

CAO's Office

Chief Administrative Officer Department

2025 Budget Scenarios
Presentation to General Committee
June 11, 2024

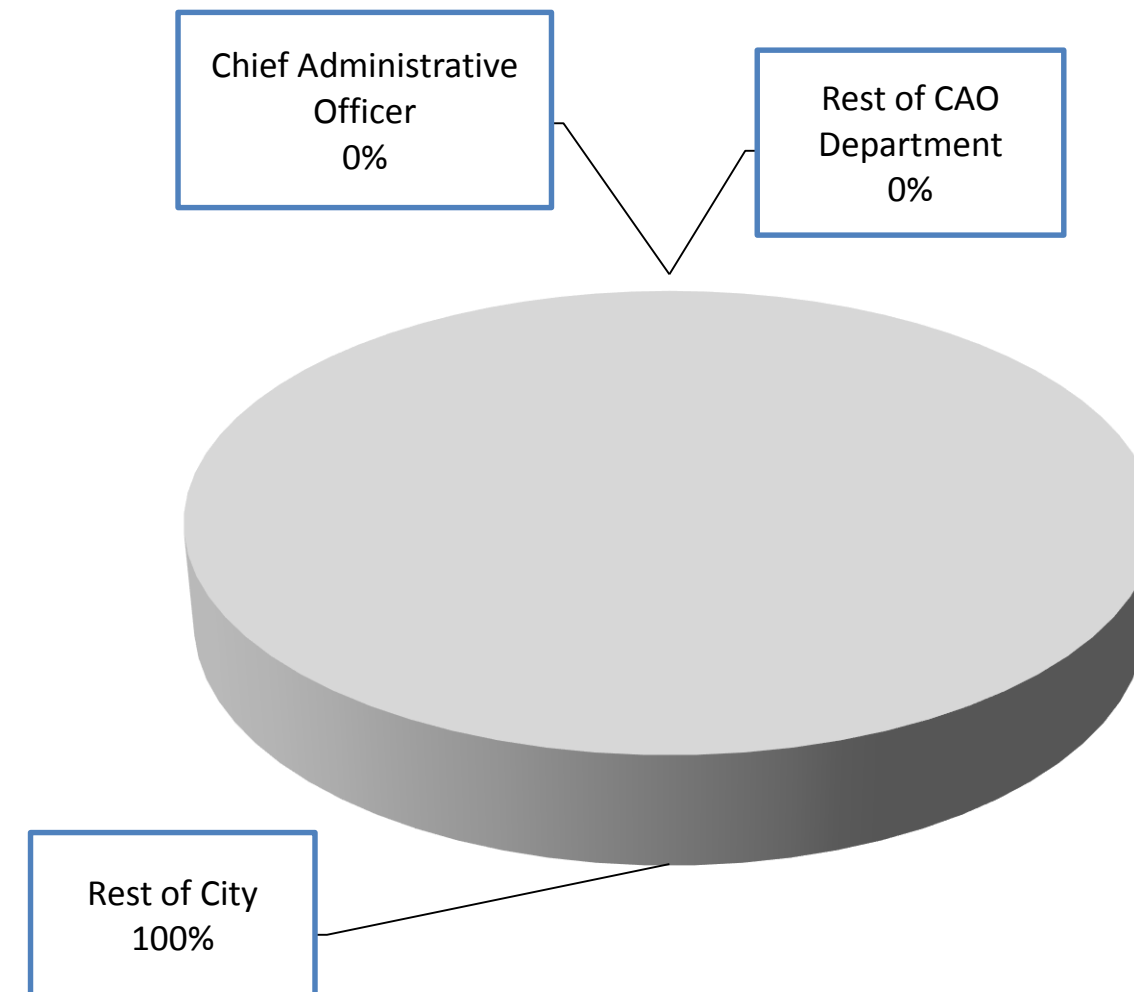
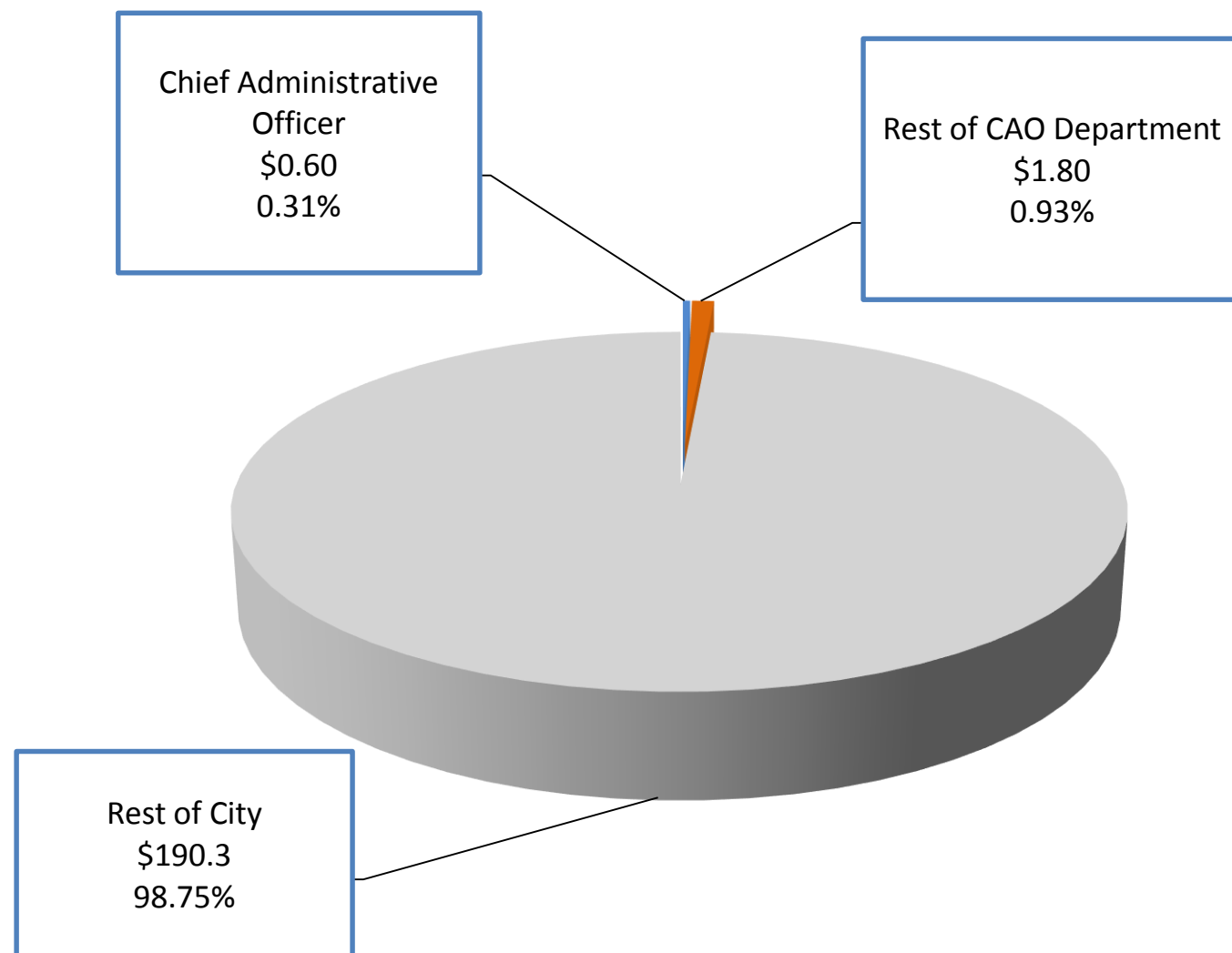



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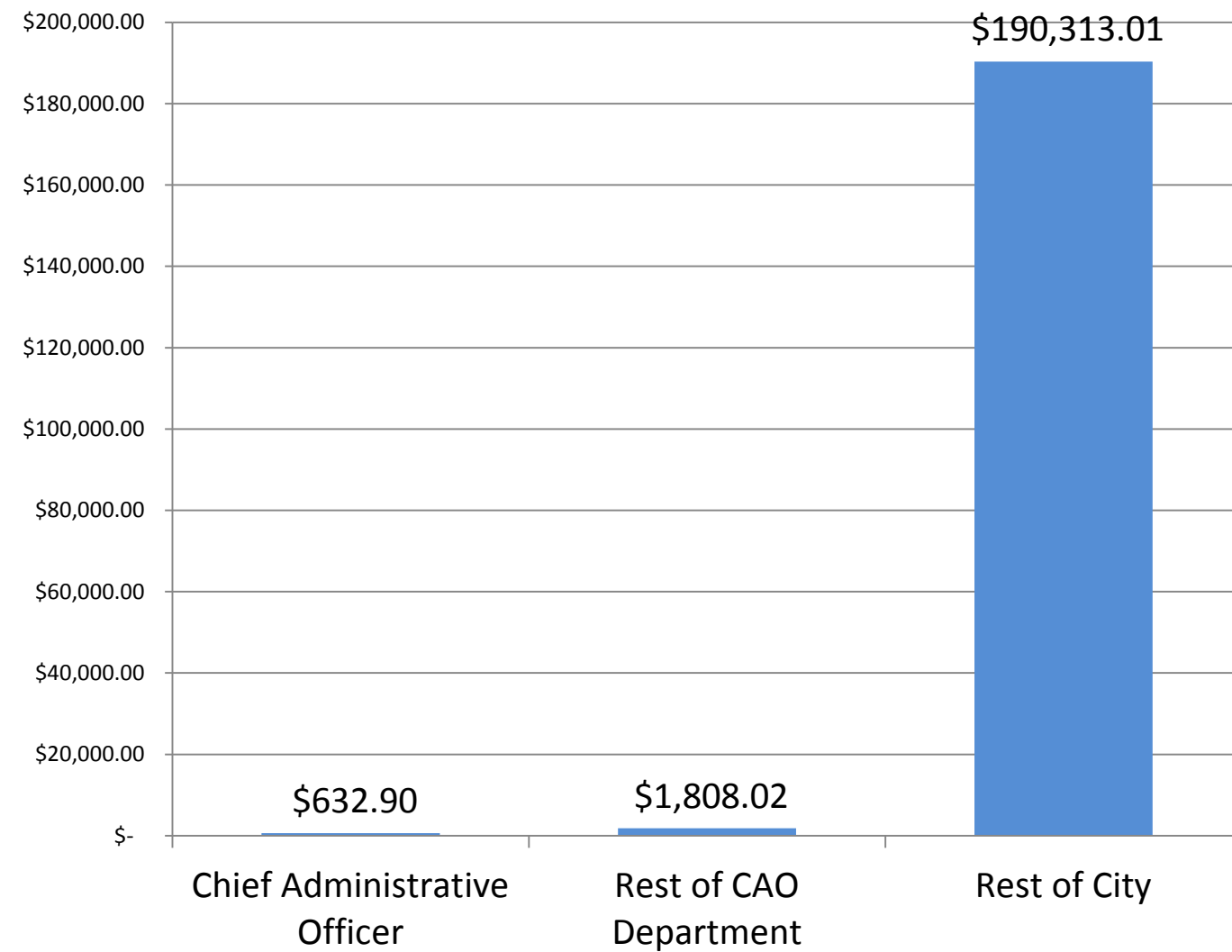
2025 Budget

2024 Net Operating Budget % of City

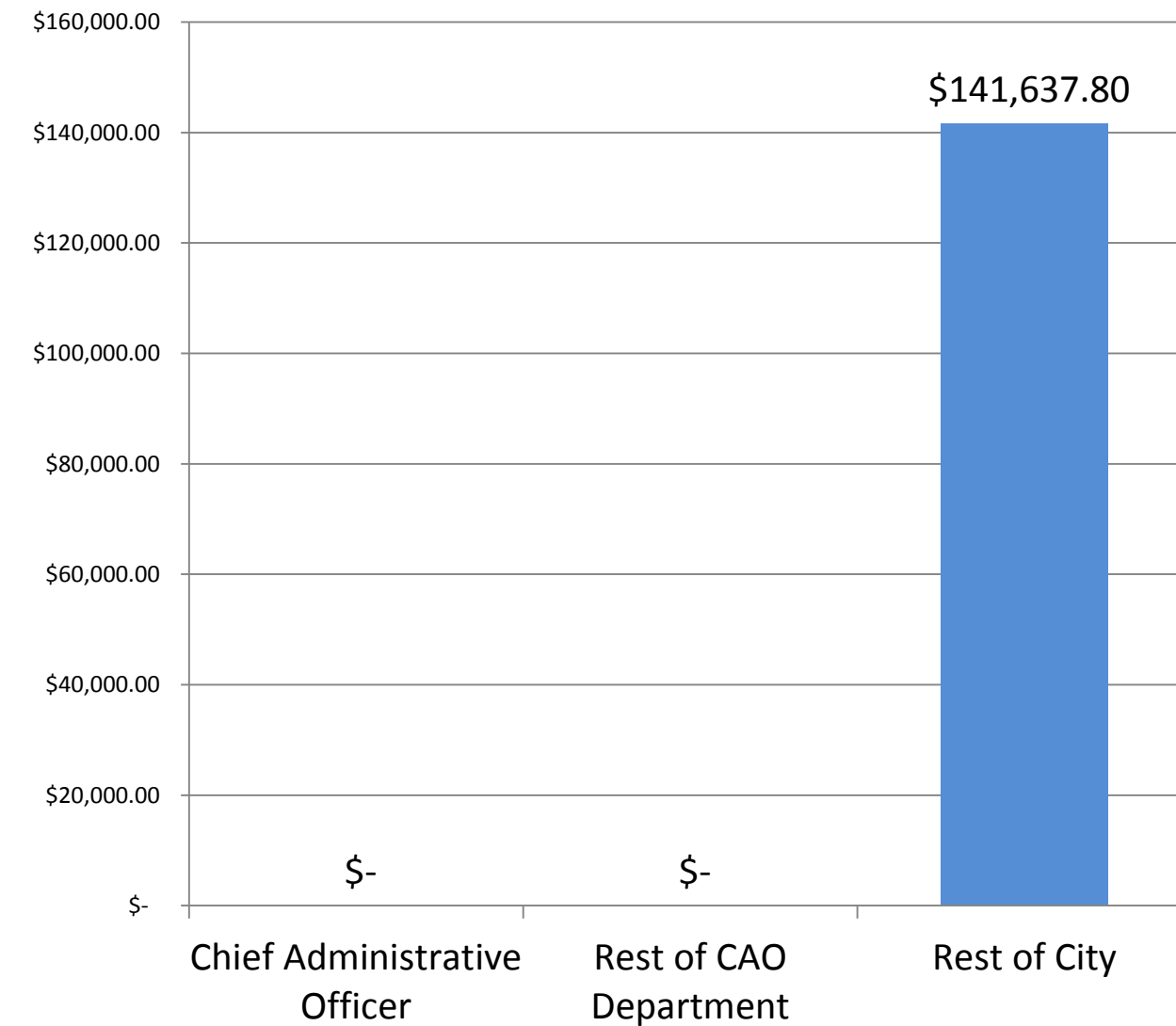
2024 Capital Budget % of City



2024 Net Operating Budget (\$000s)



2024 Capital Budget (\$000s)

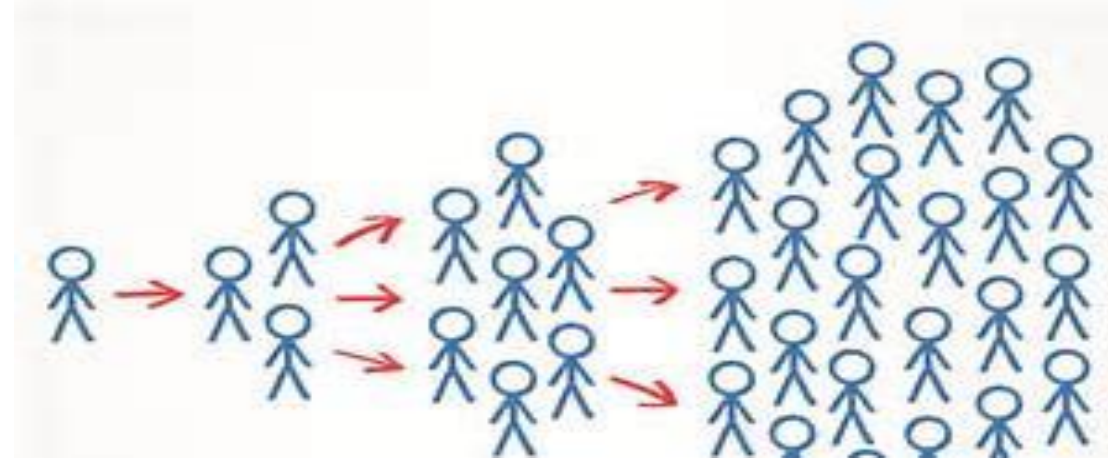


Maintain Current Service Levels



CAO

Focus
Forward



- C COURAGE** → Change > Change > Change > Change > **CHANGE**
- A ACCOUNTABILITY** → Action > Accomplishment > Appreciation
- O OPTIMISM** → Opportunities > Outreach > Outlook > Optimization

Key Objectives for 2025



- Community **OUTREACH & ENGAGEMENT**
- Establishing in-house **value creating EcDev Division.**
- Smooth Transition of PUC - Water Supply Management Division.
- Government Relations - Developing **Robust Partnerships**
- Proactive Stronger Advocacy for Peterborough's **#FAIR SHARE**
- Maintain Physician Recruitment **Momentum**
- City Branding – **GLOCAL Focus**

ONE TEAM x ONE VOICE x ONE FOCUS



SUCCESS



Factors Affecting Operating Budget

- Council approved compensation adjustments

Large Capital Projects

- N/A

Service Level Enhancement Options

- Internal Audit

- Corporate Performance



- Project Management Office (PMO)



Service Level Reduction Options

- Already operating in lean mode

Questions



People & Culture Division

CAO Department

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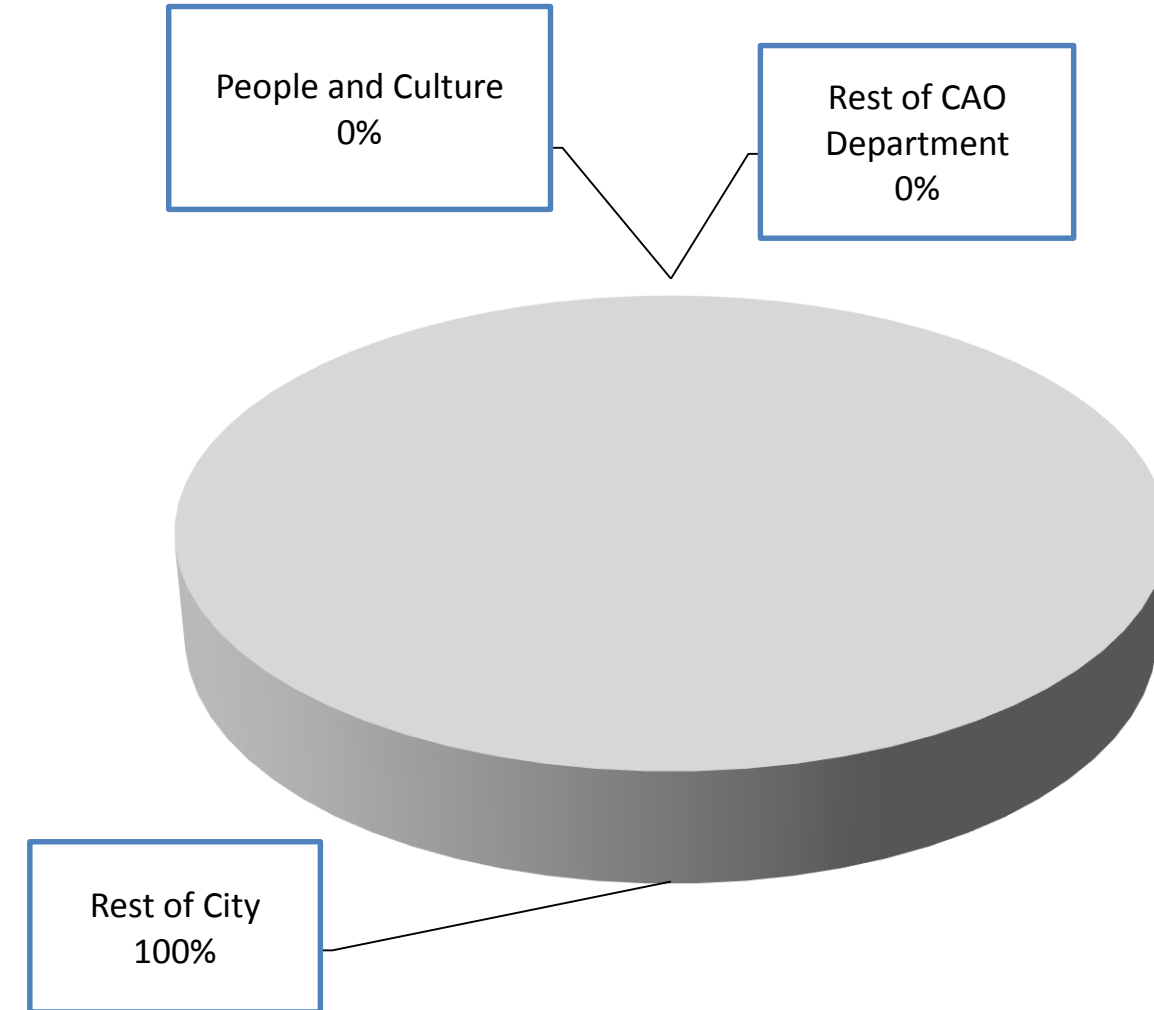
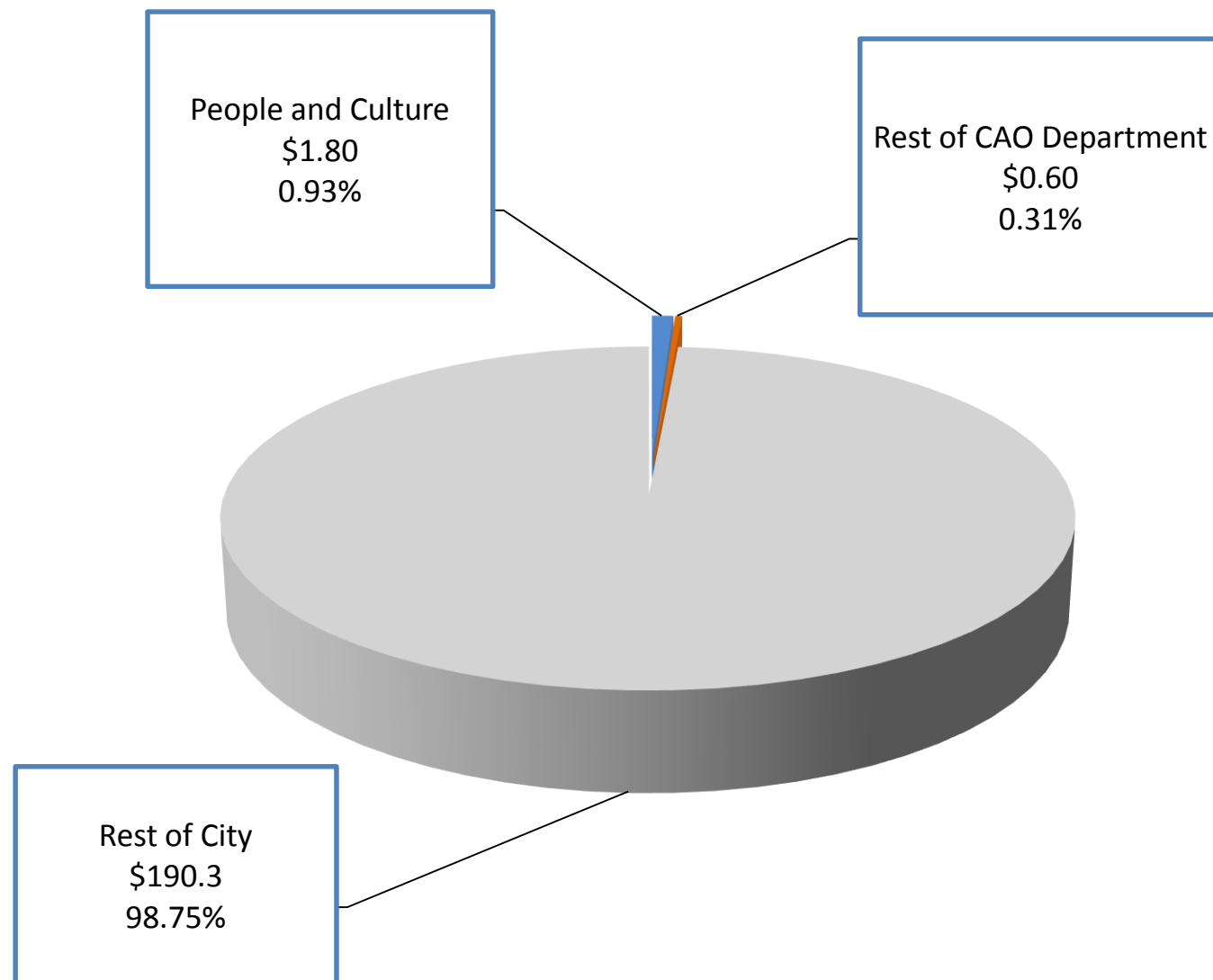
2025 Budget

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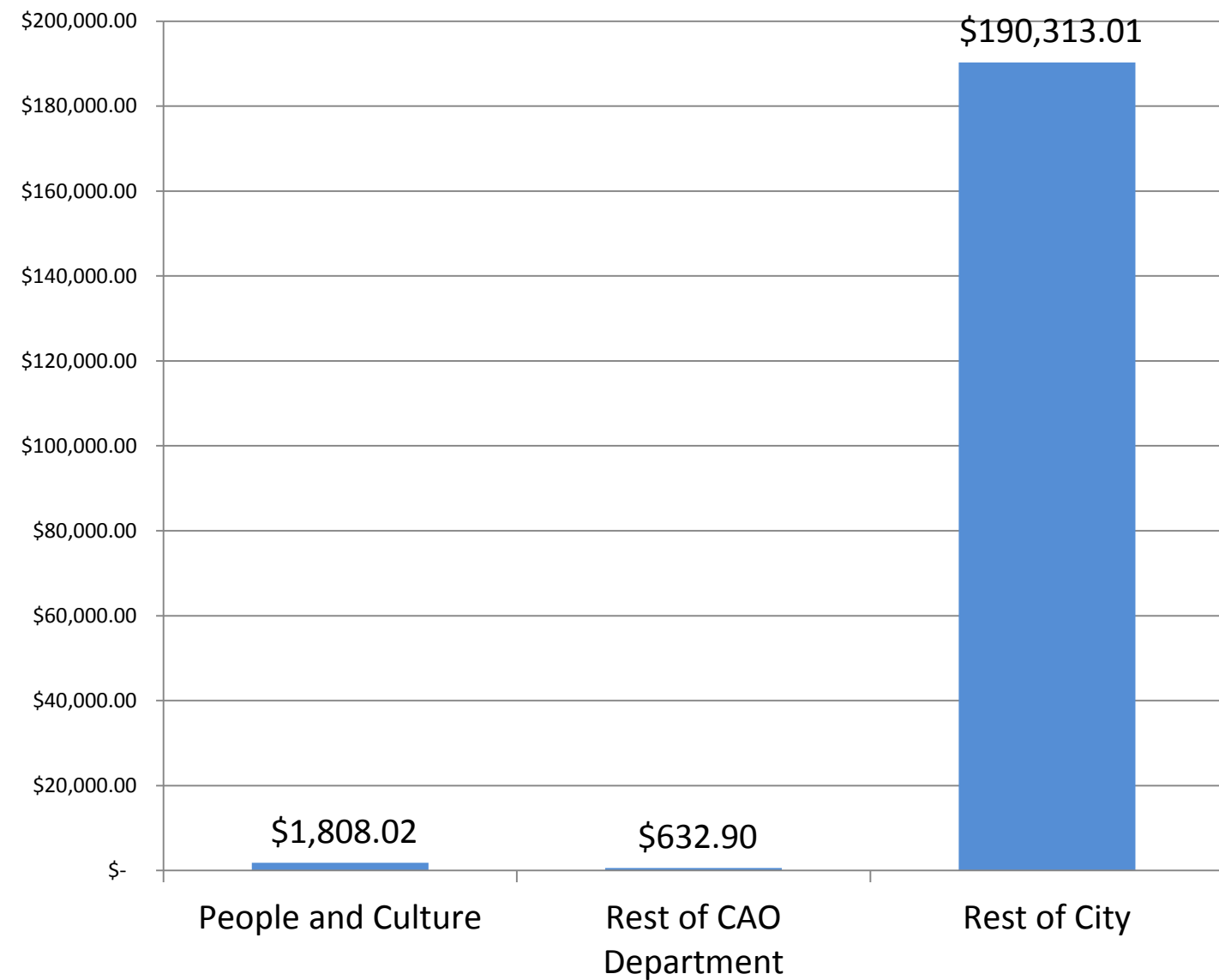
2024 Capital Budget % of City

0.93%

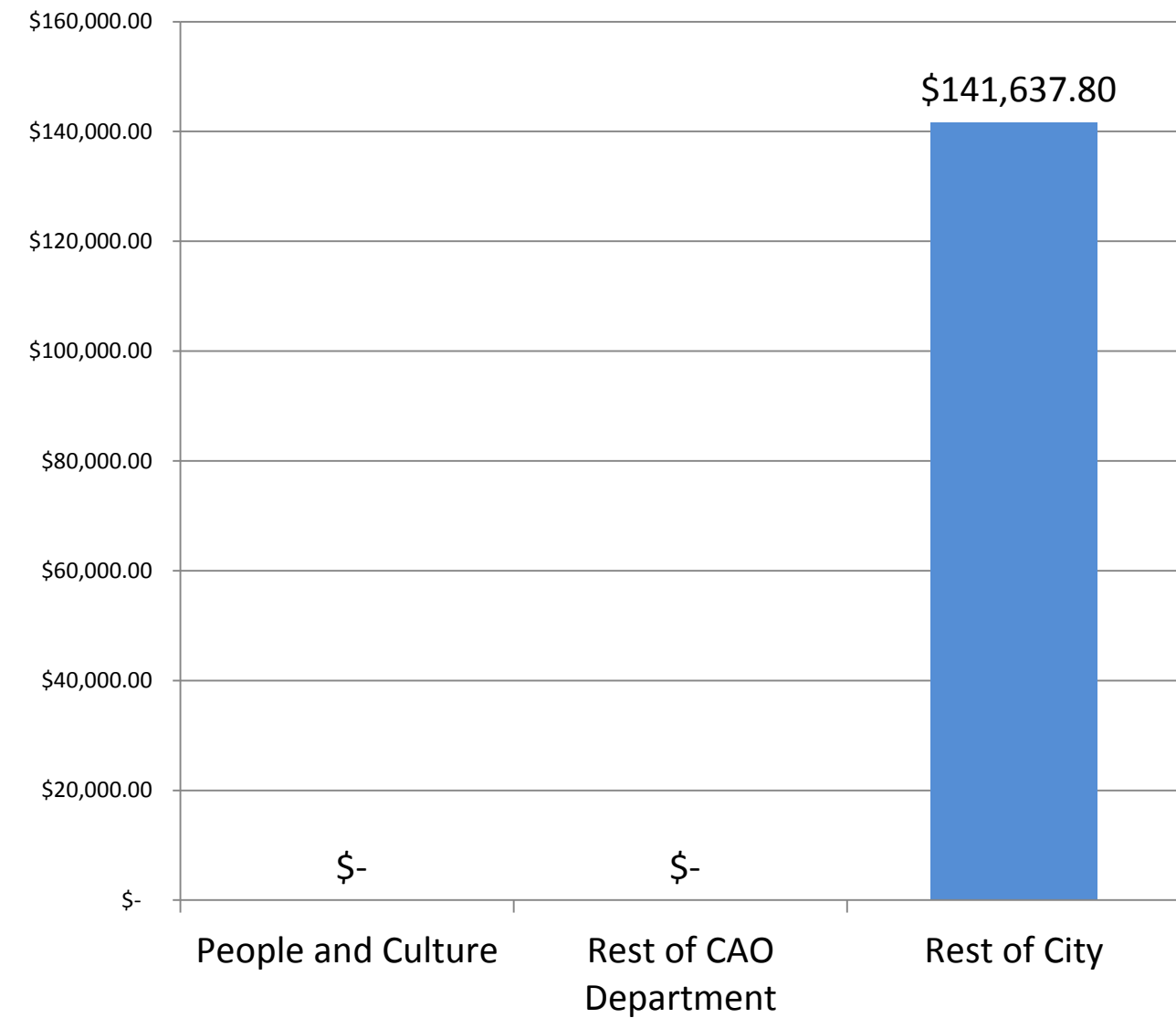
0%



2024 Net Operating Budget (\$000s)



2024 Capital Budget (\$000s)



Maintain Current Service Levels

Corporate Compliance

Legislation

- Employment Standards Act
- Occupational Health & Safety Act
- Workplace Safety & Insurance Act
- Pay Equity Act
- Labour Relations Act
- Human Rights Code

Collective Agreements

- CUPE 126, 504, 1833
- ATU 1320
- PFFFA 169
- Non-Union

Corporate Policies & Procedures

Core Business Functions

- Recruitment & Retention
- Compensation & Benefits
- Rewards & Recognition
- Human Rights, Equity and Inclusion
- Health, Safety and Wellness
- Disability Management
- Job Evaluation
- Labour Relations
- Employee Relations
- Organizational Excellence
- Training and Development
- Workforce Planning

Maintain Current Service Levels

Recruitment Services

- Filled 50% of 2024 approved FTE increases (Q1 & Q3 budget approvals)
- Identifying gaps and enhancing recruitment process
- Delayed seasonal recruitment

Pay Equity/Job Evaluation (JE)

- Customizing NU JE tool
- Updating NU JE Procedure

Labour Relations

- Collective Bargaining

Employee Engagement

- First Annual Leadership Conference
- SharePoint P&C Communications

Human Rights, Equity and Inclusion

- Respond to staff & community DEI inquiries
- Piloting DEI Framework in 3 Divisions
- Advisor, Indigenous Relations to support organization wide efforts towards Truth & Reconciliation

Health, Safety and Wellness

- Implement Contractor Safety Program
- JHSC Evaluation with PSHSA

Disability Management

- Partnering with professional advisory services
- Attendance Awareness Program review

Organizational Effectiveness

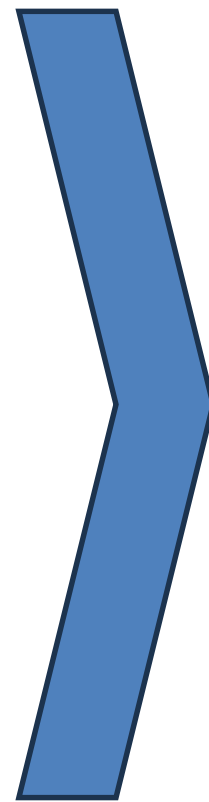
- Limited corporate professional development
- Process efficient and system optimization review
- Strategic Vacancy Management Procedure (≈Q3 2024)
- No formal succession plan



Key Objectives for 2025



- ✓ Invest in our people through workforce planning with a broader lens on corporate training and development
- ✓ Enhance the overall employee experience through targeted initiatives, fostering a workplace culture that supports staff at all levels



- Participate in strategic partnership with leadership
- Continue to improve collaboration with bargaining units
- Increase risk mitigation
- Develop enhanced Employee Rewards and Recognition Program
- Continuous process efficiency and system optimization review
- Complete Performance Management Program
- Complete Succession Planning project
- Establish KPI and metrics, and reporting

Factors Affecting Operating Budget

Staffing

- City's staffing complement continues to grow and become more complex, with disproportionate increase to P&C staffing levels (~ 2 positions approved in 2024 were temporary to permanent conversions)
- Council approved strategic initiatives to achieve the corporate Strategic Plan
- P&C has been consistently 25% below staffing levels in 2024
- In late 2023, P&C made improvements in service-add vision – without adequate resources and tools, service-add remains inconsistent

Resources Beyond Staffing

- Inefficiency in processes and limited-functionality resources causing non-value-add time and efforts
- Time consuming recruitment process
- Talent management resources are extremely limited (performance management program, rewards and recognition program, professional development opportunities)
- Increasing need for strategic workforce planning (including developing succession plan)



Unavoidable and Often Unpredictable Expenses

- City strategic plan initiatives requiring dedicated staff resources
- Labour Relations – Bargaining, Grievances, Arbitration
- Third party workplace investigations
- Terminations and notice periods
- Consultant fees
- Increase in workplace investigations and conflict resolution

Service Level Enhancement Options

Employee Engagement

- Enhance Employee Rewards & Recognition Program to a Total Rewards & Recognition model
- Development of a “Corporate Awards of Excellence” program
- Leadership Conference to departmental and extended leadership teams
- Opportunities for aspiring leaders and professional development opportunities for all staff

Recruitment Services

- Enhancing recruitment process and timelines
- Utilization of Applicant Tracking System
- Increased seasonal support

Compensation & Benefits

- Market comparator analysis
- Trends in total compensation packages
- Outsource Job Evaluation (↓ bias and ↓ staff time)

Human Rights, Equity, and Inclusion

- Strengthen Programs in Disability Management, Indigenous Relations, Diversity, Equity & Inclusion
- Fully implement DEI Framework
- Support actions towards Truth & Reconciliation
- Enhance related training opportunities

Health, Safety and Wellness

- Enhance accident/injury prevention strategies
- Mitigate WSIB costs

Disability Management

- Partnering with external professional advisory services
- Reduce utilization of Short-Term Disability (sick days) and Long-Term Disability

Labour Relations

- Strengthen in-house expertise to reduce outsourcing legal counsel



Service Level Enhancement Options

Organizational Effectiveness

- Strategic Workforce Planning
- Implementation of automated workflow processes to improve efficiencies
- Performance Management Program
- Succession Planning
- Improved KPI and metrics
- Process efficiency review
- System optimization review
- Implementation of SAP/Success Factor interface modules (i.e., Recruitment/Onboarding, time and attendance, performance management)



Increased risk mitigation

- Updating long outdated templates, review of policies and procedures to ensure compliance with best practice and legislative changes
- Reviewing Corporate Policies & Procedures ensuring Legislative Compliance, industry best practice, and incorporating a Diversity, Equity & Inclusion lens

Employee Engagement

- Roll out Employee Experience Survey
- Enhance Annual Leadership Conference
- Enhance employee engagement and appreciation efforts
- Further develop SharePoint P&C Communications Portal

Training and Development

- Effective training & development program to ensure staff remain current, work is effective and supports succession planning.
- Centralizing Corporate training budgets to allow corporate oversight of broad training initiatives, to align with corporate strategy

Service Level Reduction Options

- Status quo = reduced service levels as needs continue to grow and resources thin
- Remain focused on reactive not proactive
- Provide below-expectations for timely support (i.e., employee matters, recruitment)
- Continue administratively cumbersome processes
- Limited strategic partnership; provide administrative support to staff and leaders
- Gap in meeting HR industry best practices and evolving legislative compliance
- Increased liability risk to the City (i.e., employment/performance mismanagement; outdated documentation, processes, programs and initiatives)
- Will lead to lower engagement for staff and leaders, increased turnover, lower productivity, increased absenteeism,
- Additional outsourcing and consultant fees to offset work that can not be completed internally due to resource constraints



Questions

