

Analyst Briefing Notes

Budget Committee

(January 28, 2008)

2008 OPERATING BUDGET

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2008 OPERATING BUDGET**Executive Summary**

- The City Clerk's Office's projected actual expenditures at year-end are expected to be \$43.838 million gross and \$31.334 million net, which is lower than the 2007 Approved Operating Budget by \$0.068 million or 0.2%. This is mainly due to lower spending for postage, marriage licences, and training, which is offset by increases in salaries and benefits as a result of the classification review for non-union staff. In addition, inter-divisional recoveries are lower due to cut backs in printing and reproduction requests by City Divisions. The cost containment savings in the amount of \$0.535 million essentially contributed to the under spending.
 - Some of the 2007 cost containment measures will continue into 2008 as recommended reduction options in the amount of \$0.314 million.
- The 3-Year Operating Budget will enable the City Clerk's Office to manage the governmental processes for the City of Toronto to ensure that it is open, transparent, and accountable; to manage information as a critical asset, and to balance the integrity of the information with public accessibility; and to provide registry and gaming services to the public as mandated by Provincial legislation and Council directives.

Major objectives for 2008 include:

- Negotiating with the Province on changes to the Municipal Elections Act to facilitate a more effective model in the City of Toronto.
 - Ensuring that the management of records and information complies with legislation and maintains public trust through an integrated information management framework.
 - Ensuring that the City complies with Provincial legislation Bill 130 for open meeting requirements.
 - Preparing for Provincial legislation changes, such as the Ontario Vital Statistics Improvement Project (ONVIP) with the upload of birth registrations scheduled for mid-2008/2009.
 - Responding to increasing demand from the public for different and effective public engagement opportunities, and for the ability to receive information from the City through multiple channels, such as the internet.
 - Managing the increasing volume and complexity of freedom of information requests.
 - Preparing for the changes resulting from the IT Transformation Project, which will impact on Divisional information management strategy, IT strategy and business application support.
- The 2008 Recommended Operating Budget for the City Clerk's Office is 1.5% or \$0.478 million net over its 2007 Approved Operating Budget.

Table 1: 2008 Recommended Budget

	2007		2008 Recomm'd Operating Budget			Change - 2008 Recommended from 2007 Approved Budget		FY Incremental Outlook	
	2007 Appvd. Budget	2007 Projected Actual	2008 Base	2008 New /Enhanced	2008 Operating Budget			2009	2010
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	44,320.5	43,837.7	45,097.1	528.1	45,625.2	1,304.7	2.9	909.2	625.0
REVENUE	12,919.1	12,504.1	13,469.7	276.0	13,745.7	826.6	6.4		
NET EXP.	31,401.4	31,333.6	31,627.4	252.1	31,879.5	478.1	1.5	909.2	625.0
Approved Positions	375.0	375.0	369.5	7.8	377.3	2.3	0.6		
TARGET			31,401.4		31,401.4				
\$ Over / (Under) Program Target			226.0		478.1				
% Over / (Under) Program Target			0.7%		1.5%				

- The 2008 Recommended Operating Budget for the City Clerk's Office is \$31.880 million net. This is comprised of base funding of \$31.627 million net, and new/enhanced service priorities funding of \$0.528 million gross, and \$0.252 million net. Approval of the 2008 Recommended Operating Budget will result in the Program's staff complement increasing from 369.5 to 377.3 approved positions.
 - The 2009 Outlook incremental net increase of \$0.909 million consists of merit and step increases, operating impacts of capital, and the reversal of the extra workday in 2008. The 2010 Outlook incremental net increase of \$0.625 million is comprised of merit and step increases and operating impacts of capital.
- The 2008 Recommended Operating Budget is \$31.880 million net and is \$0.478 million or 1.5% over the target. The base budget incorporates the Program's cost drivers which include cost-of-living (COLA), and merit/step and inflationary increases that total \$1.606 million net. These are partially defrayed by efficiency savings of \$0.665 million and a service level change in Registry Services which results in a cost reduction of \$0.060 million.
- The 2008 recommended funding for new/enhanced service priorities in 2008 is \$0.528 million gross, and \$0.252 million net and provides for:
 - Operating impact from capital for temporary staffing (0.8 of 1 approved position, and \$0 net impact) resources to augment the capability to undertake Privacy Impact Assessments of corporate-wide IT capital projects. This will help the City meet its challenges to ensure compliance with legislation for privacy protection.
 - Two temporary positions funded from capital to create the new Electronic Records Management Competency Centre. This will help to ensure that the City-wide management of records and information complies with legislation and maintains public trust through an integrated information management framework for the City.

- Implementation of electronic records management requires two staff with expertise to shape policies and implement processes to ensure that the City's electronic information is properly managed. The impact on the 2008 Recommended Operating Budget is \$0.091 million gross and net.
- The Corporate Access and Privacy Unit's business volumes have increased, which placed the City's compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA) at risk. In order to maintain compliance rates and timeliness of access requests, two additional staff at a cost of \$0.110 million gross and net is recommended. This will help the City to meet its legislative requirements in the face of increasing volume and complexity of freedom of information requests.
- Elections Services has experienced increased demands for civic engagement and outreach initiatives to meet Toronto's unique needs for its multilingual and multicultural communities, resulting in the recommended one staff resource at a cost of \$0.051 million gross and net. This will help the City meet its challenges in recognizing the cultural diversity of Toronto by engaging newcomers early in civic responsibilities and decision-making.
- The 2008 Recommended Operating Budget will enable the City Clerk's Office to provide accessible, accountable, and available government for the City of Toronto. The City Clerk's Office major services are to make government work, to make information accessible, and to deliver legislative services.

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. the 2008 Recommended Operating Budget for the City Clerk's Office of \$45.625 million gross and \$31.880 million net, comprised of the following services, be approved:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Secretariat	7,619.2	7,451.1
Records and Information Management	22,459.6	9,312.8
Council and Support Services	4,478.3	4,262.3
Corporate Access and Privacy	1,796.8	1,650.7
Elections and Registry Services	7,733.0	7,664.3
Protocol	1,538.3	1,538.3
	<hr/>	<hr/>
Total Program Budget	45,625.2	31,879.5
	<hr/>	<hr/>

SECTION A: 2007 Budget Variance Analysis

Table 2: 2007 Budget Variance Review

	2006 Actuals	2007 Approved Budget	2007 Projected Actuals*	2007 Appvd. Budget vs Projected Actuals Variance	
(In \$000s)	\$	\$	\$	\$	% Unspent
GROSS EXP.	47,036.5	44,320.5	43,837.7	482.8	1.1
REVENUES	16,620.9	12,919.1	12,504.1	415.0	3.2
NET EXP.	30,415.6	31,401.4	31,333.6	67.8	0.2
Approved Positions	380.8	375.0	375.0	0.0	0.0

*Projected Actual based on 3rd Quarter Variance report

2007 Experience

The City Clerk's Office has projected that the Program's actual expenditures at year end will be \$43.838 million gross and \$31.334 million net, which is lower than the net budget by \$0.068 million or 0.2%. This is mainly due to lower than expected gross expenditure spending for postage, marriage licences, and training, as well as savings realized from cost containment measures. However, revenues are expected to be lower than budget by \$0.415 million due to divisional clients reducing their requests for printing and reproduction services as a result of their cost containment measures. The Program's projected favourable variance includes the cost containment savings as outlined below.

2007 Cost Containment Savings

Net Cost Containment Savings	2007 (\$000s) Savings	2008 (\$000s) Continued Savings	Comments
Hiring Freeze Savings:			
Increased gapping	183.0		One-time for 2007.
Sub-total	183.0		
Discretionary Savings:			
Reduce overtime	11.0		Deleted from budget.
Consolidate afternoon shift to day shift in Records Centre	2.0		One-time for 2007.
Reduce number of Saturday openings in Archives Research Hall	9.0		Deleted from budget.
Delay Archive's exhibit, or seek sponsorship	11.0	11.0	Recommended as a reduction option for 2008.
Defer seminars/travel/training	70.4	37.0	Recommended as a reduction option for 2008.
Defer supplies and materials	40.0	200.0	Recommended as a reduction option for 2008.
Defer Procedures Bylaw review and Business Analysis	207.0		One-time for 2007.
Delay hiring of Meeting Management Initiative Integrator staff by six months		52.7	Recommended as a reduction option for 2008.
Moratorium on Equipment Reserve contribution in Records		13.0	Recommended as a reduction option for 2008.
Minor reductions to Protocol events	2.5		One-time for 2007.
Sub-total	352.9	313.7	
TOTAL COST CONTAINMENT	535.9	313.7	

As discussed above in the 2007 budget variance analysis, the City Clerk's Office expects to achieve cost containment savings of \$0.536 million in 2007 through the measures itemized in the table above.

Impact of 2007 Operating Variance on 2008 Recommended Budget

Some of the 2007 cost containment measures will continue into 2008 identified as recommended reduction options.

Section B: 2008 Operating Budget Overview**3-Year Operating Budget Overview**

- The 2008 Recommended Budget and the 2009 and 2010 Outlook for the City Clerk's Office will enable the Program to deliver its services of make government work, make information accessible and deliver legislative services. Activities include:
 - Administer the conduct of Municipal elections as well as by-elections for positions on City Council and the City's School Boards.
 - Manage the legislative process of City Council, the Standing Committees, Community Councils, and other deliberative bodies, including the appointment process for Members of Council and citizens to these bodies, as well as by-law management.
 - Provide support to the City Clerk's Office, Mayor's Office, Councillors' offices and the Office of the Integrity Commissioner.
 - Manage the City's Protocol services; organize official visits, ceremonies, awards and recognition programs; produce scrolls, proclamations, greetings and correspondence for the Mayor and Council.
 - Develop and administer corporate strategies, policy standards, and services in lifecycle records and information management.
 - Identify, select, describe, and preserve archival records of enduring value.
 - Develop and implement corporate programs to comply with the Municipal Freedom of Information and Protection of Privacy Act.
 - Provide City printing, reproduction and distribution services as Printer and Copier of Record.
 - Provide direct front line services to the public, including access to and maintenance of the assessment roll, birth and death registrations, the issuance of marriage licenses, burial permits, lottery licenses, intake of municipal clearance for liquor licenses, provision of travel letters, and administration of wedding chamber bookings.
 - Develop and administer charitable gaming and lottery licensing and compliance programs.
 - Administer harmonized polling for City divisions on traffic calming, Business Improvement Areas, permit parking, front pad parking, alternate side parking and boulevard cafes.
- The 2008 Recommended Operating Budget for the City Clerk's Office is \$31.880 million net. This is \$0.478 million or 1.5% over the Program's net target of \$31.401 million net. The 2008 Recommended Budget incorporates base expenditures that include a number of base changes that are non-discretionary, including collective agreement increases for COLA, merit and step increases.
- To help mitigate the impact of rising base costs, the 2008 Recommended Operating Budget for the City Clerk's Office includes a number of efficiency savings as well as a service

adjustment. These recommended changes produce a total net savings of \$0.725 million while maintaining service levels.

- The City Clerk's Office's 2008 Recommended Operating Budget will provide funding for 5.0 permanent and 2.8 temporary positions for a total of 7.8 positions to the Program, increasing the total staffing complement from 369.5 to 377.3. All of these pertain to the New/Enhanced services recommended for 2008.

Challenges and Issues

The mission of the City Clerk's Office is to provide the foundations for local government in Toronto by providing services that are available, accessible and accountable.

To achieve this vision, the Program is structured along the following service lines:

SERVICE AREA	DESCRIPTION
Make Government Work	Establish and manage the democratic and administrative processes of the City government so that it is open, transparent, and accountable to the citizens of Toronto.
Make Information Accessible	Manage information as a critical corporate asset and balance the integrity of the information with public accessibility.
Deliver Legislated Services	Provide registry and gaming, and other services to the public as mandated by Provincial legislation and Council direction.

The following chart outlines the Service Drivers, Challenges, Plan and Strategies that the City Clerk's Office has identified in relation to their ability to deliver service.

MAKE GOVERNMENT WORK

Driver	Challenges	Plan	Strategies/2008 Service Objectives
City's financial situation	<ul style="list-style-type: none">• Operate legislated corporate programs with under-resourced staff• Lack of capital debt allocation to adequately fund capital projects.• Election Reserve Fund inadequate to fund election-related capital projects and operational needs in the future.	<ul style="list-style-type: none">• Maintain delivery of core services despite cost containment measures• Use of technology to enhance service delivery.• Enhance staff training to maintain staff morale and productivity• Monitor adequacy of election reserve for 2010 election	<ul style="list-style-type: none">• Maintain service levels for core services through staff efficiencies and overtime• I & T investment through TMMIS and TEIS development
Public expectation for	<ul style="list-style-type: none">• Demand for voting with different channels, e.g.	<ul style="list-style-type: none">• Report to Council on voting technology options	<ul style="list-style-type: none">• Redirect internal resources to support operating impact of

Driver	Challenges	Plan	Strategies/2008 Service Objectives
improved service through multiple channels and technology	<ul style="list-style-type: none"> telephone and internet voting Demand for ability to track Council/Committee meeting in real-time on the internet 	<ul style="list-style-type: none"> Capital investment to enhance public access, e.g. Toronto Meeting Management Information System (TMMIS) Implementation of TMMIS and Meeting Monitor Leadership in e-Government Committee 	<ul style="list-style-type: none"> meeting management project Begin implementation of recommended election legislative changes, including voters' list options Continue investment in capital project – new phase of TMMIS for divisions to submit reports and public to view TMMIS information Improve accessibility of Meeting Monitor Capital investment in TEIS and voting transmission equipment replacement
Demand by public for greater involvement in civic affairs and better access to information and Council's decision-making processes	<ul style="list-style-type: none"> Limited ability to reach out to all eligible voters to ensure that they are aware of their rights and responsibilities re municipal elections Limited design and technical capacity and capability in city's existing website Limitation of provincial elections legislation 	<ul style="list-style-type: none"> Divisional Access and Equity Plan to enhance public access to information and participation opportunities Continuous improvement on Council and Councillor information on website Implementation plan for recommended legislative changes to Municipal Elections Act Routine Disclosure Plan for Councillor expenses 	<ul style="list-style-type: none"> Enhance resources to support website improvements Implement access and equity plan components Introduce by-law status registry on internet Begin implementation of recommended election legislative changes, including voters' list options Develop e-notice options in e-government work plan Implement policy and procedures to maintain Councillor expense files which facilitate ongoing public viewing
Legislative changes, including Bill 130 open meeting requirements, Procedures By-law review, City of Toronto Act regulations, etc.	<ul style="list-style-type: none"> Delegation of authority to Community Councils with by-law enactment capability Implementation of accountability framework -- Lobbyist Registrar, and Ombudsperson Expectations from public/other governments on role of mayor as head of City government 	<ul style="list-style-type: none"> Support Office of Lobbyist Registrar Support creation of Office of Ombudsperson Monitor procedures by-law requirements Monitor delegated decision-making Continue implementation of closed meeting provisions in procedures by-law Maintain capacity in Protocol Services to respond to increasing demands 	<ul style="list-style-type: none"> Capital investment for broadcast and voting capability at civic centre chambers Close monitoring of in-camera reports and requirements Continue clear language training. Maintain capacity to support new accountability offices. Train staff on delegated decision-making at community councils Conduct procedures by-law review after 2 years' implementation

MAKE INFORMATION ACCESSIBLE

Driver	Challenges	Plan	Strategies/2008 Service Objectives
City's financial situation	<ul style="list-style-type: none"> Operate corporate programs with significant under-resourced staff and budgets Cost containment in other divisions will lead to revenue shortfall in Printing and Distribution Maintain reasonable service level of core programs within financial constraints 	<ul style="list-style-type: none"> Maintain service levels during cost containment Review service delivery options to determine reduction options Review pricing and billing model for PDU to look for revenue opportunities. Adjust fixed and discretionary costs re: printing and reproduction to manage cost containment revenue loss. 	<ul style="list-style-type: none"> Work with staff to look for efficiencies to continue service delivery at reasonable level despite cost containment. Keep vacancies open in cost-recovery operations to manage revenue loss Review staffing model and potential re-organizations Evaluate and consider charging of internal mail distribution costs Discontinue certain legacy distribution practices
IT Transformation and Enterprise Architecture	<ul style="list-style-type: none"> Need to make sure that the City mitigates risk, complies with legislation and maintains public trust through an integrated information management framework Records Centre 99.4% full with exponential increase of electronic records on top of volume of paper records Nearly 40% of corporate records not yet scheduled in retention by-law Records cannot be disposed unless they're properly classified and scheduled. 	<ul style="list-style-type: none"> Integrated collaboration with IT E-government work plan Active participation in Enterprise Architecture Review Panel and Business Advisory Panel Increase percentage of corporate records scheduled Increase rate of record disposal Enhance delivery of records and information management training I & T investment and information management capital projects to shift corporate culture towards electronic records management Begin implementation of electronic records management 	<ul style="list-style-type: none"> Build Electronic Records Management expertise and capacity through staff and corporate-wide training Re-institute afternoon shift in Records Centre to work on inventory and disposal of records Implement strategies to manage volume of records from TTC, Police and other large volume users Enhance domino site posting of policies and procedures on intranet Implement capital projects on information management and Livelink records management software sustainment
Increased public demand for privacy protection as well as greater access to City information	<ul style="list-style-type: none"> IPC emphasis and direction re privacy protection Continuous increase in volume of FOI requests Divisional awareness of requirements in privacy legislation still weak In-house capacity to conduct Privacy Impact Assessments not yet in 	<ul style="list-style-type: none"> Increase internal capacity to handle higher volume of FOI requests Enhance divisional understanding of impact of records management on FOI compliance Build internal PIA capacity Build greater corporate awareness of privacy 	<ul style="list-style-type: none"> Re-allocate internal resources to maintain staff capacity to meet FOI volume demands Set up Privacy Impact Assessments (PIA) team with temporary employees to deliver service to corporate divisions Enhance FOI/Privacy training through corporate

Driver	Challenges	Plan	Strategies/2008 Service Objectives
	<ul style="list-style-type: none"> place Limitation of City's website 	<ul style="list-style-type: none"> legislation Enhance web information accessibility 	<ul style="list-style-type: none"> Learning Centre and/or delivered to specific teams Conduct Privacy Impact Assessments of critical corporate systems, e.g. 311 Build resource to manage information on website
Public expectation for improved service through multiple channels and technology	<ul style="list-style-type: none"> Increased demand for availability of City's archival information on internet Need to digitize records to ensure continued availability through technology changes Threat of emerging technology devices to privacy and security of information can potentially lead to substantial risk to corporation 	<ul style="list-style-type: none"> Capital Project investments to ensure digitization capability and meet public access demands Continue vital records digitization program Enforcement of PIA requirement for all new application development and City technological change 	<ul style="list-style-type: none"> Redirect internal resources to support operating impact of vital records corporate project Continue research hall upgrades to meet public access expectations

DELIVER LEGISLATED SERVICES

Driver	Challenges	Plan	Strategies/2008 Service Objectives
City's financial situation	<ul style="list-style-type: none"> Cost containment with hiring freeze and delay of all discretionary spending 	<ul style="list-style-type: none"> Maintain service level at reasonable level within limited resources 	<ul style="list-style-type: none"> Work with staff to seek efficiencies and overtime to meet service level demands
Public expectation for improved service through multiple channels and technology	<ul style="list-style-type: none"> Under-resourced to implement e-service options Legacy applications limit staff capability and capacity 	<ul style="list-style-type: none"> Joint service counter with Service Canada and Service Ontario I & T investment to build more nimble applications to enhance staff efficiency and effectiveness 	<ul style="list-style-type: none"> Capital projects to develop new Registry Services Tracking and Gaming Information Systems Work with Service Canada to leverage federal resources to enhance counter service and set-up Leverage existing systems/applications used in other divisions to implement e-service delivery for wedding chamber bookings
Ongoing provincial legislative reforms	<ul style="list-style-type: none"> Bingo halls continue to decline with competitions from casinos and on-line gaming sites New revenue model. 	<ul style="list-style-type: none"> Better tracking of gaming statistics to provide better analysis of gaming trends 	<ul style="list-style-type: none"> Implement capital project on gaming information system Work with charitable organizations to re-allocate displaced charities to remaining bingo halls Implement new revenue model
Provincial upload of revenue-generating	<ul style="list-style-type: none"> Potential timing and impact of Ontario Vital 	<ul style="list-style-type: none"> Develop service capacity and flexibility 	<ul style="list-style-type: none"> Implement capital project on registry tracking system to build

Driver	Challenges	Plan	Strategies/2008 Service Objectives
services	Statistics Improvement Project (ONVIP) with upload of birth registrations scheduled for mid 2008/2009. Potential download of other services still unknown.	with capital projects	staff capacity and nimbleness

Section C: 2008 Recommended Base Budget

Table 3: 2008 Recommended Base Budget

	2007 Appvd. Budget	2008 Recommended Base	Change 2008 Recommended Base v. 2007 Appvd. Budget		FY Incremental Outlook	
					2009	2010
(In \$000s)	\$	\$	\$	%	\$	\$
GROSS EXP.	44,320.5	45,097.1	776.6	1.8	657.1	625.0
REVENUE	12,919.1	13,469.7	550.6	4.3		
NET EXP.	31,401.4	31,627.4	226.0	0.7	657.1	625.0
Approved Positions	375.0	369.5	(5.5)	(1.5)		
NET TARGET		31,401.4			NA	NA
\$ Over / (Under) Program Target		226.0			NA	NA
% Over / (Under) Program Target		0.7%			NA	NA

2008 Recommended Base Budget

- The 2008 Recommended Base Budget of \$31.627 million net is \$0.226 million or 0.7% over the City Clerk Office's 2007 Approved Net Budget. This is the result of cost pressures due to non-discretionary expenditure increases from collective agreements for cost of living adjustments (COLA), merit and step and inflationary increases, as well as one additional working day in 2008. In order to mitigate these cost pressures, reduction options totaling \$0.725 million are recommended.

2008 Key Cost Drivers and Reduction Strategies

- The 2008 key cost drivers consist of the following:
 - Cost-of-living adjustments (COLA) based on a blended rate of 2.44% for 2008 are non-discretionary expenditures that result in additional costs of \$0.754 million.
 - Merit and step increases of \$0.535 million.
 - One additional working day in 2008 of \$0.070 million.
 - Inflationary increases on non-salary items of \$0.069 million
 - Operating impact of capital of \$0.248 million for support of the Meeting Management Information System, and Vital Records sustainment.

- To alleviate some of the cost pressures presented by the Program's cost drivers, the recommended reduction options totaling \$0.725 million are the result of:
 - Eliminating the Alternative Rate budget for staff in Printing and Distribution unit will save \$0.093 million. This is made possible by the resolution of harmonization issues.
 - Reviewing the internal mail distribution and business volume at 2700 Eglington Ave West identified efficiencies resulting in a saving of \$0.107 million.
 - Reviewing the requirement for overtime and summer students identified a reduction of \$0.142 million.
 - Reviewing the usage of the Archives Research Hall on Saturdays during the academic recess from May to September identified a feasible closure of the Archives Research Hall on Saturdays during this period for a savings of \$0.009 million.
 - Reviewing cost reductions for cost containment measures in 2008 identified a total savings of \$0.314 million.
 - Reviewing the Registry Services at the Etobicoke Civic Centre identified a cost savings of \$0.060 million resulting from using one less staff position.

2009 and 2010 Outlook: Net Incremental Impact

The 2009 Outlook net increase of \$0.657 million incorporates merit and step increases, operating impacts of capital, and the reversal of the extra work day in 2008. The 2010 Outlook net increase of \$0.625 million consists of merit and step increases and operating impacts of capital.

Section D: 2008 Recommended Service Priorities

Table 4: Summary of 2008 New / Enhanced Service Priorities (In \$000s)

Priority	Description	2008 Recommended		Rec. New Positions	Net Incremental Impact	
		Gross Exp.	Net Exp.		2009	2010
		\$	\$		#	\$
(a) Enhanced Service Priorities - Council Approved:						
(b) Enhanced Service Priorities - Program Initiated:						
	Legislative requirements for Privacy Impact Assessments	96.0	0.0	0.8	0.0	
	Freedom of Information Request Compliance	110.4	110.4	2.0	110.4	
	Elections Outreach	51.1	51.1	1.0	51.1	
Sub-Total Enhanced Service Priorities		257.5	161.5	3.8	161.5	0.0
(a) New Service Priorities - Council Approved:						
(b) New Service Priorities - Program Initiated:						
	Electronic Records Implementation	90.6	90.6	2.0	90.6	
	Operating Impact from Capital - Electronic Records Management - Business Expert.	180.0	0.0	2.0		
Sub-Total New Service Priorities		270.6	90.6	4.0	90.6	0.0
Total Recommended New / Enhanced Service Priorities		528.1	252.1	7.8	252.1	0.0

Recommended Enhanced Services Priorities – Program Initiated

Legislative Requirements for Privacy Impact Assessments

In 2003, City Council adopted recommendations of the Auditor General making Privacy Impact Assessments (PIAs) mandatory in all business cases supporting systems development where personal information is involved. A PIA is an analysis to ensure new programs and services comply with privacy legislation and avoid privacy breaches.

The number of IT capital projects requiring Privacy Impact Assessments (PIAs) has increased. There are more than a hundred IT projects in the City's approved 5-Year Capital Plan 2008-2012. This recommended enhanced service priority will add 0.8 of one approved temporary position for eight months starting in May 2008, to augment staff resources in the Corporate Access and Privacy business unit to undertake PIAs, at a cost of \$0.096 million gross, \$0 net. There is no net incremental impact in 2009.

Freedom of Information Request Compliance

Business volume in the Corporate Access and Privacy Unit has increased to the extent that the City's compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal Health Information Protection Act (PHIPA) is at risk. Compliance rates and timeliness of freedom of information requests must be maintained. To meet demand, two additional permanent staff at a cost of \$0.110 million gross and net, starting in July 2008 are recommended in order to meet the City's objective of providing accessibility to information in full compliance with MFIPPA and PHIPA. The incremental net impact in 2009 is \$0.110 million.

Elections Outreach

The 2006 election demonstrated the need for an additional permanent staff starting in July 2008, to respond to the increasing demands related to civic engagement and outreach initiatives to meet Toronto's unique needs for its multilingual and multicultural communities. The impact on the 2008 Recommended Operating Budget is \$0.051 million gross and net. The incremental net impact in 2009 is \$0.051 million.

Recommended New Services Priorities – Program Initiated***Electronic Records Implementation***

Electronic records management is especially critical with the imminent launch of City initiatives such as 3-1-1, and Document Management. The City Clerk's Office requires two permanent staff starting in July 2008, to shape policies and implement processes to ensure that the City's electronic information is properly managed. The impact on the 2008 Recommended Operating Budget is \$0.091 million gross and net. The incremental net impact in 2009 is \$0.091 million.

Operating Impact of Capital – Electronic Records Management Business Expert

A capital project was approved in the City Clerk's 2008 Approved Capital Budget for an Electronic Records Management Competency Centre which will provide support to various Document Management capital projects in the City. Two temporary staff starting in January 2008 is recommended to develop systems to support the implementation of electronic records management in the City. The total cost to provide business experts for the Competency Centre is \$0.180 million gross, \$0 net, funded from the 2008 Approved Capital Budget. There is no incremental net impact in 2009.

Section E: Issues for Discussion

2008 Operating Budget Issues

There are no 2008 Operating Budget issues.

Appendix 1
Summary of Recommended Base Budget Changes
from 2007 Approved Budget

(In \$000s)	Summary of 2008 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2009	2010
		\$	\$	\$	\$	\$
2007 Council Approved Operating Budget	375.0	44,319.1	12,919.1	31,400.0	0.0	0.0
In-year approvals and technical adjustments				0.0		
Corporate adjustments		1.4	0.0	1.4		
2007 Final Operating Budget	375.0	44,320.5	12,919.1	31,401.4	0.0	0.0
Prior year impacts	(2.5)	(182.5)	(430.3)	247.8	657.1	625.0
Zero base items				0.0		
Economic factors		1,358.4	0.0	1,358.4		
Adjusted Base Budget	372.5	45,496.4	12,488.8	33,007.6	657.1	625.0
Other base changes	1.0	325.2	923.0	(597.8)		
Base revenue changes		4.2	62.0	(57.8)		
2008 Base Budget Request	373.5	45,825.8	13,473.8	32,352.0	657.1	625.0
Recommended Base Adjustments:						
Base changes						
Service efficiencies	(3.0)	(668.7)	(4.1)	(664.6)		
Revenue adjustments						
Minor service impact						
Major service impact	(1.0)	(60.0)		(60.0)		
Total Recommended Base Adjustments	(4.0)	(728.7)	(4.1)	(724.6)	0.0	0.0
2008 Recommended Base Budget	369.5	45,097.1	13,469.7	31,627.4	657.1	625.0
2008 Program Operating Target	N/A	N/A	N/A	31,401.4	0.0	0.0
% Over (Under) Program Target				0.7%	2.1%	1.99%
% Over (Under) 2006 Appvd. Budget				0.7%	2.1%	1.99%

Appendix 2

Summary of Service Level Adjustments

Appendix 3

Summary of 2008 Recommended New and Enhanced Service Priorities

Appendix 4

Inflows / Outflows to / from Reserves & Reserve Funds

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Balance as of Dec 2007	Proposed Withdrawals (-) / Contributions (+)		
			2008	2009	2010
			\$	\$	\$
Equipment Reserve	XQ1507	2,359.8	263.7	263.7	263.7
Vehicle Reserve	XQ1504	351.2	57.7	57.7	57.7
Insurance Reserve Fund	XR1010	23,610.4	81.0	81.0	81.0
Election Reserve Fund	XR1017	9,601.0	2,197.2	2,197.2	(4,233.6)
Total Reserve / Reserve Fund Draws / Contributions			2,599.6	2,599.6	(3,831.2)