



## 2010 Operating Budget - Recommended New and Enhanced Services Summary of Administrative Review

TYPE	PRIORITY	INTERNAL FOCUSED SERVICES Office of the Chief Financial Officer	Recommended Adjustments				2011 Net Incremental Outlook (\$000s)	2012 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N1	1	<b>FPARS - Planning and Budgeting Implementation with Business Process Reconfiguration</b>	2,685.0	2,685.0	0.0	36.0	0.0	0.0
(CO-N0001)								
<b>Service / Activity:</b> Financial Planning Services - Financial Planning & Management / Financial Planning  <b>Description:</b> The Financial Planning, Analysis and Reporting System (FPARS) will build a functional, service-based, performance-focused model for planning, budgeting, monitoring and evaluating City services, the investments in those services and the outcomes they produce. The project will rationalize resources by standardizing, consolidating and automating processes and systems. As well, the improved SAP to be developed will support many other SAP Projects in the 10-Year Capital Plan for City Programs and ABCs. . Accounting, budgeting, payroll and human resource business process re-engineering and technology training must begin in 2010 in advance of implementing the new FPARS system that will be used for the 2012 operating budget process to present a multi-year, service based operating budget for the new term of Council with full system functionality and clean data to be used in 2012 to build the 2013 Operating Budget.  To begin the implementation, the 2010 Recommended Operating Budget includes funding of \$2.685 million for 36 dedicated temporary resources starting in April 2010. Funding in the amount of \$1.070 million and 17 dedicated temporary positions will be required to backfill or provide temporary resources for FPD; \$1.615 million for 19 dedicated temporary positions is required for other City Programs. Incremental impacts of \$1.580 million are included in 2011 Outlook and a reduction of \$1.200 million in 2012. Upon phase completion, 2 temporary staff positions will be eliminated in 2012 and the remainder of 34 dedicated temporary positions will be eliminated as at January 1, 2013 upon project completion in 2012.  These positions are funded from the 2010 - 2019 Approved Capital Budget FPARS - SAP Business Process Change and Technology Transfer project.  <b>Service Level Change:</b> These processes, reports and strategies being developed in the SAP Business Process Change Project are new and therefore have no current defined service levels or standards.  <b>ADMIN:</b> Recommended								
			2,685.0	2,685.0	0.0	36.0	0.0	0.0
<b>Total Recommended New/Enhanced:</b>			<b>2,685.0</b>	<b>2,685.0</b>	<b>0.0</b>	<b>36.0</b>	<b>0.0</b>	<b>0.0</b>

### Category Legend - Type

- N1 - Enhanced Services - Operating Impact of 2010 Capital
- N2 - Enhanced Services - Service Expansion
- N3 - New Service - Operating Impact of 2010 Capital
- N4 - New Services
- N5 - New Revenues



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			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N2	1	<b>Customer Service Strategy Development</b> (TR-N002) <b>Service / Activity:</b> Revenue Services / N/A  <b>Description:</b> A review will be undertaken to develop a strategy to improve and enhance customer service delivery in all service areas of Revenue Services. The program will delivery channels and methods, and implement policies and procedures to enhance customer service in all operations, and broaden the use of E-services to provide internet-based access to Revenue Services programs and services. A strategy to improve and enhance customer service delivery associated with property tax and utility billings and parking tag payments will also be developed. This strategy will examine current resource levels, and how new I/T solutions can be utilized to improve customer service response times, service satisfaction and operational efficiency.  With the launch of 3-1-1 City Wide, the public will become accustomed to more efficient and faster responses to any inquiries whether or not they be over the phone, in person, or on the web. Improvements to our current processes and systems will allow Revenue Services to keep pace with what is believed to be the future trend in service delivery.  The scope of the work is to be detailed in nature involving all units within the division. A full environmental scan will be done examining new E-Service options, and how they could provide yet another service stream. At the same time the Program will be looking at system upgrades or enhancements which would allow them to develop new web/kiosk services, make improvements to our IVR , develop a new cashiering system to tie in directly to SAP and increase the capacity of our Call Centre Management software.  <b>Service Level Change:</b> There is no change to the current service level.  <b>ADMIN:</b> Recommended	250.0	250.0	0.0	0.0	0.0	0.0
N2	1	<b>PPEB Service Review</b> (TR-N003) <b>Service / Activity:</b> Pension, Payroll & Employee Benefits / N/A  <b>Description:</b> A service review will be conducted in the Pension, Payroll & Employee Benefits Division, in consultation with an external HR/Payroll Best Practices Consultant, to consolidate the various business areas, incorporate best practices and introduce self service functionality. This may result in a change in the way services are delivered and the deletion of some existing positions as a result of consolidation of work. It is recommended that the review be conducted in 2010 with phased implementation in 2011 and 2012.  The review will focus on opportunities for client services or permits one stop shopping, self service option, etc.  <b>Service Level Change:</b> There will be no changes to the sevice levels during the review.  <b>ADMIN:</b> Recommended	250.0	250.0	0.0	0.0	0.0	0.0

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N4	1	<b>e Procurement Implementation Plan Capital Project</b>	241.0	241.0	0.0	3.0	0.0	0.0
(TR-N004) <b>Service / Activity:</b> Purchasing & Materials Management / N/A								
<b>Description:</b> Funding is required to hire 1 Project Manager and 2 Business Analysts to support the planning and scoping exercise for the e-Procurement Implementation Plan. PMMD's goal for this project and intended result is to provide the quality of service required to support divisions in the provision of procurement services; make the most effective use of available funds, and to ensure compliance with relevant standards and legislation. By deploying an e-procurement system, the City can more effectively leverage its buying power through aggregation of demand; increase the proportion of expenditure procured under contract; automate processes and streamline workflows to speed up the process and improve efficiencies in transactions and supply chain management.								
As a result of an initiative put forth by PMMD in 2001, the Division undertook an e-Procurement Feasibility Study in 2007 to evaluate the City's business processes and technology infrastructure. Using the information that resulted from the feasibility study, PMMD is pursuing an e-Procurement Implementation Plan to increase the efficiency and enhance the effectiveness of the City's purchasing process. PMMD has been working towards enhancing the purchasing process and has already implemented various initiatives, such as an Online Call Document System available 24-7 to vendors who wish to purchase and download call documents for the purpose of doing business with the City. Bidders are required to submit their bids manually for further processing. Client divisions are required to manually evaluate bids/proposals received and recommend the successful bidder/proponent. This manual process is time intensive and lacks potential use of staff and technological resources. Electronic templates are available to divisions to utilize in the preparation of call documents, making this process faster and more efficient for divisions.								
<b>Service Level Change:</b> Efficiencies will improve and increased customer satisfaction with reduce costs with an inexpensive system to maintain and support.								
<b>ADMIN:</b> Recommended			241.0	241.0	0.0	3.0	0.0	0.0

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N1	1	<b>FPARS - Planning and Budgeting Implementation with Business Process Reconfiguration - Accounting Services</b>	635.0	635.0	0.0	8.0	120.0	0.0
(TR-N005)		<b>Service / Activity:</b> Accounting Services / Financial Reporting & Control  <b>Description:</b> The SAP Business Process Change: project will deliver a new multi-year, service-based budgeting system that will use performance measures as part of the budget process and it will deliver a strategy for the City of Toronto for Enterprise Performance Management. The back-end SAP system will be changed to add service information to business processes like accounting, payroll, purchasing and work order management. New SAP functionality will be implemented to deliver integrated vacancy management and complement management for both HR and budgeting purposes.  Accounting business process re-engineering and technology training must begin in 2010 in advance of implementing the new FPARS system that will be used for the 2012 operating budget process to present a multi-year, service based operating budget for the new term of Council with full system functionality and clean data to be used in 2012 to build the 2013 Operating Budget.  To begin the implementation, the 2010 Recommended Operating Budget includes funding of \$0.635 million, \$0 net for 8 temporary resources starting in April 2010. Incremental impacts of \$0.455 million gross, \$0 net are included in the 2011 Outlook and a reduction of \$0.650 million, \$0 net in 2012. An additional 1 temporary staff position will be required in 2011 and 2012 as the project progresses. The remainder of 8 temporary positions will be eliminated as at January 1, 2013.  The project when completed will provide citizens with a service-based view of the City's financial and operational performance; introduce of service-based reporting and performance measurement across all divisions; improved SAP technical foundation to support many other SAP projects in the current 10-Year Capital Plan and provide significant organizational change management. Given the City-Wide business process, technology and organizational change that will be required, 8 temporary staff are required to implement the project and to develop the system and the Enterprise Performance Management Strategy.  <b>Service Level Change:</b> The processes, reports and strategies being developed are new and therefore have no current service levels or standards.						
<b>ADMIN: Recommended</b>			635.0	635.0	0.0	8.0	120.0	0.0

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N1	1	<b>FPARS - Planning and Budgeting Implementation with Business Process Reconfiguration - Pension, Payroll &amp; Employee Benefits</b>	1,230.0	1,230.0	0.0	18.0	0.0	120.0
(TR-N006)		<b>Service / Activity:</b> Pension, Payroll & Employee Benefits / N/A  <b>Description:</b> The Financial Planning, Analysis and Reporting System (FPARS) will build a more functional, service-based, performance-focused model for planning, budgeting, monitoring and evaluating City services, the investments in those services and the outcomes they produce. The back-end SAP system will be changed to add service information to business processes like accounting, payroll, purchasing and work order management. New SAP functionality will be implemented to deliver integrated vacancy management and complement management for both HR and budgeting purposes.  Payroll business process re-engineering and technology training must begin in 2010 in advance of implementing the new FPARS system that will be used for the 2012 operating budget process to present a multi-year, service based operating budget for the new term of Council with full system functionality and clean data to be used in 2012 to build the 2013 Operating Budget.  To begin the implementation, the 2010 Recommended Operating Budget includes funding of \$1.230 million, \$0 net for 18 temporary resources starting in April 2010. Incremental impacts of \$0.660 million gross, \$0 net are included in the 2011 Outlook and a reduction of \$0.685 million, \$0 net in 2012. An additional 4 temporary staff positions will be required in 2011 as the project progresses and a net reduction of 9 will take place in 2012. The remainder of 12 temporary positions will be eliminated as at January 1, 2013.  The project when completed will provide citizens with a service-based view of the City's financial and operational performance; introduce service-based reporting and performance measurement across all divisions; improved SAP technical foundation to support many other SAP projects in the current 10-Year Capital Plan and significant organizational change management. Given the City-Wide business process, technology and organizational change that will be required, 18 temporary staff are required to implement the project and to develop the system and the Enterprise Performance Management strategy. Additional staff are needed to support the new system once it is implemented.  <b>Service Level Change:</b> The processes, reports and strategies being developed are new and therefore have no current service levels or standards.						
<b>ADMIN: Recommended</b>			1,230.0	1,230.0	0.0	18.0	0.0	120.0

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N5	1	<b>New Tax Account Set Up Fee</b>	0.0	375.0	(375.0)	0.0	0.0	0.0
(TR-N009)		<b>Service / Activity:</b> Revenue Services / Property Tax Billing & Collection						
		<b>Description:</b> City Council on December 7, 2009 adopted the staff report and directed that effective January 1, 2010, an administrative fee be charged for every new property tax account created that is added to the tax roll for taxation purposes, with the fee set at \$50.00 per property tax account created. The number of projected transactions is 7,500, for total anticipated annual revenues of \$375,000. Revenues from new account set up fees will help to offset annual charges from MPAC for assessment services, which are based on the total number of assessable parcels and total assessed value of all property within a municipality.						
		<b>Service Level Change:</b> There is no change to the service level.						
		<b>ADMIN:</b> Recommended	0.0	375.0	(375.0)	0.0	0.0	0.0
<b>Total Recommended New/Enhanced:</b>			<b>2,606.0</b>	<b>2,981.0</b>	<b>(375.0)</b>	<b>29.0</b>	<b>120.0</b>	<b>120.0</b>

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TYPE	PRIORITY	INTERNAL FOCUSED SERVICES Facilities & Real Estate	Recommended Adjustments				2011 Net Incremental Outlook (\$000s)	2012 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N4	1	<b>Fuel Purchasing Program</b>	80.5	80.5	0.0	1.0	0.0	0.0
(FA-N001)		<b>Service / Activity:</b> Facilities / Business Strategic Innovation  <b>Description:</b> The Energy Efficiency Office provides waste/recycling management services to Facilities and Real Estate (F&RE) facilities and provides advice to all City ABCDs. The unit also administers the electricity and natural gas purchase/hedge programs for all City ABCDs.  The unit is expanding the program to administer a new Fuel Purchasing & Hedging program which is currently being developed. The City's fuel expenditure is approximately \$21 million per year, and the City currently purchases fuel at the monthly spot price which is subject to market volatility. A Fuel Purchasing & Hedging program will mitigate the City's risk and provide a stable cost to the City.  One full-time permanent Project Manager position will be added, effective May 1st, 2010 to enable the implementation of the program. Funding will be recovered from fuel cost savings.  The 2010 impact is \$0.081 million gross, \$0 net with 2011 incremental costs of \$0.040 million gross, \$0 net.  <b>Service Level Change:</b> In addition to waste/recycling management services and the electricity and natural gas purchase/hedge programs for all City ABCDs that the unit provides, they will now provide a fuel purchasing and hedging program which will mitigate the City's risk and provide a stable cost to the City.  <b>ADMIN:</b> Recommended						
			80.5	80.5	0.0	1.0	0.0	0.0

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			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N2	2	<b>Custodial Services for Toronto Police</b>	196.6	196.6	0.0	3.6	0.0	0.0
<p>(FA-N002) <b>Service / Activity:</b> Facilities / Facilities Services</p> <p><b>Description:</b>  C.O.Bick College was closed in September 2009 and all staff were transferred to the police college at 70 Birmingham St. Toronto Police Service (TPS) has requested that F&amp;RE continue to provide services to CO Bick College as a swing building for over 100 TPS Staff. An additional 2.4 permanent full-time Heavy Duty Cleaner positions are required to maintain the facility as per the intended new use.</p> <p>The TPS facility at 951 Wilson has an increased population and use. This facility will require an additional 0.2 permanent full-time Heavy Duty Cleaner position in order to meet the level of service required as per the SLA agreement.</p> <p>In 2009, the Police Intelligence Unit was renovated and the office space, glass and washroom area has almost doubled. Because of the changes in density, traffic and additional space, the specifications of service have to be adjusted in keeping with the Service Level Agreement (SLA). This will require an additional one full-time permanent Heavy Duty Cleaner position for this location.</p> <p>A total of 3.6 full-time permanent Heavy Duty Cleaners, effective May 1st 2010, will be required.</p> <p>Further, the TPS have purchased and installed approximately 150 hand sanitizer units for all police stations, Head Quarters and other police buildings. TPS have requested that we maintain these units effective 2010, i.e replace hand sanitizer cartridges and batteries which increases the cost of materials and supplies.</p> <p>The 2010 impact is \$0.197 million gross, \$0 net with a 2011 incremental cost of \$0.103 million gross, \$0 net.</p> <p><b>Service Level Change:</b>  Increase in staffing and cleaning supplies to accommodate increased use at various TPS locations.</p> <p>C.O Bick College will receive basic service as requested 5 days a week;  951 Wilson will receive service 4 days a week instead of 2 days to provide for increased building population needs;  The Intelligence Unit will receive 1 additional day shift weekly; and  Hand Sanitizer cartridges and batteries will be changed weekly and quarterly respectively.</p> <p><b>ADMIN: Recommended</b></p>								
			196.6	196.6	0.0	3.6	0.0	0.0

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			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N2	3	<b>Custodial Services for Childrens Services</b> <b>Service / Activity:</b> Facilities / Facilities Services <b>Description:</b> Children's Services is purchasing the Thomas Berry Daycare Centre, 3495 Lakeshore West, and has requested that custodial service to that daycare be reinstated. Service had been suspended in 2008. In order to comply with the client's request, one additional full-time permanent Heavy Duty Cleaner position, effective May 1st, 2010 is required to be added to F&RE's complement.  The 2010 impact is \$0.051 million gross, \$0 net with a 2011 incremental impact of \$0.022 million gross, \$0 net. <b>Service Level Change:</b> Increase in staffing to clean the daycare centre, 5 days a week, on day shift as requested by the client. <b>ADMIN:</b> Recommended	50.8	50.8	0.0	1.0	0.0	0.0
N4	10	<b>Communications &amp; Marketing Consultant for Union Station Revitalization</b> <b>Service / Activity:</b> Facilities / Facilities Services <b>Description:</b> A Communications & Marketing Consultant is required for the Union Station Revitalization project to develop and coordinate large-scale communications strategies from conception to plan implementation, evaluate the effectiveness of communications strategies, and develop a variety of communications products that will build stakeholder awareness and buy-in. The Communications & Marketing Consultant will also assist with the development of staff training material. This position is integral to the adoption of the Union Station Revitalization new technologies, and work practices. Funding will be from the 2010 Approved Capital Budget and 2011-2019 Capital Plan for Union Station.  One full-time temporary position, effective May 1st, 2010, will be added to perform this service.  The 2010 impact is \$0.072 million gross, \$0 net with a 2011 incremental cost of \$0.034 million, \$0 net. <b>Service Level Change:</b> Increase in temporary staffing to ensure that target deliverables for the Union Station Revitalization are met in an effective manner. <b>ADMIN:</b> Recommended	72.4	72.4	0.0	1.0	0.0	0.0

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N4	11	<b>SAP Real Estate Leasing - Senior Business and Systems Analyst</b> <b>Service / Activity:</b> Facilities / Facilities Services <b>Description:</b> Parks, Forestry and Recreation (PF&R) has recently implemented the SAP Real Estate Leasing module to manage their lease portfolio. F&RE led the project and provided the key functional resources to perform the implementation. It was agreed by both parties that F&RE would continue to provide support for PF&R, and PF&R would fund the new resource through an inter-divisional recovery. The purpose of this business case is to define the budget expense and corresponding inter-divisional recovery for the position which will be hired. A full-time, temporary Senior Business and Systems Analyst, effective May 1st, 2010 is required. Funding will be provided by PF&R capital through an IDR.  The SAP Real Estate Leasing module will improve existing business processes in order to create efficiencies and reduce costs.  The 2010 impact is \$0.081 million gross, \$0 net with a 2011 incremental impact of \$0.040 million gross, \$0 net. <b>Service Level Change:</b> Increase in temporary staffing to ensure that F&RE will be able to continue to function in the role of support to PF&R. <b>ADMIN:</b> Recommended	80.5	80.5	0.0	1.0	0.0	0.0
N2	12	<b>Security Positions for Toronto Water</b> <b>Service / Activity:</b> Facilities / Facilities Operation <b>Description:</b> To maintain the service level agreement for security services at F J Horgan, located at 201 Copperfiled Road, one full-time permanent position will be added to perform these services. Toronto Water will provide the funding for this position.  The 2010 impact is \$0.060 million gross, \$0 net with a 2011 incremental impact of \$0.030 million gross, \$0 net. <b>Service Level Change:</b> Increase in staffing to ensure a security presence at this location. <b>ADMIN:</b> Recommended	59.8	59.8	0.0	1.0	0.0	0.0

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N2	13	<b>Building Operators for Toronto Police</b>	96.0	96.0	0.0	2.0	0.0	0.0
(FA-N013)		<b>Service / Activity:</b> Facilities / Facilities Operation						
		<b>Description:</b> As a result of 70 Birmingham (Police building) becoming fully operational in 2010, 2 full-time permanent Building Operator positions are required to look after the property. The operators will perform all necessary functions that keep the property up to standard. Funding will be provided by Toronto Police Services.						
		The 2010 impact is \$0.096 million gross, \$0 net with a 2011 incremental impact of \$0.051 million gross, \$0 net.						
		<b>Service Level Change:</b> Increase in staffing to ensure the building will be fully operational and maintained up to standard.						
		<b>ADMIN:</b> Recommended	96.0	96.0	0.0	2.0	0.0	0.0
N4	14	<b>SAP Preventive Maintenance</b>	248.2	248.2	0.0	3.0	0.0	0.0
(FA-N014)		<b>Service / Activity:</b> Facilities / Facilities Services						
		<b>Description:</b> The implementation of preventive maintenance functionality will expand once the existing SAP Plant Maintenance implementation is completed in the Business Integration Project. It will allow City staff to better manage the workload associated with regular scheduled maintenance for large building systems. The project will also enable Facilities Operations staff to create and update work order and asset data while mobile. As part of this project, 4 full-time temporary positions (One Project Manager, one Operations Supervisor, one Systems Integrator 1 and one Senior Systems Integrator) will be hired to conduct the work. Funding will be from the 2010 Approved Capital Budget and 2011-2019 Capital Plan for Facilities and Real Estate.						
		The 2010 impact is \$0.342 million gross, \$0 net with 2011 annualized cost of \$0.161 million gross, \$0 net.						
		<b>Service Level Change:</b> Increase in temporary staffing will allow the implementation of the mobile work order, asset data access and functionality.						
		<b>ADMIN:</b> Recommended	341.5	341.5	0.0	4.0	0.0	0.0

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N5	15	<b>Acquisition Projects (819 Sheppard Ave)</b>	34.0	34.0	0.0	0.0	0.0	0.0
(FA-N015)		<b>Service / Activity:</b> Real Estate / Real Estate						
		<b>Description:</b> City Council on October 26 and 27, 2009 adopted the report entitled Acquisition of Toronto District School Board's 819 Sheppard Avenue West Site. The acquired property includes a school building which is currently leased to a private school. Facilities and Real Estate is assuming the administration of the lease. There will be ongoing capital repairs required for this property and this will be paid from the net lease revenues.						
		Based on estimates available, net revenue surplus to F&RE during the year 2010 will be \$34k.						
		<b>Service Level Change:</b> N.A.						
		<b>ADMIN:</b> Recommended	34.0	34.0	0.0	0.0	0.0	0.0
N2	16	<b>Custodial Services for City Clerks</b>	255.2	255.2	0.0	1.5	0.0	0.0
(FA-N016)		<b>Service / Activity:</b> Facilities / Facilities						
		<b>Description:</b> A new City Clerks printing facility has opened at 2 Hobson. In order to have cleaning services, 1.5 full-time permanent Heavy Duty Cleaner positions are required. There will also be additional utility costs.						
		The 2010 impact will be \$0.255 million gross, \$0 net.						
		<b>Service Level Change:</b> Increase in staffing and utilities will allow cleaning services at the new printing facility.						
		<b>ADMIN:</b> Recommended	255.2	255.2	0.0	1.5	0.0	0.0

### Category Legend - Type

- N1 - Enhanced Services - Operating Impact of 2010 Capital
- N2 - Enhanced Services - Service Expansion
- N3 - New Service - Operating Impact of 2010 Capital
- N4 - New Services
- N5 - New Revenues



## 2010 Operating Budget - Recommended New and Enhanced Services Summary of Administrative Review

TYPE	PRIORITY	INTERNAL FOCUSED SERVICES Facilities & Real Estate	Recommended Adjustments				2011 Net Incremental Outlook (\$000s)	2012 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N1	17	<b>FPARS - Senior Business and System Analyst</b>	85.0	85.0	0.0	1.0	0.0	0.0
(FA-N017)		<b>Service / Activity:</b> Facilities / N/A  <b>Description:</b> The Financial Planning, Analysis and Reporting System (FPARS) project will deliver a new multi-year, service-based budgeting system that will use performance measures as part of the budget process and it will deliver a strategy for the City of Toronto for Enterprise Performance Management. The back-end SAP system will be changed to add service information to business processes like accounting, payroll, purchasing and work order management. New SAP functionality will be implemented to deliver integrated vacancy management and complement management for both HR and budgeting purposes.  A significant internal staff project team is required to implement the project across the City.  The project has identified a need for 1 temporary Senior Business and System Analyst from Facilities and Real Estate for 16 months to support implementation. The position will be funded from the 2010 Approved Capital Budget and 2011-2019 Capital Plan for Financial Services.  The 2010 impact is \$0.085 million gross, \$0 net with 2011 incrementail impact of \$(0.010) mililon gross, \$0 net.  <b>Service Level Change:</b> These processes, reports and strategies being developed in FPARS are new and therefore have no current service levels or standards. However, the increase in temporary staffing will enable the implementation of FPARS.  <b>ADMIN:</b>						
			85.0	85.0	0.0	1.0	0.0	0.0
<b>Total Recommended New/Enhanced:</b>			<b>1,352.3</b>	<b>1,352.3</b>	<b>0.0</b>	<b>17.1</b>	<b>0.0</b>	<b>0.0</b>

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- N1 - Enhanced Services - Operating Impact of 2010 Capital
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- N3 - New Service - Operating Impact of 2010 Capital
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## 2010 Operating Budget - Recommended New and Enhanced Services Summary of Administrative Review

TYPE	PRIORITY	INTERNAL FOCUSED SERVICES Information & Technology	Recommended Adjustments				2011 Net Incremental Outlook (\$000s)	2012 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N1	2	<b>Staffing Requirements to Deliver Capital Projects</b>  <b>Service / Activity:</b> MULTIPLE / Plan and Build IT Solutions  <b>Description:</b> Temporary staffing resources are recommended to deliver on capital projects approved in the 2010 Approved Capital Budget. These are incremental positions for new projects that require additional staff resources to complete. These projects cannot be undertaken with the current staffing levels. By utilizing staff resources to develop these solutions, the in house knowledge base is enhanced, and typically staff resources are less expensive than contractors.  <b>Service Level Change:</b> There is no change to the current service level.  <b>ADMIN:</b> Recommended	1,675.0	1,675.0	0.0	28.0	0.0	0.0
N3	3	<b>Positions to assist in delivering the Risk Management Information System (Financial Services Capital Project)</b>  <b>Service / Activity:</b> Applications Delivery / Business Transformation  <b>Description:</b> Two Systems Integrators, effective April 1, 2010, are recommended at a gross cost of \$0.185 million, and net \$0.0 to assist Financial Services in completing their Risk Management Information System Upgrade 2009. Currently, the City of Toronto utilizes STARS as its risk management system. It is a robust software package that assists the City in making claims and risk management information decisions. The project is to upgrade the existing risk management information software to the most current version that will require server hardware changes to the existing STARS server located at Don Mills.  <b>Service Level Change:</b> There is no impact on current service level.  <b>ADMIN:</b> Recommended	184.5	184.5	0.0	2.0	0.0	0.0

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- N2 - Enhanced Services - Service Expansion
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## 2010 Operating Budget - Recommended New and Enhanced Services Summary of Administrative Review

TYPE	PRIORITY	INTERNAL FOCUSED SERVICES Information & Technology	Recommended Adjustments				2011 Net Incremental Outlook (\$000s)	2012 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N3	4	<b>Position to assist in delivering the Accounts Payable Process Improvements project (Financial Services)</b>  <b>Service / Activity:</b> Applications Delivery / Business Transformation  <b>Description:</b> Accounting Services relies heavily on manual invoice handling and storing. This continues to be a significant business inefficiency affecting vendor invoice payment cycle times and payable workflow. An Accounts Payable Transformation strategy has been designed to leverage technology through automation which will improve processes and enhance service excellence and fiscal accountability in the accounts payable operations. In these efforts, resources to manually process invoices including data entry, etc. would be dramatically reduced through the use of appropriate technologies and paperless workflows. An IT resources (Senior Systems Integrator) is required to document and develop the "As Is" & "To be" model, do an environmental scan of existing solutions, recommend, acquire and implement the appropriate solutions.  <b>Service Level Change:</b> Accounts payable processes will be more automated and will enhance service excellence and fiscal accountability.  <b>ADMIN:</b> Recommended	123.0	123.0	0.0	1.0	0.0	0.0
N1	6	<b>Maintenance for SAP Licenses</b>  <b>Service / Activity:</b> MULTIPLE / N/A  <b>Description:</b> Following the integrated plan of developing SAP projects for the next three to five years as established by the SAP Steering Committee, the projects currently being assessed using the "SAP First" approach were identified as to the requirement for additional SAP Licenses. SAP Canada Inc. is the only supplier of SAP Licenses. In 2009, Council authorized Information and Technology to purchase the requisite number of SAP Licenses to meet the demands of the next five years. Currently, there are approximately 3000 SAP users across the City and the Toronto Police Service for the following purposes: Accounting, Budgeting, Payroll, Human Resources, Work Order Management, Purchasing, and Inventory Management.  The pre-requisite technology to support FPARS, property tax, water billing, as well as the many data warehouse and business intelligence projects in the 5-year SAP capital project plan, requires the purchase of SAP Licenses which has an immediate cost of maintenance fees attached based on 25% of the license costs. The additional maintenance fees on the SAP Licenses purchased in 2009 is \$1.540 million net in 2010, with incremental impact of \$0.750 million in 2011, and \$1.750 million in 2012.  <b>Service Level Change:</b> There is no impact on current service level.  <b>ADMIN:</b> Recommended	1,540.0	0.0	1,540.0	0.0	750.0	1,750.0

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- N3 - New Service - Operating Impact of 2010 Capital
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## 2010 Operating Budget - Recommended New and Enhanced Services Summary of Administrative Review

TYPE	PRIORITY	INTERNAL FOCUSED SERVICES Information & Technology	Recommended Adjustments				2011 Net Incremental Outlook (\$000s)	2012 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
N1	7	<b>Positions for the SAP Landscape Upgrade Capital Project</b>  <b>Service / Activity:</b> Applications Delivery / N/A  <b>Description:</b> Implement 3 new SAP technologies and the corresponding new servers to deliver SAP portal, data warehouse and business intelligence functionality. This is prerequisite technology to support FPARS, property tax and water billing as well as the many data warehouse and business intelligence projects in the 5-year SAP capital project plan. This will also greatly improve the existing reports that are generated from the SAP and will support the constant demand for better SAP reporting. These technologies have been SAP best practice for over 10 years.  <b>Service Level Change:</b> SAP system support is 24/7.  <b>ADMIN:</b> Recommended	2,000.0	2,000.0	0.0	19.0	0.0	(35.0)
<b>Total Recommended New/Enhanced:</b>			<b>5,522.5</b>	<b>3,982.5</b>	<b>1,540.0</b>	<b>50.0</b>	<b>750.0</b>	<b>1,750.0</b>

### Category Legend - Type

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N2 - Enhanced Services - Service Expansion  
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