

2022 Budget Notes

City Manager's Office

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Description

The City Manager's Office leads the municipal administration and ensures accountability through effective governance, public service, public engagement, public and private sector and philanthropic partnerships and intergovernmental relations that support strategic investments that advance City policies and programs that achieve Council's priorities. The City Manager's Office plays a leadership role in advancing truth, justice and reconciliation with First Nations, Inuit and Métis.

The City Manager's Office delivers the following services:

- Office of the Chief of Staff (Executive Administration, Governance and Corporate Strategy, Intergovernmental and Agency Relations, Strategic Partnerships)
- Strategic Public and Employee Communications
- People & Equity
- Indigenous Affairs Office
- Concept 2 Keys project

Why We Do It

The City Manager Office's (CMO) outcome is for the City of Toronto to deliver **services that advance prosperity for all** Toronto residents, and public and private sector groups, achieving Council priorities through effective, transparent, accountable government. To advance prosperity for all, the CMO provides advice and supports the Mayor, City Council and senior leadership to ensure **fair and equitable services and outcomes for all** residents, public and private sector groups including First Nations, Inuit and Métis. As a result, Toronto's residents, public and private sector groups and elected officials have **trust and confidence** in the administration of their municipal government.

The divisions in the CMO are focused on achieving the following outcomes:

- **Corporate strategies, policies, programs and priorities that are aligned with Council's vision and set the strategic direction for City divisions.**
- **It is vital that the City recognize the need to transform its development review process, in order to provide improved customer service through innovative technologies and processes that create a more collaborative, transparent and user-friendly experience for staff and applicants.**
- **The City secures timely and appropriate funding from the Provincial and Federal governments and achieves its legislative and policy priorities.**
- **The City engages with public and private sector groups to promote strategic partnerships and innovation to address and support City challenges and opportunities.**
- **City agencies and corporations deliver services and operate in compliance with their Council-approved mandates and strategically advance Council's priorities.**

- **Toronto residents, public and private sector groups, visitors and the Toronto Public Service have access to easy-to-understand, timely and accurate information via multiple communications channels on City governance, services, programs and policies.**
- **Public and private sector groups and individuals have timely and fair access to City partnership opportunities that support the well-being of residents.**
- **City services and facilities are responsive to and supportive of the needs of Indigenous, Black and equity-deserving communities in Toronto.**
- **Truth, justice, reconciliation, decolonization, anti-racism and equity are advanced through collaboration and partnerships between the City and communities.**
- **City divisions have a qualified, diverse and engaged workforce to meet their service delivery requirements for current and future needs.**
- **City's employment practices are fair and equitable. Residents see themselves represented at all levels within the Toronto Public Service.**
- **City employees work in a physically and mentally safe environment and are provided high quality, accessible learning resources.**

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and earn their trust and confidence.

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What Service We Provide

Executive Administration

Who We Serve: City Manager & DCMs, Mayor, City Council, City Divisions, Agencies/Corporations and the public

What We Deliver: Coordinate corporate agenda forecast activities, corporate issues management, accountability processes. A new model provided by Concept 2 Keys (C2K) project that transforms and enhances how the City delivers effective and coordinated development review services and competes globally for development.

How Much Resources (gross 2022 operating budget): \$13.5M

Strategic & Corporate Policy (Governance & Corporate Strategy; Intergovernmental & Agency Relations)

Who We Serve: City Manager & DCMs, Mayor, City Council, City Divisions, Agencies/Corporations and the public

What We Deliver:

Governance and Corporate Strategy - City's policy and legislative priorities, strategic planning, governance oversight, government leadership and strategic advice, corporate performance reporting, training and evaluation, corporate civic engagement.

Intergovernmental and Agency Relations - City's intergovernmental funding, policy and legislative priorities, strong intergovernmental relationships and strategic alliances, infrastructure funding coordination and oversight, City agency and corporation governance, oversight, and alignment with the City's strategic priorities.

How Much Resources (gross 2022 operating budget): \$4.2M

Strategic Public and Employee Communications

Who We Serve: City Manager & DCMs, Mayor, Media, City Council, the public, City/Agency staff

What We Deliver: Strategy and execution of public and employee communications, social media, digital communications, including toronto.ca, and advertising and media buying; Media relations, issues management, and communications advice and counsel; Informed decision making via research and data analytics; Design and creative services; Corporate identity management and accountability.

How Much Resources (gross 2022 operating budget): \$8.7M

People & Equity

Who We Serve: City Manager & DCMs, Mayor, City Council, City/Agency staff, the public, and Unions & Associations

What We Deliver: Provide corporate leadership and strategic Human Resources (HR) advisory services and customized solutions to complex workforce priorities and challenges; manage the employee relations environment; support divisions in embedding equity and reconciliation into all policies, programs and services in spaces and a work environment that is equitable, legislatively compliant and free of discrimination and harassment; provide managers and employees with single-point of contact for timely HR support and information; manage people process-related technology, data, information, training and support; attract and retain a highly skilled diverse workforce; ensure compliance with health & safety legislation; reduce the impact of injuries, illnesses and absences; build capacity and a positive workplace culture through learning and leadership development and initiatives that support an ethical, inclusive, and effective Toronto Public Service that builds trust and confidence with the public and staff.

How Much Resources (gross 2022 operating budget): \$55.6M

Indigenous Affairs Office (IAO)

Who We Serve: Urban Indigenous (First Nations, Inuit and Métis) communities in Toronto, as well as Indigenous treaty and territorial partners.

What We Deliver: Advice, policies, initiatives that help to fulfill the City's commitments to Indigenous peoples, advancing truth, justice and reconciliation.

The IAO:

- Strives to enhance the City's relationship with Indigenous communities, working closely with Indigenous partners across the city
- Provides leadership and guidance to the Toronto Public Service to ensure that City programs and policies are responsive to the needs of diverse Indigenous communities
- One-stop shop for information, advice, programs and policies that support the City of Toronto's Commitment to Indigenous peoples

How Much Resources (gross 2022 operating budget): \$2.5M

Strategic Partnership

Who We Serve: City Manager & DCMs, Chief Financial Officer (CFO) & Treasurer, Mayor and City Council, City/Agency staff, other orders of government, non-government organizations, charitable organizations, philanthropists, business and priority neighborhoods.

What We Deliver: Strategic alliances, partnerships and collaborations with public and private sector groups and institutions to advance city priorities; strategic advice, policy compliance and oversight of corporate partnerships policies; management of philanthropic funding and investment to the city; supporting and developing a culture of innovation and collaboration and; management and stewardship of strategic philanthropy and revenue generation.

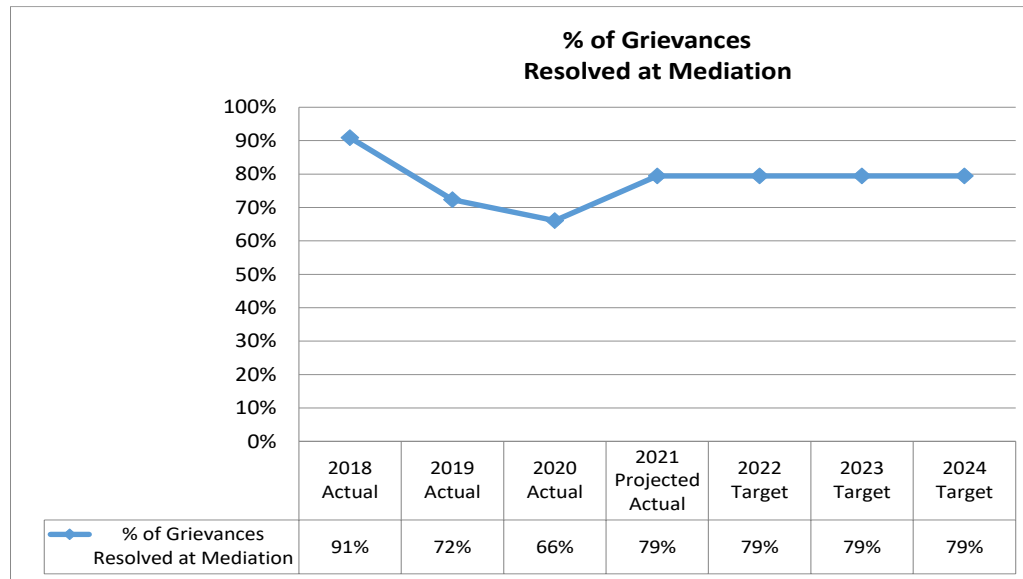
How Much Resources (gross 2022 operating budget): \$0.9M

Budget at a Glance

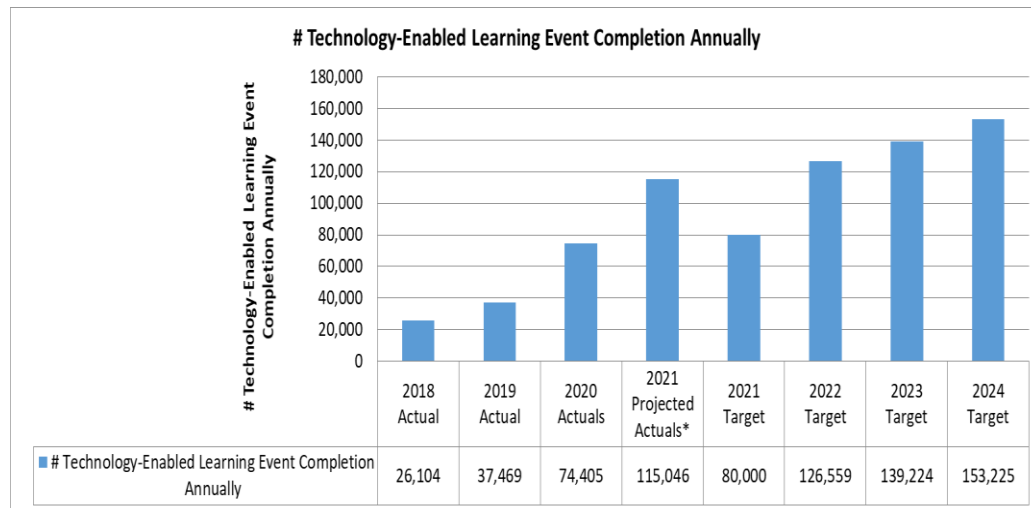
2022 OPERATING BUDGET			
<u>\$Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$19.8	\$16.4	\$15.1
Gross Expenditures	\$85.4	\$82.5	\$81.4
Net Expenditures	\$65.6	\$66.1	\$66.2
Approved Positions	542.0	534.0	533.0

2022 - 2031 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
City Manager's Office has no capital budget.			

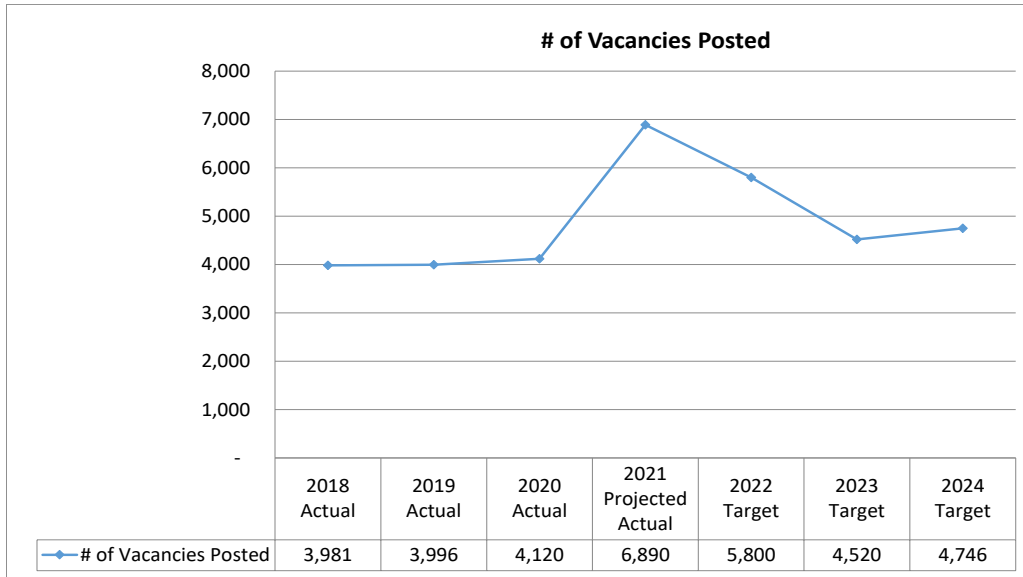
How Well We Are Doing – Behind the Numbers



- The reduction in percentage of grievances resolved at mediation in 2019 reflects the shift of resources and focus to collective bargaining with the City's two largest unions. The volume was lower in 2020 due to the impact from the COVID-19 pandemic, with fewer grievance cases getting resolved as a result of cancellations and resources being reallocated to pandemic response



- The increasing number of technology-enabled learning event completions illustrates improved capacity building for a qualified, engaged and inclusive Toronto Public Service (TPS) through access to high quality skills development and online learning



- 2021 vacancies posted increased substantially as a result of COVID response and recovery efforts, including the hiring of almost 3,000 headcount for the immunization clinics. An increase in hiring is expected in 2022 due to anticipated higher rates of retirement and turnover associated with the return to office and mandatory vaccination policy

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
OUTCOME MEASURES								
People & Equity	% Grievances Resolved at Mediation	72%	66%	79%	79%	●	79%	79%
People & Equity	% Change in the Number of Workplace Injuries	18%	10%	-6%	5%	●	-6%	-6%
Strategic Public and Employee Communications	Growth in Followers Across Corporate Platforms (Twitter, Facebook, Instagram)	19%	23%	15%	19%	●	15%	15%
Strategic Public and Employee Communications	Growth in User Visits/Sessions on toronto.ca	n/a	16%	15%	16%	●	15%	15%
SERVICE LEVELS								
People & Equity	# Technology-Enabled Learning Events Completions Annually	37,469	74,405	80,000	115,046	●	126,559	139,224
People & Equity	Average Number of Days to Fill a Non-Union Vacancy	62	81	61	76	●	70	65
Strategic Public and Employee Communications	% Respond to Media Inquiries by the End of Business Day	n/a	99%	95%	99%	●	95%	98%
Strategic Public and Employee Communications	Communications Tactics Created and Distributed Within Planned Timing (New releases, advertising, social media content)	n/a	99%	95%	96%	●	95%	95%
Strategic Public and Employee Communications	Communications Tactics Created and Distributed Within Planned Timing (Employee content - intranet, ELI, staff messages)	n/a	98%	95%	97%	●	95%	95%
OTHER MEASURES								
People & Equity	# Employees Receiving Health and Safety Training Annually	20,574	1,534	14,000	2,000	●	14,000	14,000

COVID-19 IMPACT AND RECOVERY**2022 Impact and Recovery****Operating Budget Impact**

- The 2022 COVID-19 impact is projected to be \$4.080 million gross and \$3.715 million net:
 - \$1.218 million gross and \$0.853 million net in additional salaries and benefits for 9 temporary positions to support the City's Return to the Office (RTO) and ModernTO programs to ensure a safe and healthy return to office environment.
 - \$2.462 million gross and net in salaries and benefits for 22 P&E positions to address and manage specialized services allowing for standardization of processes, re-engineering and efficiencies in recruitment and internal movements.
 - \$0.400 million gross and net in IAO grants recovered for COVID will provide flexible and timely supports to Indigenous organizations, including small and emerging groups who can respond rapidly to the crisis-related needs of the Indigenous community.

Service Level Changes

- The increase in P&E resourcing will enable the team to address gaps in workload, assign and address cyclical activities and still have the ability to participate in and support transformational activities.
 - It will also see the introduction of the standardization of processes for a consistent service delivery.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Transforming development review services (Concept 2 Keys C2K), expediting 15 affordable housing projects to create 1,211 new affordable and supportive rental homes and launching Phase 2 of the C2K program in Etobicoke-York to test process and technology enhancements with all application types
- Led communications both internally and externally throughout the City's response to the COVID-19 pandemic. By ensuring timely, accurate and essential information was shared in innovative and creative ways, Strategic Public and Employee Communications was able to influence both mainstream and hard to reach audiences and educate them about how to protect themselves, their families and their communities, as well as how to access critical City services.
- Led Corporate Emergency Donations Management Task Force, emergency donations and partnerships.
- Supported the Mayor's Task Force for Economic Support & Recovery – Higher Education Institutions
- Oversaw more than \$30M in donated goods, funds and services to support COVID response and recovery including 1M+ PPE, \$10M in furniture/housewares for rapid rehousing; 1M+ pounds of food to support Toronto foodbanks and food hamper programs, and more than \$1M in technology supports.
- Launched DonateTO for web-based donations management, Managed the City's United Way Employee Campaign securing over \$1.4M for community services.
- Managed partnerships with healthcare providers, eCampusOntario with City Higher Education Institutions and www.civiclabbto.ca with Higher Education Institutions to support recovery policy and research
- Strategic management of Council and Committee agendas and support for the Senior and Corporate Leadership Teams including Council reports: quarterly updates on recovery; Review of early learning and child care services; AGM reports, creation of Seniors Housing Corporation
- Launched www.toronto.ca/RecoveryTO
- Support for City agencies and corporations as part of the City's COVID-19 response including communication, restart and reopening, human resources and funding.
- Collaborated with federal and provincial governments on City funding, legislation and policy needs in response to COVID-19. Advanced City priorities through meetings with the Province under the Toronto-Ontario Cooperation and Consultation Agreement, dialogue with other big cities/region, and co-chaired Provincial-Municipal Technical Working Group on Emergent Municipal Needs with the Province and the Association of Municipalities of Ontario.
- Recruited and oversaw the appointment of a new City Ombudsman.
- Initiated civic engagement review, coordinated data and research strategy and insights initiative.
- The Indigenous Affairs Office (IAO) worked closely with Indigenous partners, Toronto Public Health and other city divisions to support vaccinations for Indigenous Peoples.
- The IAO worked in partnership with Indigenous organizations and collectives and other city divisions to provide access to land and water for Indigenous land stewardship, ceremony and cultural purposes. The IAO supported organizations such as Thunder Woman Healing Lodge through Council approval of financial relief from certain fees, charges and taxes.
- Deployed centralized service to redeploy divisional staff to support frontline services during Pandemic
- Negotiated collective agreements for Toronto Zoo, TCEU Local 416 and the Paramedics bargaining unit.
- Provided independent human rights investigation services.
- Occupational health and safety reviews of PPE including policy, communication and implementation.
- Launched an enterprise Mental Health & Wellness campaign.
- With Corporate Real Estate Management, supported ModernTO and the post-COVID Return to Office.
- Engaged youth from priority neighbourhoods and early talent professionals from equity deserving groups.
- Introduced People & Equity Relationship Management service delivery model and team to senior leaders.
- TEAM Central managed 20,000+ inquiries to support all staff employment needs including online.
- Hired 2,600 including 200 diverse staff with community partners as part of the Mass Immunization Clinic.

Key Challenges and Risks

- Achieving City commitments to engagement strategies that reflect the needs of Indigenous, Black and equity-deserving communities and respond to the expectations of the public and Council.
- Managing/scaling C2K's work across City divisions, external stakeholders, and development community.
- Inability to meet in person challenges relationship building with key Indigenous partners and communities
- Resource challenges especially in relation to Indigenous engagement, training and policy development.

- Coordinating intergovernmental relations to ensure City funding, legislation and policies continue
- Coordinating support to agencies and corporations, managing emerging legislative and governance issues
Limited capacity and funding to address all urgent People & Equity processes and technology requirements to improve screening, assessment, scheduling and address unconscious bias; ongoing re-prioritization required, with negative city-wide impacts.
- Requirements for critical modernization of workforce analytics and reporting to meet significant client demands to advance critical and timely equity, diversity and inclusion and elimination of system barriers to employment and promotion of equity-deserving candidates and employees, divisional diversity, inclusion and equity priorities, employee experience / division expectations and Collective Agreement obligations.
- Challenges supporting the organization's COVID-19 responses: Health & Safety, hierarchy of controls, PPE Requirements, Physical Distancing protocols and infection control practices.
- Resourcing People & Equity Service Hub to manage volume while implementing transformations.
- Transition and loss of institutional knowledge associated with new leadership within People & Equity.

Priority Actions

- Seek to implement City's first reconciliation action plan working closely with Indigenous organizations and communities with 1st year focus on establishing processes, relationships and priorities (e.g. engagement, policy/guidance, accountabilities) and continuing critical work (e.g. Indigenous housing, Indigenous crisis response pilot, begin construction of the Indian Residential School Survivors (IRSS) Spirit Garden, determine operator for Indigenous Centre for Innovation and Entrepreneurship (ICIE)).
- Continue to develop meaningful interventions and resources to enhance corporate understanding of Indigenous rights, human rights, support diverse teams, and create inclusive and respectful workplaces.
- Implement the Council-adopted renewed intergovernmental strategy.
- Advocate and advance City priorities with federal government and ahead of the 2022 provincial election.
- Continued strategic federal-provincial-regional-municipal intergovernmental recovery and renewal.
- Support City agencies and corporations during the pandemic, reopening and recovery.
- Develop/update agency/corporation governance frameworks, including executive compensation policy.
- Lead Council transition, with City Clerk's Office, including briefings and onboarding of in-coming Members.
- Strategic management of Council reports and support to Senior and Corporate Leadership Teams.
- Support recruitment and appointment of City Auditor General.
- Complete review of Housing Commissioner role and function with recommendations to City Council
- Support and review civic engagement strategy, strengthen engagement with Indigenous, Black and equity-deserving Torontonians, launch coordinated data and research strategy and insights initiative.
- Build strategic partnerships to support recovery (e.g. healthcare, academic institutions and foundations).
- Philanthropy strategy focused particularly with Indigenous, Black and equity deserving communities.
- Negotiate Laborers' International Union of North America Voluntary Recognition Agreement.
- Launch Corporate Accessibility Governance including Accessibility Steering and sub Committees.
- Create Gender Equity Strategy and Action Plan to be implemented in 2023.
- Launch Roster for 3rd party human rights investigations, and workplace assessments and restoration.
- Reduce workplace injuries by 6%; support ongoing reduction in the number of Ministry of Labour Orders.
- Implement and actively support enterprise-wide talent management programs including technology-enabled Performance Management, Talent Assessment and Leadership Development Summit events.
- Implement diversity and inclusion and Next Generation programs to engage youth from priority neighbourhoods and early talent professionals from equity deserving groups.
- Implement Total Reward Strategy including salary structure, benefits and policy recommendations.
- Identify service enhancements and opportunities to streamline hiring processes through SAP SuccessFactors; secure technology funding to further enable recruitment capabilities.
- Work with external vendors to transition Indigenous and equity-related classroom courses to virtual instructor-led training sessions, with additional eLearning development to support a blended approach.
- Build engagement and enhance relationships with Indigenous communities, partners and organizations.
- Build, test, and scale Concept 2 Keys improvements to the development application review process
- Use data-informed decision-making and insights to guide communications strategy, approaches, tactics and messages, pivoting in real time where necessary or feasible.

RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for City Manager's Office of \$85.4 million gross, \$19.8 million revenue and \$65.6 million net for the following services:

Service:	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Executive Administration	13,495.8	12,032.8	1,463.0
Strategic & Corporate Policy	4,174.3	174.7	3,999.6
Strategic Public and Employee Communications	8,683.6	1,375.7	7,307.9
People & Equity	55,639.7	6,191.3	49,448.4
Indigenous Affairs Office	2,491.7	0.0	2,491.7
Strategic Partnerships	920.7	0.0	920.7
Total Program Budget	85,405.8	19,774.6	65,631.2

2. City Council approve the 2022 staff complement for City Manager's Office of 542.0 positions comprised of 5.0 capital positions and 537.0 operating positions.
3. City Council direct the City Manager, in consultation with the Chief People Officer, to review and update the non-union and management compensation program, inclusive of salary range restructuring and a pay for performance program, which was paused in 2020 and 2021, informed by independent study of the City's competitive position to address, in particular, vacancies in critical service delivery areas, and amend Municipal Code Chapter 169, Officials, City, accordingly.

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Strategic & Corporate Policy	24.5	0.0	3.1	0.0	174.7	174.7	171.7	5614.6%
Executive Administration	642.1	9,709.1	6,917.3	10,109.1	1,923.7	12,032.8	5,115.6	74.0%
Strategic Partnership	0.0	0.0	91.4	0.0	0.0	0.0	(91.4)	(100.0%)
Strategic Public and Employee Communications	1,373.7	1,036.8	1,268.2	1,293.4	82.3	1,375.7	107.5	8.5%
People & Equity	4,475.9	2,379.1	3,099.6	6,191.3	0.0	6,191.3	3,091.7	99.7%
Indigenous Affairs	(17.1)			0.0	0.0	0.0	0.0	N/A
Total Revenues	6,499.1	13,125.1	11,379.5	17,593.9	2,180.7	19,774.6	8,395.1	73.8%
Expenditures								
Strategic & Corporate Policy	3,454.0	4,181.1	3,676.6	3,999.6	174.7	4,174.3	497.7	13.5%
Executive Administration	2,110.5	11,221.5	8,385.2	11,572.1	1,923.7	13,495.8	5,110.6	60.9%
Strategic Partnership	842.1	1,058.2	1,111.7	920.7	0.0	920.7	(191.0)	(17.2%)
Strategic Public and Employee Communications	10,125.5	10,021.5	9,625.7	8,601.3	82.3	8,683.6	(942.1)	(9.8%)
People & Equity	45,087.3	47,604.7	50,615.1	55,061.2	578.5	55,639.7	5,024.7	9.9%
Indigenous Affairs	707.2	936.8	911.0	1,066.9	1,424.8	2,491.7	1,580.7	173.5%
Total Gross Expenditures	62,326.7	75,023.6	74,325.2	81,221.8	4,184.0	85,405.8	11,080.6	14.9%
Net Expenditures	55,827.7	61,898.5	62,945.7	63,627.9	2,003.3	65,631.2	2,685.5	4.3%
Approved Positions**	465.0	494.0	N/A	527.0	15.0	542.0	N/A	N/A

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$63.628 million gross reflecting an increase of \$0.682 million in spending above 2021 projected year-end actuals (prior to enhancements), predominantly arising from:

- Annualized salary & benefits for positions filled for less than the entirety of 2021.
- Transfer of 1.0 position from each of Shelter Support and Housing Administration (SSHA) and Municipal Licensing & Standards (MLS) to Strategic Public and Employee Communications for provision of leadership to SSHA and MLS on communications to the public and key stakeholders.
- 1.0 position dedicated to the Reconciliation Action Plan in order to ensure that City can start to deliver the City's first reconciliation action plan by advancing truth, reconciliation and justice to the Indigenous people.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- **2022 Base Budget of \$59.913 million in net expenditures reflects a \$0.289 million net increase from the 2021 Council approved Budget, when excluding \$3.715 million in estimated COVID-19 financial impacts.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$4.184 million gross, \$2.003 million net enabling:

- 1.0 position funded from capital, dedicated to review and assessment of City of Toronto employee communications tools such as the intranet and development of a new intranet and mobile application (\$0.082 million gross and \$0 net)
- 3.0 positions funded from the Development Application Review Reserve Fund to progressively support the implementation of new development review changes to a wider geographic planning area (\$0.424 million gross and \$0 net)
- Funding from the Development Application Review Reserve Fund to purchase Development Application Review and File Circulation software for C2K (\$1.500 million gross and \$0 net)

- 3.0 positions and non-payroll expenditures to ensure the City can adequately start to deliver the City's first Reconciliation Action Plan (\$1.425 million gross and net)
- 1.0 position funded from the Corporate Conference Reserve to ensure the successful delivery of the Federation of Canadian Municipalities (FCM) conference reinforcing Toronto's intergovernmental importance (\$0.175 million gross and \$0 net)
- 7.0 positions dedicated to designing and delivering Indigenous-specific-education and wellness programming (\$0.579 million gross and net)

EQUITY IMPACTS OF BUDGET CHANGES

The City Manager's Office 2022 Operating Budget includes \$2.003 million (net) investment in projects. This includes a \$1.425 million investment towards the Indigenous Reconciliation Action Plan and \$0.579 million investments towards Indigenous Education for staff. These will support a variety of outcomes including Indigenous self-determination and actions to advance truth, equity, reconciliation and justice, and the development of staff capacity to support the embedding of reconciliation into their work, in a way that is responsive to Indigenous communities' experiences. A \$1.5 million (gross) and \$0 (net) investment to purchase Development Application Review software will support and automate the City's development process and facilitate prioritization of affordable housing.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for City Manager's Office is \$11.081 million gross or 14.9% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category, while Table 2b summarizes New and Enhanced requests.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Transfers From Capital	3,054.9	1,911.6	142.5	613.4	582.1	(31.3)	(5.1%)
Contribution From Reserves/Reserve Funds	845.8	682.6	9,866.2	7,146.7	15,894.6	8,747.9	122.4%
Sundry and Other Revenues	918.4	114.5	147.6	0.0	0.0	0.0	0.0
Inter-Divisional Recoveries	3,804.8	3,790.3	2,968.8	3,619.3	3,297.9	(321.4)	(8.9%)
Total Revenues	8,623.8	6,499.1	13,125.1	11,379.5	19,774.6	8,395.1	73.8%
Salaries and Benefits	56,332.1	57,275.4	64,705.7	63,201.0	72,872.7	9,671.7	15.3%
Materials & Supplies	90.9	76.7	129.9	74.6	129.9	55.3	74.1%
Equipment	237.9	96.7	303.9	544.3	1,923.1	1,378.8	253.3%
Service and Rent	3,812.7	4,774.3	9,884.1	10,452.3	9,520.7	(931.6)	(8.9%)
Contribution To Reserves/Reserve Funds	101.0	101.0	0.0	0.0	0.0	0.0	0.0
Other Expenditures	25.1	0.0	0.0	53.0	959.4	906.4	1710.2%
Inter-Divisional Charges	0.0	2.7	0.0	0.0	0.0	0.0	0.0
Total Gross Expenditures	60,599.7	62,326.7	75,023.6	74,325.2	85,405.8	11,080.6	14.9%
Net Expenditures	51,975.9	55,827.7	61,898.5	62,945.7	65,631.2	2,685.5	4.3%

*Projection based on 9 Month Variance

Key Base Drivers:**Salaries & Benefits:**

Salaries and benefits increases are mainly due to added funding for Service Hub resourcing needs to address vacancy challenges brought on by the pandemic, new positions created for the Reconciliation Action Plan and Indigenous education, new positions for the C2K program as well as filling of 2021 vacancies.

Equipment:

Increase mainly due to purchase of Development Application Review and File Circulation software for C2K.

Services and Rents:

Reversal of one-time COVID-19 advertising expenses, partially offset by consulting expenses for C2K to work collaboratively with KPMG on activities and deliverables to improve the City's development review process.

Other Expenditures:

Grants requested by Indigenous Affairs Office to provide flexible and timely supports to small and emerging Indigenous groups as part of Reconciliation Action Plan.

Contributions from Reserves/Reserve Funds:

Recoveries related to C2K will increase overall draws from the Development Application Review Reserves.

Table 2b: 2021 New / Enhanced

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Supports Climate Initiatives	AG Recs	Supports Key Outcome / Priority Actions	
	Revenue	Gross	Net	Positions						
In \$ Thousands										
1	Modernization of Employee Communications	82.3	82.3	0.0	1.0	133.6	Low-positive	No	No	A Well Run City
2	C2K - Development Application Review and File Circulation Software	1,500.0	1,500.0	0.0	0.0	0.0	Low-positive	No	No	Financial Sustainability; A Well Run City; Create and Maintain Affordable Housing
3	Reconciliation Action Plan	0.0	1,424.8	1,424.8	3.0	1,036.3	High-positive	No	No	Invest in People and Neighbourhoods
4	Indigenous Education	0.0	578.5	578.5	7.0	982.3	Low-positive	No	No	Invest in People and Neighbourhoods
5	C2K - Application Coordinator Team to Support Phase 3	423.7	423.7	0.0	3.0	418.2	No Impact	No	No	Financial Sustainability; A Well Run City; Create and Maintain Affordable Housing
6	FCM Conference	174.7	174.7	0.0	1.0	1,125.3	No Impact	No	No	A Well Run City
Total New / Enhanced		2,180.7	4,184.0	2,003.3	15.0	3,695.6				

The 2022 Operating Budget includes \$4.184 million in investments to support priority actions as detailed in the table above.

Modernization of Employee Communications (\$0.082 million gross and \$0 net):

- To support renewed focus on Employee Experience and Communication by Strategic Public and Employee Communications as part of its transformation which includes:
 - Ensuring that the City has effective tools in place to develop a fully accessible intranet and mobile platform that will allow all City staff to access information and resources and collaborate, from wherever and whenever they wish;
 - Enabling support of the organization in times of crisis and major events (allows management to reach staff with updated information 24/7, from anywhere); and
 - Formalizing governance of employee information, which is currently decentralized, and with divisions overseeing their own content, employee information and effectiveness varies.

Development Application Review and File Circulation Software for Concept2Keys (C2K) (\$1.500 million gross and \$0 net):

- C2K is requesting a one-time purchase of Development Application Review and File Circulation Software with commenting platform and will include service support through a request for procurement (RFP).
- The technology platform will:
 - Enable integration of the new file circulation and commenting platform with the City's existing processes and technologies where possible;
 - Enable Development of new workflows; and
 - Include training for use by City staff and applicants.

Application Coordinator Team to Support Phase 3 for C2K (\$0.424 million gross and \$0 net):

- As the C2K program scales up city-wide, additional staffing resources are needed to progressively support the implementation of new development review changes to a wider geographic planning area.
- For adequate staffing resources (another Application Coordination Team) required to oversee the daily operational functions of Phase 3, which will further test the scalability of these new development review improvements in a wider geographic planning area of the City.

Federation of Canadian Municipalities (FCM) Conference (\$0.175 million gross and \$0 net):

- Toronto is FCM's largest member. The conference is Canada's largest gathering of municipal officials and regularly includes participation from the Prime Minister and senior members of cabinet and provides an opportunity to showcase the City. Hosting a fully in-person FCM conference will bring over 2,000 delegates to

Toronto in 2023. According to FCM, their conference contributes between \$4.5 million and \$6.0 million to host city economies.

- Given the uncertainty surrounding COVID-19 and its impact on traditional in-person conference formats at this point in time, the format of the 2023 conference is still not confirmed. FCM is working on identifying format options ranging from full in-person to a hybrid (with virtual components) which would impact the role and responsibilities of the host city, the related financial and logistical implications, and ultimately the net costs to the City.

Reconciliation Action Plan (\$1.425 million gross and net):

- The City acknowledges the attempted erasure of Indigenous culture, knowledge, language and identity from Residential and Day schools, Sixties scoop, Millennial scoop and other harmful governmental policies and practices.
- Resources to support meaningful action to advance truth, justice and reconciliation including support of front line Indigenous organizations who are working directly with community, and engagement with the large and diverse urban Indigenous communities as well as the treaty and territorial partners in a more fulsome and coordinated way, in accordance with [MM34.42, June 2021](#), unanimously adopted by City Council.

Indigenous Education (\$0.578 million gross and net):

- An Indigenous Education staffing team within the People & Equity Division to design and deliver Indigenous-specific education including facilitation of training sessions, develop alternate methods of delivery for online courses, expand educational programs and initiatives that focus on truth and decolonization actions and event planning including the National Day for Truth and Reconciliation on September 30th.

Note:

1. For additional information on 2022 key cost drivers refer to [Appendix 4](#) for the 2022 New and Enhanced Service Priorities.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	11,379.5	19,774.6	16,411.1	15,135.2
Gross Expenditures	74,325.2	85,405.8	82,519.5	81,359.1
Net Expenditures	62,945.7	65,631.2	66,108.4	66,223.9
Approved Positions	N/A	542.0	534.0	533.0

Key drivers

The 2023 Outlook with total gross expenditures of \$82.520 million reflects an anticipated \$2.886 million or 3.4 per cent decrease in gross expenditures below the 2022 Operating Budget; The 2024 Outlook expects a further decrease of \$1.160 million or 1.4 per cent below 2023 gross expenditures.

These changes arise from the following:

- Decrease in 2023 is mainly due to the reduction of temporary expenditures to deal with recruitment surge in 2022.
- Decrease in 2024 is mainly due to the reversal of one-time expenses for the FCM Conference.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

COVID-19 Impacts	In \$ Thousands			
	2021 Net	2022		
		Revenues	Gross	Net
Expenditure Increase				
PPE Supplies	6.9			
Translation Expenses	13.4			
Salaries & Benefits for 9 temporary positions to support Return to Office (RTO) and ModernTO (MTO)		365.3	1,217.8	852.5
Salaries & Benefits to address and manage workload gaps within TEAM Central			2,462.1	2,462.1
Grants to support crisis-related needs of Indigenous community			400.0	400.0
Total COVID-19 Impact	20.3	365.3	4,079.9	3,714.6

Appendix 2

2022 Balancing Actions

N/A

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		City Manager Program - City Manager's Office	Adjustments				2023 Plan Net Change	2024 Plan Net Change													
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions															
24892		Modernization of Employee Communications																			
74	Positive	Description:																			
<p>Budget funding to:1. Review and assess City of Toronto employee communications tools such as the intranet and development of a new intranet and mobile application2. Funding for staff positions to conduct this work3. Purchase technology solutions</p> <p>Service Level Impact:</p> <p>The proposal would align employee communications technology tools to a robust strategy that focuses on user-centered experience, with opportunities for collaboration and user-generated content, delivering information to employees in ways they want to get it, when they want to get it. Once delivered, modernized tools will provide the opportunity to better capture, organize and diffuse knowledge and would become the go-to sources to disseminate information and announcements. Platforms would be accessible to all staff including remote workers. Efficiencies would be achieved through eliminating the need to duplicate information on ELI or in secondary locations Mobile app experience for untethered staff.</p> <p>Equity Statement:</p> <p>The Modernization of Employee Communications budget proposal's overall equity impact is low positive. Persons with disabilities' access to information may be positively impacted. The current intranet does not meet accessibility best practices and has limitations for those with accessibility needs. The development of a new intranet will provide a modern platform for staff that will be fully accessible and meet AODA standards.</p> <p>Service: Strategic Communications</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">82.3</td> <td style="text-align: right;">82.3</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">1.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">82.3</td> <td style="text-align: right;">82.3</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">1.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table>								Total Staff Recommended Changes:	82.3	82.3	0.0	1.00	0.0	0.0	Staff Recommended New/Enhanced Services:	82.3	82.3	0.0	1.00	0.0	0.0
Total Staff Recommended Changes:	82.3	82.3	0.0	1.00	0.0	0.0															
Staff Recommended New/Enhanced Services:	82.3	82.3	0.0	1.00	0.0	0.0															
24893		C2K - Development Application Review and File Circulation So																			
74	Positive	Description:																			
<p>C2K is proposing to purchase Development Application Review and File Circulation Software. The new file circulation and commenting platform is intended to be a onetime purchase and include service support through a request for procurement (RFP). The technology platform will include: Integration of the new file circulation and commenting platform with the City's existing processes and technologies where possible; Development of new workflows; Training on the use of the new file circulation and commenting platform to City staff and applicants; Provide the City access to its standard end user documentation solely for the use by the City internally; Provide data monitoring, maintenance and client support; Provide City staff with access to report generation functions.</p> <p>Service Level Impact:</p> <p>The City's existing technology does not foster collaboration across the City's internal development review commenting partners and often requires longer than prescribed timelines. The system does not adequately track/monitor the application review process including inconsistent formatting and version control issues. Supporting processes are also quite manual often creating delays in the development application review process. Through jurisdictional research, findings show that other municipalities leverage improved development review technology to enable more collaborative reviews, develop consistencies, and improved review timelines. Moreover, the implementation of new technology will allow accountability measures to be built into the review process and identify opportunities for improvement. The use of improved Development Application Review and File Circulation Software will be upheld to enable streamlined timelines and development review efficiencies. Helping the City improve the development review process will effectively facilitate the City's priorities for additional housing and economic recovery post-COVID-19.</p> <p>Equity Statement:</p> <p>The Concept 2 Keys budget proposal's overall equity impact is low positive. Low income residents' access to affordable housing may be positively impacted. Concept 2 Keys, through Phase 1 of this new program, is prioritizing affordable housing development applications for review. With the proposed Development Application Review and File Circulation Software in place, review of affordable housing applications will be approved more quickly which means access to affordable housing for residents who need it will happen sooner.</p> <p>Service: Executive Management</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">1,500.0</td> <td style="text-align: right;">1,500.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">1,500.0</td> <td style="text-align: right;">1,500.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table>								Total Staff Recommended Changes:	1,500.0	1,500.0	0.0	0.00	0.0	0.0	Staff Recommended New/Enhanced Services:	1,500.0	1,500.0	0.0	0.00	0.0	0.0
Total Staff Recommended Changes:	1,500.0	1,500.0	0.0	0.00	0.0	0.0															
Staff Recommended New/Enhanced Services:	1,500.0	1,500.0	0.0	0.00	0.0	0.0															

25159	Reconciliation Action Plan																			
74	Positive	Description:																		
<p>Three positions dedicated to supporting critical Indigenous engagement efforts and supporting Indigenous learning and education. Also, funding for Community engagements and supports for community reconnecting and gathering, as well as grants for aspects of the reconciliation action plan not currently funded elsewhere.</p> <p>Service Level Impact:</p> <p>The current IAO budget is unable to meet the needs from divisions regarding training and engagement and unable to meet the needs of the diverse Indigenous communities in and around Toronto. Increasing the IAO budget will allow regular engagement with community broadly and supporting specific engagements that will help the City/IAO begin to implement the reconciliation action plan in a good way. Also, enhanced ability will meet the needs of City colleagues, urban Indigenous communities and treaty and territorial partners.</p> <p>Equity Statement:</p> <p>The budget request for the Reconciliation Action Plan equity impact is high-positive. Indigenous communities, as well as equity deserving groups affected by colonialism and systemic barriers, experience inequitable access to city services, city spaces, health services, employment, civic engagement, as well as a decreased sense of belonging. These groups will be positively impacted by this initiative which supports a variety of outcomes including Indigenous self-determination and meaningful action to advance truth, reconciliation and justice. This work also aims to strengthen the skills of City staff who work directly and indirectly with the many unique Indigenous communities in the City of Toronto and beyond.</p> <p>Service: Indigenous Affairs</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="width: 10%; text-align: right;">1,424.8</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">1,424.8</td> <td style="width: 10%; text-align: right;">3.00</td> <td style="width: 10%; text-align: right;">(388.5)</td> <td style="width: 10%; text-align: right;">(40.6)</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">1,424.8</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">1,424.8</td> <td style="text-align: right;">3.00</td> <td style="text-align: right;">(388.5)</td> <td style="text-align: right;">(40.6)</td> </tr> </table>							Total Staff Recommended Changes:	1,424.8	0.0	1,424.8	3.00	(388.5)	(40.6)	Staff Recommended New/Enhanced Services:	1,424.8	0.0	1,424.8	3.00	(388.5)	(40.6)
Total Staff Recommended Changes:	1,424.8	0.0	1,424.8	3.00	(388.5)	(40.6)														
Staff Recommended New/Enhanced Services:	1,424.8	0.0	1,424.8	3.00	(388.5)	(40.6)														

25917	Indigenous Education																			
74	Positive	Description:																		
<p>A team of Indigenous staff within the People and Equity Division focused on designing and delivering Indigenous-specific education and wellness to the Toronto Public Service including facilitation of training sessions, develop alternate methods of delivery for online courses, expand educational programs and initiatives that focus on truth and decolonization actions and event planning including the National Day for Truth and Reconciliation on September 30th.</p> <p>Service Level Impact:</p> <p>In order to meet the stated actions and timelines under action #2 of the RAP, including all staff participating in an instructor-led course, an internal staff team of training professionals is proposed to enable completion rates for the full workforce by 2027. In 2022, 60 sessions will be delivered by our current vendor with 2,400 staff. From 2023 to 2027, 3 training consultants will facilitate 20-25 training sessions a month. The team will also design divisional specific educational content; provide learning opportunities for Indigenous staff, address systemic racism experiences shared by Indigenous communities, organizations and individuals; and plan and deliver events, with continued engagement with Indigenous communities to ensure relevancy and appropriateness.</p> <p>Equity Statement:</p> <p>The Indigenous education program's overall equity impact is low-positive. The program has been analysed at the conception and initiation stage for potential impacts on Indigenous, Black and Equity-deserving groups of Toronto. Indigenous peoples' experience of discrimination and prejudice and sense of identity and belonging will be positively impacted. The City acknowledges the attempted erasure of Indigenous culture, knowledge, language and identity from Residential and Day schools, Sixties scoop, Millennial scoops and other harmful governmental policies and practices. First Nations, Inuit and Métis peoples continue to face disproportionate barriers across systems when engaging with the City including access to City services, lack of information geographic and socioeconomic barriers, amongst others. These barriers are rooted in the legacies of colonialism and many have been exacerbated due to the pandemic. A key action for truth is to educate the entire Toronto Public Service about this history and how it continues to impact Indigenous peoples in Toronto and across Turtle Island. By deepening the understanding of the past, and also of contemporary urban Indigenous issues, the public service will be more responsive to the needs of the Indigenous communities. The Indigenous Education portfolio will include how to integrate decolonization practices and analysis in the ongoing work of the Toronto Public Service to advance the City's reconciliation goals. The program will provide education to staff, which will, by extension, lead to advanced understanding of the historical and current harms experienced by First Nations, Inuit and Métis people, promising practices in engaging and working with Indigenous communities, and frameworks for decolonizing current City programs and practices. The Reconciliation Action Plan for education includes public offerings of certain training sessions and events. An intersectional analysis reveals the the Indigenous education action plan includes addressing intersectional identities of Indigenous people such as age, sexuality, gender, ability, race, religion, class and more.</p> <p>Service: People Equity & Human Rights</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="width: 10%; text-align: right;">578.5</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">578.5</td> <td style="width: 10%; text-align: right;">7.00</td> <td style="width: 10%; text-align: right;">403.8</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">578.5</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">578.5</td> <td style="text-align: right;">7.00</td> <td style="text-align: right;">403.8</td> <td style="text-align: right;">0.0</td> </tr> </table>							Total Staff Recommended Changes:	578.5	0.0	578.5	7.00	403.8	0.0	Staff Recommended New/Enhanced Services:	578.5	0.0	578.5	7.00	403.8	0.0
Total Staff Recommended Changes:	578.5	0.0	578.5	7.00	403.8	0.0														
Staff Recommended New/Enhanced Services:	578.5	0.0	578.5	7.00	403.8	0.0														

24896	C2K - Application Coordinator Team to Support Phase 3						
74	No Impact	Description:					
<p>Phase 3 will require 3 additional resources (1 Application Manager and 2 Application Co-ordinators) to oversee the review of development applications through the City's development application process and provide leadership and support to the interdivisional review teams in achieving the City's development priorities and to execute key responsibilities such as: identifying and resolving conflicting requirements, facilitating a uniform lens on application review, and managing customer/stakeholder relationships as well as being responsible for project management and tracking of all activities in the process to support performance measurement and determining if anyone is better off as a result of the changes being implemented to development application review. These positions are required to support the required capacity of scaling-up Phase 3 of the C2K program.</p> <p>Service Level Impact:</p> <p>Currently, Phase 1 and 2 are comprised of one dedicated Application Manager and two Application Coordinators to maintain operational functions and provide management oversight on development application review within each phase/geographic planning area of C2K. Future service requirements of C2K (e.g., Phase 3 and beyond) will include additional application coordination teams to support the scalability of the development review improvements city-wide.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Executive Management</p>							
Total Staff Recommended Changes:		423.7	423.7	0.0	3.00	1.3	0.0
Staff Recommended New/Enhanced Services:		423.7	423.7	0.0	3.00	1.3	0.0
25018	FCM Conference						
74	No Impact	Description:					
<p>The Corporate Conference Reserve will fund the FCM Conference for a net \$0. Recommended staffing is one 18-month position starting in 2022 to lead project management including organizing Toronto's presence at the prior year conferences, establishment of a governance structure for both conferences, and implementation to ensure the successful delivery of host city program elements and one 6-month position in 2023 to support implementation/conference delivery and post-conference obligations.</p> <p>Service Level Impact:</p> <p>Preliminary planning for the Conference is currently being absorbed within the City Manager's Office. The dedicated FTE would allow staff members to continue their focus on their regular responsibilities and feed into conference planning as required.</p> <p>Equity Statement:</p> <p>No equity impact has been identified for this process.</p> <p>Service: Strategic & Corporate Policy</p>							
Total Staff Recommended Changes:		174.7	174.7	0.0	1.00	0.0	0.0
Staff Recommended New/Enhanced Services:		174.7	174.7	0.0	1.00	0.0	0.0
Summary:							
Staff Recommended New / Enhanced Services:		4,184.0	2,180.7	2,003.3	15.00	16.6	(40.6)

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

**2022 Capital Budget;
2023 - 2031 Capital Plan Including Carry Forward Funding**

N/A

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 6b

2023 - 2031 Capital Plan

N/A

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds 2022 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	2022	2023	2024
XQ0012			
Beginning Balance	1,583	1,459	783
Corporate Conference Reserve			
<i>Withdrawals (-)</i>			
City Manager's Office Withdrawals - Operating	-175	-725	0
Other Division/Agency Withdrawals - Operating	0	0	0
City Manager's Office Withdrawals - Capital	0	0	0
Other Division/Agency Withdrawals - Capital	0	0	0
Total Withdrawals	-175	-725	0
<i>Contributions (+)</i>			
City Manager's Office Contributions - Operating	0	0	0
Other Division/Agency Contributions - Operating	50	50	50
Contributions - Other	0	0	0
Total Contributions	50	50	50
Total Reserve / Reserve Fund Draws / Contributions	-125	-675	50
Balance at Year-End	1,459	783	833

Corporate Reserve / Reserve Funds

The 2022 Operating Budget includes a draw of \$3.373 million in 2022, and draws of \$0.728 million in 2023 and 2024 from funds available and set aside in the Tax Stabilization Reserve for costs that will not continue in future years.

Reserve / Reserve		2022	2023	2024
Fund Name				
XR1305	Beginning Balance	177,671	159,781	142,492
Building Code Act Serv Improvement				
	<i>Withdrawals (-)</i>			
	City Manager's Office Withdrawals - Operating	-1,814	-1,815	-1,815
	Other Division/Agency Withdrawals - Operating	-15,802	-15,821	-15,727
	City Manager's Office Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital	-627	0	0
	Total Withdrawals	-18,243	-17,637	-17,542
	<i>Contributions (+)</i>			
	City Manager's Office Contributions - Operating	0	0	0
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	0	0	0
	Total Reserve / Reserve Fund Draws / Contributions	-18,243	-17,637	-17,542
	Interest Income	354	347	441
	Balance at Year-End	159,781	142,492	125,391

Reserve / Reserve		2022	2023	2024
Fund Name				
XR1307	Beginning Balance	19,948	6,400	-5,717
Development Application Review				
	<i>Withdrawals (-)</i>			
	City Manager's Office Withdrawals - Operating	-10,533	-9,026	-9,026
	Other Division/Agency Withdrawals - Operating	-3,044	-3,091	-3,135
	City Manager's Office Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-13,576	-12,117	-12,161
	<i>Contributions (+)</i>			
	City Manager's Office Contributions - Operating	0	0	0
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	0	0	0
	Total Reserve / Reserve Fund Draws / Contributions	-13,576	-12,117	-12,161
	Interest Income	28	0	0
	Balance at Year-End	6,400	-5,717	-17,879

Program will monitor and assess with corporate partners that also draw on this reserve, in conjunction with an ongoing application fees review and progress on development review process initiatives and improvements.

Appendix 11

Glossary

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

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).