

# BUDGET

## **Staff Recommended Operating and Capital Budgets**

January 10, 2020

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-397-4229 or [Stephen.Conforti@toronto.ca](mailto:Stephen.Conforti@toronto.ca).





**Operating  
Budget**



**Capital  
Budget**



**Partnerships**

## OPERATING BUDGET

- Keeps property taxes at inflation
- Preserves services and makes new investments

## CAPITAL BUDGET

- Addresses achievability
- Major investments in transit and housing

## PARTNERSHIPS

- Continued and new co-investments

# Trust and Confidence

**We understand that trust must be earned.**

We do this each day by demonstrating our commitment, competence and character. It is something we must work at and demonstrate through our actions and decisions.



# Transforming the City



Assume leadership



Ready the organization



Assess talent and extend reach



Target an early win



Execute



# Desired Outcomes

1. Engaged leadership
2. Informed decision-making
3. Results-based accountability
4. Enhanced capital investment
5. Improved customer experience



## 1

### Organizational Stability

1. Articulate the leadership philosophy and strategies
2. Set strategic direction and establish outcomes
3. Concentrate on priorities
4. Introduce results-based accountability

## 2

### Organizational Effectiveness

5. Align with Corporate Strategic Plan
6. Clarify accountability
7. Enhance organizational development
8. Enable service integration
9. Build organizational flexibility
10. Focus on customer needs and citizen engagement
11. Balance scope and scale of departments

## 3

### Organizational Efficiency

12. Address structural efficiency
13. Strive for cost efficiency

# CORPORATE STRATEGIC PLAN

The Toronto Public Service's  
Commitment to People, Partnerships,  
Performance and Priorities



## Vision

Toronto is a caring and friendly city

Toronto is a clean, green, sustainable city

Toronto is a dynamic city

Toronto invests in quality of life

## Trust and Confidence

We understand that trust must be earned

## Motto

Diversity Our Strength

## Mission

To serve a great city and its people

## Equity

We strive to create and sustain equity in everything we do, and work towards realizing equitable outcomes for our residents

## Our People

Workplace culture

## Our Partnerships

We work in partnerships to achieve quality of life results for Torontonians

## Our Performance

Corporate Performance Management System

## Our Priorities



Financial sustainability



A well-run City



Maintain and create housing that's affordable



Keep Toronto moving



Invest in people and neighbourhoods



Tackle climate change and build resilience

# Financial Sustainability



# Building on our Financial Reputation

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Prudent financial practices



Focused investment strategy



Healthy reserves



Manageable debt



Environmental, social & governance goals

# Financial Sustainability is a Corporate Priority

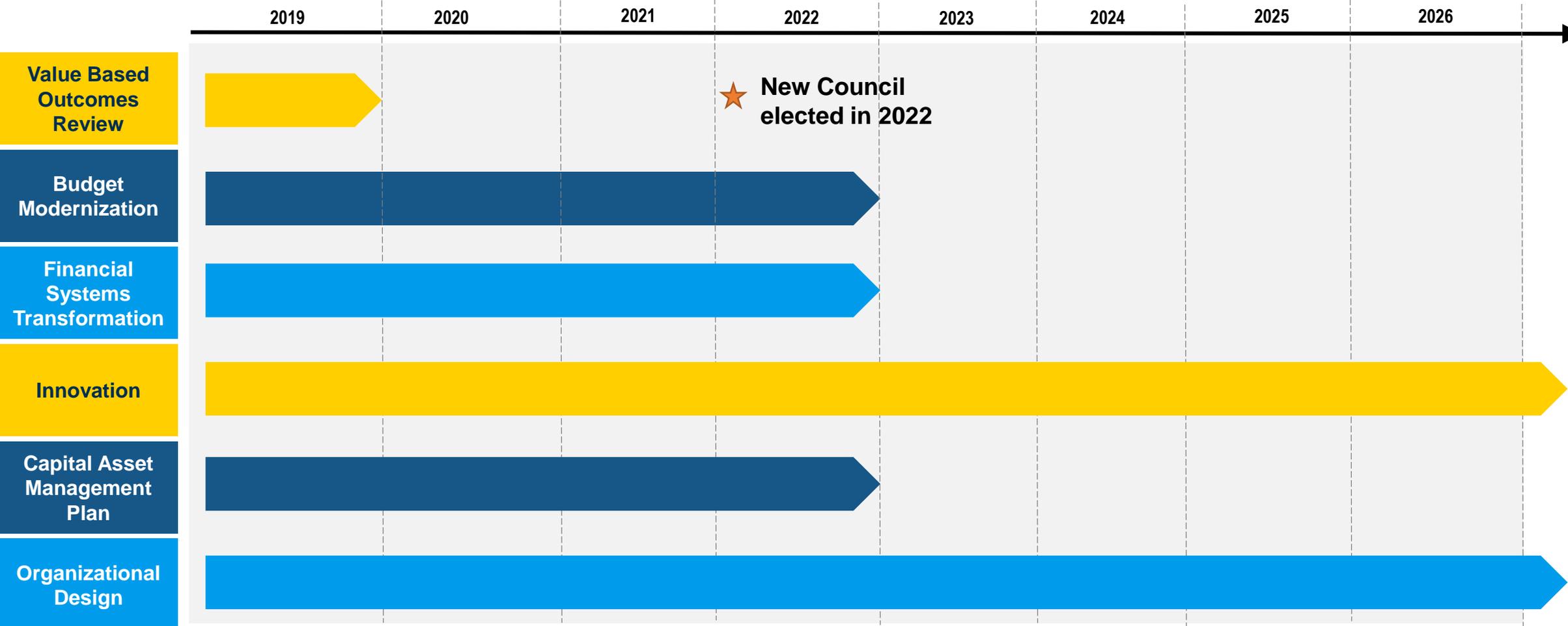
## The City will work and partner to:

- Ensure value and affordability for taxpayers
- Adequately fund municipal services and infrastructure
- Make needed investments in the city
- Improve our financial health

**The City will make informed financial decisions and effectively manage resources for Toronto's future.**



# Strategies & Timeline



# Budget Modernization – Year 1



Budget based on previous years' **actual spending** trends



Capital budget recast to deliver **achievability and affordability**



Increase residents' **understanding** of how their money is invested



# Budget 2020

**Operating Budget** preserves services and makes new investments

**Capital Budget** addresses achievability and makes major investments in transit and housing

**Partnerships** address the need for continued and new co-investments

**\$ 13.53 B**

**OPERATING TAX AND RATE  
SUPPORTED BUDGET \***

**\$ 43.46 B**

**10-YR CAPITAL TAX AND RATE  
SUPPORTED BUDGET \***

\*Rate budgets were approved by City Council on Dec 17, 2019

# Staff Recommended 2020 Operating Budget

# Guiding Principles – Operating

**1**

Preserve existing services

**2**

Property tax increase for City operations at the level of inflation

**3**

Invest in Council priorities & key challenges

**4**

Modernize the budget process

**5**

Consider how the budget impacts all Torontonians

# Operating Budget Overview

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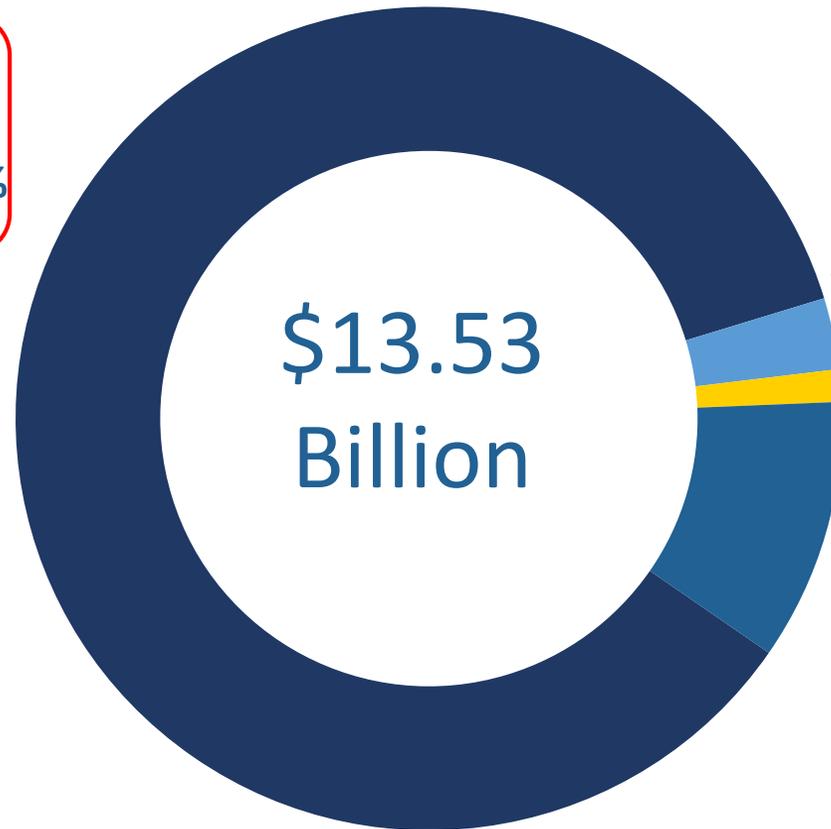
- Staff recommended balanced operating budget
- Preserves existing services
- \$67 million in new or enhanced investments
- Continues government partnerships
- Inflationary residential tax rate increase for City operations
- Responsible reserve management
- Manages Municipal Land Transfer Tax risk



# 2020 Tax & Rate Operating Budget



Staff Recommended Tax Supported Operating Budget, \$11.59 Billion, 86%



Solid Waste Management Services, \$0.38 Billion, 3%

Toronto Parking Authority, \$0.17 Billion, 1%

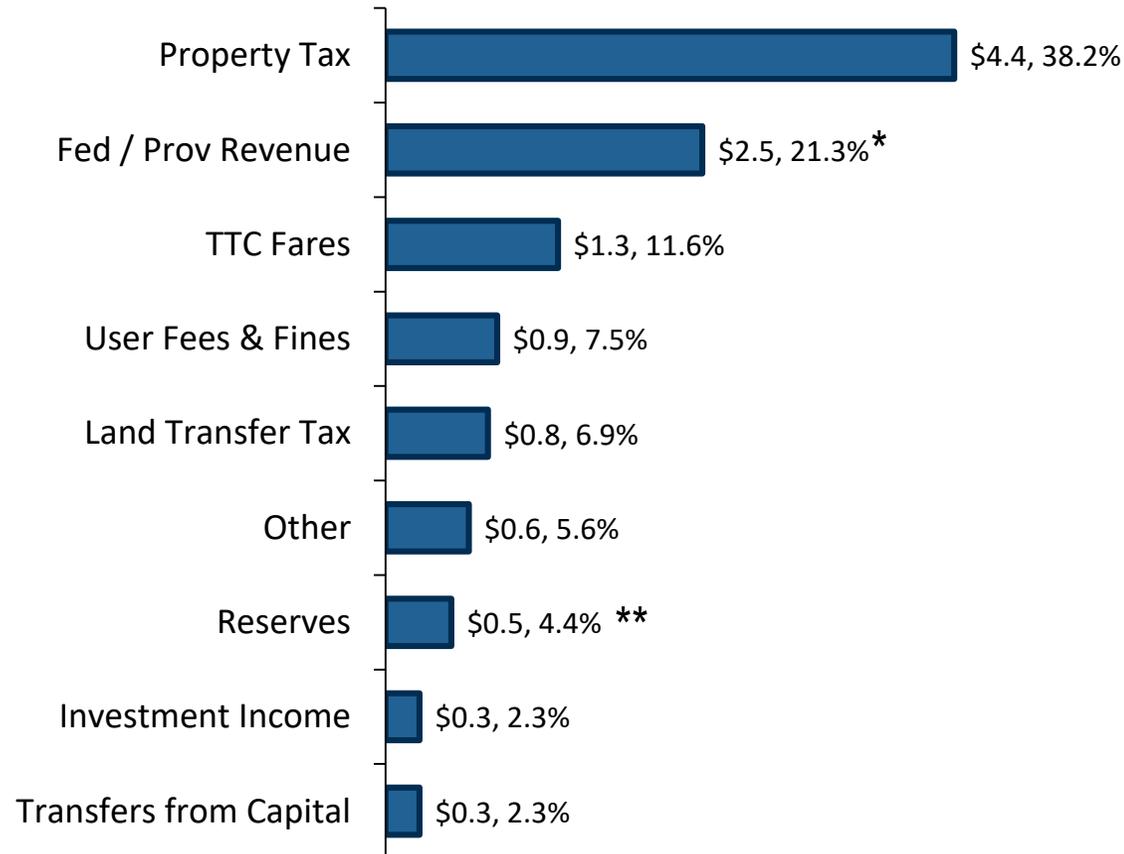
Toronto Water, \$1.39 Billion, 10%

Approved Rate Programs \$1.94 Billion 14%

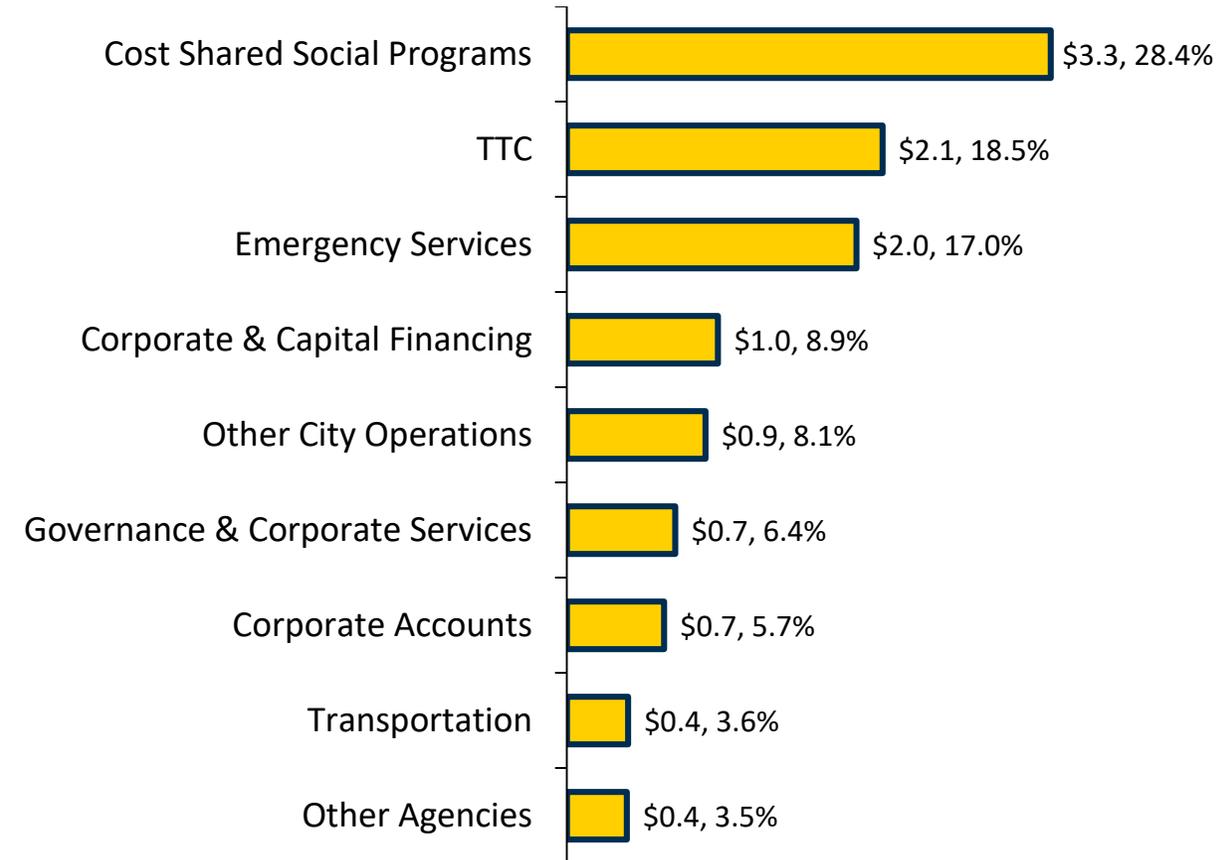
# Tax Supported Operating Budget



## WHERE THE MONEY COMES FROM (\$11.59 Billion)



## HOW THE MONEY IS INVESTED (\$11.59 Billion)



\* Expects continued federal government funding of \$77 million in support of refugee funding

\*\* Reflects annual reserve draws which are supported by annual reserve contributions in order to smooth out expenses that fluctuate or are periodic in nature (e.g insurance claims, employee benefits and vehicle reserves)

# New Investments (\$67 M)



POVERTY  
REDUCTION

\$15.3 M



CLIMATE  
CHANGE

\$5.9 M



SAFETY  
& SECURITY

\$27.8 M



TRANSIT

\$9.5 M



OTHER CITY  
PRIORITIES

\$8.5 M

**\$67 M**

IN NEW INVESTMENTS TO ADDRESS KEY COMMITMENTS  
(Refer to Appendix 2.1 for full list)

## \$11.59 B TAX SUPPORTED OPERATING BUDGET

- Residential property tax increase (1.43% overall / 2% residential) \$63M
- TTC fare increase (10¢/ride) \$32M
- Municipal Land Transfer Tax net change \$31M
- Federal Government refugee contribution \$77M\*
- Solid waste rebate reduction (year 2) \$25M
- Value Based Outcome Review recommendations \$51M\*\*
- Efficiencies \$27M
- Budget to actuals \$61M
- Program / Agencies savings \$108M

\* Continuing to work with Federal Government to secure ongoing funding

\*\* To be achieved over two years leveraging a one-time reserve draw in 2020

## \$51 M IN SAVINGS\*



CONTRACT  
COMPLIANCE  
**\$2 Million**



PURCHASING &  
PROCUREMENT  
**\$20 Million**  
(each year)



ENHANCED REVENUE  
COLLECTIONS  
**\$3.5 Million**



DIGITAL /  
AUTOMATION  
**\$2.1 Million**



ROSTERING / TIME  
& ATTENDANCE  
**\$1.5 Million**



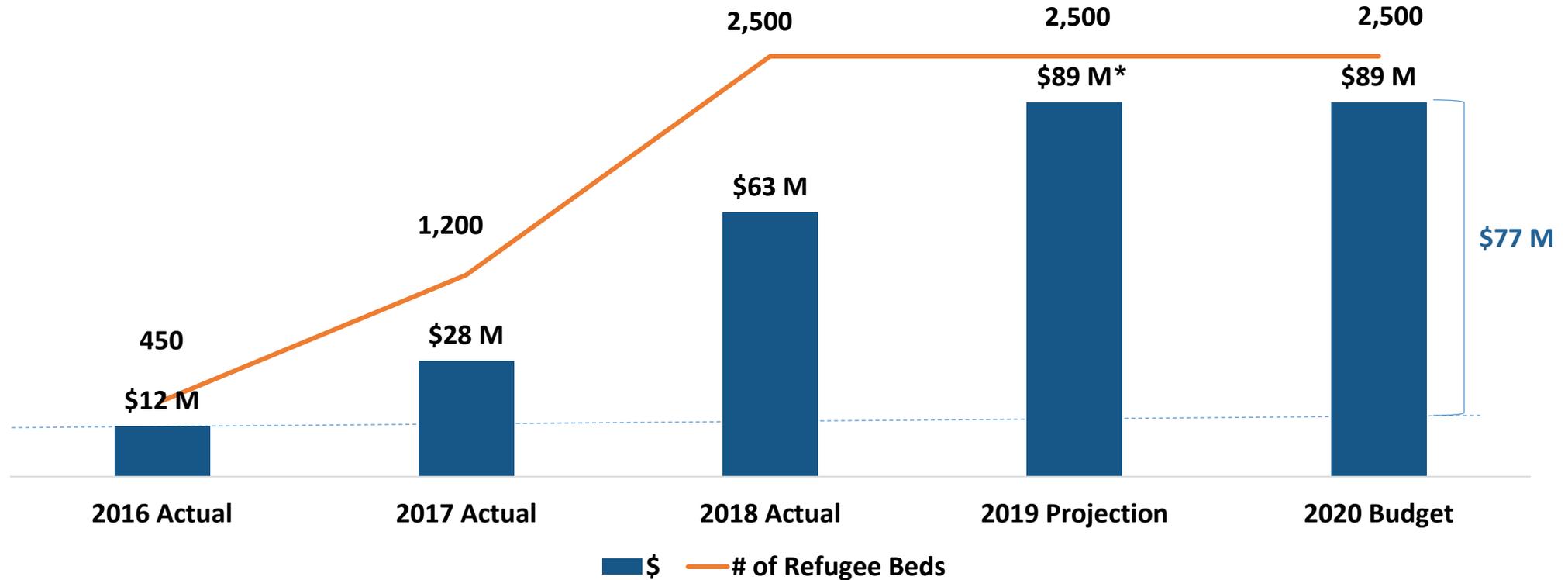
VARIOUS OTHER  
OPPORTUNITIES  
**\$2.2 Million**

**2** Year  
Phase-In

\* Savings will be realized over 2 years

Additional opportunities for savings are being explored for 2021 and future years

# Federal Government Refugee and Shelters Request



**\$77 M**

REQUESTED IN FEDERAL FUNDING  
ABOVE CITY'S BASELINE FUNDING

\* 2019 cost increase reflect change in needs and renegotiation of contracts for refugee accommodation

- Budget expects \$77 million in continued federal support for refugees
- Provincial upload of subway expansion allows the City to redirect funding to transit state-of-good-repair
- Federal co-investment of \$1.3 billion for building repair for Toronto Community Housing Corporation



# Property Tax Impacts

# Property Tax Increases to Fund Operating Costs of City Services

## RESIDENTIAL\*

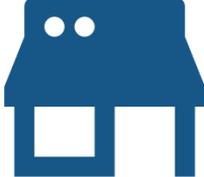
 **2.00%**

Residential: assumed at inflation

 **0.00%**

Multi-residential: no increase per regulation

## BUSINESS

**1.00%** 

Commercial: half of residential increase per policy and regulation

**0.66%** 

Industrial: a third of residential increase per policy and regulation

**1.43%** Total budgetary increase

**\$61** Tax increase to the average home

\* 2% residential tax rate increase is based on Toronto CMA CPI for the previous 12 trailing months as of November 2019

# City Building Fund Extension - Dedicated to Transit and Housing

**1.5%**

Dedicated levy over the next 6 years\*

**\$6.6 B**

Additional dedicated funding to support transit and housing



\$5 billion to invest in subways, signal systems, streetcars and station upgrades



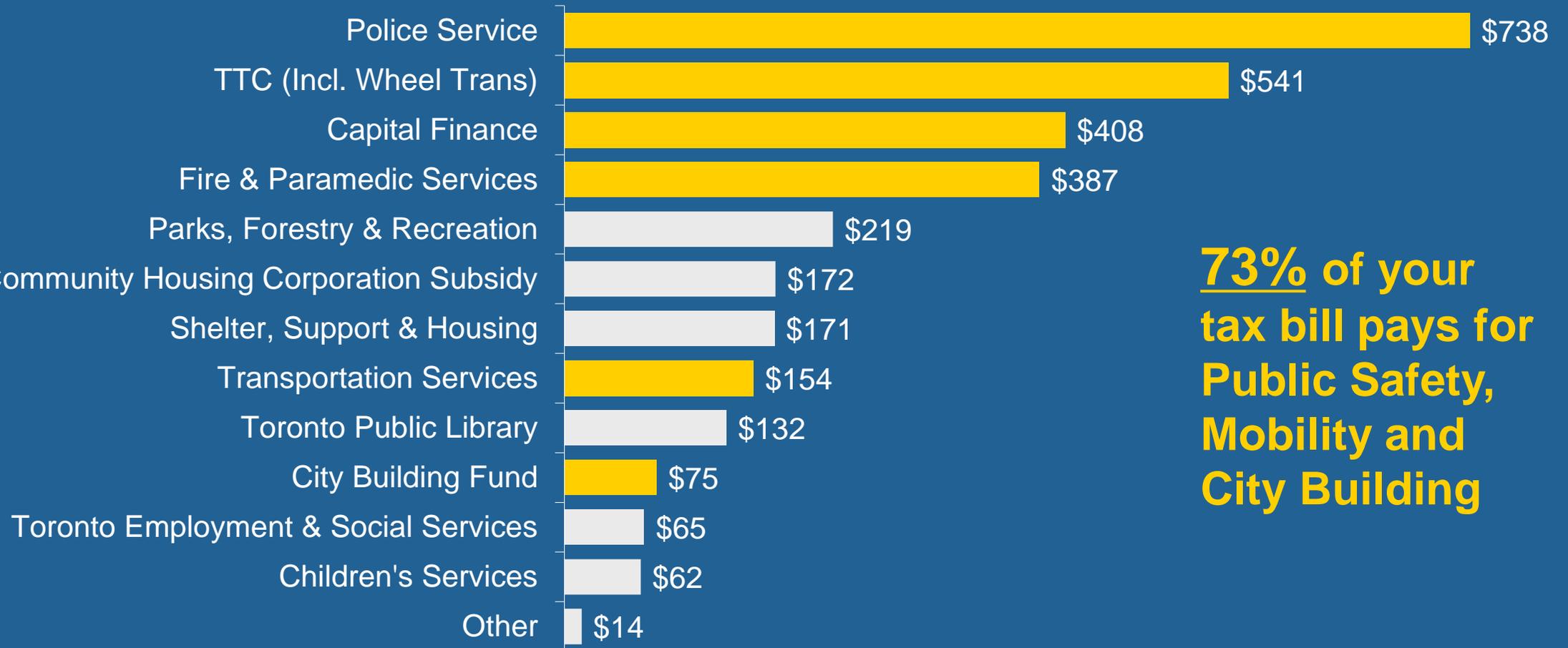
Funding to support 40,000 affordable housing units within 10 years

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**\$45** Tax increase to the average home

\*The increase to the City Building Fund levy would start by adding 1% in 2020 and 2021 to the existing 0.5% increment, and an additional 1.5% annually from 2022-2025, inclusively.

# Your Property Tax Investment



**73% of your tax bill pays for Public Safety, Mobility and City Building**



Based on Property Tax of \$3,141.

The average house has an assessed value of **\$703,232**. 2020 Property tax on this home would be **\$3,141** (includes \$61 increase for City operations and \$45 increase for the City Building Fund).

\*Does not Include Education Taxes

# Staff Recommended 2020 Capital Budget

# Guiding Principles - Capital

**1**

**Address Capital Plan  
achievability and  
affordability**

**2**

**Address recent  
Council  
commitments**

**3**

**Reflect other  
government  
partnerships**

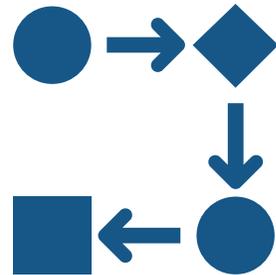
**4**

**Develop a Capital  
Asset Management  
Plan**

# Achievability and Affordability



ADDRESSING  
ACHIEVABILITY



FURTHER  
DEVELOP  
STAGE  
GATING OF  
PROJECTS



DEBT  
SERVICE  
RATIO  
< 15%



ACHIEVING  
AFFORDABILITY

# Capital Budget Overview

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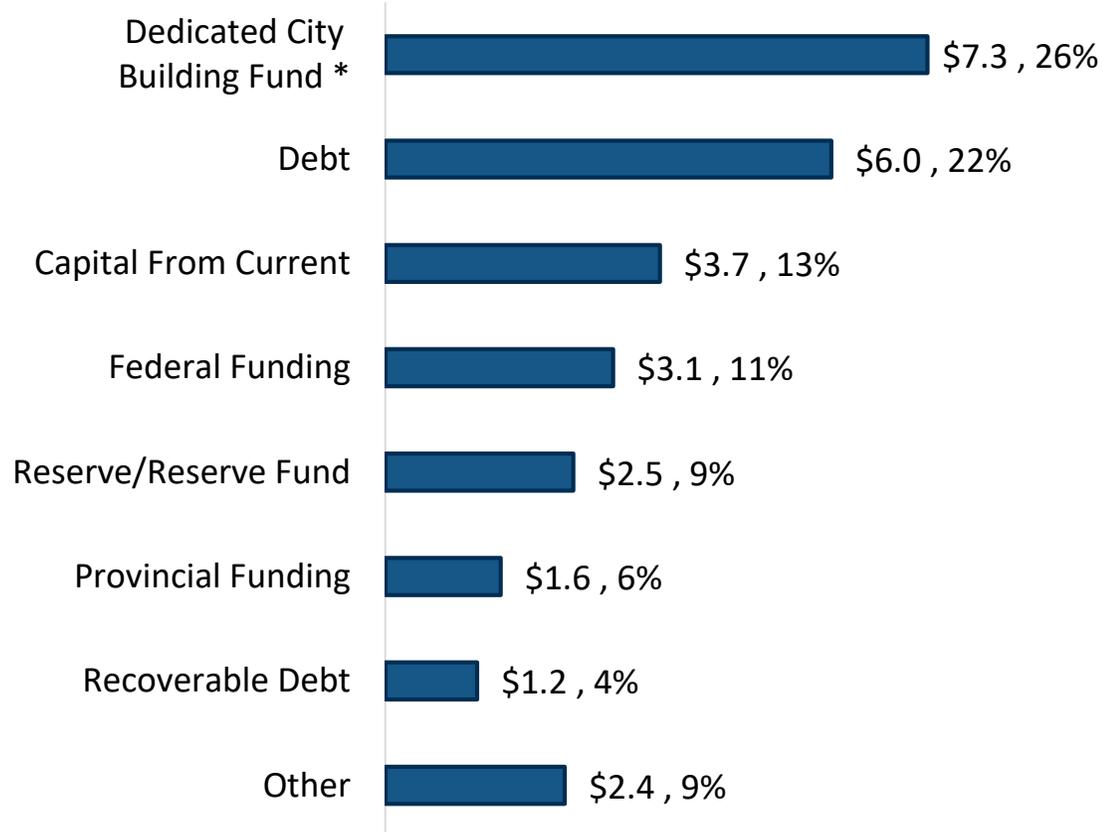
- Investing a total of \$13.2 billion in transit, **nearly doubling** the investment in state-of-good-repair
- City Building Fund extended to support \$6.6 B dedicated to transit and housing
- Reflects government partnerships:
  - Federal Partnerships: \$1.3 billion CMHC co-investment supporting TCHC building repairs
  - Provincial partnership: with provincial funded transit expansion, investment redirected to SOGR
- Initiating a recast to reflect industry best practices
- Complies with 15% debt service ratio in each year of the plan
- Reflects realistic funding contributions



# Tax Supported 10-Year Capital Plan

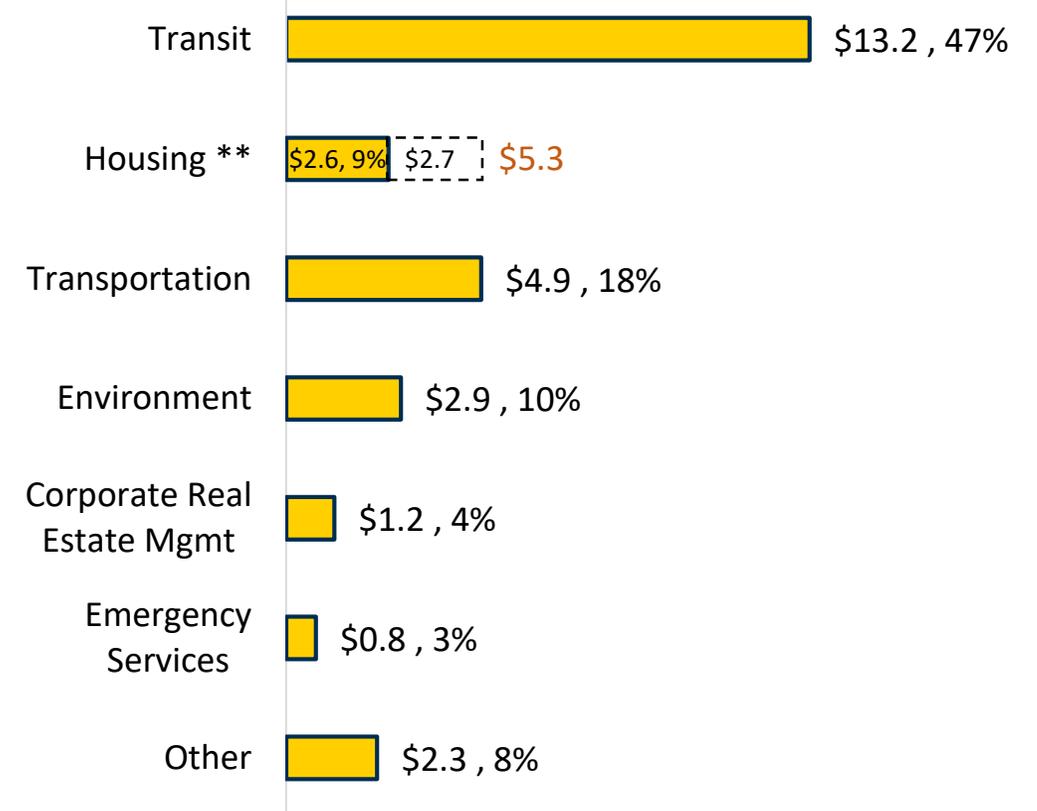


## WHERE THE MONEY COMES FROM (\$27.9 Billion)



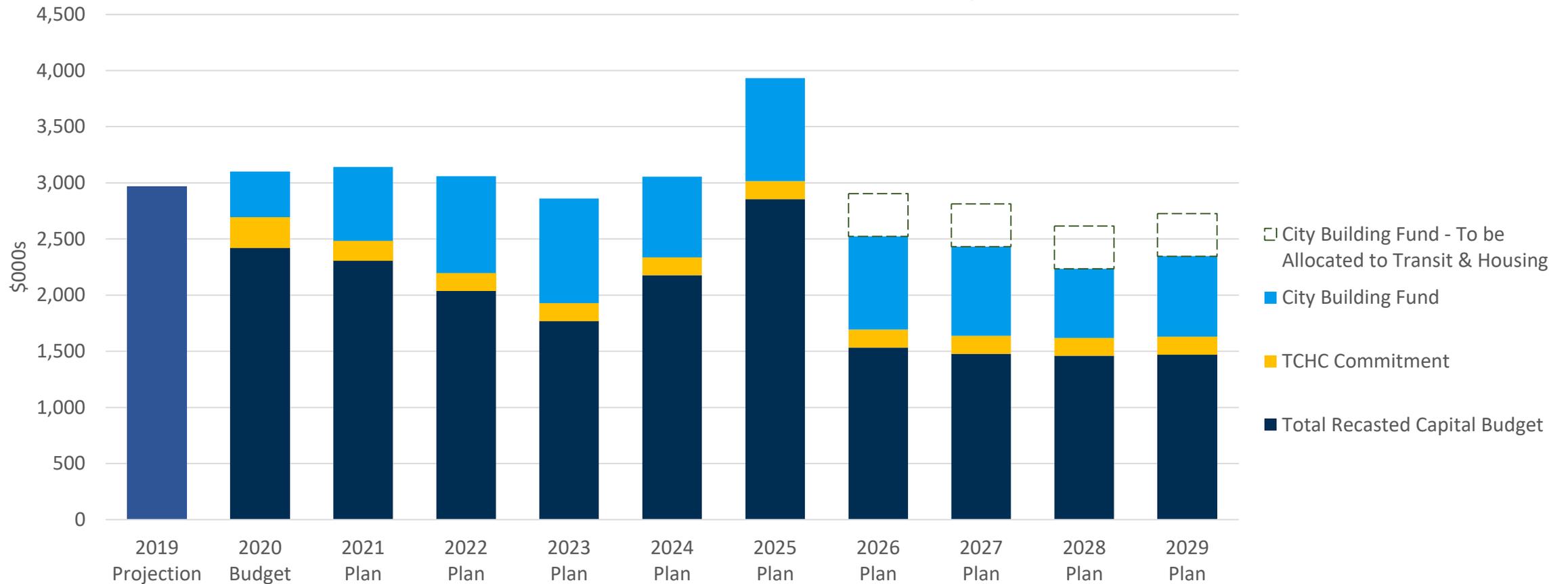
\* City Building Fund is dedicated to Transit and Housing projects

## HOW THE MONEY IS INVESTED (\$27.9 Billion)



\*\* \$2.7B in additional foregone revenue to support the development of 20K of the 40K affordable homes planned under the HousingTO 2020-2030 Action Plan.

## 2020 - 2029 Recommended Capital Plan



# Budget Summary

# Budget 2020



## Operating Budget

- Preserves services
- Makes new investments



## Capital Budget

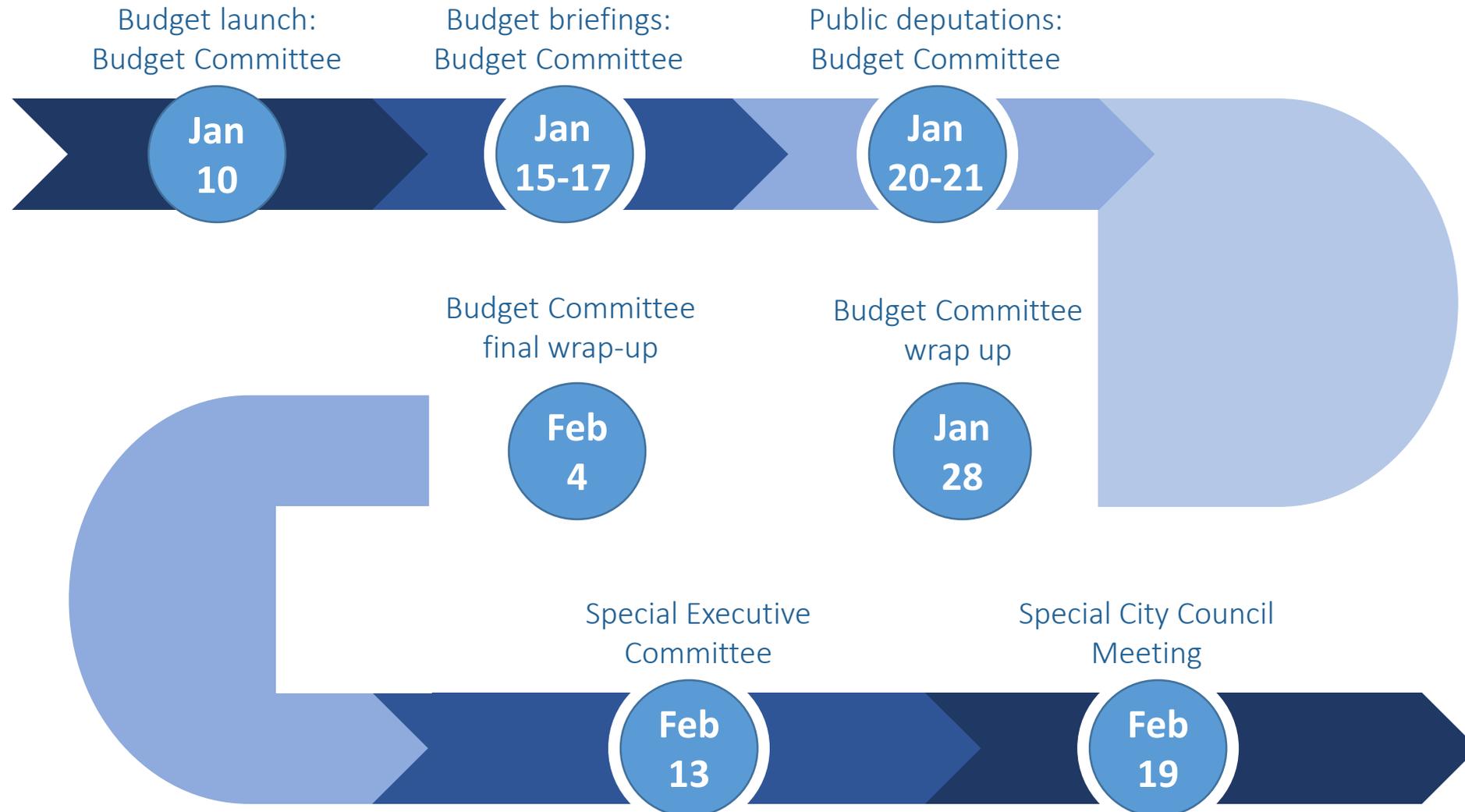
- Addresses achievability
- Major investments in transit and housing



## Partnerships

- Continued and new co-investments

# 2020 Budget Schedule



# Get involved!

The budget is about setting goals and building a great city – together.

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1. **Make a deputation at the Budget Subcommittee meeting**
2. **Submit a written deputation to the Budget Committee**
3. **Contact your local City Councillor**



[toronto.ca/budget](https://toronto.ca/budget)

#budgetTO

# Thank You

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- State of Good Repair Backlog (excl. Gardiner)

### Property Tax Ratios

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# Glossary of Terms

**Actuals:** An actual financial amount paid (or received) for the delivery of City services.

**Achievability:** Refers to goals or objectives that are able to be brought about or reached successfully. The capital budget is achievable would mean the City can realistically spend and deliver capital projects consistent with plan.

**Affordability:** Refers to the City's capacity to pay for its investments.

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**City Building Fund:** A special dedicated property tax levy called the 'City Building Fund' for priority transit and housing capital projects.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority.

**Staff Recommended Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair:** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes.

**Sustainability:** Refers to the City's ability to maintain a certain rate or level (e.g. spending rate).

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review:** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

# Property Tax Ratio Shifts

**City Target:** Achieve a Commercial : Residential tax ratio of 2.5 by 2023

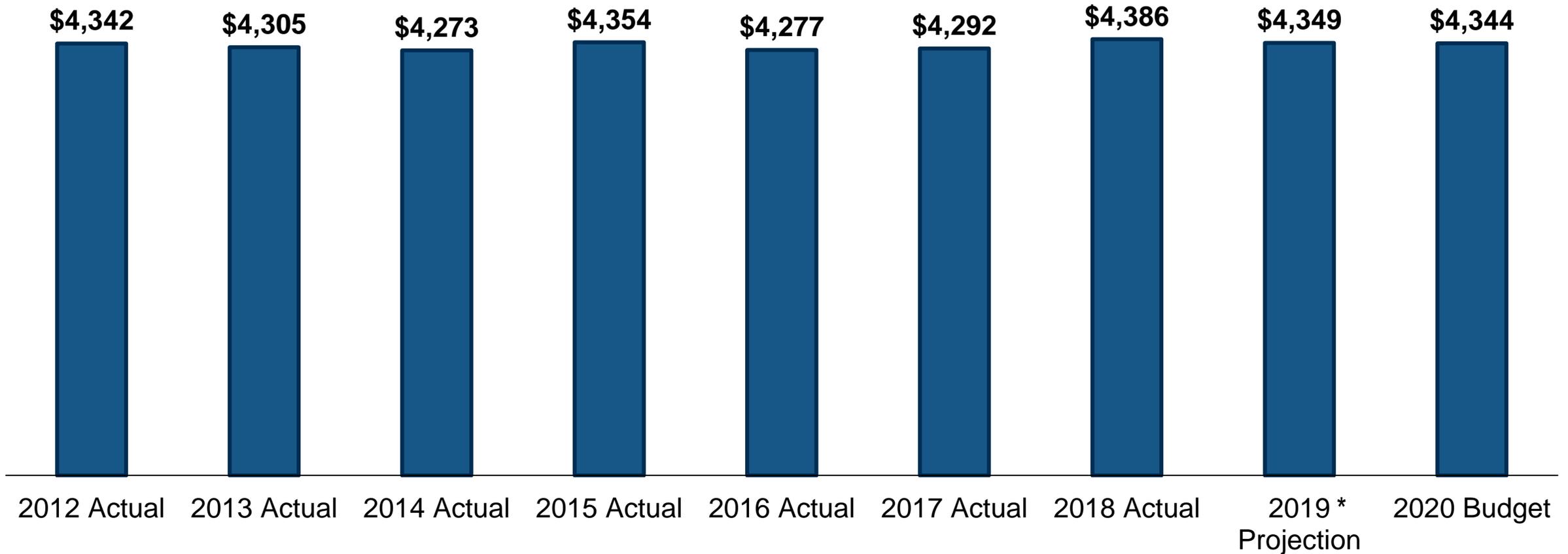
For tax ratios above the provincial thresholds (1.98 for Commercial; 2.0 for multi-residential; and 2.63 for industrial) regulations allow for a maximum tax increase of ½ of the residential tax rate increase

Tax Class	Actual									Projected	Target
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2023	
Commercial	3.17	3.12	3.07	3.00	2.90	2.85	2.81	2.74	2.65	2.50	
Industrial						2.83	2.76	2.71	2.62		
Multi-Residential	3.26	3.18				2.66	2.80	2.28	2.10		2.00
Small Business	2.81	2.76	2.63	2.50	2.50	2.49	2.43	2.43	2.35		

# 2020 Tax Increase for Average Home

	Average All Residential (\$703,232 CVA)	
	\$	%
2019 Property Tax	3,014	
CVA/Policy Impact	<u>22</u>	0.74%
	<b>3,035</b>	
Budget Increase	61	2.00%
City Building Fund	<u>45</u>	1.50%
Total Impact	<b>128</b>	4.24%
2020 Property Tax	<b>3,141</b>	

# City's Operating Spending Per Capita Adjusted for Inflation and Population Growth



\* Based on Q3 Variance Report

\*\* Indexed to 2020 dollars

\*\*\* Actuals adjusted for new IDC/IDR Methodology

## Solid Waste Rebate Background

For a number of years, many Solid Waste Management Services single-family ratepayers have received a rebate or credit on each utility bill, funded from the property tax base.

During last year's budget process, City Council approved a three-year plan to phase out the bin rebates based on a recommendation from City staff. This included the single-family residential large garbage bin rebate being phased out entirely in 2019, the medium garbage bin rebate over 2019 and 2020 and the small garbage bin rebate over 2019, 2020 and 2021.

The phasing out of the single-family rebate supports the transitioning of Solid Waste Management Services to a sustainable utility where operating expenses are covered by rate revenues.

Phasing out the single-family rebate does not change the principles behind the volume-based rate structure. When the rebate is completely phased out, the extra-large garbage bin will still be more expensive than the small bin on an annual basis.

Eliminating the rebate ensures more funds in the operating budget can go towards taxpayer-funded operations including transit, recreation programs, and community safety.

To minimize the impact of rebate reductions on low-income ratepayers, a Single-Family Residential Low-Income Relief Program was created. The program offers assistance to seniors or persons living with a disability who have a household income of \$50,000 or less and either a small, medium or large garbage bin or bag-only collection. Applicants only need to complete one [application](#) to apply for various [tax and utility relief programs](#).

# Tax Rate Stabilization Reserve

## Guiding Principles

- Target of 2% of tax levy
- Health of Reserve
  - Balance is growing
  - Needs to be adequate to support emergency
  - Only to be used for one-time expenditures
- Provides contingency for any potential shortfalls from expected Federal / Provincial partnerships

## 2020 Reserve Activity

<b>One Time Draws</b>	
2 year phase in of VBOR savings	(\$20.0)
Other one-time expenses	(\$3.9)
<b>Sub-Total</b>	<b>(\$23.9)</b>
<b>One Time Contributions</b>	
2020 MLTT Contribution	\$33.1

## Reserve Balance History

Year	Balance	Rate
2015	23.4	0.60%
2016	35.2	0.90%
2017	40.9	1.00%
2018	66.8	1.60%
2019	87.1	2.00%
2020	96.8	2.19%

\* Excluded Potential 2019 Surplus Allocation

<b>1.5% LEVY PER YEAR</b>			
<b>Yr</b>	<b>CBF Existing</b>	<b>Additional Levy</b>	<b>Total Levy</b>
2019			
Cumulative	1.5%	0.0%	1.5%
2020	0.5%	1.0%	1.5%
2021	0.5%	1.0%	1.5%
2022	0.0%	1.5%	1.5%
2023	0.0%	1.5%	1.5%
2024	0.0%	1.5%	1.5%
2025	0.0%	1.5%	1.5%
<b>Total</b>	<b>2.5%</b>	<b>8.0%</b>	<b>10.5%</b>

# New Capital Infrastructure Investments



**\$176M**  
Carefree Lodge  
Redevelopment



**\$78M**  
Park Development



**\$102M**  
Community Centres



**\$103M**  
Road  
Improvements



**\$38M**  
Library Renovation



**\$88M**  
Fleet Replacement

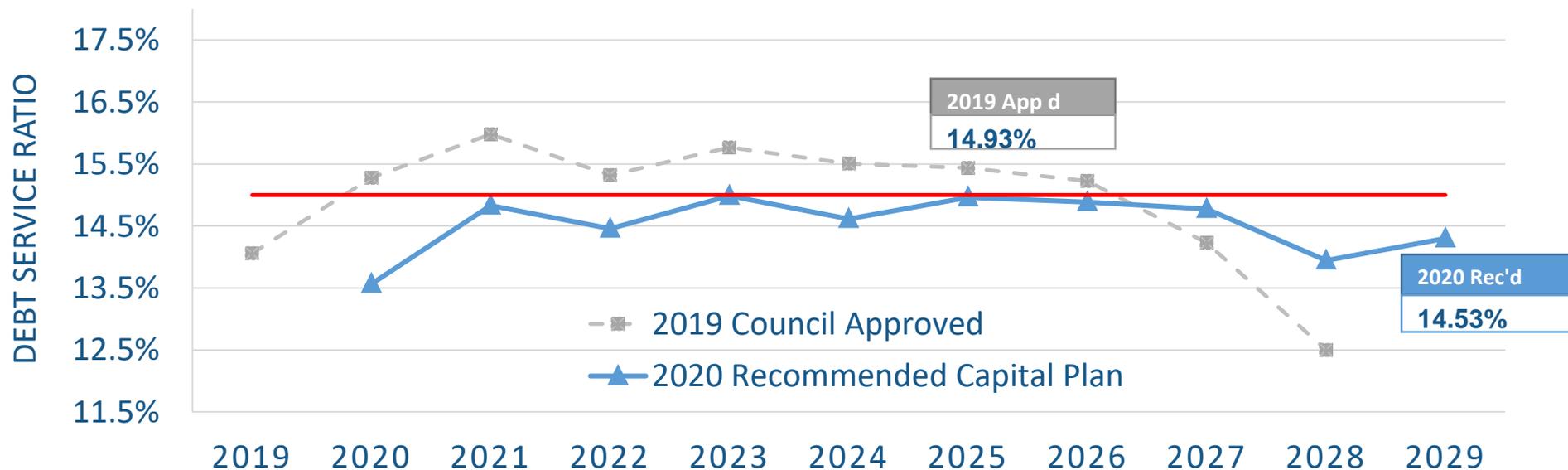


**\$35M**  
TO Live  
AODA & SOGR



# Debt Service Ratio

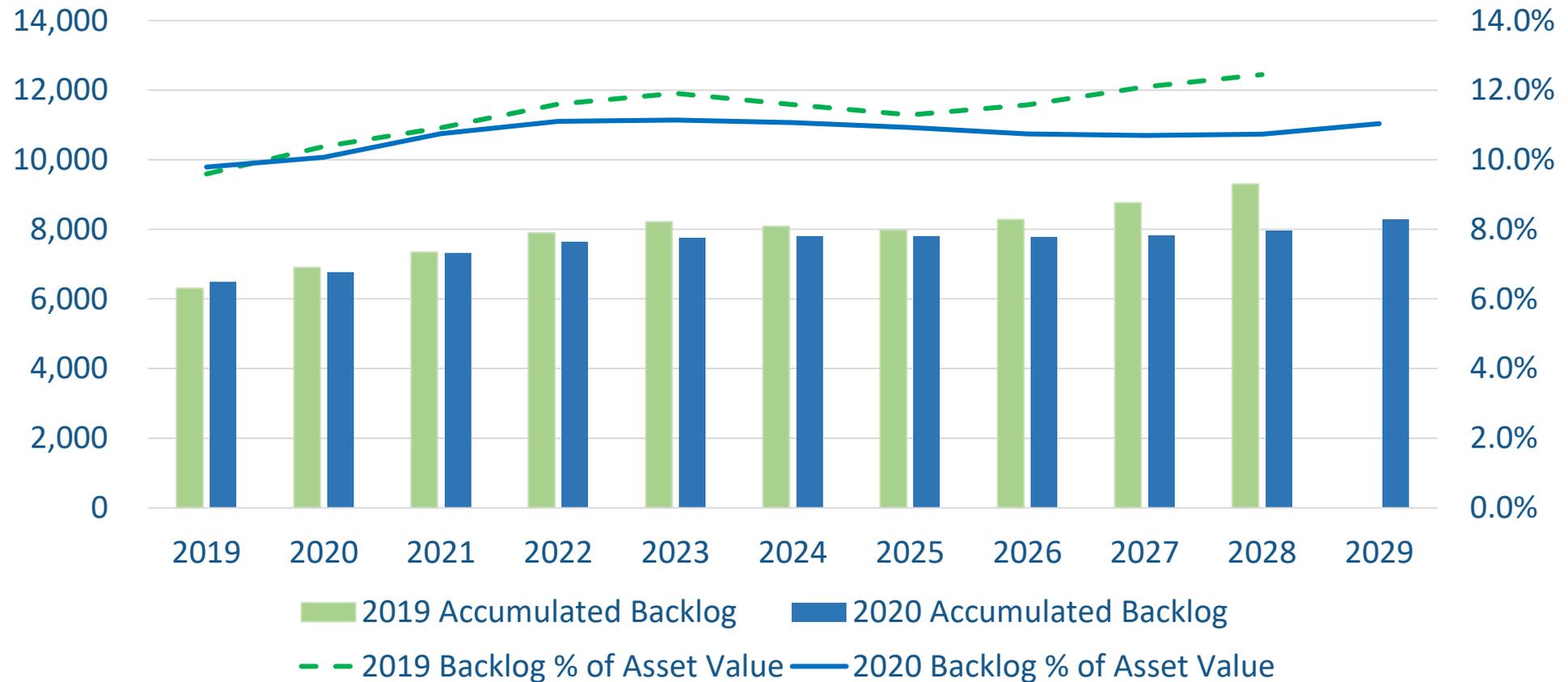
## DEBT CHARGE AS % OF TAX LEVY



Debt Service Ratio	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Avg.
2019 Council Approved	14.06%	15.28%	15.98%	15.32%	15.77%	15.51%	15.44%	15.23%	14.23%	12.50%		<b>14.93%</b>
2020 Recommended Capital Plan		13.56%	14.83%	14.46%	14.99%	14.61%	14.96%	14.89%	14.78%	13.94%	14.30%	<b>14.53%</b>

# State of Good Repair Backlog

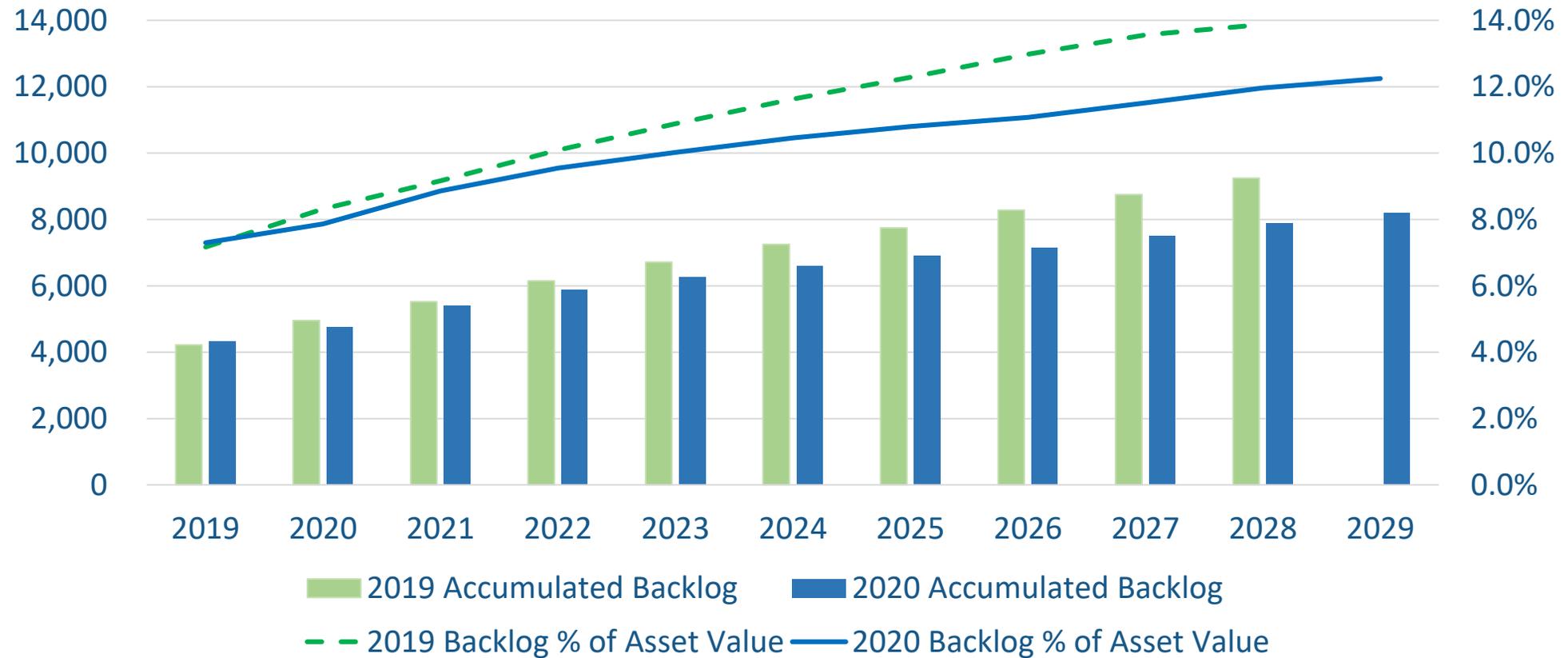
10 Year Capital Plan - SOGR Backlog (Tax)



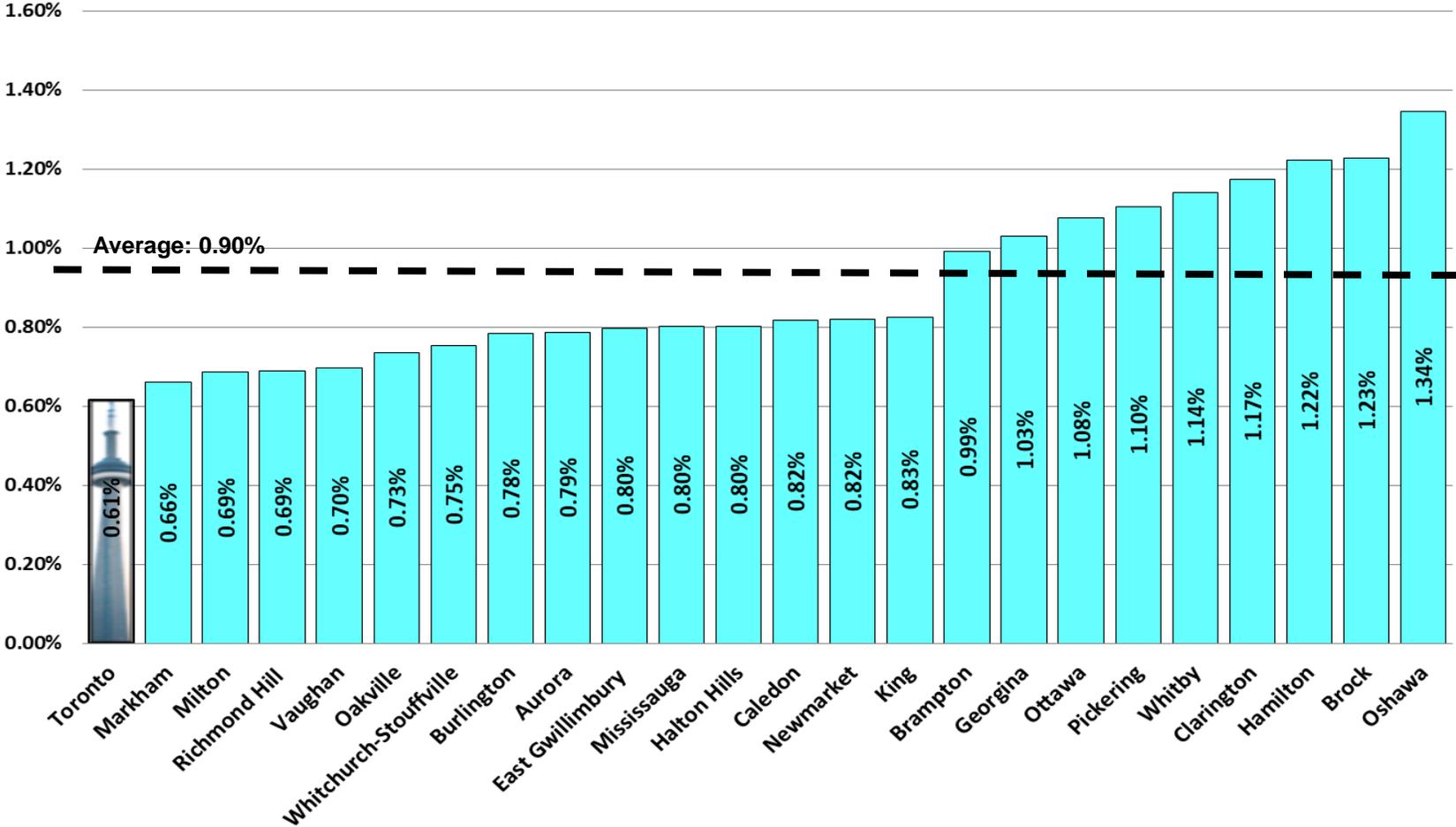
\* Excludes added TTC SOGR backlog which is reflected in the capital constraints as in prior years..

# State of Good Repair Backlog (Excl. Gardiner)

10 Year Capital Plan - SOGR Backlog (Tax) - Excl. Gardiner



# Comparison Of 2019 Residential Property Tax Rates GTHA Municipalities & Ottawa

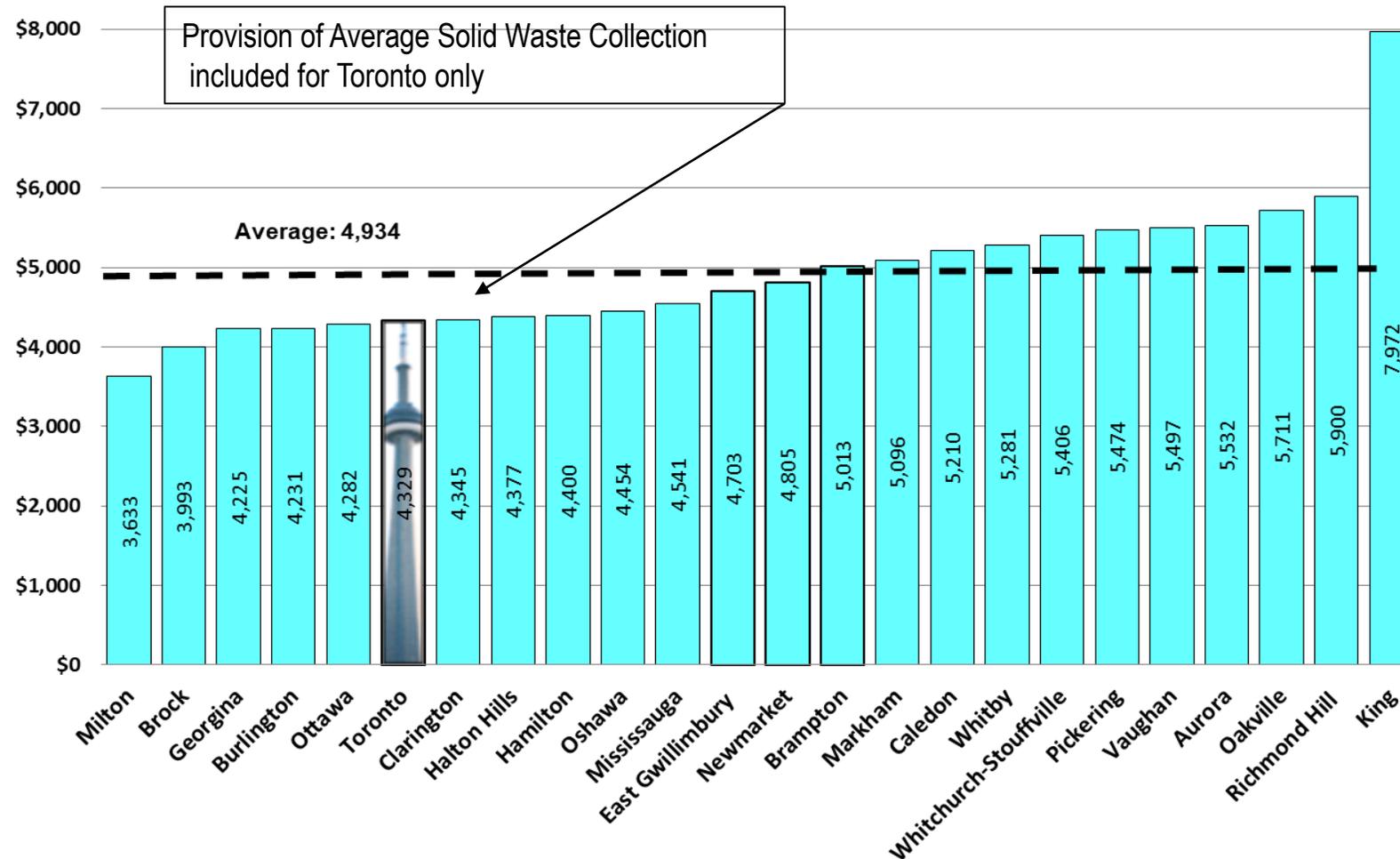


Includes Education Property Taxes

Source: 2019 Municipal Study – BMA Consulting Inc.

Note: Comparison is based on the weighted average median residential assessment of seven residential property types per MPAC Municipal Status Report 1<sup>st</sup> Quarter, 2019

# Comparison of 2019 Average Property Taxes - GTHA Municipalities & Ottawa

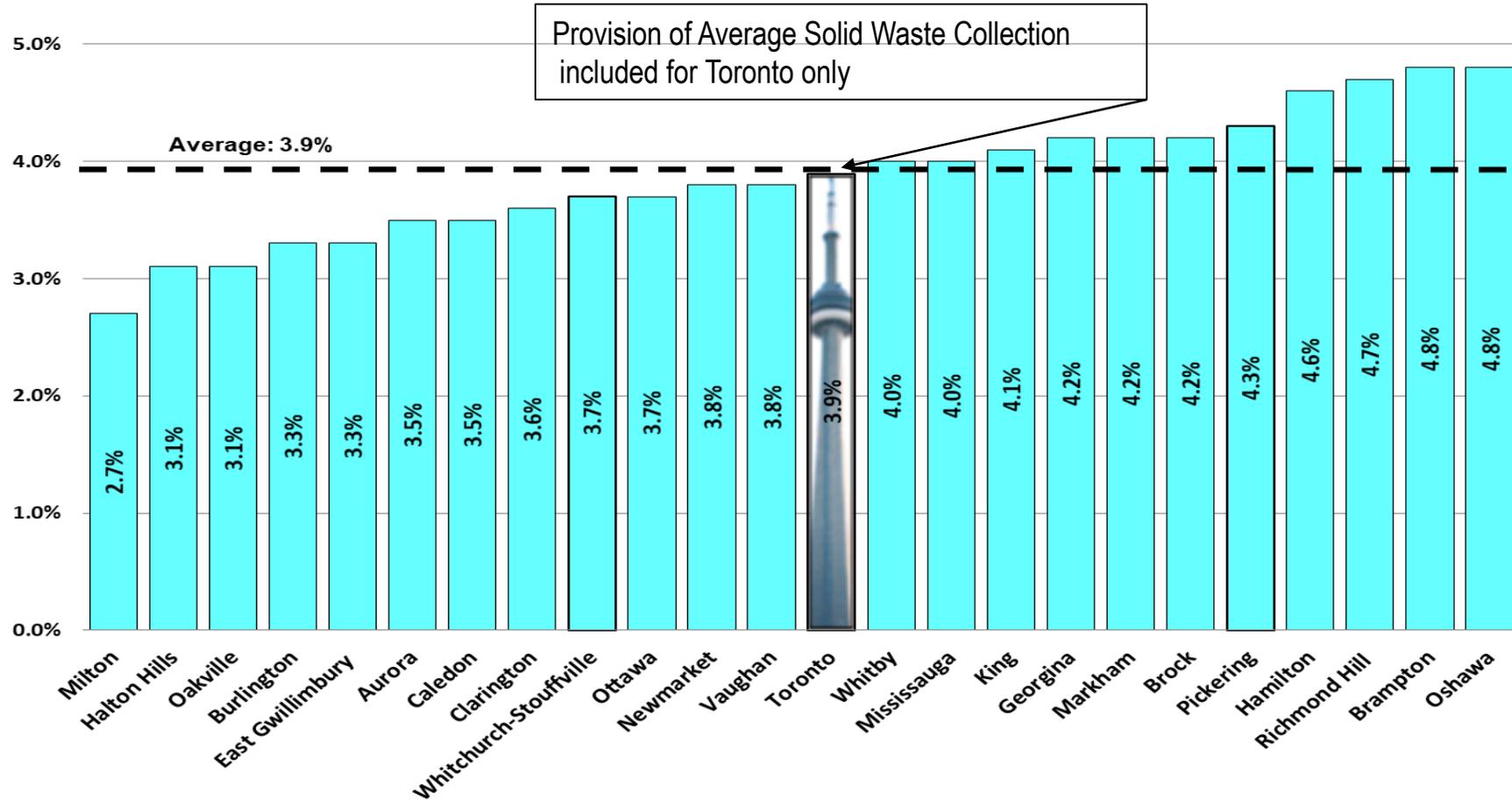


Source: 2019 Municipal Study – BMA Consulting Inc.

Includes Education Property Taxes

Note: Comparison is based on the weighted average median residential assessment of seven residential property types per MPAC Municipal Status Report 1<sup>st</sup> Quarter, 2019

# 2019 Property Taxes as a % of Household Incomes – GTHA Municipalities & Ottawa



Includes Education Property Taxes

Source: 2019 Municipal Study – BMA Consulting Inc.

Note: Comparison is based on the weighted average median residential assessment of seven residential property types per MPAC Municipal Status Report 1st Quarter, 2019

(In \$000's)	2018 Actual*	2019 Budget*	2019 Projection*	2020 Base Budget	Change from 2019 Projection**		2020 New / Enh. Budget	2020 Operating Budget Request	Change from 2019 Projection**	
					\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Community and Social Services</b>										
Housing Secretariat	2,812	10,161	10,161	13,989	3,828	37.7%	450	14,439	4,278	42.1%
Children's Services	620,245	656,515	631,515	635,417	3,902	0.6%		635,417	3,902	0.6%
Court Services	28,656	33,831	30,493	35,793	5,300	17.4%		35,793	5,300	17.4%
Economic Development & Culture	80,561	85,440	84,780	87,813	3,032	3.6%	2,500	90,313	5,532	6.5%
Toronto Paramedic Services	219,556	232,254	231,840	240,165	8,325	3.6%	4,273	244,438	12,598	5.4%
Seniors Services and Long-Term Care	258,761	265,812	270,486	270,691	205	0.1%	500	271,191	705	0.3%
Parks, Forestry & Recreation	428,098	453,829	436,328	452,488	16,160	3.7%	4,370	456,858	20,530	4.7%
Shelter, Support & Housing Administration	630,636	762,458	723,659	755,130	31,471	4.3%	1,097	756,227	32,568	4.5%
Social Development, Finance & Administration	53,272	73,454	62,168	60,445	(1,724)	(2.8%)	4,495	64,940	2,772	4.5%
Toronto Employment & Social Services	1,089,351	1,147,062	1,065,193	1,102,142	36,950	3.5%		1,102,142	36,950	3.5%
<b>Sub-Total Community and Social Services</b>	<b>3,411,948</b>	<b>3,720,816</b>	<b>3,546,624</b>	<b>3,654,073</b>	<b>107,450</b>	<b>3.0%</b>	<b>17,686</b>	<b>3,671,759</b>	<b>125,135</b>	<b>3.5%</b>
<b>Infrastructure and Development Services</b>										
City Planning	49,045	53,737	51,450	52,692	1,242	2.4%	1,264	53,956	2,506	4.9%
Fire Services	469,186	483,743	484,064	494,998	10,934	2.3%	2,346	497,344	13,280	2.7%
Office of Emergency Management	2,606	2,977	2,877	3,266	389	13.5%		3,266	389	13.5%
Municipal Licensing & Standards	50,014	63,768	56,646	62,085	5,439	9.6%		62,085	5,439	9.6%
Policy, Planning, Finance & Administration	16,711	16,959	15,982	16,946	964	6.0%		16,946	964	6.0%
Transit Expansion		4,383	2,716	8,671	5,956	219.3%		8,671	5,956	219.3%
Engineering & Construction Services	60,363	73,888	65,977	73,088	7,111	10.8%		73,088	7,111	10.8%
Toronto Building	50,470	56,909	51,133	59,638	8,506	16.6%	1,213	60,851	9,719	19.0%
Transportation Services	331,482	383,346	374,165	414,488	40,323	10.8%	2,103	416,591	42,426	11.3%
<b>Sub-Total Infrastructure and Development Services</b>	<b>1,029,876</b>	<b>1,139,711</b>	<b>1,105,009</b>	<b>1,185,874</b>	<b>80,864</b>	<b>7.3%</b>	<b>6,926</b>	<b>1,192,800</b>	<b>87,790</b>	<b>7.9%</b>
<b>Corporate Services</b>										
Corporate Real Estate Management	179,902	190,387	184,536	189,961	5,424	2.9%	3,667	193,627	9,091	4.9%
Environment & Energy	10,645	15,217	12,452	13,354	901	7.2%	3,742	17,096	4,643	37.3%
Fleet Services	57,851	58,147	58,581	62,246	3,665	6.3%	130	62,376	3,795	6.5%
Information & Technology	115,543	133,223	117,889	128,041	10,152	8.6%	740	128,781	10,892	9.2%
311 Toronto	17,156	19,137	18,239	19,072	833	4.6%		19,072	833	4.6%
<b>Sub-Total Internal Corporate Services</b>	<b>381,097</b>	<b>416,112</b>	<b>391,698</b>	<b>412,673</b>	<b>20,975</b>	<b>5.4%</b>	<b>8,279</b>	<b>420,952</b>	<b>29,254</b>	<b>7.5%</b>
<b>Finance and Treasury Services</b>										
Office of the Chief Financial Officer	16,355	20,889	17,193	19,348	2,155	12.5%		19,348	2,155	12.5%
Office of the Controller	66,445	77,738	73,177	77,628	4,451	6.1%		77,628	4,451	6.1%
<b>Sub-Total Finance and Treasury Services</b>	<b>82,800</b>	<b>98,626</b>	<b>90,370</b>	<b>96,976</b>	<b>6,607</b>	<b>7.3%</b>		<b>96,976</b>	<b>6,607</b>	<b>7.3%</b>
<b>City Manager</b>										
City Manager's Office	58,949	58,649	59,621	62,773	3,152	5.3%	631	63,403	3,783	6.3%
<b>Sub-Total City Manager</b>	<b>58,949</b>	<b>58,649</b>	<b>59,621</b>	<b>62,773</b>	<b>3,152</b>	<b>5.3%</b>	<b>631</b>	<b>63,403</b>	<b>3,783</b>	<b>6.3%</b>
<b>Other City Programs</b>										
City Clerk's Office	59,529	50,856	48,326	52,356	4,030	8.3%	164	52,520	4,194	8.7%
Legal Services	57,845	65,614	59,738	65,663	5,925	9.9%	1,513	67,176	7,438	12.5%
Mayor's Office	2,157	2,567	2,567	2,567	(0)	(0.0%)		2,567	(0)	(0.0%)
City Council	24,730	22,157	20,857	21,889	1,032	4.9%		21,889	1,032	4.9%
<b>Sub-Total Other City Programs</b>	<b>144,261</b>	<b>141,195</b>	<b>131,488</b>	<b>142,475</b>	<b>10,987</b>	<b>8.4%</b>	<b>1,677</b>	<b>144,151</b>	<b>12,664</b>	<b>9.6%</b>
<b>Accountability Offices</b>										
Auditor General's Office	6,244	6,619	6,619	6,701	82	1.2%		6,701	82	1.2%
Integrity Commissioner's Office	507	572	447	762	315	70.5%		762	315	70.5%
Office of the Lobbyist Registrar	1,134	1,230	1,230	1,252	22	1.8%	199	1,451	222	18.0%
Office of the Ombudsman	1,848	1,990	1,970	2,026	56	2.8%	170	2,196	225	11.4%
<b>Sub-Total Accountability Offices</b>	<b>9,733</b>	<b>10,411</b>	<b>10,266</b>	<b>10,741</b>	<b>475</b>	<b>4.6%</b>	<b>369</b>	<b>11,110</b>	<b>844</b>	<b>8.2%</b>
<b>TOTAL - CITY OPERATIONS</b>	<b>5,118,664</b>	<b>5,585,519</b>	<b>5,335,075</b>	<b>5,565,585</b>	<b>230,510</b>	<b>4.3%</b>	<b>35,567</b>	<b>5,601,152</b>	<b>266,077</b>	<b>5.0%</b>
<b>Agencies</b>										
Toronto Public Health	253,427	256,729	251,206	260,023	8,817	3.5%	9,131	269,154	17,948	7.1%
Toronto Public Library	204,267	207,314	210,007	212,399	2,391	1.1%	719	213,118	3,110	1.5%
Association of Community Centres	8,441	8,981	8,625	8,850	225	2.6%		8,850	225	2.6%
Exhibition Place	50,374	56,595	58,955	56,874	(2,081)	(3.5%)		56,874	(2,081)	(3.5%)
Heritage Toronto	1,115	1,146	1,146	1,100	(46)	(4.0%)		1,100	(46)	(4.0%)
To Live	30,089	42,258	40,189	38,699	(1,490)	(3.7%)		38,699	(1,490)	(3.7%)
Toronto Zoo	48,470	53,092	50,204	51,871	1,667	3.3%		51,871	1,667	3.3%
Arena Boards of Management	9,177	9,782	9,782	9,999	217	2.2%		9,999	217	2.2%
Yonge-Dundas Square	3,200	3,442	3,400	3,747	347	10.2%		3,747	347	10.2%
CreateTO	11,433	12,940	12,940	14,409	1,469	11.4%		14,409	1,469	11.4%
Toronto & Region Conservation Authority	8,602	8,909	8,909	9,470	562	6.3%		9,470	562	6.3%
Toronto Transit Commission - Conventional	1,809,447	1,910,540	1,887,665	1,977,893	90,228	4.8%	9,278	1,987,171	99,506	5.3%
Toronto Transit Commission - Wheel Trans	140,135	149,019	151,600	156,253	4,652	3.1%	230	156,483	4,882	3.2%
Toronto Police Service	1,128,651	1,176,522	1,205,341	1,209,116	3,774	0.3%	12,100	1,221,216	15,874	1.3%
Toronto Police Services Board	2,320	4,204	4,204	3,767	(436)	(10.4%)		3,767	(436)	(10.4%)
Toronto Community Housing Corporation Subsidy	241,422	243,438	238,204	250,960	12,755	5.4%		250,960	12,755	5.4%
<b>TOTAL - AGENCIES</b>	<b>3,950,570</b>	<b>4,144,912</b>	<b>4,142,377</b>	<b>4,265,430</b>	<b>123,053</b>	<b>3.0%</b>	<b>31,457</b>	<b>4,296,887</b>	<b>154,510</b>	<b>3.7%</b>
<b>TOTAL - CITY OPERATIONS AND AGENCIES</b>	<b>9,069,234</b>	<b>9,730,432</b>	<b>9,477,451</b>	<b>9,831,014</b>	<b>353,563</b>	<b>3.7%</b>	<b>67,024</b>	<b>9,898,038</b>	<b>420,587</b>	<b>4.4%</b>

\*Figures restated based on new IDC/IDR Methodology and Q3 Variance

\*\* Changes based on Budget to Projection comparison and not Budget to Budget as in prior years

(In \$000's)	2018 Actual*	2019 Budget*	2019 Projection*	2020 Base Budget	Change from 2019 Projection**		2020 New / Enh. Budget	2020 Operating Budget Request	Change from 2019 Projection**	
					\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Corporate Accounts</b>										
<b>Capital &amp; Corporate Financing</b>										
Capital from Current	352,721	340,020	340,020	340,220	200	0.1%		340,220	200	0.1%
Technology Sustainment	19,912	19,912	19,912	19,912				19,912		
Debt Charges	558,410	634,012	589,729	666,665	76,936	13.0%		666,665	76,936	13.0%
<b>Capital &amp; Corporate Financing</b>	<b>931,042</b>	<b>993,944</b>	<b>949,661</b>	<b>1,026,797</b>	<b>77,136</b>	<b>8.1%</b>		<b>1,026,797</b>	<b>77,136</b>	<b>8.1%</b>
<b>Non Program Expenditures</b>										
Tax Deficiencies/Write offs	50,557	77,573	63,122	65,422	2,300	3.6%		65,422	2,300	3.6%
Tax Increment Equivalent Grants (TIEG)	26,529	31,184	29,540	29,287	(252)	(0.9%)		29,287	(252)	(0.9%)
Assessment Function (MPAC)	43,855	44,993	44,993	45,893	900	2.0%		45,893	900	2.0%
Funding of Employee Related Liabilities	70,821	70,833	70,833	70,833				70,833		
Tax Rebates for Registered Charities				4,616	4,616	n/a		4,616	4,616	n/a
Programs Funded from Reserve Funds	130,764	144,305	150,048	143,778	(6,271)	(4.2%)		143,778	(6,271)	(4.2%)
Other Corporate Expenditures	28,759	31,198	23,727	28,978	5,251	22.1%		28,978	5,251	22.1%
Office of the Chief Transformation Officer	1,383	688	688	583	(105)	(15.2%)		583	(105)	(15.2%)
Insurance Premiums & Claims	300	300	300		(300)	(100.0%)			(300)	(100.0%)
Tax Increment Funding (TIF)		935	935	1,814	879	94.0%		1,814	879	94.0%
Parking Tag Enforcement & Operations Exp	54,725	60,520	58,961	62,112	3,152	5.3%		62,112	3,152	5.3%
Vacancy Rebate Program				0	0	n/a		0	0	n/a
Heritage Property Taxes Rebate	799	2,076	2,076	2,329	253	12.2%		2,329	253	12.2%
Pandemic Influenza Stockpiling						n/a				n/a
Solid Waste Management Services Rebate	142,860	109,680	109,680	85,371	(24,309)	(22.2%)		85,371	(24,309)	(22.2%)
<b>Non-Program Expenditures</b>	<b>551,350</b>	<b>574,286</b>	<b>554,903</b>	<b>541,016</b>	<b>(13,887)</b>	<b>(2.5%)</b>		<b>541,016</b>	<b>(13,887)</b>	<b>(2.5%)</b>
<b>Non Program Revenues</b>										
Payments in Lieu of Taxes						n/a				n/a
Supplementary Taxes						n/a				n/a
Tax Penalty Revenue						n/a				n/a
Municipal Land Transfer Tax	44,557	44,629	44,795	77,691	32,896	73.4%		77,691	32,896	73.4%
Third Party Sign Tax						n/a				n/a
Interest/Investment Earnings	810	8,652	5,860	10,723	4,862	83.0%		10,723	4,862	83.0%
Other Corporate Revenues	110	80	80	80	(0)	(0.1%)		80	(0)	(0.1%)
Dividend Income	5,000	7,600	7,600		(7,600)	(100.0%)			(7,600)	(100.0%)
Provincial Gas Tax						n/a				n/a
Parking Authority Revenues						n/a				n/a
Administrative Support Recoveries - Water						n/a				n/a
Administrative Support Recoveries - Health & EMS						n/a				n/a
Parking Tag Enforcement & Operations Rev						n/a				n/a
Other Tax Revenues	356		18		(18)	(100.0%)			(18)	(100.0%)
Casino Woodbine Revenues			109		(109)	(100.0%)			(109)	(100.0%)
Gaming & Registry Revenues	788	754	754	768	14	1.9%		768	14	1.9%
Municipal Accommodation Tax (MAT)	20,785	28,610	28,610	30,027	1,417	5.0%		30,027	1,417	5.0%
<b>Non-Program Revenues</b>	<b>72,407</b>	<b>90,324</b>	<b>87,826</b>	<b>119,289</b>	<b>31,463</b>	<b>35.8%</b>		<b>119,289</b>	<b>31,463</b>	<b>35.8%</b>
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>1,554,799</b>	<b>1,658,554</b>	<b>1,592,390</b>	<b>1,687,101</b>	<b>94,712</b>	<b>5.9%</b>		<b>1,687,101</b>	<b>94,712</b>	<b>5.9%</b>
<b>TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE</b>	<b>10,624,033</b>	<b>11,388,986</b>	<b>11,069,841</b>	<b>11,518,116</b>	<b>448,275</b>	<b>4.0%</b>	<b>67,024</b>	<b>11,585,140</b>	<b>515,299</b>	<b>4.7%</b>
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699				40,699		
City Building Fund (CBF)	28,678	43,887	43,887	91,461	47,574	108.4%		91,461	47,574	108.4%
<b>TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY</b>	<b>10,693,410</b>	<b>11,473,572</b>	<b>11,154,427</b>	<b>11,650,275</b>	<b>495,848</b>	<b>4.4%</b>	<b>67,024</b>	<b>11,717,300</b>	<b>562,873</b>	<b>5.0%</b>
<b>NON LEVY OPERATION</b>										
Solid Waste Management Services	343,031	349,947	346,257	357,302	11,045	3.2%	2,802	360,104	13,846	4.0%
Toronto Parking Authority	92,229	100,599	99,037	101,772	2,735	2.8%		101,772	2,735	2.8%
Toronto Water	415,076	464,399	440,369	468,823	28,454	6.5%	395	469,217	28,848	6.6%
<b>TOTAL NON LEVY OPERATING BUDGET</b>	<b>850,336</b>	<b>914,946</b>	<b>885,664</b>	<b>927,896</b>	<b>42,233</b>	<b>4.8%</b>	<b>3,196</b>	<b>931,093</b>	<b>45,429</b>	<b>5.1%</b>

\*Figures restated based on new IDC/IDR Methodology and Q3 Variance

\*\* Changes based on Budget to Projection comparison and not Budget to Budget as in prior years

(In \$000's)	2018 Actual*	2019 Budget*	2019 Projection*	2020 Base Budget	Change from 2019 Projection**		2020 New / Enh. Budget	2020 Operating Budget Request	Change from 2019 Projection**	
					\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Community and Social Services</b>										
Housing Secretariat	1,642	8,981	8,981	12,819	3,838	42.7%	450	13,269	4,288	47.8%
Children's Services	549,427	570,638	547,138	543,803	(3,335)	(0.6%)		543,803	(3,335)	(0.6%)
Court Services	51,272	55,541	61,717	75,808	14,090	22.8%		75,808	14,090	22.8%
Economic Development & Culture	11,190	13,267	12,498	13,820	1,322	10.6%		13,820	1,322	10.6%
Toronto Paramedic Services	142,328	152,011	151,265	153,567	2,302	1.5%	2,165	155,732	4,467	3.0%
Seniors Services and Long-Term Care	211,413	219,071	223,870	223,238	(632)	(0.3%)		223,238	(632)	(0.3%)
Parks, Forestry & Recreation	127,493	148,624	133,124	134,021	897	0.7%	2,232	136,253	3,129	2.4%
Shelter, Support & Housing Administration	416,361	542,638	472,267	499,456	27,189	5.8%	292	499,748	27,481	5.8%
Social Development, Finance & Administration	13,747	24,614	15,871	11,172	(4,698)	(29.6%)	2,405	13,577	(2,293)	(14.5%)
Toronto Employment & Social Services	998,348	1,055,700	976,538	1,006,944	30,406	3.1%		1,006,944	30,406	3.1%
<b>Sub-Total Community and Social Services</b>	<b>2,523,221</b>	<b>2,791,085</b>	<b>2,603,267</b>	<b>2,674,648</b>	<b>71,380</b>	<b>2.7%</b>	<b>7,543</b>	<b>2,682,191</b>	<b>78,923</b>	<b>3.0%</b>
<b>Infrastructure and Development Services</b>										
City Planning	39,393	39,707	38,664	39,451	788	2.0%	1,264	40,715	2,052	5.3%
Fire Services	20,861	18,062	22,062	20,742	(1,320)	(6.0%)		20,742	(1,320)	(6.0%)
Office of Emergency Management	316	377	367	660	293	79.7%		660	293	79.7%
Municipal Licensing & Standards	43,011	49,661	49,560	50,345	785	1.6%		50,345	785	1.6%
Policy, Planning, Finance & Administration	11,537	11,028	10,529	11,596	1,067	10.1%		11,596	1,067	10.1%
Transit Expansion		4,400	2,716	8,671	5,956	219.3%		8,671	5,956	219.3%
Engineering & Construction Services	61,771	69,804	62,806	71,255	8,449	13.5%		71,255	8,449	13.5%
Toronto Building	77,110	74,542	101,620	75,785	(25,835)	(25.4%)	1,213	76,998	(24,622)	(24.2%)
Transportation Services	137,229	170,488	161,885	190,189	28,304	17.5%		190,189	28,304	17.5%
<b>Sub-Total Infrastructure and Development Services</b>	<b>391,227</b>	<b>438,069</b>	<b>450,210</b>	<b>468,695</b>	<b>18,485</b>	<b>4.1%</b>	<b>2,477</b>	<b>471,172</b>	<b>20,962</b>	<b>4.7%</b>
<b>Corporate Services</b>										
Corporate Real Estate Management	83,828	88,323	85,586	88,820	3,234	3.8%	797	89,616	4,031	4.7%
Environment & Energy	2,955	4,711	3,076	3,197	121	3.9%	896	4,094	1,017	33.1%
Fleet Services	34,056	33,676	34,312	35,182	870	2.5%		35,182	870	2.5%
Information & Technology	31,649	47,089	32,448	37,500	5,052	15.6%		37,500	5,052	15.6%
311 Toronto	7,299	8,911	8,034	8,897	864	10.8%		8,897	864	10.8%
<b>Sub-Total Internal Corporate Services</b>	<b>159,787</b>	<b>182,710</b>	<b>163,456</b>	<b>173,596</b>	<b>10,140</b>	<b>6.2%</b>	<b>1,693</b>	<b>175,289</b>	<b>11,834</b>	<b>7.2%</b>
<b>Finance and Treasury Services</b>										
Office of the Chief Financial Officer	4,055	6,436	3,895	4,650	755	19.4%		4,650	755	19.4%
Office of the Controller	34,252	41,766	39,894	39,951	57	0.1%		39,951	57	0.1%
<b>Sub-Total Finance and Treasury Services</b>	<b>38,307</b>	<b>48,201</b>	<b>43,789</b>	<b>44,601</b>	<b>812</b>	<b>1.9%</b>		<b>44,601</b>	<b>812</b>	<b>1.9%</b>
<b>City Manager</b>										
City Manager's Office	6,927	6,885	7,253	5,403	(1,851)	(25.5%)		5,403	(1,851)	(25.5%)
<b>Sub-Total City Manager</b>	<b>6,927</b>	<b>6,885</b>	<b>7,253</b>	<b>5,403</b>	<b>(1,851)</b>	<b>(25.5%)</b>		<b>5,403</b>	<b>(1,851)</b>	<b>(25.5%)</b>
<b>Other City Programs</b>										
City Clerk's Office	22,520	13,295	11,334	13,846	2,512	22.2%		13,846	2,512	22.2%
Legal Services	22,756	20,842	23,634	25,473	1,839	7.8%	214	25,688	2,054	8.7%
Mayor's Office						n/a				n/a
City Council	2,747	585	585	108	(478)	(81.6%)		108	(478)	(81.6%)
<b>Sub-Total Other City Programs</b>	<b>48,023</b>	<b>34,722</b>	<b>35,553</b>	<b>39,427</b>	<b>3,874</b>	<b>10.9%</b>	<b>214</b>	<b>39,642</b>	<b>4,088</b>	<b>11.5%</b>
<b>Accountability Offices</b>										
Auditor General's Office	0					n/a				n/a
Integrity Commissioner's Office						n/a				n/a
Office of the Lobbyist Registrar						n/a				n/a
Office of the Ombudsman	5					n/a				n/a
<b>Sub-Total Accountability Offices</b>	<b>5</b>					<b>n/a</b>				<b>n/a</b>
<b>TOTAL - CITY OPERATIONS</b>	<b>3,167,497</b>	<b>3,501,671</b>	<b>3,303,528</b>	<b>3,406,369</b>	<b>102,841</b>	<b>3.1%</b>	<b>11,928</b>	<b>3,418,297</b>	<b>114,769</b>	<b>3.5%</b>
<b>Agencies</b>										
Toronto Public Health	189,682	192,853	187,627	190,647	3,020	1.6%	9,098	199,745	12,118	6.5%
Toronto Public Library	21,933	19,221	21,914	20,640	(1,274)	(5.8%)		20,640	(1,274)	(5.8%)
Association of Community Centres	370	716	316	318	2	0.7%		318	2	0.7%
Exhibition Place	52,596	56,755	60,755	57,374	(3,381)	(5.6%)		57,374	(3,381)	(5.6%)
Heritage Toronto	692	744	744	669	(75)	(10.1%)		669	(75)	(10.1%)
To Live	25,203	36,659	34,589	33,099	(1,490)	(4.3%)		33,099	(1,490)	(4.3%)
Toronto Zoo	33,004	40,631	36,858	39,099	2,241	6.1%		39,099	2,241	6.1%
Arena Boards of Management	8,954	9,800	9,793	10,107	313	3.2%		10,107	313	3.2%
Yonge-Dundas Square	3,149	3,442	3,347	3,747	400	11.9%		3,747	400	11.9%
CreateTO	11,433	12,940	12,940	14,409	1,469	11.4%		14,409	1,469	11.4%
Toronto & Region Conservation Authority	4,952	5,076	5,076	5,203	127	2.5%		5,203	127	2.5%
Toronto Transit Commission - Conventional	1,226,190	1,288,583	1,267,383	1,344,589	77,206	6.1%		1,344,589	77,206	6.1%
Toronto Transit Commission - Wheel Trans	7,436	8,111	8,991	9,237	245	2.7%		9,237	245	2.7%
Toronto Police Service	142,698	141,141	172,760	144,021	(28,739)	(16.6%)	1,000	145,021	(27,739)	(16.1%)
Toronto Police Services Board	630	2,300	2,300	1,837	(463)	(20.1%)		1,837	(463)	(20.1%)
Toronto Community Housing Corporation Subsidy						n/a				n/a
<b>TOTAL - AGENCIES</b>	<b>1,728,920</b>	<b>1,818,970</b>	<b>1,825,394</b>	<b>1,874,994</b>	<b>49,601</b>	<b>2.7%</b>	<b>10,098</b>	<b>1,885,093</b>	<b>59,699</b>	<b>3.3%</b>
<b>TOTAL - CITY OPERATIONS AND AGENCIES</b>	<b>4,896,418</b>	<b>5,320,641</b>	<b>5,128,922</b>	<b>5,281,364</b>	<b>152,442</b>	<b>3.0%</b>	<b>22,026</b>	<b>5,303,390</b>	<b>174,468</b>	<b>3.4%</b>

\*Figures restated based on new IDC/IDR Methodology and Q3 Variance

\*\* Changes based on Budget to Projection comparison and not Budget to Budget as in prior years

(In \$000's)	2018 Actual*	2019 Budget*	2019 Projection*	2020 Base Budget	Change from 2019 Projection**		2020 New / Enh. Budget	2020 Operating Budget Request	Change from 2019 Projection**	
					\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Corporate Accounts</b>										
Capital & Corporate Financing										
Capital from Current										n/a
Technology Sustainment										n/a
Debt Charges	46,683	66,657	66,657	68,250	1,593	2.4%		68,250	1,593	2.4%
Capital & Corporate Financing	46,683	66,657	66,657	68,250	1,593	2.4%		68,250	1,593	2.4%
<b>Non Program Expenditures</b>										
Tax Deficiencies/Write offs		10,000								n/a
Tax Increment Equivalent Grants (TIEG)										n/a
Assessment Function (MPAC)										n/a
Funding of Employee Related Liabilities										n/a
Tax Rebates for Registered Charities				4,616	4,616	n/a		4,616	4,616	n/a
Programs Funded from Reserve Funds	130,764	149,791	150,048	143,778	(6,271)	(4.2%)		143,778	(6,271)	(4.2%)
Other Corporate Expenditures	16,160	11,901	11,246	28,973	17,727	157.6%		28,973	17,727	157.6%
Office of the Chief Transformation Officer										n/a
Insurance Premiums & Claims										n/a
Tax Increment Funding (TIF)										n/a
Parking Tag Enforcement & Operations Exp										n/a
Vacancy Rebate Program										n/a
Heritage Property Taxes Rebate										n/a
Pandemic Influenza Stockpiling										n/a
Solid Waste Management Services Rebate				10,000	10,000	n/a		10,000	10,000	n/a
Non-Program Expenditures	146,923	171,692	161,294	187,367	26,072	16.2%		187,367	26,072	16.2%
<b>Non Program Revenues</b>										
Payments in Lieu of Taxes	100,898	93,453	95,119	96,389	1,271	1.3%		96,389	1,271	1.3%
Supplementary Taxes	35,816	35,000	33,000	34,000	1,000	3.0%		34,000	1,000	3.0%
Tax Penalty Revenue	36,762	31,000	32,000	32,000				32,000		
Municipal Land Transfer Tax	733,167	733,191	753,357	797,691	44,334	5.9%		797,691	44,334	5.9%
Third Party Sign Tax	10,567	10,911	9,900	9,007	(893)	(9.0%)		9,007	(893)	(9.0%)
Interest/Investment Earnings	112,117	120,218	191,700	125,533	(66,167)	(34.5%)		125,533	(66,167)	(34.5%)
Other Corporate Revenues	13,147	11,244	11,306	8,319	(2,987)	(26.4%)		8,319	(2,987)	(26.4%)
Dividend Income	93,900	97,800	100,380	105,000	4,620	4.6%		105,000	4,620	4.6%
Provincial Gas Tax	91,600	91,600	91,600	91,600				91,600		
Parking Authority Revenues	51,839	51,712	57,478	54,739	(2,739)	(4.8%)		54,739	(2,739)	(4.8%)
Administrative Support Recoveries - Water	18,973	18,973	18,973	18,973				18,973		
Administrative Support Recoveries - Health & EMS	10,427	10,427	10,427	10,427				10,427		
Parking Tag Enforcement & Operations Rev	100,846	113,072	113,072	114,840	1,768	1.6%		114,840	1,768	1.6%
Other Tax Revenues	11,149	10,431	10,857	10,192	(665)	(6.1%)		10,192	(665)	(6.1%)
Casino Woodbine Revenues	19,167	27,900	26,900	27,900	1,000	3.7%		27,900	1,000	3.7%
Gaming & Registry Revenues	5,028	3,295	3,295	3,484	189	5.7%		3,484	189	5.7%
Municipal Accommodation Tax (MAT)	47,161	56,800	56,800	61,572	4,772	8.4%		61,572	4,772	8.4%
Non-Program Revenues	1,492,564	1,517,026	1,616,162	1,601,665	(14,497)	(0.9%)		1,601,665	(14,497)	(0.9%)
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>1,686,171</b>	<b>1,755,375</b>	<b>1,844,113</b>	<b>1,857,282</b>	<b>13,169</b>	<b>0.7%</b>		<b>1,857,282</b>	<b>13,169</b>	<b>0.7%</b>
<b>TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE</b>	<b>6,582,589</b>	<b>7,076,016</b>	<b>6,973,035</b>	<b>7,138,646</b>	<b>165,611</b>	<b>2.4%</b>	<b>22,026</b>	<b>7,160,672</b>	<b>187,637</b>	<b>2.7%</b>
<b>NON LEVY OPERATION</b>										
Solid Waste Management Services	359,094	369,523	367,374	376,102	8,728	2.4%	2,802	378,904	11,530	3.1%
Toronto Parking Authority	159,203	167,138	168,001	171,872	3,871	2.3%		171,872	3,871	2.3%
Toronto Water	1,322,090	1,331,390	1,336,929	1,390,141	53,211	4.0%	286	1,390,427	53,498	4.0%
<b>TOTAL NON LEVY OPERATING BUDGET</b>	<b>1,840,387</b>	<b>1,868,050</b>	<b>1,872,304</b>	<b>1,938,115</b>	<b>65,810</b>	<b>3.5%</b>	<b>3,088</b>	<b>1,941,203</b>	<b>68,899</b>	<b>3.7%</b>

\*Figures restated based on new IDC/IDR Methodology and Q3 Variance

\*\* Changes based on Budget to Projection comparison and not Budget to Budget as in prior years

(In \$000's)	2018 Actual*	2019 Budget*	2019 Projection*	2020 Base Budget	Change from 2019 Projection**		2020 New / Enh. Budget	2020 Operating Budget Request	Change from 2019 Projection**	
					\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Community and Social Services</b>										
Housing Secretariat	1,170	1,180	1,180	1,170	(10)	(0.8%)		1,170	(10)	(0.8%)
Children's Services	70,818	85,877	84,377	91,615	7,238	8.6%		91,615	7,238	8.6%
Court Services	(22,616)	(21,710)	(31,224)	(40,014)	(8,790)	28.2%		(40,014)	(8,790)	28.2%
Economic Development & Culture	69,371	72,173	72,282	73,992	1,710	2.4%	2,500	76,492	4,210	5.8%
Toronto Paramedic Services	77,227	80,243	80,575	86,598	6,023	7.5%	2,108	88,707	8,131	10.1%
Seniors Services and Long-Term Care	47,348	46,741	46,617	47,453	836	1.8%	500	47,953	1,336	2.9%
Parks, Forestry & Recreation	300,605	305,205	303,204	318,467	15,263	5.0%	2,139	320,606	17,401	5.7%
Shelter, Support & Housing Administration	214,275	219,820	251,392	255,674	4,282	1.7%	805	256,479	5,087	2.0%
Social Development, Finance & Administration	39,525	48,840	46,298	49,273	2,975	6.4%	2,090	51,363	5,065	10.9%
Toronto Employment & Social Services	91,003	91,362	88,655	95,198	6,543	7.4%		95,198	6,543	7.4%
<b>Sub-Total Community and Social Services</b>	<b>888,727</b>	<b>929,731</b>	<b>943,356</b>	<b>979,426</b>	<b>36,069</b>	<b>3.8%</b>	<b>10,143</b>	<b>989,568</b>	<b>46,212</b>	<b>4.9%</b>
<b>Infrastructure and Development Services</b>										
City Planning	9,653	14,030	12,786	13,240	454	3.6%	0	13,240	454	3.6%
Fire Services	448,324	465,682	462,002	474,256	12,254	2.7%	2,346	476,602	14,600	3.2%
Office of Emergency Management	2,289	2,601	2,510	2,606	96	3.8%		2,606	96	3.8%
Municipal Licensing & Standards	7,003	14,106	7,086	11,740	4,654	65.7%		11,740	4,654	65.7%
Policy, Planning, Finance & Administration	5,174	5,931	5,453	5,351	(102)	(1.9%)		5,351	(102)	(1.9%)
Transit Expansion		(17)	0	(0)	(0)	(109.2%)		(0)	(0)	(109.2%)
Engineering & Construction Services	(1,408)	4,085	3,171	1,833	(1,338)	(42.2%)		1,833	(1,338)	(42.2%)
Toronto Building	(26,640)	(17,632)	(50,488)	(16,147)	34,341	(68.0%)		(16,147)	34,341	(68.0%)
Transportation Services	194,253	212,857	212,279	224,299	12,019	5.7%	2,103	226,402	14,122	6.7%
<b>Sub-Total Infrastructure and Development Services</b>	<b>638,649</b>	<b>701,642</b>	<b>654,800</b>	<b>717,178</b>	<b>62,379</b>	<b>9.5%</b>	<b>4,449</b>	<b>721,627</b>	<b>66,828</b>	<b>10.2%</b>
<b>Corporate Services</b>										
Corporate Real Estate Management	96,074	102,064	98,950	101,141	2,190	2.2%	2,870	104,011	5,060	5.1%
Environment & Energy	7,691	10,506	9,376	10,156	780	8.3%	2,846	13,002	3,626	38.7%
Fleet Services	23,795	24,471	24,269	27,064	2,795	11.5%	130	27,194	2,925	12.1%
Information & Technology	83,894	86,135	85,441	90,541	5,100	6.0%	740	91,281	5,840	6.8%
311 Toronto	9,857	10,226	10,206	10,175	(31)	(0.3%)		10,175	(31)	(0.3%)
<b>Sub-Total Internal Corporate Services</b>	<b>221,311</b>	<b>233,401</b>	<b>228,242</b>	<b>239,077</b>	<b>10,835</b>	<b>4.7%</b>	<b>6,586</b>	<b>245,662</b>	<b>17,421</b>	<b>7.6%</b>
<b>Finance and Treasury Services</b>										
Office of the Chief Financial Officer	12,299	14,453	13,298	14,698	1,400	10.5%		14,698	1,400	10.5%
Office of the Controller	32,193	35,972	33,283	37,678	4,394	13.2%		37,678	4,394	13.2%
<b>Sub-Total Finance and Treasury Services</b>	<b>44,492</b>	<b>50,425</b>	<b>46,581</b>	<b>52,376</b>	<b>5,795</b>	<b>12.4%</b>		<b>52,376</b>	<b>5,795</b>	<b>12.4%</b>
<b>City Manager</b>										
City Manager's Office	52,022	51,764	52,368	57,370	5,003	9.6%	631	58,001	5,633	10.8%
<b>Sub-Total City Manager</b>	<b>52,022</b>	<b>51,764</b>	<b>52,368</b>	<b>57,370</b>	<b>5,003</b>	<b>9.6%</b>	<b>631</b>	<b>58,001</b>	<b>5,633</b>	<b>10.8%</b>
<b>Other City Programs</b>										
City Clerk's Office	37,009	37,562	36,992	38,510	1,518	4.1%	164	38,673	1,682	4.5%
Legal Services	35,090	44,772	36,104	40,190	4,086	11.3%	1,299	41,488	5,384	14.9%
Mayor's Office	2,157	2,567	2,567	2,567	(0)	(0.0%)		2,567	(0)	(0.0%)
City Council	21,983	21,572	20,272	21,781	1,509	7.4%		21,781	1,509	7.4%
<b>Sub-Total Other City Programs</b>	<b>96,238</b>	<b>106,473</b>	<b>95,934</b>	<b>103,047</b>	<b>7,113</b>	<b>7.4%</b>	<b>1,462</b>	<b>104,510</b>	<b>8,575</b>	<b>8.9%</b>
<b>Accountability Offices</b>										
Auditor General's Office	6,244	6,619	6,619	6,701	82	1.2%		6,701	82	1.2%
Integrity Commissioner's Office	507	572	447	762	315	70.5%		762	315	70.5%
Office of the Lobbyist Registrar	1,134	1,230	1,230	1,252	22	1.8%	199	1,451	222	18.0%
Office of the Ombudsman	1,843	1,990	1,970	2,026	56	2.8%	170	2,196	225	11.4%
<b>Sub-Total Accountability Offices</b>	<b>9,728</b>	<b>10,411</b>	<b>10,266</b>	<b>10,741</b>	<b>475</b>	<b>4.6%</b>	<b>369</b>	<b>11,110</b>	<b>844</b>	<b>8.2%</b>
<b>TOTAL - CITY OPERATIONS</b>	<b>1,951,167</b>	<b>2,083,848</b>	<b>2,031,547</b>	<b>2,159,215</b>	<b>127,669</b>	<b>6.3%</b>	<b>23,639</b>	<b>2,182,854</b>	<b>151,308</b>	<b>7.4%</b>
<b>Agencies</b>										
Toronto Public Health	63,746	63,877	63,579	69,376	5,797	9.1%	32	69,409	5,830	9.2%
Toronto Public Library	182,334	188,093	188,093	191,759	3,666	1.9%	719	192,478	4,385	2.3%
Association of Community Centres	8,071	8,265	8,309	8,532	223	2.7%		8,532	223	2.7%
Exhibition Place	(2,221)	(160)	(1,800)	(500)	1,300	(72.2%)		(500)	1,300	(72.2%)
Heritage Toronto	423	401	401	431	30	7.4%		431	30	7.4%
To Live	4,886	5,599	5,599	5,599	(0)	(0.0%)		5,599	(0)	(0.0%)
Toronto Zoo	15,466	12,462	13,346	12,772	(573)	(4.3%)		12,772	(573)	(4.3%)
Arena Boards of Management	224	(18)	(12)	(108)	(96)	827.6%		(108)	(96)	827.6%
Yonge-Dundas Square	51		53	(0)	(53)	(100.0%)		(0)	(53)	(100.0%)
CreateTO				0	0	n/a		0	0	n/a
Toronto & Region Conservation Authority	3,650	3,833	3,833	4,268	435	11.3%		4,268	435	11.3%
Toronto Transit Commission - Conventional	583,257	621,958	620,282	633,304	13,022	2.1%	9,278	642,582	22,300	3.6%
Toronto Transit Commission - Wheel Trans	132,699	140,908	142,609	147,016	4,407	3.1%	230	147,246	4,637	3.3%
Toronto Police Service	985,953	1,035,381	1,032,581	1,065,095	32,513	3.1%	11,100	1,076,195	43,613	4.2%
Toronto Police Services Board	1,691	1,904	1,904	1,930	27	1.4%		1,930	27	1.4%
Toronto Community Housing Corporation Subsidy	241,422	243,438	238,204	250,960	12,755	5.4%		250,960	12,755	5.4%
<b>TOTAL - AGENCIES</b>	<b>2,221,650</b>	<b>2,325,942</b>	<b>2,316,983</b>	<b>2,390,435</b>	<b>73,452</b>	<b>3.2%</b>	<b>21,359</b>	<b>2,411,794</b>	<b>94,811</b>	<b>4.1%</b>
<b>TOTAL - CITY OPERATIONS AND AGENCIES</b>	<b>4,172,817</b>	<b>4,409,790</b>	<b>4,348,529</b>	<b>4,549,650</b>	<b>201,121</b>	<b>4.6%</b>	<b>44,998</b>	<b>4,594,649</b>	<b>246,119</b>	<b>5.7%</b>

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\*\* Changes based on Budget to Projection comparison and not Budget to Budget as in prior years

(In \$000's)	2018 Actual*	2019 Budget*	2019 Projection*	2020 Base Budget	Change from 2019 Projection**		2020 New / Enh. Budget	2020 Operating Budget Request	Change from 2019 Projection**	
					\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Corporate Accounts</b>										
<b>Capital &amp; Corporate Financing</b>										
Capital from Current	352,721	340,020	340,020	340,220	200	0.1%		340,220	200	0.1%
Technology Sustainment	19,912	19,912	19,912	19,912				19,912		
Debt Charges	511,726	567,355	523,072	598,414	75,342	14.4%		598,414	75,342	14.4%
<b>Capital &amp; Corporate Financing</b>	<b>884,359</b>	<b>927,287</b>	<b>883,004</b>	<b>958,546</b>	<b>75,542</b>	<b>8.6%</b>		<b>958,546</b>	<b>75,542</b>	<b>8.6%</b>
<b>Non Program Expenditures</b>										
Tax Deficiencies/Write offs	50,557	67,573	63,122	65,422	2,300	3.6%		65,422	2,300	3.6%
Tax Increment Equivalent Grants (TIEG)	26,529	31,184	29,540	29,287	(252)	(0.9%)		29,287	(252)	(0.9%)
Assessment Function (MPAC)	43,855	44,993	44,993	45,893	900	2.0%		45,893	900	2.0%
Funding of Employee Related Liabilities	70,821	70,833	70,833	70,833				70,833		
Tax Rebates for Registered Charities						n/a				n/a
Programs Funded from Reserve Funds		(5,486)	0	(0)	(0)	(440.0%)		(0)	(0)	(440.0%)
Other Corporate Expenditures	12,599	19,297	12,481	5	(12,476)	(100.0%)		5	(12,476)	(100.0%)
Office of the Chief Transformation Officer	1,383	688	688	583	(105)	(15.2%)		583	(105)	(15.2%)
Insurance Premiums & Claims	300	300	300		(300)	(100.0%)			(300)	(100.0%)
Tax Increment Funding (TIF)		935	935	1,814	879	94.0%		1,814	879	94.0%
Parking Tag Enforcement & Operations Exp	54,725	60,520	58,961	62,112	3,152	5.3%		62,112	3,152	5.3%
Vacancy Rebate Program				0	0	n/a		0	0	n/a
Heritage Property Taxes Rebate	799	2,076	2,076	2,329	253	12.2%		2,329	253	12.2%
Pandemic Influenza Stockpiling						n/a				n/a
Solid Waste Management Services Rebate	142,860	109,680	109,680	75,371	(34,309)	(31.3%)		75,371	(34,309)	(31.3%)
<b>Non-Program Expenditures</b>	<b>404,426</b>	<b>402,594</b>	<b>393,609</b>	<b>353,649</b>	<b>(39,959)</b>	<b>(10.2%)</b>		<b>353,649</b>	<b>(39,959)</b>	<b>(10.2%)</b>
<b>Non Program Revenues</b>										
Payments in Lieu of Taxes	(100,898)	(93,453)	(95,119)	(96,389)	(1,271)	1.3%		(96,389)	(1,271)	1.3%
Supplementary Taxes	(35,816)	(35,000)	(33,000)	(34,000)	(1,000)	3.0%		(34,000)	(1,000)	3.0%
Tax Penalty Revenue	(36,762)	(31,000)	(32,000)	(32,000)				(32,000)		
Municipal Land Transfer Tax	(688,610)	(688,562)	(708,562)	(720,000)	(11,438)	1.6%		(720,000)	(11,438)	1.6%
Third Party Sign Tax	(10,567)	(10,911)	(9,900)	(9,007)	893	(9.0%)		(9,007)	893	(9.0%)
Interest/Investment Earnings	(111,307)	(111,566)	(185,840)	(114,810)	71,030	(38.2%)		(114,810)	71,030	(38.2%)
Other Corporate Revenues	(13,036)	(11,164)	(11,226)	(8,239)	2,987	(26.6%)		(8,239)	2,987	(26.6%)
Dividend Income	(88,900)	(90,200)	(92,780)	(105,000)	(12,220)	13.2%		(105,000)	(12,220)	13.2%
Provincial Gas Tax	(91,600)	(91,600)	(91,600)	(91,600)				(91,600)		
Parking Authority Revenues	(51,839)	(51,712)	(57,478)	(54,739)	2,739	(4.8%)		(54,739)	2,739	(4.8%)
Administrative Support Recoveries - Water	(18,973)	(18,973)	(18,973)	(18,973)				(18,973)		
Administrative Support Recoveries - Health & EMS	(10,427)	(10,427)	(10,427)	(10,427)				(10,427)		
Parking Tag Enforcement & Operations Rev	(100,846)	(113,072)	(113,072)	(114,840)	(1,768)	1.6%		(114,840)	(1,768)	1.6%
Other Tax Revenues	(10,793)	(10,431)	(10,839)	(10,192)	647	(6.0%)		(10,192)	647	(6.0%)
Casino Woodbine Revenues	(19,167)	(27,900)	(26,791)	(27,900)	(1,109)	4.1%		(27,900)	(1,109)	4.1%
Gaming & Registry Revenues	(4,240)	(2,541)	(2,541)	(2,716)	(175)	6.9%		(2,716)	(175)	6.9%
Municipal Accommodation Tax (MAT)	(26,376)	(28,190)	(28,190)	(31,545)	(3,355)	11.9%		(31,545)	(3,355)	11.9%
<b>Non-Program Revenues</b>	<b>(1,420,158)</b>	<b>(1,426,702)</b>	<b>(1,528,336)</b>	<b>(1,482,377)</b>	<b>45,960</b>	<b>(3.0%)</b>		<b>(1,482,377)</b>	<b>45,960</b>	<b>(3.0%)</b>
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>(131,373)</b>	<b>(96,820)</b>	<b>(251,724)</b>	<b>(170,181)</b>	<b>81,543</b>	<b>(32.4%)</b>		<b>(170,181)</b>	<b>81,543</b>	<b>(32.4%)</b>
<b>TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE</b>	<b>4,041,444</b>	<b>4,312,970</b>	<b>4,096,805</b>	<b>4,379,469</b>	<b>282,664</b>	<b>6.9%</b>	<b>44,998</b>	<b>4,424,468</b>	<b>327,662</b>	<b>8.0%</b>
Less 2019 Approved Tax Levy				(4,312,970)				(4,312,970)		
Less Assessment Growth				(48,067)				(48,067)		
Less 2% Residential Property Tax Rate Increase				(63,431)				(63,431)		
<b>TOTAL LEVY OPERATING BUDGET GAP</b>				<b>(44,998)</b>			<b>44,998</b>	<b>0</b>		
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699				40,699		
City Building Fund (CBF)	28,678	43,887	43,887	91,461	47,574	108.4%		91,461	47,574	108.4%
<b>TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY</b>	<b>4,110,821</b>	<b>4,397,556</b>	<b>4,181,392</b>	<b>4,511,629</b>	<b>330,238</b>	<b>7.9%</b>	<b>44,998</b>	<b>4,556,628</b>	<b>375,236</b>	<b>9.0%</b>
<b>NON LEVY OPERATION</b>										
Solid Waste Management Services	(16,063)	(19,576)	(21,117)	(18,800)	2,317	(11.0%)		(18,800)	2,317	(11.0%)
Toronto Parking Authority	(66,974)	(66,538)	(68,963)	(70,100)	(1,137)	1.6%		(70,100)	(1,137)	1.6%
Toronto Water	(907,013)	(866,991)	(896,560)	(921,318)	(24,758)	2.8%	108	(921,210)	(24,650)	2.7%
<b>TOTAL NON LEVY OPERATING BUDGET</b>	<b>(990,050)</b>	<b>(953,105)</b>	<b>(986,641)</b>	<b>(1,010,218)</b>	<b>(23,578)</b>	<b>2.4%</b>	<b>108</b>	<b>(1,010,110)</b>	<b>(23,470)</b>	<b>2.4%</b>

\*Figures restated based on new IDC/IDR Methodology and Q3 Variance

\*\* Changes based on Budget to Projection comparison and not Budget to Budget as in prior years

(In \$000's)	2019 Approved Complement	2020 Base Complement	Change from 2019 Approved Complement		2020 New / Enh. Positions	2020 Complement Request	Change from 2019 Approved Complement	
			\$ Incr / (Dcr)	%			\$ Incr / (Dcr)	%
<b>Community and Social Services</b>								
Housing Secretariat	28	28	0	0.0%		28	0	0.0%
Children's Services	1,113	1,080	(33)	(3.0%)		1,080	(33)	(3.0%)
Court Services	241	253	12	5.1%		253	12	5.1%
Economic Development & Culture	307	313	7	2.2%	3	316	10	3.2%
Toronto Paramedic Services	1,520	1,530	10	0.7%	71	1,601	81	5.3%
Seniors Services and Long-Term Care	2,427	2,429	2	0.1%	6	2,435	9	0.4%
Parks, Forestry & Recreation	4,527	4,570	42	0.9%	41	4,611	83	1.8%
Shelter, Support & Housing Administration	935	958	22	2.4%	10	968	32	3.4%
Social Development, Finance & Administration	181	164	(17)	(9.4%)	6	170	(11)	(6.1%)
Toronto Employment & Social Services	1,907	1,876	(32)	(1.7%)		1,876	(32)	(1.7%)
<b>Sub-Total Community and Social Services</b>	<b>13,186</b>	<b>13,200</b>	<b>14</b>	<b>0.1%</b>	<b>137</b>	<b>13,338</b>	<b>152</b>	<b>1.2%</b>
<b>Infrastructure and Development Services</b>								
City Planning	439	437	(2)	(0.5%)	13	450	11	2.5%
Fire Services	3,212	3,191	(21)	(0.7%)	1	3,192	(20)	(0.6%)
Office of Emergency Management	21	21				21		
Municipal Licensing & Standards	534	533	(1)	(0.0%)		533	(1)	(0.0%)
Policy, Planning, Finance & Administration	166	170	4	2.4%		170	4	2.4%
Transit Expansion	32	59	27	84.4%		59	27	84.4%
Engineering & Construction Services	600	617	17	2.8%		617	17	2.8%
Toronto Building	472	472	(0)	(0.0%)	5	477	5	1.1%
Transportation Services	1,201	1,287	86	7.2%	9	1,296	95	7.9%
<b>Sub-Total Infrastructure and Development Services</b>	<b>6,677</b>	<b>6,788</b>	<b>111</b>	<b>1.7%</b>	<b>28</b>	<b>6,816</b>	<b>139</b>	<b>2.1%</b>
<b>Corporate Services</b>								
Corporate Real Estate Management	995	992	(3)	(0.3%)	39	1,031	37	3.7%
Environment & Energy	84	84			18	102	18	21.5%
Fleet Services	190	202	12	6.3%	2	204	14	7.4%
Information & Technology	854	830	(24)	(2.8%)		830	(24)	(2.8%)
311 Toronto	183	183	0	0.0%		183	0	0.0%
<b>Sub-Total Internal Corporate Services</b>	<b>2,305</b>	<b>2,291</b>	<b>(14)</b>	<b>(0.6%)</b>	<b>59</b>	<b>2,350</b>	<b>45</b>	<b>1.9%</b>
<b>Finance and Treasury Services</b>								
Office of the Chief Financial Officer	148	130	(18)	(12.2%)		130	(18)	(12.2%)
Office of the Controller	677	675	(2)	(0.3%)		675	(2)	(0.3%)
<b>Sub-Total Finance and Treasury Services</b>	<b>825</b>	<b>805</b>	<b>(20)</b>	<b>(2.4%)</b>		<b>805</b>	<b>(20)</b>	<b>(2.4%)</b>
<b>City Manager</b>								
City Manager's Office	444	463	19	4.3%	3	466	22	5.0%
<b>Sub-Total City Manager</b>	<b>444</b>	<b>463</b>	<b>19</b>	<b>4.3%</b>	<b>3</b>	<b>466</b>	<b>22</b>	<b>5.0%</b>
<b>Other City Programs</b>								
City Clerk's Office	383	376	(7)	(1.7%)		376	(7)	(1.7%)
Legal Services	389	387	(2)	(0.4%)	13	400	12	3.0%
Mayor's Office	1	1				1		
City Council	25	25				25		
<b>Sub-Total Other City Programs</b>	<b>797</b>	<b>789</b>	<b>(8)</b>	<b>(1.0%)</b>	<b>13</b>	<b>802</b>	<b>5</b>	<b>0.6%</b>
<b>Accountability Offices</b>								
Auditor General's Office	36	36				36		
Integrity Commissioner's Office	3	3				3		
Office of the Lobbyist Registrar	8	8			2	10	2	24.2%
Office of the Ombudsman	12	12			2	14	2	16.7%
<b>Sub-Total Accountability Offices</b>	<b>59</b>	<b>59</b>			<b>4</b>	<b>63</b>	<b>4</b>	<b>6.8%</b>
<b>TOTAL - CITY OPERATIONS</b>	<b>24,294</b>	<b>24,396</b>	<b>102</b>	<b>0.4%</b>	<b>244</b>	<b>24,640</b>	<b>346</b>	<b>1.4%</b>
<b>Agencies</b>								
Toronto Public Health	1,932	1,860	(72)	(3.7%)	61	1,921	(11)	(0.6%)
Toronto Public Library	1,732	1,738	6	0.3%	5	1,743	11	0.6%
Association of Community Centres	81	81				81		
Exhibition Place	356	357	1	0.3%		357	1	0.3%
Heritage Toronto	8	10	1	12.4%		10	1	12.4%
To Live	223	240	18	7.9%		240	18	7.9%
Toronto Zoo	397	399	2	0.6%		399	2	0.6%
Arena Boards of Management	66	66	0	0.7%		66	0	0.7%
Yonge-Dundas Square	8	8				8		
CreateTO	60	64	4	6.7%		64	4	6.7%
Toronto & Region Conservation Authority				n/a				n/a
Toronto Transit Commission - Conventional	15,314	15,486	172	1.1%	58	15,544	230	1.5%
Toronto Transit Commission - Wheel Trans	637	623	(14)	(2.2%)		623	(14)	(2.2%)
Toronto Police Service	7,881	7,881				7,881		
Toronto Police Services Board	8	8				8		
Toronto Community Housing Corporation Subsidy								
<b>TOTAL - AGENCIES</b>	<b>28,702</b>	<b>28,820</b>	<b>118</b>	<b>0.4%</b>	<b>124</b>	<b>28,944</b>	<b>242</b>	<b>0.8%</b>
<b>TOTAL - CITY OPERATIONS AND AGENCIES</b>	<b>52,996</b>	<b>53,216</b>	<b>220</b>	<b>0.4%</b>	<b>368</b>	<b>53,585</b>	<b>588</b>	<b>1.1%</b>
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>401</b>	<b>397</b>	<b>(4)</b>	<b>(1.0%)</b>		<b>397</b>	<b>(4)</b>	<b>(1.0%)</b>
<b>TOTAL LEVY OPERATING BUDGET</b>	<b>53,397</b>	<b>53,613</b>	<b>216</b>	<b>0.4%</b>	<b>368</b>	<b>53,982</b>	<b>584</b>	<b>1.1%</b>
<b>NON LEVY OPERATION</b>								
Solid Waste Management Services	1,123	1,126	3	0.3%	2	1,128	5	0.5%
Toronto Parking Authority	329	327	(2)	(0.6%)		327	(2)	(0.6%)
Toronto Water	1,806	1,816	11	0.6%	4	1,820	15	0.8%
<b>TOTAL NON LEVY OPERATING BUDGET</b>	<b>3,257</b>	<b>3,269</b>	<b>12</b>	<b>0.4%</b>	<b>6</b>	<b>3,275</b>	<b>18</b>	<b>0.6%</b>

**City of Toronto**  
**2020 Staff Recommended Operating Budget**  
**New & Enhanced Business Cases**

**By Category**

In \$ Thousands	2020			2021			2022		
	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
<b>Poverty Reduction</b>									
<b>City Manager's Office</b>									
Creating an Intersectional Gender Equity Strategy & Unit	218.2	218.2	2.0	125.3	125.3		9.6	9.6	
<b>City Manager's Office Total</b>	<b>218.2</b>	<b>218.2</b>	<b>2.0</b>	<b>125.3</b>	<b>125.3</b>		<b>9.6</b>	<b>9.6</b>	
<b>Housing Secretariat</b>									
2020 Consultant Expenditures for HousingTO 2020-2030	450.0			(450.0)					
<b>Housing Secretariat Total</b>	<b>450.0</b>			<b>(450.0)</b>					
<b>Parks, Forestry &amp; Recreation</b>									
"Swim to Survive" Recreation Program - Phase 5	159.6	159.6	4.0	(0.6)	(0.6)		(0.6)	(0.6)	
Community Recreation Growth Plan & Waitlist Mngmt - Phase 3	1,085.1	824.4	21.5						
Enhanced Youth Spaces - Add 10 New Spaces Over 3 Years	929.6	929.6	12.3	545.7	545.7	8.5	582.3	582.3	8.5
<b>Parks, Forestry &amp; Recreation Total</b>	<b>2,174.3</b>	<b>1,913.6</b>	<b>37.9</b>	<b>545.1</b>	<b>545.1</b>	<b>8.5</b>	<b>581.7</b>	<b>581.7</b>	<b>8.5</b>
<b>Seniors Services and Long-Term Care</b>									
Emotion-Centred Approach to Care	500.0	500.0	6.5	4,640.4	4,640.4	56.6	4,476.0	4,476.0	56.6
<b>Seniors Services and Long-Term Care Total</b>	<b>500.0</b>	<b>500.0</b>	<b>6.5</b>	<b>4,640.4</b>	<b>4,640.4</b>	<b>56.6</b>	<b>4,476.0</b>	<b>4,476.0</b>	<b>56.6</b>
<b>Shelter, Support &amp; Housing Administration</b>									
Add Street Outreach Workers as mandated by inquests' report	805.5	805.5	8.0	12.5	12.5		13.8	13.8	
Implementing the "Housing Now" Initiative	291.5		2.0	9.6			10.1		
<b>Shelter, Support &amp; Housing Administration Total</b>	<b>1,097.0</b>	<b>805.5</b>	<b>10.0</b>	<b>22.2</b>	<b>12.5</b>		<b>23.9</b>	<b>13.8</b>	
<b>Social Development, Finance &amp; Administration</b>									
Community Benefits Framework	83.6	83.6	1.0	67.0	67.0		5.0	5.0	
Transit Fare Equity Program - Phase 3 (Project Management)	500.0	500.0		22,744.0	22,744.0		7,748.0	7,748.0	
Urban Indigenous-Specific Poverty Reduction - Federal Funds	472.0			2,528.0					
<b>Social Development, Finance &amp; Administration Total</b>	<b>1,055.6</b>	<b>583.6</b>	<b>1.0</b>	<b>25,339.0</b>	<b>22,811.0</b>		<b>7,753.0</b>	<b>7,753.0</b>	
<b>Toronto Public Health</b>									
100% Provincially Funded Low Income Seniors Dental Care Pgm	9,075.6	(22.5)	61.0	(167.7)	(1.6)		(180.4)	(1.7)	
Creating Health Plus (CH+)	55.0	55.0							
<b>Toronto Public Health Total</b>	<b>9,130.6</b>	<b>32.5</b>	<b>61.0</b>	<b>(167.7)</b>	<b>(1.6)</b>		<b>(180.4)</b>	<b>(1.7)</b>	
<b>Toronto Public Library</b>									
2020 Sunday service enhancement	208.0	208.0		208.0	208.0				
Two additional Youth Hub locations	461.0	461.0	4.0	10.0	10.0				
<b>Toronto Public Library Total</b>	<b>669.0</b>	<b>669.0</b>	<b>4.0</b>	<b>218.0</b>	<b>218.0</b>				
<b>Poverty Reduction Total</b>	<b>15,294.8</b>	<b>4,722.4</b>	<b>122.4</b>	<b>30,272.2</b>	<b>28,350.6</b>	<b>65.1</b>	<b>12,663.8</b>	<b>12,832.4</b>	<b>65.1</b>
<b>Climate</b>									
<b>Environment &amp; Energy</b>									
2019.MM10.3 Accel. TransformTO Climate Action Inc.Green Will	1,210.4	1,210.4	5.0	341.4	341.4		22.9	22.9	
2019.MM10.3 Develop the Plan to achieve Net-Zero before 2050	1,079.0	254.0	4.0	(544.6)	280.4		18.3	18.3	
2019.MM10.3 Implement Climate Components-Resilience Strategy	650.4	650.4	4.0	276.2	276.2		18.1	18.1	
TransformTO	802.2	730.9	5.0	301.5	222.3		21.8	16.8	
<b>Environment &amp; Energy Total</b>	<b>3,742.1</b>	<b>2,845.7</b>	<b>18.0</b>	<b>374.6</b>	<b>1,120.4</b>		<b>81.2</b>	<b>76.1</b>	
<b>Parks, Forestry &amp; Recreation</b>									
UF - Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy	1,971.0						(1,971.0)		
UF - Tree Maintenance and By-Law Oversight Improvements	225.0	225.0	3.0	715.0	715.0	10.0	464.1	464.1	8.0
<b>Parks, Forestry &amp; Recreation Total</b>	<b>2,196.0</b>	<b>225.0</b>	<b>3.0</b>	<b>715.0</b>	<b>715.0</b>	<b>10.0</b>	<b>(1,506.9)</b>	<b>464.1</b>	<b>8.0</b>
<b>Climate Total</b>	<b>5,938.1</b>	<b>3,070.7</b>	<b>21.0</b>	<b>1,089.6</b>	<b>1,835.4</b>	<b>10.0</b>	<b>(1,425.7)</b>	<b>540.2</b>	<b>8.0</b>
<b>Safety and Security</b>									
<b>Corporate Real Estate Management</b>									
2018AU13.11 - Fire Life Safety Program Enhancements	3,666.5	2,869.8	39.0	1,910.2	1,910.2		141.6	141.6	
<b>Corporate Real Estate Management Total</b>	<b>3,666.5</b>	<b>2,869.8</b>	<b>39.0</b>	<b>1,910.2</b>	<b>1,910.2</b>		<b>141.6</b>	<b>141.6</b>	
<b>Fire Services</b>									
TFS Communications Quality Assurance/Improvement Program	89.6	89.6	1.0	71.5	71.5		5.3	5.3	
Value-Based Operations Staffing Pilot Program	2,256.6	2,256.6					(2,256.6)	(2,256.6)	
<b>Fire Services Total</b>	<b>2,346.2</b>	<b>2,346.2</b>	<b>1.0</b>	<b>71.5</b>	<b>71.5</b>		<b>(2,251.3)</b>	<b>(2,251.3)</b>	
<b>Information &amp; Technology</b>									
AU5.10.1 Cyber Security Action Plan	740.0	740.0		1,614.0	1,614.0		1,324.0	1,324.0	
<b>Information &amp; Technology Total</b>	<b>740.0</b>	<b>740.0</b>		<b>1,614.0</b>	<b>1,614.0</b>		<b>1,324.0</b>	<b>1,324.0</b>	
<b>Legal Services</b>									
Municipal Law Support for Vision Zero 2.0	209.9	209.9	1.0	6.5	6.5		6.8	6.8	
Prosecution Support for Court Services - ASE	817.5	817.5	8.0	243.3	243.3		39.4	39.4	
<b>Legal Services Total</b>	<b>1,027.4</b>	<b>1,027.4</b>	<b>9.0</b>	<b>249.8</b>	<b>249.8</b>		<b>46.2</b>	<b>46.2</b>	
<b>Social Development, Finance &amp; Administration</b>									
Community Safety & Well-Being Plan	207.2		2.0	(84.3)	122.8	(2.0)	(122.8)	(122.8)	
Crisis Response Expansion - Federal Funds	275.0		1.0	57.3			7.6		
Downtown East 5-Year Action Plan	1,351.3	1,351.3							
TO WARDS Peace - Federal Funds	1,200.9			15.9			16.8		
<b>Social Development, Finance &amp; Administration Total</b>	<b>3,034.4</b>	<b>1,351.3</b>	<b>3.0</b>	<b>(11.1)</b>	<b>122.8</b>	<b>(2.0)</b>	<b>(98.4)</b>	<b>(122.8)</b>	
<b>Toronto Paramedic Services</b>									
2018 AU13.11 Fire Life Safety Adjustment	99.5	99.5							
Additional Staff Resources to Address Increased Call Demand	3,455.6	1,727.8	70.0	6,507.2	6,507.2		27.4	(3,226.2)	
<b>Toronto Paramedic Services Total</b>	<b>3,555.1</b>	<b>1,827.3</b>	<b>70.0</b>	<b>6,507.2</b>	<b>6,507.2</b>		<b>27.4</b>	<b>(3,226.2)</b>	
<b>Transportation Services</b>									
Red Light Camera Expansion	2,102.8	2,102.8	9.0	393.4	393.4		62.7	62.7	
<b>Transportation Services Total</b>	<b>2,102.8</b>	<b>2,102.8</b>	<b>9.0</b>	<b>393.4</b>	<b>393.4</b>		<b>62.7</b>	<b>62.7</b>	
<b>Toronto Police Service</b>									

**City of Toronto**  
**2020 Staff Recommended Operating Budget**  
**New & Enhanced Business Cases**

**By Category**

In \$ Thousands	2020			2021			2022		
	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Adding Officers: PRU, NCO, Vizion Zero	8,800.0	7,800.0		6,600.0	6,600.0			1,000.0	
Body Worn Cameras	2,500.0	2,500.0		2,500.0	2,500.0				
<b>Toronto Police Service Total</b>	<b>11,300.0</b>	<b>10,300.0</b>		<b>9,100.0</b>	<b>9,100.0</b>				<b>1,000.0</b>
<b>Safety and Security Total</b>	<b>27,772.4</b>	<b>22,564.8</b>	<b>131.0</b>	<b>19,835.0</b>	<b>19,968.9</b>	<b>(2.0)</b>	<b>(747.8)</b>	<b>(3,025.8)</b>	
<b>Transit</b>									
<b>Toronto Transit Commission - Conventional</b>									
5 year fare policy review and 10 year collection strategy	1,000.0	1,000.0		(1,000.0)	(1,000.0)				
Anti- Racism Initiative (Ombudsman recommendation)	1,786.2	1,786.2	4.0	471.2	471.2	3.0			
Business Transformation	1,569.0	1,569.0	4.0	(1,569.0)	(1,569.0)	(4.0)			
Eglinton LRT Operations start-up	190.1	190.1	7.0						
Increase Service Reliability	3,655.0	3,655.0	36.0	1,261.0	1,261.0				
TEO Independent Complaints	1,077.3	1,077.3	7.0	325.0	325.0	1.0			
<b>Toronto Transit Commission - Conventional Total</b>	<b>9,277.6</b>	<b>9,277.6</b>	<b>58.0</b>	<b>(511.8)</b>	<b>(511.8)</b>				
<b>Toronto Transit Commission - Wheel Trans</b>									
Reduce Call Wait Times and Abandoned Calls	230.0	230.0							
<b>Toronto Transit Commission - Wheel Trans Total</b>	<b>230.0</b>	<b>230.0</b>							
<b>Transit Total</b>	<b>9,507.6</b>	<b>9,507.6</b>	<b>58.0</b>	<b>(511.8)</b>	<b>(511.8)</b>				
<b>Other</b>									
<b>City Clerk's Office</b>									
Court Services' New Information Production Requirements	163.7	163.7		50.9	50.9				
Civil Wedding Officiant & Wedding Chamber Rental Fee									
Commissioning of Oath (non-City business/non pension letter)									
Online Application for Marriage Licence Fee									
<b>City Clerk's Office Total</b>	<b>163.7</b>	<b>163.7</b>		<b>50.9</b>	<b>50.9</b>				
<b>City Manager's Office</b>									
Develop and deliver add'l Indigenous courses	100.0	100.0							
Implementation of Communications Review	312.4	312.4	1.0	9.2	9.2		9.5	9.5	
<b>City Manager's Office Total</b>	<b>412.4</b>	<b>412.4</b>	<b>1.0</b>	<b>9.2</b>	<b>9.2</b>		<b>9.5</b>	<b>9.5</b>	
<b>City Planning</b>									
CP- End-to-End Development Review	434.1		3.0	14.7			15.5		
CP- Growth Related Zoning Projects	182.8		2.0	59.1			9.7		
CP- Improve Heritage Research & Evaluation of Planning App	166.5		2.0	61.1			(227.6)		(2.0)
CP- Respond to Bill 108 Timelines& Streamline app intake pro	131.4		2.0	48.2			(179.6)		(2.0)
CP- Toronto Heritage Survey	349.3		4.0	135.6			18.7		
<b>City Planning Total</b>	<b>1,264.1</b>		<b>13.0</b>	<b>318.7</b>			<b>(363.3)</b>		<b>(4.0)</b>
<b>Economic Development &amp; Culture</b>									
Strategic Invest. Priorities in Culture & Year of Public Art	2,500.0	2,500.0	3.0	12.6	12.6		(155.7)	(155.7)	(2.0)
<b>Economic Development &amp; Culture Total</b>	<b>2,500.0</b>	<b>2,500.0</b>	<b>3.0</b>	<b>12.6</b>	<b>12.6</b>		<b>(155.7)</b>	<b>(155.7)</b>	<b>(2.0)</b>
<b>Fleet Services</b>									
New Positions (2) for Fleet Asset Management	130.0	130.0	2.0	109.8	109.8		8.9	8.9	
<b>Fleet Services Total</b>	<b>130.0</b>	<b>130.0</b>	<b>2.0</b>	<b>109.8</b>	<b>109.8</b>		<b>8.9</b>	<b>8.9</b>	
<b>Legal Services</b>									
Construction Act Adjudication Staff	271.3	271.3	2.0	103.1	103.1		12.0	12.0	
Enhancement of Legal Services for SWM	139.7		1.0	76.7			6.8		
Legal Support for Insurance Claims	74.7		1.0	60.0			4.6		
<b>Legal Services Total</b>	<b>485.7</b>	<b>271.3</b>	<b>4.0</b>	<b>239.9</b>	<b>103.1</b>		<b>23.4</b>	<b>12.0</b>	
<b>Office of the Lobbyist Registrar</b>									
Enhanced Education & Outreach Requirements	92.7	92.7	1.0	34.6	34.6		3.8	3.8	
Statutory Investigation & Legal Requirements	106.8	106.8	1.0	39.5	39.5		4.2	4.2	
<b>Office of the Lobbyist Registrar Total</b>	<b>199.4</b>	<b>199.4</b>	<b>2.0</b>	<b>74.1</b>	<b>74.1</b>		<b>8.0</b>	<b>8.0</b>	
<b>Office of the Ombudsman</b>									
Enh. to Intake, Complaints Analysis and Investigative Capaci	169.7	169.7	2.0	63.1	63.1		7.0	7.0	
<b>Office of the Ombudsman Total</b>	<b>169.7</b>	<b>169.7</b>	<b>2.0</b>	<b>63.1</b>	<b>63.1</b>		<b>7.0</b>	<b>7.0</b>	
<b>Social Development, Finance &amp; Administration</b>									
Action Plan to Confront Anti-Black Racism	155.4	155.4	2.0	124.6	124.6		9.5	9.5	
Regent Park Programming (Donation from Resident)	250.0			(250.0)					
<b>Social Development, Finance &amp; Administration Total</b>	<b>405.4</b>	<b>155.4</b>	<b>2.0</b>	<b>(125.4)</b>	<b>124.6</b>		<b>9.5</b>	<b>9.5</b>	
<b>Toronto Building</b>									
One Stream Preliminary Review Program	196.8		2.0	7.9			8.7		
Plumbing and HVAC Inspection Services Enhancements	179.9		2.0	35.5			26.0		
Toronto Building Records Management Centralization	836.4		1.0	(618.4)			22.2		
<b>Toronto Building Total</b>	<b>1,213.0</b>		<b>5.0</b>	<b>(575.0)</b>			<b>56.9</b>		
<b>Toronto Paramedic Services</b>									
Additional Temporary Commander for Multi-Function Station #2	156.0		1.0	5.1			5.3		
Operating impact of vehicles for Additional Resources	561.9	280.9		561.9	561.9		561.9	280.9	
<b>Toronto Paramedic Services Total</b>	<b>717.8</b>	<b>280.9</b>	<b>1.0</b>	<b>566.9</b>	<b>561.9</b>		<b>567.2</b>	<b>280.9</b>	
<b>Toronto Public Library</b>									
Digital Safety and Literacy programming	50.0	50.0	1.0	50.0	50.0				
<b>Toronto Public Library Total</b>	<b>50.0</b>	<b>50.0</b>	<b>1.0</b>	<b>50.0</b>	<b>50.0</b>				
<b>Toronto Police Service</b>									
Equity, Inclusion & Human Rights	400.0	400.0		200.0	200.0				
Leadership Training and Tuition Reimbursement	400.0	400.0							
<b>Toronto Police Service Total</b>	<b>800.0</b>	<b>800.0</b>		<b>200.0</b>	<b>200.0</b>				
<b>Other Total</b>	<b>8,511.4</b>	<b>5,132.9</b>	<b>36.0</b>	<b>994.9</b>	<b>1,359.3</b>		<b>171.5</b>	<b>180.2</b>	<b>(6.0)</b>
<b>Grand Total</b>	<b>67,024.3</b>	<b>44,998.4</b>	<b>368.4</b>	<b>51,680.0</b>	<b>51,002.5</b>	<b>73.1</b>	<b>10,661.8</b>	<b>10,527.0</b>	<b>67.1</b>

**City of Toronto**  
**2020 Staff Recommended Operating Budget**  
**New & Enhanced Business Cases**

# By Program

In \$ Thousands	2020			2021			2022		
	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
<b>Community and Social Services</b>									
<b>Economic Development &amp; Culture</b>									
Strategic Invest. Priorities in Culture & Year of Public Art	2,500.0	2,500.0	3.0	12.6	12.6		(155.7)	(155.7)	(2.0)
<b>Economic Development &amp; Culture Total</b>	<b>2,500.0</b>	<b>2,500.0</b>	<b>3.0</b>	<b>12.6</b>	<b>12.6</b>		<b>(155.7)</b>	<b>(155.7)</b>	<b>(2.0)</b>
<b>Housing Secretariat</b>									
2020 Consultant Expenditures for HousingTO 2020-2030	450.0			(450.0)					
<b>Housing Secretariat Total</b>	<b>450.0</b>			<b>(450.0)</b>					
<b>Parks, Forestry &amp; Recreation</b>									
"Swim to Survive" Recreation Program - Phase 5	159.6	159.6	4.0	(0.6)	(0.6)		(0.6)	(0.6)	
Community Recreation Growth Plan & Waitlist Mngmt - Phase 3	1,085.1	824.4	21.5						
Enhanced Youth Spaces - Add 10 New Spaces Over 3 Years	929.6	929.6	12.3	545.7	545.7	8.5	582.3	582.3	8.5
UF - Disaster Mitigation & Adaption Fund (DMAF) -Tree Canopy	1,971.0						(1,971.0)		
UF - Tree Maintenance and By-Law Oversight Improvements	225.0	225.0	3.0	715.0	715.0	10.0	464.1	464.1	8.0
<b>Parks, Forestry &amp; Recreation Total</b>	<b>4,370.3</b>	<b>2,138.6</b>	<b>40.9</b>	<b>1,260.1</b>	<b>1,260.1</b>	<b>18.5</b>	<b>(925.2)</b>	<b>1,045.8</b>	<b>16.5</b>
<b>Seniors Services and Long-Term Care</b>									
Emotion-Centred Approach to Care	500.0	500.0	6.5	4,640.4	4,640.4	56.6	4,476.0	4,476.0	56.6
<b>Seniors Services and Long-Term Care Total</b>	<b>500.0</b>	<b>500.0</b>	<b>6.5</b>	<b>4,640.4</b>	<b>4,640.4</b>	<b>56.6</b>	<b>4,476.0</b>	<b>4,476.0</b>	<b>56.6</b>
<b>Shelter, Support &amp; Housing Administration</b>									
Add Street Outreach Workers as mandated by inquests' report	805.5	805.5	8.0	12.5	12.5		13.8	13.8	
Implementing the "Housing Now" Initiative	291.5		2.0	9.6			10.1		
<b>Shelter, Support &amp; Housing Administration Total</b>	<b>1,097.0</b>	<b>805.5</b>	<b>10.0</b>	<b>22.2</b>	<b>12.5</b>		<b>23.9</b>	<b>13.8</b>	
<b>Social Development, Finance &amp; Administration</b>									
Action Plan to Confront Anti-Black Racism	155.4	155.4	2.0	124.6	124.6		9.5	9.5	
Community Benefits Framework	83.6	83.6	1.0	67.0	67.0		5.0	5.0	
Community Safety & Well-Being Plan	207.2		2.0	(84.3)	122.8	(2.0)	(122.8)	(122.8)	
Crisis Response Expansion - Federal Funds	275.0		1.0	57.3			7.6		
Downtown East 5-Year Action Plan	1,351.3	1,351.3							
Regent Park Programming (Donation from Resident)	250.0			(250.0)					
TO WARDS Peace - Federal Funds	1,200.9			15.9			16.8		
Transit Fare Equity Program - Phase 3 (Project Management)	500.0	500.0		22,744.0	22,744.0		7,748.0	7,748.0	
Urban Indigenous-Specific Poverty Reduction - Federal Funds	472.0			2,528.0					
<b>Social Development, Finance &amp; Administration Total</b>	<b>4,495.4</b>	<b>2,090.3</b>	<b>6.0</b>	<b>25,202.5</b>	<b>23,058.4</b>	<b>(2.0)</b>	<b>7,664.1</b>	<b>7,639.8</b>	
<b>Toronto Paramedic Services</b>									
2018 AU13.11 Fire Life Safety Adjustment	99.5	99.5							
Additional Staff Resources to Address Increased Call Demand	3,455.6	1,727.8	70.0	6,507.2	6,507.2		27.4	(3,226.2)	
Additional Temporary Commander for Multi-Function Station #2	156.0		1.0	5.1			5.3		
Operating impact of vehicles for Additional Resources	561.9	280.9		561.9	561.9		561.9	280.9	
<b>Toronto Paramedic Services Total</b>	<b>4,273.0</b>	<b>2,108.2</b>	<b>71.0</b>	<b>7,074.2</b>	<b>7,069.1</b>		<b>594.6</b>	<b>(2,945.3)</b>	
<b>Community and Social Services Total</b>	<b>17,685.6</b>	<b>10,142.6</b>	<b>137.4</b>	<b>37,761.9</b>	<b>36,053.1</b>	<b>73.1</b>	<b>11,677.7</b>	<b>10,074.4</b>	<b>71.1</b>
<b>Infrastructure and Development Services</b>									
<b>City Planning</b>									
CP- End-to-End Development Review	434.1		3.0	14.7			15.5		
CP- Growth Related Zoning Projects	182.8		2.0	59.1			9.7		
CP- Improve Heritage Research & Evaluation of Planning App	166.5		2.0	61.1			(227.6)		(2.0)
CP- Respond to Bill 108 Timelines & Streamline app intake pro	131.4		2.0	48.2			(179.6)		(2.0)
CP- Toronto Heritage Survey	349.3		4.0	135.6			18.7		
<b>City Planning Total</b>	<b>1,264.1</b>		<b>13.0</b>	<b>318.7</b>			<b>(363.3)</b>		<b>(4.0)</b>
<b>Fire Services</b>									
TFS Communications Quality Assurance/Improvement Program	89.6	89.6	1.0	71.5	71.5		5.3	5.3	
Value-Based Operations Staffing Pilot Program	2,256.6	2,256.6					(2,256.6)	(2,256.6)	
<b>Fire Services Total</b>	<b>2,346.2</b>	<b>2,346.2</b>	<b>1.0</b>	<b>71.5</b>	<b>71.5</b>		<b>(2,251.3)</b>	<b>(2,251.3)</b>	
<b>Toronto Building</b>									
One Stream Preliminary Review Program	196.8		2.0	7.9			8.7		
Plumbing and HVAC Inspection Services Enhancements	179.9		2.0	35.5			26.0		
Toronto Building Records Management Centralization	836.4		1.0	(618.4)			22.2	0.0	
<b>Toronto Building Total</b>	<b>1,213.0</b>		<b>5.0</b>	<b>(575.0)</b>			<b>56.9</b>	<b>0.0</b>	
<b>Transportation Services</b>									
Red Light Camera Expansion	2,102.8	2,102.8	9.0	393.4	393.4		62.7	62.7	
<b>Transportation Services Total</b>	<b>2,102.8</b>	<b>2,102.8</b>	<b>9.0</b>	<b>393.4</b>	<b>393.4</b>		<b>62.7</b>	<b>62.7</b>	
<b>Infrastructure and Development Services Total</b>	<b>6,926.2</b>	<b>4,449.0</b>	<b>28.0</b>	<b>208.7</b>	<b>464.9</b>		<b>(2,494.9)</b>	<b>(2,188.6)</b>	<b>(4.0)</b>
<b>Corporate Services</b>									
<b>Corporate Real Estate Management</b>									
2018AU13.11 - Fire Life Safety Program Enhancements	3,666.5	2,869.8	39.0	1,910.2	1,910.2		141.6	141.6	
<b>Corporate Real Estate Management Total</b>	<b>3,666.5</b>	<b>2,869.8</b>	<b>39.0</b>	<b>1,910.2</b>	<b>1,910.2</b>		<b>141.6</b>	<b>141.6</b>	
<b>Environment &amp; Energy</b>									
2019.MM10.3 Accel. TransformTO Climate Action Inc.Green Will	1,210.4	1,210.4	5.0	341.4	341.4		22.9	22.9	
2019.MM10.3 Develop the Plan to achieve Net-Zero before 2050	1,079.0	254.0	4.0	(544.6)	280.4		18.3	18.3	
2019.MM10.3 Implement Climate Components-Resilience Strategy	650.4	650.4	4.0	276.2	276.2		18.1	18.1	
TransformTO	802.2	730.9	5.0	301.5	222.3		21.8	16.8	
<b>Environment &amp; Energy Total</b>	<b>3,742.1</b>	<b>2,845.7</b>	<b>18.0</b>	<b>374.6</b>	<b>1,120.4</b>		<b>81.2</b>	<b>76.1</b>	
<b>Fleet Services</b>									
New Positions (2) for Fleet Asset Management	130.0	130.0	2.0	109.8	109.8		8.9	8.9	
<b>Fleet Services Total</b>	<b>130.0</b>	<b>130.0</b>	<b>2.0</b>	<b>109.8</b>	<b>109.8</b>		<b>8.9</b>	<b>8.9</b>	
<b>Information &amp; Technology</b>									
AU5.10.1 Cyber Security Action Plan	740.0	740.0		1,614.0	1,614.0		1,324.0	1,324.0	
<b>Information &amp; Technology Total</b>	<b>740.0</b>	<b>740.0</b>		<b>1,614.0</b>	<b>1,614.0</b>		<b>1,324.0</b>	<b>1,324.0</b>	
<b>Corporate Services Total</b>	<b>8,278.7</b>	<b>6,585.5</b>	<b>59.0</b>	<b>4,008.6</b>	<b>4,754.4</b>		<b>1,555.7</b>	<b>1,550.7</b>	
<b>City Manager</b>									

**City of Toronto**  
**2020 Staff Recommended Operating Budget**  
**New & Enhanced Business Cases**

**By Program**

In \$ Thousands	2020			2021			2022		
	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
<b>City Manager's Office</b>									
Creating an Intersectional Gender Equity Strategy & Unit	218.2	218.2	2.0	125.3	125.3		9.6	9.6	
Develop and deliver add'l Indigenous courses	100.0	100.0							
Implementation of Communications Review	312.4	312.4	1.0	9.2	9.2		9.5	9.5	
<b>City Manager's Office Total</b>	<b>630.6</b>	<b>630.6</b>	<b>3.0</b>	<b>134.4</b>	<b>134.4</b>		<b>19.1</b>	<b>19.1</b>	
<b>City Manager Total</b>	<b>630.6</b>	<b>630.6</b>	<b>3.0</b>	<b>134.4</b>	<b>134.4</b>		<b>19.1</b>	<b>19.1</b>	
<b>Other City Programs</b>									
<b>City Clerk's Office</b>									
Court Services' New Information Production Requirements	163.7	163.7		50.9	50.9				
Civil Wedding Officiant & Wedding Chamber Rental Fee									
Commissioning of Oath (non-City business/non pension letter)									
Online Application for Marriage Licence Fee									
<b>City Clerk's Office Total</b>	<b>163.7</b>	<b>163.7</b>		<b>50.9</b>	<b>50.9</b>				
<b>Legal Services</b>									
Construction Act Adjudication Staff	271.3	271.3	2.0	103.1	103.1		12.0	12.0	
Enhancement of Legal Services for SWM	139.7		1.0	76.7			6.8		
Legal Support for Insurance Claims	74.7		1.0	60.0			4.6		
Municipal Law Support for Vision Zero 2.0	209.9	209.9	1.0	6.5	6.5		6.8	6.8	
Prosecution Support for Court Services - ASE	817.5	817.5	8.0	243.3	243.3		39.4	39.4	
<b>Legal Services Total</b>	<b>1,513.1</b>	<b>1,298.7</b>	<b>13.0</b>	<b>489.6</b>	<b>352.9</b>		<b>69.6</b>	<b>58.2</b>	
<b>Other City Programs Total</b>	<b>1,676.8</b>	<b>1,462.4</b>	<b>13.0</b>	<b>540.6</b>	<b>403.8</b>		<b>69.6</b>	<b>58.2</b>	
<b>Accountability Offices</b>									
<b>Office of the Lobbyist Registrar</b>									
Enhanced Education & Outreach Requirements	92.7	92.7	1.0	34.6	34.6		3.8	3.8	
Statutory Investigation & Legal Requirements	106.8	106.8	1.0	39.5	39.5		4.2	4.2	
<b>Office of the Lobbyist Registrar Total</b>	<b>199.4</b>	<b>199.4</b>	<b>2.0</b>	<b>74.1</b>	<b>74.1</b>		<b>8.0</b>	<b>8.0</b>	
<b>Office of the Ombudsman</b>									
Enh. to Intake, Complaints Analysis and Investigative Capaci	169.7	169.7	2.0	63.1	63.1		7.0	7.0	
<b>Office of the Ombudsman Total</b>	<b>169.7</b>	<b>169.7</b>	<b>2.0</b>	<b>63.1</b>	<b>63.1</b>		<b>7.0</b>	<b>7.0</b>	
<b>Accountability Offices Total</b>	<b>369.2</b>	<b>369.2</b>	<b>4.0</b>	<b>137.3</b>	<b>137.3</b>		<b>15.0</b>	<b>15.0</b>	
<b>Agencies</b>									
<b>Toronto Police Service</b>									
Adding Officers: PRU, NCO, Vizion Zero	8,800.0	7,800.0		6,600.0	6,600.0			1,000.0	
Body Worn Cameras	2,500.0	2,500.0		2,500.0	2,500.0				
Equity, Inclusion & Human Rights	400.0	400.0		200.0	200.0				
Leadership Training and Tuition Reimbursement	400.0	400.0							
<b>Toronto Police Service Total</b>	<b>12,100.0</b>	<b>11,100.0</b>		<b>9,300.0</b>	<b>9,300.0</b>			<b>1,000.0</b>	
<b>Toronto Public Health</b>									
100% Provincially Funded Low Income Seniors Dental Care Pgm	9,075.6	(22.5)	61.0	(167.7)	(1.6)		(180.4)	(1.7)	
Creating Health Plus (CH+)	55.0	55.0							
<b>Toronto Public Health Total</b>	<b>9,130.6</b>	<b>32.5</b>	<b>61.0</b>	<b>(167.7)</b>	<b>(1.6)</b>		<b>(180.4)</b>	<b>(1.7)</b>	
<b>Toronto Public Library</b>									
2020 Sunday service enhancement	208.0	208.0		208.0	208.0				
Digital Safety and Literacy programming	50.0	50.0	1.0	50.0	50.0				
Two additional Youth Hub locations	461.0	461.0	4.0	10.0	10.0				
<b>Toronto Public Library Total</b>	<b>719.0</b>	<b>719.0</b>	<b>5.0</b>	<b>268.0</b>	<b>268.0</b>				
<b>Toronto Transit Commission - Conventional</b>									
5 year fare policy review and 10 year collection strategy	1,000.0	1,000.0		(1,000.0)	(1,000.0)				
Anti- Racism Initiative (Ombudsman recommendation)	1,786.2	1,786.2	4.0	471.2	471.2	3.0			
Business Transformation	1,569.0	1,569.0	4.0	(1,569.0)	(1,569.0)	(4.0)			
Eglinton LRT Operations start-up	190.1	190.1	7.0						
Increase Service Reliability	3,655.0	3,655.0	36.0	1,261.0	1,261.0				
TEO Independent Complaints	1,077.3	1,077.3	7.0	325.0	325.0	1.0			
<b>Toronto Transit Commission - Conventional Total</b>	<b>9,277.6</b>	<b>9,277.6</b>	<b>58.0</b>	<b>(511.8)</b>	<b>(511.8)</b>				
<b>Toronto Transit Commission - Wheel Trans</b>									
Reduce Call Wait Times and Abandoned Calls	230.0	230.0							
<b>Toronto Transit Commission - Wheel Trans Total</b>	<b>230.0</b>	<b>230.0</b>							
<b>Agencies Total</b>	<b>31,457.2</b>	<b>21,359.1</b>	<b>124.0</b>	<b>8,888.5</b>	<b>9,054.6</b>		<b>(180.4)</b>	<b>998.3</b>	
<b>Grand Total</b>	<b>67,024.3</b>	<b>44,998.4</b>	<b>368.4</b>	<b>51,680.0</b>	<b>51,002.5</b>	<b>73.1</b>	<b>10,661.8</b>	<b>10,527.0</b>	<b>67.1</b>

**City of Toronto**  
**2020 Staff Recommended Operating Budget**  
**New & Enhanced Business Cases**

Not Include

In \$ Thousands	2020			2021			2022		
	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
<b>Corporate Real Estate Management</b>									
Office Optimization – Swing Space - Union Station East Wing	188.0	188.0		(161.7)	(161.7)		14.7	14.7	
<b>Corporate Real Estate Management Total</b>	<b>188.0</b>	<b>188.0</b>		<b>(161.7)</b>	<b>(161.7)</b>		<b>14.7</b>	<b>14.7</b>	
<b>Economic Development &amp; Culture</b>									
Distressed Retail Support	1,320.0	1,320.0		1,000.0	1,000.0		1,000.0	1,000.0	
Strategic Invest. Priorities in Culture & Year of Public Art	1,000.0	1,000.0							
<b>Economic Development &amp; Culture Total</b>	<b>2,320.0</b>	<b>2,320.0</b>		<b>1,000.0</b>	<b>1,000.0</b>		<b>1,000.0</b>	<b>1,000.0</b>	
<b>Fleet Services</b>									
Automated Vehicles Tactical Plan	129.2	129.2	2.0	72.1	72.1		8.4	8.4	
FleetShare Project Implementation	122.5	122.5	2.0	132.1	132.1		98.3	98.3	
<b>Fleet Services Total</b>	<b>251.7</b>	<b>251.7</b>	<b>4.0</b>	<b>204.2</b>	<b>204.2</b>		<b>106.6</b>	<b>106.6</b>	
<b>Housing Secretariat</b>									
2020 New/Enhanced-Toronto Housing Commissioner Office	60.0	60.0		(60.0)	(60.0)				
<b>Housing Secretariat Total</b>	<b>60.0</b>	<b>60.0</b>		<b>(60.0)</b>	<b>(60.0)</b>				
<b>Social Development, Finance &amp; Administration</b>									
Enhancing TSNS 2020	135.5	135.5	2.0	108.3	108.3		8.5	8.5	
Regent Park Social Development Plan (EC6.18)	635.1	635.1	1.0	3.6	3.6		3.8	3.8	
<b>Social Development, Finance &amp; Administration Total</b>	<b>770.6</b>	<b>770.6</b>	<b>3.0</b>	<b>111.9</b>	<b>111.9</b>		<b>12.3</b>	<b>12.3</b>	
<b>Toronto &amp; Region Conservation Authority</b>									
Tommy Thompson Park Shuttle Service	130.0	130.0							
<b>Toronto &amp; Region Conservation Authority Total</b>	<b>130.0</b>	<b>130.0</b>							
<b>Toronto Public Library</b>									
Open Hours Plan - Phase 1	2,231.3	2,231.3	40.9	3,346.9	3,346.9				
Open Hours Plan - Phase 2	2,894.2	2,894.2	56.2	4,340.9	4,340.9				
Community Librarians Outreach	223.0	223.0	4.0	223.0	223.0				
Seniors Strategy Digital Literacy Program	378.0	378.0	4.0	210.0	210.0				
<b>Toronto Public Library Total</b>	<b>5,726.5</b>	<b>5,726.5</b>	<b>105.1</b>	<b>8,120.7</b>	<b>8,120.7</b>				
<b>Transportation Services</b>									
Automated Vehicles Tactical Plan Implementation	249.8	149.8	4.0	275.6	210.6		18.1	18.1	
<b>Transportation Services Total</b>	<b>249.8</b>	<b>149.8</b>	<b>4.0</b>	<b>275.6</b>	<b>210.6</b>		<b>18.1</b>	<b>18.1</b>	
<b>Grand Total</b>	<b>9,696.7</b>	<b>9,596.7</b>	<b>116.1</b>	<b>9,490.6</b>	<b>9,425.6</b>		<b>1,151.7</b>	<b>1,151.7</b>	

Programs (in \$000s)	2019 Carry Forward to 2020 (Gross)	2020		2020-2024		2020-2029 (excl. cfwd)	
		Gross	Debt/CFC	Gross	Debt/CFC	Gross	Debt/CFC
<b>Community and Social Services</b>							
Children's Services	6,614	7,650	1,276	80,800	7,383	83,216	14,863
Economic Development and Culture	13,590	11,381	8,556	103,813	55,620	172,253	106,271
Parks, Forestry & Recreation	41,889	146,896	74,638	1,319,797	405,026	2,193,566	770,342
Seniors Services and Long-Term Care	3,925	16,777		208,163		277,245	
Shelter, Support & Housing Administration	46,603	57,672	48,375	723,141	710,390	692,674	683,121
Toronto Housing Corporation	109,311	160,000	160,000	924,511	831,300	1,615,200	1,600,000
Toronto Employment & Social Services	897	9,094	6,676	19,826	15,042	18,929	15,042
Toronto Paramedic Services	700	5,914	2,850	74,159	41,140	107,139	51,985
<b>Community and Social Services</b>	<b>223,529</b>	<b>415,384</b>	<b>302,371</b>	<b>3,454,210</b>	<b>2,065,901</b>	<b>5,160,222</b>	<b>3,241,624</b>
<b>Infrastructure and Development Services</b>							
City Planning	2,881	4,549	1,973	33,547	18,565	57,045	30,946
Fire Services	4,068	14,806	4,445	52,865	17,417	58,610	20,826
Transportation Services	92,152	374,974	281,992	2,576,671	1,724,807	4,938,171	3,982,666
Waterfront Revitalization Initiative	13,846	174,397	19,240	362,923	55,885	349,077	51,830
<b>Infrastructure and Development Services</b>	<b>112,947</b>	<b>568,726</b>	<b>307,650</b>	<b>3,026,006</b>	<b>1,816,674</b>	<b>5,402,903</b>	<b>4,086,268</b>
<b>Corporate Services</b>							
311 Toronto	270	4,401	4,401	11,508	11,508	20,757	20,757
Corporate Real Estate Management	105,775	200,389	65,672	972,913	686,005	1,220,136	959,467
Environment and Energy	4,080	39,610		92,163		145,583	
Fleet Services	3,767	54,135		358,520		787,696	
Information & Technology	14,790	49,317	30,819	198,165	86,914	296,625	76,349
<b>Corporate Services</b>	<b>128,682</b>	<b>347,852</b>	<b>100,892</b>	<b>1,633,270</b>	<b>784,427</b>	<b>2,470,797</b>	<b>1,056,573</b>
<b>Finance and Treasury Services</b>							
Financial Services	5,372	8,558	7,637	36,543	27,405	46,896	33,821
<b>Finance and Treasury Services</b>	<b>5,372</b>	<b>8,558</b>	<b>7,637</b>	<b>36,543</b>	<b>27,405</b>	<b>46,896</b>	<b>33,821</b>
<b>Other City Services</b>							
Accountability Offices	123			823	700	1,650	1,650
City Clerk's Office	725	3,200	1,195	15,290	7,715	31,260	15,795
Corporate Initiatives		9,626	2,826	16,191	6,591	1,541,191	68,591
<b>Other City Services</b>	<b>848</b>	<b>12,826</b>	<b>4,021</b>	<b>32,304</b>	<b>15,006</b>	<b>1,574,101</b>	<b>86,036</b>
<b>Total - City Operations</b>	<b>471,378</b>	<b>1,353,346</b>	<b>722,571</b>	<b>8,182,333</b>	<b>4,709,413</b>	<b>14,654,919</b>	<b>8,504,322</b>
<b>Agencies</b>							
Exhibition Place	1,530	11,465	11,355	66,360	63,801	142,685	136,385
TO Live	5,840	14,549	14,549	64,005	62,073	90,175	90,175
Toronto & Region Conservation Authority		24,825	10,406	103,941	28,766	211,323	53,766
Toronto Police Service	30,028	50,347	21,697	357,401	133,251	587,236	202,912
Toronto Public Health	781	2,676	2,676	22,116	21,335	29,835	29,835
Toronto Public Library	1,209	36,250	22,378	216,449	156,825	415,205	316,956
Toronto Zoo	8,851	8,053	8,053	80,774	68,687	108,176	99,613
Yonge-Dundas Square	50	35	35	85	85	35	35
<b>Agencies excl. TTC</b>	<b>48,289</b>	<b>148,200</b>	<b>91,149</b>	<b>911,131</b>	<b>534,823</b>	<b>1,584,670</b>	<b>929,677</b>
<b>Tax Supported before TTC</b>	<b>519,667</b>	<b>1,501,546</b>	<b>813,720</b>	<b>9,093,464</b>	<b>5,244,236</b>	<b>16,239,589</b>	<b>9,433,999</b>
<b>Toronto Transit Commission</b>							
Toronto Transit Commission	222,233	768,418	11,386	5,841,191	131,185	11,414,895	144,716
Scarborough Subway Extension		18,176		59,180		65,364	
Spadina Subway Extension		63,172	63,172	167,820	167,820	167,820	167,820
Transit Studies		5,100		53,937		53,937	
<b>Toronto Transit Commission</b>	<b>222,233</b>	<b>854,866</b>	<b>74,558</b>	<b>6,122,128</b>	<b>299,005</b>	<b>11,702,016</b>	<b>312,536</b>
<b>Tax Supported Programs</b>	<b>741,900</b>	<b>2,356,412</b>	<b>888,278</b>	<b>15,215,592</b>	<b>5,543,240</b>	<b>27,941,605</b>	<b>9,746,535</b>
<b>Rate Supported Programs</b>							
Solid Waste Management	21,931	59,403		413,061		746,180	
Toronto Parking Authority	29,112	36,852		242,317		326,105	
Toronto Water	41,544	1,176,293		7,623,164		14,446,007	
<b>Total Rate Supported Programs</b>	<b>92,587</b>	<b>1,272,548</b>		<b>8,278,542</b>		<b>15,518,292</b>	
<b>Total - All Programs</b>	<b>834,487</b>	<b>3,628,960</b>	<b>888,278</b>	<b>23,494,134</b>	<b>5,543,240</b>	<b>43,459,897</b>	<b>9,746,535</b>