
2010 BUDGET BRIEFING NOTE

2010 Staff Recommended Gapping

Issue/Background:

This briefing note summarizes by City, Program, Agency, Board and Commission (ABC), gapping levels included in the 2010 Recommended Operating Budget. A comparison of the gapping data for 2009 is also provided for reference purposes. Both the gapping savings and the gapping rate, which represents the percentage of savings (or reductions) in 2010 recommended salaries and benefits funding are provided.

Key Points:

- Gapping represents the difference between funding that would be required for full salaries, wages and benefits for the full staff complement of a particular staff unit and the actual funding provided. Gapping represents the savings that would be achieved as a result of vacancies or staff turnover not intended to be filled (known gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping).
- The gapping rate is expressed as the savings or reduction in salaries and benefits, as a percentage of total salaries and benefits.
- City Programs and ABCs are expected to realize the gapping savings annually by managing the recruitment of new hires throughout the year.
- In 2010, City Programs and ABCs were instructed to maintain the same percentage rate of gapping as in 2009. Any proposed change to budgeted gapping rates is deemed to have a service impact and is treated as a New/Enhanced Service change in the Operating Budget.
- Gapping rates are dependent on a Program's specific workforce profile. Note that for City Operations with a high proportion of part-time staff, the overall gapping rate appears to be significantly lower, since gapping is only applied to permanent positions, as noted in the attached Appendix. For example, Parks, Forestry and Recreation gapping for permanent salaries and benefits is 3.5%, but when compared to its overall Salary & Benefits budget, which includes funding for seasonal and part-time staff, the gapping rate is 2.1 %.
- Positions fully funded by the Province are not gapped in order to maximize Provincial funding. Similarly, operations that provide 24/7 services, such as Long Term Care Homes and Services or Programs that must maintain regulated staffing ratios are not gapped.
- As indicated in Appendix 1, total gapping savings included in the 2010 Recommended Operating Budget is \$82.745 million. By comparison, the 2009 budgeted gapping was

\$74.407 million. The average gapping rate for 2010 is 1.9%, while the rate for 2009 was 1.8%.

- The 2010 Staff Recommended Operating Budget includes budgeted gapping savings of \$50.667 million or 2.5% for City Operations. Comparatively, the 2009 budgeted gapping savings were \$ 44.783 million, a rate of 2.3%.
- For ABCs, the 2010 budgeted gapping savings is \$32.078 million, or 1.4% of the 2010 Staff Recommended Budget for salaries and benefits. Comparatively, gapping savings in 2009 were \$29.624 million, or 1.3% of 2009 approved salaries and benefits.

Significant Changes in Gapping for 2010:

- *Court Services (increased from 1.9% to 4.8 % or by \$0.667 million)*

Gapping savings has increased by \$0.667 million as 8 vacant, funded positions in Court Administration and Support will not be filled for 2010.

- *Emergency Medical Services (increased from 0.2% to 2.8 % or by \$3.700 million)*

EMS has historically offset over expenditures in overtime with increased gapping. To reflect actual experience, EMS gapping has increased from \$0.205 million or 0.1% to \$3.905 million or 2.8% in 2010.

- *The Mayor's Office (increased from 2.5% to 6.2% or by \$0.096 million)*

Increased gapping savings provide \$0.096 million which will be realized by maintaining one vacant position unfilled for 2010, one maternity leave to account for additional 1.6% gapping savings and to provide additional savings in order to meet the 2010 budget reduction targets.

- *Lobbyist Registrar's Office - (increased from 0.0% to 15.4% or \$0.150 million)*

Previously, the Office of the Lobbyist Registrar did not report any gapping as it was a newly established office. The Lobbyist Registrar's 2010 Operating Budget includes one-time gapping savings of \$0.150 million based on a full year gapping of a vacant Lobbyist Compliance Investigator position and partial gapping of a Clerical Support position for 6 months.

Attachment:

Appendix 1: Gapping Analysis - 2010 Staff Recommended Operating Budget

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**CITY OF TORONTO
GAPPING ANALYSIS
2010 STAFF RECOMMENDED OPERATING BUDGET
(\$000s)**

APPENDIX 1

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Division / Program	2009 Budget			2010 Staff Recommended Budget			Change from 2009 to 2010		
	Gross Sal & Ben \$	Gapping \$	Gapping Rate	Gross Sal & Ben \$	Gapping \$	Gapping Rate	Gross Sal & Ben \$	Gapping \$	Gapping Rate
	(a)	(b)	(c)	(k)	(l)	(m)	(n)	(o)	(p)
Citizen Centred Services "A"									
Affordable Housing Office	2,609.2	49.6	1.9	2,615.8	49.6	1.9	6.6	0.0	(0.0)
Children's Services	71,044.1	167.9	0.2	72,490.6	167.9	0.2	1,446.5	0.0	(0.0)
Court Services	19,042.4	370.2	1.9	21,703.1	1,037.3	4.8	2,660.7	667.1	2.8
Economic Development & Culture	23,692.2	792.5	3.3	24,278.4	762.8	3.1	586.2	(29.7)	(0.2)
Emergency Medical Services	133,480.9	204.5	0.2	140,884.8	3,904.5	2.8	7,403.9	3,700.0	2.6
Long Term Care Homes & Services	176,183.8	72.0	0.0	181,698.0	0.0	0.0	5,514.2	(72.0)	(0.0)
Parks, Forestry & Recreation*	241,885.5	5,237.1	2.2	248,128.4	5,219.9	2.1	6,242.9	(17.2)	(0.1)
Shelter Support & Housing Administration	64,896.6	2,869.8	4.4	66,907.6	2,869.8	4.3	2,011.0	0.0	(0.1)
Social Development, Finance & Administration	16,125.4	584.1	3.6	16,099.3	478.6	3.0	(26.1)	(105.5)	(0.6)
Toronto Employment & Social Services	175,873.6	2,783.1	1.6	194,262.0	3,138.1	1.6	18,388.4	355.0	0.0
311 Customer Service Strategy	14,380.0	322.5	2.2	15,018.5	323.2	2.2	638.5	0.7	(0.1)
Sub-Total Citizen Centred Services "A"	939,213.7	13,453.3	1.4	984,086.5	17,951.7	1.8	44,872.8	4,498.4	0.4
Citizen Centred Services "B"									
City Planning	35,607.9	1,342.6	3.8	34,864.1	1,314.6	3.8	(743.8)	(28.0)	0.0
Fire Services	344,340.0	6,933.9	2.0	349,371.9	7,011.2	2.0	5,031.9	77.3	(0.0)
Municipal Licensing & Standards	41,757.5	1,818.1	4.4	43,902.4	1,974.9	4.5	2,144.9	156.8	0.1
Policy, Planning, Finance & Administration	20,908.8	861.9	4.1	21,098.8	861.9	4.1	190.0	0.0	(0.0)
Technical Services	59,348.0	2,490.9	4.2	61,630.3	2,714.2	4.4	2,282.3	223.3	0.2
Toronto Building	40,094.5	1,152.1	2.9	40,190.8	1,176.7	2.9	96.3	24.6	0.1
Toronto Environment Office	2,842.2	129.4	4.6	2,906.9	129.4	4.5	64.7	0.0	(0.1)
Transportation Services	106,391.6	4,718.6	4.4	107,285.1	4,820.1	4.5	893.5	101.5	0.1
Waterfront Secretariat	1,283.4	47.0	3.7	1,305.0	47.0	3.6	21.6	0.0	(0.1)
Sub-Total Citizen Centred Services "B"	652,573.9	19,494.5	3.0	662,555.3	20,050.0	3.0	9,981.4	555.5	0.0
Internal Services									
Office of the Chief Financial Officer	12,116.8	460.8	3.8	12,271.8	475.3	3.9	155.0	14.5	0.1
Office of the Treasurer	61,338.6	1,709.5	2.8	63,196.6	1,528.4	2.4	1,858.0	(181.1)	(0.4)
Facilities & Real Estate	75,129.1	2,130.9	2.8	77,705.8	2,181.1	2.8	2,576.7	50.2	(0.0)
Fleet Services	19,300.8	683.4	3.5	19,922.1	717.1	3.6	621.3	33.7	0.1
Information & Technology	59,628.7	2,183.9	3.7	63,157.9	2,249.2	3.6	3,529.2	65.3	(0.1)
Sub-Total Internal Services	227,514.0	7,168.5	3.2	236,254.2	7,151.1	3.0	8,740.2	(17.4)	(0.1)
City Manager									
City Manager's Office	37,443.9	1,473.9	3.9	38,334.0	1,494.5	3.9	890.1	20.6	(0.0)
Sub-Total City Manager	37,443.9	1,473.9	3.9	38,334.0	1,494.5	3.9	890.1	20.6	(0.0)
Other City Programs									
City Clerk's Office	36,885.3	1,280.7	3.5	43,492.9	1,626.3	3.7	6,607.6	345.6	0.3
Legal Services	32,767.7	1,541.9	4.7	34,243.8	1,711.6	5.0	1,476.1	169.7	0.3
Auditor General's Office	3,799.2	39.5	1.0	3,927.0	39.9	1.0	127.8	0.4	(0.0)
Mayor's Office	2,361.8	58.1	2.5	2,472.2	154.2	6.2	110.4	96.1	3.8
Office of the Lobbyist Registrar	802.6	0.0	0.0	970.1	149.6	15.4	167.5	149.6	15.4
Office of the integrity Commissioner	28.0	0.0	0.0	180.8	0.0	0.0	152.8	0.0	0.0
Office of the Ombudsperson	879.3	0.0	0.0	906.3	0.0	0.0	27.0	0.0	0.0
City Council**	16,588.6	272.9	1.6	17,656.0	338.4	1.9	1,067.4	65.5	0.3
Sub-Total Other City Programs	94,112.5	3,193.1	3.4	103,849.1	4,020.0	3.9	9,736.6	826.9	0.5
TOTAL - CITY OPERATIONS	1,950,858.0	44,783.3	2.3	2,025,079.1	50,667.3	2.5	74,221.1	5,884.0	0.2



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Agencies, Boards & Commissions									
Toronto Public Health	166,402.1	6,969.9	4.2	169,842.5	7,135.9	4.2	3,440.4	166.0	0.0
Toronto Public Library	136,888.7	3,832.3	2.8	140,393.3	3,832.3	2.7	3,504.6	0.0	(0.1)
Association of Community Centres	6,028.8		0.0	6,290.1	0.0	0.0	261.3	0.0	0.0
Exhibition Place	33,761.5	200.0	0.6	35,029.9	200.0	0.6	1,268.4	0.0	(0.0)
Heritage Toronto	483.0	0.0	0.0	483.0	0.0	0.0	0.0	0.0	0.0
Theatres	7,467.6	0.0	0.0	10,495.9	0.0	0.0	3,028.3	0.0	0.0
Toronto Zoo	24,874.5	802.0	3.2	25,654.2	802.0	3.1	779.7	0.0	(0.1)
Arena Boards of Management	3,562.4	0.0	0.0	3,643.0	0.0	0.0	80.6	0.0	0.0
Yonge-Dundas Square	365.9	0.0	0.0	392.7	0.0	0.0	26.8	0.0	0.0
Toronto & Region Conservation Authority	26,035.0	0.0	0.0	26,752.0	0.0	0.0	717.0	0.0	0.0
Toronto Transit Commission - Conventional	961,243.2	8,720.7	0.9	1,010,273.2	9,000.0	0.9	49,030.0	279.3	(0.0)
Toronto Transit Commission - Wheel Trans	43,213.8	340.6	0.8	48,603.8	337.8	0.7	5,390.0	(2.8)	(0.1)
Toronto Police Service	819,300.6	8,758.0	1.1	859,611.6	10,770.0	1.3	40,311.0	2,012.0	0.2
Toronto Police Services Board	877.3	0.0	0.0	909.3	0.0	0.0	32.0	0.0	0.0
TOTAL - AGENCIES, BOARDS & COMMISSIONS	2,230,504.4	29,623.5	1.3	2,338,374.5	32,078.0	1.4	107,870.1	2,454.5	0.0
TOTAL	4,181,362.4	74,406.8	1.8	4,363,453.6	82,745.3	1.9	182,091.2	8,338.5	0.1

Note: Gross Salaries and Benefits excludes gapping

* Parks, Forestry & Recreation - Gapping represents 3.5% of permanent staffing complement

** Council - True Gapping rate of Staff salaries is 3.1% excluding Councillors' salaries