
2009 BUDGET BRIEFING NOTE

2009 Staff Recommended Gapping

Issue/Background:

This briefing note summarizes by City, Program, Agency, Board and Commission (ABC), gapping levels included in the 2009 Recommended Operating Budget. A comparison of the gapping data for 2008 is also provided for reference purposes. Both the gapping savings and the gapping rate, which represents the percentage of savings (or reductions) of the 2009 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).
- Staff are expected to realize the gapping savings annually by managing the recruitment of new hires throughout the year.
- In 2009, City Programs and ABCs were instructed to maintain the same percentage rate of gapping as in 2008. 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 2.3 %.
- 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 meet staffing ratios are not gapped.
- As indicated in Appendix 1, total gapping included in the 2009 Recommended Operating Budget is \$74.174 million. By comparison, the 2008 budgeted gapping was \$72.595 million. The average gapping rate for 2009 is 1.8%, which is the same rate as in 2008.

- The 2009 Staff Recommended Operating Budget includes gapping of \$44.678 million or 2.3% for City Operations. Comparatively, the 2008 budgeted gapping was \$ 41.724 million, also a rate of 2.3%.
- For ABCs, the 2009 budgeted gapping is \$29.496 million, or 1.3% of the 2009 Staff Recommended Budget for salaries and benefits. Comparatively, gapping in 2008 was \$30.871 million, or 1.5% of 2008 approved salaries and benefits.

Significant Changes in Gapping for 2009:

- *Court Services (decreased from 3.2% to 2.2 % or \$0.162 million)*

The decrease in gapping in the amount of \$0.162 million is due to the reversal of cost containment measures implemented in 2008.

- *Waterfront Secretariat ((increased from 0.2% to 3.4% or \$0.045 million)*

The increase in gapping from 0.2% in 2008 to 3.4% in 2009 results from one-time savings as one full time position will be filled on a part time basis in 2009.

- *Office of the Chief Financial Officer (increased from 3.8% to 5.4% or \$0.241 million)*

The recommended increase in the gapping rate from 3.8% in 2008 to 5.4% in 2009 by \$0.241 million is due to the delay in filling 5 vacant positions until later in 2009.

- *The Mayor's Office (increased from 0.5% to 2.5% or \$0.047 million)*

In an effort to achieve a 0% increase for 2009, the 2009 Recommended Budget includes a service level adjustment to reduce salary costs by \$0.047 million, by delaying the hiring of two positions. This action has increased the gapping rate from 0.5% to 2.5%.

Attachment:

Appendix 1 : Gapping Analysis - 2009 Staff Recommended Operating Budget

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CITY OF TORONTO
2009 STAFF RECOMMENDED OPERATING BUDGET
GAPPING SUMMARY
(\$000s)

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APPENDIX 1

	2008 Budget			2009 Staff Recommended Budget			Change from 2008		
Division / Program	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	2,341.9	50.2	2.1	2,558.3	49.0	1.9	216.4	(1.2)	(0.2)
Children's Services	67,989.9	167.9	0.2	70,437.8	167.9	0.2	2,447.9	0.0	(0.0)
Court Services	16,517.1	528.6	3.2	16,699.2	366.7	2.2	182.1	(161.9)	(1.0)
Economic Development, Culture & Tourism	22,883.4	863.0	3.8	23,674.9	770.0	3.3	791.5	(93.0)	(0.5)
Emergency Medical Services	127,480.6	204.5	0.2	131,932.0	204.5	0.2	4,451.4	0.0	(0.0)
Long Term Care Homes & Services	170,060.8	155.1	0.1	177,105.7	72.0	0.0	7,044.9	(83.1)	(0.1)
Parks, Forestry & Recreation*	232,116.9	4,761.6	2.1	233,823.2	5,019.8	2.1	1,706.3	258.2	0.1
Shelter Support & Housing Administration	59,313.5	2,307.6	3.9	64,480.0	2,869.8	4.5	5,166.5	562.2	0.6
Social Development, Finance & Administration	17,733.4	512.1	2.9	17,827.4	646.4	3.6	94.0	134.3	0.7
Toronto Employment & Social Services	159,235.0	2,679.0	1.7	165,521.7	2,783.1	1.7	6,286.7	104.1	(0.0)
311 Customer Service Strategy	9,942.9	222.4	2.2	14,230.4	322.7	2.3	4,287.5	100.3	0.0
Sub-Total Citizen Centred Services "A"	885,615.4	12,452.0	1.4	918,290.6	13,271.9	1.4	32,675.2	819.9	0.0
Citizen Centred Services "B"									
City Planning	34,076.7	1,025.9	3.0	35,132.2	1,062.5	3.0	1,055.5	36.6	0.0
Fire Services	333,865.9	6,656.9	2.0	341,568.3	6,743.7	2.0	7,702.4	86.8	(0.0)
Municipal Licensing & Standards	37,382.4	1,549.5	4.1	39,532.8	1,603.4	4.1	2,150.4	53.9	(0.1)
Policy, Planning, Finance & Administration	33,196.1	1,373.7	4.1	36,786.2	1,375.4	3.7	3,590.1	1.7	(0.4)
Technical Services	55,343.4	2,454.5	4.4	58,770.5	2,532.4	4.3	3,427.1	77.9	(0.1)
Toronto Building	37,712.4	1,098.8	2.9	40,094.5	1,152.1	2.9	2,382.1	53.3	(0.0)
Toronto Environment Office	2,385.4	116.0	4.9	2,774.2	123.1	4.4	388.8	7.1	(0.4)
Transportation Services	100,995.0	4,205.7	4.2	104,733.7	4,712.2	4.5	3,738.7	506.5	0.3
Waterfront Secretariat	1,236.7	2.0	0.2	1,301.4	47.0	3.6	64.7	45.0	3.4
Sub-Total Citizen Centred Services "B"	636,194.0	18,483.0	2.9	660,693.8	19,351.8	2.9	24,499.8	868.8	0.0
Internal Services									
Office of the Chief Financial Officer	13,655.1	514.1	3.8	14,044.0	754.8	5.4	388.9	240.7	1.6
Office of the Treasurer	58,377.3	1,550.1	2.7	61,108.7	1,792.6	2.9	2,731.4	242.5	0.3
Facilities & Real Estate	65,799.9	2,135.1	3.2	74,387.3	2,135.1	2.9	8,587.4	0.0	(0.4)
Fleet Services	18,136.7	661.2	3.6	18,820.8	673.5	3.6	684.1	12.3	(0.1)
Information & Technology	42,268.4	1,606.0	3.8	41,697.4	1,684.6	4.0	(571.0)	78.6	0.2
Sub-Total Internal Services	198,237.4	6,466.5	3.3	210,058.2	7,040.6	3.4	11,820.8	574.1	0.1
City Manager									
City Manager's Office	37,342.5	1,485.0	4.0	38,042.8	1,577.4	4.1	700.3	92.4	0.2
Sub-Total City Manager	37,342.5	1,485.0	4.0	38,042.8	1,577.4	4.1	700.3	92.4	0.2
Other City Programs									
City Clerk's Office	37,008.7	1,041.1	2.8	37,554.1	1,273.0	3.4	545.4	231.9	0.6
Legal Services	31,180.7	1,514.6	4.9	32,687.0	1,549.7	4.7	1,506.3	35.1	(0.1)
Auditor General's Office	3,729.0	38.8	1.0	3,799.3	39.5	1.0	70.3	0.7	(0.0)
Mayor's Office	2,263.0	11.7	0.5	2,364.5	58.2	2.5	101.5	46.5	1.9
Office of the Lobbyist Registrar	624.3	0.0	0.0	802.6	0.0	0.0	178.3	0.0	0.0
Office of the integrity Commissioner	0.0	0.0	n/a	28.0	0.0	0.0	28.0	0.0	n/a
Office of the Ombudsperson	265.5	0.0	0.0	879.6	0.0	0.0	614.1	0.0	0.0
City Council**	16,547.2	231.5	1.4	16,763.6	272.9	1.6	216.4	41.4	0.2
Sub-Total Other City Programs	91,618.4	2,837.7	3.1	94,878.7	3,193.3	3.4	3,260.3	355.6	0.3
TOTAL - CITY OPERATIONS	1,849,007.7	41,724.2	2.3	1,921,964.1	44,435.0	2.3	72,956.4	2,710.8	0.0



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	(a)	(b)	(c)	(k)	(l)	(m)	(n)	(o)	(p)
Agencies, Boards & Commissions									
Toronto Public Health	159,805.2	6,755.5	4.2	160,809.2	6,862.9	4.3	1,004.0	107.4	0.0
Toronto Public Library	130,463.5	3,832.2	2.9	135,730.0	3,832.2	2.8	5,266.5	0.0	(0.1)
Association of Community Centres	5,845.0	0.0	0.0	6,034.6	0.0	0.0	189.6	0.0	0.0
Exhibition Place	30,309.2	149.5	0.5	33,368.8	200.0	0.6	3,059.6	50.5	0.1
Heritage Toronto	483.0	0.0	0.0	483.0	0.0	0.0	0.0	0.0	0.0
Theatres	10,903.8	0.0	0.0	8,870.6	0.0	0.0	(2,033.2)	0.0	0.0
Toronto Zoo	23,303.1	802.7	3.4	24,771.5	802.7	3.2	1,468.4	0.0	(0.2)
Arena Boards of Management	3,447.1	0.0	0.0	3,545.5	0.0	0.0	98.4	0.0	0.0
Yonge-Dundas Square	344.0	0.0	0.0	334.9	0.0	0.0	(9.1)	0.0	0.0
Toronto & Region Conservation Authority	26,378.4	0.0	0.0	27,398.8	0.0	0.0	1,020.4	0.0	0.0
Toronto Transit Commission - Conventional	877,793.5	8,209.7	0.9	961,222.8	8,700.0	0.9	83,429.3	490.3	(0.0)
Toronto Transit Commission - Wheel Trans	43,438.0	127.6	0.3	42,383.8	340.6	0.8	(1,054.2)	213.0	0.5
Toronto Police Service	781,030.7	10,993.6	1.4	795,476.6	8,758.0	1.1	14,445.9	(2,235.6)	(0.3)
Toronto Police Services Board	824.6	0.0	0.0	887.9	0.0	0.0	63.3	0.0	0.0
TOTAL - AGENCIES, BOARDS & COMMISSIONS	2,094,369.1	30,870.8	1.5	2,201,318.0	29,496.4	1.3	106,948.9	(1,374.4)	(0.1)
TOTAL	3,943,376.8	72,595.0	1.8	4,123,282.1	73,931.4	1.8	179,905.3	1,336.4	(0.0)

Note: Gross Salaries and Benefits excludes gapping
* Parks, Forestry & Recreation - Gapping represents 3.5% of permanent staffing complement
** Council - gapping based on Staff salaries only would result in a gapping rate of 2.5%