

# 2024 Budget Notes

## Municipal Licensing & Standards

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

### Description

Municipal Licensing and Standards (MLS) provides by-law administration and enforcement services, including strategies to address noise, business inspections, parks regulations, and animal services issues. Services also include business licensing and permitting, property standards, animal care including control, shelter and adoption, and animal issues. The division is responsible for the enforcement of more than 30 by-laws and statutes. MLS delivers the following services:

- By-law Compliance & Enforcement
- Licences & Permits
- Animal Services

### Why We Do It

Municipal Licensing and Standards' mission is to contribute to the safety, vibrancy, and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration, and animal care services to the City of Toronto.

Outcome Statements:

- People in Toronto experience public and private spaces with safe community standards and minimized public nuisances.
- Businesses, charities, and non-profits operating in Toronto obtain licences and permits conveniently and efficiently.
- Animals in Toronto are cared for and protected safely and reliably.

*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.*

#### **Program / Agency:**

**Carleton Grant**

Executive Director, Municipal Licensing & Standards

Tel: (416) 392-8445

Email: [Carleton.Grant@toronto.ca](mailto:Carleton.Grant@toronto.ca)

#### **Corporate:**

**Mervyn Mendonca**

Manager, Financial Planning

Tel: (416) 397-4297

Email: [Mervyn.Mendonca@toronto.ca](mailto:Mervyn.Mendonca@toronto.ca)

## What Service We Provide

### **By-Law Compliance & Enforcement**

**Who We Serve:** Vulnerable residents, enforcement agencies, business owners & operators, property owners, community groups, and the public.

**What We Deliver:** Bylaw enforcement for licensing, public spaces, and private properties.

**How Much Resources (2024 gross operating budget):** \$45.3 million

### **Licences & Permits**

**Who We Serve:** Residents, consumers, business owners & operators, charities and not-for-profit organizations and City/agency staff.

**What We Deliver:** Issuance of business licences and permits, and bylaw exemptions.

**How Much Resources (2024 gross operating budget):** \$15.9 million

### **Animal Services**

**Who We Serve:** Animal/pet owners, domestic/wild animals, and City/agency staff.

**What We Deliver:** Animal shelter and care, pet licence issuance, and mobile response and animal bylaw enforcement.

**How Much Resources (2024 gross operating budget):** \$14.5 million

## Budget at a Glance

### 2024 OPERATING BUDGET

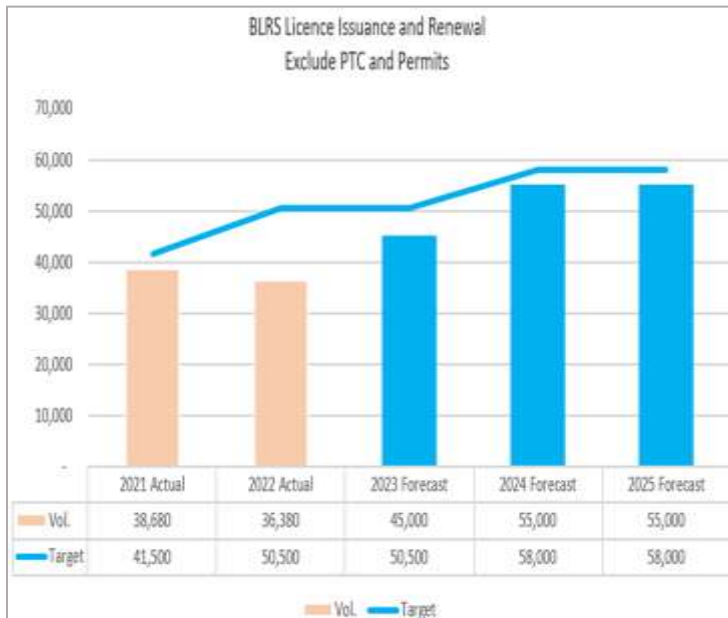
<u>\$Million</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenues	\$49.4	\$47.8	\$47.5
Gross Expenditures	\$75.7	\$76.4	\$76.9
Net Expenditures	\$26.3	\$28.6	\$29.4
Approved Positions	610.5	609.5	607.5

### 2024 - 2033 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2024</u>	<u>2025-2033</u>	<u>Total</u>
------------------	-------------	------------------	--------------

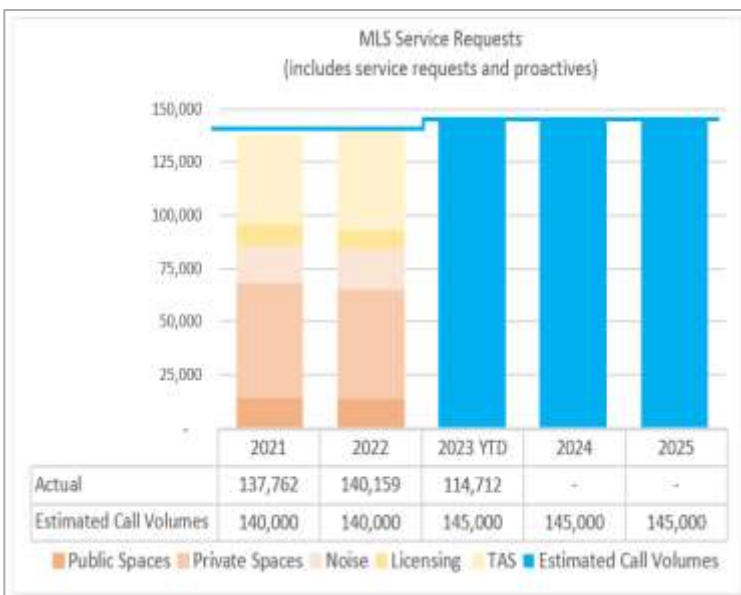
This program does not have a Capital Budget and Plan.

## How Well We Are Doing – Behind the Numbers



### Business Licensing and Registration Services (BLRS)

- As of September 30<sup>th</sup>, 2023, BLRS has issued and renewed 33,414 licences. This number exclude permits and private transportation company licences
- New and renewed licence volumes continue to trend upwards as the local economy recovers from COVID-19 impacts.
- Taxi and limousine licensing fees continue to be reduced by 50%.
- As of October 2023, no new tow truck licences were issued due to changes in Provincial Legislation as responsibility for issuance/renewal of licences transitioned to the Province.
- Target was adjusted in 2021 to reflect a significant drop in revenue volumes when businesses were closed to comply with COVID-19 measures. The targets for 2022 through 2024 were adjusted to better post-pandemic performance.



### MLS Service Requests (SRs) includes service requests and proactive investigations for issues across five key areas: **public spaces, private spaces, noise, licensing and Toronto Animal Services (TAS).**

- Between 2021 and 2022 Public Spaces and Noise complaints were relatively stable, private spaces service requests were down by 5% largely due to normalization of zoning bylaw infractions while TAS service requests were up 14% due to an increased number of calls for injured/distressed animals & cadaver removal.
- Overall, in 2023 estimated call volumes are expected to increase by approximately 4% mainly driven by service requests from Toronto Animal Services and Public Spaces.

## How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
<b>Outcome Measures</b>								
<b>Bylaw Enforcement</b>	% of Compliance to Bylaws on first contact	93%	90%	90%	90%	●	90%	90%
	% response to reported noise issues within guidelines of the Noise Priority Response Model	71%	56%	70%	95%	●	90%	90%
	# noise service requests in year	17,323	19,468	19,500	19,000	●	20,000	20,000
<b>Business Licensing &amp; Registration</b>	% online transactions and payments	100%	86%	95%	90%	●	95%	95%
<b>Toronto Animal Services</b>	Average # of days sheltered	9	11	14	12	●	13	13

### 2023 Projection to 2023 Target Comparison

● 80% and above (MET TARGET)    ● 70 - 79% (LOW RISK)    ● 69% and Under (REQUIRES ATTENTION)

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
<b>Service Level Measures</b>								
<b>Bylaw Enforcement</b>	% Private Property non-emergency responses conducted within 5 days of reports	84%	70%	70%	71%	●	70%	70%
<b>Business Licensing &amp; Registration</b>	% of new licences issued within standards (20 days or less)	86%	78%	85%	78%	●	85%	85%
<b>Toronto Animal Services</b>	% of TAS service requests response times within standards (5 days or less)	58%	67%	80%	78%	●	80%	80%

2023 Projection to 2023 Target Comparison

- 80% and above (MET TARGET)
- 70 - 79% (LOW RISK)
- 69% and Under (REQUIRES ATTENTION)

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

#### Licences & Permits

- Issued \$1.2 million in grants to accessible taxicab owners and drivers through the Accessibility Reserve Fund program.
- Continued the CafeTO program and approved 551 sidewalk cafes and 331 curb lane cafes as of November 15, 2023.
- Continued to improve the online licence and permit application/renewal system.
- Re-opened drop-in counter services for business licence and permit applicants in 2023.
- Continued to audit driver safety training programs.
- Due to changes in Provincial Legislation which removes the City's authority to issue/renew tow truck licences, the division coordinated with the Province to ensure a smooth transition.

#### By-law Compliance & Enforcement

- Continued to use data-discovery tools and services in support of Short-Term Rental compliance and revenue recoveries.
- Conducted stakeholder engagements on program changes to the RentsafeTO Evaluation Tool and changes to the program.
- Developed the Multi-Tenant framework to ensure a successful implementation on March 31, 2024. Recruited over 30 positions to provide enforcement and administrative support to the Multi-Tenant Houses implementation.
- Enforcement efforts were shifted to public space monitoring during the summer months due to the increased demand for park use and reintroduction of signature summer events which had an impact on other service response times.
- Increased service requests related to noise, vehicle-for-hire, and vending during the summer, long weekends, and special events led to resource challenges managed through staff overtime and reduced service levels for other requests, including dedicated resources to address election signage; collaborated with City partners to address city wide election sign compliance.
- Continued implementation of changes to the Property Standards Bylaw to modernize regulations and streamline enforcement.
- Alcohol in Parks Pilot program extended to March 31<sup>st</sup>, 2024. Staff will continue to monitor the 27 designated parks.
- Extensive consultations with stakeholders on the implementation of the Noise Bylaw and Short-term Rental Bylaw, and the regulations for Bars, Restaurants and Entertainment Venues in support of the Night Economy, in anticipation of upcoming bylaw reviews.
- RentSafeTO launched the first year of the RentSafeTO Annual Report providing important information in support of program expansion, and education for residents as to maintenance standards complaint processes and landlord/tenant responsibilities.
- Launch of the Priority Response Model to promote a customer experience that establishes expectations specific to the request for service.

#### Animal Services

- Two sharing circles were held in partnership with the Native Canadian Centre and Toronto and York Region Métis Council with over 50 attendees from the Indigenous community promoting improved access to veterinary care for Indigenous pet owners.
- Facilitated 7 Indigenous led, including Elders, Urban Animal Relative Full-Moon Ceremonies.
- Provided \$10K grant to Turtle Protectors High Park, an Indigenous guided stewardship program supported by Indigenous Elders and community members, supporting, and protecting their Turtle relatives.
- Implementation of the Animal Bylaw amendments – prohibiting the feeding of wildlife on private and public property.
- Pigeon population control pilot project at 4 City locations feeding OvoControl, birth control for birds, as a humane strategy to address and decrease the pigeon population.
- Signed MOU with third party pet licensing provider as a strategy to increasing pet licensing.
- 8 Chip Truck events were held: 385 microchips implanted, and 377 rabies vaccines administered.

- 
- 110 Spay Neuter Your Pet (SNYP) Truck Clinics were held, and 1,111 animals were treated. 80% of clients had fees waived, 10% had fees reduced and 10% paid full fee.

---

### Key Challenges and Risks

- Resource constraints have delayed system modernization efforts and challenged the division's ability to provide more user-friendly tools and maintain service levels.
- The volume and complexity of complaints, specifically related to noise, rental standards, and vulnerable populations, increased during the COVID-19 pandemic and this trend is seen as continuing.
- Significant inter-divisional complexity associated with the implementation of multi-tenant housing bylaw and other rental housing standards programs/updates.
- Increased population density which affects animal populations along with the compounding effect of the housing and financial crisis, leading to more human-animal conflict within the community, resulting in an increase in the number of dog bites since 2021.

---

### Priority Actions

- Implementation and launch of the Multi-Tenant Houses regulatory framework, licensing and enforcement, and public education.
  - Focus on bylaw reviews including Short-Term Rentals, Chapter 545 (Licensing), Property Standards, Vehicle-for-Hire, and other strategic issues.
  - Dedicated Enforcement of: Noise, RentSafeTO, Short-Term Rentals, Specialized Enforcement & Resolution, and Multi-Tenant Houses.
  - Special Animal Programs, including Spay Neuter Your Pet (SNYP) Truck programs and education campaigns.
  - Strategies for managing call volumes for sick/injured animals, cadavers, dangerous act investigations, and managing high intake volume of animals in shelters.
  - Continued phased implementation of changes to the RentSafeTO evaluation and audit program, to improve standards of living in rental apartment buildings.
  - Continued audits of the accredited Driver Training Programs, to ensure programs are meeting City standards.
  - Communication and public education campaigns to improve public awareness about key MLS issues including coyotes, heat, fireworks, dogs off-leash, leaf blowers, feeding wildlife and RentSafeTO.
  - Developing priority- and risk-based enforcement models to respond to service requests, centred on achieving compliance, and continued business transformation, system modernization and digitization of services to enable evidence-based enforcement.
-

**CITY STAFF PREPARED BUDGET**

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2024 Operating Budget for Municipal Licensing & Standards of \$75.729 million gross, \$49.449 million revenue, and \$26.280 million net for the following services:

<b>Service:</b>	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Bylaw Compliance & Enforcement	45,305.7	7,311.7	37,994.0
Licences & Permits	15,916.5	38,418.5	(22,501.9)
Animal Services	14,506.6	3,718.3	10,788.2
<b>Total Program Budget</b>	<b>75,728.7</b>	<b>49,448.5</b>	<b>26,280.3</b>

- The 2024 staff complement for Municipal Licensing & Standards of 610.5 positions comprised of 607.5 operating positions and 3.0 capital positions.



# **2024 OPERATING BUDGET**

**2024 OPERATING BUDGET OVERVIEW**

**Table 1: 2024 Operating Budget by Service**

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>									
Bylaw Compliance & Enforcement	6,100.1	8,219.2	8,380.3	8,219.2	7,094.3	217.3	7,311.7	(907.6)	(11.0%)
Licences & Permits	35,798.5	32,810.6	35,050.9	32,810.6	38,339.0	79.5	38,418.5	5,607.9	17.1%
Animal Services	2,144.2	3,548.3	3,506.3	3,548.3	3,702.3	16.0	3,718.3	170.1	4.8%
<b>Total Revenues</b>	<b>44,042.8</b>	<b>44,578.1</b>	<b>46,937.5</b>	<b>44,578.1</b>	<b>49,135.7</b>	<b>312.8</b>	<b>49,448.5</b>	<b>4,870.4</b>	<b>10.9%</b>
<b>Expenditures</b>									
Bylaw Compliance & Enforcement	35,008.1	40,910.1	38,905.8	40,910.1	45,088.3	217.3	45,305.7	4,395.6	10.7%
Licences & Permits	10,512.0	12,970.1	13,583.4	12,970.1	15,837.0	79.5	15,916.5	2,946.4	22.7%
Animal Services	12,819.6	14,204.5	13,595.3	14,204.5	14,214.3	292.3	14,506.6	302.1	2.1%
<b>Total Gross Expenditures</b>	<b>58,339.7</b>	<b>68,084.7</b>	<b>66,084.4</b>	<b>68,084.7</b>	<b>75,139.7</b>	<b>589.0</b>	<b>75,728.7</b>	<b>7,644.1</b>	<b>11.2%</b>
<b>Net Expenditures</b>	<b>14,296.9</b>	<b>23,506.6</b>	<b>19,147.0</b>	<b>23,506.6</b>	<b>26,004.0</b>	<b>276.3</b>	<b>26,280.3</b>	<b>2,773.7</b>	<b>11.8%</b>
<b>Approved Positions**</b>	<b>554.5</b>	<b>604.5</b>	<b>N/A</b>	<b>604.5</b>	<b>603.5</b>	<b>7.0</b>	<b>610.5</b>	<b>6.00</b>	<b>1.0%</b>

\*2023 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

**KEY DRIVERS**

**Total 2024 Budget** expenditures of \$75.728 million gross reflecting an increase of \$7.644 million in spending above 2023 budget, predominantly arising from:

- Salaries and benefits increase reflecting cost-of-living adjustments.
- Annualized salary and benefit costs of forty-two (42) positions approved through the 2023 Budget process to meet the intended and timely implementation and enforcement of the new regulatory framework for Multi-Tenant Housing Program as approved by City Council as part of the [2023 Housing Action Plan \(CC2.1\)](#).
- The addition of three (3) new Animal Control Officers to support the implementation of the [Council approved report \(2022.EC 31.5\) "Updates to Chapter 349, Animals"](#).
- Three (3) new positions for Business Performance Team fully funded by Technology Services Division to support the implementation of an upcoming system modernization, and one (1) Licensing Assurance and Compliance Officer to support the implementation of the [Council approved report \(2023.EC 6.6\), "Transitioning the Vehicle-for-Hire Industry to Net Zero Emissions by 2030"](#) fully funded by Vehicle-for-Hire (VFH) Reserve.
- Above pressures are partially offset by line-by-line review and user fee increases.

**EQUITY IMPACTS OF BUDGET CHANGES**

Low-positive equity impact: The changes in Municipal Licensing & Standards' 2023 Operating Budget have a low-positive equity impact.

- Three (3) additional animal control officers to support the proposed changes to the rules on the feeding of wildlife, further emphasize the responsibility people have when seeking out relationships with wildlife and nature, and the education plan proposed is an opportunity to connect to land-based teachings and hands-on campaigns with community organizations and Indigenous community members and organizations.
- Three (3) new temporary positions in the Business Performance team will implement the system modernization project which will improve access to MLS services by modernizing the division's business systems and enable a

smoother and more accessible customer experience. It is expected to have a low-positive equity impact once completed.

- One (1) new Licensing & Compliance officer will help ensure grants are accurately being disbursed to eligible drivers. This is especially critical as a substantial proportion of the Vehicle-for-Hire industry consists of lower-income individuals who identify with equity-seeking groups.

**2024 OPERATING BUDGET KEY COST DRIVERS**

The 2024 Net Operating Budget for Municipal Licensing & Standards of \$26.280 million is \$2.774 million or 11.8% greater than the 2023 Net Budget. Table 2 below summarizes the key cost drivers for the 2024 Budget.

**Table 2: 2024 Key Cost Drivers**

(In \$000s)	2024				2025 Annualized impact
	Revenues	Gross	Net	Positions**	
2023 Budget	44,578.1	68,084.7	23,506.6	604.5	N/A
2023 Projection*	46,937.5	66,084.4	19,147.0	N/A	N/A
<b>Funding Priorities – Key Cost Drivers:</b>					
<i>Salary &amp; Benefits</i>					
COLA, Benefit & Step Increases		110.3	110.3		550.3
Annualized impact of 42 positions for Multi Tenant Housing		4,931.8	4,931.8		22.3
<i>Revenue Decreases</i>					
Upload of Tow Truck Licensing Program to the Province	(850.0)	(89.6)	760.4	(1.0)	
Foregone licensing fee revenue to support Vehicle-for-Hire transition to Net Zero	(61.0)		61.0		899.0
<i>Other Changes</i>					
Revenue Rate increase (4%) and Volume Adjustments	3,468.6		(3,468.6)		(441.7)
Contributions to Reserves	2,000.0	2,200.0	200.0		
Technology and Communications		152.5	152.5		
Elimination of Provincial funding for Cannabis Enforcement					1,167.6
<i>New &amp; Enhanced</i>					
Animal Control Officers to support Chapter 349 Updates	16.0	292.3	276.3	3.0	86.9
Legacy System Modernization Project - Staff Resources	217.3	217.3		3.0	
Staff Resources to Support Vehicle-for-Hire transition to Net Zero	79.5	79.5		1.0	
<b>Sub-Total - Funding Priorities</b>	<b>4,870.4</b>	<b>7,894.1</b>	<b>3,023.7</b>	<b>6.0</b>	<b>2,284.5</b>
<b>Affordability Measures:</b>					
Line by Line Review		(250.0)	(250.0)		
<b>Sub-Total - Affordability Measures</b>		<b>(250.0)</b>	<b>(250.0)</b>		
<b>Total 2024 Budget</b>	<b>49,448.5</b>	<b>75,728.7</b>	<b>26,280.3</b>	<b>610.5</b>	<b>2,284.5</b>
<b>Change from 2023 Budget (\$)</b>	<b>4,870.4</b>	<b>7,644.1</b>	<b>2,773.7</b>	<b>6.0</b>	
<b>Change from 2023 Budget (%)</b>	<b>10.9%</b>	<b>11.2%</b>	<b>11.8%</b>	<b>1.0%</b>	<b>N/A</b>

\*Based on 9 Month Variance

\*\*YoY comparison based on approved positions

**Key Base Drivers:**

**Salaries & Benefits:**

- Salaries and benefit increase due to cost of living adjustments and anticipated filled vacancies in 2024. Additionally, the increase reflects the annualized impact of forty-two (42) positions hired in 2023 for Multi Tenant Housing Program. These positions support the new regulatory framework granting permissions for multi-tenant housing across the City and respond to calls for the preservation and creation of affordable and safe homes.

**Revenue Decrease:**

- Reduced revenues from the implementation of [Vehicle-for-Hire Emissions Report 2023 EC.6.6 adopted by Council on October 11<sup>th</sup>, 2023](#). This program reduces licensing fees via grants for taxicab and limousine owners of zero-emission vehicles (ZEVs).
- Additionally, loss in revenues resulting from the upload of the Tow Truck Licensing Program due to changes in Provincial Legislation, the *Towing and Storage Safety and Enforcement Act (TSSEA)*, that removes City's authority for Tow Truck Licensing.

**Other Changes:**

- Other changes to the operating budget include:
  - Inflationary increase of 4% and volume increases to user fees which includes Private Transportation Companies (PTC) trip and application fees based on current year trend.
  - Increases contribution to reserves from Accessibility fees and for vehicle replacement program.
  - An increase to the Communications budget for public education campaigns.
  - An increase for twenty-eight (28) Salesforce licences to support staff work associated with transitioning the Vehicle-for-Hire Industry to Net Zero.

**Affordability Measures:**

**Table 3: Offsets and Efficiencies**

(\$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Reduction of Audit Fees for PTC	Line by Line	No Impact		(250.0)	(250.0)				
<b>Total Affordability Measures</b>				<b>(250.0)</b>	<b>(250.0)</b>				

**Realignment to Actuals (Line by line):**

- A \$0.250 million reduction to base expenditures due to realignment of Private Transportation Companies (PTC) audit fee budget based on historical spending.

**New and Enhanced Service Priorities:**

**Table 4: New / Enhanced Requests**

New / Enhanced Request	2024				2025 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
<b>In \$ Thousands</b>							
1 Council Approved report (2022.EC31.5) "Updates to Chapter 349, Animals" - Staff Resources	16.0	292.3	276.3	3.0	379.2	Low-positive	Additional Animal Control Officers will be required to enforce the proposed by-law amendments, based on anticipated needs and historical enforcement data.
2 Legacy System Modernization Project - Staff Resources	217.3	217.3		3.0	369.4	Low-positive	The system modernization project will improve access to MLS services by modernizing the division's business systems and enable a smoother and more accessible customer experience. These positions are fully funded by Technology Services Division's capital program.
3 Council Approved report (2023.EC 6.6), "Transitioning the Vehicle-for-Hire Industry to Net Zero Emissions by 2030" - Staff Resources	79.5	79.5		1.0	109.6	Low-positive	To support the implementation of Council Approved report (2023.EC 6.6), "Transitioning the Vehicle-for-Hire Industry to Net Zero Emissions by 2030"
<b>Total New / Enhanced</b>	<b>312.8</b>	<b>589.0</b>	<b>276.3</b>	<b>7.0</b>	<b>858.1</b>		

- The addition of three (3) new Animal Control Officers to support the implementation of the [Council approved report \(2022.EC31.5\) "Updates to Chapter 349, Animals"](#).
- Three (3) new positions for Business Performance Team fully funded by Technology Services Division to support the implementation of an upcoming system modernization, and one (1) Licensing Assurance and Compliance Officer to support the implementation of the [Council approved report \(2023.EC 6.6\), "Transitioning the Vehicle-for-Hire Industry to Net Zero Emissions by 2030"](#) fully funded by Vehicle-for-Hire Reserve.

**Note:**

1. For additional information on 2024 Service Changes please refer to [Appendix 3](#) for the 2024 New and Enhanced Service Priorities.

**2025 & 2026 OUTLOOKS****Table 5: 2025 and 2026 Outlooks**

(\$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
<b>Revenues</b>			
Revenue Changes		411.7	355.8
Inter-divisional Recoveries		30.0	30.0
Vehicle-for-Hire Net Zero Emissions Program		(899.0)	(665.0)
Elimination of Cannabis Reserve		(1,167.6)	
<b>Total Revenues</b>	<b>49,448.5</b>	<b>(1,624.9)</b>	<b>(279.2)</b>
<b>Gross Expenditures</b>			
Salaries & Benefits		659.6	551.5
<b>Total Gross Expenditures</b>	<b>75,728.7</b>	<b>659.6</b>	<b>551.5</b>
<b>Net Expenditures</b>	<b>26,280.3</b>	<b>2,284.5</b>	<b>830.7</b>
<b>Approved Positions</b>	<b>610.5</b>	<b>(1.0)</b>	<b>(2.0)</b>

---

## Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$76.388 million reflects an anticipated \$0.660 million or 0.87% increase in gross expenditures above the 2024 Operating Budget. The 2026 Outlooks expects a further increase of \$0.552 million or 0.72% above 2025 gross expenditures.

These changes arise from the following:

- Increases for salaries and benefits due to full year impacts of new positions and anticipated filled vacancies.
- Reduction in revenue due to conclusion of one-time Provincial funding for Cannabis Enforcement and forgone revenue due to the implementation of the Vehicle-for-Hire Net Zero Emissions Report

Outlook revenues are expected to increase as a result of anticipated inflationary increase in revenues.

---

# APPENDICES



## Appendix 1

### 2024 Operating Budget by Category

Category (In \$000s)	2021 Actual	2022 Actual	2023 Budget	2023 Projection*	2024 Budget	2024 Change from 2023 Budget		2024 Change from 2023 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
User Fees & Donations	31,332.8	39,825.0	38,244.6	42,165.7	42,783.2	4,538.6	11.9%	617.4	1.5%
Transfers From Capital					217.3	217.3		217.3	
Contribution From Reserves/Reserve Funds	3,616.5	2,639.1	4,453.5	2,891.7	4,532.9	79.5	1.8%	1,641.2	56.8%
Sundry and Other Revenues	90.8	146.8	369.0	369.0	369.0				
Inter-Divisional Recoveries	1,439.4	1,431.9	1,511.0	1,511.0	1,546.0	35.0	2.3%	35.0	2.3%
<b>Total Revenues</b>	<b>36,479.5</b>	<b>44,042.8</b>	<b>44,578.1</b>	<b>46,937.5</b>	<b>49,448.5</b>	<b>4,870.4</b>	<b>10.9%</b>	<b>2,511.0</b>	<b>5.3%</b>
Salaries and Benefits	48,246.8	50,454.7	57,400.4	55,003.4	62,942.0	5,541.6	9.7%	7,938.6	14.4%
Materials & Supplies	911.6	959.4	1,026.7	1,026.7	1,037.8	11.2	1.1%	11.2	1.1%
Equipment	172.3	802.5	1,639.7	372.2	1,704.7	65.0	4.0%	1,332.5	358.1%
Service and Rent	1,783.8	2,456.4	3,379.4	3,322.3	3,205.7	(173.7)	(5.1%)	(116.6)	(3.5%)
Contribution To Reserves/Reserve Funds	1,661.1	2,028.2	1,831.2	4,036.7	4,031.2	2,200.0	120.1%	(5.5)	(0.1%)
Other Expenditures	1,737.8	1,607.5	2,807.3	2,323.1	2,807.3			484.1	20.8%
Inter-Divisional Charges	4.2	31.0							
<b>Total Gross Expenditures</b>	<b>54,517.6</b>	<b>58,339.7</b>	<b>68,084.7</b>	<b>66,084.4</b>	<b>75,728.7</b>	<b>7,644.1</b>	<b>11.2%</b>	<b>9,644.3</b>	<b>14.6%</b>
<b>Net Expenditures</b>	<b>18,038.0</b>	<b>14,296.9</b>	<b>23,506.6</b>	<b>19,147.0</b>	<b>26,280.3</b>	<b>2,773.7</b>	<b>11.8%</b>	<b>7,133.3</b>	<b>37.3%</b>

\*Projection based on 9 Month Variance

## Appendix 2

### Summary of 2024 Service Changes

N/A

## Appendix 3

### Summary of 2024 New / Enhanced Service Priorities Included in Budget

Category	Equity Impact	Infrastructure Services Program - Municipal Licensing & Standards	Adjustments				2025 Plan Net Change	2026 Plan Net Change
			Gross Expenditure	Revenue	Net	Approved Positions		
29793		MLS - Council Approved (EC31.5) Updates to Chapter 349 - Staff Resources						
74	Positive	<b>Description:</b>						

The 2024 Operating Budget includes net new funding of \$0.276 million. This includes net new 3 Animal Control Officer positions through the Council approved report EC31.5. These officers will be required to enforce the proposed by-law amendments which will result in increased service requests.

**Service Level Impact:**

The New & Enhanced budget request will adequately resource the Toronto Animal Services program to deliver the service outcomes as requested in the by law amendments. These Officers are requested to support the bylaw change prohibiting feeding of wildlife on private and public properties. This will result in increased service requests.

**Equity Statement:**

The addition of 3 new Animal Control Officers' overall equity impact is low positive. This by law amendment will further emphasize the responsibility people have when seeking out relationships with wildlife and nature, and the education plan proposed is an opportunity to connect to land-based teachings and hands-on campaigns with community organizations and Indigenous community members and organizations

**Service:** Animal Services

Total Staff Prepared Budget Changes:	292.3	16.0	276.3	3.00	86.9	2.3
--------------------------------------	-------	------	-------	------	------	-----

<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>292.3</b>	<b>16.0</b>	<b>276.3</b>	<b>3.00</b>	<b>86.9</b>	<b>2.3</b>
--	--------------	-------------	--------------	-------------	-------------	------------

30444	MLS - Legacy System Modernization Project - Staff Resources					
74	Positive	<b>Description:</b>				

The addition of 3 new temporary positions (2 Project Managers and 1 Sr Business Systems Analyst) will have a net zero impact to Municipal Licensing & Standards' 2024 operating budget, These positions are fully funded by Technology Services Division's Capital Program to assist with the implementation of the new business systems. The proposed strategy will include a multi-year endeavour that will be closely aligned with the ongoing development of the IBMS and the MLS Licensing Modernization implementation roadmap. The implementation will occur over multiple phases, which includes efforts to modernizing the web channels, the middleware development and providing a modernized cloud solution.

**Service Level Impact:**

This is being proposed to support MLS' legacy system modernization project which is focused on addressing the critical business problem of outdated technology and processes that are hindering the efficient delivery of services to customers. The proposed change would transform the business operations for MLS through modernized business systems, which should improve service delivery performance and customer experience.

**Equity Statement:**

The overall equity impact from the addition of 3 new temporary positions in the Business Performance Team's is low positive. The system modernization project will improve access to MLS services by modernizing the division's business systems and enable a smoother and more accessible customer experience. As such, it is expected to have a low-positive equity impact once completed.

**Service:** Bylaw Compliance & Enforcement

Total Staff Prepared Budget Changes:	217.3	217.3	(0.0)	3.00	0.0	0.0
--------------------------------------	-------	-------	-------	------	-----	-----

<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>217.3</b>	<b>217.3</b>	<b>(0.0)</b>	<b>3.00</b>	<b>0.0</b>	<b>0.0</b>
--	--------------	--------------	--------------	-------------	------------	------------

### Appendix 3 (continued)

#### Summary of 2024 New / Enhanced Service Priorities Included in Budget

31007	MLS - Council Approved (EC6.6) Transitioning the Vehicle-For-Hire Industry to Net Zero Emissions by 2023 - Staff Resource
74	Positive

**Description:**

The addition of one Licensing and Compliance officer will have a net zero impact to Municipal Licensing & Standards' 2024 Operating Budget. Fully funded by the Vehicle-for-Hire Reserve, this position is to assist with the increased workload from the implementation of this report, which outlines the Council-adopted goal of net zero by 2030 for the City's Vehicle-for-Hire (VFH) industry and complementary programs to achieve the vehicle electrification and emissions reductions targets for the industry. This aligns with the City's community-wide emission goals set by TransformTO, which identifies the transportation sector as a major contributor to the City's overall emissions

**Service Level Impact:**

The Council-adopted Zero-Emissions Grant program is a complementary program to support the adopted goal of net zero by 2030 for the City's VFH industry. The program will reduce licensing fees temporarily via grants for taxicab and limousine owners of zero emission vehicles (ZEVs). As such, the additional Compliance officer will create the required capacity for MLS to undertake the compliance and auditing work needed to help ensure grants are being accurately disbursed.

**Equity Statement:**

The addition of 1 new Licensing and Compliance officer's overall equity impact is low positive. The Compliance officer will help ensure grants are accurately being disbursed to eligible drivers. This is especially critical as a substantial proportion of the Vehicle-for-Hire industry consists of lower-income individuals who identify with equity-seeking groups.

**Service:** Licences & Permits

Total Staff Prepared Budget Changes:	79.5	79.5	0.0	1.00	0.0	0.0
--------------------------------------	------	------	-----	------	-----	-----

<b>Staff Prepared New/Enhanced Service Priorities:</b>	<b>79.5</b>	<b>79.5</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>
--	-------------	-------------	------------	-------------	------------	------------

**Appendix 4**

**Summary of 2024 New / Enhanced Service Priorities Not Included in Budget**

N/A

**Appendix 5**

**2024 Capital Budget;  
2025 - 2033 Capital Plan Including Carry Forward Funding**

N/A

**Appendix 5a**

**2024 Cash Flow and Future Year Commitments Including Carry Forward Funding**

N/A

**Appendix 5b**

**2025 - 2033 Capital Plan**

N/A

**Appendix 6**

**Reporting on Major Capital Projects: Status Update**

N/A

**Appendix 7**

**Capacity to Spend Review**

N/A

**Appendix 8**

**Summary of Capital Needs Constraints**

N/A

**Appendix 9**

**Capital Program Provincial/Federal Funding Streams by Project**

N/A

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2024 Operating Budget

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
<b>Beginning Balance</b>		<b>3,230.0</b>	<b>3,059.3</b>	<b>3,229.6</b>
MLS Vehicle & Equipment Replacement	XQ1202			
<i>Withdrawals (-)</i>				
<i>Fleet - Capital</i>		(917.4)	(576.4)	(2,351.3)
<i>Contributions (+)</i>				
<i>Municipal Licensing &amp; Standards Operating</i>		746.7	746.7	746.7
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>3,059.3</b>	<b>3,229.6</b>	<b>1,625.1</b>
<b>Balance at Year-End</b>		<b>3,059.3</b>	<b>3,229.6</b>	<b>1,625.1</b>

\* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
<b>Beginning Balance</b>		<b>5,215.0</b>	<b>4,363.4</b>	<b>3,474.6</b>
Vehicle for Hire	XR1505			
<i>Withdrawals (-)</i>				
<i>Municipal Licensing &amp; Standards - Operating</i>		(2,992.3)	(3,022.4)	(3,026.3)
<i>Other Division/Agency - Operating</i>		(1,179.6)	(1,180.2)	(1,180.9)
<i>Contributions (+)</i>				
<i>Municipal Licensing &amp; Standards Operating</i>		3,284.5	3,284.5	3,284.5
<i>Interest Income</i>		35.8	29.3	22.6
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,363.4</b>	<b>3,474.6</b>	<b>2,574.5</b>
<b>Balance at Year-End</b>		<b>4,363.4</b>	<b>3,474.6</b>	<b>2,574.5</b>

\* Based on 9-month 2022 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
<b>Beginning Balance</b>		<b>658.3</b>	<b>288.8</b>	<b>291.0</b>
Animal Services	XR1721			
<i>Withdrawals (-)</i>				
<i>Municipal Licensing &amp; Standards - Operating</i>		(373.0)		
<i>Contributions (+)</i>				
<i>Municipal Licensing &amp; Standards Operating</i>				
<i>Interest Income</i>		3.5	2.2	2.2
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>288.8</b>	<b>291.0</b>	<b>293.2</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>				
<b>Balance at Year-End</b>		<b>288.8</b>	<b>291.0</b>	<b>293.2</b>

\* Based on 9-month 2022 Reserve Fund Variance Report

### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
<b>Beginning Balance</b>		<b>1,333.7</b>	<b>171.7</b>	<b>173.0</b>
Ontario Cannabis Legalization	XR3038			
<i>Withdrawals (-)</i>				
<i>Municipal Licensing &amp; Standards - Operating</i>		(1,167.6)		
<i>Contributions (+)</i>				
<i>Municipal Licensing &amp; Standards - Operating</i>				
<i>Interest Income</i>				
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>166.1</b>	<b>171.7</b>	<b>173.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>		<b>5.6</b>	<b>1.3</b>	<b>1.3</b>
<b>Balance at Year-End</b>		<b>171.7</b>	<b>173.0</b>	<b>174.3</b>

\* Based on 9-month 2022 Reserve Fund Variance Report

## 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 Service Priorities:** 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).