

2022 Budget Notes

City Clerk's Office

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Description

The City Clerk's Office provides the foundation for municipal government in Toronto. We deliver more than 70 types of services from over 30 locations across the City. Most services are prescribed in more than 60 distinct pieces of legislation including the City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act. The City Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

The City Clerk's Office is responsible for providing the tools, systems and resources required to support its mission, strategic priorities and the delivery of core services, which is realized through three service areas:

- Elect Government by administering all aspects of local elections;
- Make Government Work by managing the government's decision-making process, providing government and official services, delivering provincially delegated services and providing information production services;
- Promote Open Government by managing City information throughout its lifecycle and providing the public access to government information while protecting privacy.

As a shared service, the City Clerk's Office also supports the Mayor's Office, Councillors' Offices and the Offices of the City's four Accountability Officers – the Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman, as independent officers.

Why We Do It

We build public trust and confidence in local government, and ensure that:

- Toronto municipal government is democratically elected through open, fair and accessible elections.
- Elected officials, City officials and the public can participate in a transparent, accessible, and democratic Council decision-making process.
- The public has timely, reliable, transparent and accurate access to City information, except where protected by privacy laws.

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

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What Service We Provide

Elect Government

Who We Serve: The public, candidates and electors, other governments, third-party advertisers

What We Deliver: Manage and conduct all aspects of local government elections whenever one is required and in compliance with legislation.

How Much Resources (gross 2022 operating budget): \$21.7 million

Make Government Work

Who We Serve: The public, City Council and its Members, Accountability Officers, other governments, Toronto Public Service, City agencies and corporations, community & international organizations

What We Deliver: Manage government's decision-making process, provide government and official services, and deliver provincially delegated services.

How Much Resources (gross 2022 operating budget): \$32.9 million

Open Government

Who We Serve: The public, City Council and its Members, Toronto Public Service, City agencies and corporations, other governments, the media

What We Deliver: Manage City information through its lifecycle, support the City's digitization goals and initiatives, provide access to City information, and give privacy advice.

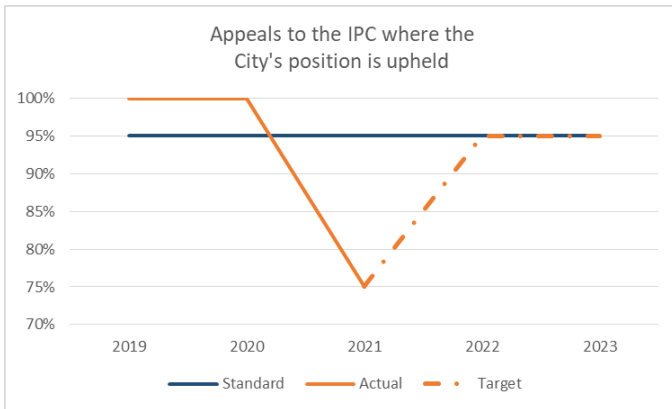
How Much Resources (gross 2022 operating budget): \$11.4 million

Budget at a Glance

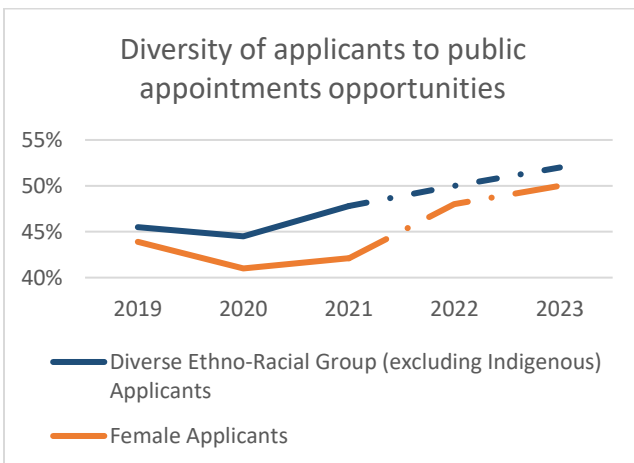
2022 OPERATING BUDGET			
<u>\$Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$28.2	\$12.3	\$12.4
Gross Expenditures	\$66.1	\$51.2	\$52.0
Net Expenditures	\$37.9	\$39.0	\$39.6
Approved Positions	423.9	368.2	359.6

2022 - 2031 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
Gross Expenditures	\$9.9	\$25.4	\$35.3
Debt	\$3.8	\$13.0	\$16.8
Note: Includes 2021 carry forward funding			

How Well We Are Doing – Behind the Numbers



- The City Clerk's Office uses the percentage of appeals to the Information & Privacy Commissioner of Ontario (IPC) where the City's position is upheld as an indicator for the effectiveness of the City's response to freedom of information requests as well as the protection of private information.
- Providing access to information is a cornerstone of open government and democratic principles. At times, the City does not release information because it meets exclusion criteria defined in the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Appeals to the IPC are made by members of the public when they disagree with the City's decision to refuse access to information.
- The overwhelming majority of the time, the IPC upheld the City's position in full or in part. This means that City staff are consistently making appropriate decisions when assessing information for release to the public.
- While the City makes every effort to follow the rules as laid out in MFIPPA, there are occasional differences in interpretation that are to be expected and decisions made by the IPC are used to inform future City decisions.
- For months in 2020, the Information & Privacy Commissioner of Ontario suspended the appeals process. As a result, the number of appeals in 2020 has been reduced and the timing for hearing those appeals is still to be determined.



- The City Clerk's Office asks all applicants to City boards, committees and tribunals to complete a voluntary, confidential survey to help measure diversity in the City's public appointments.
- The City Clerk's Office recognizes that the City is best served by boards that collectively reflect the diversity of the communities they serve. Applicant demographic categories tracked include gender, age, ethnicity/race, aboriginal/indigenous, 2SLGBTQ, and a person with a disability.
- The City Clerk's Office connects with business and community organizations to increase awareness of public appointments and to recruit diverse, highly-skilled candidates for City boards, committees, and tribunals. During the pandemic, outreach strategies moved to online information sessions, putting greater emphasis on targeted outreach through professional organizations. The work done to reflect the diversity of the City is updated quarterly on the Public Appointments Dashboard.

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Make Government Work	# of public interactions in the decision-making process including deputations, communications, agenda subscriptions, meeting viewers	127,520	63,408	57,947	75,000	●	100,000	120,000
Open Government	% of appeals to the Provincial Information Privacy Commissioner where the City's position is upheld	100% (12 Orders received, 9 upheld in full, 3 upheld in part)	75% (4 orders received 2 upheld in full, 1 in part)	95%	95%	●	95%	95%
Elect Government	Election Readiness	100%	100%	100%	100%	●	100%	100%

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Service Level Measures								
Make Government Work	% of meeting agendas and decision documents published according to time lines	100%	100%	100%	100%	●	100%	100%
Make Government Work	% of female applicants to public appointments opportunities	43.90%	41%	46%	42.1%	●	48%	50%
Make Government Work	% of diverse ethno-racial group applicants to public appointments opportunities. <i>Note : this does not include applicants who identify as being Indigenous.</i>	45.50%	44.60%	48%	47.80%	●	50%	52%
Open Government	% of Freedom of Information requests completed within legislated timelines	67.60%	37.50%	50% (COVID impacted)	50% (COVID impacted)	●	70%	70%
Open Government	# of City of Toronto staff trained in protecting privacy	11,698	13,511	18,000	19,000	●	20,000	22,000

Service	Measure	2014 Actual	2018 Actual	2022 Target
Service Level Measures				
Elect Government	Number of voting locations per 1000 electors (distance travelled to polling location)	92	90	85

COVID-19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- There are no incremental costs expected in 2022 related to COVID-19 as City Clerk's Office will continue to utilize existing staff resources but reallocating them to address emerging priorities during pandemic.

Service Level Changes

- 2022 municipal election and council transition will include pandemic considerations (e.g. vote by mail, strictly implement the health and safety protocols at voting places and new Members' orientation sessions).
 - Freedom of Information (FOI) and privacy consultation requests are expected to grow in number and complexity and will require more resources to meet legislative obligations.
 - Civil wedding program pilot to move forward.
 - Continue to implement in-person, hybrid and digital solutions to Protocol service delivery and resume ceremonial loan program.
 - Continue to implement digital services to elected officials and accountability officers whenever possible.
 - Record keeping standards will be updated to reflect digital workflows.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Facilitated democratic decision-making through planning, staging and recording over 350 meetings of City Council, its committees & boards, including transitioning these bodies to remote meetings to enable legislative decision-making during the pandemic.
- Successfully administered the Ward 22 by-election including piloting mail in voting and implementing COVID-19 health and safety measures at all voting sites, and managed the Ward 22 councillor transition.
- Completed a competitive procurement process and recommended to City Council the awarding of the new vote-counting equipment.
- Modernized services to support Mayor, Councillors and community through the virtual, hybrid and in-person delivery of commemorations of individual, civic & community achievements, and milestones.
- Supported Members of Council and accountability officers through emerging issues and priorities during the pandemic (e.g. implementing vaccine policy mandates, and observing health & safety protocols).
- Delivered Archival Reference and Outreach services virtually through the majority of 2021, re-opened the Research Hall for in-person services in Fall 2021; and executed digital first information management (IM) and enterprise transformation initiatives (e.g. Microsoft 365, Workplace Modernization Program).
- Delivered provincially delegated services (marriage license, burial permit issuance, and death registration), and transformed service operations to allow for continued delivery of these crucial services during the pandemic.

Key Challenges and Risks

- Administer the 2022 municipal election, including vote by mail and the deployment of new vote-counting equipment while adhering to all legislative requirements.
- Meet increased demand for meeting management support for new decision bodies (e.g. 2SLGBTQ, Confronting Anti-Black Racism (CABR) advisory bodies) and increased meeting frequency of local boards to respond to their own COVID-19 contingency and business planning.
- Deliver public-facing services while City Hall & civic centres are closed or have limited public access; and meet unpredictable demand for marriage licences and civil weddings due to public health measures and limits on gatherings and events.
- Increased demand for hybrid models to support the role of elected officials, and community and other stakeholders needs in protocol service delivery across multiple streams and platforms.
- Embed Information Management (IM) principles, activities and foundational work into governance structures and corporate initiatives to meet legislated accountabilities; and align Corporate Information Management Services (CIMS) functions to support digital first approach to IM.

Priority Actions

- Deliver the 2022 municipal election including offering mail-in voting as an alternative to in-person voting; deploy the new vote-counting equipment; and implement a new supply chain management model for election supplies to ensure a secure chain of custody.
- Ensure a smooth Council transition.
- Provide effective meeting management for Council, its committees and boards, including electronic and hybrid formats; and undertake Public Appointments outreach and recruitment.
- Complete a review of the Constituency Services & Office Budget (CSOB) policy and a review of council staff contract terms for the new term of Council in light of experience with increased ward size, impacts of COVID, changes in technology, and changes in the legislative or legal environment.
- Significantly improve the City's compliance with statutory timelines for responding to FOI requests.
- Support IM requirements related to enterprise initiatives: M365, Workplace Modernization Program.
- Update the city's commemoration, recognition and celebration activities for the post-COVID=19 environment, including supporting Council and community involvement in diplomacy, engagement and recovery.
- Complete the comprehensive review of the flag policy to identify further opportunities to modernize Strategic Protocol and External Relations (SPER) including the transition of the Toronto Sign commemorative lighting program from the Economic Development and Culture Division.
- Review and adjust existing service models for records management and mail & courier services for hybrid work & workplace modernization while ensuring a smooth implementation of return to office (RTO) for divisional staff and Members' staff.
- Implement a new registry services customer service model in a post-COVID environment and implement civil wedding program.

RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for City Clerk's Office of \$66.053 million gross, \$28.176 million revenue and \$37.877 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Elect Government	21,733.8	21,733.8	0.0
Make Government Work	32,921.2	5,416.1	27,505.1
Open Government	11,397.9	1,026.5	10,371.4
Total Program Budget	66,052.9	28,176.4	37,876.6

2. City Council approve the 2022 staff complement for City Clerk's Office of 423.9 positions comprised of 10.8 capital position and 413.1 operating positions.
3. City Council approve the 2022 user fees changes including a new user fee, market rate user fee changes, technical adjustment and discontinued user fee rate for City Clerk's Office identified in Appendix 9, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve 2022 Capital Budget for City Clerk's Office with cash flows and future year commitments totaling \$12.435 million as detailed by project in [Appendix 6a](#).
5. City Council approve the 2023-2031 Capital Plan for City Clerk's Office totalling \$22.840 million in project estimates as detailed by project in [Appendix 6b](#).

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Elect Government	5,131.0	6,822.6	6,752.6	21,733.8		21,733.8	14,981.1	221.9%
Make Government Work	3,979.3	4,991.8	4,461.8	5,416.1		5,416.1	954.3	21.4%
Open Government	1,150.7	872.9	972.9	1,026.5		1,026.5	53.6	5.5%
Total Revenues	10,260.9	12,687.3	12,187.3	28,176.4		28,176.4	15,989.1	131.2%
Expenditures								
Elect Government	5,131.0	6,822.6	6,752.6	21,733.8		21,733.8	14,981.1	221.9%
Make Government Work	29,425.4	32,518.7	29,690.7	32,921.2		32,921.2	3,230.5	10.9%
Open Government	10,916.2	10,747.5	10,345.5	11,397.9		11,397.9	1,052.4	10.2%
Covid-19	370.8							N/A
Total Gross Expenditures	45,843.4	50,088.9	46,788.9	66,052.9		66,052.9	19,264.0	41.2%
Net Expenditures	35,582.5	37,401.6	34,601.6	37,876.6		37,876.6	3,275.0	9.5%
Approved Positions**	375.9	368.3	N/A	423.9		423.9	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 \$66.053 million gross reflecting an increase of \$19.264 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Requirements for the 2022 Municipal Election Event which result in an increase of 63.1 temporary positions and \$17.000 million gross and zero net, partially offset by the reversal of 2021 budget related to preparation for the 2022 Municipal Election Event.
- Increases in salary and benefit related to salary adjustments for Local 79 and Local 416 staff per collective agreement, filling vacancies in 2022 and realignment of budget to actual.
- Increases in paper supplies, postage and third party printing budgets based on projected demand for high-speed copying, mailing and printing services above the 2021 experience and to support the delivery of 2022 Municipal Election Event.
- Investment in sustainable solutions for Access to Information of \$0.240 million gross and net and 2.0 permanent positions will enable City Clerk's Office to meet legislated timelines, improve compliance rate and provide the public with timely access to information.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for low-income residents: City Clerk's Office 2022 Operating Budget introduces a new fee-based civil marriage officiant service that will have a positive impact on low-income residents and on individuals who face discrimination, prejudice or barriers to accessing non-religious marriage ceremonies such as the 2SLGBTQ community. Although there is a fee associated with accessing this service, this fee is at rate which make this service more easily accessible to the public.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for City Clerk's Office is \$19.264 million gross or 41.2% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category.

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

Category (In \$000s)	2019	2020	2021	2021	2022	2022 Change from	
	Actual	Actual	Budget	Projection*	Budget	2021 Projected	Actual
	\$	\$	\$	\$	\$	\$	%
User Fees & Donations	248.9	223.9	312.0	292.0	306.2	14.2	4.9%
Transfers From Capital	2,151.1	2,320.1	1,543.4	1,928.4	1,356.7	(571.7)	(29.6%)
Contribution From Reserves/Reserve Funds	4,653.1	4,413.6	6,606.4	6,166.4	21,829.1	15,662.7	254.0%
Sundry and Other Revenues	480.4	415.3	467.7	467.7	422.2	(45.4)	(9.7%)
Inter-Divisional Recoveries	3,628.9	2,888.0	3,758.0	3,333.0	4,262.2	929.2	27.9%
Total Revenues	11,162.4	10,260.9	12,687.3	12,187.3	28,176.4	15,989.1	131.2%
Salaries and Benefits	38,285.7	37,954.8	39,294.9	37,394.9	48,533.2	11,138.3	29.8%
Materials & Supplies	1,157.7	696.0	1,221.7	970.7	1,963.5	992.8	102.3%
Equipment	341.3	76.4	135.5	586.5	267.3	(319.2)	(54.4%)
Service and Rent	7,915.6	6,384.2	8,891.0	7,345.0	14,166.3	6,821.3	92.9%
Contribution To Reserves/Reserve Funds	122.5	128.7	65.0	65.0	67.2	2.2	3.4%
Other Expenditures	76.5	62.0	82.3	69.3	82.5	13.2	19.0%
Inter-Divisional Charges	290.0	541.3	398.5	357.5	973.0	615.4	172.1%
Total Gross Expenditures	48,189.4	45,843.4	50,088.9	46,788.9	66,052.9	19,264.0	41.2%
Net Expenditures	37,026.9	35,582.5	37,401.6	34,601.6	37,876.6	3,275.0	9.5%

*2021 Projection based on Q3 Variance Report

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

Increase in base salaries and benefits of \$11.138 million in gross expenditures are mostly related to:

- Payroll requirements to deliver the 2022 Municipal Election Event of \$9.800 million gross, zero net and 63.1 temporary positions.
- Salary adjustments for Local 79 and Local 416 staff per collective agreement, filling vacancies in 2022 and realignment of budget to actual.
- Investment in sustainable solutions for Access to Information of \$0.240 million gross and net and 2.0 permanent positions will enable City Clerk's Office to meet legislated timelines, improve compliance rate and provide the public with timely access to information.
 - The demand for FOI is increasing in volume (number and scope of requests), complexity and breadth of public interest, e.g., COVID-19 response, Shelters, Support and Housing initiatives. Even though the City's demand for FOI in 2020 were impacted by the pandemic, the number of FOI request received continued to be higher compared to other municipalities in Ontario (2.2 times higher than the City of Mississauga).
 - The City's compliance rate in terms of FOI requests completed within 30 days continued to be lower than the overall provincial and municipal compliance rate of 66.8% and 78.2%, respectively.

	Requests received	Requests completed	Within 30 days	%	Extended compliance %*	Over 90 days	%
Ministry of the Environment, Conservation and Parks	6,960	2,606	1,106	42.4	43	920	35.3
Ministry of the Solicitor General**	4,749	4,567	3,896	85.3	91	215	4.7
Ministry of Children, Community and Social Services	2,614	2,787	1,548	55.5	58.6	688	24.7
City of Toronto	2,036	1,867	700	37.5	43.7	193	10.3
City of Mississauga	634	493	390	79.1	80.7	28	5.7
Town of Oakville	554	506	473	93.5	93.5	0	0
City of Ottawa	502	506	265	52.4	65.4	58	11.5
Region of Peel	273	255	180	70.6	100	1	0.4
Toronto Police Service	2,999	3,410	2,308	67.7	68.2	512	15

** Of the total number of requests received by the Ministry of the Solicitor General in 2020, 4,255 (or 89.6%) related to the Ontario Provincial Police

Source: [Information and Privacy Commissioner of Ontario – 2020 Statistical Report \(A Year like No Other\)](#)

Materials and Supplies:

Increase in materials and supplies of \$0.993 million in gross expenditures are mostly related to requirements to support the delivery of the 2022 Municipal Election event and increases in paper supplies budget based on City divisions' projected demand for high-speed copying and printing services above the 2021 experience.

Services and Rents:

Increase in services and rents of \$6.821 million in gross expenditures are mostly related to requirements to support the delivery of the 2022 Municipal Election event and increases in postage and third parties printing budgets based on City divisions' projected demand for high-speed copying and printing services above the 2021 experience.

Inter-divisional Charges:

Increase in inter-divisional charges of \$0.615 million in gross expenditures are mostly related to projected demand for high-speed copying and printing services in supporting the delivery of the 2022 Municipal Election event.

Transfer from Reserves:

Increase in transfers from reserve of \$15.663 million in revenues are mostly related to contribution from Election Reserve Fund (XR1017) to support to support Election-related activities including the delivery of the 2022 Municipal Election event.

Inter-divisional Recoveries:

Increase in inter-divisional recoveries of \$0.929 million in revenues are mostly related projected demand for high-speed copying and printing services above the 2021 experience and projected demand related to the delivery of the 2022 Municipal Election event.

Offsets and Efficiencies:

Line by line review of non-payroll budgets resulted in a budget decrease of \$0.018 million in net expenditures.

Note:

1. For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions.

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

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	12,187.3	28,176.4	12,263.5	12,389.2
Gross Expenditures	48,588.9	66,052.9	51,238.5	52,030.5
Net Expenditures	36,401.6	37,876.6	38,975.1	39,641.3
Approved Positions	N/A	423.9	368.2	359.6

Key drivers

The 2023 Outlook with total gross expenditures of \$51.239 million reflects an anticipated \$14.814 million or 22.4% decrease in gross expenditures below the 2022 Operating Budget; The 2024 Outlook expects an increase of \$0.792 million or 1.5% above 2023 gross expenditures.

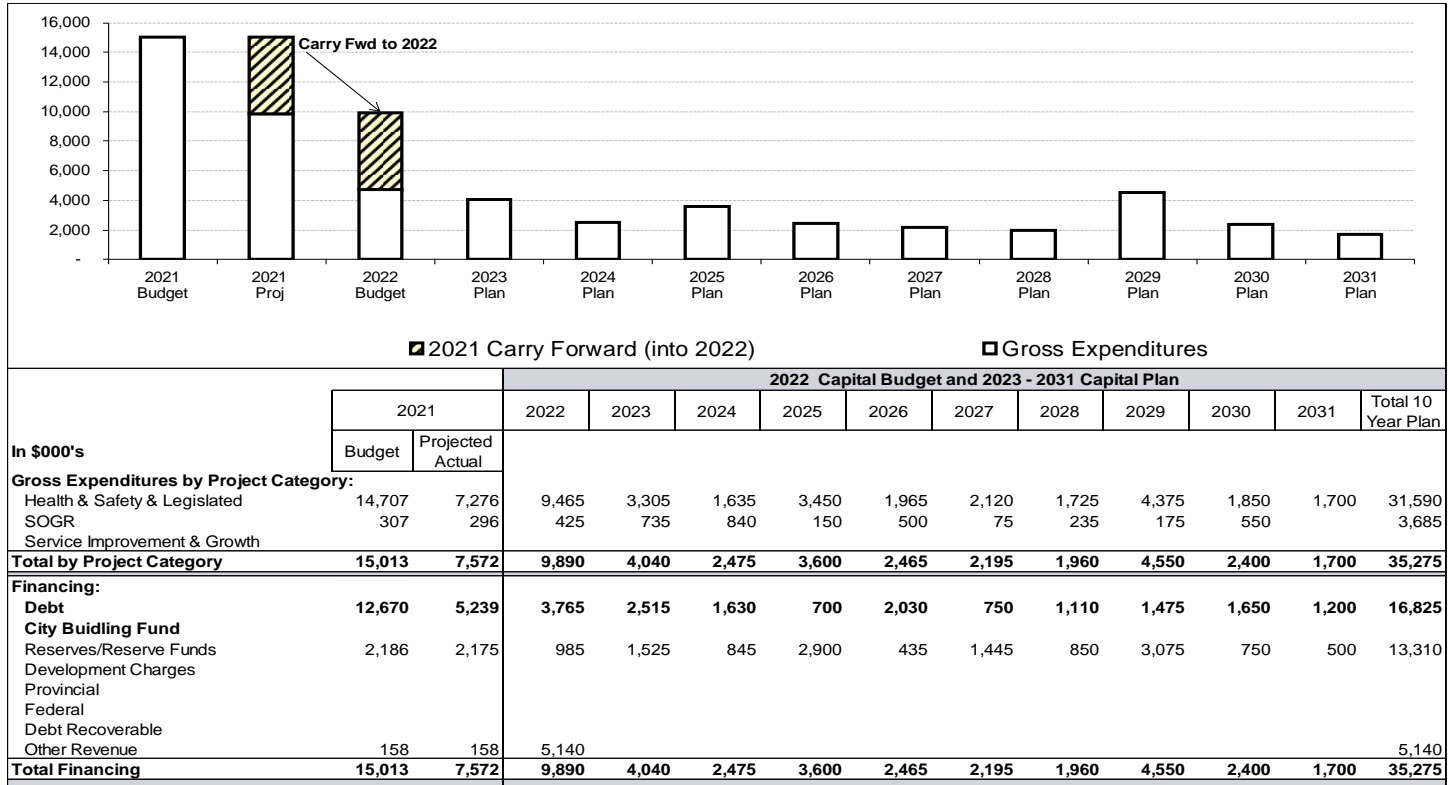
These changes arise from the following:

- Reversal of requirements to support the delivery of 2022 Municipal Election Event of \$17.000 million in gross expenditures, zero net and 63.1 temporary positions, offset by post-Election activities requirements of \$1.114 million in gross expenditures, zero net and 3.6 temporary positions
- Salaries and benefits increase related to salary adjustments for Local 79 and Local 416 staff per collective agreements, partially offset by changes in staffing costs for capital delivery.

2022 – 2031 CAPITAL BUDGET AND PLAN

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



In \$'000's	2021		2022 Capital Budget and 2023 - 2031 Capital Plan											Total 10 Year Plan
	Budget	Projected Actual	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
Gross Expenditures by Project Category:														
Health & Safety & Legislated	14,707	7,276	9,465	3,305	1,635	3,450	1,965	2,120	1,725	4,375	1,850	1,700	31,590	
SOGR	307	296	425	735	840	150	500	75	235	175	550	1,700	3,685	
Service Improvement & Growth														
Total by Project Category	15,013	7,572	9,890	4,040	2,475	3,600	2,465	2,195	1,960	4,550	2,400	1,700	35,275	
Financing:														
Debt	12,670	5,239	3,765	2,515	1,630	700	2,030	750	1,110	1,475	1,650	1,200	16,825	
City Building Fund														
Reserves/Reserve Funds	2,186	2,175	985	1,525	845	2,900	435	1,445	850	3,075	750	500	13,310	
Development Charges														
Provincial														
Federal														
Debt Recoverable														
Other Revenue	158	158	5,140										5,140	
Total Financing	15,013	7,572	9,890	4,040	2,475	3,600	2,465	2,195	1,960	4,550	2,400	1,700	35,275	

Changes to Existing Projects
(-\$6.6 Million)

New Projects
(\$2.5 Million)

The 2022-2031 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2022-2030):

- \$7.2M decrease to the *Replacement of Voting Equipment* project for the 2026 municipal election to ensure the integrity of the voting process and the election results, reduce the risk to the corporation of equipment failure and provide the same level of service to the City's electors as is currently available.
- \$0.1M increase to the *City Clerk's Office Business Systems* project to implement case management solution for the access and privacy units of the Corporate Information Management Services in order to meet legislative requirements.
- \$0.4M increase to the *Council Business Systems 2020* project for the end of life replacement of the Constituency Management System to support Members in managing, tracking and analyzing their interactions with their constituents.

The 2022-2031 Capital Budget and Plan includes new projects. Key projects are as follows:




- \$0.8M *City Clerk's Office Business Systems* project to implement web forms, online portal and integration with an enterprise payment processing system for Corporate Information Management Services' case management solution to meet legislative requirements.
- \$0.6M *Image Library Migration to Managed Cloud SAAS* project to replace a legacy Digital Asset Management Solution (DAMS) with a "managed" cloud solution to meet legislated requirements.
- \$0.5M *Infrastructure to support Council/Committee meetings 2022* project.
- \$0.3M *Council Transition Requirements 2022* project to support Members' space requirements in the new term of Council.
- \$0.3M *Archives Equipment Upgrade - SOGR 2022-2025* project.

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project.

2022 – 2031 CAPITAL BUDGET AND PLAN

\$35.3 Million 10-Year Gross Capital Program

		
Aging Infrastructure/SOGR	Health and Safety	Legislated
\$3.7 M 10.5%	\$0.5 M 1.4%	\$31.1 M 88.1%
<ul style="list-style-type: none"> • Infrastructure to support Council/Committee Meetings • Wedding Chambers SOGR • Records Centre Services SOGR • Information Production Workflow Management System SOGR • Archives Equipment Upgrade 	<ul style="list-style-type: none"> • City Clerk's Health & Safety Remediation 	<ul style="list-style-type: none"> • Replacement of Voting Equipment • Election Technology Program • Toronto Meeting Management Information System (TMMIS) SOGR • Image Library Migration to Managed Cloud SAAS • City Clerk's Business Systems • Council Business Systems • Public Appointments SOGR • Notices Management Information System (NMIS) • Council Transition Requirements

How the Capital Program is Funded

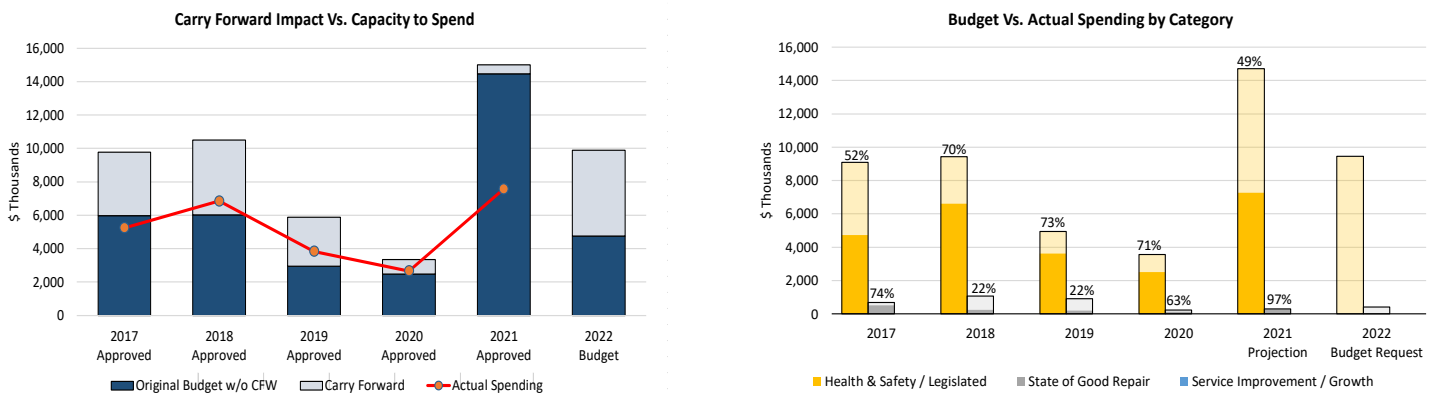
City of Toronto		Provincial Funding	Federal Funding
\$35.3 M 100%		\$0.0 M 0%	\$0.0 M 0%
Debt	\$ 16.8 M		
Reserve / Reserve Fund	\$ 13.3 M		
Other	\$ 5.2 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with City Clerk's Office's ability to spend and the market's capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

Chart 2 – Capacity to Spend



* The 2020 Budget excludes CFC funding-related adjustments to accurately reflect capacity to spend.

Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$8.575 million in capital spending originally cash flowed in 2022 has been reduced to reflect anticipated requirements or timing of expected cash flow needs. Adjustments to the Capital Plan are noted below:

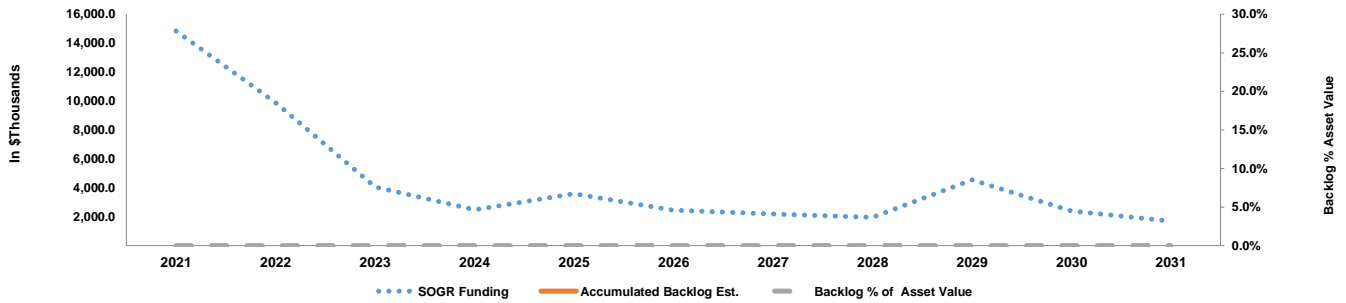
- 2022 cash flow reduction:
 - \$7.200 million for *Replacement of Voting Equipment*.
 - \$0.325 million for *City Clerk's Office Business System* project.
 - \$0.200 million for *Council Transition* project.
 - \$0.850 million for *Infrastructure to Support Council/Committee Meetings* project.
- Despite the reduction in cash flows for projects mentioned above, investments are required to address emerging capital needs and priorities including the Image Library Migration to Managed Cloud SAAS project to replace a legacy digital asset management solution, and Constituency Management System for members to replace the current system which has reached its end of life. The 2022-2031 capital budget and plan has been adjusted accordingly to reflect these priorities and cash flow requirements will be reviewed as part of the 2023 budget process.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in City Clerk's Office.

Chart 3: Total SOGR Funding & Backlog

State of Good Repair (SOGR) Funding & Backlog



\$ Thousands	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	14,820.0	9,890.0	4,040.0	2,475.0	3,600.0	2,465.0	2,195.0	1,960.0	4,550.0	2,400.0	1,700.0
Accumulated Backlog Est.											
Backlog % of Asset Value	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Asset Value	78,090.0	80,568.0	82,314.0	82,086.0	82,396.0	82,721.0	81,841.0	82,171.0	82,846.0	82,996.0	82,656.0

The 10-Year Capital Plan will dedicate \$3.685 million to SOGR projects for regular upgrades and to extend the useful life of systems. There is no SOGR backlog associated with the City Clerk's Office capital assets.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2022 Capital Budget will have no impact on the 2022 Operating Budget, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary
(In \$000's)**

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
City Clerks Business Systems - Legislative Compliance phase 1	15.0											15.0		
Sub-Total: Previously Approved	15.0											15.0		
New Projects - 2022														
City Clerks Business Systems - Legislative Compliance phase 2					28.0							28.0		
Sub-Total: New Projects - 2022					28.0							28.0		
Total (Net)	15.0				28.0							43.0		

Previously Approved projects

- City Clerk's Office will require additional operating funding of \$0.015 million net in 2022 to maintain the City Clerk's Business System – Legislative Compliance project once they are completed and operationalized.

New projects

- City Clerk's Office will require additional operating funding of \$0.028 million net in 2024 to maintain the Image Library Migration to Managed Cloud SAAS project once they are completed and operationalized.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021	2022		
	Net	Revenues	Gross	Net
Revenue Loss				
Information Production (IP) services	460.1			
Non IP services	40.0			
Sub-Total	500.0			
Total COVID-19 Impact	500.0			

Appendix 2

2022 Balancing Actions

(\$000s)									
Recommendation	Savings Type	Equity Impact	2022				2023 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line by Line Review	Line By Line	None	49.5	31.3	(18.2)				
Total Balancing Actions			49.5	31.3	(18.2)	-			-

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

N/A

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

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CC001	City Clerk's Health & Safety Remediation - SOGR 2025				100	230						330	330		
CC002	City Clerk's Health & Safety Remediation - SOGR 2031										150	150	150		
CC003	2022 Election Technology Program	910	750									1,660	1,660		
CC004	2026 Election Technology Program		700	770	2,850	435	620					5,375	5,375		
CC005	2030 Election Technology Program						750	800	3,000	700	500	5,750	5,750		
CC006	Toronto Meeting Mgt Info System (TMMIS) SOGR 2019	320	260									580	580		
CC007	Toronto Meeting Mgt Info System (TMMIS) SOGR 2028-2031							350	350	350	350	1,400	1,400		
CC008	Image Library Migration to Managed Cloud SAAS	210	415									625	625		
CC009	City Clerk's Office Business Systems-Legislative Compliance phase 1	220										220	220		
CC010	City Clerk's Office Business Systems-Legislative Compliance phase 2	270	570									840	840		
CC011	City Clerk's Office Business Systems-Legislative Compliance 2026					250						250	250		
CC012	City Clerk's Office Business Systems-Legislative Compliance 2030									400	500	900	900		
CC013	City Clerk's Office Business Systems 2023-2024		400	650								1,050	1,050		
CC014	City Clerk's Office Business Systems 2025-2027				200	350	500					1,050	1,050		
CC015	City Clerk's Office Business Systems 2028-2029							325	500			825	825		
CC016	Council Business Systems 2020	435										435	435		
CC017	Council Business Systems 2025-2026				200	300						500	500		
CC018	Council Business Systems 2028-2029							250	425			675	675		
CC019	Public Appointments SOGR 2023-2024		210	215								425	425		
CC020	Public Appointments SOGR 2031										200	200	200		
CC021	Council Transition Requirements 2022	300										300	300		
CC022	Council Transition Requirements 2025-2026				100	400						500	500		
CC023	Council Transition Requirements 2029-2030								100	400		500	500		
CC024	Replacement of Voting Equipment	6,800										6,800	6,800		
CC025	Notices Management Information System (NMIS) SOGR						250					250	250		
CC026	Wedding Chambers SOGR 2023-2024		100	200								300		300	
CC027	Infra. to support Council/Committee Meetings 2022	150	350									500		500	
CC028	Infra. to support Council/Committee Meetings 2025-2026				100	500						600		600	
CC029	Infra. to support Council/Committee Meetings 2029-2030								100	500		600		600	
CC030	Information Workflow Management System SOGR 2023-2024		210	565								775		775	
CC031	IP Workflow Management Systems SOGR 2028							185				185		185	
CC032	Archives Equipment Upgrade - SOGR 2022-2025	75	75	75	50							275		275	
CC033	Archives Equipment Upgrade - SOGR 2027-2030						75	50	75	50		250		250	
CC034	Records Centre Services SOGR	200										200		200	
Total Expenditures (including carry forward from 2021)		9,890	4,040	2,475	3,600	2,465	2,195	1,960	4,550	2,400	1,700	35,275	31,590	3,685	

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
CC003	2022 Election Technology Program	910	750									1,660	1,660		
CC006	Toronto Meeting Mgt Info System (TMMIS) SOGR 2019	320	260									580	580		
CC008	Image Library Migration to Managed Cloud SAAS	210	415									625			625
CC009	City Clerk's Office Business Systems-Legislative Compliance phase 1	220										220	90	130	
CC010	City Clerk's Office Business Systems-Legislative Compliance phase 2	270	570									840			840
CC016	Council Business Systems 2020	435										435		435	
CC021	Council Transition Requirements 2022	300										300			300
CC024	Replacement of Voting Equipment	6,800										6,800	14,000	(7,200)	
CC027	Infra. to support Council/Committee Meetings 2022	150	350									500			500
CC032	Archives Equipment Upgrade - SOGR 2022-2025	75	75	75	50							275			275
CC034	Records Centre Services SOGR	200										200	200		
Total Expenditure (including carry forward from 2021)		9,890	2,420	75	50							12,435	16,530	(6,635)	2,540

Appendix 6b

2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CC001	City Clerk's Health & Safety Remediation - SOGR 2025			100	230						330	330		
CC002	City Clerk's Health & Safety Remediation - SOGR 2031									150	150	150		
CC004	2026 Election Technology Program	700	770	2,850	435	620					5,375	5,375		
CC005	2030 Election Technology Program					750	800	3,000	700	500	5,750	5,750		
CC007	Toronto Meeting Mgt Info System (TMMIS) SOGR 2028-2031						350	350	350	350	1,400	1,400		
CC011	City Clerk's Office Business Systems-Legislative Compliance 2026				250						250	250		
CC012	City Clerk's Office Business Systems-Legislative Compliance 2030								400	500	900	900		
CC013	City Clerk's Office Business Systems 2023-2024	400	650								1,050	1,050		
CC014	City Clerk's Office Business Systems 2025-2027			200	350	500					1,050	1,050		
CC015	City Clerk's Office Business Systems 2028-2029						325	500			825	825		
CC017	Council Business Systems 2025-2026			200	300						500	500		
CC018	Council Business Systems 2028-2029						250	425			675	675		
CC019	Public Appointments SOGR 2023-2024	210	215								425	425		
CC020	Public Appointments SOGR 2031									200	200	200		
CC022	Council Transition Requirements 2025-2026			100	400						500	500		
CC023	Council Transition Requirements 2029-2030							100	400		500	500		
CC025	Notices Management Information System (NMIS) SOGR					250					250	250		
CC026	Wedding Chambers SOGR 2023-2024	100	200								300		300	
CC028	Infra. to support Council/Committee Meetings 2025-2026			100	500						600		600	
CC029	Infra. to support Council/Committee Meetings 2029-2030							100	500		600		600	
CC030	Information Workflow Management System SOGR 2023-2024	210	565								775		775	
CC031	IP Workflow Management Systems SOGR 2028						185				185		185	
CC033	Archives Equipment Upgrade - SOGR 2027-2030					75	50	75	50		250		250	
Total Expenditures		1,620	2,400	3,550	2,465	2,195	1,960	4,550	2,400	1,700	22,840	20,130	2,710	

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

N/A

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

Table 9a - New User Fees

Rate Description	Service	Fee Category	Fee Basis	2022 Budget Rate	2023 Plan Rate	2024 Plan Rate
Civil Marriage Officiant Service Fee	Make Government Work	Market Based	per ceremony (maximum 1/2 hour)	\$162.90	\$162.90	\$162.90

In 2020, City Council approved the provision of civil marriage ceremonies at the Scarborough, North York and Etobicoke civic centres to the public. The public can access this service for a bundled fee of \$280 which comprises the wedding chamber booking and civil marriage officiant fees. In 2022, the City Clerk's Office will offer civil marriages to couples who opt to wed without renting the wedding chamber. As such, a stand-alone new fee of \$162.90 for Civil Marriage Officiant is proposed. This civil marriage program will have a medium positive equity impact on low-income resident's access to City's services, and a positive impact on persons who face discrimination, prejudice or barriers to accessing non-religious marriage ceremonies such as the 2SLGBTQ community.

Table 9b – Fees Above Inflation

N/A

Table 9c - User Fees for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2021 Approved Rate	Year Introduced	Reason for Discontinuation
Ward Map	Elect Government	Market Based	Per Ward	\$15.00	2003	The ward map is available in a high-resolution PDF format on City of Toronto website

Table 9d - User Fees for Technical Adjustments

Rate Description	Service	Fee Category	Fee Basis	2021 Approved Rate	2022 Budget Rate	Reason for Adjustment
Civil Wedding Ceremony Fee	Make Government Work	Market Based	per ceremony (maximum 1/2 hour)	\$280.00	\$280.00	Changed fee basis from "per 1/2 hour" to "per ceremony (maximum 1/2 hour)"

Table 9e - User Fees for Transfers

N/A

Table 9f - User Fees for Rationalization

Service	2021		2022		Comments
	Rate Description	Approved Rate	Rate Description	Budget Rate	
Open Government	Copy of an existing digital image on a digital storage medium	\$30.00	Copy of an existing digital image on a digital storage medium	\$25.00	Comparable market rate and enhance public access

Appendix 10

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

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2022	2023	2024
XR1017	Beginning Balance	17,388	5,918	9,818
Election	<i>Withdrawals (-)</i>			
	City Clerk's Office Withdrawals - Operating	-21,584	-5,708	-6,455
	Other Division/Agency Withdrawals - Operating	0	0	0
	City Clerk's Office Withdrawals - Capital	-910	-1,450	-770
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-22,494	-7,158	-7,225
	<i>Contributions (+)</i>			
	City Clerk's Office Contributions - Operating	0	0	0
	Other Division/Agency Contributions - Operating	11,000	11,000	11,000
	Contributions - Other	0	0	0
	Total Contributions	11,000	11,000	11,000
	Total Reserve / Reserve Fund Draws / Contributions	-11,494	3,842	3,775
	Interest Income	24	58	97
	Balance at Year-End	5,918	9,818	13,690

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name		Contributions / (Withdrawals)		
		2022	2023	2024
XQ1504	Beginning Balance	308	345	382
Vehicle Reserve - Clerks	<i>Withdrawals (-)</i>			
	City Clerk's Office Withdrawals - Operating	0	0	0
	Other Division/Agency Withdrawals - Operating	0	0	0
	City Clerk's Office Withdrawals - Capital	0	0	0
	Other Division/Agency Withdrawals - Capital**	0	0	-48
	Total Withdrawals	0	0	-48
	<i>Contributions (+)</i>			
	City Clerk's Office Operating Contributions	37	37	37
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	37	37	37
	Total Reserve / Reserve Fund Draws / Contributions	37	37	-11
	Balance at Year-End	345	382	371

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

** Part of Fleet Services Division 2022 Capital Budget & 2023-2031 Plan

Reserve / Reserve Fund Name	Contributions / (Withdrawals)			
	2022	2023	2024	
XQ1507	Beginning Balance	904	810	715
Vehicle Reserve - Clerks Equipment	<i>Withdrawals (-)</i>			
	City Clerk's Office Withdrawals - Operating	-50	-50	-50
	Other Division/Agency Withdrawals - Operating	0	0	0
	City Clerk's Office Withdrawals - Capital	-75	-75	-75
	Other Division/Agency Withdrawals - Capital	0	0	0
	Total Withdrawals	-125	-125	-125
	<i>Contributions (+)</i>			
	City Clerk's Office Operating Contributions	30	30	30
	Other Division/Agency Contributions - Operating	0	0	0
	Contributions - Other	0	0	0
	Total Contributions	30	30	30
	Total Reserve / Reserve Fund Draws / Contributions	-95	-95	-95
	Balance at Year-End	810	715	621

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name	Contributions / (Withdrawals)			
	2022	2023	2024	
XR1307	Beginning Balance	19,948	6,400	-5,717
Development Application Review	<i>Withdrawals (-)</i>			
	City Clerk's Office Withdrawals - Operating	-196	-197	-198
	Other Division/Agency Withdrawals - Operating	-13,381	-11,920	-11,963
	City Clerk'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 Clerk'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

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

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

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	
XR1017	Beginning Balance										
	17,388	5,918	9,818	13,690	15,578	19,966	23,481	27,626	29,619	33,962	
Election	<i>Withdrawals (-)</i>										
City Clerk's Office Withdrawals - Operating	-21,584	-5,708	-6,455	-6,455	-6,455	-6,455	-6,455	-6,455	-6,455	-6,455	
Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0	
City Clerk's Office Withdrawals - Capital	-910	-1,450	-770	-2,850	-435	-1,370	-800	-3,000	-700	-500	
Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0	
Total Withdrawals	-22,494	-7,158	-7,225	-9,305	-6,890	-7,825	-7,255	-9,455	-7,155	-6,955	
	<i>Contributions (+)</i>										
City Clerk's Office Contributions - Operating	0	0	0	0	0	0	0	0	0	0	
Other Division/Agency Contributions - Operating	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
Contributions - Other	0	0	0	0	0	0	0	0	0	0	
Total Contributions	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	
Total Reserve / Reserve Fund Draws / Contributions	-11,494	3,842	3,775	1,695	4,110	3,175	3,745	1,545	3,845	4,045	
Interest Income	24	58	97	193	279	341	401	449	498	569	
Balance at Year-End	5,918	9,818	13,690	15,578	19,966	23,481	27,626	29,619	33,962	38,575	

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Reserve / Reserve Fund Name	Contributions / (Withdrawals)										
	2022	2023	2024	2025 ∞	2026 ∞	2027 ∞	2028 ∞	2029 ∞	2030 ∞	2031 ∞	
XQ1507	Beginning Balance										
	904	810	715	621	551	532	437	368	273	204	
Vehicle Reserve - Clerks Equipment	<i>Withdrawals (-)</i>										
City Clerk's Office Withdrawals - Operating	-50	-50	-50	-50	-50	-50	-50	-50	-50	-50	
Other Division/Agency Withdrawals - Operating	0	0	0	0	0	0	0	0	0	0	
City Clerk's Office Withdrawals - Capital	-75	-75	-75	-50	0	-75	-50	-75	-50	0	
Other Division/Agency Withdrawals - Capital	0	0	0	0	0	0	0	0	0	0	
Total Withdrawals	-125	-125	-125	-100	-50	-125	-100	-125	-100	-50	
	<i>Contributions (+)</i>										
City Clerk's Office Operating Contributions	30	30	30	30	30	30	30	30	30	30	
Other Division/Agency Contributions - Operating	0	0	0	0	0	0	0	0	0	0	
Contributions - Other	0	0	0	0	0	0	0	0	0	0	
Total Contributions	30	30	30	30	30	30	30	30	30	30	
Total Reserve / Reserve Fund Draws / Contributions	-95	-95	-95	-70	-20	-95	-70	-95	-70	-20	
Balance at Year-End	810	715	621	551	532	437	368	273	204	184	

∞ Using 2024 PBF Contributions, figures have been projected for 2025-2031 contributions

Corporate Reserve / Reserve Funds

N/A

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).