



Toronto Lobbyist Registrar

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What we do

The Toronto Lobbyist Registrar (TLR) regulates lobbying activity in the public interest. The TLR is an independent office of the City and reports directly to City Council. The TLR has a legislative mandate to ensure the public disclosure of lobbying activities and adherence to the Lobbyists' Code of Conduct. The disclosure requirement ensures that lobbying activities at the City are transparent. The Code of Conduct sets out the high ethical standards that are expected of lobbyists when they communicate with Toronto public office holders.

Why we do it

- The *City of Toronto Act, 2006* and the Toronto Municipal Code Chapter 140, Lobbying, i.e. the Lobbying By-law (the By-law) require the City to regulate lobbying activities. The By-law guarantees:
 - a. Open and unfettered access to City government is a vital aspect of local democracy.
 - b. Lobbying public office holders is a legitimate activity.
 - c. Public office holders and the public should be able to know who is attempting to influence City government.
 - d. Public disclosure of lobbying activity and standards of conduct for lobbyists are important to the integrity of City government decision-making.
- Ethical and transparent lobbying is a central component to a responsive City government which encourages civic engagement and open democratic processes.
- The regulation of lobbying is the cornerstone to building public trust in City government decision-making processes.

Who we serve

Lobbyist Registration

- Lobbyists

Beneficiaries

- Public
- Public Office Holders
- Lobbyists
- Media

Outreach and Education

- Public
- Public Office Holders
- Lobbyists

Beneficiaries

- Public
- Public Office Holders
- Lobbyists
- Other governments

Inquiries, Investigations and Enforcement

- Public
- Public Office Holders
- Lobbyists

Beneficiaries

- Public
- Public Office Holders
- Lobbyists
- Media





Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$0.0	\$0.0	\$0.0	Gross Expenditures	\$0.1	\$1.0	\$1.1
Gross Expenditures	\$1.3	\$1.3	\$1.3	Debt	\$0.0	\$1.0	\$1.0
Net Expenditures	\$1.3	\$1.3	\$1.3				
Approved Positions	8.3	8.3	8.3				

Key service outcomes

Outcomes	Description
Maintain an online Registry of lobbyists and lobbying activities that may be searched by anyone at anytime	<ul style="list-style-type: none"> Provide service within 24 hours for inquiries related to registrations, clarification of the By-law and Registry searches to lobbyists and the members of the public. Audit the data entered in the Registry system to ensure the quality of data is clean and accurate to be searchable by Public Office Holders and members of the public. Provide education and outreach sessions to public office holders, including other levels of government, members of the public and lobbyists.
Provide guidance, opinions and interpretation of the By-law to anyone who needs it	Help lobbyists work through the registration process, advise public office holders on how to respond to violations of the By-law, and help the public search the Registry efficiently.
Ensure that lobbyists comply with the Registry system and Code of Conduct	Conduct investigations or inquiries to determine if violations of the By-law have occurred.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Provide service within 24 hours for inquiries related to registrations, clarification of the By-law and Registry searches to lobbyists and the members of the public	93%	93%	97%	●
	Continued improving audit processes of the data in the Registry to ensure the Registry contains clean and accurate data	30%	75%	98%	●
	Deliver educational outreach presentations and meetings to public office holders, lobbyists and external organizations	109	120	140	●
	Provide advice to stakeholders on the By-law (Inquiries and Investigations Unit)	230	280	300	●

Our experience and success

- An estimated 90,000 registration transactions have been processed by our office since 2010. An estimated 50,000 lobbying communications have been reported on the Registry since 2010.
- We provide ongoing presentations and training sessions to members of the public, lobbyists, external organizations and City staff. In 2019, an estimated 120 educational outreach sessions were facilitated to share best practices and lobbying regulations and provide advice and interpretation about the By-law.
- In 2019, the Inquiries and Investigations Unit (Investigations Unit) has provided:
 - 280 estimated consultation/pieces of advice to stakeholders
 - 15 full advance legal opinions
 - 6 investigations were commenced
 - 4 inquiries were closed
 - assistance to the Lobbyist Registrar to file 1 Inquiry Report to Council

Key challenges and risks

- The delivery of timely and accurate services is at risk from the Lobbyist Registry Unit (Registry Unit). The total number of registration transactions processed annually by our office has increased by approximately 400% since 2010. However, the current staff complement has not changed since 2009.
- Outreach activities, the provision of advanced opinions and consultations are being performed at the detrimental cost to formal investigations.
- The Investigations Unit's capacity to take on new matters is restricted and there are delays in the length of the investigative process.
- The increased complexity of legal issues and recent expansion of the TLR's enforcement powers require adequate resources.
- Capacity to conduct inquiries in a timely fashion will be further strained without provision of appropriate resources.
- Implementing and administering the new Administrative Monetary Penalty (AMP) system is diverting time and resources from the work of the Investigations Unit, including the development of an AMP revenue collection process.
- Ongoing threat of judicial review of inquiries and enforcement options.
- The execution of a technology upgrade to the Registry system will require permanent dedication of Lobbyist Registry staff resources.
- Without the resources requested, the TLR cannot guarantee that it can meet its mandate and the public may lose confidence in the TLR's ability to provide oversight.

Priority actions

- Implement the AMP system, including levying AMPs and collecting associated revenues.
 - Obtain internal or retain external assistance to ensure timely investigation of By-law breaches.
 - An additional junior counsel for the Investigations Unit will ensure that utmost due diligence be taken, given the contentious nature of the investigations and the possibility of judicial review and will enable it to keep pace with complex cases in a timely manner.
 - An additional Lobbyist Registry & Stakeholder Outreach Advisor will enable the Registry Unit to continue to deliver timely and accurate services to the public and lobbyists.
-

- These enhancements will enable compliance and therefore decrease investigations and prosecutions. This will alleviate demand on the Investigations Unit’s already limited resources. Therefore, the amount of time an investigation is completed will be reduced.
- With these resources, the TLR Registry Unit will provide the public with the tools for transparency and civic engagement that are mandated by City Council.

Our key service levels



Service within 24 hours for registrations inquiries and Registry searches



Approximately 12,000 registration transactions in 2019



26 investigative reports were presented to Council since 2011



50 publications for lobbyists and the public about compliance



7,300 estimated lobbying communications in 2019



15 advance opinions were given by the Investigations Unit in 2019



120 estimated outreach presentations and meetings in 2019



2,000 estimated social media posts regarding compliance in 2019



280 estimated consultations/ pieces of advice by the Investigations Unit in 2019

Key service deliverables

- Maintain an online Registry of lobbyists and lobbying activities that may be searched by anyone at any time.
- Provide guidance, opinions and interpretation of the By-law to anyone who needs it.
- Help lobbyists work through the registration process, advice public office holders on how to respond to violations of the By-law, and help the public search the Registry efficiently.
- Ensure compliance with the Registry system and Code of Conduct through outreach, training and advice to all stakeholders.
- Investigate alleged breaches of the By-law, and where required bring enforcement proceedings.

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council decreased the 2020 Operating Budget for the Toronto Lobbyist Registrar by \$0.199 million gross and net, and City Council approved associated decreases in the staff complement of 2.0 positions.
2. City Council approved, as amended in item 1 above, the 2020 Operating Budget for the Toronto Lobbyist Registrar of \$1.451 million gross and net:

	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Total Office Budget	1,451.4	0.0	1,451.4

3. City Council approved, as amended in item above, the 2020 staff complement for the Toronto Lobbyist Registrar of 10.3 positions.
4. City Council approved the 2020 Capital Budget for the Toronto Lobbyist Registrar with cash flows and future year commitments totaling \$0.1 million as detailed by project in [appendix 5a](#).
5. City Council approved the 2021-2029 Capital Plan for the Toronto Lobbyist Registrar totalling \$1.0 million in project estimates as detailed by project in [Appendix 5b](#).

Toronto Lobbyist Registrar:

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2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Total Budget	Change v. 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
By Service							
Revenues							
Toronto Lobbyist Registrar					0.0	0.0	
Total Revenues	0.0	0.0	0.0	0.0	0.0	0.0	
Expenditures							
Toronto Lobbyist Registrar	1,133.7	1,229.7	1,252.0		1,252.0	22.2	1.8%
Total Gross Expenditures	1,133.7	1,229.7	1,252.0		1,252.0	22.2	1.8%
Net Expenditures	1,133.7	1,229.7	1,252.0	0.0	1,252.0	22.2	1.8%
Approved Positions	8.0	8.0	8.3		8.3	0.3	3.1%

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

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget of \$1.252 million gross and net reflecting an increase of \$0.022 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Salary & benefit adjustments related to progression pay, one additional working day in 2020 and benefit adjustments.
- Economic factor adjustments for non-payroll items.
- Increase to computer software maintenance budget to reflect the actual needs of the TLR.

COSTS TO ENHANCE SERVICES

New and Enhanced Service budget request of \$0.199 million gross and net was not approved. This request was to enable:

- the TLR to meet the statutory education & outreach, and statutory investigation & legal requirements. This enhancement would have increased the total approved positions by two positions from 8.3 in 2019 to 10.3 in 2020.

EQUITY IMPACTS OF BUDGET CHANGES

Not applicable.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for the Toronto Lobbyist Registrar is \$1.252 million gross and net or 1.8% higher than the 2019 Projects Actuals. Table 2a below summarizes the key cost drivers.

Table 2a: 2020 Key Drivers

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	1,083.9	1,148.3	1,147.1	(1.2)	-0.1%
2 Materials & Supplies	7.2	5.1	7.0	1.9	38.4%
3 Equipment	5.6	7.0		(7.0)	-100.0%
4 Service and Rent	35.2	67.6	96.1	28.5	42.1%
5 Contribution To Capital					
6 Contribution To Reserves	1.7	1.8	1.8		
7 Other Expenditures					
Total Expenditures	1,133.7	1,229.7	1,252.0	22.2	1.8%
Revenues					
1 Provincial Subsidies					
2 Federal Subsidies					
3 User Fees & Donations					
4 Transfers From Capital					
5 Other Revenues					
Total Revenues					
Net Expenditures	1,133.7	1,229.7	1,252.0	22.2	1.8%

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

Salaries & Benefits:

- Salary & benefit pressures related to progression pay, one additional working day in 2020 and benefit adjustments.
- This budget pressure is offset by the reversal of a one-time cost in 2019 for temporary staff to assist with the technology needs of the TLR. This one-time cost is funded from the professional services budget within the Services & Rent category.

Services and Rent:

- Economic factor adjustments.
- Increase to computer software maintain and professional services budgets to reflect the projected actual needs of the TLR.

Table 2b: New / Enhancement Requests not approved by City Council

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact	
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1	Enhanced Statutory Education & Outreach Requirements		92.7	92.7	1.0	127.3	Medium
2	Enhanced Statutory Investigation & Legal Requirements		106.8	106.8	1.0	146.3	Medium
Total New / Enhanced			199.4	199.4	2.0	273.6	

The Lobbyist Registrar recommended that the 2020 Operating Budget included enhancement requests of \$0.199 million gross and net to meet the statutory education & outreach, and statutory investigation & legal requirements of the TLR.

The enhancements request were for two positions:

I. Full-time Lobbyist Registry & Stakeholder Outreach Advisor position

Since the Registry was launched in 2008, there has been an exponential increase in the volume of transactions. In order to keep pace with the increased demands on our staff from the growth in registry transactions and outreach activities, proactive measures have been taken such as the repurposing of staff and the optimization of the use of technology. Notwithstanding these measures, one additional staff position is required to ensure the TLR can meet the growing demand of increased registrations. There has been year over year increases to the volume of registrations and further increase in volume is anticipated. However, the current staff complement has not changed from the approved FTE of 8.3 established in 2009. Since 2010, the total number of registration transactions processed annually by our office has increased by approximately 400%.

II. Full-time Junior Counsel Position

The TLR has been under-resourced with respect to investigative resources. The result has been delays in the length of the investigative process and restrictions on the capacity to take on new matters.

Current Service levels are being challenged by the following factors:

- Legislative amendments have expanded the TLR's enforcement powers and process. Without adequate resources for the implementation and execution of these expanded powers, the TLR cannot guarantee that the City Council's objectives for better enforcement and higher compliance will be met.
- Notwithstanding that the staff complement has remained unchanged from the approved FTE of 8.3 in 2009, there has been an exponential increase in overall registry activity. This increase in activity has left the Investigations and Registry Units under resourced.

The enhancements are required to ensure that the TLR can continue to meet its statutory mandate.

City Council did not approve these enhancement requests.

1.

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

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues				
Gross Expenditures	1,229.7	1,252.0	1,265.2	1,275.3
Net Expenditures	1,229.7	1,252.0	1,265.2	1,275.3
Approved Positions	8.0	8.3	8.3	8.3

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

Key 2021 drivers**Salaries and Benefits**

- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

Key 2022 drivers**Salaries and Benefits**

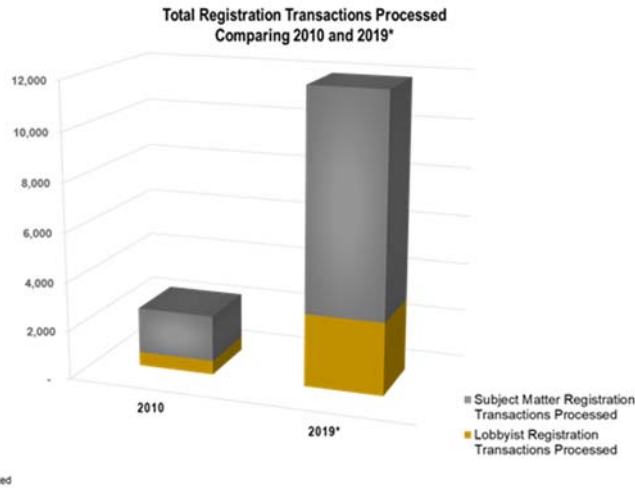
- Progression and benefit adjustments

Inflationary Impact

- Economic factor adjustments for non-payroll items

How well we are doing

Performance measures



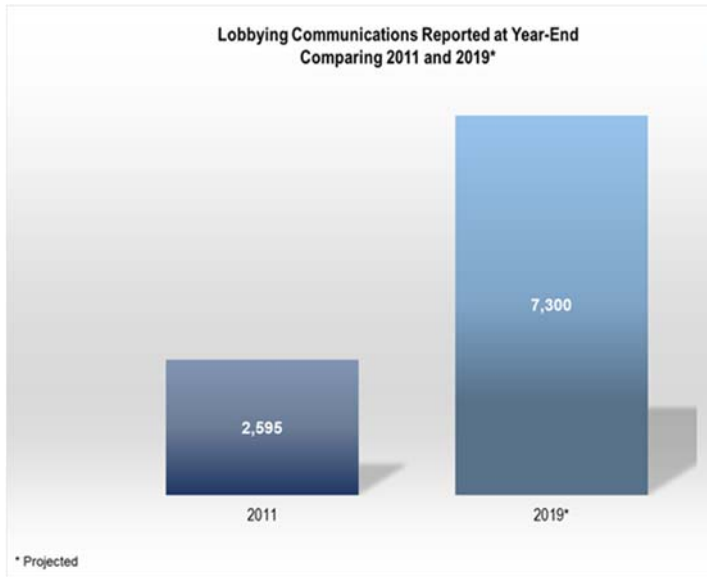
Behind the numbers

The TLR's significant outreach and education activities and enforcement activities have contributed to the exponential increase in the Registry's registrations comparing with 2010.

Since 2010,

- the total number of registration transactions processed annually has increased by approximately 400%;
- the number of subject matter registration transactions processed annually has increased by approximately 400%;
- the number of lobbyist registration transactions processed annually has increased by approximately 400%; and
- the total number of registration transactions processed by the TLR since 2010 is estimated to be 90,000.

Lobbying Communications Reported at Year-End Comparing 2011 and 2019*



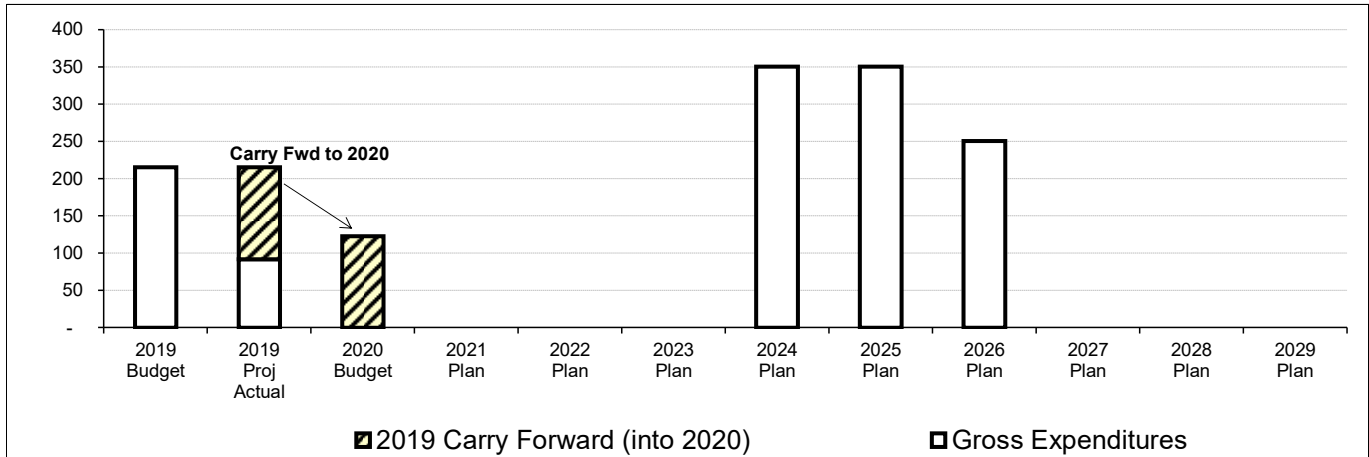
- Since 2011, the number of lobbying communications has increased by an estimated 200%.

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

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

Chart 1: 10-Year Capital Plan Overview




	2019		2020 Capital Budget and 2021 - 2029 Capital Plan							Total 10 Year Plan
	Budget	Projected Actual	2020	2021	2022	2023	2024	2020 - 2024	2025- 2029	
Gross Expenditures by Project Category:										
Health & Safety & Legislated SOGR	215	92	123				350	123	600	123
Service Improvement & Growth										
Total by Project Category	215	92	123	-	-	-	350	473	600	1,073
Financing:										
Debt	215	92					350	350	600	950
Reserves/Reserve Funds										
Development Charges										
Provincial Federal										
Debt Recoverable										
Other Revenue			123					123		123
Total Financing	215	92	123	-	-	-	350	473	600	1,073

Changes to Existing Projects (\$0.0M)	New Projects (\$1.0M)	Capital Needs Constraints (\$0.0M)
	<ul style="list-style-type: none"> Lobbyist Registry State of Good Repair Replacement and Upgrade in 2024 and 2025 (\$0.7M) Investigation Case Management System Replacement and Upgrade in 2026 (\$0.3M). 	

Note:

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

2020 – 2029 CAPITAL BUDGET AND PLAN**\$1.1 Million 10-Year Gross Capital Program**


Information Technology
\$1.1 M 100%
<ul style="list-style-type: none"> • TLR Investigation Case Management System <ul style="list-style-type: none"> • Lobbyist Registry System SOGR • TLR Investigation Case Management System SOGR

How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$1.1 M 100%		\$0.0 M 0%		\$0.0 M 0%	
Debt	\$ 1.0 M	PTIF	\$ 0.0 M	Grants	\$ 0.0 M
Recoverable Debt	\$ 0.0 M	Grants	\$ 0.0 M	Other	\$ 0.0 M
Reserve Draws	\$ 0.0 M	Other	\$ 0.0 M		
Development Charges	\$ 0.0 M				
Other	\$ 0.1 M				

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from 2019	
	Actual*	Actual*	Budget*	Projected Actual **	Total Budget	Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations							
Licences & Permits Revenue							
Transfers From Capital							
Contribution From Reserves/Reserve Funds							
Sundry and Other Revenues							
Inter-Divisional Recoveries							
Total Revenues							
Salaries and Benefits	1,046.6	1,083.9	1,126.8	1,148.3	1,147.1	(1.2)	(0.1%)
Materials & Supplies	5.9	7.2	7.3	5.1	7.0	1.9	38.4%
Equipment	2.9	5.6		7.0		(7.0)	(100.0%)
Service and Rent	27.7	35.2	93.9	67.6	96.1	28.5	42.1%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	1.7	1.7	1.8	1.8	1.8		
Other Expenditures							
Inter-Divisional Charges							
Total Gross Expenditures	1,084.8	1,133.7	1,229.7	1,229.7	1,252.0	22.2	1.8%
Net Expenditures	1,084.8	1,133.7	1,229.7	1,229.7	1,252.0	22.2	1.8%
Approved Positions	8.0	8.0	8.3	8.0	8.3	0.3	3.1%

* 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

Form ID		Accountability Offices Program - Toronto Lobbyist Registrar	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

19221	Enhanced Statutory Education & Outreach Requirements							
72	Medium	Description: A full-time permanent position is required to respond to increasing volume of registration transactions and to manage the lobbyist registration system.						

Service Level Impact: An additional position will increase the office's capacity to meet statutory education and outreach requirements.

Equity Statement: Increasing the Toronto Lobbyist Registrar's capacity for statutory education & outreach will enhance equity at the City of Toronto.

Service: Toronto Lobbyist Registrar

Total Lobbyist Registrar-Recommended Changes:	92.7	0.0	92.7	1.00	34.6	3.8
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Lobbyist Registrar-Recommended New/Enhanced Services:	92.7	0.0	92.7	1.00	34.6	3.8
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19218	Enhanced Statutory Investigation & Legal Requirements							
72	Medium	Description: A full-time permanent junior counsel is required to comply with legislative amendments that expanded TLR's enforcement powers and process.						

Service Level Impact: The additional resources will increase the office's capacity to investigate, enforce, and meet legislated requirements.

Equity Statement: Increasing the Toronto Lobbyist Registrar's capacity for statutory investigation will enhance equity at the City of Toronto.

Service: Toronto Lobbyist Registrar

Total Lobbyist Registrar-Recommended Changes:	106.8	0.0	106.8	1.00	39.5	4.2
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Lobbyist Registrar-Recommended New/Enhanced Services:	106.8	0.0	106.8	1.00	39.5	4.2
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Summary:

Lobbyist Registrar-Recommended New / Enhanced Services:	199.4	0.0	199.4	2.00	74.1	8.0
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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	SOGR	Growth & Improved Service
LR001	TLR Investigation Case Management System	123										123	123		
LR002	Lobbyist Registry System SOGR					350	350					700		700	
LR003	TLR Investigation Case Management System SOGR							250				250		250	
	Total Expenditures (including carry forward from 2019)	123	-	-	-	350	350	250	-	-	-	1,073	123	950	-

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

2020 Cash Flow and Future Year Commitments

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
LR001	TLR Investigation Case Management System	123										123	123		
	Total Expenditure (including carry forward from 2019)	123	-	-	-	-	-	-	-	-	-	123	123	-	-

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 the Toronto Lobbyist Registrar 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
LR002	Lobbyist Registry System SOGR	-	-	-	350	350	-	-	-	-	700		700	
LR003	TLR Investigation Case Management System SOGR						250				250		250	
	Total Expenditures (including carry forward from 2019)	-	-	-	350	350	250	-	-	-	950	-	950	-

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

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

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020 \$	2021 \$	2022 \$
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		1.8	1.8	1.8

* 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.

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.

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