
2008 BUDGET BRIEFING NOTE

2008 Staff Recommended Gapping

Issue/Background:

This briefing note summarizes by Program, Agency, Board and Commission (ABC), gapping levels included in the 2008 Recommended Operating Budget. A comparison of the gapping data for 2007 is also provided for reference purposes. Both the gapping savings as well as the gapping rate, which represents the percentage of savings (or reductions) to the 2008 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 entire stated complement of a particular staff unit and the actual funding provided. Gapping represents the savings that can 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).
- As in previous years, gapping is budgeted at the prior year's rate. 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 service such as Homes for the Aged are not gapped.
- Total gapping included in the 2008 Recommended Operating Budget is \$76.101 million and represents an average rate of 1.9%. By comparison, the 2007 budgeted gapping was \$70.364 million, an average rate of 1.8%.
- The 2008 Staff Recommended Operating Budget includes gapping of \$45.514 million or 2.4% for City Operations. Comparatively, the 2007 budgeted gapping was \$ 41.158 million, a rate of 2.3%.
- For ABCs, the budgeted gapping is \$30.588 million, 1.5% of the 2008 Staff Recommended salaries and benefits budget. Comparatively, gapping in 2007 was \$29.206 million, also a rate of 1.5% of 2007 approved salaries and benefits.

Significant Changes in Gapping for 2008:

- *Court Services (increased from 1.5% to 3.2% or \$0.305 million)*

The increase in gapping in the amount of \$0.305 million is comprised of increased unplanned gapping to assist in meeting a 0% target for 2008 (\$0.187 million) and continuation of cost containment measures by gapping two positions (\$0.118 million).

- *Shelter Support and Housing Administration (increased from 3.5% to 4.0% or \$0.430 million)*

The increase in gapping rate from 3.5% in 2007 to 4% 2008 is required to spread the gapping targets more uniformly across the Division and to better reflect historical gapping experience.

- *Technical Services (increased from 3.8% to 4.4% or \$0.385 million)*

The increase in the gapping rate from 3.8% to 4.4% in 2008 is due to the approximately 30 vacant positions remaining to be filled as of January 1, 2008. Technical Services is currently completing a recruitment strategy which will limit the number of unfilled positions by mid-2008.

- *Office of the Treasurer (decreased from 3.3% to 2.7% or \$0.226 million)*

The recommended reduction in the gapping rate from 3.3% to 2.7% in 2008 will allow for increased staffing levels in the Customer Service section of the Revenue Services Division by filling key support positions to meet customer service demands and improve response times.

- *City Manager's Office (increased from 4.0% to 9.2% or \$2.176 million)*

In an effort to achieve a 0% increase for 2008, the Recommended Budget included a one-time major service level adjustment to reduce salary costs, in the amount of \$2.176 million, primarily by leaving twenty-two positions unfunded. The additional gapping will increase the gapping rate from 4.0% to 9.2%.

Attachment:

Appendix 1 : Gapping Analysis - 2008 Staff Recommended Operating Budget

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CITY OF TORONTO
GAPPING ANALYSIS
2008 STAFF RECOMMENDED OPERATING BUDGET
(\$000s)



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APPENDIX 1

Division / Program	2007 Budget			2008 Base Budget Request			Changes to Budget Request				2008 Staff Recommended Budget			Change from 2007 to 2008		
	Gross Sal & Ben \$	Gapping \$	Gapping Rate	Gross Sal & Ben	Gapping	% of Sal & Ben	Base Budget Changes		New/Enhanced Changes		Gross Sal & Ben \$	Gapping \$	Gapping Rate	Gross Sal & Ben \$	Gapping \$	Gapping Rate
	(a)	(b)	(c)	(d)	(e)	(f)	Gr.Sal & Ben	Gapping	Gr. Sal & Ben	Gapping	(k)	(l)	(m)	(n)	(o)	(p)
Citizen Centred Services "A"																
Affordable Housing Office	2,631.2	53.9	2.0	2,453.2	50.2	2.0					2,453.2	50.2	2.0	(178.0)	(3.7)	(0.0)
Children's Services	65,101.4	167.9	0.3	67,989.9	167.9	0.2	(741.4)			741.4	67,989.9	167.9	0.2	2,888.5	0.0	(0.0)
Court Services	15,434.6	223.9	1.5	16,517.0	528.5	3.2					16,517.0	528.5	3.2	1,082.4	304.6	1.7
Economic Development, Culture & Tourism	22,002.5	893.7	4.1	22,916.4	717.5	3.1	(292.4)	152.4		258.0	22,882.0	869.9	3.8	879.5	(23.8)	(0.3)
Emergency Medical Services	121,693.4	181.1	0.1	126,223.4	185.5	0.1	(223.7)			223.7	126,223.4	185.5	0.1	4,530.0	4.4	(0.0)
Homes for the Aged	157,126.1	155.1	0.1	169,247.3	70.0	0.0					169,247.3	70.0	0.0	12,121.2	(85.1)	(0.1)
Parks, Forestry & Recreation*	217,646.5	4,467.3	2.1	231,152.6	4,776.4	2.1			(306.0)		230,846.6	4,776.4	2.1	13,200.1	309.1	0.0
Shelter Support & Housing Administration	54,264.5	1,878.1	3.5	55,587.7	1,865.2	3.4	(278.3)	442.4		2,282.3	57,591.7	2,307.6	4.0	3,327.2	429.5	0.5
Social Development, Finance & Administration	18,567.7	551.1	3.0	19,370.4	545.4	2.8	(195.6)				19,174.8	545.4	2.8	607.1	(5.7)	(0.1)
Social Services	150,046.0	2,892.0	1.9	160,190.7	2,679.0	1.7					160,190.7	2,679.0	1.7	10,144.7	(213.0)	(0.3)
3-1-1 Customer Service Strategy	2,940.0	1.5	0.1	3,376.9	1.5	0.0				272.0	3,648.9	1.5	0.0	708.9	0.0	(0.0)
Sub-Total Citizen Centred Services "A"	827,453.9	11,465.6	1.4	875,025.5	11,587.1	1.3	(1,731.4)	594.8		3,471.4	876,765.5	12,181.9	1.4	49,311.6	716.3	0.0
Citizen Centred Services "B"																
Toronto Building	36,246.3	1,053.7	2.9	37,716.8	1,098.8	2.9					37,716.8	1,098.8	2.9	1,470.5	45.1	0.0
City Planning	32,202.5	1,128.8	3.5	33,409.9	1,128.8	3.4		45.6			33,409.9	1,174.4	3.5	1,207.4	45.6	0.0
Fire Services	317,469.9	6,178.9	1.9	334,229.8	6,656.9	2.0	(371.3)	7.4			333,858.5	6,664.3	2.0	16,388.6	485.4	0.0
Municipal Licensing & Standards	28,391.1	1,113.9	3.9	29,490.9	1,113.9	3.8		45.0			29,490.9	1,158.9	3.9	1,099.8	45.0	0.0
Policy, Planning, Finance & Administration	38,350.3	1,628.8	4.2	36,730.5	1,637.6	4.5					36,730.5	1,637.6	4.5	(1,619.8)	8.8	0.2
Solid Waste Management Services	90,102.9	2,109.8	2.3	93,769.4	2,109.8	2.2	(1,145.8)	25.8		648.3	93,271.9	2,121.0	2.3	3,169.0	11.2	(0.1)
Technical Services	54,267.2	2,078.4	3.8	54,839.6	2,062.9	3.8	(612.8)	400.0		1,285.7	55,512.5	2,462.9	4.4	1,245.3	384.5	0.6
Transportation Services	94,849.2	4,029.2	4.2	98,181.5	4,204.0	4.3					98,181.5	4,204.0	4.3	3,332.3	174.8	0.0
Waterfront Secretariat	928.6	2.0	0.2	1,086.7	2.0	0.2					1,086.7	2.0	0.2	158.1	0.0	(0.0)
Sub-Total Citizen Centred Services "B"	692,808.0	19,323.5	2.8	719,455.1	20,014.7	2.8	(2,129.9)	523.8		1,934.0	719,259.2	20,523.9	2.9	26,451.2	1,200.4	0.1
Internal Services																
Office of the Chief Financial Officer	13,005.0	495.7	3.8	13,700.4	514.2	3.8	(57.8)				13,642.6	514.2	3.8	637.6	18.5	(0.0)
Office of the Treasurer	54,358.9	1,779.8	3.3	56,567.9	1,488.2	2.6	(299.7)	66.0		2,111.4	58,379.6	1,554.2	2.7	4,020.7	(225.6)	(0.6)
Public Information & Creative Services	4,395.2	155.5	3.5	4,662.5	163.2	3.5					4,662.5	163.2	3.5	267.3	7.7	(0.0)
Facilities & Real Estate	60,747.4	2,063.1	3.4	63,250.6	2,140.1	3.4	(378.9)			1,611.3	64,483.0	2,140.1	3.3	3,735.6	77.0	(0.1)
Fleet Services	17,257.5	633.1	3.7	18,141.9	661.2	3.6					18,141.9	661.2	3.6	884.4	28.1	(0.0)
Information & Technology	39,040.3	1,504.1	3.9	41,165.1	1,581.5	3.8					41,165.1	1,581.5	3.8	2,124.8	77.4	(0.0)
Sub-Total Internal Services	188,804.3	6,631.3	3.5	197,488.4	6,548.4	3.3	(736.4)	66.0		3,722.7	200,474.7	6,614.4	3.3	11,670.4	(16.9)	(0.2)
City Manager																
City Manager's Office	37,555.5	1,490.8	4.0	39,734.7	1,490.8	3.8		2,176.3			39,734.7	3,667.1	9.2	2,179.2	2,176.3	5.3
Sub-Total City Manager	37,555.5	1,490.8	4.0	39,734.7	1,490.8	3.8	0.0	2,176.3		0.0	39,734.7	3,667.1	9.2	2,179.2	2,176.3	5.3
Other City Programs																
City Clerk's Office	29,654.9	835.5	2.8	30,520.5	880.6	2.9					30,520.5	880.6	2.9	865.6	45.1	0.1
Legal Services	28,680.1	1,278.5	4.5	30,818.5	1,361.5	4.4					30,818.5	1,361.5	4.4	2,138.4	83.0	(0.0)
Auditor General's Office	3,557.9	38.8	1.1	3,729.0	38.8	1.0					3,729.0	38.8	1.0	171.1	0.0	(0.1)
Mayor's Office	2,103.2	10.6	0.5	2,413.8	12.5	0.5					2,413.8	12.5	0.5	310.6	1.9	0.0
Office of the Lobbyist Registrar	229.6	0.0	0.0	383.7	0.0	0.0					383.7	0.0	0.0	154.1	0.0	n/a
Office of the Ombudsperson										265.5	265.5	0.0	0.0	265.5	0.0	n/a
City Council	16,290.9	83.5	0.5	16,857.0	233.0	1.4					16,857.0	233.0	1.4	566.1	149.5	0.9
Sub-Total Other City Programs	80,516.6	2,246.9	2.8	84,722.5	2,526.4	3.0	0.0	0.0		265.5	84,988.0	2,526.4	3.0	4,471.4	279.5	0.2
TOTAL - CITY OPERATIONS	1,827,138.3	41,158.1	2.3	1,916,426.2	42,167.4	2.2	(4,597.7)	3,360.9	9,393.6	(14.6)	1,921,222.1	45,513.7	2.4	94,083.8	4,355.6	0.1
Agencies, Boards & Commissions																
Toronto Public Health	162,676.5	6,840.7	4.2	167,350.3	7,037.9	4.2	(1,064.4)	(42.0)			166,285.9	6,995.9	4.2	3,609.4	155.2	0.0
Toronto Public Library	125,360.5	3,832.3	3.1	130,543.6	3,832.3	2.9					130,543.6	3,832.3	2.9	5,183.1	0.0	(0.1)
Association of Community Centres	5,939.7		0.0	5,845.0		0.0					5,845.0	0.0	0.0	(94.7)	0.0	0.0
Exhibition Place	29,367.3	149.5	0.5	30,267.1	149.5	0.5				42.1	30,309.2	149.5	0.5	941.9	0.0	(0.0)
Heritage Toronto	432.6		0.0	477.5	-	0.0					477.5	0.0	0.0	44.9	0.0	0.0
Theatres	10,495.5		0.0	10,903.8		0.0					10,903.8	0.0	0.0	408.3	0.0	0.0
Toronto Zoo	22,076.5	772.5	3.5	23,242.6	772.5	3.3				141.0	23,383.6	772.5	3.3	1,307.1	0.0	(0.2)
Arena Boards of Management	3,270.9		0.0	3,447.1		0.0					3,447.1	0.0	0.0	176.2	0.0	0.0
Yonge-Dundas Square	290.5		0.0	344.7	-	0.0					344.7	0.0	0.0	54.2	0.0	0.0
Toronto & Region Conservation Authority	25,171.4		0.0	27,156.0	-	0.0					27,156.0	0.0	0.0	1,984.6	0.0	0.0
Toronto Transit Commission - Conventional	813,719.9	8,209.7	1.0	858,816.1	7,709.7	0.9	(325.0)	500.0		(1,264.6)	857,226.5	8,209.7	1.0	43,506.6	0.0	(0.1)
Toronto Transit Commission - Wheel Trans	38,298.8	125.5	0.3	42,444.4	127.6	0.3	(500.0)				41,944.4	127.6	0.3	3,645.6	2.1	(0.0)
Toronto Police Service	749,355.8	9,276.1	1.2	758,722.1	10,500.0	1.4					758,722.1	10,500.0	1.4	9,366.3	1,223.9	0.1
Toronto Police Services Board	779.6		0.0	801.3		0.0					801.3	0.0	0.0	21.7	0.0	0.0
TOTAL - AGENCIES, BOARDS & COMMISSIONS	1,987,235.5	29,206.3	1.5	2,060,361.6	30,129.5	1.5	(1,889.4)	458.0	(1,081.5)	0.0	2,057,390.7	30,587.5	1.5	70,155.2	1,381.2	0.0
TOTAL	3,814,373.8	70,364.4	1.8	3,976,787.8	72,296.9	1.8	(6,487.1)	3,818.9	8,312.1	(14.6)	3,978,612.8	76,101.2	1.9	164,239.0	5,736.8	0.1

Note: Gross Salaries and Benefits excludes gapping
* Parks, Forestry & Recreation - Gapping represents 3.5% of permanent staffing complement