

2020 Program Summary

311 Toronto

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What we do

311 Toronto provides the City of Toronto a one-window brand and customer service system that supports residents, businesses and visitors. 311 Toronto provides access to non-emergency City services, programs and information 24 hours a day, seven days a week. Information inquiries or requests are received via multiple channels such as phone, online, email, mobile phone applications and Twitter. 311 Toronto delivers the following service:

- 311 Front Line Service Delivery through various channels

Front Line Service Delivery is supported by the Project Management office, Information and Business Processing, and Metrics and Performance teams.

311 Toronto capital projects relate specifically to the management of technologies and systems in order to manage customer interaction and service integrations with Client City Divisions and Agencies.

Why we do it

311 Toronto plays an essential role as the gateway to City information for programs and services available to residents, business owners or visitors. Using modern approaches, dedicated and knowledgeable staff are available 24/7, 365 days per year, to provide a quality customer experience through multiple channels of communication.

Who we serve

- Residents
- Businesses
- Visitors

Beneficiaries

- City Council
 - City and Agency Staff
 - Not-for-Profit / Non-Government Organizations (NGOs)
 - Provincial & Federal Governments
 - Special Purpose Bodies
-







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$8.9	\$8.6	\$8.7	Gross Expenditures	\$4.7	\$16.3	\$21.0
Gross Expenditures	\$19.1	\$19.0	\$19.3	Debt	\$4.7	\$16.3	\$21.0
Net Expenditures	\$10.2	\$10.4	\$10.6				
Approved Positions	183.0	183.0	183.0				

Key service outcomes

Outcomes	Description
Deliver a Great Customer Service Experience	<ul style="list-style-type: none"> The service level target for 2020 is 80% of calls answered within 75 seconds. The actual to date for 2019 is 81% of the calls answered within 75 seconds The average speed of answering a call, targeted at 120 seconds, is currently at 56 seconds The First Call Resolution target 70%; year-to-date actual is 85% 2019 Projected actual for total calls handled is 1.4 million
Accelerate the push to Digital / Self-Serve	<ul style="list-style-type: none"> 311 has been able to push 2.5 million out of 4.1 million transactions (61%) to self serve All remaining 500+ Service Requests (SR) to be online by 2020 Consolidate many dispersed data sources and systems into a single platform Consolidating customer interactions to fewer systems limits risks and makes security and compliance easier For Service Requests, 45,000 transactions out of 515,000 transactions are handled online (9%)
Deliver real time and accurate information	<ul style="list-style-type: none"> Information provided by 311 enables residents and key stakeholders in making informed decisions Expand the Open Data initiative and continue fostering an innovative environment by providing increased transparency

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	% of calls answered within approved service standard 75 seconds (Service Level: 80%)	75%	81%	80%	
	% of customer contacts resolved at first point of contact (FCR) (Service Level: 70%)	81%	85%	70%	
	Service Requests available through Self-Serve	101	101	643	

Our experience and success

- Successfully launched Salesforce, Enterprise Customer Relationship Management (E-CRM) system for phase 1 with multiple channels. The new CRM will help revolutionize customer service within the City along with adding simplicity and ease of navigation
- Successfully made enhancements to 311's open data service request data set. For greater transparency additional fields such as ward boundary, SR status, and division name were added
- Created and implemented a balanced scorecard to monitor quality assurance. The scorecard ensures consistency, accuracy and empathy are key pillars of each customer service interactions
- Successfully implemented a Shift Swap policy to allow greater flexibility and agility into the work force management and scheduling function
- Collaborated on the task force between Municipal, Licensing & Standards (MLS), Toronto Police Service and 311 to redirect noise complaints and non-emergency 911 calls to 311
- Successfully launched "The Toronto At Your Service" information counter at City Hall

Key challenges and risks

- Maintaining service levels as city growth, call volumes and complexities increase
- Replace and upgrade existing technologies while ensuring the stability of existing platforms
- Readiness for key partners to modernize and transform customer service processes

Priority actions

- Continue working with divisional stakeholders on enhancing the service levels provided to residents (i.e., In 2019, reduced the wait time for Toronto Water turn on/off requests)
- Optimized Workforce Scheduling
- Continue with the 311 Quality Assurance program
- Implement Phase 2 of the CRM initiative moving all remaining 500+ Service Requests to the digital self-serve
- Integrate and enhance the 311 Knowledge Base with the new CRM being implemented
- Upgrade the Workforce Management tool within 311, Verint
- Upgrade the Universal Call Centre Enterprise telephony system (UCCE)

Our key service levels



80% of calls received answered within approved service standards (75 secs)



Average time spent by CSR on call (per Service Level) : **270** seconds



70% of customer contacts resolved at first point of contact (First Contact Resolution Rate)

Key service deliverables

- Handled over **+4.1 million** customer touchpoints
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7
- Handled over **+215,000** tax and utility related calls
- Launched the CRM Phase 1 by using Salesforce and enhanced the overall customer experience related to Toronto Water On/ Off requests
- Handled over **+10,000** interactions at The Toronto At Your Service information counter at City Hall

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for 311 Toronto of \$19.1 million gross, \$10.2 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
311 Front Line Service Delivery	15,127.8	6,882.5	8,245.3
311 Project Management Office	2,432.0	2,014.8	417.2
311 Info & Business Processing	1,285.4		1,285.4
311 Metrics & Perf. Reporting	226.9		226.9
Total Program Budget	19,072.0	8,897.2	10,174.8

2. City Council approve the 2020 staff complement for 311 Toronto of 183 positions, comprising 17 capital positions and 166 operating positions.
3. City Council approve the 2020 Capital Budget for 311 Toronto with cash flows and future year commitments totaling \$13.637 million as detailed by project in Appendix 5a.
4. City Council approve the 2021-2029 Capital Plan for 311 Toronto totalling \$7.390 million in project estimates as detailed by project in Appendix 5b.

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual*	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
311 Front Line Service Delivery	6,479.3	6,782.5	6,882.5		6,882.5	99.9	1.5%
311 Project Management Office	820.1	1,251.0	2,014.8		2,014.8	763.8	61.1%
311 Info & Business Processing					0.0	0.0	
311 Metrics and Perf Reporting					0.0	0.0	
Total Revenues	7,299.4	8,033.5	8,897.2	0.0	8,897.2	863.7	10.8%
Expenditures							
311 Front Line Service Delivery	14,715.2	15,141.1	15,127.8		15,127.8	(13.3)	(0.1%)
311 Project Management Office	1,208.7	1,743.0	2,432.0		2,432.0	689.0	39.5%
311 Info & Business Processing	1,035.1	1,150.0	1,285.4		1,285.4	135.4	11.8%
311 Metrics and Perf Reporting	197.1	205.0	226.9		226.9	21.9	10.7%
Total Gross Expenditures	17,156.1	18,239.1	19,072.0	0.0	19,072.0	832.9	4.6%
Net Expenditures	9,856.7	10,205.6	10,174.8	0.0	10,174.8	(30.8)	(0.3%)
Approved Positions	180.5	183.0	183.0		183.0	0.0	

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

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$19.072 million gross reflecting an increase of \$0.833 million above 2019 projected year-end actuals, predominantly arising from:

- Understaffing in the Project Management Office during the early part of 2019 resulted in significant payroll savings. The savings will not continue in 2020 as 311 Toronto staffs up for the Verint and Unified Contact Center Enterprise (UCCE) upgrade projects and will be recovered from capital in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: There are no significant equity impacts to the changes in the 311 Toronto's 2020 Operating Budget

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for 311 Toronto is \$19.072 million gross or 4.6% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actual	2019 Proj. Actual	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	16,196.1	17,311.0	17,940.4	629.4	3.6%
2	Materials & Supplies	9.1	12.4	12.4	0.0	0.1%
3	Equipment	56.7	50.0	100.3	50.3	100.6%
4	Service and Rent	834.1	837.0	990.3	153.3	18.3%
5	Contribution To Capital				-	
6	Contribution To Reserves	27.8	28.7	28.7	0.0	0.0%
7	Other Expenditures	32.3	-		-	
					-	
Total Expenditures		17,156.1	18,239.1	19,072.0	832.9	4.6%
Revenues						
1	Provincial Subsidies				-	
2	Federal Subsidies				-	
3	User Fees & Donations				-	
4	Transfers From Capital	820.1	1,251.0	2,014.8	763.8	61.1%
5	Other Revenues	6,479.3	6,782.5	6,882.5	99.9	1.5%
					-	
Total Revenues		7,299.4	8,033.5	8,897.2	863.7	10.8%
Net Expenditures		9,856.8	10,205.6	10,174.8	(30.8)	(0.3%)

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

Salaries & Benefits and Transfers From Capital:

Understaffing in the Project Management Office during the early part of 2019 resulted in significant underspend. This will not continue in 2020 as 311 Toronto gears up for the Verint and Unified Contact Center Enterprise (UCCE) upgrade projects.

Equipment & Service and Rent:

Additional license & hardware costs of \$0.203 million to provide front line service delivery.

Transfer from Capital:

Funding primarily from the Verint and Unified Contact Center Enterprise (UCCE) upgrade projects to fill vacant capital positions to handle project delivery.

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

(\$000s)	2019 Projected Actual*	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	8,033.5	8,897.2	8,653.2	8,702.3
Gross Expenditures	18,239.1	19,072.0	19,031.0	19,300.5
Net Expenditures	10,205.6	10,174.8	10,377.7	10,598.2
Approved Positions	183.0	183.0	183.0	183.0

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

Key 2021 drivers**Salaries and Benefits**

- One time training budget of \$0.290 million with corresponding recovery from the Tax Stabilization Reserve will be discontinued in 2021. The remaining changes relate to merit and step increases

Revenue Changes

- One-time training budget of \$0.290 million with corresponding recovery from the Tax Stabilization Reserve will be discontinued in 2021

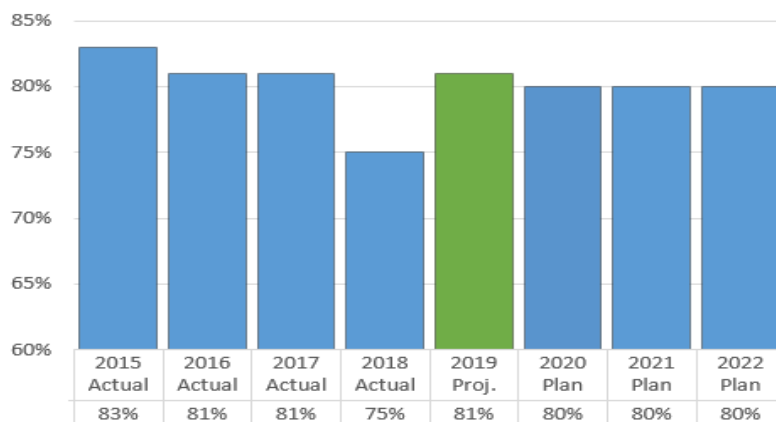
Key 2022 drivers**Salaries and Benefits**

- Merit and step increases.

How well we are doing

Performance measures

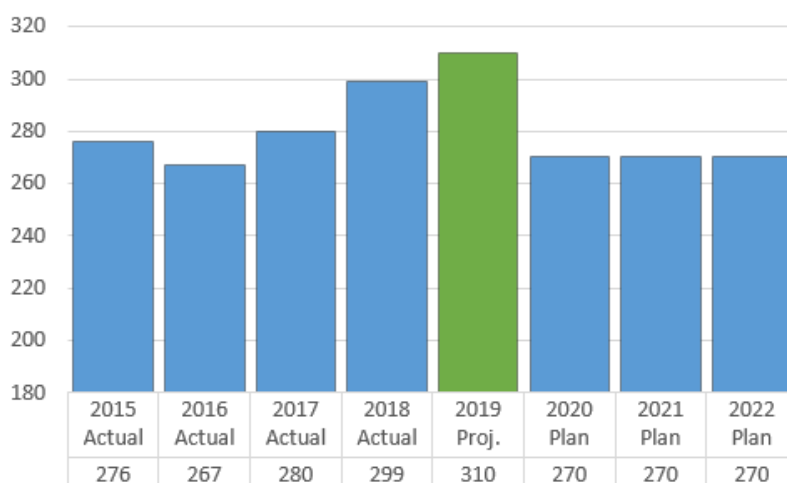
Call Response Time



Behind the numbers

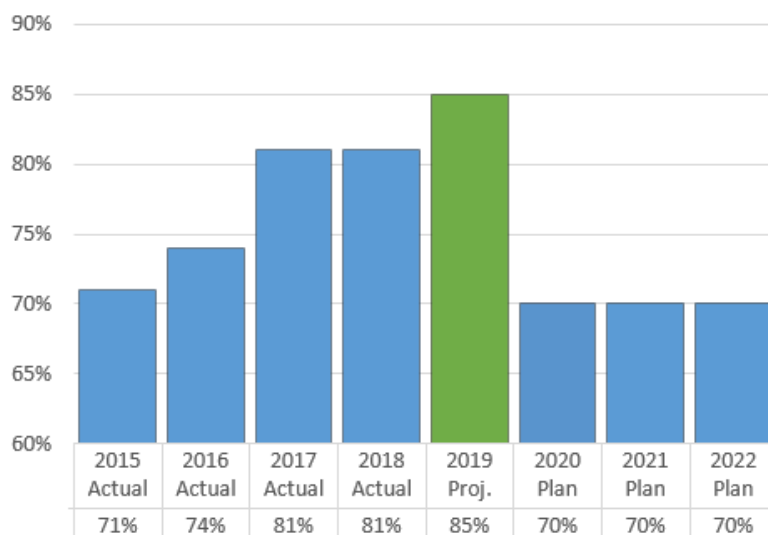
- 311 aims to answer 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level
- In 2019, 311 is answering 81% of incoming calls within 75 seconds

Average handle time



- This measure indicates the average length of time, in seconds, required to resolve enquiries
- The 2019 actual is above the approved service level target (270 second) due to increases in call complexities and an increase in calls with multiple issues requiring resolutions. Generally, service requests take double the time of general inquiries to resolve

First Contact Resolution Rate

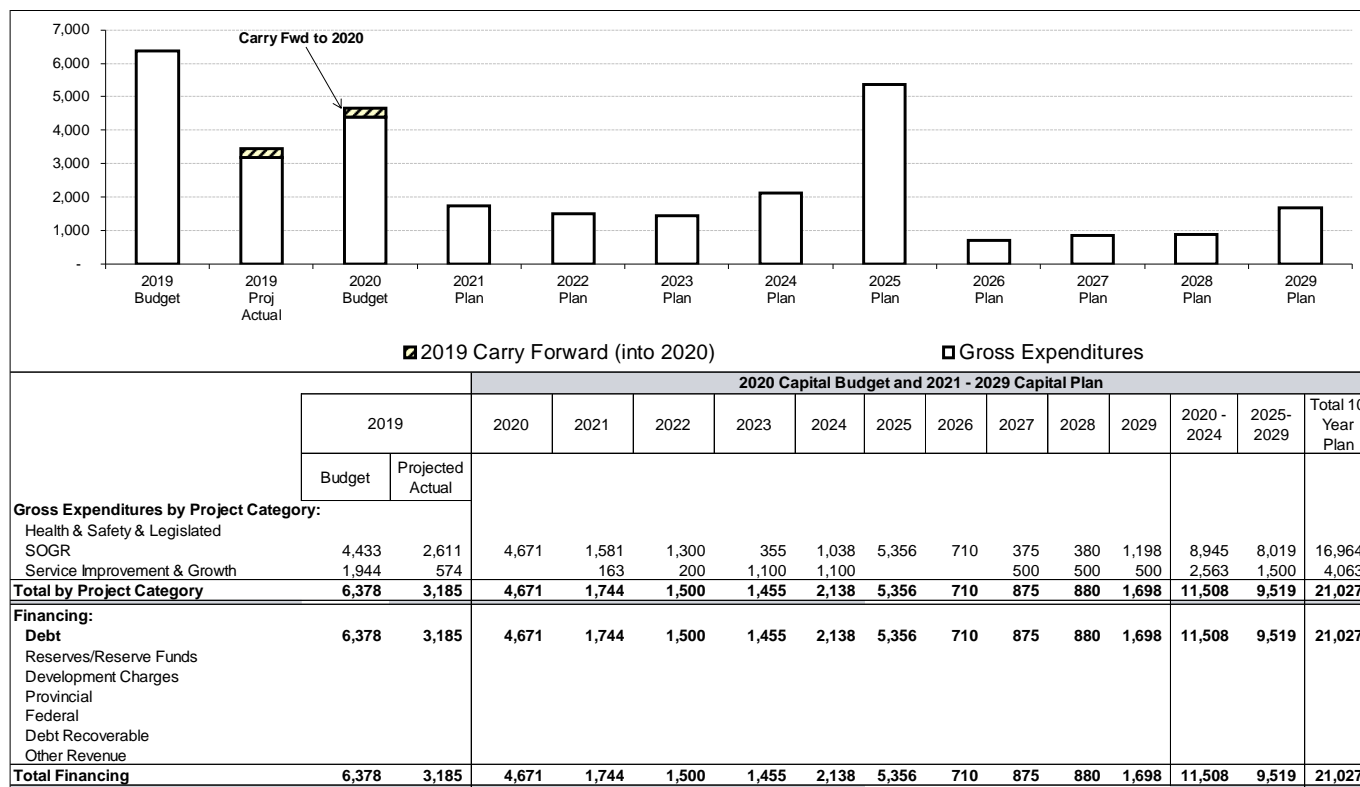


- This measure indicates 311's ability to resolve a customer issue, the first time they call 311
- By enhancing partnerships with key stakeholders, 311 has been able to resolve a customer issue at the first point of contact 85% of the time in 2019

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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



Changes to Existing Projects

(\$0.4M reduction)

- Readiness Assessment: \$0.463M (revised scope)
- Digital Migration: \$0.857M (realigning of budget)

New Projects

(\$12.6M)

- Verint Scheduling Tool Upgrade: \$3.559M
- UCCE/ Telephony Upgrade: \$8.337M



Capital Needs Constraints

- Nil

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project and [Appendix 6](#) for Reporting on Major Capital Projects – Status Update.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$21.0 Million 10-Year Gross Capital Program**

	
Information Technology	Equipment
\$12 M 57%	\$9 M 43%
Technology Maintenance and Upgrade	UCCE (Telephony) Upgrade and Digital Display Board

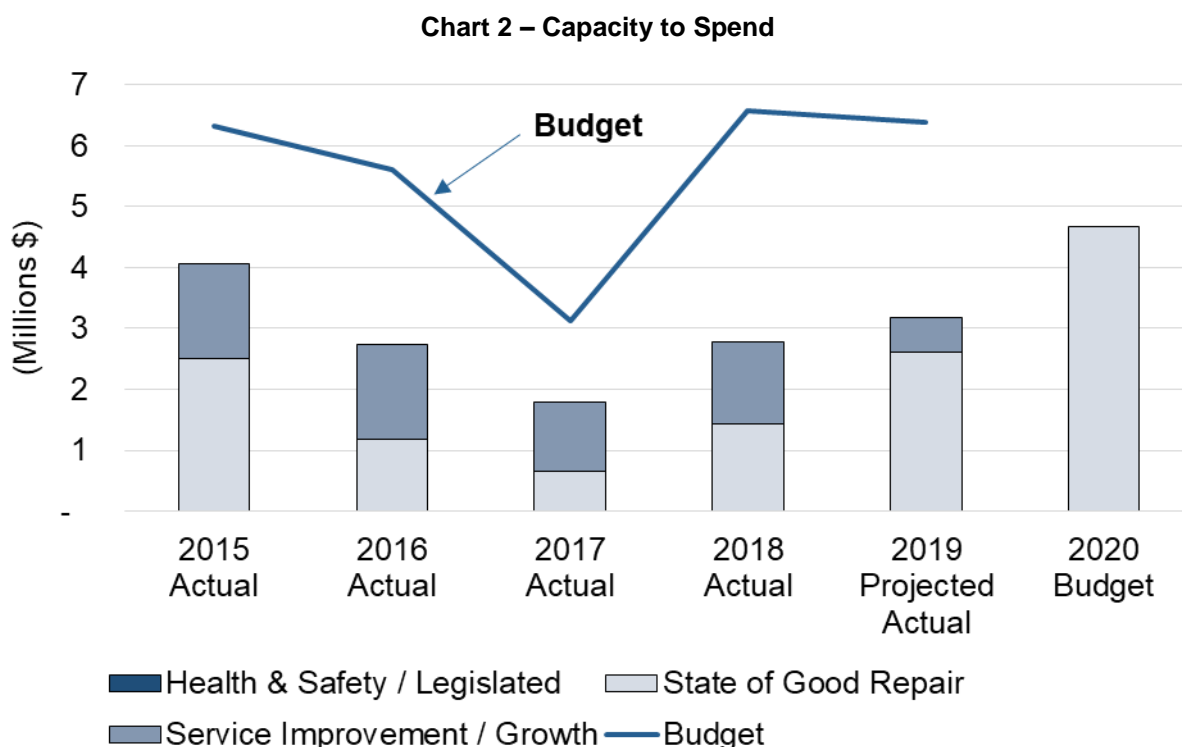
How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$21 M 100%		\$0 M 0%		\$0 M 0%	
Debt	\$ 21 M	PTIF	-	Grants	-
Recoverable Debt	-	Grants	-	Other	-
Reserve Draws	-	Other	-		
Development Charges	-				
Other	-				

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan was 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 the 311 Toronto's ability to spend and the market's capacity to deliver.

Key components in determining an appropriate level of annual cash flows included historical capacity to spend, reviews by project categories (Chart 2 below), as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated						
State of Good Repair	2.5	1.2	0.7	1.4	2.6	4.7
Service Improvement / Growth	1.6	1.6	1.1	1.3	0.6	
Total	4.1	2.7	1.8	2.8	3.2	4.7
% Spent	64%	49%	57%	42%	50%	

Capacity to Spend Review Impact on the Recommended 10-Year Plan

Based on the review historical capital spending constraints, \$0.850 million in capital spending originally cash flowed in 2020 was deferred to 2021 or future years. In addition, cash flows were reduced in the Enterprise Work Order Management System (EMWS) project by \$0.150 million.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

There is no backlog identified at this stage

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget has no impact on 2020 Operating Budget for operating impact of capital.

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Category (\$000s)	2017 Actual*	2018 Actual*	2019 Budget*	2019 Projected Actual**	2020 Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations							
Licences & Permits Revenue							
Transfers From Capital	943.2	820.1	2,121.5	1,251.0	2,014.8	763.8	61.1%
Contribution From Reserves/Reserve Funds			290.5	290.4	290.5	0.1	0.0%
Sundry and Other Revenues		11.4	18.0	11.0	18.0	7.0	63.6%
Inter-Divisional Recoveries	6,266.8	6,467.8	6,481.1	6,481.1	6,574.0	92.8	1.4%
Total Revenues	7,209.9	7,299.3	8,911.1	8,033.5	8,897.2	863.7	10.8%
Salaries and Benefits	15,660.0	16,196.1	17,649.4	17,311.0	17,940.4	629.4	3.6%
Materials & Supplies	11.2	9.1	12.4	12.4	12.4	0.0	0.1%
Equipment	95.6	56.7	100.3	50.0	100.3	50.3	100.6%
Service and Rent	792.7	834.1	1,340.3	837.0	990.3	153.3	18.3%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	27.8	27.8	28.7	28.7	28.7	0.0	0.0%
Other Expenditures							
Inter-Divisional Charges		32.3	5.9				
Total Gross Expenditures	16,587.3	17,156.1	19,137.0	18,239.1	19,072.0	832.9	4.6%
Net Expenditures	9,377.4	9,856.8	10,225.9	10,205.6	10,174.8	(30.8)	(0.3%)
Approved Positions	178.0	180.5	183.0	183.0	183.0		

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

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

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

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

N/A

Appendix 5

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

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
TO001	Enterprise Workorder Mgt System(EWMS)/ Email Mgt	116	266									382		382	
TO002	Verint Upgrade	1,264	226			271	1,337	136			325	3,559		3,559	
TO003	UCCE(Telephony) Upgrade	2,495	1,089			407	3,654	204			488	8,337		8,337	
TO004	SOG initiatives	600		1,300	355	360	365	370	375	380	385	4,490		4,490	
TO005	Business Intelligence	196										196		196	
TO006	Readiness Assessment(Various)		163	200	200							563			563
TO007	Digital Display Board					200					500	700			700
TO008	Implementing Artificial Intelligent - Pilot								500	500		1,000			1,000
TO009	Payment System / Process (Various)				900	900						1,800			1,800
Total Expenditures (including carry forward from 2019)		4,671	1,744	1,500	1,455	2,138	5,356	710	875	880	1,698	21,027		16,964	4,063

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TO001	Enterprise Workorder Mgt System(EWMS)/ Email Mgt	116	266	-	-	-	-	-	-	-	-	382	374	8	
TO002	Verint Upgrade	1,264	226	-	-	271	1,337	136	-	-	325	3,559			3,559
TO003	UCCE(Telephony) Upgrade	2,495	1,089	-	-	407	3,654	204	-	-	488	8,337			8,337
TO004	SOGI initiatives	600	-									600			600
TO005	Business Intelligence	196										196	196		
TO006	Readiness Assessment(Various)	-	163	200	200		-	-	-	-	-	563	100	463	
	Total Expenditure (including carry forward from 2019)	4,671	1,744	200	200	678	4,991	340	-	-	813	13,637	670	471	12,496

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable 311 Toronto to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TO004	SOGR initiatives	-	1,300	355	360	365	370	375	380	385	3,890		3,890	
TO007	Digital Display Board				200					500	700			700
TO008	Implementing Artificial Intelligent - Pilot							500	500		1,000			1,000
TO009	Payment System / Process (Various)			900	900						1,800			1,800
	Total Expenditures	-	1,300	1,255	1,460	365	370	875	880	885	7,390	-	3,890	3,500

Appendix 6




Reporting on Major Capital Projects: Status Update

(\$000s)

Life to Date

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Program Name: 311 Toronto											
Project Name: CRM Upgrade and Replacement	3,329	1,784	2,479	7,344	3,039	Minor Delay	Jun, 2016	Dec, 2021	Dec,2021	Ⓢ	Ⓢ
Comments:	CRM Upgrade and Replacement project has been transferred to CREM in the 2020 Capital Budget submission.										
Explanation for Delay:	The Phase 1 release of the Enterprise CRM Solution was successfully implemented. The Phase 1 Solution enhances and improves the Online Citizen Self-Serve capabilities by implemented online Booking & Scheduling for Toronto Water Service requests. The Enterprise CRM – MLS Noise Solution (Phase 1B) project was successfully launched over 2 planned releases, as scheduled, on July 31st and September 30th 2019. The SI Roster for Salesforce Professional Services is being finalized. Contracts have been executed with 5 of the 6 SI's. The Business Case and RFP for Phase II of the ECRM project to transition all divisional services requests from Lagan to ECRM is in progress.										

On/Ahead of Schedule
 Minor Delay < 6 months
 Significant Delay > 6 months

	>70% of Approved Project Cost
	Between 50% and 70%
	< 50% or > 100% of Approved

Appendix 7

Summary of Capital Needs Constraints

N/A

Appendix 8

2020 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds 2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		88,946.34	95,036.78	126,283.8
Tax Rate Stabilization Reserve	XQ0703			
<i>Withdrawals (-)</i>				
311 Toronto		-290.50	0.00	0.00
Other Division/Agency Withdrawals		-26,681.07	-1,814.93	-1,822.48
	Total Withdrawals	(26,971.6)	(1,814.9)	(1,822.5)
<i>Contributions (+)</i>				
311 Toronto		0.00	0.00	0.00
Other Division/Agency Contributions		33,062.0	33,062.0	33,062.0
	Total Contributions	33,062.0	33,062.0	33,062.0
Total Reserve / Reserve Fund Draws / Contributions		6,090.4	31,247.1	31,239.5
Balance at Year-End		95,036.8	126,283.8	157,523.4

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		29,462.4	26,035.6	22,540.4
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
311 Toronto		0.0	0.0	0.0
Other Division/Agency Withdrawals		(66,235.0)	(66,309.0)	(65,971.0)
	Total Withdrawals	(66,235.0)	(66,309.0)	(65,971.0)
<i>Contributions (+)</i>				
311 Toronto		28.7	28.7	28.7
Other Division/Agency Contributions		62,779.5	62,785.0	62,794.3
	Total Contributions	62,808.2	62,813.7	62,823.0
Total Reserve / Reserve Fund Draws / Contributions		(3,426.8)	(3,495.3)	(3,148.0)
Balance at Year-End		26,035.6	22,540.4	19,392.3

* Based on 9-month 2019 Reserve Fund Variance Report

Appendix 10

Glossary of Terms

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).

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