

2020 Budget Notes

Office of the Controller

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 416-392-8393 or Marie.Barcellos@toronto.ca.

What we do

We provide a broad range of internal financial and employee services to City Programs, Agencies and Corporations and support the strategic priorities of council by delivering:

- Controllership
- Accounting Services
- Pension, Payroll & Employee Benefits
- Purchasing & Materials Management
- Revenue Services

The Office of the Controller divisions are all involved in transformation initiatives designed to create higher value service to our clients utilizing more sophisticated tools and skillsets than are currently used.

Why we do it

We provide effective financial and employee services to City Programs, Agencies and Corporations by establishing a robust internal control system with relevant processes and procedures to safeguard City assets; systematic and comprehensive recording of financial transactions, along with timely and accurate reporting of financial information; accurate and efficient pension, payroll and benefit services and procurement and materials management services that meet the needs of City divisions; and providing leadership in revenue billing and collection services.

Who we serve

- City & Agency Staff
- OMERS Boards & Committees
- Retired Staff
- Suppliers
- Property Owners
- Utility Account Holders
- Parking Ticket Recipient
- Legal Community

Beneficiaries

- Businesses
 - Residents
 - Provincial & Federal Governments
-

Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$39.9	\$40.5	\$40.8
Gross Expenditures	\$77.6	\$79.7	\$81.1
Net Expenditures	\$37.7	\$39.2	\$40.3
Approved Positions	675.0	675.0	675.0

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2020	2021-2029	Total
Please refer to Financial Services' 2020-2029 Capital Plan for details.			

Key service outcomes

Outcomes	Description
Provide payroll, employee benefits and pension services to employees and pensioners.	Efficiently and effectively provide services to over 35,000 City of Toronto employees and over 5,000 pensioners and manage the corporate Employee Benefits and Long Term Disability (LTD) program.
Provide strong accounting leadership, advice, research and training to divisions on accounting treatments that support enhanced reporting and analytics.	Move towards an Accounting Centre of Excellence focused on accounting advice, information management, deep analytics and reporting, strong internal controls, implementation of better tools and adequate resourcing with the right skills and technical abilities.
Provide purchasing and materials management services, at best value, in support of public programs.	Work with divisions to strategically manage large categories of spend on goods and services to identify ways to achieve benefits from advanced planning, market intelligence and spend analysis through strategically sourcing the goods and services required. Benefits would take the form of process efficiencies, cost avoidance or cost reduction in strategically sourced procurements.
Provide account administration, billing, collection and payment processing services.	Provide administration, billing and collection for 850,000 property tax accounts, 475,000 utility accounts and 2.2 million parking tickets annually. This includes issuing all billings, processing assessment appeals, refunds and rebates, providing collection of overdue accounts and providing customer service support.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of employees on-boarded to e-time during the year.	2,884	5,269	3,287	●
	Competitive Procurement Cycle Time.	115 days	115 days	110 days	●
	Percentage of electronic payments received compared to total payments processed – tax, utility, parking tickets.	91.8%	92.1%	93%	●

Our experience and success

- Successful launch of category management and strategic sourcing demonstrated from the following strategic sourcing events to date – watermain replacement resulting in benefits of \$2.5M and a 3 year contract, reducing the amount of future procurements; purchases of bulk fuel for the City, TTC & Toronto Police with benefits (combination of anticipated cost reduction and cost avoidance) of \$1.5M for the City and \$9.9M for the other Agencies combined.
- Revenue Services introduced a new relief program for low-income seniors and low-income disabled persons to reduce the Solid Waste portion of homeowners' utility bills, and, in consultation with Ombudsman Toronto, made amendments to the eligibility criteria for low-income disabled persons to make it easier for homeowners to qualify for this relief.
- PPEB worked collaboratively with People & Equity division and City divisions and successfully implemented a new Human Resources System with Automated Onboarding.
- Accounting Services re-vamped the 2018 Annual Financial Report which included engaging stories from some of our divisions, illustrative graphics, photos and enhanced analysis and metrics to help people understand how money is spent at the City of Toronto.

Key challenges and risks

- Movement towards an Accounting Centre of Excellence focused on high quality accounting advice, information management, deep analytics and reporting, strong internal controls, implementation of better tools, and adequate resourcing with the right skills and technical abilities.
- To properly support the implementation of Category Management, SAP Ariba, and to provide for capacity to implement additional modules and procedures to help further modernize the procurement process, investment in the Procurement Centre of Excellence and modifications to the existing Purchasing sections are required.
- Enhancing online services: enabling e-billing, online application/enrolment forms.

Priority actions

- Develop proper accounting policies and processes supported by robust internal controls.
- Transform the payroll service delivery model and implement employee-centric services and technology delivering a positive City employee experience.
- Establish the Procurement Centre of Excellence to provide formalized training, reporting and analysis to support Category Management and Strategic Sourcing, SAP Ariba and the other units in PMMD.
- Develop and implement module to allow on-line registration/remittances for Municipal Accommodation Tax.

Our key service levels



Issuing purchasing call documents within **2-5** days from time of receipt of final approved document



85% of invoices paid within **60** days



99.5% of parking tickets processed within legislated timeframes

Key service deliverables

- Facilitate and expand online applications and enrolment.
- Develop processes and systems to enable e-billing options for property tax and utility accounts.
- Develop proper accounting policies and processes supported by robust internal controls.
- Conduct a comprehensive benefits plan review in partnership with the various City unions to provide a detailed analysis of drugs, paramedical and disability claims to highlight potential opportunities for plan design changes and to achieve better health outcomes for employees.
- Complete General Ledger project – new chart of accounts, cost centre structure and coding block options.

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2020 Staff Recommended Operating Budget for Office of the Controller of \$77.6 million gross, \$37.7 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Controllership	1,081.6	0	1,081.6
Accounting Services	11,681.3	2,832.9	8,848.4
Pension, Payroll & Employee Benefits	16,813.4	4,337.4	12,476.0
Purchasing & Materials Management	17,786.8	4,378.0	13,408.8
Revenue Services	30,265.3	28,402.4	1,862.9
Total Program Budget	77,628.4	39,950.7	37,677.7

2. City Council approve the 2020 staff complement for Office of the Controller of 675 positions, comprising 35 capital positions and 640 operating positions.
3. City Council approve the 2020 fee discontinuation for Office of the Controller identified in Appendix 8, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

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2020 STAFF RECOMMENDED OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
						\$	%
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Controllership	39.1	0.0	0.0		0.0	0.0	0.0%
Accounting Services	2,154.2	2,766.1	2,832.9		2,832.9	66.8	2.4%
Pension, Payroll & Employee Benefits	1,847.6	4,728.3	4,337.4		4,337.4	(390.9)	(8.3%)
Purchasing & Materials Management	2,650.6	4,442.0	4,378.0		4,378.0	(64.0)	(1.4%)
Revenue Services	27,560.4	27,957.6	28,402.4		28,402.4	444.8	1.6%
Total Revenues	34,251.9	39,894.0	39,950.7	0.0	39,950.7	56.7	0.1%
Expenditures							
Controllership	557.4	709.9	1,081.6	0.0	1,081.6	371.7	52.4%
Accounting Services	9,989.5	10,421.6	11,681.3		11,681.3	1,259.7	12.1%
Pension, Payroll & Employee Benefits	14,664.2	16,226.2	16,813.4		16,813.4	587.2	3.6%
Purchasing & Materials Management	11,944.0	16,350.5	17,786.8	0.0	17,786.8	1,436.3	8.8%
Revenue Services	29,289.7	29,469.0	30,265.3		30,265.3	796.3	2.7%
Total Gross Expenditures	66,444.8	73,177.2	77,628.4	0.0	77,628.4	4,451.2	6.1%
Net Expenditures	32,192.9	33,283.2	37,677.7	0.0	37,677.7	4,394.5	13.2%
Approved Positions	664.7	677.0	675.0	0.0	675.0	(2.0)	(0.3%)

*2019 Projected Actual (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$77.6 million gross reflecting an increase of \$4.5 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases including progression/step, extra day, requiring full year funding in 2020 for vacancies experienced in 2019.

COSTS TO ENHANCE SERVICES

- Office of the Controller does not have **New and Enhanced Service** expenditures in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Office of the Controller's 2020 Operating Budget do not have any significant equity impacts

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Budget for Office of the Controller is \$77.6 million gross or 6.1% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actual	2019 Proj. Actual	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	55,937.6	59,848.3	66,025.1	6,176.8	10.3%
2 Materials & Supplies	144.3	216.7	215.7	(1.0)	(0.5%)
3 Equipment	47.9	161.8	119.3	(42.5)	(26.3%)
4 Service and Rent	7,755.8	10,317.8	9,039.0	(1,278.8)	(12.4%)
5 Contribution To Capital	0.0			0	
6 Contribution To Reserves	175.0	272.1	272.1	0	
7 Other Expenditures	2,384.2	2,360.5	1,957.2	(403.3)	(17.1%)
Total Expenditures	66,444.8	73,177.2	77,628.4	4,451.2	6.1%
Revenues					
1 Provincial Subsidies				0.0	
2 Federal Subsidies				0.0	
3 User Fees & Donations	17,642.2	17,150.4	17,075.3	(75.1)	(0.4%)
4 Transfers From Capital	2,114.3	4,115.4	4,293.6	178	4.3%
5 Other Revenues	14,495.4	18,628.2	18,581.8	(46.4)	(0.2%)
Total Revenues	34,251.9	39,894.0	39,950.7	56.7	0.1%
Net Expenditures	32,192.9	33,283.2	37,677.7	4,394.5	13.2%

*2018 Actual and 2019 Q3 Proj Actual adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

Includes progression pay/step and benefit increases, as well as annualization of positions filled part year in 2019.

Services & Rent:

Reduced consulting requirements for modernization of purchasing function (\$1.0M) and the Accounts Receivable review (\$0.5M).

User Fee Revenue:

Inflationary adjustment of 2% applied to user fees. Discontinued 4 user fees in Purchasing & Materials Management division to reflect the implementation of SAP Ariba and the modernization of the procurement process. Discontinued 2 user fees in Revenue Services to reflect the implementation of the Administrative Penalty System. Please refer to Appendix 8.

Note:

1. For additional information on 2020 key cost drivers refer to Appendix 1.

Table 2b: Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Savings	Line by Line	-	(320.5)	(320.5)	-	(320.5)	(320.5)		(320.5)	(320.5)	
Budget Increase/(Decrease)		-	(320.5)	(320.5)	-	(320.5)	(320.5)		(320.5)	(320.5)	

The Recommended 2020 Operating Budget includes \$0.3 million in gross expenditures reductions identified as part of the internal budget review as follows:

Line by Line

- Efficiency savings of \$0.3 million in non-salary expenditures resulting from a line by line review.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual*	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	39,894.0	39,950.7	40,442.4	40,785.4
Gross Expenditures	73,177.2	77,628.4	79,677.5	81,068.2
Net Expenditures	33,283.2	37,677.7	39,235.1	40,282.8
Approved Positions	677.0	675.0	675.0	675.0

*2019 Q3 Projected Actual adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

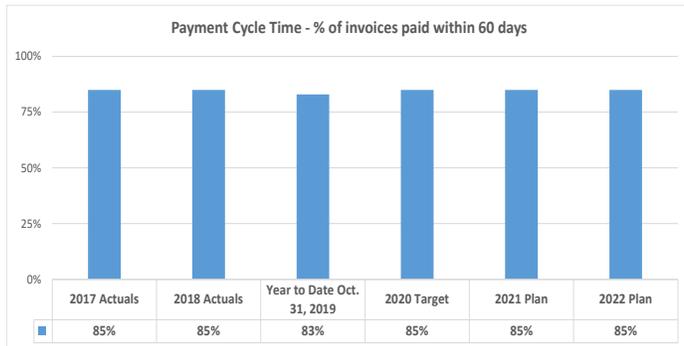
- The 2021 Outlook with total gross expenditures of \$79.7 million reflects an anticipated increase of \$2.0M or 2.6% above the 2020 Recommended Budget. The increase is primarily due to increases in salaries and benefits resulting from annualization and progression pay/step increases.

Key 2022 drivers

- The 2022 Outlook with total gross expenditures of \$81.1 million reflects an anticipated increase of \$1.4 million or 1.8% above the 2021 Outlook. The increase is primarily due to salary increases for progression pay/step.

How well we are doing

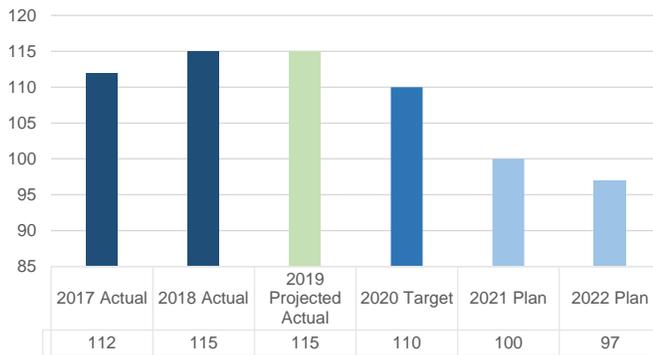
Performance measures



Behind the numbers

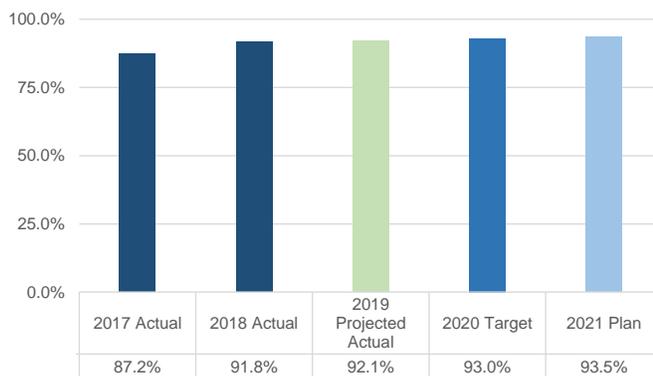
- Accounting Services continues to work with vendors and divisions to ensure that invoices received and internal processes allow for timely payment. Our partnership with vendors and divisions, along with an internal Accounts Payable restructuring to improve service levels is anticipated to deliver improvement in 2020.

Procurement Cycle Time (in working days)



- The full transition to SAP Ariba Sourcing was completed on September 1st. In keeping with the learning and stabilization period of a new system, the 2019 target to complete a competitive procurement is 115 working days (from purchase requisition to issuance of purchase order, including award and contract execution).
- The forecast to reduce Procurement cycle times by 15 working days from 115 to 100 between 2018 - 2021 is on track with a further 3-day reduction target for 2022.

% Electronic Payments (Tax, Utility & Parking Tickets)



- Percentage of electronic payments received compared to total payments processed for property tax, utility and parking tickets is increasing over time due to consumer adoption of electronic payments.
- Electronic payments improve accuracy, are more cost-effective, and can be posted to the City's accounts sooner than cheque payments.
- Development of additional online services for electronic billings and payments will see an increasing trend in the overall percentage of electronic payments over 2019 – 2021.

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual**	2020 Total Staff Recommended Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	16,245.1	17,642.2	17,004.9	17,150.4	17,075.3	(75.1)	(0.4%)
Licences & Permits Revenue							
Transfers From Capital	1,921.0	2,114.3	4,424.6	4,115.4	4,293.6	178.2	4.3%
Contribution From Reserves/Reserve Funds	160.8	380.2	4,390.4	2,906.9	2,894.3	(12.6)	(0.4%)
Sundry and Other Revenues	1,999.7	1,108.0	1,711.8	1,637.7	1,758.4	120.7	7.4%
Inter-Divisional Recoveries	13,228.8	13,007.2	14,233.8	14,083.6	13,929.1	(154.5)	(1.1%)
Total Revenues	33,555.4	34,251.9	41,765.5	39,894.0	39,950.7	56.7	0.1%
Salaries and Benefits	56,144.6	55,937.6	64,313.9	59,848.3	66,025.1	6,176.8	10.3%
Materials & Supplies	138.3	144.3	215.7	216.7	215.7	(1.0)	(0.5%)
Equipment	142.3	47.9	119.3	161.8	119.3	(42.5)	(26.3%)
Service and Rent	7,130.1	7,755.8	10,459.5	10,317.8	9,039.0	(1,278.8)	(12.4%)
Contribution To Capital							
Contribution To Reserves/Reserve Funds	169.9	175.0	272.1	272.1	272.1	-	0.0%
Other Expenditures	2,228.4	2,384.2	2,357.3	2,360.5	1,957.2	(403.3)	(17.1%)
Inter-Divisional Charges							
Total Gross Expenditures	65,953.6	66,444.8	77,737.8	73,177.2	77,628.4	4,451.2	6.1%
Net Expenditures	32,398.2	32,192.9	35,972.3	33,283.2	37,677.7	4,394.5	13.2%
Approved Positions	645.2	664.7	677.0	677.0	675.0	(2.0)	(0.3%)

* Actuals and 2019 Budget adjusted retroactively to remove interdepartmental charges and recoveries

** Year-End Projection Based on Q3 2019 Variance Report

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2020 Capital Budget: 2021 - 2029 Capital Plan Including Carry Forward Funding

Please refer to Financial Services' 2020-2029 Capital Plan for details.

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Please refer to Financial Services' 2020-2029 Capital Plan for details.

Appendix 5b

2021 - 2029 Capital Plan

Please refer to Financial Services' 2020-2029 Capital Plan for details.

Appendix 6

Reporting on Major Capital Projects: Status Update

Please refer to Financial Services' 2020-2029 Capital Plan for details.

Appendix 7

Summary of Capital Needs constraints

N/A

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 8a - New User Fees

N/A

Table 8b – Fees above Inflation

N/A

Table 8c - User Fees for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2019 Approved Rate	Year Introduced	Reason for Discontinuation
Use of Interactive Voice Response System (IVR) to make payment	Parking Ticket	Full Cost Recovery	Per Transaction	\$2.00	2001	Discontinued when Administrative Penalty System was introduced
Internet-based parking ticket payment	Parking Ticket	Market Based	Per Transaction	\$1.50	2005	Discontinued when Administrative Penalty System was introduced
Fee for the purchase of Call Documents less than 25 pages	Purchasing	Market Based	Per document	\$25.00	2015	modernization of the procurement process
Fee for the purchase of Call Documents 25-49 pages	Purchasing	Market Based	Per document	\$50.00	2015	modernization of the procurement process
Fee for the purchase of call documents 50 pages or more	Purchasing	Market Based	Per document	\$100.00	2015	modernization of the procurement process
Fees for the purchase of Call Document Drawings/Plans	Purchasing	Market Based	Per document	\$25.00	2015	modernization of the procurement process

Table 8d - User Fees for Technical Adjustments

N/A

Table 8e - User Fees for Transfers

N/A

Table 8f - User Fees for Rationalization

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			11,471.4	11,245.6	11,019.8
Emergency Planning	XQ1406				
<i>Withdrawals (-)</i>			(225.8)	(225.8)	(225.8)
Total Reserve / Reserve Fund Draws / Contributions		-	11,245.6	11,019.8	10,794.0
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		11,471.4	11,245.6	11,019.8	10,794.0

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			217,506.4	216,320.5	215,134.6
Employee Retiree Ben RF City	XR1002				
<i>Withdrawals (-)</i>			(1,185.9)	(1,185.9)	(1,185.9)
Total Reserve / Reserve Fund Draws / Contributions		-	216,320.5	215,134.6	213,948.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		217,506.4	216,320.5	215,134.6	213,948.7

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			88,946.3	61,974.7	60,159.8
Tax Rate Stabilization Reserve	XQ0703				
<i>Withdrawals (-)</i>			(1,482.6)	(1,482.6)	(1,482.6)
Total Reserve / Reserve Fund Draws / Contributions		-	87,463.7	60,492.1	58,677.2
Other Program / Agency Net Withdrawals & Contributions			(25,489.0)	(332.3)	(339.9)
Balance at Year-End		88,946.3	61,974.7	60,159.8	58,337.3

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			29,462.4	26,435.4	23,282.9
Insurance Reserve Fund	XR1010				
<i>Contributions (+)</i>			221.5	221.5	221.5
Total Reserve / Reserve Fund Draws / Contributions		-	29,683.9	26,656.9	23,504.4
Other Program / Agency Net Withdrawals & Contributions			(3,248.4)	(3,373.9)	(3,369.3)
Balance at Year-End		29,462.4	26,435.4	23,282.9	20,135.1

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			231.2	281.8	332.4
Vehicle Reserve - Purchase & Materials Mgmt	XQ1204				
<i>Contributions (+)</i>			50.6	50.6	50.6
Total Reserve / Reserve Fund Draws / Contributions		-	281.8	332.4	383.0
Other Program / Agency Net Withdrawals & Contributions			-	-	-
Balance at Year-End		231.2	281.8	332.4	383.0

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

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.

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 (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

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 (VBOR): 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.