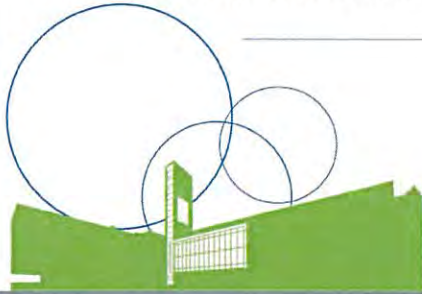


C 4
COMMUNICATION
FAA - JAN 23 / 15
ITEM - 1

**Commission Based Presentations –  
Legal &  
Administrative Services  
2015-2018 Financial Plan**



**Agenda**

- Commission Service Statement
- Departments and Services
- Proposed Commission 2015 Budget
- Budget Pressures
- Service Implications and Options
- Proposed Commission 2015 Capital Budget



1

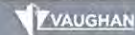


## Commission Service Statement

- To deliver quality and responsive professional and administrative services in support of the City's operational programmes/initiatives in a proactive, timely, integrated and solutions-based manner to ensure Service Excellence, legislative/regulatory compliance and good governance.



2



## Department and Services

- 95% of the Commission's services are mandatory or essential services:

### Legal Services

General Corporate  
Real Estate  
Planning and Development  
Construction  
Litigation  
Procurement  
Administrative Tribunals  
Prosecutions  
Municipal  
Labour  
Legislation  
Compliance  
Policy

### By-Law & Compliance

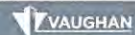
By-law Strategy  
By-law Compliance  
Licensing Compliance  
Animal Services  
Animal Shelter  
Events and Council Security  
Parks and Community Patrol  
Parking  
AMP Administration  
Public Education  
Prosecutions  
Other initiatives eg.  
Secondary Suites, Parking  
Strategy, Zoning By-law  
Review, Security &  
Emergency Services, Liaise  
with YRP

### City Clerks Office

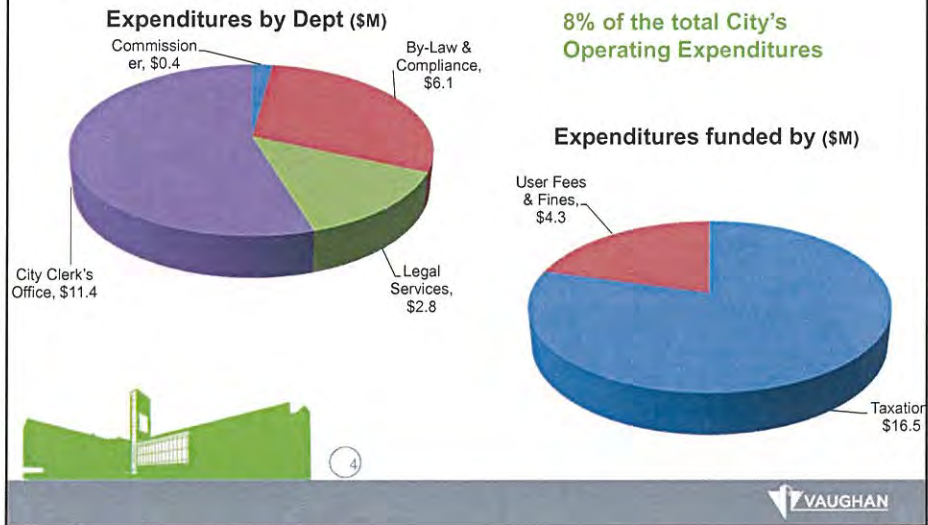
Council Secretariat Services  
Committee of Adjustment  
Access & Privacy  
Records Management  
Archival Services  
Licensing & Permits  
Insurance & Risk Management  
Mail & Courier Services  
Print Services  
Elections  
Vital Statistics  
Development Services  
Governance



3



## Proposed Commission 2015 Operating Budget (inclusive of requested 2015 ARRs)



## Summary of Commission Budget Pressures



	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
Status Quo Pressures	0.8	0.46%	0.8	0.43%	0.9	0.46%	0.5	0.23%
Growth Pressures	0.2	0.10%	0.5	0.30%	0.1	0.04%	0.0	0.00%
New Initiative Pressures	0.5	0.31%	0.0	0.02%	0.2	0.11%	0.0	0.02%
<b>Incremental Levy Requirement</b>	<b>1.4</b>	<b>0.88%</b>	<b>1.3</b>	<b>0.74%</b>	<b>1.2</b>	<b>0.60%</b>	<b>0.5</b>	<b>0.25%</b>
<b>Total Incremental for the City</b>	<b>11.7</b>	<b>7.14%</b>	<b>13.4</b>	<b>7.58%</b>	<b>9.6</b>	<b>4.93%</b>	<b>11.1</b>	<b>5.35%</b>



## Status Quo Pressures

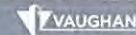


	2015		2016		2017		2018	
	\$ M	%	\$ M	%	\$ M	%	\$ M	%
Salary progressions and economic adjustments	0.4	0.24%	0.1	0.08%	0.1	0.06%	0.1	0.04%
Negotiated contract price increases, utilities, other	0.4	0.23%	0.6	0.34%	0.8	0.40%	0.4	0.19%
New user fees and user fee price increases	0.0	0.00%	0.0	0.00%	0.0	0.00%	0.0	0.00%
<b>Total Status Quo Pressures</b>	<b>0.8</b>	<b>0.46%</b>	<b>0.8</b>	<b>0.43%</b>	<b>0.9</b>	<b>0.46%</b>	<b>0.5</b>	<b>0.23%</b>



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee



## Options to Reduce the Status Quo

- Reduce or eliminate premium or desirable programmes/services
  - 2011 Programme Service Review - Parks & Community Patrol  
Archival Services of Local Artifacts  
Events & Council Security  
Courier Services
  - Other: Animal Shelter
- Alternative service delivery
  - Expand on-line services and introduce service kiosks for permits, licences and alternatives to mail. Requires significant upfront investment in information technology and process implementation.
  - Print Strategy



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee



## Options to Reduce the Status Quo Continued

- Increase user fees and fines to off-set expenses
- By-law Compliance Approach
  - revert back to enforcement versus compliance
  - Reduce community presence
  - Eliminate public education/outreach
  - Increase parking enforcement and tickets to increase revenues
- Consolidate licensing functions in By-law & Compliance Department and Clerk's Office



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## Growth Related Pressures – all Discretionary

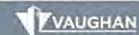


	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
<b>Program and service volume (ARRs):</b>	<b>0.4</b>	<b>0.26%</b>	<b>0.6</b>	<b>0.36%</b>	<b>0.2</b>	<b>0.08%</b>	<b>0.1</b>	<b>0.03%</b>
Admin Assistant to Director	0.06	0.04%	0.00	0.00%	0.00	0.00%	0.00	0.00%
Animal Control officers	0.00	0.00%	0.16	0.09%	0.00	0.00%	0.01	0.00%
By-Law and Compliance Supervisor	0.00	0.00%	0.12	0.07%	0.01	0.00%	0.01	0.00%
Enforcement - Clerk D	0.00	0.00%	0.00	0.00%	0.07	0.03%	0.00	0.00%
Legal Counsel - Developments	0.17	0.10%	0.01	0.00%	0.01	0.00%	0.01	0.00%
Licensing Officer	0.00	0.00%	0.00	0.00%	0.06	0.03%	0.00	0.00%
Paralegal Prosecutor	0.05	0.03%	0.00	0.00%	0.01	0.00%	0.01	0.00%
Part-Time Clerk Typist - Level 3	0.04	0.02%	0.00	0.00%	0.00	0.00%	0.00	0.00%
Property Standards Officer	0.00	0.00%	0.16	0.09%	0.00	0.00%	0.01	0.00%
Real Estate - Acquisitions	0.11	0.06%	0.00	0.00%	0.01	0.00%	0.01	0.00%
Special Enforcement Unit Officers	0.00	0.00%	0.18	0.10%	0.00	0.00%	0.01	0.00%
User fee and service charge volume	0.0	-0.03%	-0.1	-0.06%	-0.1	-0.03%	-0.1	-0.03%
<b>Subtotal</b>	<b>0.4</b>	<b>0.23%</b>	<b>0.5</b>	<b>0.30%</b>	<b>0.1</b>	<b>0.05%</b>	<b>0.0</b>	<b>0.00%</b>
<b>Growth-Related Incremental Costs:</b>	<b>0.4</b>	<b>0.23%</b>	<b>0.5</b>	<b>0.30%</b>	<b>0.1</b>	<b>0.05%</b>	<b>0.0</b>	<b>0.00%</b>



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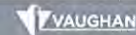
### **Implications of not meeting Growth Related Pressures**

- Delays in citizen complaint response times and not meeting existing service standards of:
  - 0 – 5 days for first response for priority or unsafe calls
  - 5 – 10 days for first response for other types of calls
- Reduction in By-Law & Compliance's ability to continue to respond to dispatched calls after hours
- Increased risk and liability to City for public welfare and safety
- Decreased satisfaction level of residents with By-Law & Compliance's services



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee



### **Implications of not meeting Growth Related Pressures Continued**

- Significant development projects will be delayed without a dedicated resource to perform development legal work
- Retention of external lawyers and paralegals are more costly and also require internal supervision/management
- Exposure to legal and financial risk if court deadlines for prosecutions and Small Claims Court matters are not met (costs, adverse court awards etc.)
- Inability to adequately support real estate needs for strategic initiatives (VMC, various Master Plans, s.37 valuations, PPs etc.) – delay in implementation and financial risk
- Increased likelihood of mistakes and delays in Council records and documentation



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee





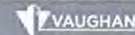
## New Initiatives

	2015		2016		2017		2018	
	\$M	%	\$M	%	\$M	%	\$M	%
<b>Supporting Transformation:</b>	<b>0.3</b>	<b>0.17%</b>	<b>0.0</b>	<b>0.02%</b>	<b>0.2</b>	<b>0.10%</b>	<b>0.0</b>	<b>0.01%</b>
Contract Manager	0.12	0.07%	0.01	0.00%	0.01	0.00%	0.01	0.00%
Education Program - Promotion, Public Outreach	0.00	0.00%	0.02	0.01%	0.00	0.00%	0.00	0.00%
Enterprise Risk Project Manager	0.00	0.00%	0.00	0.00%	0.14	0.07%	0.01	0.00%
Legal Counsel - Procurement	0.17	0.10%	0.01	0.00%	0.01	0.00%	0.01	0.00%
Strategic Risk Consultant	0.00	0.00%	0.00	0.00%	0.05	0.03%	0.00	0.00%
<b>New/Enhanced Services:</b>	<b>0.0</b>	<b>0.01%</b>	<b>0.0</b>	<b>0.00%</b>	<b>0.0</b>	<b>0.00%</b>	<b>0.0</b>	<b>0.00%</b>
Constituent Inquiry Tracking	0.0	0.01%	0.00	0.00%	0.00	0.00%	0.00	0.00%
<b>Total New Initiatives</b>	<b>0.3</b>	<b>0.18%</b>	<b>0.0</b>	<b>0.02%</b>	<b>0.2</b>	<b>0.10%</b>	<b>0.0</b>	<b>0.01%</b>



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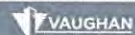
## Implications of Not Proceeding with New Initiatives

- Contract Management and Administration
  - Delays in issuance of tenders/RFPs
  - Increased legal risk re vendor non-performance
  - Increased financial risk – value for money
  - Project delivery risk – on-time and on-budget
  - Exposure to litigation
- Enterprise Risk Management Strategy
  - Reduced ability to mitigate financial and legal risk for the City
- Constituent Inquiry Tracking System
  - Revert back to manual tracking by Councillors
  - Reliance on complaint tracking in By-Law & Compliance



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee



## Commission – Recovery Ratio

Recovery Ratio	By-Law
(\$'000)	
<b>2015 Department</b>	
Revenues	2,455
Expenses	6,072
<b>Subsidy/(Surplus)</b>	<b>3,617</b>
<b>2015 Dept Budget Recovery Ratio 40%</b>	
2016 Dept Budget Recovery Ratio	40%
2017 Dept Budget Recovery Ratio	40%
2018 Dept Budget Recovery Ratio	40%
<b>2015 Full Cost Estimate (ABC Model) 6,443</b>	
<b>Subsidy/(Surplus)</b>	<b>3,988</b>
<b>2015 Full Cost Recovery Ratio 38%</b>	
2016 Full Cost Recovery Ratio	38%
2017 Full Cost Recovery Ratio	38%
2018 Full Cost Recovery Ratio	37%



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## Commission – Fees and Other Non-Tax Revenue

- 40% of Commission's costs are offset by revenues from:
  - licensing and permit fees
  - parking and other fines
- User fees and fines are due to be comprehensively reviewed with respect to amounts and types
- New user fees may be considered eg. parking permits and CIL for industrial/employment development approvals



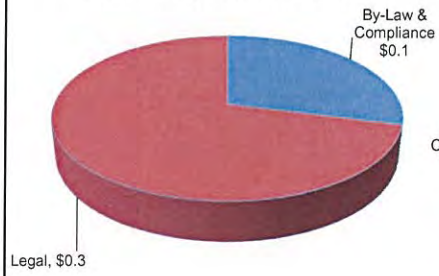
15

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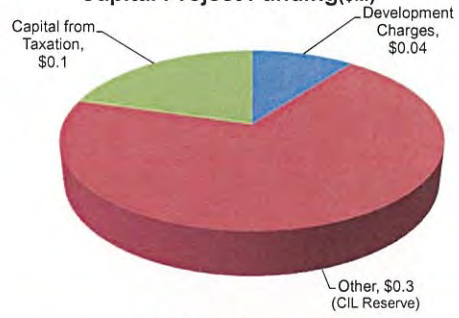
## Proposed Commission 2015 Capital Budget

### Capital Projects by Dept (\$M)



0.5% of the total City's  
Capital Expenditures

### Capital Project Funding(\$M)



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Figures are based on the January 12 2015 Item to Finance, Administration and Audit Committee

