

# 2006 Operating Budget Overview

## Presentation to Administration Committee

January 5, 2006

# Council Approved 3 Year Operating Budget Targets

---

- 2006 2% Base Budget Net Expenditure Increase - 40% of City Programs and majority of ABCs did not meet target:
  - City Programs - further reductions would require service and / or service level cuts
  - Major ABCs (TTC, Police) have been directed to provide options to achieve targets
  - Non-Program increase mainly due to uncontrollable one-time revenues in 2005
- 2007 and 2008 - 0% increase over 2006
- Achieving Targets Require:
  - Base reviews, efficiencies / continuous improvement and service rationalization
  - User fee increases based on full service cost recovery and inflationary increases
  - Service realignment to fund any new spending on Council's Highest Priorities

# Starting 2006 Operating Pressure Total \$759 Million

\$Millions

2005 One-time Funding Pressures		439
<hr/>		
2006 Operating Impacts:		
- Debt Service Cost	44	
- Cost of Living Allowance	90	
- Inflation on Materials, Supplies and Services	81	
- Annualizations and Other	105	320
	<hr/>	<hr/>
Starting 2006 Pressure		759
<hr/> <hr/>		

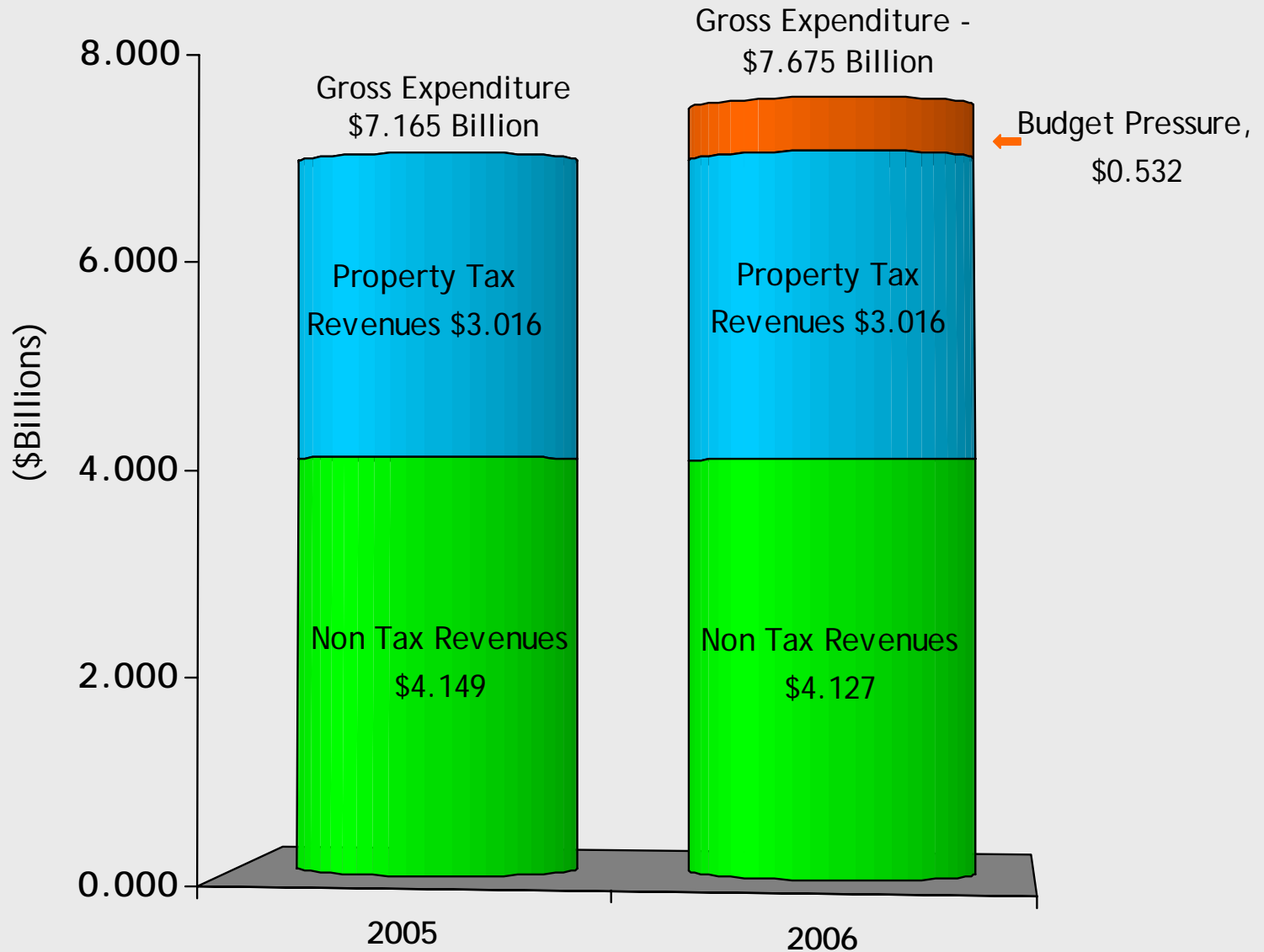
# Administrative Review Reduced 2006 Operating Pressure to \$532 Million

\$Millions

Starting Pressure	759
<hr/>	
Adjustments	
• Hydro Interest	(67)
• Hydro Dividends	(25)
• Gas Tax Revenues	(92)
	<hr/>
	575
Administrative Review - Service Efficiencies & Adjustments	(43)
	<hr/>
Remaining 2006 Pressure	532
<hr/> <hr/>	

# 2006 Proposed Gross Operating Budget

2006 Operating Budget Overview



# Administration Committee

---

## Internal Services

- Office of the Deputy City Manager & Chief Financial Officer
- Office of the Treasurer
- Corporate Communications
- Information & Technology
- Fleet Services
- Facilities & Real Estate

## Citizen Centred Services 'A'

- 3-1-1 Customer Service Strategy
- Court Services

## Other City Programs

- City Manager's Office
- Human Resources
- Community Partnership and Investment Program - Access & Equity
- Legal
- City Clerk's Office
- City Council
- Mayor's Office

# Internal Services

(\$000's)	2006 Proposed Budget			
	2005 Approved Budget	2006 Proposed Base Budget	Change from 2005 Approved Budget	
			\$	%
<b>Internal Services</b>				
• Office of the DCM & CFO	13,197.4	13,461.3	263.9	2.0%
• Office of the Treasurer	30,325.5	30,932.0	606.5	2.0%
• Corporate Communications	6,816.1	6,952.5	136.4	2.0%
• Information Technology	41,735.2	43,134.1	1,398.9	3.4%
• Fleet Services	0.0	0.0	0.0	N/A
• Facilities & Real Estate	51,241.5	52,109.0	867.5	1.7%
<b>Total Internal Services</b>	<b>143,315.7</b>	<b>146,588.9</b>	<b>3,273.2</b>	<b>2.3%</b>

# Citizen Centred Services 'A'

(\$000's)	2006 Proposed Budget			
	2005 Approved Budget	2006 Proposed Base Budget	Change from 2005 Approved Budget	
			\$	%
<b>Citizen Centred Services 'A'</b>				
• 3-1-1 Customer Service Strategy	382.9	390.6	7.7	2.0%
• Court Services	(9,034.5)	(7,585.7)	1,448.8	16.0%
<b>Total Citizen Centred Services 'A'</b>	<b>(8,651.6)</b>	<b>(7,195.1)</b>	<b>1,456.5</b>	<b>16.8%</b>

# Other City Programs

(\$000's)	2006 Proposed Budget			
	2005 Approved Budget	2006 Proposed Base Budget	Change from 2005 Approved Budget	
			\$	%
<b>Other City Programs</b>				
• City Manager's Office	5,894.8	6,010.6	115.8	2.0%
• Human Resources	26,377.8	27,833.3	1,455.5	5.5%
• Access & Equity Grants	773.8	773.8	0.0	0.0%
• Legal	18,017.2	18,537.0	519.8	2.9%
• City Clerk's Office	19,907.1	28,991.3	9,084.2	45.6%
• City Council	18,514.5	18,884.8	370.3	2.0%
• Mayor's Office	1,855.8	1,892.9	37.1	2.0%
<b>Total Other City Programs</b>	<b>91,341.0</b>	<b>102,923.7</b>	<b>11,582.7</b>	<b>12.7%</b>

# Operating Budget Schedule

---

- Budget Launch January 4
- Standing Committee Reviews January
- Budget Advisory Committee and Policy & Finance Committee Reviews January / February
- Council Review & Approval March 27 - 31

# Internal Services

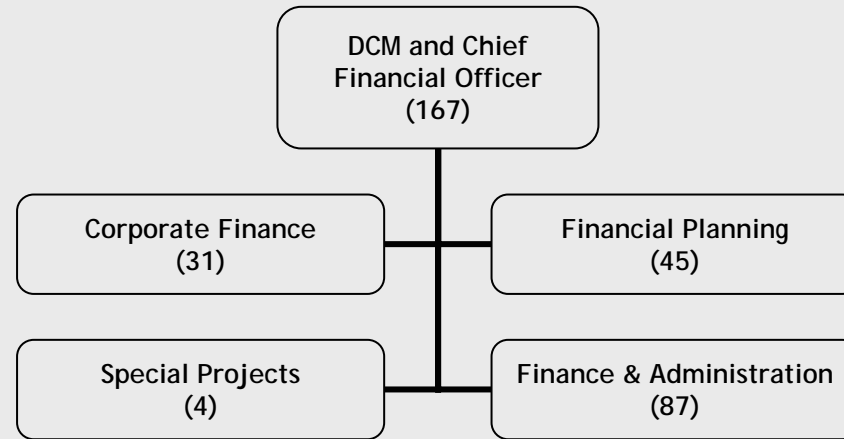
# Office of the Deputy City Manager & Chief Financial Officer

# Mission Statement

---

- The Office of the DCM and Chief Financial Officer ensures effective use of the Corporation's financial resources by providing sound financial management and advice; maintaining financial controls; developing and implementing effective financial strategies; and by providing timely, accurate and efficient services to Divisions, Agencies, Boards, Commissions and the public.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Issued debentures of \$500 million for the City's capital works program
- Processed approximately 5,500 insurance claims
- Executed 1,450 investment trades totalling \$16.9 billion in 2005
- Projected investment income of more than \$150 million in 2005
- Produced the 2005 Operating and Capital Budgets and 2006 - 2009 Plan within council's tax rate goal
- Evaluated 2005 capital and operating budget submissions of 48 Agencies, Boards, Commissions and Divisions and made recommendations on resource allocation strategies
- Developed and improved quarterly variance reports with more strategic and focused information within 40 days of month-end closing
- Prepared the strategy for the defence of the City's Development Charges by-law before the Ontario Municipal Board
- Completed financial analysis of complex corporate projects such as 2015 World Expo and Regent Park revitalization
- Commenced Finance and Administrative Review to integrate Support Services with Service Improvement & Innovation

# 2006 Base Budget Request

## (Net \$000s)

---

<b>2005 Approved Budget</b>	<b>13,197.4</b>
<hr/>	
Prior Year Impacts (Fringe Benefits)	321.8
Merits & Increments	165.9
Economic Factors (including COLA, Wage Harmonization)	477.8
Internal Audit Charges	11.1
Base Revenue Changes	(77.7)
<hr/>	
<b>2006 Requested Base Budget</b>	<b>14,096.3</b>

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	13,197.4	
2006 Requested Base	14,096.3	6.8%
Proposed Service Level Adjustments	(635.0)	
Proposed Base Budget	13,461.3	2.0%
Target	13,461.3	
Over/(Under) Target	0.0	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Efficiency savings in non-labour expenditures (72.4)
- Reduce printing of 2006 budget books (15.0)
- Reduce casual labour during peak periods (5.0)
- Finance and Administrative Review (542.6)

---

**Total Adjustments to Meet Target (635.0)**

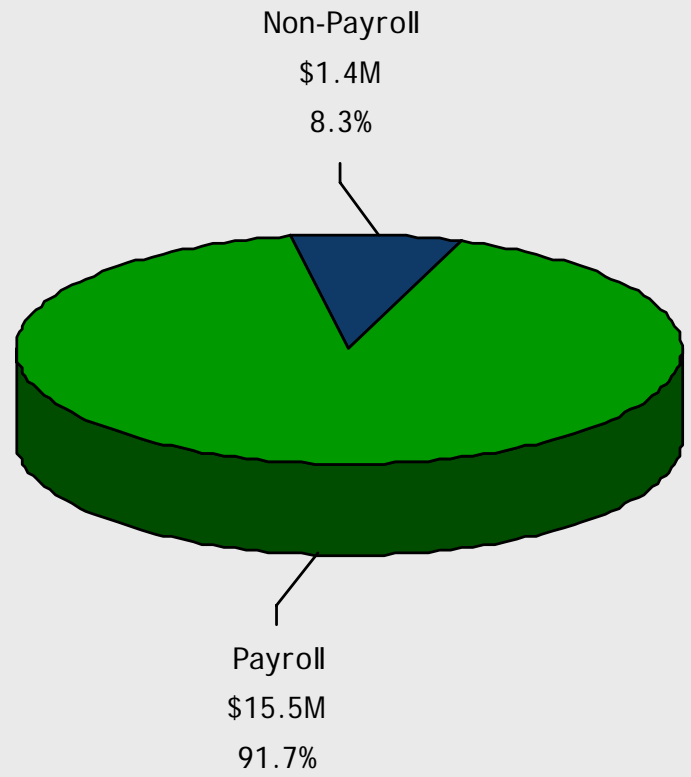
---

---

# 2006 Proposed Base Budget

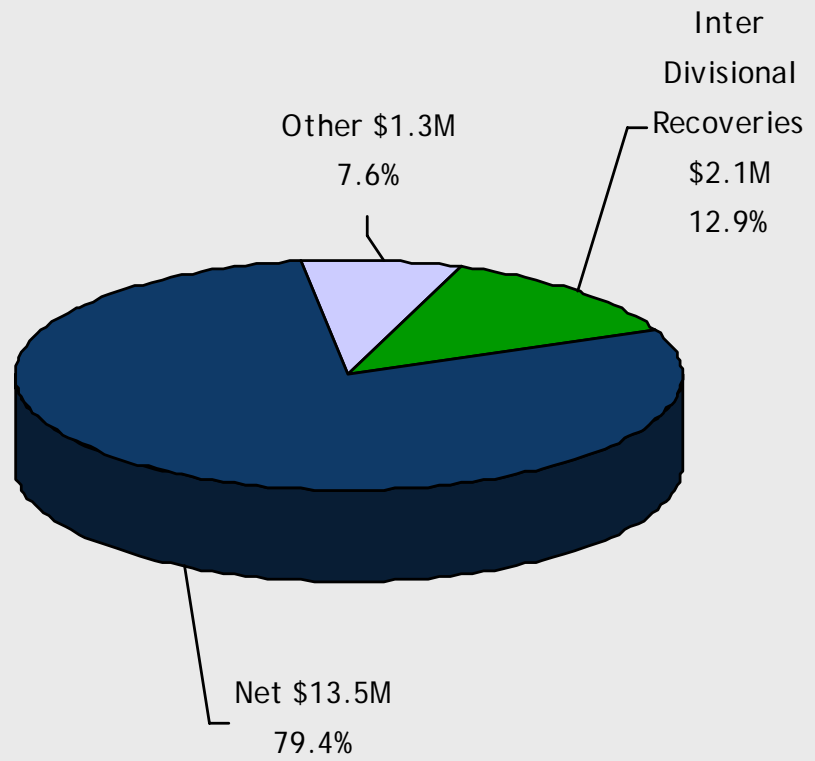
## Gross Expenditures

\$16.9M



## Funding Sources

\$16.9M



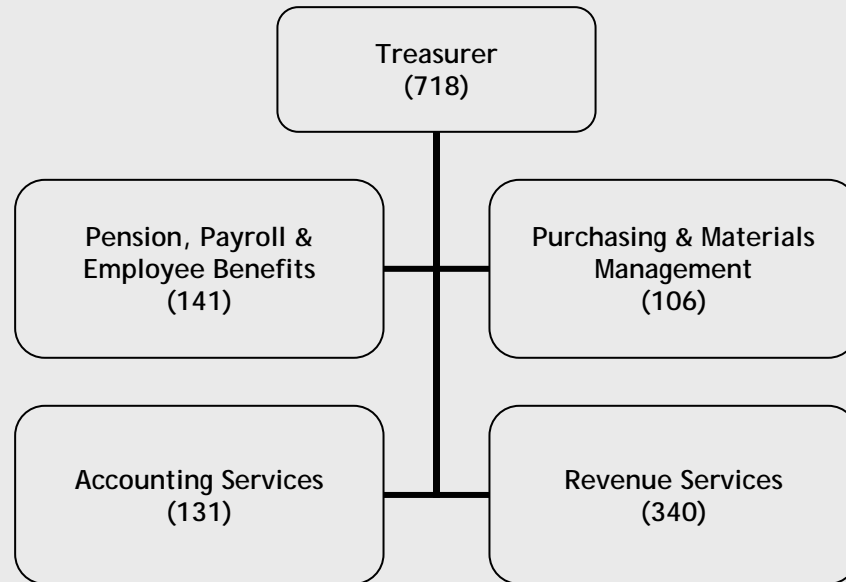
# Office of the Treasurer

# Mission Statement

---

- The Office of the Treasurer provides the following range of efficient and effective services to Divisions, Agencies, Boards and Commissions, Employees and Retirees:
  - The preparation of the City's consolidated financial statements
  - Payroll processing and Pension Payroll Processing
  - Employee and Retiree Benefit Plan Administration
  - Employee Services; new and terminating employees
  - Administration of City Sponsored Pension Plans
  - Procurement and Materials Management
  - Billing and collection of property taxes, water and wastewater services and the collection of parking tag revenues
  - Centralized receipt and accurate & timely payment of vendor invoices
  - Banking and general revenue billing and collections
  - Commodity tax recovery
  - Monthly management financial reporting and accounting services
  - Costing advice for City services and user fees

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Processed 774,000 payroll and 120,000 pension cheques
  - Implemented changes for Local 79 and 416 wage harmonization and new collective agreements
  - New 5 year contract for benefit administrator
  - Co-ordinated the City's position on OMERs autonomy (Bill 206)
- Processed approximately \$1.2 billion in purchases and issued 3,000 purchase orders
  - New policies for Councilor access to procurement information and Contract Execution
  - Phase 1 of store rationalization study done
  - New RFP template and quick quote tools introduced
  - Purchasing card program introduced
- Processed 220,000 vendor cheques, 15,000 direct deposits for 500,000 invoices paid
  - 87% of invoices paid in 60 days or less
  - \$396,000 in early payment discounts captured (vs. \$119,000 in 2004)
  - Expanded direct deposit campaign underway

# Service Level Indicators & Accomplishments (cont'd)

---

- Issued and processed payments for 1,257,000 tax bills and 1,485,000 water bills, processed payments for 2,750,000 parking tags, responded to 600,000 customer enquiries
  - On-line parking tag payment system implemented
  - Assessment and review unit established
- Consolidated financial statements audited by April 30
  - Recovered \$1.5 million in GST and PST
  - Enhanced reserve and reserve fund quarterly reports

# 2006 Base Budget Request

(Net \$000s)

---

<u>2005 Approved Budget</u>	<u>30,325.5</u>
Prior Year Impacts (Fringe Benefits)	904.5
Merits & Increments	281.5
Economic Factors (including COLA and Wage Harmonization)	1,506.4
Reduction in Parking Tag Fine Payments to Province	(384.5)
Base Revenue Changes	(675.5)
<hr/>	
<u>2006 Requested Base Budget</u>	<u>31,957.9</u>

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	30,325.5	
2006 Requested Base	31,957.9	5.4%
Proposed Service Level Adjustments	(1,025.9)	
Proposed Base Budget	30,932.0	2.0%
Target	30,932.0	
Over/(Under) Target	0.0	

# Proposed Service Level Adjustments

## (Net \$000s)

---

### Service Level Adjustments

---

- Vendor Early Payment Discounts (50.0)
- New Admin Fee for Parking Tag Web Payments of \$1.50 (300.0)
- Increase Admin Fee for Parking Tag IVR Payments by \$0.50 (250.0)
- Efficiency Savings in non-labour expenditures (110.0)
- Support for Parking Tag System by Internal Staff (119.2)
- Eliminate Manual Distribution of Bid Documents (137.7)
- Reduce Overtime Budget (59.0)

---

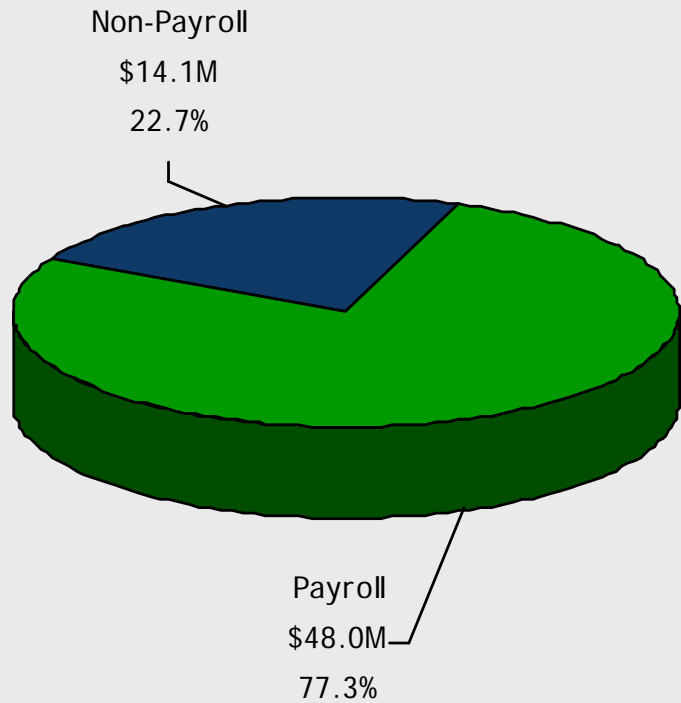
**Total Adjustments to Meet Target (1,025.9)**

---

# 2006 Proposed Base Budget

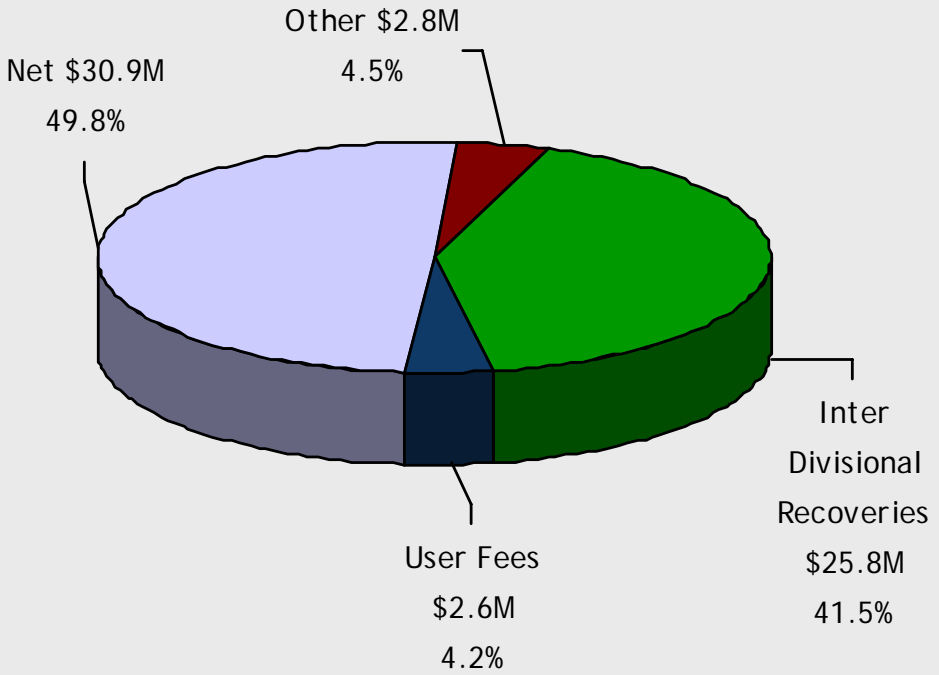
## Gross Expenditures

\$62.1M



## Funding Sources

\$62.1M



# New & Enhanced Services

## Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Proposed</u>		
• Fixed Asset Records System Project Team	117.0	0.0
• Additional PMMD resources for large or complex commodity purchases	508.7	0.0
• Additional Staff for Assessment and Review Unit	476.9	0.0
<b>Total New &amp; Enhanced</b>	<b>1,102.6</b>	<b>0.0</b>

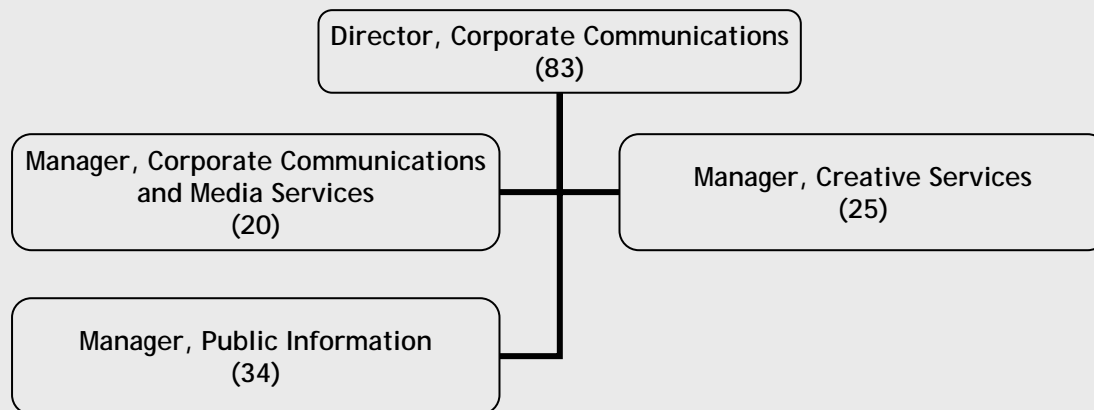
# Corporate Communications

# Mission Statement

---

- To provide excellent corporate communications services and strategies to ensure the public, members of the Toronto Public Service, media, national and international communities have a clear understanding of the City of Toronto's programs and services, as well as how they may be accessed, and how to participate in municipal government.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Provided strategic, corporate, creative, web and public information communications support on major projects, Council Priorities and issues of interest to residents and business
- Supported the 3-1-1 Project Management Office by developing strategy, service design and identification of standards that must be in place prior to implementing the 3-1-1 service
- Co-lead with I&T for 3-1-1 Web portal design and development
- Access Toronto designed and implemented registration process for all Mayor's City of Toronto Act consultations, became the point of contact for Clean and Beautiful City program, and assumed responsibility of 39-Clean from private sector company to improve service at reduced cost
- Successfully executed Phase 2 of the 911 Multilingual Campaign by significantly increasing awareness of this service among ethnic media, multicultural organizations, schools and community groups

# Service Level Indicators & Accomplishments

---

- Received several design awards for Cavalcade of Lights and Celebrate Toronto Street Festival promotion materials
- Launched new Web portals for Community Safety, Seniors and Families

# 2006 Operating Budget Issues / Pressures

---

- Additional resources to be reallocated from within City did not materialize, pressuring existing work force to handle new initiatives such as the Clean and Beautiful line for reporting illegal dumping and unclean areas within the City
- Increase in gapping percentage on a small workforce; fringe benefit costs and negotiated salary contracts

# 2006 Base Budget Request

(Net \$000s)

---

2005 Approved Budget	6,816.1
<hr/>	
Prior Year, Economic Factor - Salary & Non-Salary	138.9
2006 Merit & Step Increases	94.3
Other Base Changes	(32.7)
<hr/>	
2006 Requested Base Budget	7,016.6
<hr/> <hr/>	

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	6,816.1	
2006 Requested Base	7,016.6	2.9%
Proposed Service Level Adjustments	(64.1)	
Proposed Base Budget	6,952.5	2.0%
Target	6,952.5	
Over/(Under) Target	0.0	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Increase Publication Revenue & Capital Recovery (64.1)

---

Total Adjustments to Meet Target (64.1)

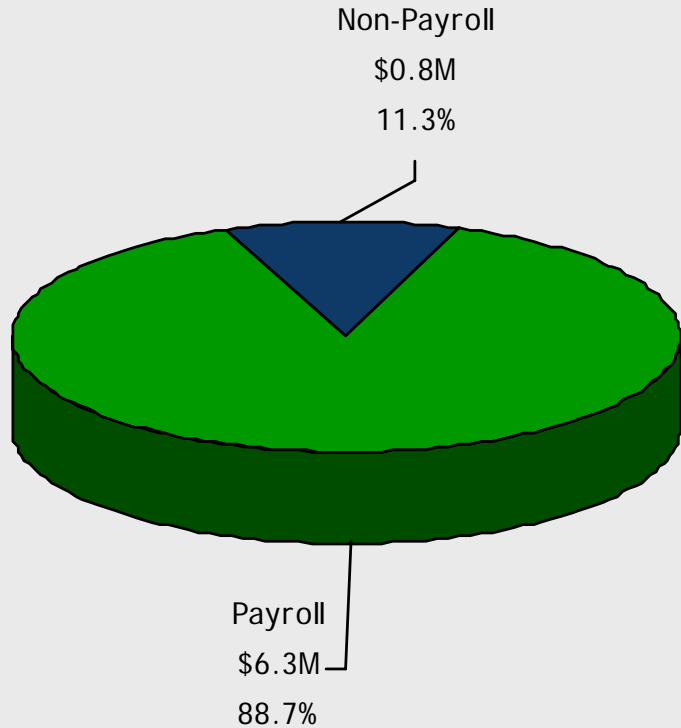
---

---

# 2006 Proposed Base Budget

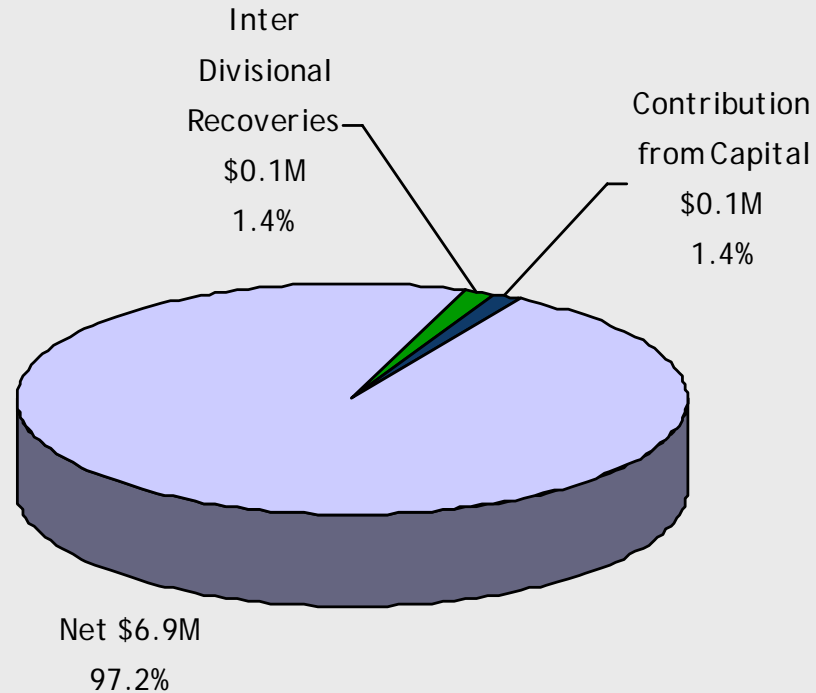
## Gross Expenditures

\$7.1M



## Funding Sources

\$7.1M



# New & Enhanced Services

## Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Proposed</u> <ul style="list-style-type: none"> <li>Clean &amp; Beautiful City initiative</li> </ul>	125.0	125.0
<b>Total New &amp; Enhanced</b>	<b>125.0</b>	<b>125.0</b>

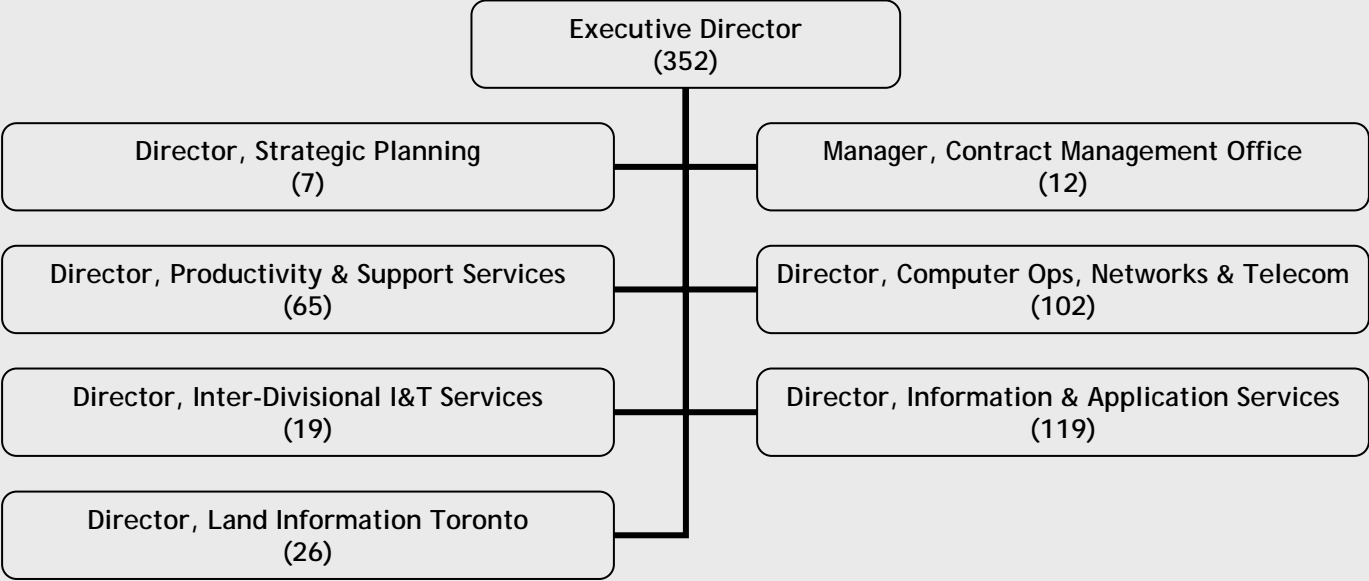
# Information Technology

# Mission Statement

---

- Corporate I&T's mandate is to provide core information technology services for the City of Toronto. These services include the design, development and operation of the City's:
  - Data and telecommunications networks (landline and wireless)
  - Corporate data centre infrastructure operations
  - Corporate and many departmental business applications and databases (email, Internet/intranet, SAP, Tax/Water, Parking Tags, Online services)
  - Website application development and infrastructure support
  - Geospatial (land information) applications and databases
  - The desktop environment hardware and software (PC's, printers, mobile computers, fax machines, photocopiers etc)
  - City IT Service Desk
  - Information Security
  - City-wide IT Planning Co-ordination and IT policy development

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Supported over 18,000 desktop computers on the network and maintained 375 business applications
- Data Center's 24/7 operation supported 400 servers, storage and network equipment
- Responded to 83,000+ Service Desk calls
- Maintained 15,000 voice mail boxes, 8,600 wireless devices and 650 high speed network sites
- Managed 100 corporate wide I&T maintenance and professional services contracts valued at \$93.5 million

# Service Level Indicators & Accomplishments

---

- TELS replacement/upgrade of 15,000 desktops/laptops + 350 servers
- Initiated and implemented major infrastructure initiatives supporting IT security
- SAP Competency Centre, developed new governance model, project and operational support services and the first 5 Year Capital Plan
- Lead/assisted in many e-City Online Services implementations
- Provided technical design support for 3-1-1 Project Planning

# 2006 Operating Budget Issues / Pressures

---

- Growth in business applications and technical infrastructure pressuring resources and maintenance/licensing funding
- Inflationary pressures on maintenance costs
- Increased demand to support other business areas, including: 2006 Elections, 3-1-1, Online Services application development, fraud/hotline & related investigations
- Full year effect of SAP Competency Centre deferral of final phase implementation in 2005 (557.3k)

# 2006 Base Budget Request

(Net \$000s)

---

<b>2005 Approved Budget</b>	<b>41,735.2</b>
<hr/>	
Prior Year, Economic Factor - Salary & Non-Salary	2,217.5
2006 Merit & Step Increases	497.2
Capital Project Management Recovery	(324.7)
Other Base Adjustments	(26.1)
<hr/>	
<b>2006 Requested Base Budget</b>	<b>44,099.1</b>

# 2006 Proposed Base Budget

(Net \$000s)

		Net	Inc / (Dec) from 2005
2005 Approved Base Budget	41,735.2		
2006 Requested Base	44,099.1		5.7%
Proposed Service Level Adjustments	(965.0)		
Proposed Base Budget	43,134.1		3.3%
Target	42,569.9		
Over/(Under) Target	564.2		

*\$564.2 over target as a result of the full-year effect of the deferral of the SAP Competency Centre final phase implementation*

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Savings from Contract Negotiations and Pricing (615.0)
  - Service Efficiencies (350.0)
- 

**Total Adjustments to Meet Target (965.0)**

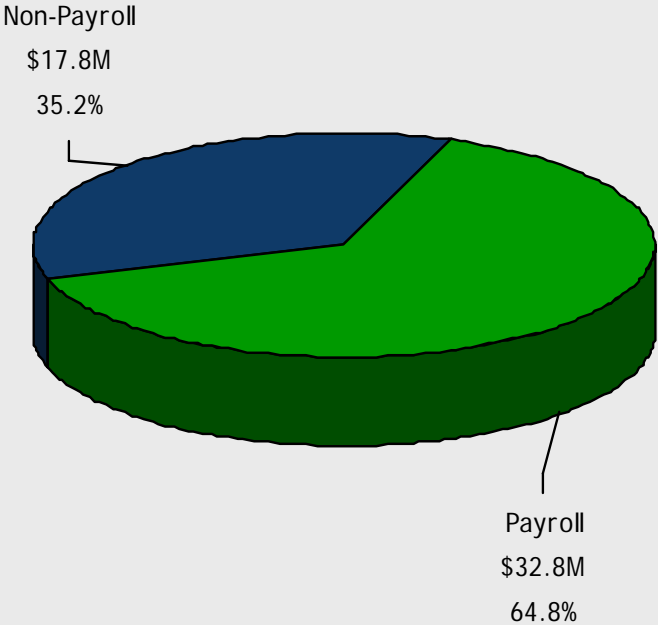
---

---

# 2006 Proposed Base Budget

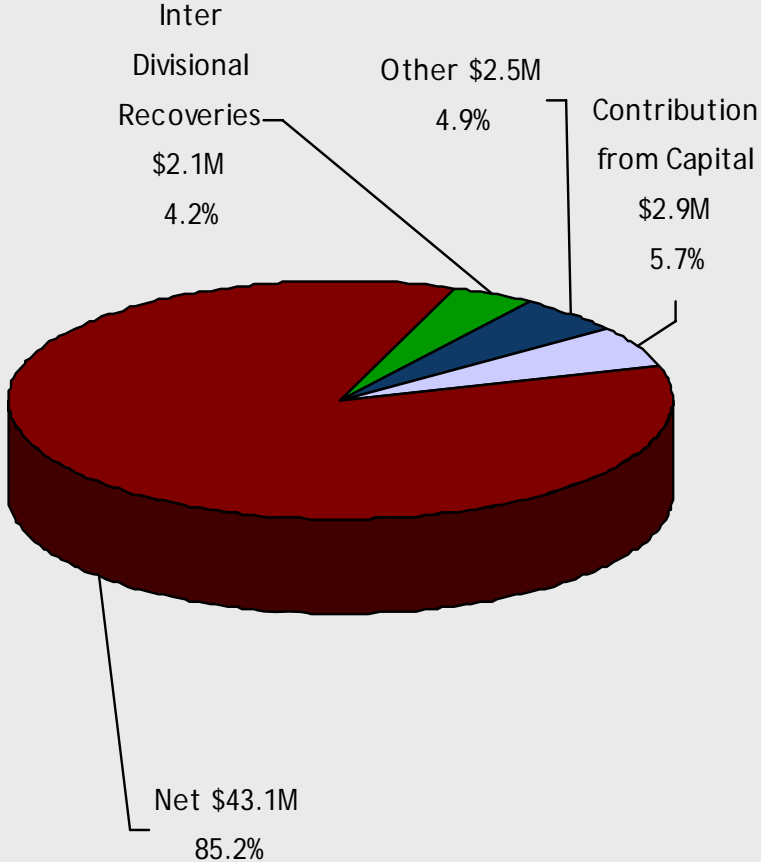
## Gross Expenditures

\$50.6M



## Funding Sources

\$50.6M



# New & Enhanced Services

## Proposed/Not Proposed (\$000s)

New & Enhanced	Gross	Net
<u>Proposed</u>		
• Operating Impact of Capital - Maintenance & Licensing Fees	87.0	87.0
• Operating Impact of Capital - Project Staffing	614.2	0.0
• Telecommunications Services, Wireless Service Planner	71.7	0.0
• Conversion of Contractors to Staff for Infrastructure Capital Project Work	155.0	0.0
• Corporate Data Centre TCHIS Support for Public Health	284.3	0.0
<u>Not Proposed</u>		
• Additional Staff Position for Fraud Hotline & Related Investigations.	80.0	0.0
<b>Total New &amp; Enhanced</b>	<b>1,292.2</b>	<b>87.0</b>

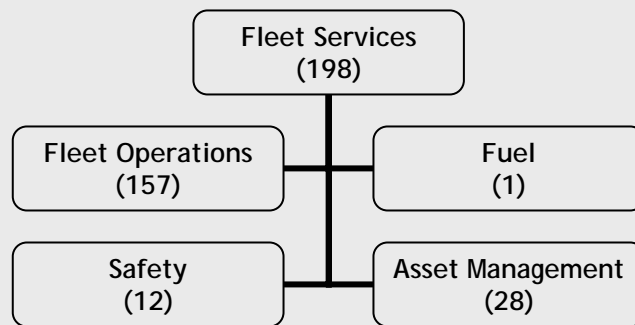
# Fleet Services

# Mission Statement

---

- To provide responsive, flexible, efficient and comprehensive Fleet Services to support the delivery of public programs and services.

# 2006 Program Map



# 2005 Accomplishments

---

- Implemented the final phase of the Taxi Inspections which utilizes City mechanics to conduct vehicle inspections prior to the issuance of a City Taxi or Limousine License
- Commenced dispensing of bio-diesel from City operated pumps to reduce vehicle emissions
- The Green Fleet Plan helped Fleet Services achieve 9 out of 10 on the Toronto Environmental Alliance's 2005 Smog Report Card
- Developed a long-range plan to stabilize vehicle & equipment reserve contributions
- Obtained Program buy-in on the new fleet rate plan to level maintenance and future replacement costs
- Completed a comprehensive RFP seeking partnership with a large parts distributor with a goal to decrease parts costs and improved procurement cycles

# 2006 Operating Budget Issues / Pressures

---

- Unstable fuel prices
- Integration of on-line automotive parts into the Fleet operations

# 2006 Proposed Base Budget

(Net \$000s)

## 2005 Approved Budget

		-
<hr/>		
Prior Year impacts (Fringe Benefits)		107.8
Economic Factors - Salary & Non-Salary		350.5
2006 Merit & Step Increases		76.0
Other base changes		
Biodiesel	164.2	
Transfer to Vehicle Reserve	608.3	
Fuel	500.0	1,272.5
	<hr/>	
Service Reorg & Single Parts Supplier		(1,087.8)
Increase in Inter Divisional Recovery		(719.0)
<hr/>		

## 2006 Proposed Base Budget

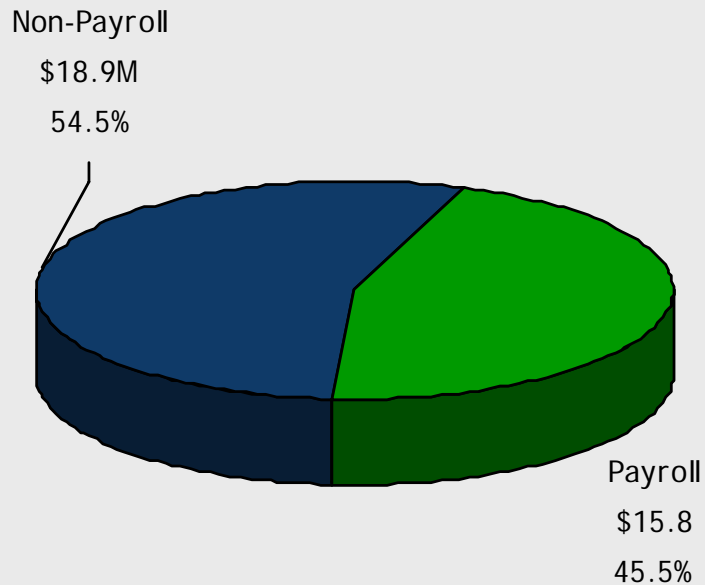
-

		<hr/> <hr/>
--	--	-------------

# 2006 Proposed Base Budget

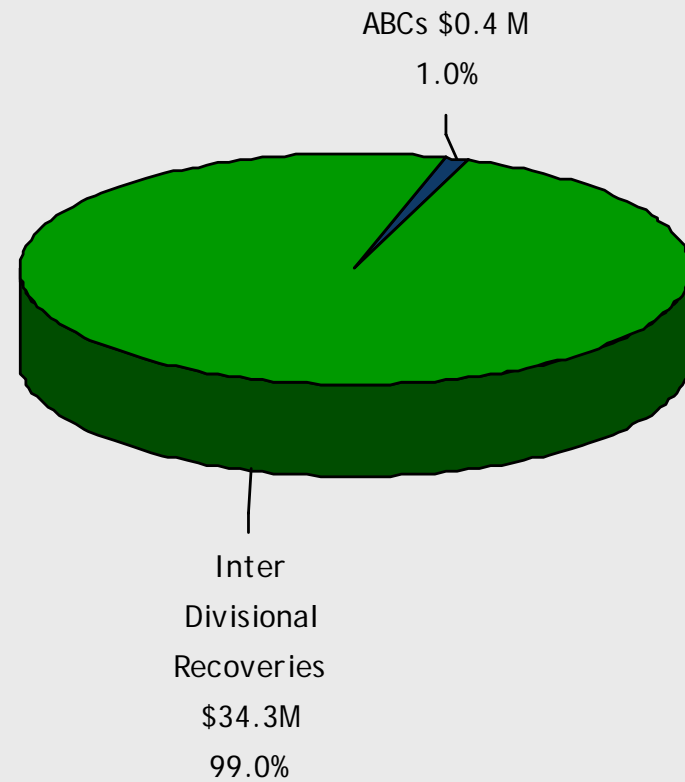
## Gross Expenditures

\$34.7M



## Funding Sources

\$34.7M



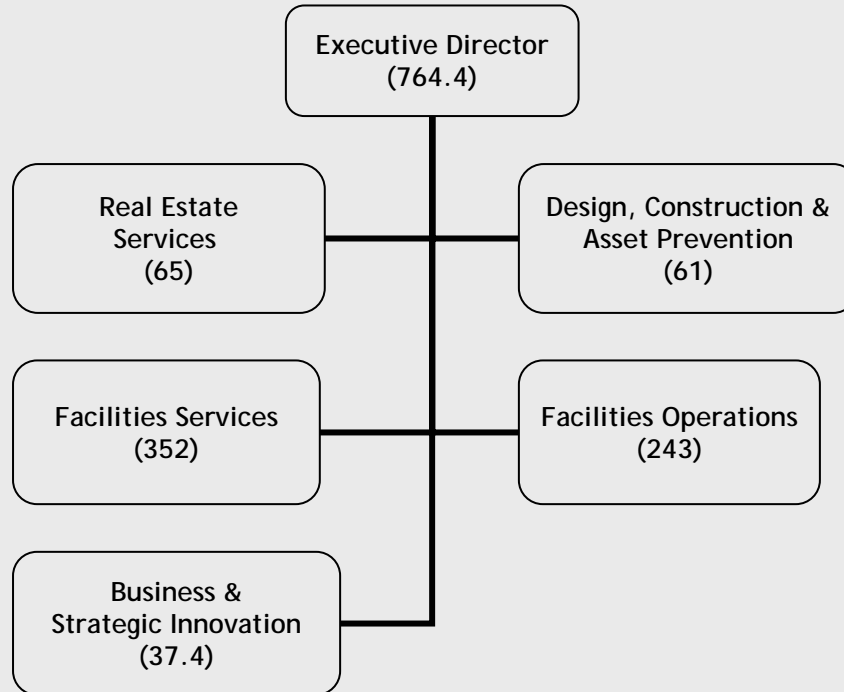
# Facilities & Real Estate

# Mission Statement

---

- Facilities and Real Estate Division will be the service provider of choice by providing leadership and stewardship of the City's real estate and facilities with a commitment to best practices incorporating environmental, social and economic principles.
- We will proactively advance Council's priorities for a clean, green, accessible, safe, and beautiful city, while protecting and maximizing the City's property assets. We will support these goals in an innovative, balanced and fiscally sustainable manner, working collaboratively and responsively with ABCDs.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Completed renovations of 200,000 sq. ft. of office space including City Hall, Metro Hall, and North York and Etobicoke Civic Centre locations
- Completed 90% of City-wide projects given to F&RE
- Processed 39,428 work orders throughout the City in over 800 City Owned buildings
- Provided 255 sites throughout the City with cleaning services and completed over 8,000 work order requests
- Completed over 400 appraisals on City properties. Sold 30 city-owned properties with a value of approximately \$15 million
- Carried out 35 environmental reviews (Phase I Environmental Site Assessments) and completed the environmental audit on approximately 110 Corporate Facilities for Designated Substances including PCBs, asbestos, underground storage tanks, above-ground storage tanks and mould

# 2006 Operating Budget Issues / Pressures

---

- Increase of \$2.050 million related to ongoing merit, benefit increases and economic factors
- Collective agreement decisions - \$1.544 million increase due to cost of living allowance

# 2006 Base Budget Request

## (Net \$000s)

---

<u>2005 Approved Adjusted Budget</u>	<u>51,241.5</u>
Prior Year Impacts (Fringe Benefits)	361.6
Economic Factors - Salary & Non-Salary	1,589.3
2006 Merit & Step Increases	503.6
Service Efficiencies	(552.0)
Revenue/Recovery Increases	(948.4)
<hr/>	
<u>2006 Requested Base Budget</u>	<u>52,195.6</u>

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	51,241.5	
2006 Requested Base	52,195.6	1.9%
Proposed Service Level Adjustments	(86.6)	
Proposed Base Budget	52,109.0	1.7%
Target	52,266.3	
Over/(Under) Target	(157.3)	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Additional Gapping (147.6)
  - Real Estate Annualizations Adjustment 61.0
- 

**Total Adjustments to Meet Target (86.6)**

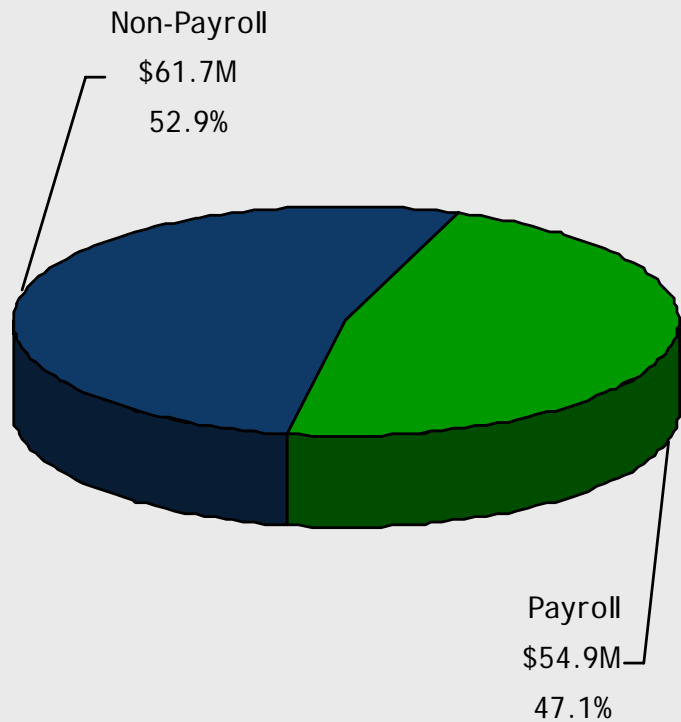
---

---

# 2006 Proposed Base Budget

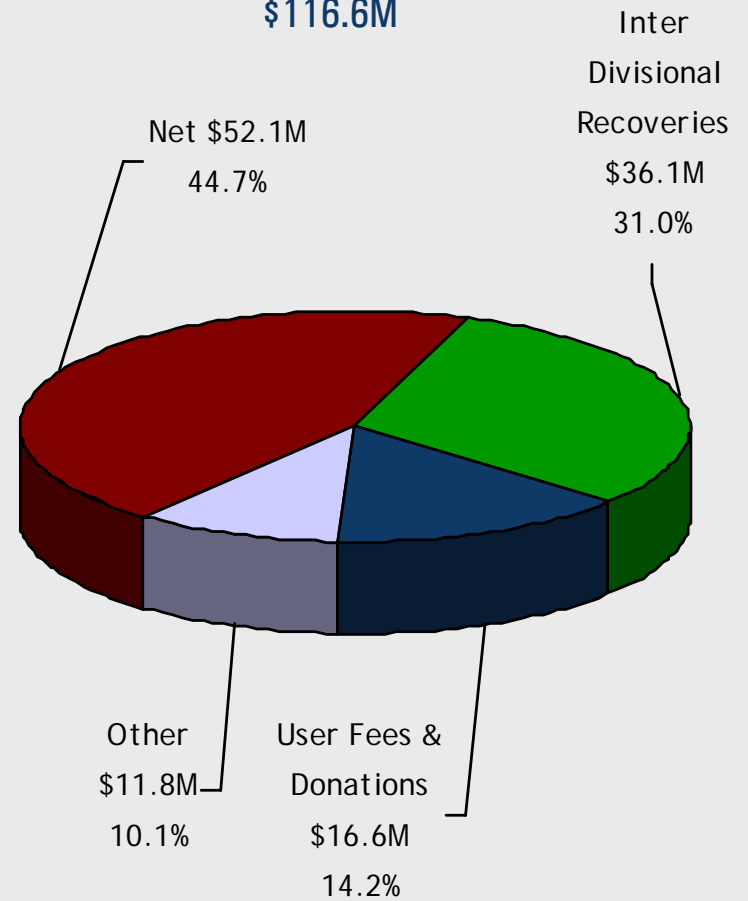
## Gross Expenditures

\$116.6M



## Funding Sources

\$116.6M



# Citizen Centred Services 'A'

# 3-1-1 Customer Service Strategy

# 3-1-1 Mission Statement

---

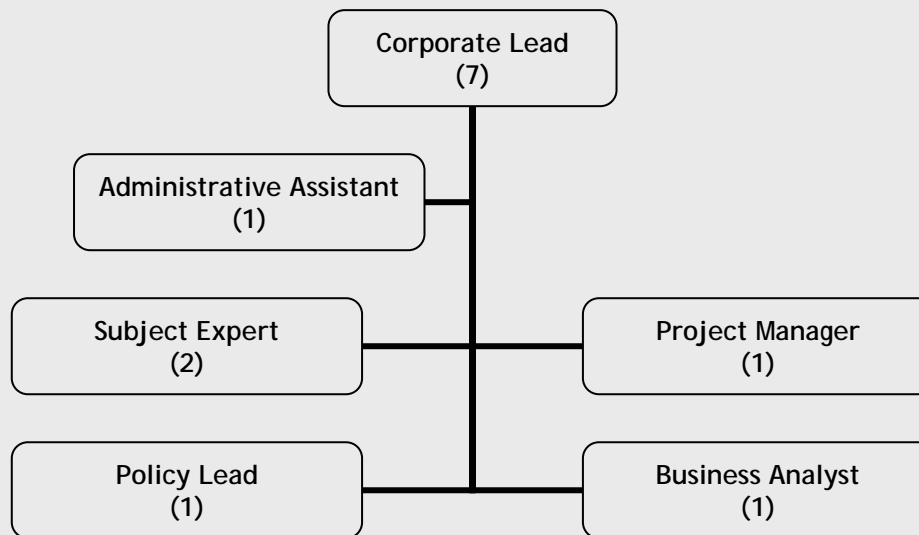
- “3-1-1 opens the door to the City. Everyone will experience excellent service from the Toronto Public Service, a recognized and proud deliverer of 3-1-1”.
- “The Toronto Public Service provides 3-1-1 ‘services that are high quality, well co-ordinated and easy to access’ to the public, with respect, professionalism and integrity”.

# 3-1-1 Strategic Goals

---

- The 3-1-1 Strategic Goals are:
  - to be responsive and effective in meeting the changing and diverse needs of our community and the people we serve
  - to effect a service transformation to a citizen-centred model of service delivery for the City
  - to provide “3-1-1” services in a multiple channel model
  - to provide a supportive environment that fosters continued service innovation at all levels in the City’s organization
  - to be recognized by the public as an exceptional provider of “3-1-1” services

# 2006 Program Map



*Note: Corporate Lead & Policy Lead budgeted in City Manager's Office*

# Service Level Indicators & Accomplishments

---

- Established the 3-1-1 Project Management office and budget
- Provided research, documentation, model options, capital/operating budget and recommendations to support the Council Staff Working Group
- Co-hosted a vendor information session for Councillors and interested GTA participants
- Four year capital budget approval by Council
- Completed the Business Process Review sessions to determine the future model for the 3-1-1 contact centre

# 2006 Operating Budget Issues / Pressures

---

- In-kind/Funding from other Divisions for Business Analyst and Administrative Assistant withdrawn - 2006 impact \$0.145m
- 2005 Budget represented only 75% of annual costs - 2006 impact \$0.094m
- Reduction in non-recurring non-salary costs of \$0.025m

# 2006 Base Budget Request

(Net \$000s)

---

2005 Approved Budget	382.9
<hr/>	
Economic Factors	19.3
Annualization of 2005 budget to reflect full year operation	94.3
Funding for 2 positions	145.3
Reduction of non-recurring non-salary expenses	(25.0)
<hr/>	
2006 Requested Base Budget	616.8
<hr/> <hr/>	

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	382.9	
2006 Requested Base	616.8	61.1%
Proposed Base Adjustments	(226.2)	
Proposed Base Budget	390.6	2.0%
Target	390.6	
Over/(Under) Target	0.0	

# Proposed Base Adjustments

(Net \$000s)

---

## Base Adjustments

---

- Interdivisional Recoveries (137.8)
  - Business Analyst to be funded from capital (88.4)
- 

**Total Adjustments to Meet Target (226.2)**

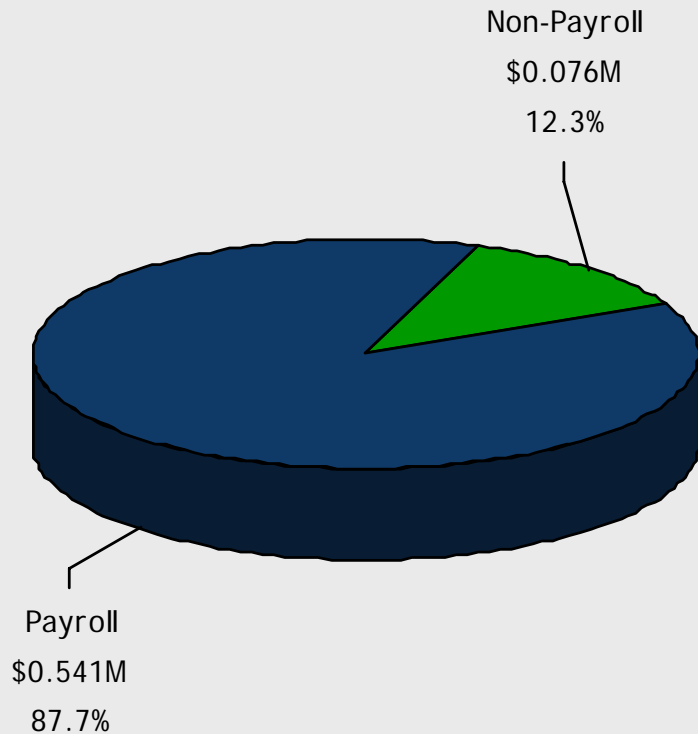
---

---

# 2006 Proposed Base Budget

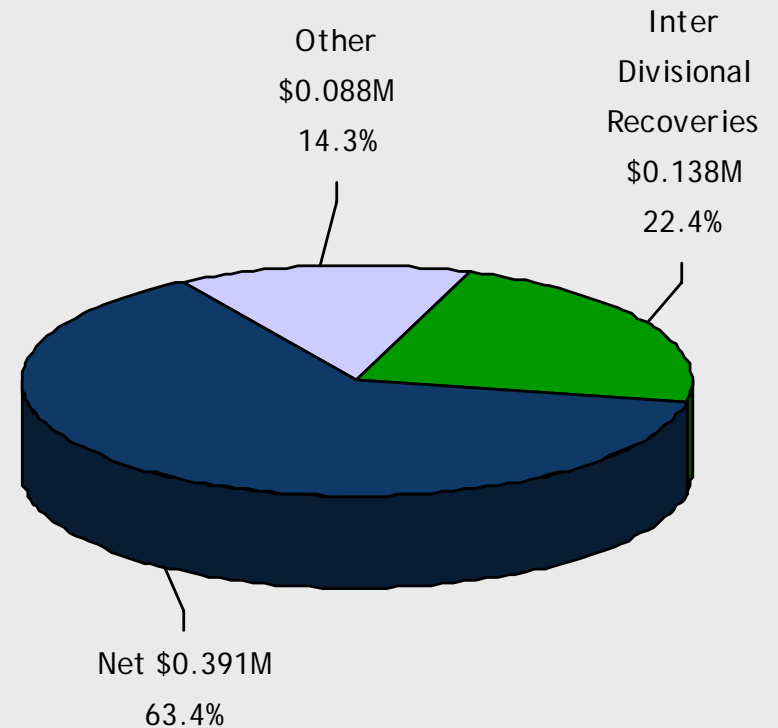
## Gross Expenditures

\$0.617M



## Funding Sources

\$0.617M



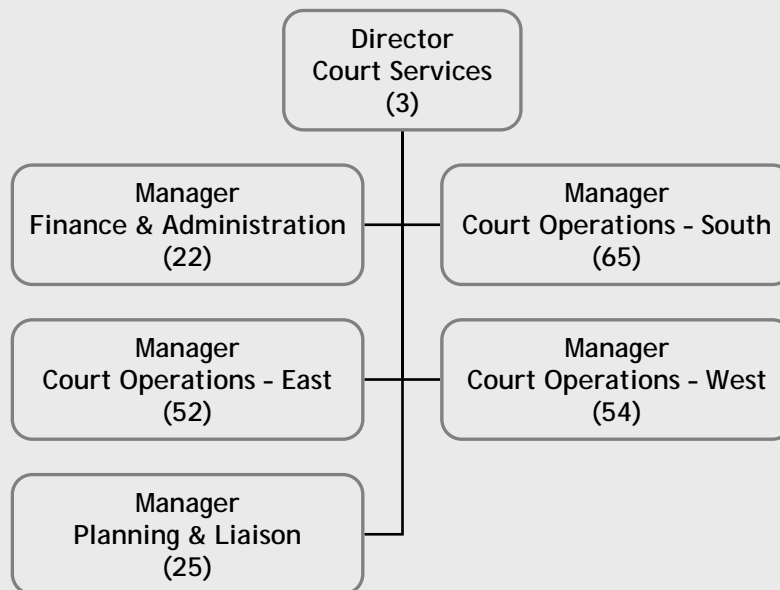
# Court Services

# Mission Statement

---

- To provide efficient services to the public using the Provincial Offences Courts in Toronto.
- Services delivered in accordance with the Memorandum of Understanding between the City of Toronto and the Ministry of the Attorney General.
- Public Services located at 1530 Markham Rd., North York Civic Centre, York Civic Centre, Old City Hall and 137 Edward Street.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Implemented a new approach to supporting public service enquiries by re-assigning staff in each of three administration offices. Since implementation in June 2005 public complaints about difficulty reaching staff have largely been eliminated
- Implementation of Internet payment application (City built) on target for launch December 2005 - January 2006
- Supported legal services division by offering public opportunity to meet with a prosecutor on a walk-in basis
- Implemented a geographic versus functional management model providing higher level of local management accountability and decision making capacity

# 2006 Operating Budget Issues / Pressures

---

- Continuing shortage of Justices of the Peace has resulted in increased pressure to schedule trials to a date that does not offend individual rights under the Canadian Charter. Although 5 new appointments were announced in September 2005, additional court capacity is unlikely to be made available before fall of 2006.
- As of December 2005, over 100,000 trials with an estimated face value of \$10 million dollars need to be scheduled. Due to court closures, an estimated 40,000 charges may be at risk unless additional courts are open.
- Gross revenue estimated for 2006 has been increased assuming the implementation of new initiatives relating to:
  - increased Police Court Attendance
  - establishment of a dedicated team of Legal Services staff to pursue fines in default
  - the impact of the expanded Red Light Camera Program
- Court Services revenues are volatile in nature, prone to swings in enforcement activity, attendance at court by police officers, court decisions and prosecutorial discretion.

# 2006 Base Budget Request

(Net \$000s)

---

2005 Approved Budget	(9,034.5)
----------------------	-----------

---

Prior Year, Economic Factor - Salary & Non-Salary	448.6
---	-------

2006 Merit & Step Increases	646.5
-----------------------------	-------

Other Adjustments/Requests	353.7
----------------------------	-------

---

2006 Requested Base Budget	(7,585.7)
----------------------------	-----------

---

---

# 2006 Proposed Base Budget

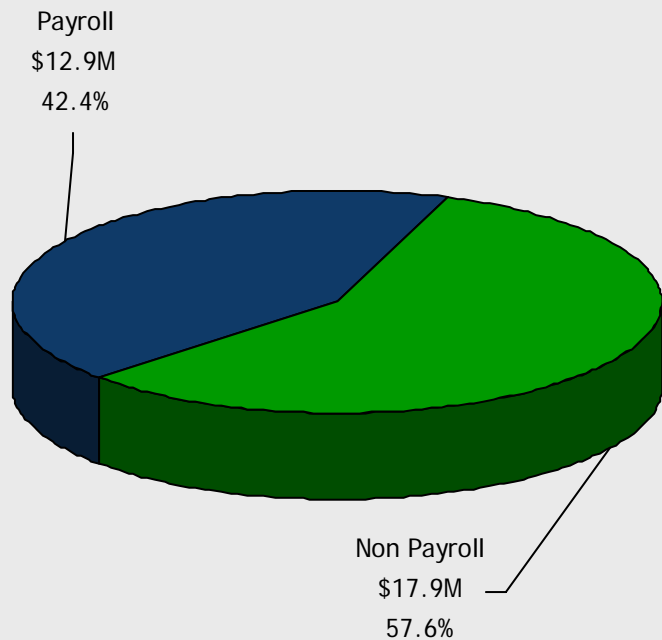
(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	(9,034.5)	
2006 Requested Base	(7,585.7)	16.0%
Proposed Service Level Adjustments	0.0	
Proposed Base Budget	(7,585.7)	16.0%
Target	(8,853.8)	
Over/(Under) Target	1,268.1	

# 2006 Proposed Base Budget

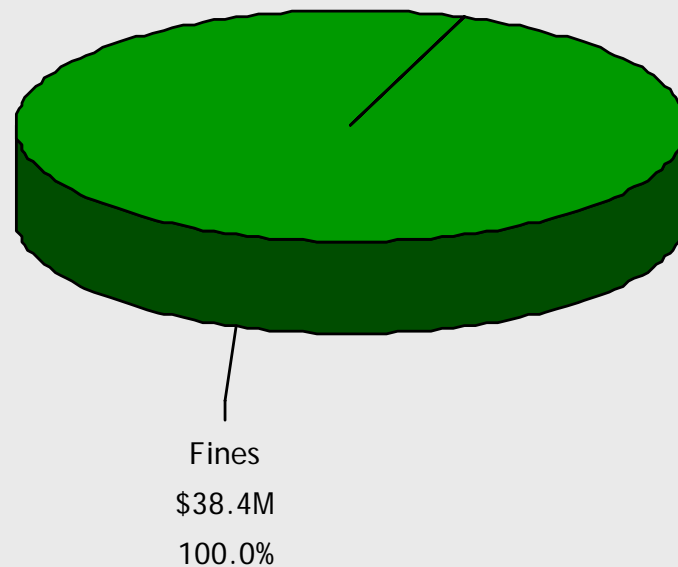
## Gross Expenditures

\$30.8M



## Funding Sources

\$38.4M



# New & Enhanced Services

## Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Proposed</u>		
• Expenditures:		
Legal Collection of defaulted fines	500.0	500.0
Off Duty Police Officer Court Attendance (6mos)	1,200.0	1,200.0
• Revenues:		
Fines (including \$518.4 due to expanded Red Light Camera program)	(3,518.4)	(3,518.4)
<b>Total New &amp; Enhanced</b>	<b>(1,818.4)</b>	<b>(1,818.4)</b>

# Other City Programs

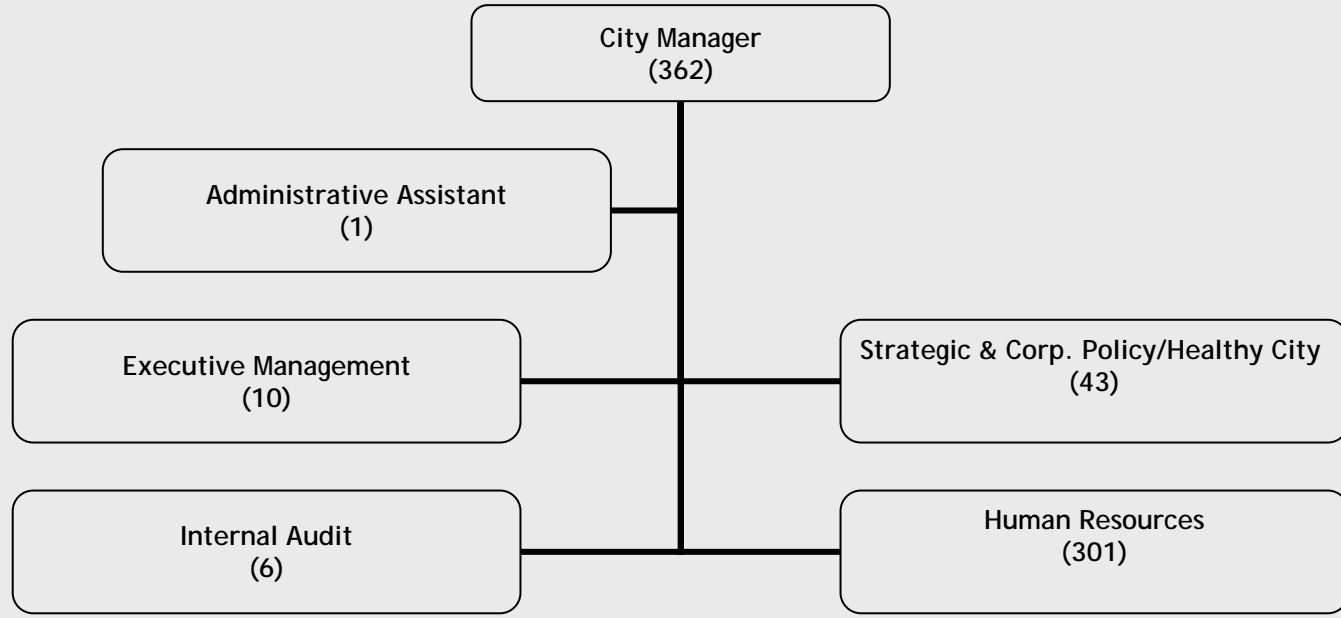
# City Manager's Office

# Mission Statement

---

- The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service challenges.
- The City Manager is accountable to Council for the policy direction and program delivery of all divisions and programs.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Executive Management:
  - Chaired cross-corporate team and co-chaired joint staff/Bridgepoint Health Centre team to facilitate the redevelopment of the Bridgepoint Health Centre, including rehabilitation of the Don Jail
  - Worked with Federation of Canadian Municipalities (FCM) and Canadian International Development Agency (CIDA) to develop and implement the City's Tsunami Relief Efforts through the FCM Technical Exchange Program as well as through ongoing exchanges directly with CIDA
  - Responded to Commissioner Bellamy's recommendations and established an implementation plan to address outstanding issues
  - Led corporate team in developing information for year 5 of the Municipal Performance Measurement Program (MPMP)
  - Led and coordinated Toronto's participation in the Ontario Municipal CAOs Benchmarking Initiative (OMBI)
  - Reviewed City of Toronto hiring practices and recommended actions

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Intergovernmental Relations:
    - ✓ Successfully led joint Ontario-Toronto Task Force on development of a new City of Toronto Act resulting in introduction of legislation in December 2005 which, when enacted, will provide Toronto with the broadest, most permissive municipal enabling framework in Canada and in Canadian history
    - ✓ Successfully negotiated the Canada-Ontario-Toronto-AMO agreements for the flow of \$600 million in federal gas tax revenues over five years for transit funding. Toronto is the only city in Canada that negotiated directly with the federal government on its own behalf, is a signatory to a federal gas tax agreement and is a direct recipient of federal gas tax funds
    - ✓ Successfully negotiated Toronto-specific content of an annex to the Canada-Ontario Immigration Agreement, including a signed commitment by the governments of Canada and Ontario to enter into a Canada-Ontario-Toronto Memorandum of Understanding on Immigration and Settlement in 2006

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Intergovernmental Relations (cont'd):
    - ✓ Successfully organized Metropolis International Conference on Immigration and Settlement, the largest conference of its type in the world, with over a thousand delegates from more than 40 countries in attendance
    - ✓ Coordinated the development of City of Toronto applications for FCM-administered federal Green Municipal Funds totalling \$4.7 million in grants and \$3.85 million in below market rate loans for environmentally sustainable initiatives
    - ✓ Advanced development of new government to government protocols for entrenching Toronto's seat at the federal and provincial policy tables on its own behalf by leading the negotiation of a Canada-Ontario-Toronto Urban Development Framework Agreement, expected to be concluded in early 2006

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Intergovernmental Relations (cont'd):
    - ✓ Played the leading Canadian role in the creation of the bi-national Great Lakes and St. Lawrence Mayors Initiative, which Toronto will chair in 2006, and which is a vehicle for influencing provincial, national and international actions that affect the environmental quality of the Great Lakes basin. New Deal for Toronto - achievement of sustainable new revenues - federal/provincial gas tax

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Corporate Policy:
    - ✓ Listening to Toronto Consultation 2005
    - ✓ Developed and conducted the first ever "Strong Toronto/Strong Ontario" consultations on the City of Toronto Act in conjunction with the Province of Ontario - simulcast from four locations
    - ✓ Coordinated several aspects of the implementation of the new administrative structure: revisions to the Toronto Municipal Code; revisions to delegated authority; development of a Charter of Expectations; briefings of staff and new Deputy city Managers to new Administrative Structure; review of Economic Development Culture and Tourism; review of Protocol and Special Events; Transfer of Heritage
    - ✓ Support to the Governing Toronto Panel's in their review of the City's Governance system
    - ✓ Developed City's Response to Bellamy Recommendations in the areas of ethics, governance, codes of conduct and lobbying

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Governance Structure & Corporate Performance:
    - ✓ Managed projects to reorganize City functions (1) strategic communications functions, (2) affordable housing office and (3) evaluated proposal to transfer enforcement of on-street parking enforcement to Toronto Parking Authority
    - ✓ Developed conceptual framework for corporate performance measurement program
    - ✓ Developed proposals for increasing the City's authority over governance structures by (1) developing proposed enhancements to the City of Toronto Act respecting ABCCs structures and (2) working with Province to finalize Toronto Atmospheric Fund Act
    - ✓ Organized or participated in several initiatives designed to increase public participation and recognize citizen engagement including (1) Welcome Event for incoming citizen board members, (2) Assisted in implementing the Citizen Environmental Assessment Team for Solid Waste, (3) Managed recruitment and selection process for selected ABCCs, (4) Completed diversity analysis of citizen appointments and (5) Developed remuneration policy

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Governance Structure & Corporate Performance (cont'd):
    - ✓ Updated governance framework and Municipal Code for Toronto Licensing Tribunal, converted community boards to Municipal Service Boards, developed liaison role for all ABCCs

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Diversity Management/Community Engagement:
    - ✓ *Facilitated community participation in policy development:* Round Table on Access, Equity and Human Rights (AEHR); 3 working groups; and 2 Advisory Committees
    - ✓ *Completed status reports for City Council regarding:* implementation of the 97 recommendations of the Task Force on Access and Equity; implementation of the Accessibility Design Guidelines; approx. 50 reports or briefing notes
    - ✓ *Completed tools for AEHR implementation:* Action Plan Work Book for the preparation of 2004-2006 Access Equity and Human Rights Action Plans; Draft Equity Lens
    - ✓ *Prepared City of Toronto responses to legislative proposals and Standing Committee submissions:* Bill 118 regarding the Accessibility for Ontarians with Disabilities Act; Federal Standing Committee on Citizenship and immigration regarding the recognition of international credentials and experience of immigrants; report on undocumented workers

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Diversity Management/Community Engagement (cont'd):
    - ✓ *Implemented and assisted with City Manager's Office responsibilities regarding:* Profession to Profession, the City's pilot program to mentor internationally trained professionals in partnership with Human Resources Division; corporate planning and implementation of Caribana Festival; Metropolis conference program planning and workshop presentations; urban aboriginal issues, intergovernmental issues; diversity research co-ordination through the PCT

# Service Level Indicators & Accomplishments (cont'd)

---

- Strategic & Corporate Policy:
  - Diversity Management/Community Engagement (cont'd):
    - ✓ *Implemented public education, awareness programs and recognition programs:* facilitated the nominations and selection process for 5 AEHR awards through broad community outreach involving approximately 2,000 notices; implemented awareness programs for Black History Month, International Women's Day, International Day for the Elimination of Racial Discrimination, South Asian Heritage Month, National Aboriginal Day, Pride, Literacy Month, Person's Day, Human Rights Day, on accessibility issues, aboriginal affairs, immigration and refugee issues, status of women issues, and lesbian gay bi-sexual transgender transsexual two spirited issues; developed and posted proclamations (approx. 20 per year); facilitate 4 scholarship programs at the University of Toronto; provides regular updates for web site

# Service Level Indicators & Accomplishments (cont'd)

---

- Internal Audit:
  - Completed reviews to assess the adequacy of controls (i.e., contract management audits; cash control reviews; long distance charges; business meeting expenses; etc.)
  - Provided support from a risk and control perspective on various corporate initiatives (i.e., Purchase Card implementation; TELS rollout; Stores Rationalization project; payroll and contract management guidelines; etc.)
  - Completed audit reviews requested by Senior Management (i.e., Election Contribution Rebates; CNE Fair; Public Health's tuberculosis program; Animal Services program; Toronto Zoo concessions contract; etc.)
  - Provided risk and controls advice to Divisions on various issues, including: new information systems; fraud investigations; new programs; etc.)

# 2006 Operating Budget Issues / Pressures

---

- Salaries and fringe benefits represent 94.4% of the budget
  - Performance/Merit Increments = \$140.2
  - COLA = \$144.8
  - Fringe Benefit Increases = \$141.4

# 2006 Base Budget Request

(Net \$000s)

---

<b>2005 Approved Budget</b>	<b>5,894.8</b>
<hr/>	
Economic Factors - Salary & Non-Salary	148.4
2006 Merit & Step Increases	140.2
Prior Year Impacts and Zero-Based Items	103.4
Other Base Changes	67.0
Base Revenue Changes	(16.5)
<hr/>	
<b>2006 Requested Base Budget</b>	<b>6,337.3</b>
<hr/>	

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	5,894.8	
2006 Requested Base	6,337.3	7.5%
Proposed Service Level Adjustments	(326.7)	
Proposed Base Budget	6,010.6	2.0%
Target	6,012.7	
Over/(Under) Target	(2.1)	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- |  |         |
|--|---------|
| • Non-Payroll Service Efficiencies                                   | (22.3)  |
| • Efficiencies from Administrative Review                            | (64.7)  |
| • Continued Gapping of Coordinator, Community Engagement<br>Position | (106.0) |
| • Gapping of Natural Staff Turnover Positions                        | (88.0)  |
| • Gapping of Maternity Leave Vacancy                                 | (45.7)  |

---

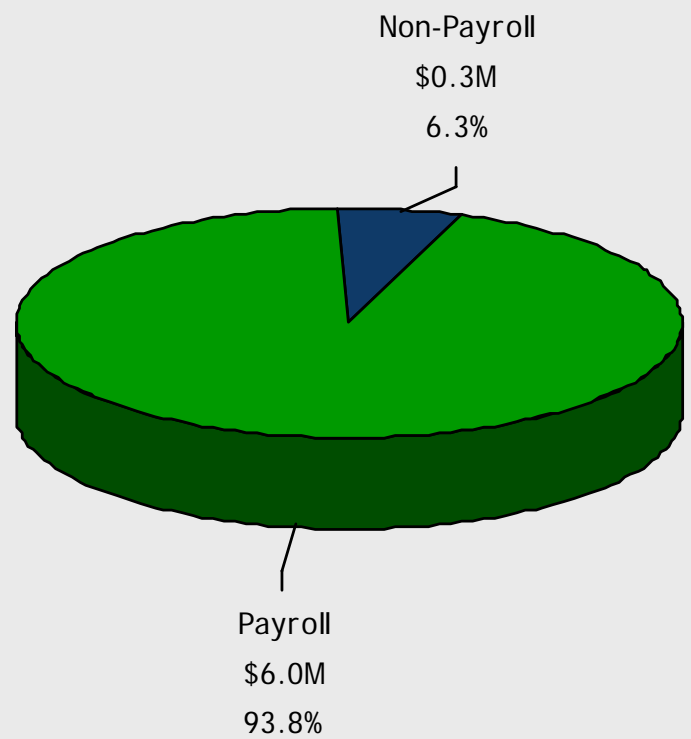
<b>Total Adjustments to Meet Target</b>	<b>(326.7)</b>
---	----------------

---

# 2006 Proposed Base Budget

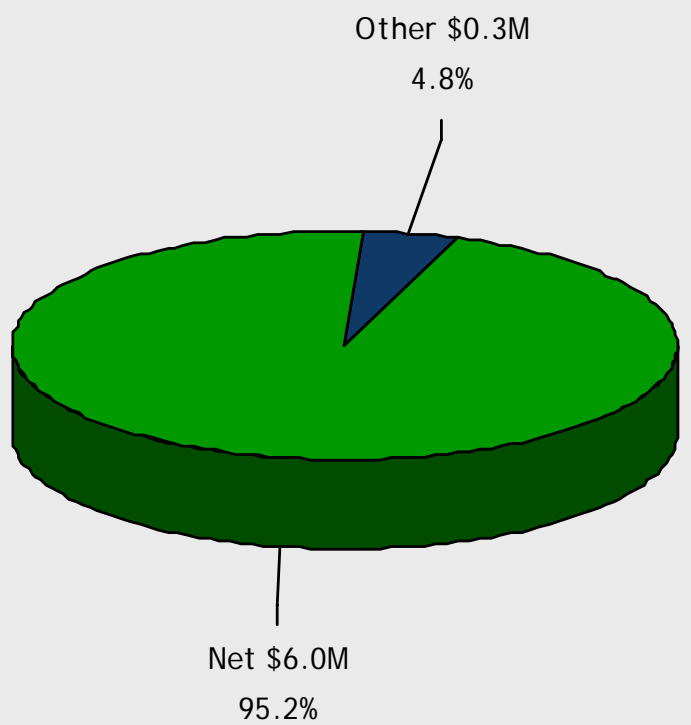
Gross Expenditures

\$6.3M



Funding Sources

\$6.3M



# New & Enhanced Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Proposed</u> <ul style="list-style-type: none"> <li>Enhance corporate oversight and financial control (Internal Audit)</li> </ul>	220.0	0.0
<b>Total New &amp; Enhanced</b>	<b>220.0</b>	<b>0.0</b>

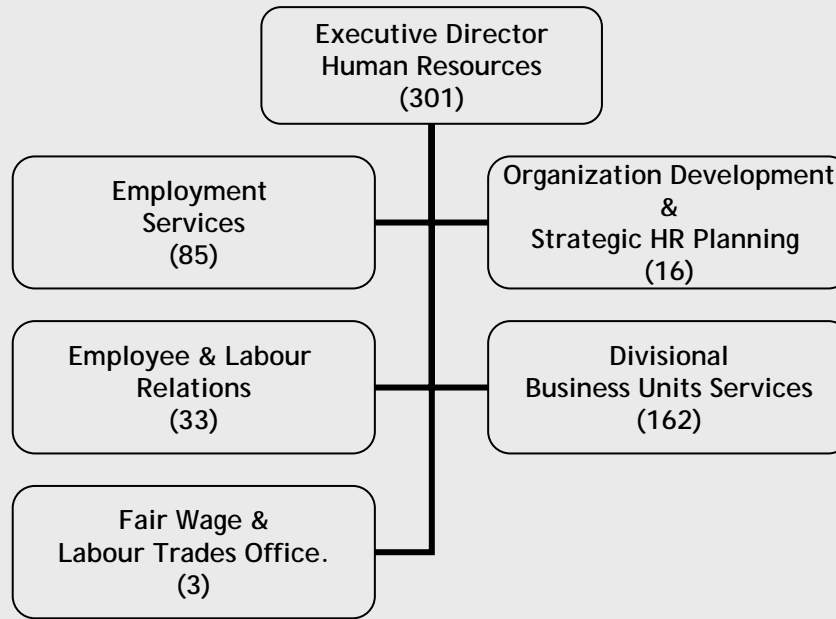
# Human Resources

# Mission Statement

---

- The City of Toronto will be recognized as the leader and model of civic service excellence through the efforts and professionalism of all employees.
- HR provides corporate leadership and builds a strong organization by:
  - establishing integrated policies, standards and procedures to achieve corporate objectives and Council priorities
  - ensuring compliance, corporate oversight and increased accountability of human resources policy implementation through training, clearly defined processes and centralized oversight
  - developing staff expertise to enhance the full utilization and potential of individual employees
  - understanding our clients' business to support management in the achievement of business, operational and organizational objectives and Council priorities
  - fostering a positive employee and labour relations environment by working with the Unions and Association to promote a culture of continuous improvement
  - supporting a safe and healthy work environment for employees

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Successfully negotiated collective agreement contracts with CUPE Locals 79 and 416, Local 2998 (Community Centers) and Local 1600 (Toronto Zoo) with no work stoppages nor third party intervention
- Successfully negotiated wage harmonization, job evaluation and pay equity agreements with Local 79 for full time employees
- Significantly reduced the City's grievance backlog from 3,411 to 1,212
- Successfully prepared the 3-1-1 "People Plan"
- Managed City's participation in the 2005 Public Sector Quality Fair; Toronto Public Service won 25 awards
- 8% decrease in number of work-related lost time injuries. Implemented new H&S Orientation Policy and Program; injury reduction plans developed for City divisions

# 2006 Operating Budget Issues / Pressures

---

- Challenge for current HR resources to:
  - provide increased corporate oversight and internal controls to address recommendations from the Bellamy report, the new administrative structure report and the hiring practices report
  - meet new contractual and other legislated obligations, address emerging operating Divisions' business priorities and effectively respond to Council's expectations for services
  - Partner with divisions to align human resources planning, business planning and Council priorities
  - meet the need for leadership development and culture building arising from a new governance model
- 2006 budget targets will require the reduction and/or elimination of HR services. The HR review, to be completed by the end of the first quarter in 2006, is to address budget and service delivery challenges

# 2006 Base Budget Request

(Net \$000s)

---

2005 Approved Budget 26,377.8

---

Prior Year, Economic Factor - Salary & Non-Salary 1,109.9

2006 Merit & Step Increases 733.8

Other Adjustments/Requests 68.9

---

2006 Requested Base Budget 28,290.3

---

---

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	26,377.8	
2006 Requested Base	28,290.3	7.3%
Proposed Service Level Adjustments	(457.0)	
Proposed Base Budget	27,833.3	5.5%
Target	26,905.3	
Over/(Under) Target	928.0	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Human Resources Restructuring Review (457.0)

---

Total Adjustments to Meet Target (457.0)

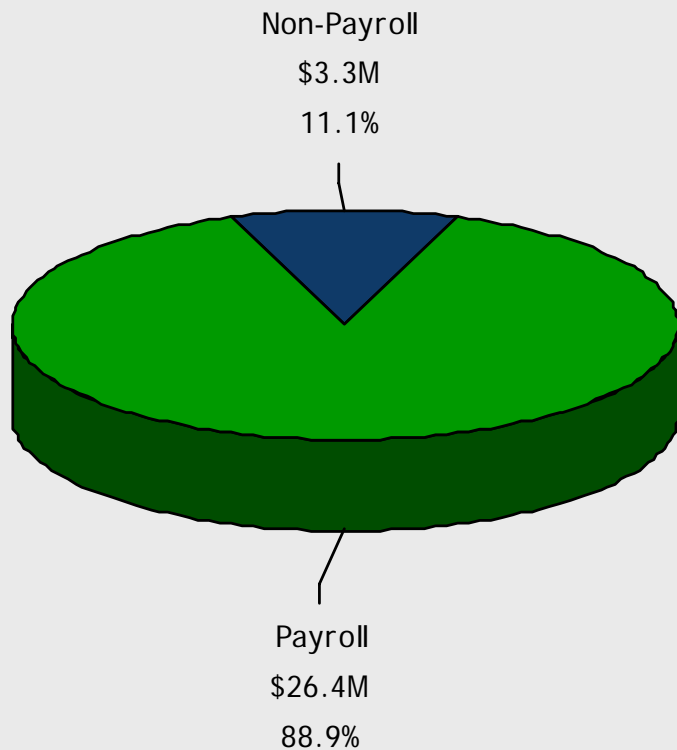
---

---

# 2006 Proposed Base Budget

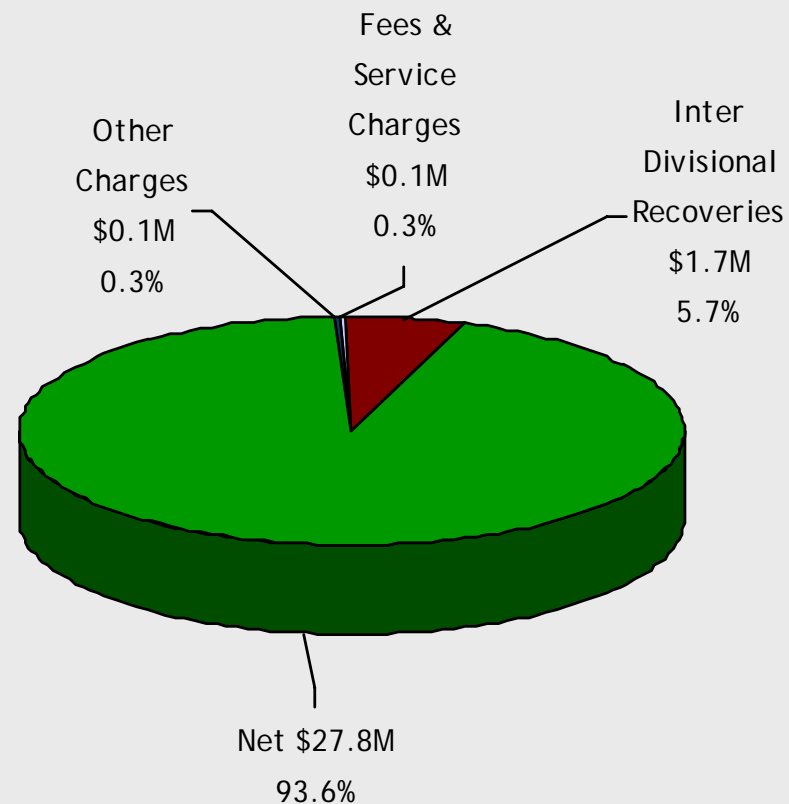
## Gross Expenditures

\$29.7M



## Funding Sources

\$29.7M



# New & Enhanced Services

## Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Proposed</u> <ul style="list-style-type: none"> <li>• Operating Impact of Capital</li> </ul>	15.0	15.0
<u>Not Proposed</u> <ul style="list-style-type: none"> <li>• Convert Six Temporary Positions (E&amp;LR) to Permanent</li> <li>• Employee Qualifications Certification Tracking</li> </ul>	0.0 290.0	0.0 0.0
<b>Total New &amp; Enhanced</b>	<b>305.0</b>	<b>15.0</b>

# Community Partnership and Investment Program (CPIP)

# CPIP Service Area Overview

Division	Service Area	2005 Approved Budget (gross \$000's)
Economic Development, Culture and Tourism	Arts and Culture	15,512.1
	Economic Development	541.3
Social Development, Finance and Administration	Community Services	12,144.8
	Misc. and Occupancy Cost	1,277.6
Parks, Forestry and Recreation	Recreation	1,280.4
Public Health	Public Health	4,924.6
Shelter, Support and Housing Administration	Housing	7,143.5
City Manager's Office	Access and Equity	773.8
Urban Development	Graffiti Transformation	309.3
	Heritage Preservation	250.0

# CPIP Service Area: Access and Equity

	2005: Number of Requests	2005: Number of Allocations
<b>Programs:</b> <ul style="list-style-type: none"><li>• Access, Equity and Human Rights</li></ul>	90	69

# 2006 Proposed Base Budget (net \$000s)

---

Programs:	
• Access, Equity and Human Rights	773.8

# 2006 New and Enhancement Requests (net \$000s)

---

There are no new program requests  
in this service area.

# Issues

---

- The diverse composition of the City's population, combined with the on-going rates of immigration to the City, requires strong and increasing support for community based agencies to achieve social inclusion
- Achieving this City goal continues to require a community based infrastructure to address the persistence of racism, poverty, barriers to access, hate activity, sexism, illiteracy, homophobia, and other evidence of failure to achieve full human rights
- Community agencies/groups are important and necessary partners to provide direct service delivery through advocacy, civic engagement strategies, and public education, particularly targeted to youth

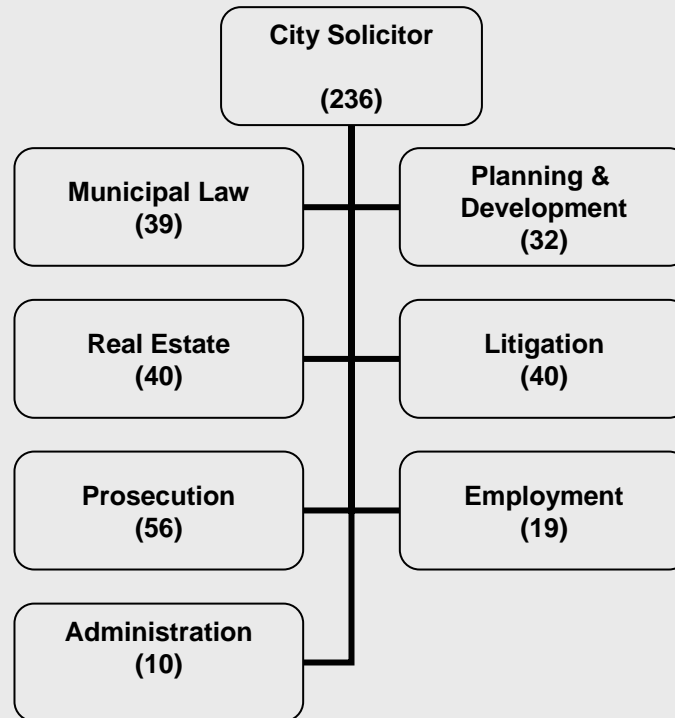
Legal

# Mission Statement

---

- To provide the highest quality of legal services to the Corporation and to function as a strategic resource to Council, staff and agencies, boards and commissions.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Provided strategic legal research, advice, opinions, counsel, negotiation and drafting services to facilitate major corporate initiatives which included the:
  - New City of Toronto Act negotiations
  - 311 Call Centre project
  - Hummingbird redevelopment project
  - Toronto Computer Leasing Inquiry and Toronto External Contracts Inquiry
  - Collective bargaining with CUPE Locals 416 and 79
  - Clean and Beautiful City
  - From Streets into Homes
- Furthered City initiatives and protected the City's legal interests:
  - Concluded Litigation with MFP
  - SARS class action litigation dismissed against the City at preliminary stage
  - Supreme Court of Canada dismissed Croplife appeal of City's pesticide by-law
  - Court of Appeal confirms City's Dine Safe program

# Service Level Indicators & Accomplishments

---

- Prepared 54 reports for City Council, 77 reports for Standing Committees and submitted 1,115 bills to City Council for enactment during 2005
- Provided 194 formal signed legal opinions to the City and its agencies, boards and commissions in 2005
- Prosecuted 21,165 court tiers and argued 765 prosecution appeals
- Completed 3,300 title searches and registered 1,140 conveyancing documents

# 2006 Operating Budget Issues / Pressures

---

- An increase of \$0.576 million related to ongoing merit, higher cost of benefits of \$0.082 million, COLA of \$0.714 million and economic factors totalling \$0.029 million
- Reduction options submitted included reducing the compliment of solicitors - this was not recommended- actions against the City need to continually be defended, contractual obligations met and statutory obligations fulfilled

# 2006 Base Budget Request

(Net \$000s)

---

2005 Approved Budget	18,017.2
<hr/>	
+ Prior Year, Economic Factor - Salary & Non-Salary	707.7
+ 2006 Merit & Step Increases	576.0
<hr/>	
2006 Requested Base Budget	19,300.9
<hr/> <hr/>	

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	18,017.2	
2006 Requested Base	19,300.9	7.1%
Proposed Service Level Adjustments	(763.9)	
Proposed Base Budget	18,537.0	2.9%
Target	18,377.5	
Over/(Under) Target	159.5	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Reduction of Vacant Support Position (58.9)
- Increased share of Licensing Fees from MLS (535.0)
- Reduction in External Legal Counsel Budget (170.0)

---

**Total Adjustments to Meet Target (763.9)**

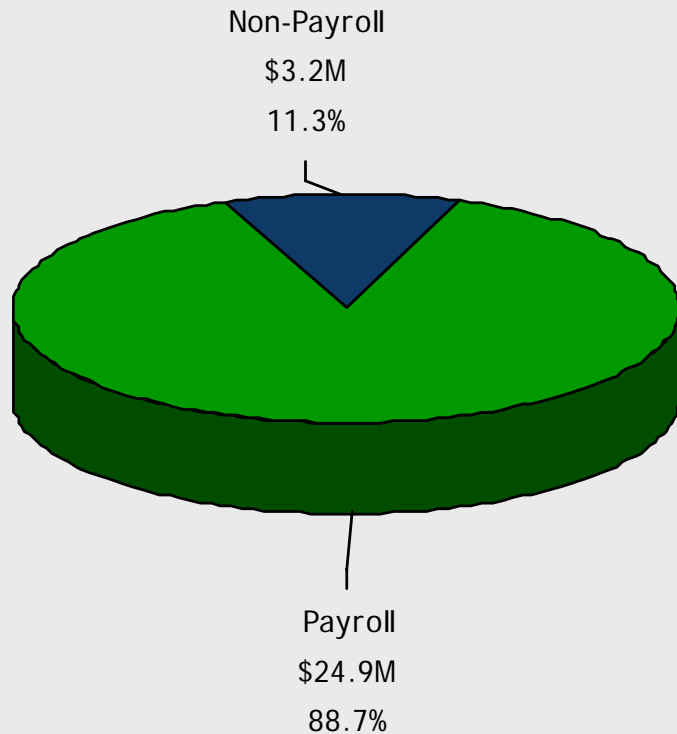
---

---

# 2006 Proposed Base Budget

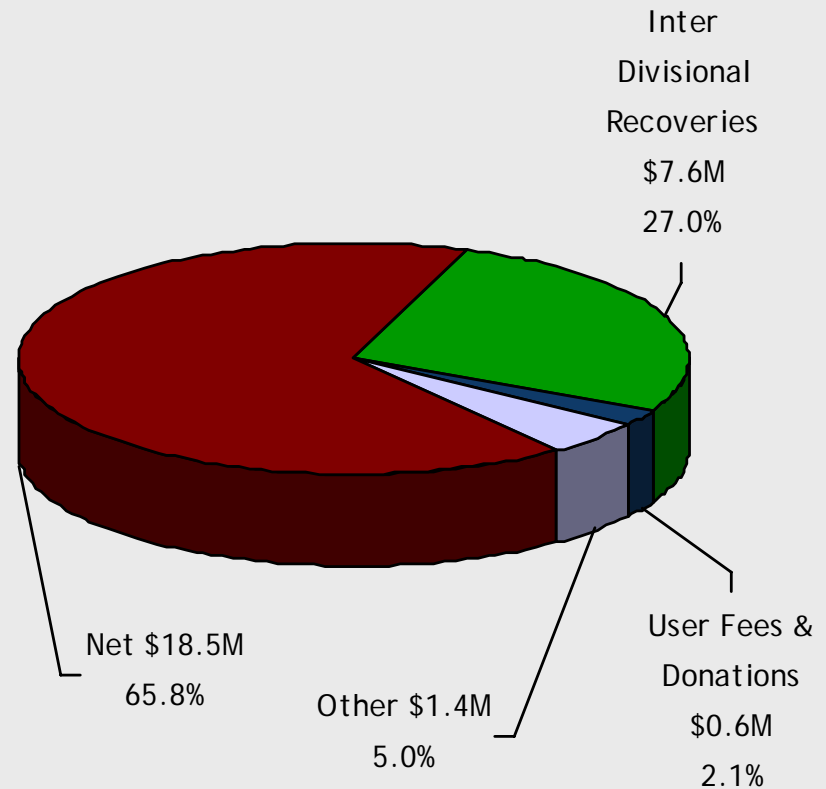
## Gross Expenditures

\$28.1M



## Funding Sources

\$28.1M



# New & Enhanced Services

## Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Proposed</u>		
• Position to backfill Senior Lawyer dedicated to the Zoning By-law Project	91.7	0.0
• Provision of Assessment & Tax related Legal Services	92.1	0.0
• Dedicated Legal Services Team to pursue fines in default	253.2	0.0
<u>Not Proposed</u>		
• Provision of Freedom of Information related Legal Services	92.0	92.0
<b>Total New &amp; Enhanced</b>	<b>529.0</b>	<b>92.0</b>

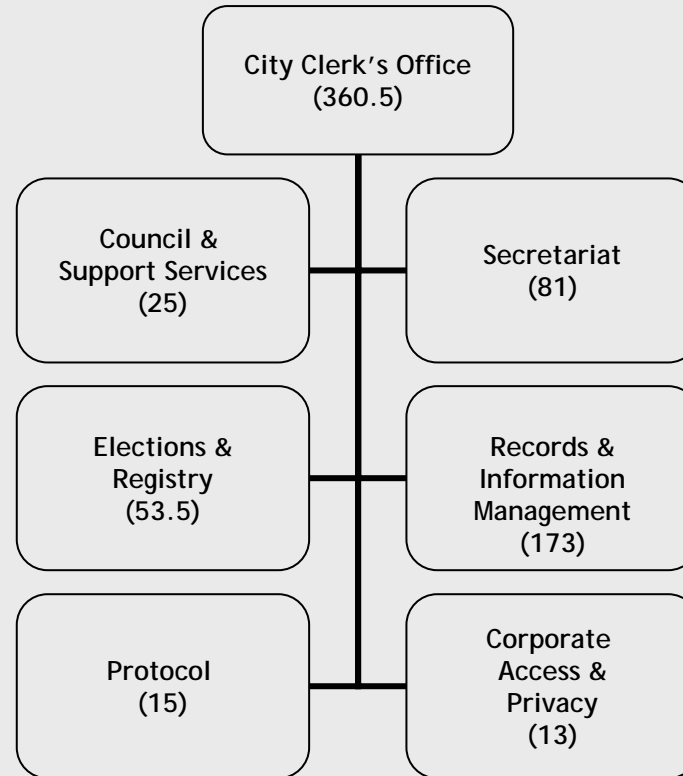
# City Clerk's Office

# Mission Statement

---

- The City's Clerk's Office supports effective governance in the City of Toronto by facilitating City Council's decision-making processes and promoting stewardship of corporate information in an impartial and accessible manner.
- The City Clerk's Office
  - Supports the governance structure and process.
  - Delivers key front-line public services.
  - Delivers critical corporate services.
  - Supports Council priority to enhance civic engagement.

# 2006 Program Map



# Service Level Indicators & Accomplishments

---

- Supported 459 meetings, issued 653 agendas, and processed 11,627 items including 438 notices of motions and 1,080 by-laws. Notified 206,214 persons about meetings and accommodated 2,237 members of the public speaking at committees.
- Facilitated and managed 326 Protocol Events, including 111 visits from international delegations & produced 7,000 official documents
- Developed 27 project plans in preparation of 2006 municipal election
- Successfully conducted corporate access and privacy renewal project
- Improved City FOI compliance rate to 80%
- Published on the internet, a Directory of the City's Records to improve public access to information
- Serviced 4,436 researchers at the Archives, with 53% new researchers

# Service Level Indicators & Accomplishments

---

- Developed a real-time meeting monitor to track agenda progress during committee meetings and a database of outstanding committee requests
- Completed renovations in the Council Chamber to provide the foundation for planned meeting management systems
- Supported the Council Procedures and Meeting Management Working Group and completed background work for the new Council Procedures By-law
- Completed Public Service Delivery Review to maximize efficiencies in registry services and gaming services
- Processed 16,019 Marriage Licenses, 39,333 Birth Registrations, 17,419 Death Registrations, 3,034 Outside City Limits Deaths and 5,307 Travel Letters.

# 2006 Operating Budget Issues/Pressures

---

- Requirements of the City of Toronto Act, Governing Toronto Panel and the Bellamy Report
- 2006 Municipal Elections
- Increased demand on Secretariat services with formation of new committees/advisory bodies
- Protocol resources stretched with exponential increase in inbound international delegations and events
- Corporate culture shift required in areas of Access and Privacy & Records/Information Management
- Service delivery reviews in Records and Information Management and Secretariat
- Inability to meet revenue targets in gaming & lottery licenses and birth certificates
- Severance for 5 staff deletions

# 2006 Base Budget Request

(Net \$000s)

---

<b>2005 Approved Budget</b>	<b>19,907.1</b>
<hr/>	
Prior Year, Economic Factor: Salary & Non-Salary	1,536.7
2006 Merit & Step Increases	558.2
Others	(150.0)
<hr/>	
<b>2006 Requested Base Budget</b>	<b>21,852.0</b>
<hr/> <hr/>	

# 2006 Proposed Base Budget

(Net \$000s)

	Net	Inc / (Dec) from 2005
<b>2005 Approved Base Budget</b>	<b>19,907.1</b>	
2006 Requested Base	21,852.0	9.8%
Proposed Service Level Adjustments	(218.4)	
Revenue Transfer to Non-Program	7,357.7	
<b>Proposed Base Budget</b>	<b>28,991.3</b>	<b>45.6%</b>
Target	27,662.9	4.8%
<b>Over/(Under) Target</b>	<b>1,328.4</b>	

# Proposed Service Level Adjustments (Net \$000s)

---

## Service Level Adjustments

---

- Deletion of Lottery Compliance Officer Position (61.9)
  - Support Services Reduction (43.2)
  - Reduction of Reception/General Office Support (113.3)
- 

**Total Adjustments to Meet Target (218.4)**

---

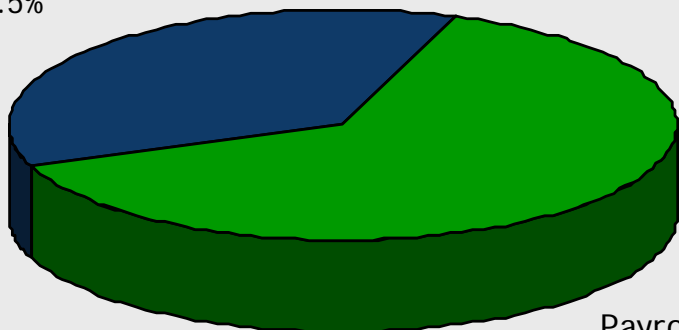
---

# 2006 Proposed Base Budget

## Gross Expenditures

\$47.0M

Non-Payroll  
\$17.3M  
36.5%



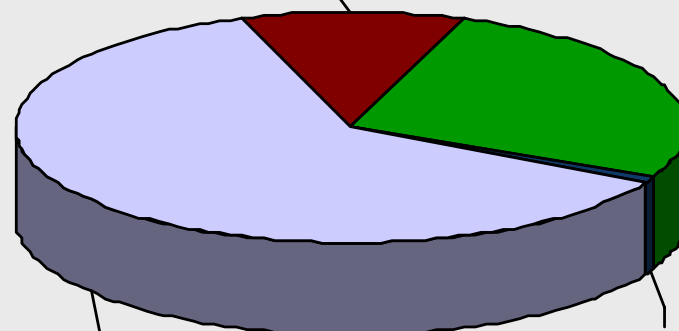
Payroll  
\$29.7M  
63.5%

## Funding Sources

\$47.0M

Other  
Revenue  
\$5.1M  
10.9%

Inter  
Divisional  
Recoveries  
\$12.4M  
26.4%



Net \$29.0M  
61.7%

User Fees &  
Service  
Charges  
\$0.5M  
1.1%

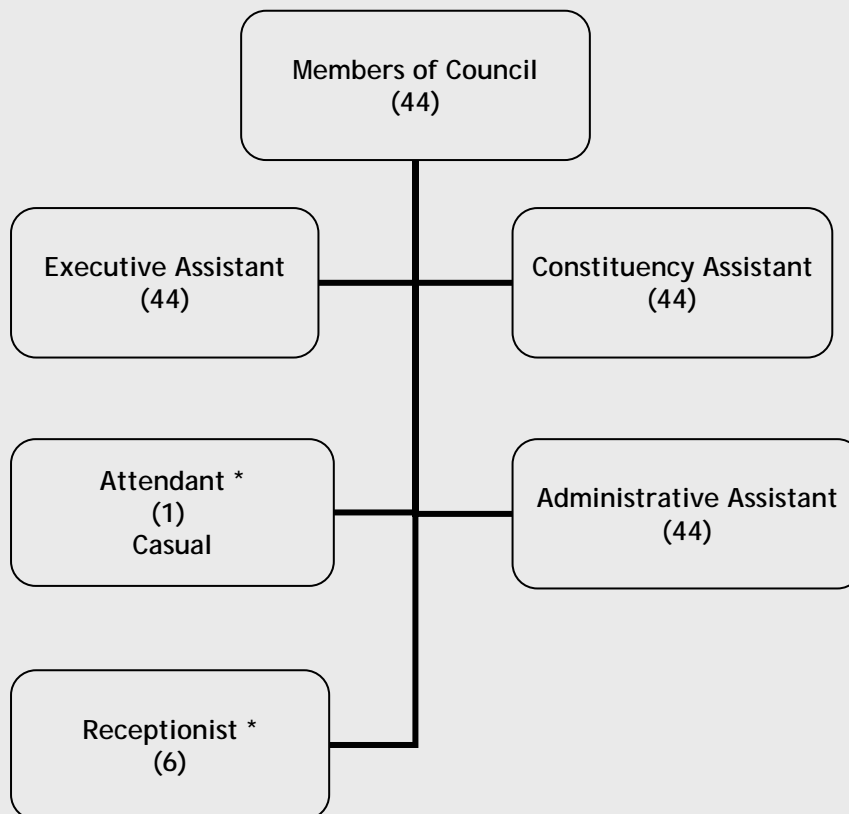
# New & Enhanced Services

## Proposed/Not Proposed (Net \$000s)

New & Enhanced	Gross	Net
<u>Not Proposed</u>		
• Research Hall service improvements	117.2	117.2
• Municipal Code Supplementation	40.0	40.0
• Second Shift For Records Centre	190.9	190.9
• Access and Privacy Revitalization	113.5	113.5
• Protocol Service Enhancements	460.0	460.0
• Reduction In Gapping	259.0	259.0
None of the New & Enhanced Services are Proposed	(1,180.6)	(1,180.6)
<b>Total New &amp; Enhanced</b>	<b>0.0</b>	<b>0.0</b>

# City Council

# 2006 Program Map



*\*Report to Manager of Council Services*

# 2006 Proposed Base Budget

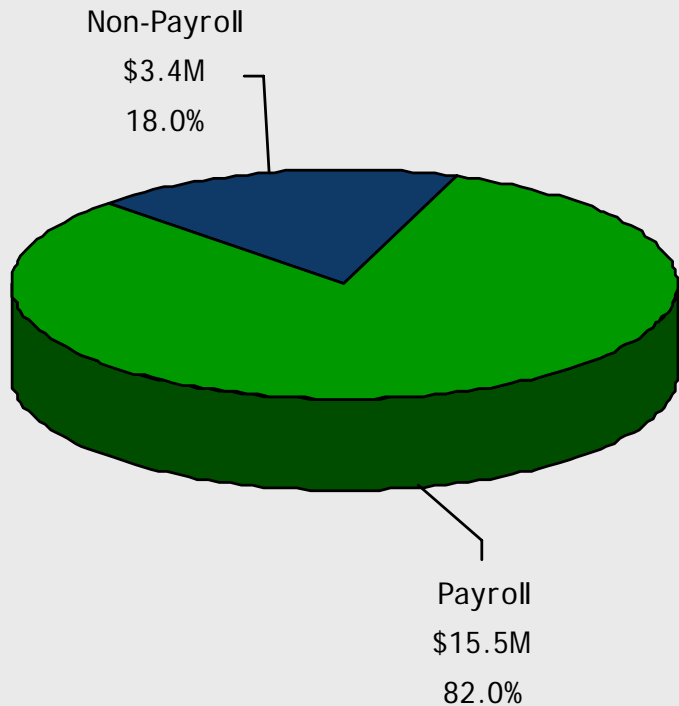
(Net \$000s)

	Net	Inc / (Dec) from 2005
2005 Approved Base Budget	18,514.5	
Prior Year, Economic Factor - Salary & Non - Salary	370.3	
2006 Requested Base	18,884.8	2.0%
Proposed Service Level Adjustments	0.0	
<b>Proposed Base Budget</b>	<b>18,884.8</b>	<b>2.0%</b>
Target	18,884.8	
<b>Over/(Under) Target</b>	<b>0.0</b>	

# 2006 Proposed Base Budget

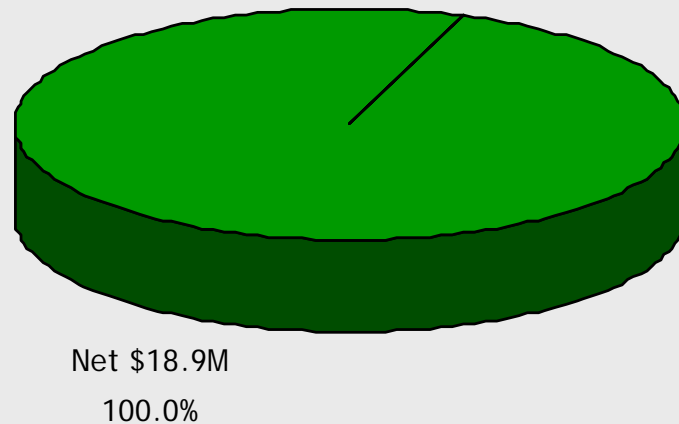
## Gross Expenditures

\$18.9M



## Funding Sources

\$18.9M



# Mayor's Office

# 2006 Proposed Base Budget

(Net \$000s)

		Inc / (Dec)
	Net	from 2005
2005 Approved Base Budget	1,855.8	
Prior Year, Economic Factor - Salary & Non-Salary	37.1	
2006 Requested Base	1,892.9	2.0%
Proposed Service Level Adjustments	0.0	
Proposed Base Budget	1,892.9	2.0%
Target	1,892.9	
Over/(Under) Target	0.0	

# 2006 Proposed Base Budget

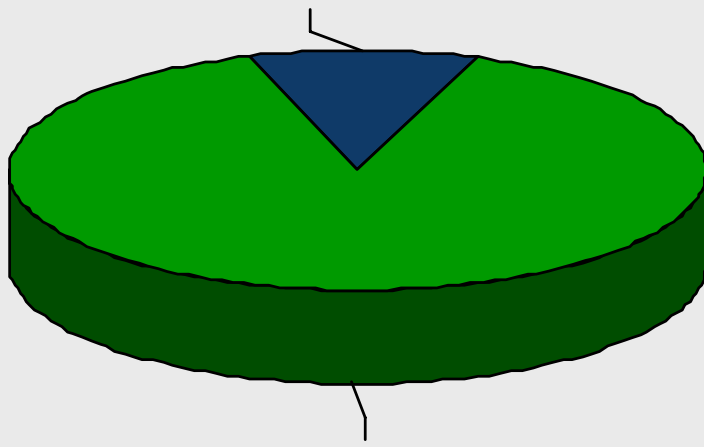
## Gross Expenditures

\$1.9M

Non-Payroll

\$0.2M

10.5%

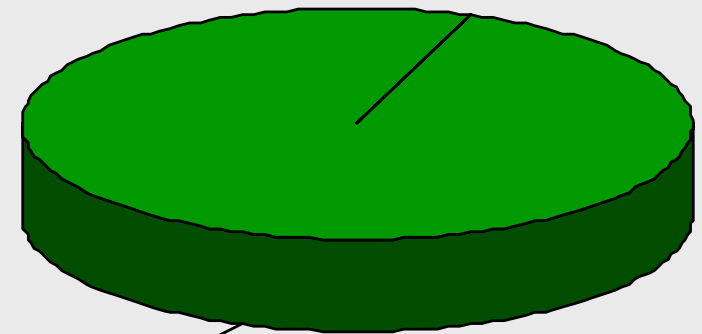


Payroll \$1.7M

89.5%

## Funding Sources

\$1.9M



Net \$1.9M

100.0%

# 2006 Operating Budget Overview

## Presentation to Administration Committee

January 5, 2006