

# 2020 Program Summary

## Legal Services

*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 416-392-8393 or [Marie.Barcellos@toronto.ca](mailto:Marie.Barcellos@toronto.ca)*

### What we do

We provide the highest quality of legal services to the City of Toronto and function as a strategic resource for Council, City Divisions and Agencies. Our division responds to the increasing demand by the City for legal services, promotes risk management and various mitigation strategies and applies creative legal analysis while delivering three main services:

- Civil Litigation
- Prosecution
- Solicitor

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### Why we do it

We contribute to shaping City progress by delivering excellent legal services and strategic advice. We are accountable to City Council for providing legal services to fulfil Council's mandate and by extension that of the Toronto Public Service.

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### Who we serve

#### **Civil Litigation**

- City Council
- City Divisions
- Agencies & Boards

#### **Prosecution**

- City Council
- City Divisions
- Agencies & Boards
- Individuals charged with offences

#### **Solicitor**

- City Council
- City Divisions
- Agencies & Boards

#### **Beneficiaries**

- Residents
- Businesses
- Visitors/Tourists

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- Residents
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-




## Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$25.7	\$25.9	\$26.3	Legal Services doesn't have a Capital Budget.			
Gross Expenditures	\$67.2	\$71.0	\$72.1				
Net Expenditures	\$41.5	\$45.1	\$45.9				
Approved Positions	400.4	399.4	398.4				

## Key service outcomes

Outcomes	Description
<b>Effective Representation Of City Interests</b>	Provide various litigation services to City Divisions and Staff to reduce the City's exposure to liability, reduce costs to residents and implement Council decisions in areas such as: <ul style="list-style-type: none"> <li>• Claims by and against the City and Judicial Review</li> <li>• Labour arbitrations</li> <li>• Hearings before a variety of administrative tribunals</li> <li>• Land use planning applications</li> </ul>
<b>Administer Administrative Penalty System Screening Offices For Parking Tags</b>	Administers the APS screening offices to ensure compliance with parking, standing and stopping by-laws under the Toronto Municipal Code which addresses traffic congestion, the orderly flow of traffic and road safety concerns.
<b>Effective Provision Of Advice To Protect &amp; Advance City Interests</b>	To provide various solicitor services to City Divisions and Staff in areas such as: <ul style="list-style-type: none"> <li>• Strategic advice to Council, its Committees, City staff and staff of City Agencies on City operations and initiatives</li> <li>• Drafting legal reports, opinions, contracts and by-laws.</li> <li>• Efficient contract processing</li> </ul>

## Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Represent the City at hearings, tribunals, court and discoveries (in hours)	14,798	12,421	12,500	●
	Conduct online and in-person screening reviews of parking violations under APS	89,777	95,312	93,000	●
	Prepare contracts, by-laws, reports and provide opinions (in hours)	45,254	47,672	45,000	●

## Our experience and success

- Successful completion of legal work for City-built affordable housing integrating 80 units of affordable housing into an East Bayfront condominium.
- Successful completion of training for new Construction Act requirements (by October 1, 2019).
- Approximately 12,500 Prosecutions under the Provincial Offences Act.
- Approximately 67,400 Early Resolutions meetings and 83% of those matters were resolved.
- Delivered 89 properties due in 2019 on time for the Finch West LRT.
- Legal support for Bill 66 issues (construction employer legislation).
- Navigating changes to land use planning regime while processing planning applications
- Defending short term rental by-law.
- Strategic legal advice with respect to the implementation of the Don River Central Waterfront Project & acquisition of new shelter and respite centres.

## Key challenges and risks

- Cannabis related enforcement including defending challenge to legislation
- Respond to major changes to construction legislation and new adjudication process.
- Implementing short term rental regulations
- Comprehensive review of the licensing regulations
- Represent the City interests in claims and applications against and initiated by the City.
- Respond to download of additional prosecutions from Province.
- Implement changes from the Resource Recovery and Circular Economy Act 2016.
- Legal support for proposed subway/transit expansion.
- Legal support for negotiation of new Collective Agreements with Local 79, Local 416 and Local 2998.
- Legal support for negotiation of City building and land use development projects.

## Priority actions

- Respond to and carry matters through new planning appeal regime.
- Respond to and carry matters through new Construction Act adjudication regime.
- Provide legal advice and services for various aspects of transit expansion
- Respond to proposed download of prosecution functions from Province as well as new regulations pertaining to Automated Speed Enforcement.
- Provide legal advice and support for collective bargaining and various initiatives of People & Equity.

## Our key service levels



Bills required by Council are tracked and submitted for enactment as required 100% of the time.



Real estate transactions closed on contracted dates 100% of the time.



Parking Tags online dispute decisions within 80 days 80% of the time.

## Key service deliverables

- Provide legal representation to the City of Toronto in the resolution of lawsuits, claims, labour arbitrations, land use planning and other administrative tribunal hearings.
- Prosecute a wide range of offences under City by-laws and Provincial statutes.
- Screen Administrative Penalties in relation to parking disputes.
- Review/prepare and negotiate contracts and related documents, draft City by-laws.
- Provide legal advice on a variety of City initiatives through opinions, meetings and reports.
- Provide advice to City Council, Committees and agencies
- Provide training to City Staff
- Provide support for Collective Bargaining

## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Legal Services of \$67.2 million gross, \$41.5 million net for the following services:

<b>Service:</b>	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
Civil Litigation	16,574.1	7,644.3	8,929.8
Prosecution	22,287.0	2,045.6	20,241.4
Solicitor	28,314.8	15,997.8	12,317.0
<b>Total Program Budget</b>	<b>67,175.9</b>	<b>25,687.7</b>	<b>41,488.2</b>

2. City Council approve the 2020 staff complement for Legal Services of 400.4 positions, comprising 10 capital positions and 390.4 operating positions.

# 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	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>							
Civil Litigation	4,709.8	6,716.8	7,569.6	74.7	7,644.3	927.5	13.8%
Prosecution	2,149.9	2,045.6	2,045.6		2,045.6	0.0	
Solicitor	15,896.2	14,871.8	15,858.1	139.7	15,997.8	1,126.0	7.6%
<b>Total Revenues</b>	<b>22,755.9</b>	<b>23,634.2</b>	<b>25,473.3</b>	<b>214.4</b>	<b>25,687.7</b>	<b>2,053.5</b>	<b>8.7%</b>
<b>Expenditures</b>							
Civil Litigation	14,087.3	15,705.8	16,228.1	346.0	16,574.1	868.3	5.5%
Prosecution	18,948.7	17,420.4	21,570.3	716.7	22,287.0	4,866.6	27.9%
Solicitor	24,809.4	26,611.9	27,864.4	450.4	28,314.8	1,702.9	6.4%
<b>Total Gross Expenditures</b>	<b>57,845.4</b>	<b>59,738.1</b>	<b>65,662.8</b>	<b>1,513.1</b>	<b>67,175.9</b>	<b>7,437.8</b>	<b>12.5%</b>
<b>Net Expenditures</b>	<b>35,089.5</b>	<b>36,103.9</b>	<b>40,189.5</b>	<b>1,298.7</b>	<b>41,488.2</b>	<b>5,384.3</b>	<b>14.9%</b>
<b>Approved Positions</b>	<b>377.9</b>	<b>388.9</b>	<b>387.4</b>	<b>13.0</b>	<b>400.4</b>	<b>11.5</b>	<b>3.0%</b>

\*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** expenditures of \$65.7 million gross reflecting an increase of \$5.9 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Base pressures are mainly due to salary & benefit adjustments such as step increases for union staff and progression pay for non-union staff, as Legal Services' budget is primarily salary based.
- Increase in salary and benefits due to lower vacancy rate in 2020 that will result from anticipated early hires to fill year-end vacancies.

### COSTS TO ENHANCE SERVICES

**New and Enhanced Service** expenditures of \$1.5 million gross, enabling:

- Additional legal support for insurance claims against the City (\$0.074 million).
- Additional prosecution support for Court Services for Provincial Offences Act (POA) matters such as Automated Speed Enforcement (ASE) (\$0.818 million).
- Additional legal support for Solid Waste Management (\$0.140 million).
- Additional support in the Municipal Law group for Vision Zero 2.0 matters such as ASE (\$0.210 million).
- Legal support for new mandated construction adjudication (\$0.271 million).

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Legal Services' 2020 Operating Budget do not have any significant equity impacts

**2020 OPERATING BUDGET KEY DRIVERS**

The 2020 Operating Budget for Legal Services is \$67.2 million gross or 12.5% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

**Table 2a: 2020 Key Drivers – Base Budget**

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
				\$	%
<b>Expenditures</b>					
1 Salaries and Benefits	46,632.9	49,957.7	54,817.1	4,859.4	9.7%
2 Materials & Supplies	428.1	379.2	464.7	85.5	22.5%
3 Equipment	177.9	42.2	274.9	232.7	551.4%
4 Service and Rent	2,875.5	2,391.3	2,741.2	349.9	14.6%
5 Contribution To Capital					
6 Contribution To Reserves	75.6	115.0	115.0		
7 Other Expenditures	7,655.5	6,852.6	7,249.8	397.2	5.8%
<b>Total Expenditures</b>	<b>57,845.4</b>	<b>59,738.1</b>	<b>65,662.8</b>	<b>5,924.8</b>	<b>9.9%</b>
<b>Revenues</b>					
1 User Fees & Donations	6,283.0	5,857.0	5,363.4	(493.6)	-8.4%
2 Transfers From Capital	588.9	1,755.2	2,339.0	583.9	33.3%
3 Contribution From Reserves	6,865.4	6,300.7	7,547.0	1,246.3	19.8%
4 Other Revenues	9,018.7	9,721.3	10,223.8	502.5	5.2%
5					
<b>Total Revenues</b>	<b>22,755.9</b>	<b>23,634.2</b>	<b>25,473.3</b>	<b>1,839.1</b>	<b>7.8%</b>
<b>Net Expenditures</b>	<b>35,089.5</b>	<b>36,103.9</b>	<b>40,189.5</b>	<b>4,085.6</b>	<b>11.3%</b>

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

**Salaries & Benefits:**

- Salaries & benefits adjustments such as step increases for union staff and progression pay for non-union staff, as Legal Services' budget is primarily salary-based.
- Increase in salary and benefits due to lower vacancy rate in 2020 that will result from anticipated early hires to fill year-end vacancies.

**Materials and Supplies:**

Costs to adjust office space to accommodate new hires.

**Other Revenue Changes:**

Current vacant positions that will be filled will result in higher recoveries from rate programs, boards and agencies.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
<b>In \$ Thousands</b>						
1 Legal Support for Insurance Claims	74.7	74.7		1.00	134.8	Low
2 Prosecution Support for Court Services - Automated Speed Enforcement		817.5	817.5	8.00	1,060.7	Low
3 Enhancement of Legal Services for SWM	139.7	139.7		1.00	216.4	Low
4 Municipal Law Support for Vision Zero 2.0 - Automated Speed Enforcement		209.9	209.9	1.00	216.4	Low
5 Construction Act Adjudication Staff		271.3	271.3	2.00	374.4	Low
<b>Total New / Enhanced</b>	<b>214.4</b>	<b>1,513.1</b>	<b>1,298.7</b>	<b>13.00</b>	<b>2,002.7</b>	

### Legal Support for Insurance Claims

One permanent junior lawyer position is being added to address projected increased claims to be funded from the Insurance Reserve Fund.

### Prosecution Support for Court Service POA/ Automated Speed Enforcement (ASE)

In order to prosecute the increased charges projected to result from the amendments to the Highway Traffic Act and the adoption of ASE and a projected increase in Red Light Camera offences, Legal Services is adding 2 lawyers and 6 prosecutors.

### Enhancement of Legal Services for Solid Waste Management

Both the development of a Long-term Solid Waste Management Strategy and the Province's anticipated changes to the Resource Recovery and Circular Economy Act, 2016 and the Waste Diversion Transition Act, 2016, will shift primary responsibility for the collection and processing of certain recycled materials from municipalities to the companies that produce such packaging. To address a projected increase in legal support required to support changes to Solid Waste's service model, a senior lawyer is being added .

### Municipal Law Support for Vision Zero 2.0

City Council's focus on finding solutions to road congestion and road safety as a continuing corporate priority has led to a drastic increase in 2019 in the need for timely and strategic legal advice, contract negotiation and drafting support, review of proposed procurement processes and documents, and the drafting and introduction of legislation for the regulation of traffic and other uses of the public right-of-way. To address this business need, an additional senior lawyer position is required.

### Construction Act Adjudication Staff

Effective October 1, 2019, the Construction Act established a process called adjudication that is available for all payment related disputes on construction projects. Adjudication is a process whereby a party may obtain a decision on a payment related dispute within 46 days. The adjudication decision is binding upon both parties, unless and until there is a court order or the parties agree otherwise. If an adjudicator orders the City to pay a contractor monies, the City shall have 10 days to pay; failure to pay entitles the contractor to interest and to cease work on the project. In order to protect the City's interests in the process, Legal Services requires 2 additional lawyers.

### Note:

- For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 3](#) for the 2020 New and Enhanced Service Priorities.



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

<b>(\$000s)</b>	<b>2019 Projected Actual</b>	<b>2020 Budget</b>	<b>2021 Outlook</b>	<b>2022 Outlook</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Revenues	23,634.2	25,687.7	25,899.8	26,265.7
Gross Expenditures	59,738.1	67,175.9	70,954.9	72,141.0
<b>Net Expenditures</b>	<b>36,103.9</b>	<b>41,488.2</b>	<b>45,055.1</b>	<b>45,875.3</b>
<b>Approved Positions</b>	<b>388.9</b>	<b>400.4</b>	<b>399.4</b>	<b>398.4</b>

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

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## Key 2021 drivers

### Impacts of 2020 decisions

- Inflationary increases for positions requested through the New/Enhanced initiatives in 2020 of \$0.704 million.

### Salaries and Benefits

- Increases for annualization, progression pay/step increases and reduction in vacancies.
- 

## Key 2022 drivers

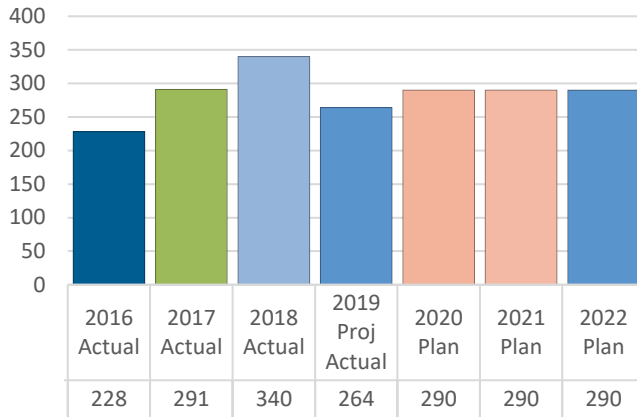
### Salaries and Benefits

- Increases for annualization, progression pay/step increases and reduction in vacancies.
-

## How well we are doing

### Performance measures

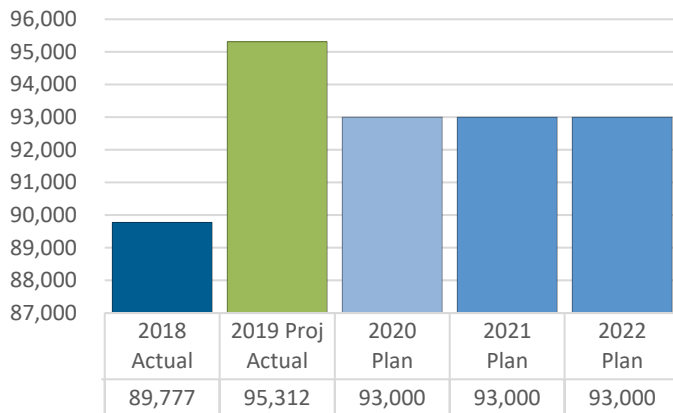
# of LPAT/TLAB Hearings Heard



### Behind the numbers

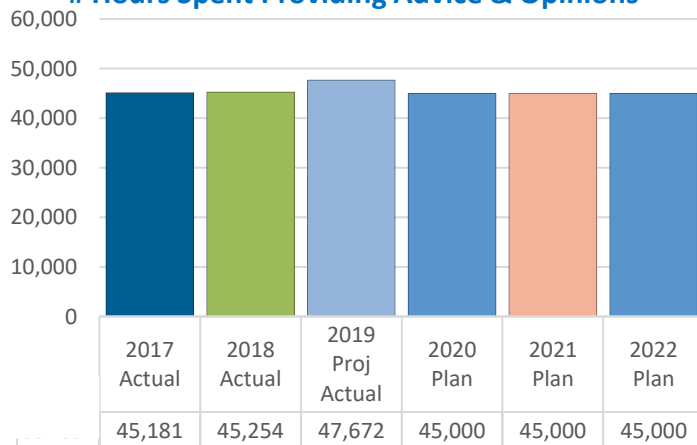
- The number of hearings spiked in 2018 primarily due to the uncertainty surrounding the introduction of Planning Act reforms under Bill 139. However, due to further reforms under Bill 108 as well as the volume and complexity of incoming applications, it is anticipated that the number of hearings will not diminish but rather level out over the next three years.

Screening Reviews Completed (In Person)



- There has been an increase in violations being sent to the Ministry of Transportation placing a vehicle licence plate in denial due to non-payment of outstanding penalties amounts.
- There has been a corresponding increase in applications of individuals seeking an extension of time to have their penalties and any additional fees varied or cancelled. This can only be done in person once a vehicle licence plate is at the denial stage.

# Hours Spent Providing Advice & Opinions



- In 2019, Legal Services is projecting to spend 47,672 hours providing advice and opinions to our clients. This is an increase over the previous year.
- These totals are projected to remain somewhat constant over the next couple of years.

# APPENDICES

## Appendix 1

## 2020 Operating Budget by Expenditure Category

Category (In \$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	5,763.9	6,283.0	5,234.6	5,857.0	5,363.4	(493.6)	(8.4%)
Licences & Permits Revenue							
Transfers From Capital	1,307.1	588.9	1,764.2	1,755.2	2,339.0	583.8	33.3%
Contribution From Reserves/Reserve Funds	5,517.0	6,865.4	7,288.3	6,300.7	7,621.8	1,321.1	21.0%
Sundry and Other Revenues	5,939.7	9,018.6	6,554.9	9,721.3	10,363.5	642.2	6.6%
Inter-Divisional Recoveries							
<b>Total Revenues</b>	<b>18,527.7</b>	<b>22,755.9</b>	<b>20,842.0</b>	<b>23,634.2</b>	<b>25,687.7</b>	<b>2,053.5</b>	<b>8.7%</b>
Salaries and Benefits	44,446.3	46,632.9	55,094.2	49,957.7	56,330.2	6,372.5	12.8%
Materials & Supplies	398.8	428.1	539.6	379.2	464.7	85.5	22.5%
Equipment	122.8	177.9	132.9	42.2	274.9	232.7	551.4%
Service and Rent	3,187.9	2,875.5	2,149.9	2,391.3	2,741.2	349.9	14.6%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	75.6	75.6	115.0	115.0	115.0		
Other Expenditures	6,968.9	7,655.4	7,582.8	6,852.7	7,249.9	397.2	5.8%
Inter-Divisional Charges							
<b>Total Gross Expenditures</b>	<b>55,200.3</b>	<b>57,845.4</b>	<b>65,614.4</b>	<b>59,738.1</b>	<b>67,175.9</b>	<b>7,437.8</b>	<b>12.5%</b>
<b>Net Expenditures</b>	<b>36,672.6</b>	<b>35,089.5</b>	<b>44,772.4</b>	<b>36,103.9</b>	<b>41,488.2</b>	<b>5,384.3</b>	<b>14.9%</b>
<b>Approved Positions</b>	<b>368.9</b>	<b>377.9</b>	<b>388.9</b>	<b>388.9</b>	<b>400.4</b>	<b>11.5</b>	<b>3.0%</b>

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

\*\* Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

## Appendix 2

### Summary of 2020 Service Changes

N/A

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## Appendix 3

### Summary of 2020 New / Enhanced Service Priorities Included in Budget

**2020 Operating Budget - Council Approved New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - Legal Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

20638		Legal Support for Insurance Claims					
72	No Impact	<b>Description:</b>					

The addition of one permanent Solicitor 3 (Junior Lawyer) is requested to the current compliment of lawyers providing legal support to claims files. The position is to be funded by the Insurance Reserve Fund.

**Service Level Impact:**

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Civil Litigation

Staff Recommended Changes:	74.7	74.7	0.0	1.00	0.0	0.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
<b>Total Council Approved:</b>	<b>74.7</b>	<b>74.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Staff Recommended:</b>	<b>74.7</b>	<b>74.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Council Approved New/Enhanced Services:</b>	<b>74.7</b>	<b>74.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>

20284		Prosecution Support for Court Services - ASE					
74	No Impact	<b>Description:</b>					

The business case proposes an increase to staff in the Prosecutions unit to provide leadership, administrative support and to prosecute Provincial Offences Act charges laid from the amendments to the Highway Traffic Act, which includes Automated Speed Enforcement and an increase in Red Light Camera charges.

**Category:**

**2020 Operating Budget - Council Approved New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - Legal Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Service Level Impact:**

In order to prosecute the increase in charges as a result to the amendments to the Highway Traffic Act and the adoption of Automated Speed Enforcement and an increase to Red Light Camera offences, the additional staff is required in the Prosecutions unit.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Prosecution

Staff Recommended Changes:	716.7	0.0	716.7	7.00	204.0	34.6
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
<b>Total Council Approved:</b>	<b>716.7</b>	<b>0.0</b>	<b>716.7</b>	<b>7.00</b>	<b>204.0</b>	<b>34.6</b>

**Service:** Solicitor

Staff Recommended Changes:	100.8	0.0	100.8	1.00	39.3	4.8
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
<b>Total Council Approved:</b>	<b>100.8</b>	<b>0.0</b>	<b>100.8</b>	<b>1.00</b>	<b>39.3</b>	<b>4.8</b>

<b>Staff Recommended:</b>	<b>817.5</b>	<b>0.0</b>	<b>817.5</b>	<b>8.00</b>	<b>243.3</b>	<b>39.4</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

<b>Council Approved New/Enhanced Services:</b>	<b>817.5</b>	<b>0.0</b>	<b>817.5</b>	<b>8.00</b>	<b>243.3</b>	<b>39.4</b>
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**Category:**



## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Other City Programs  Program - Legal Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20369		Enhancement of Legal Services for SWM						
74	No Impact	<b>Description:</b>						

The business case proposes an increase to staff in the Municipal Law unit of one dedicated solicitor position to provide timely and strategic legal advice and support to the Solid Waste Management Services Division.

**Service Level Impact:**

The current level of dedicated support for Solid Waste Management Services will be insufficient to support the increased need for legal services as a result of the Provincial changes to the recycling systems in Ontario as well as to support ongoing Corporate priorities in this area. An increase in the Municipal Law unit by one dedicated solicitor would ensure that timely and effective advice can be provided on an on-going basis.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Solicitor

Staff Recommended Changes:	139.7	139.7	0.0	1.00	0.0	0.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	139.7	139.7	0.0	1.00	0.0	0.0
<b>Staff Recommended:</b>	<b>139.7</b>	<b>139.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Council Approved New/Enhanced Services:</b>	<b>139.7</b>	<b>139.7</b>	<b>0.0</b>	<b>1.00</b>	<b>0.0</b>	<b>0.0</b>

20370		Municipal Law Support for Vision Zero 2.0					
74	No Impact	<b>Description:</b>					

**Category:**

## 2020 Operating Budget - Council Approved New and Enhanced Services Summary by Service (\$000's)

Form ID		Other City Programs  Program - Legal Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

The business case proposes an increase to staff in the Municipal Law unit of one dedicated solicitor position to provide timely and strategic legal advice and support to the Transportation Services Division.

**Service Level Impact:**

The level of dedicated support for Transportation Services has proven insufficient to support the increased need for urgent legal advice on a day-to-day basis to support Corporate priorities in this area. An increase in the Municipal Law unit by one dedicated solicitor would ensure that timely and effective advice can be provided on an on-going basis.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Solicitor

Staff Recommended Changes:	209.9	0.0	209.9	1.00	6.5	6.8
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	209.9	0.0	209.9	1.00	6.5	6.8
<b>Staff Recommended:</b>	<b>209.9</b>	<b>0.0</b>	<b>209.9</b>	<b>1.00</b>	<b>6.5</b>	<b>6.8</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Council Approved New/Enhanced Services:</b>	<b>209.9</b>	<b>0.0</b>	<b>209.9</b>	<b>1.00</b>	<b>6.5</b>	<b>6.8</b>

20966	
74	No Impact

Construction Act Adjudication Staff

**Description:**

The City Solicitor recommends the addition of staff to assist with the adjudication of the changes to the Construction Act. (2 new Solicitor2 staff). The City Manager and Senior Leadership Team have reviewed and support this recommendation.

**Category:**

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      75 - New Revenues

**2020 Operating Budget - Council Approved New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - Legal Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Service Level Impact:**

Given the City's position as owner on construction projects, the City anticipates being the recipient of adjudication notices; it is not anticipated that the City will commence many adjudications. Future service levels will be dictated by the volume of adjudications received. Housing this function within Legal Services will maintain consistency in how City Divisions and Agencies currently contact Legal Services when contract disputes or litigation arise.

**Equity Statement:**

The proposal is unlikely to have an equity impact.

**Service:** Civil Litigation

Staff Recommended Changes:	271.3	0.0	271.3	2.00	103.1	12.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	<u>271.3</u>	<u>0.0</u>	<u>271.3</u>	<u>2.00</u>	<u>103.1</u>	<u>12.0</u>
<b>Staff Recommended:</b>	<b>271.3</b>	<b>0.0</b>	<b>271.3</b>	<b>2.00</b>	<b>103.1</b>	<b>12.0</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Council Approved New/Enhanced Services:</b>	<b><u>271.3</u></b>	<b><u>0.0</u></b>	<b><u>271.3</u></b>	<b><u>2.00</u></b>	<b><u>103.1</u></b>	<b><u>12.0</u></b>

**Summary:**

<b>Staff Recommended:</b>	<b>1,513.1</b>	<b>214.4</b>	<b>1,298.7</b>	<b>13.00</b>	<b>352.9</b>	<b>58.2</b>
<b>Budget Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>Executive Committee Recommended:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council Approved:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

**Category:**

**2020 Operating Budget - Council Approved New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Other City Programs  Program - Legal Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Council Approved New/Enhanced Services:</b>			1,513.1	214.4	1,298.7	13.00	352.9	58.2

**Category:**

71 - Operating Impact of New Capital Projects  
72 - Enhanced Services-Service Expansion

74 - New Services  
75 - New Revenues

## **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**

**N/A**

## **Appendix 6**

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

**N/A**

## **Appendix 7**

**Summary of Capital Needs Constraints**

**(In \$ Millions)**

**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	Balance as of Dec. 31, 2019 \$	Withdrawals (-) / Contributions (+)		
			2020 \$	2021 \$	2022 \$
<b>Beginning Balance</b>		1,799.0	1,799.0	1,440.1	1,081.2
Arbitration and Legal Awards	XQ1709				
<i>Withdrawals (-)</i>					
<i>Transfer to Operating</i>			(358.9)	(358.9)	(358.9)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		1,799.0	1,440.1	1,081.2	722.3
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		1,799.0	1,440.1	1,081.2	722.3

\* Based on 9-month 2019 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2019 \$	Withdrawals (-) / Contributions (+)		
			2020 \$	2021 \$	2022 \$
<b>Beginning Balance</b>			119,298.0	109,708.0	108,959.0
Building Code Act Serv Improvement RF	XR1305				
<i>Withdrawals (-)</i>			(400.0)	(400.0)	(400.0)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		119,298.0	118,898.0	109,308.0	108,559.0
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			(9,190.0)	(349.0)	(177.0)
<b>Balance at Year-End</b>		119,298.0	109,708.0	108,959.0	108,382.0

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2019 \$	Withdrawals (-) / Contributions (+)		
			2020 \$	2021 \$	2022 \$
<b>Beginning Balance</b>			21,605.5	17,648.3	13,508.1
Development Application Review Reserve	XR1307				
<i>Withdrawals (-)</i>			(875.0)	(875.0)	(875.0)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		21,605.5	20,730.5	16,773.3	12,633.1
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			(3,082.1)	(3,265.3)	(2,631.3)
<b>Balance at Year-End</b>		21,605.5	17,648.3	13,508.1	10,001.7

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2019 \$	Withdrawals (-) / Contributions (+)		
			2020 \$	2021 \$	2022 \$
<b>Beginning Balance</b>			<b>29,462.4</b>	<b>26,035.0</b>	<b>22,540.0</b>
Insurance Reserve Fund	XR1010		(5,498.2)	(5,632.9)	(5,637.6)
<i>Contributions (+)</i>			173.9	173.9	173.9
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>29,462.4</b>	<b>24,138.1</b>	<b>20,576.0</b>	<b>17,076.3</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>1,896.9</b>	<b>1,964.0</b>	<b>2,315.7</b>
<b>Balance at Year-End</b>		<b>29,462.4</b>	<b>26,035.0</b>	<b>22,540.0</b>	<b>19,392.0</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2019 \$	Withdrawals (-) / Contributions (+)		
			2020 \$	2021 \$	2022 \$
<b>Beginning Balance</b>			<b>(6,320.6)</b>	<b>6,776.0</b>	<b>(11,549.0)</b>
Vehicle Reserve- It Sustainment	XQ1508				
<i>Withdrawals (-)</i>			(223.6)	(220.8)	(221.0)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>(6,320.6)</b>	<b>(6,544.1)</b>	<b>6,555.2</b>	<b>(11,770.0)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>13,320.1</b>	<b>(18,104.2)</b>	<b>1,501.0</b>
<b>Balance at Year-End</b>		<b>(6,320.6)</b>	<b>6,776.0</b>	<b>(11,549.0)</b>	<b>(10,269.0)</b>

\* Based on 9-month 2019 Reserve Fund Variance Report

## Appendix 10

### Glossary of Terms

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**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.