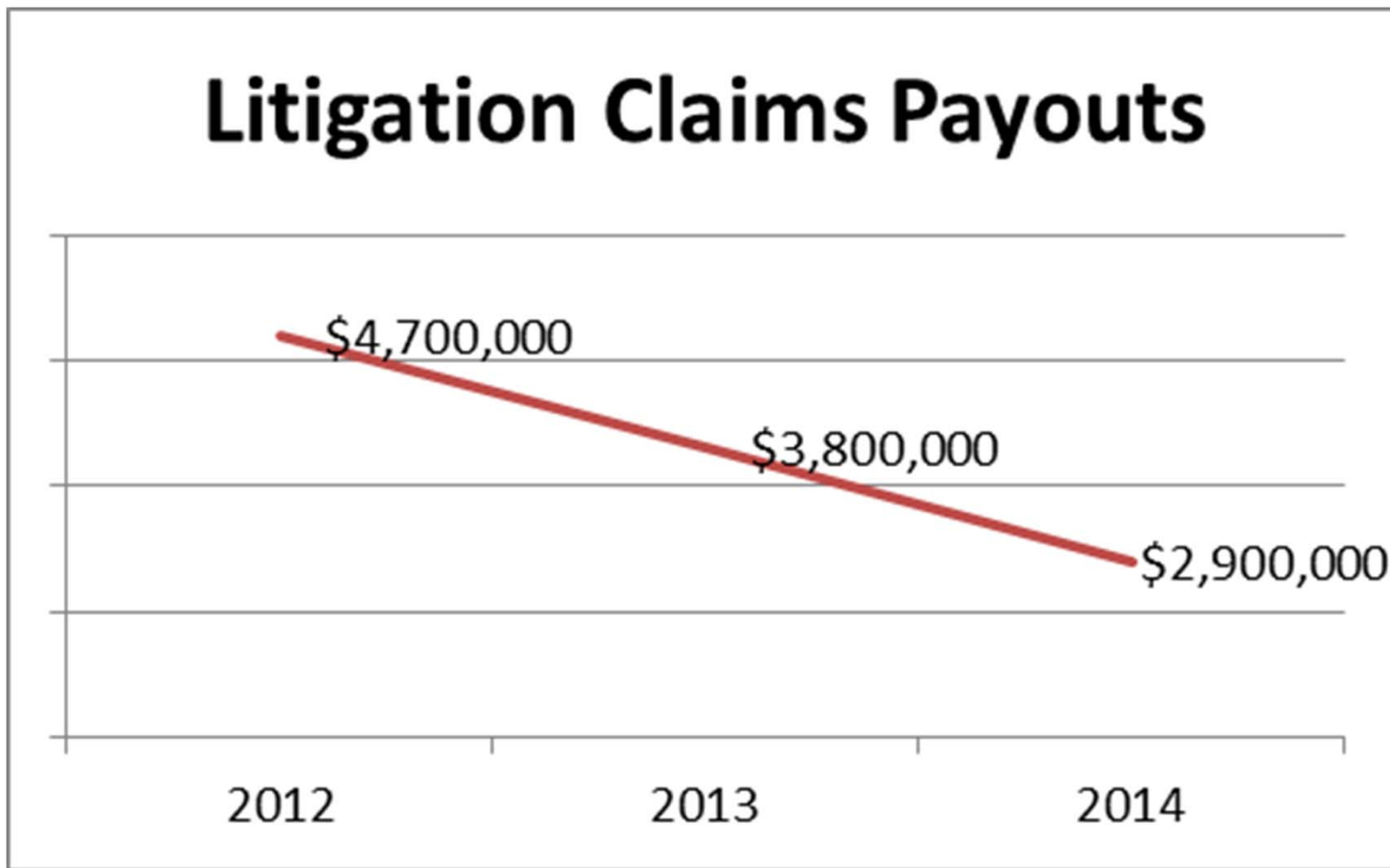
PERFORMANCE METRICS / SERVICE LEVELS

- Reduce reliance on External lawyers:

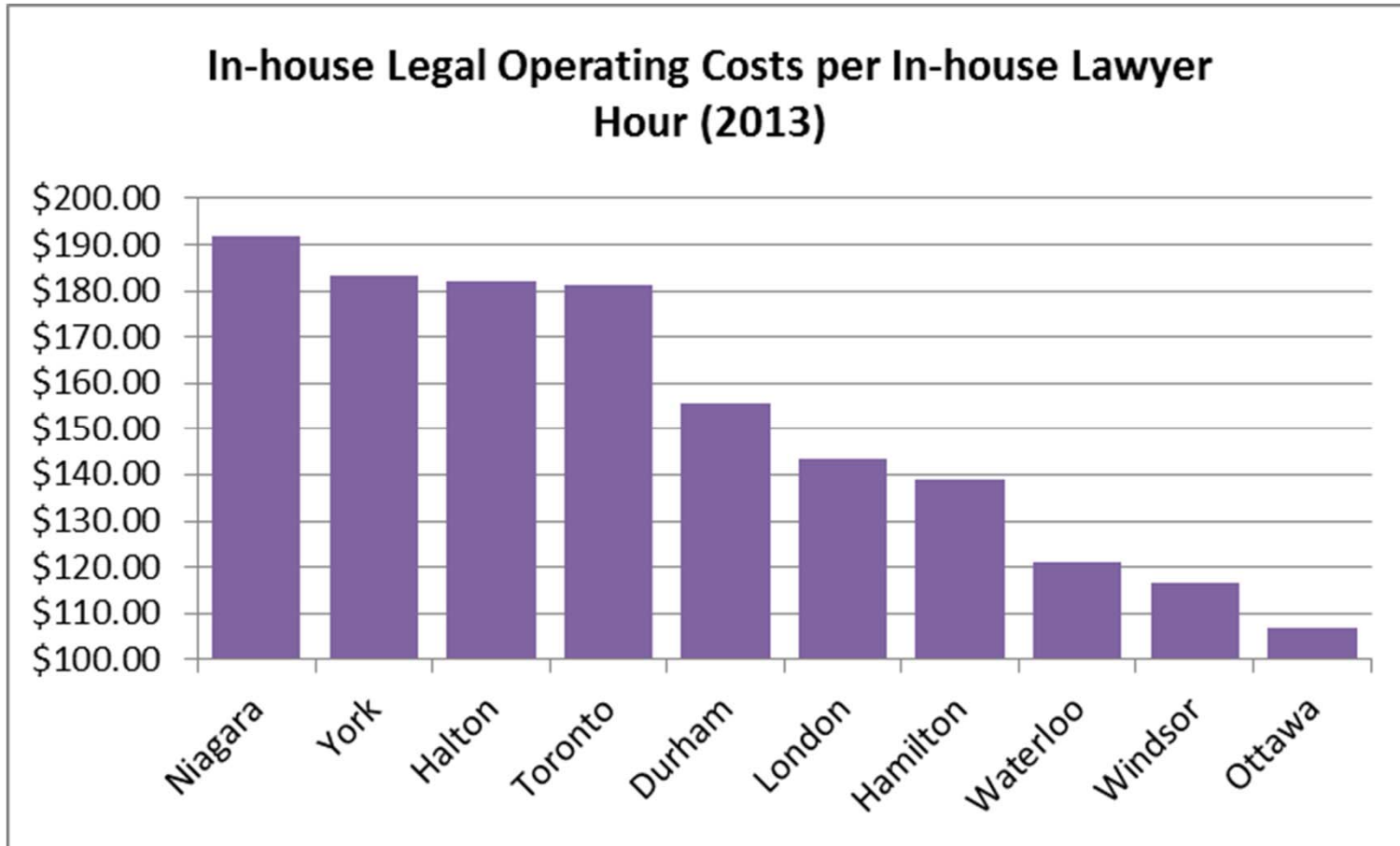


PERFORMANCE METRICS / SERVICE LEVELS

- Control Litigation Claims payouts:

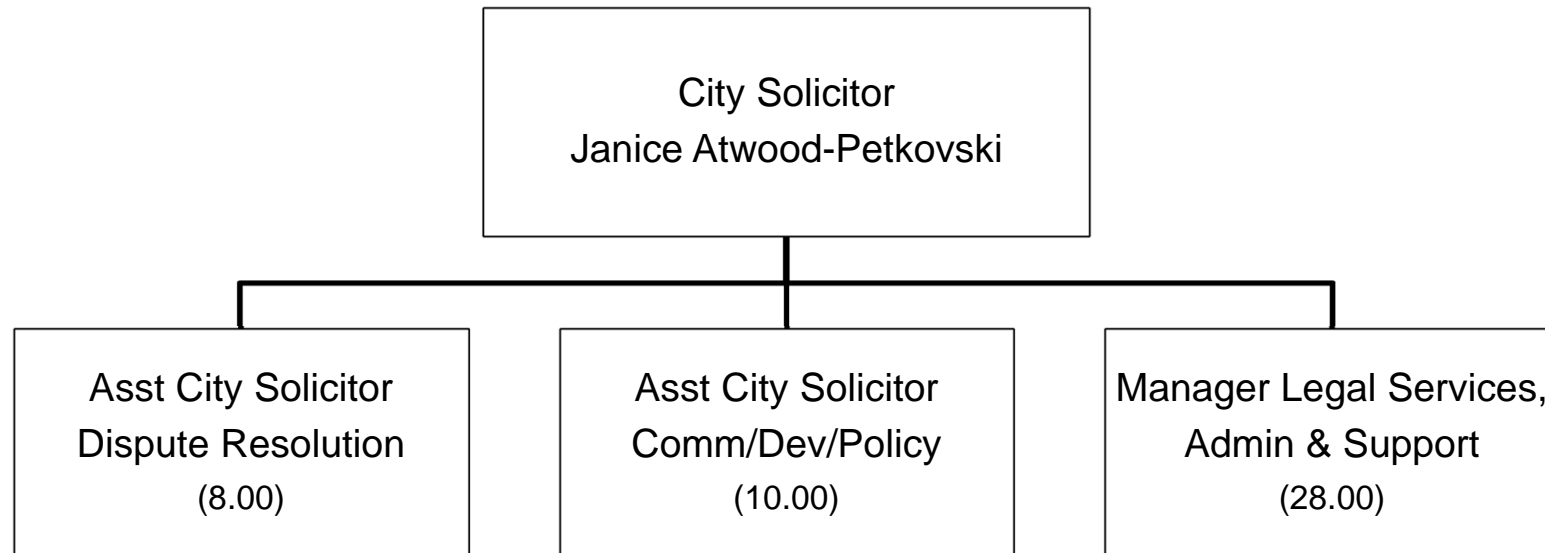


PERFORMANCE METRICS / SERVICE LEVELS



- 2013 OMBI report

OVERVIEW



Complement (FTE)	Management	Other	Total	# of staff/ Management
2014 (restated)	4	43	47	10.25:1
2015	4	43	47	10.75:1
Change	0	0	0	

2015 NET OPERATING BUDGET BY SECTION

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
Inhouse-Outside Counsel - City	3,050,440	3,050,440	3,102,890	52,450	1.7%
NET LEVY	3,050,440	3,050,440	3,102,890	52,450	1.7%

2015 GROSS - NET DIVISIONAL BUDGET

	2014 Restated Budget	2014 Projected Actual	2015 Preliminary Budget	2015 Preliminary vs. 2014 Restated	
				\$	%
<i>EMPLOYEE REATED COSTS</i>	5,758,110	5,548,110	5,869,880	111,770	1.9%
<i>MATERIAL AND SUPPLY</i>	77,890	77,890	78,140	250	0.3%
<i>BUILDING AND GROUND</i>	236,430	236,430	244,720	8,290	3.5%
<i>CONTRACTUAL</i>	36,980	36,980	36,980	0	0.0%
<i>RESERVES / RECOVERIES</i>	(964,500)	(754,500)	(974,360)	(9,860)	(1.0)%
<i>COST ALLOCATIONS</i>	(1,742,810)	(1,742,810)	(1,760,240)	(17,430)	(1.0)%
<i>FINANCIAL</i>	408,650	408,650	371,760	(36,890)	(9.0)%
<i>TOTAL EXPENDITURES</i>	3,810,750	3,810,750	3,866,880	56,130	1.5%
<i>FEES AND GENERAL</i>	(55,860)	(55,860)	(55,860)	0	0.0%
<i>RECOVERIES FROM CAPITAL</i>	(704,450)	(704,450)	(708,130)	(3,680)	(0.5)%
<i>TOTAL REVENUES</i>	(760,310)	(760,310)	(763,990)	(3,680)	(0.5)%
<i>NET LEVY</i>	3,050,440	3,050,440	3,102,890	52,450	1.7%



2015 MAJOR COST DRIVERS

