

Analyst Briefing Notes

Budget Committee

(February, 10, 2009)

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Executive Summary

- Legal Services is responsible for defending and advancing the interests of the City in a cost-effective manner by minimizing risk, providing strategic research and legal advice to City Council and the City's Programs, Agencies, Boards and Commissions.
- Legal Services supports all City services by providing legal advice, opinions, counsel, negotiating and drafting services. In addition, Legal Services is involved in all major corporate initiatives, such as the Spadina Subway Extension, Waste Diversion and Climate Change, from inception to implementation. As a result, service demands continually increase. The major challenge over the next few years for Legal Services is managing increased service demands and changes in legislation.
 - Service Demand from Client Programs – Demand for attendance at Ontario Municipal Board and Alcohol and Gaming Commission hearings has increased significantly. Legal Services also supports the Mayor and Council's strategic priorities, requiring dedicated resources. In addition, specialized skills must be developed in new areas, such as climate change and telecommunication matters. Demand for services directly supported by Legal Services (such as Court Services) has also increased.
 - Changes in Legislation – legislative and procedural changes implemented by the Human Rights Commission has resulted in more human rights complaints proceeding to a formal hearing.
 - Aging Workforce – Many experienced lawyers, including management staff, are approaching retirement. Hiring, training and retaining staff will be a challenge over the next few years.
- Legal Services has established the following key service objectives over the next 3 years to address the challenges outlined above:
 - Responding to the increasing demands for Legal Services by reallocating and increasing staff resources.
 - Providing excellent, innovative and strategic legal advice.
 - Ensuring the City's position is effectively presented at the Ontario Municipal Board.
 - Ensuring the City's position is effectively presented at the Human Rights Tribunal.
 - Providing efficient and timely legal services to support the development process.
 - Restructuring the program to maximize resource allocation.
 - Providing adequate support for prosecutorial services.

- The 2009 Recommended Operating Budget includes funding for priority actions which address the challenges set out above:
 - To support the increase in Ontario Municipal Board and Alcohol and Gaming Commission hearings by adding 1 new position at a cost of \$0.163 million.
 - To increase the support required for the Human Rights Tribunal by adding 1 new position at a cost of \$0.122 million and \$0 net.
 - Providing 14 new staff positions for prosecution services, at a cost of \$0.592 million gross and \$0 net, to support the 6 new courtrooms that are being constructed. The new positions will also assist in reducing trial delays and will alleviate the current overcrowded conditions.
 - The restructuring of management by re-classifying positions, at a cost of \$0.084 million, to respond to resource allocation demands and succession planning.
- For 2008, Legal Services is projecting net expenditures of \$19.704 million which is \$1.219 million or 5.8% below the 2008 Approved Budget of \$20.922 million. The projected year-end favourable variance is mainly due to savings in staff vacancies, training, office materials and equipment. This is not expected to continue in 2009 as vacancies will be filled.

Table 1: 2009 Recommended Budget

(In \$000s)	2008		2009 Recomm'd Operating Budget			Change - 2009 Recommended Operating Budget v. 2008 Appvd. Budget		FY Incremental Outlook	
	2008 Appvd. Budget	2008 Projected Actual	2009 Base	2009 New/Enhanced	2009 Operating Budget			2010	2011
	\$	\$	\$	\$	\$			\$	\$
GROSS EXP.	36,700.0	34,606.6	38,565.4	960.7	39,526.1	2,826.1	7.7	684.7	701.3
REVENUE	15,777.6	14,903.1	18,399.3	714.0	19,113.3	3,335.7	0.0	20.3	20.9
NET EXP.	20,922.4	19,703.5	20,166.1	246.7	20,412.8	(509.6)	(2.4)	664.4	680.4
Approved Positions	260.0	260.0	260.0	16.0	276.0	16.0	6.2	0.0	0.0
TARGET			20,504.0		20,504.0				
\$ Over / (Under) Program Target			(337.9)		(91.2)				
% Over / (Under) Program Target			-1.6%		-0.4%				

- The 2009 Recommended Operating Budget for Legal Services is \$20.413 million net and is \$0.091 million or 0.4% below the 2009 target of \$20.504 million which is 2% below the 2008 Approved Operating Budget of \$20.922 million net.
- The 2009 Recommended Operating Budget for Legal Services is comprised of base funding of \$38.565 million gross and \$20.166 million net and funding for new/enhanced service priorities of \$0.961 million gross and \$0.247 million net. Approval of the 2009 Recommended Operating

Budget will result in the Program's complement increasing by 16 positions or 6.2% from 260 to 276 staff.

The 2010 Outlook net increase of \$0.664 million includes ongoing merit and step increases and the annualized cost of 2009 approved new/enhanced service priority actions. The Outlook for 2011 is \$0.680 million for merit and step increases. The Outlooks for 2010 and 2011 do not include a provision for COLA, as any increases beyond 2008 are subject to future negotiations.

- The 2009 Recommended Operating Budget includes an additional 16 positions, increasing the staff complement from 260 to 276. The additional positions are comprised of:
 - 1 new permanent Solicitor position to respond to increased Ontario Municipal Board and Alcohol and Gaming Commission hearings, support corporate initiatives and respond to requests for development agreements.
 - 1 new permanent Solicitor to attend to increasingly formalized and complex Human Rights proceedings.
 - 14 new permanent positions to provide legal support for 6 new courtrooms.
- The 2009 Recommended Operating Budget of \$20.413 million net incorporates the Program's key cost drivers including the annualization of 2008 COLA, annualized cost of funding off-duty Police Officers at Court, merit and step increases and other non-discretionary expenditures that total \$2.826 million. These cost pressures are offset by recognizing full cost recovery for services provided to Court Services (\$2.490 million) and recommended efficiencies of \$0.512 million.
- The 2009 Recommended Operating Budget provides funding to support the Mayor's mandate and Council's agenda. These include:
 - Climate Change and Action Plan: including preparing agreements and providing strategic legal advice.
 - Invest Toronto and Build Toronto: providing corporate advice and real estate advice with respect to transfers of land to Build Toronto.
 - Gun Violence: reviewing and advising on legislative requirements.
 - Spadina Subway Extension: allocating designated resources for required land acquisitions to facilitate and expedite transit expansion.
 - Lobbyist Registrar, Ombudsman Office Implementation: providing legal advice relating to governance and protocols.
- The 2009 Recommended Operating Budget will allow Legal Services to continue to provide legal support to the City's Programs, Agencies, Boards and Commissions in the areas of municipal, real estate, litigation, planning and development, prosecutions and employment law.

It will enhance service levels beyond those maintained in 2009 by:

- Increasing resources to meet service demands from client programs
- Responding to legislative changes in the Human Rights Code and procedural changes at the Human Rights Tribunal.
- Supporting the Mayor's mandate and Council's agenda by providing strategic advice, advising on the new powers established through the City of Toronto Act and providing the appropriate protocols and governance requirements.

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

1. Council approve the 2009 Recommended Operating Budget for Legal Services of \$39.526 million gross and \$20.413 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Municipal Law	6,361.4	3,277.4
Litigation	5,912.0	3,254.3
Administration	2,613.8	2,298.3
Planning & Tribunal	4,967.5	3,760.5
Real Estate	4,684.2	3,941.4
Employment	2,626.4	2,572.4
Prosecutions	12,360.8	1,308.5
Total Program Budget	<u>39,526.1</u>	<u>20,412.8</u>

Legal Services is responsible for defending and supporting the City's interests and initiatives in a timely and cost-effective manner and minimizing risks. This includes providing independent legal advice, participating in interdisciplinary committees and providing strategic legal research and counsel. Legal Services provides legal policy direction and program delivery to all programs, Agencies, Boards and Commissions. Services provided include:

Program Map



Solicitor Services:

Provides strategic legal advice in the following practice areas:

- **Municipal Law:** provides expert legal advice and opinions related to issues within City operations and corporate initiatives including contract negotiations and drafting.
- **Real Estate Law:** provides assistance and advice on a wide-range of diverse and sophisticated real estate transactions dealing with the City's property interests.
- **Employment Law:** provides advice and assistance to the City and its Agencies, Boards and Commissions in matters related to Employment law and deals with issues arising from collective agreements between the City and its unions.
- **Planning and Development Law:** provides advice to City Council and staff on the use and development of land and policy related matters.

Prosecution:

Prosecutes a wide range of high profile offences of City bylaws and Provincial statutes, including:

- Fire code and building code violations
- Provincial Offences Act
- Zoning violations
- Property standards violations

- Noise violations
- Water pollution offences

Civil Litigation:

Represents and defends the City of Toronto in litigation matters including:

- Municipal bylaw and Charter challenges
- Claims against the City
- Contractual disputes
- Collection of debts owed to the City
- Business Licensing
- Ontario Municipal Board and Alcohol and Gaming Commission hearings
- Human Rights hearings
- Labour arbitrations and other employment related hearings

Service Challenges and Opportunities

Legal Services provides legal advice, counsel and negotiating and drafting services to the City's Programs, Agencies, Boards and Commissions. Areas of practice include: employment, municipal, real estate, litigation, prosecution and planning and development law. Legal Services supports all areas of on-going City services and also actively participates in all new initiatives, such as Climate Change, the Spadina Subway Extension Program, Pandemic Flu Planning and establishment of Invest Toronto and Build Toronto.

The major challenges facing the Program over the next three years is managing increased service demands as a result of Client Program needs and changes to legislation. In addition, Legal Services' most experienced lawyers are approaching retirement. Staff retention, development of management skills and succession planning will present a challenge over the next few years.

Service Demand from Client Programs

The demand for attendance at Ontario Municipal Board and Alcohol and Gaming Commission hearings has increased. The complexity and length of the hearings have increased requiring more resources to support the hearings. Attendance at hearings as a result of Committee of Adjustment appeals, Official Plan Amendments and Zoning By-Laws take priority over all other legal work. This has caused delays in assigning lawyers to other major corporate initiatives and preparation of development agreements.

Legal Services supports the Mayor's and Council's priorities, by providing strategic advice and research. As Program areas take on the responsibility for strategic initiatives, Legal Services must be

involved in all aspects from planning to implementation including negotiations and providing drafting expertise.

Legislative changes and evolving case law require lawyers to remain current in the law. With the increase in workloads and supporting ongoing service demands, their ability to pursue and increase their level of expertise in other specialized areas is limited. Council priorities require lawyers to develop expertise in new areas such as climate change and telecommunication matters.

Changes in Legislation

Major complex legislative and procedural changes in the Ontario Human Rights Code are resulting in more human rights complaints proceeding to formal tribunal processes. The volume and complexity of these hearings are resulting in inadequate time for preparation and the lack of resources to handle other more routine litigation issues.

As a result of changes to the City of Toronto Act, staff are experiencing a significant increase in requests for legal opinions from Council and program areas.

Human Resources

The Legal Division's most experienced lawyers, including its management team, are approaching retirement. The task of filling these positions and obtaining skilled resources will be challenging. Losing this expertise will also impact the retention of current staff given the increase in workload that will result from the departures. There is a need to start succession planning to train younger staff for future positions at the management level.

Service Objectives

The Legal Services Division seeks to defend and advance the interests of the City in a timely and cost-effective manner through professional strategic legal advice, participating in interdisciplinary committees and drafting services to facilitate major corporate initiatives. The service objectives set by Legal Services address the challenges and opportunities that primarily reflect the need to allocate the appropriate resources to support the City's Legal requirements. They include:

- Increasing resources in the Planning and Litigation units to handle the increasing volume of hearings to ensure that the City's position is effectively presented.
- Providing efficient and timely legal services to support the development process
- Responding to the increase in demand for Legal Services. This includes providing innovative, excellent legal advice in a timely manner to reflect the priorities of the Mayor and City Council, City Departments and ABCs, and supporting City initiatives such as Climate Change, Gun Violence, Waste Diversion, the Lobbyist Registry, the Integrity Commissioner and the Office of the Ombudsman.
- In addition, Legal Services is expanding its resources to provide prosecutorial services for six new courtrooms in an attempt to reduce the backlog of trials. Prosecutorial and clerical staff will be provided, funded from increased fine revenue.

- Ensuring that staff are highly trained and possess the current expertise to meet client needs and participate in Solicitor training workshops to City Programs.
- Reviewing the current staffing complement to access and prepare for succession planning.
- Maximizing the allocation of legal resources by realigning the management structure of the Division.

Priority Actions

The 2009 Recommended Operating Budget provides base and new funding of \$20.412 million net for a broad range of programs and activities that address the challenges, opportunities and service objectives of Legal Services. These include:

- Expanding resources to meet increased service demand. In total, funding of \$0.961 million gross and \$0.247 million net for 16 additional permanent positions are recommended to address specific client-driven demands: 1 solicitor position to address increased Ontario Municipal Board and Alcohol and Gaming Commission attendance, 1 solicitor to address more complex Human Rights processes, and 14 new positions to support the expansion of courtrooms.
- Realigning resources to ensure service demands are met and resources are available to respond to Council/Mayor priorities, through management restructuring. The 2009 Recommended Operating Budget provides funding of \$0.084 million to re-classify management positions and prepare for succession planning.
- Continuing to provide legal services to City's Programs, Agencies, Boards and Commissions in the areas of municipal, real estate, prosecutions, planning and development, litigation, and employment law while maintaining the flexibility to respond immediately to urgent issues such as the Sunrise Propane explosion, Coxwell Sanitary Trunk Sewer situation and gun violence.

Table 2: 2008 Budget Variance Review

(In \$000s)	2007 Actuals	2008 Approved Budget	2008 Projected Actuals*	2008 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
GROSS EXP.	31,815.9	36,700.0	34,606.6	(2,093.4)	(5.7)
REVENUES	12,241.8	15,777.6	14,903.1	(874.5)	0.0
NET EXP.	19,574.1	20,922.4	19,703.5	(1,218.9)	(5.8)
Approved Positions	256.0	260.0	260.0	0.0	0.0

* Note: Source is Legal Services' 2008 Third Quarter Operating Budget Variance Report.

2008 Experience

Legal Services' projection to year end is \$19.703 million net based on the 3rd Quarter Variance Report. This represents a favourable variance of \$1.219 million or 5.8% under the Program's 2008 Approved Operating Budget of \$20.922 million net.

- Under-expenditures of \$2.093 million gross are primarily attributed to savings in salary and benefits due to hiring delays and higher than expected staff leaves of absence as well as savings on training, equipment and office supplies.
- A decrease in revenues is primarily due to lower than expected recoveries from Solid Waste (\$0.216 million), Technical Services (\$0.128 million) and recoveries from Toronto Water (\$0.369 million).
- However, Legal Service is anticipating a year-end savings of \$0.487 million net. It is expected that vacancies will be filled and recoveries from Solid Waste Management Services, Technical Services and Toronto Water will increase.

Impact of 2008 Operating Variance on the 2009 Recommended Budget

- There are no operating impacts of the 2008 Operating Variance on the 2009 Recommended Budget. It is expected that vacancies will be filled and recoveries from programs will be on target.

Table 3: 2009 Recommended Base Budget

(In \$000s)	2008 Appvd. Budget	2009 Recommended Base	Change		FY Incremental Outlook	
			2009 Recommended Base v. 2008 Appvd. Budget		2010	2011
	\$	\$	\$	%	\$	\$
GROSS EXP.	36,700.0	38,565.4	1,865.4	5.1	684.7	701.3
REVENUE	15,777.6	18,399.3	2,621.7	0.0	20.3	20.9
NET EXP.	20,922.4	20,166.1	(756.3)	(3.6)	664.4	680.4
Approved Positions	260.0	260.0	0.0	0.0	0.0	0.0
NET TARGET		20,504.0				
\$ Over / (Under) Program Target		(337.9)				
% Over / (Under) Program Target		-1.6%				

2009 Recommended Base Budget

The 2009 Recommended Base Budget for Legal Services is \$20.166 million net and \$0.338 million or 1.6% below the 2009 target of \$20.504 million net which is 2% under the 2008 Approved Operating Budget of \$20.922 million.

The additional \$1.865 million in gross expenditures recommended in the 2009 Base Budget reflects an increase of 5.1% compared to the 2008 Approved Operating Budget of \$36.700 million. The additional funding is required for annualized costs for off duty Police officers attending Court, merit and step increases, the annualized cost of 2008 COLA, non-salary inflationary increases and other base changes needed for the delivery of services.

The 2009 Recommended Base Budget revenues of \$18.399 million are \$2.622 million over the Approved 2008 Operating Budget of \$15.778 million. This is mainly the result of recognizing full cost recovery from prosecutorial services provided to Court Services in the amount of \$1.090 million and the annualized impact of revenues for off duty Police Officers attendance at Court in the amount of \$1.400 million.

The 2009 Recommended Base Budget net expenditures of \$20.166 million represent a reduction of \$0.756 million or 3.6% compared to the 2008 Approved Operating Budget of \$20.922 million and will maintain 2008 service levels.

The 2009 Recommended Base Budget will fund 260 approved positions, representing no change in the 2008 approved staff complement.

2009 Key Cost Drivers and Reduction Strategies

The 2009 Recommended Base Budget requires funding for key cost drivers which include the following:

- Merit and step increases of \$0.641 million.
- The Annualized cost of 2008 Cost of Living allowances of \$0.203 million
- Annualized cost of scheduling off duty Police Officers at Court of \$1.400 million.
- Fringe benefit increases of \$0.097 million.

The cost drivers noted above will be partially off-set by the following savings included in the 2009 Recommended Base Budget:

- Gapping increase to maintain 2008 level of 4% totalling \$0.035 million net.
- The reversal of funding for one additional working day in 2009 totalling \$0.096 million net.
- Operating cost reductions from various activities totalling \$0.072 million net.
- Salary reductions of \$0.264 million due to the deletion of Night Courts.
- Increase in interdepartmental recoveries of \$0.998 million primarily due to Court Services.
- A reduction of \$0.045 million relating to material purchases.
- A reduction of \$0.069 million in salaries for management restructuring.

2010 and 2011 Outlook: Net Incremental Impact

The 2010 and 2011 Outlooks maintain the projected 2009 level of service while accounting for the cost of merit and step increments for union and non-union staff. This results in an incremental impact of \$0.664 million for 2010 and \$0.680 million for 2011.



Table 4
2009 New / Enhanced Service Priority Actions: Summary
(In \$000s)

Description	2009 Recommended		Rec. New Positions	Net Incremental	
	Gross Exp.	Net Exp.		2010	2011
	\$	\$	#	\$	\$
Enhanced Services:					
(a) Enhanced Services - Council Approved					
(b) Enhanced Services - Program Initiated					
Sub-Total Enhanced Services	0.0	0.0	0.0	0.0	0.0
New Services:					
(a) New Services - Council Approved					
(b) New Services - Program Initiated					
Planning & Tribunal Law (Ontario Municipal Board)	162.7	162.7	1.0		
Litigation (Ontario Human Rights)	122.5	0.0	1.0		
Management Restructuring	84.0	84.0	0.0	27.5	
Court Services Implementation of Six New Courtrooms	591.5	0.0	14.0		
Sub-Total New Services	960.7	246.7	16.0	27.5	0.0
Total New/Enhanced Services	960.7	246.7	16.0	27.5	0.0

2009 Recommended New / Enhanced Service Priority Actions**New Service Priority Actions – Program Initiated*****Planning & Tribunal Law (Ontario Municipal Board) (\$0.163 million gross and \$0.163 million net, one position)***

Funding in the amount of \$0.163 million net is recommended to fund one permanent Solicitor position to meet the increased demands to attend the Ontario Municipal Board and Alcohol and Gaming Commission hearings. As well, these hearings have become longer and more complex. Given that the City is unable to influence the scheduling of hearings which take priority, routine agreement drafting and advice to other corporate priorities is delayed.

Litigation (Ontario Human Rights) (\$0.123 million gross and \$0 million net, one position)

Funding for one new permanent Solicitor position, in the amount of \$0.123 million, effective April 1, 2009, funded through the Insurance Reserve Fund is recommended. The new position will assist the Insurance and Risk Management team with the increased mediations and hearings resulting from changes to the Human Rights Code that has resulted in more complaints proceeding to formal hearings. The Insurance and Risk team has identified the need for a new full time lawyer to respond to the Human Rights issues and increased claims work. The 2010 incremental impact is \$0.041 million gross and zero million net which will also be funded through the Insurance Reserve Fund.

Court Services (6 New Courts Project) (\$0.591 million gross and \$0 million net, fourteen positions)

Court Services will be expanding the number of courtrooms to address the backlog of POA trials. Wait times for court appearances have risen beyond 14 months. Six new courtrooms will process an additional 180,000 cases per year and reduce waiting periods to the 8 month standard. In order to do so, Legal Services resources are required to support the court proceedings. In total, 14 additional permanent staff are required including 10 prosecutors, 2 legal assistants and 2 law clerks. Funding is recommended for all positions for 6 months in 2009, in the amount of \$0.592 million gross, \$0 net. All costs will be recovered from Court Services from increased fine revenue. The 2010 incremental impact will be \$0.592 million gross and zero net, to also be funded from Court Services revenue.

Management Reorganization (\$0.084 million gross and net)

Legal Services is completing a review of its management structure with the assistance of an outside consultant. The purpose of the review was to identify and improve the management effectiveness of the current roles of the Legal Director positions, review the number of direct reports to the Legal Director positions and to prepare for succession planning.

The review resulted in a recommendation to create a new management level between the director and solicitor level. It was determined that the existing span of control was unmanageable and was not maximizing the use of existing resources. As a result, a reclassification of 2 existing Solicitor positions is required. The reclassification will not result in additional resources at this time, but will create a new level of responsibility that will result in better utilization of existing resources and will assist in succession planning by creating promotional opportunities to advance to senior management within the program. Funding in the amount of \$0.084 million is recommended for 2

Solicitor positions, for 3 months in 2009, at the increased wage grade. The base budget has been reduced by \$0.069 million for the same period at the lower wage grade.

It is anticipated that a backfill position will be requested in Legal's 2010 budget submission to implement the next phase of the review.

2009 Budget Issues**2009 Recommended Operating Budget vs Guideline**

The 2009 Recommended Operating Budget for Legal Services of \$20.413 million is 0.4% below the 2009 target of \$20.504 million, representing a 2.4% reduction for 2008 funding levels. This has been achieved primarily through recognition of full cost recovery from Legal Services provided to Court Services and minimizing increases, where possible. Additional resources are recommended in order to achieve service level demands, while keeping within budgeted levels.

Appendix A

2009 Recommended Base Budget Changes vs. 2008 Approved Budget

(In \$000s)	Summary of 2009 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2010	2011
		\$	\$	\$	\$	\$
2008 Council Approved Operating Budget	260.0	36,680.5	15,777.6	20,902.9	0.0	0.0
Insurance Reallocation		19.5		19.5		
2008 Approved Operating Budget	260.0	36,700.0	15,777.6	20,922.4	0.0	0.0
Prior year impacts		517.7		517.7	664.4	680.4
Zero base items						
Economic factors		97.1		97.1		
Adjusted Base Budget	260.0	37,314.8	15,777.6	21,537.2	664.4	680.4
Other base changes		1,250.6		1,250.6		
Base revenue changes			2,621.7	(2,621.7)		
Recommended Service Level Adjustments:						
Base changes						
Service efficiencies						
Revenue adjustments						
Minor service impact						
Major service impact						
Total Recommended Base Adjustments	0.0	1,250.6	2,621.7	(1,371.1)	0.0	0.0
2009 Recommended Base Budget	260.0	38,565.4	18,399.3	20,166.1	664.4	680.4
2009 Program Operating Target				20,504.0		
% Over (Under) Program Target				-1.6%		
% Over (Under) 2008 Appvd. Budget				-3.6%		

Appendix C

**Summary of 2009 Recommended New/Enhanced
Service Priority Actions**

Appendix D

Program Summary by Expenditure Category

CLUSTER: OTHER CITY PROGRAMS PROGRAM: LEGAL SERVICES							
	2008 Approved Budget	2008 Projected Actuals	2009 Recommended Budget	Change from 2008 Approved Budget		2010 Outlook	2011 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	29,666.2	26,057.0	31,137.3	1,471.1	5.0%	31,822.0	32,523.3
Materials and Supplies	422.7	433.6	377.7	(45.0)	(10.6%)	377.7	377.7
Equipment	67.7	67.7	67.7	0.0	0.0%	67.7	67.7
Services & Rents	1,399.3	2,604.2	1,399.3	0.0	0.0%	1,399.3	1,399.3
Contributions to Capital	76.1	76.1	76.1	0.0	0.0%	76.1	76.1
Contributions to Reserve/Res Funds	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
Other Expenditures	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
Interdivisional Charges	5,068.0	5,368.0	6,468.0	1,400.0	27.6%	6,468.0	6,468.0
TOTAL GROSS EXPENDITURES	36,700.0	34,606.6	39,526.1	2,826.1	7.7%	40,210.8	40,912.1
Interdivisional Recoveries	13,197.4	12,413.3	16,310.2	3,112.8	23.6%	16,330.5	16,351.4
Provincial Subsidies	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
Federal Subsidies	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
Other Subsidies	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
User Fees & Donations	1,740.4	1,650.0	1,740.4	0.0	0.0%	1,740.4	1,740.4
Transfers from Capital Fund	476.1	476.1	577.4	101.3	21.3%	577.4	577.4
Contribution from Reserve Funds	192.5	192.5	192.5	0.0	0.0%	192.5	192.5
Contribution from Reserve	0.0	0.0	0.0	0.0	0.0%	0.0	0.0
Sundry Revenues	171.2	171.2	292.8	121.6	71.0%	292.8	292.8
TOTAL REVENUE	15,777.6	14,903.1	19,113.3	3,335.7	21.1%	19,133.6	19,154.5
TOTAL NET EXPENDITURES	20,922.4	19,703.5	20,412.8	(509.6)	(2.4%)	21,077.2	21,757.6
APPROVED POSITIONS	260.0	260.0	276.0	16.0	6.2%	277.0	277.0

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2008	Proposed Withdrawals (-) / Contributions (+)		
			2009	2010	2011
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	20,611.4	19.5		
Total Reserve / Reserve Fund Draws / Contributions			19.5	0.0	0.0