

2025 Program Summary

Financial Operations and Control

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.

Description

Financial Operations and Control provides effective financial and employee services to City Programs, Agencies, and Corporations by establishing and providing a robust internal control system with relevant policies, processes, and procedures to safeguard City assets; systematic and comprehensive recording of financial transactions, along with timely and accurate reporting of financial information; accurate and efficient pension, payroll, and benefit services that meet the needs of City divisions; and leadership in revenue billing and collection services.

Why We Do It

Financial Operations and Control's purpose is to safeguard the City's assets, through a strong internal control framework, and to manage City resources effectively, efficiently, and economically. The following outcomes contribute to this purpose:

- City divisions and Council have access to accurate, compliant, relevant, and complete financial information through an up-to-date financial system.
- City revenues are sustained through timely, accurate, reliable, and flexible billing and collection for property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax, and the Municipal Accommodation Tax.
- Toronto residents and businesses have access to reliable, secure, and convenient payment options.
- Suppliers receive accurate and timely payments for the goods and/or services they provide the City.
- City employees and retirees receive timely, accurate, and regular payments and benefits.
- City benefits are financially sustainable and meet the physical and mental health needs of employees.
- City divisions abide by commodity tax legislative requirements, while maximizing rebates available.

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.

For further information about Financial Operations and Control, please visit <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/>

What Service We Provide

Accounting Services

Who We Serve: City Divisions, Agencies, and Corporations, including City Council.

What We Deliver: Timely and accurate annual financial statements and reports; advisory services for accounting, internal controls, commodity tax, banking, and Payment Card Industry (PCI) standards; efficient and high-quality payment processing, banking administration, management reporting, and financial accounting and management policies.

How Much Resources (gross 2025 operating budget): \$14.0 million

Pension, Payroll and Employee Benefits

Who We Serve: Elected Officials, City of Toronto Staff and Retirees, Toronto Fire Department Superannuation and Benefit Fund Committee, Ontario Municipal Employees Retirement System Pension Boards and Committees.

What We Deliver: Payroll, employee benefits, and pension services to employees and pensioners of the Toronto Public Service in an accurate, efficient, and timely manner.

How Much Resources (gross 2025 operating budget): \$21.5 million

Revenue Services

Who We Serve: Property Owners, Utility Account Holders, Parking Ticket Recipients, Hotel and Short-Term Rental Operators, Development community, City Divisions, Business Improvement Area Members.

What We Deliver: Property tax and utility billing; Municipal Land Transfer Tax; Municipal Accommodation Tax (hotel and incoming short-term rentals); Municipal Non-Resident Speculation Tax; parking tickets (operations); tax, utility, and parking ticket client services; Vacant Home Tax program, revenue accounting, and collection.

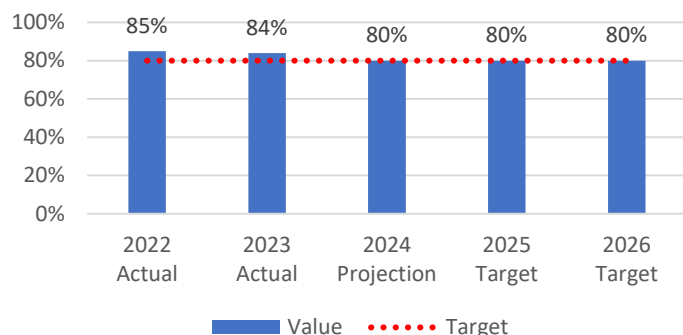
How Much Resources (gross 2025 operating budget): \$47.5 million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$53.8	\$51.8	\$51.8	Gross Expenditures	\$51.0	\$30.4	\$81.4
Gross Expenditures	\$83.0	\$86.5	\$87.1	Debt	\$48.0	\$25.9	\$73.9
Net Expenditures	\$29.2	\$34.7	\$35.3	Note: Includes 2024 carry forward funding			
Approved Positions	588.0	566.0	566.0				

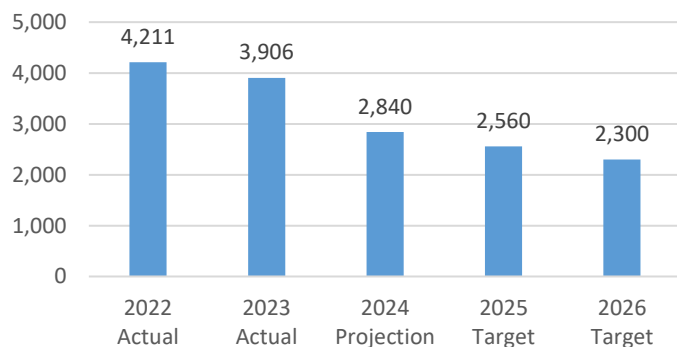
How Well We Are Doing – Behind the Numbers

Payment Cycle Time - Payment within 60 days



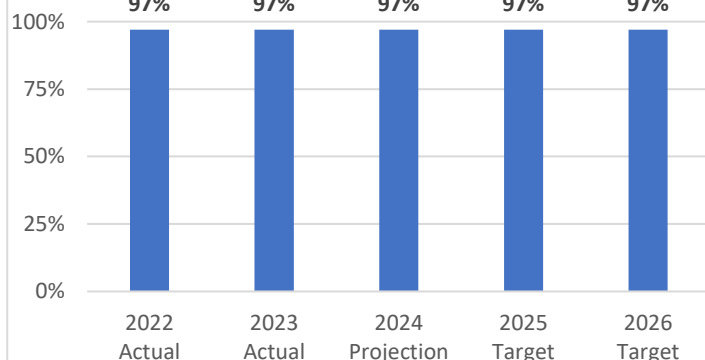
- Timely and accurate payment processing is an organizational responsibility and requires collaboration between suppliers, divisions receiving goods and services and managing contracts, and Accounts Payable payment processing activities. Accounting Services continues to work with suppliers and divisions to ensure that internal processes for invoices received allow for timely and accurate payments.
- This work includes ensuring invoices submitted have met the requirements of a complete 3-way match between order, receipt, and invoice before payment can be made. As such, efforts continue within Accounts Payable and our partnership with divisions to move towards the target for 2026 and beyond.

Total number of manual pay transactions completed by direct deposit (Outside of normal pay cycle)



- When there is a delay or data error in time and attendance, a request may be sent to manually correct a direct deposit outside of the normal pay cycle (an off-cycle adjustment). There is a positive trend in the number of manual transactions. Annual reductions in manual transactions are a result of division education on time and attendance entry and deadlines, more divisions migrating to the online time reporting platform, and improvements in accuracy and timeliness of time and attendance reporting. We are anticipating 10% reductions for 2025 and 2026.

% of Tax Accounts paid in full at Year-End



- The percentage of tax accounts paid in full each year from 2022 through 2023 has remained at approximately 97%, with a long-term collection success rate of over 99.9%. This trend is expected to continue in 2024 through to 2026 as economic conditions are not expected to change. The City of Toronto has a strong tax collection rate when comparing against other cities globally.

How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
Financial Reporting	Timely reporting of the City's consolidated, Sinking Fund, and Consolidated Trust Fund statements to Committee and Council	June 30	June 30	June 30	June 30	●	June 30	June 30
Accounting Policy and Advice	Development and publication of accounting policies and training support/implementation of new Accounting Standards	Two policies completed	One new policy and two new accounting standards	Two policies before year end and implement one new accounting standard	Two policies before year end and implement one new accounting standard	●	Two policies before year end	Two policies before year end
Payroll Administration	Payroll cheque/direct deposit /statements are made available to all employees by close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments	100%	100%	100%	100%	●	100%	100%
Benefit and Pension Third-Party Payments and Compliance	Provide accurate 3rd party payments on time by due date 100% of the time with 100% accuracy	100%	100%	100%	100%	●	100%	100%
Toronto residents and businesses have access to reliable, secure, and convenient payment options	% electronic payments (tax, utility, and parking tickets)	97%	97%	97%	97%	●	97%	97%

2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET) ● 70 - 79% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
City revenues are sustained through timely, accurate, reliable and flexible billing and collection of property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax, Municipal Accommodation Tax, and Vacant Home Tax	% of tax accounts paid in full at year-end	97%	97%	97%	97%	●	97%	97%
Service Level Measures								
Accounting Reconciliation	100% completion of monthly bank reconciliations 45 days after month end	100%	100%	100%	100%	●	100%	100%
Payment Card Industry (PCI) Organizational Compliance	Compliance of City to PCI standards by anniversary date	Achieved	Achieved	Achieved	Achieved	●	Achieved	Achieved
Payment Processing	80% of invoice payments are made in 60 days	85%	84%	80%	80%	●	80%	80%
Analysis and Compliance Journal Entry Processing	Completion of General Ledger activities within posted deadlines and ensuring timely reporting of financial information	Posting within 48 hours of correct entry	Posting within 48 hours of correct entry	Posting within 48 hours of correct entry	Posting within 48 hours of correct entry	●	Posting within 48 hours of correct entry	Posting within 48 hours of correct entry

2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET) ● 70 - 79% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

Accounting Services

- Successful implementation of new accounting standards for Financial Instruments (Public Sector Accounting Standards Board [PS] 3450) and Asset Retirement Obligations (PS3280).
- Timely completion of the City's 2023 Consolidated Financial Statements. The report received an unqualified audit opinion and received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.
- Completion of the City's annual recertification for Payment Card Industry (PCI) compliance.
- Issuance of two new corporate accounting policies on Government Transfers (i.e. accounting for government grants) and Revenue, and issuance of supporting staff training modules for each new policy on the City's employee learning portal.
- Completion of the City's Point-of-Sale device replacement project for most City divisions.

Pension, Payroll and Employee Benefits

- The Pension Payroll and Employee Benefits (PPEB) Division conducted a critical evaluation of the City's non-union benefits program through a diversity, equity, and inclusion lens, focusing on gender-affirming care, Indigenous health, women's health, and culturally appropriate benefits. This review supports the division's commitment to equity and inclusivity, laying the groundwork for evidence-based benefit enhancements in 2025 and addressing the unique needs of Communities of Inclusion.
- Demonstrating commitment to operational excellence and fiscal responsibility, PPEB achieved 99.97% system availability across all enterprise payroll and time and attendance technology solutions, ensuring consistent and accurate payment to all employees. In addition, the division successfully met all financial reporting, reconciliation, remittance, and payroll deadlines, resulting in zero financial penalties.
- Following an extensive program review of payroll operations and the TEAM Central Employee Service Centre, critical actions were taken to address staff vacancies, streamline workflows, and improve processes. These efforts resulted in a dramatic reduction in wait times from approximately 60 minutes to approximately 5 minutes and lowered the abandonment rate to align with industry standards. Efforts have set the foundation for mid- to long-term strategies focused on technology enhancements to further improve a sustainable positive employee experience across the City.
- Pension, Payroll and Employee Benefits significantly improved payroll processing timelines and reduced errors by modernizing critical payroll processes, including vacation pay, Workplace Safety and Insurance Board claims, and maternity leave through technology enhancements. In addition, PPEB partnered with People and Equity to modernize the non-union pay-for-performance processing, ensuring a more efficient and transparent approach. These efforts collectively enhance the City's payroll operations and support better service delivery for employees.

Revenue Services

- Revenue Services implemented the new graduated Municipal Land Transfer Tax rate structure for residential properties valued at over \$3 million, and key performance tracking to monitor rate performance.
- The Small Business Tax Class was expanded to include eligible strip plazas/malls, supporting 236 additional properties through a 15% rate reduction.
- A Priority Water Customer Care line was implemented to provide support for the faulty Toronto Water metering transmission units, along with a new automated bulk estimation and billing program with enhanced routing function to normalize billing cycles and minimize financial hardships to customers.
- The Vacant Home Tax was redesigned with a customer-centred approach, focusing on improved processes and timelines, technology, communication, and ease of declaration, including a new online portal, simplified address entry, enhanced multilingual communications, a priority customer care line, and increased community outreach.
- Introduce a new Vacant Home Tax customer care unit to facilitate phone-in declarations along with in-person options to support language and technological barriers for individuals who require direct assistance.
- A mapping process and policy work was initiated for migrating the tax, utility, and parking tag sub-systems to the City's Enterprise Resource Management System as part of the Financial Systems Transformation Program.

Key Challenges and Risks

Accounting Services

- Heightened demand from residents, Council, and investors for transparency in financial and sustainability reporting, coupled with increased requirements from accounting standards.
- Increasingly complex commodity tax and PCI standards dictate that maintaining compliance is crucial to ensure business continuity, avoidance of penalties and actions from the Canada Revenue Agency, card brands, and maximization of tax credits and rebates for the City.
- Challenges in attracting qualified candidates reflect a competitive labour market for top talent.

Pension, Payroll and Employee Benefits

- The SAP Enterprise Central Component is nearing its end of life. The Payroll Modernization project design and implementation will commence in the second quarter of 2025, requiring significant support from PPEB.
- Maintaining two human resource legacy systems requires continuous synchronization to preserve data integrity, impacting modernization and efficiency.

Revenue Services

- There is increased demand for automation, self-serve options, access via internet and social media, and a continuing demand to maintain services via traditional in-person, counter operations.

Priority Actions

Accounting Services

- Support implementation of new accounting system to enhance internal controls and efficiency of transaction processing.
- Continued emphasis on staffing strategy to achieve desired state as a Centre of Excellence for financial reporting and management.
- Continue to implement new accounting standards and financial reporting requirements set by the Public Sector Accounting Board.
- Contribute to and influence Canadian and international sustainability standard setting bodies to strengthen municipal representation in the global climate reporting space.

Pension, Payroll and Employee Benefits

- Deploy Employee Self-Serve to remaining eligible employees to reduce dependency on paper pay statements and improve the employee experience.
- In partnership with the Technology Services Division and the People and Equity Division, continue the implementation of enterprise scheduling, digitization of manual records, State of Good Repair projects as well as enhancements to service capabilities and modernized processes.
- Lead the payroll modernization initiative and support the Financial Systems Transformation Program to mitigate the risks associated with the City's Enterprise Resource Management system reaching its end-of-life.
- Continue working with partners across the corporation to implement process improvements and automation that reduce wait times and enhance the overall employee experience when engaging with TEAM Central.

Revenue Services

- Continued enhancement for the redesigned Vacant Home Tax Program including enhancing the simplicity of the on-line declaration portal, directed declaration notices, and public communications across traditional and social media networks, with the objective of increasing housing supply by encouraging owners of vacant residential properties to sell or rent.
- Launch and operationalize the new Municipal Non-Resident Speculation Tax within the municipal branch of the Municipal Land Transfer Tax.
- Continue to support Toronto Water in the Metering Transmission Unit replacement project, through support and operation of a new priority water customer care group, re-establishment of a refined bulk estimation process and minimize any financial hardships for utility clients.
- Migrate the current parking ticket management and reporting systems to a new scalable platform to allow for new online products and services and efficiency improvements, as well as incorporate new functionality for Red Light Camera and Automated Speed Enforcement offences.

2025 BUDGET

1. The 2025 Operating Budget for Financial Operations and Control of \$83.029 million gross, \$53.855 million revenue and \$29.174 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Accounting Services	\$14,045.4	\$2,040.6	\$12,004.8
Pension, Payroll and Employee Benefits	\$21,503.2	\$3,867.5	\$17,635.7
Revenue Services	\$47,480.2	\$47,947.1	(\$466.9)
Total Program Budget	\$83,028.8	\$53,855.2	\$29,173.5

- The 2025 staff complement for Financial Operations and Control of 588.0 positions is comprised of 45.7 capital positions and 542.3 operating positions.
2. The 2025 Capital Budget for Financial Operations and Control with cash flows and future year commitments totalling \$70.476 million as detailed by project in [Appendix 5a](#).
 3. The 2026-2034 Capital Plan for Financial Operations and Control totalling \$10.950 million in project estimates as detailed by project in [Appendix 5b](#).

**2025
OPERATING BUDGET**

2025 OPERATING BUDGET OVERVIEW

Table 1: 2025 Operating Budget by Service

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Accounting Services	2,289.3	2,554.8	2,097.2	2,040.6		2,040.6	(514.2)	(20.1%)
Pension, Payroll and Employee Benefits	3,036.1	4,373.3	1,897.7	3,867.5		3,867.5	(505.7)	(11.6%)
Revenue Services	32,616.6	38,400.3	38,071.5	42,987.6	4,959.5	47,947.1	9,546.8	24.9%
Total Revenues	37,942.0	45,328.4	42,066.5	48,895.7	4,959.5	53,855.2	8,526.9	18.8%
Expenditures								
Accounting Services	11,452.8	13,722.9	11,683.0	14,045.4		14,045.4	322.5	2.3%
Pension, Payroll and Employee Benefits	19,892.8	20,932.2	19,099.4	21,503.2		21,503.2	571.0	2.7%
Revenue Services	31,045.6	40,634.9	36,265.4	42,520.6	4,959.5	47,480.2	6,845.3	16.8%
Total Gross Expenditures	62,391.1	75,290.0	67,047.8	78,069.2	4,959.5	83,028.8	7,738.7	10.3%
Net Expenditures	24,449.1	29,961.7	24,981.3	29,173.5		29,173.5	(788.1)	(2.6%)
Approved Positions**	558.0	584.0	N/A	581.0	7.0	588.0	N/A	N/A

*2024 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2025 Budget expenditures of \$83.029 million gross reflect an increase of \$7.739 million in spending above 2024 budget, predominantly arising from:

- Salary and Benefits adjustments, annualization of positions added in 2024, and vacancies to be filled in 2025, partially offset by a reduction to reflect hiring plan and staffing re-alignment (\$1.398 million);
- Incremental print, postage, and advertising expenditures for the Vacant Home Tax (VHT) Program (\$1.350 million), fully offset by VHT revenues, to ensure clear communications to residential property owners, with the objective of increasing housing supply; and
- Expansion of the Administrative Penalty System (APS) to include Red Light Camera and Automated Speed Enforcement (\$4.395 million - fully offset by associated revenues); and implementation of Municipal Non-Resident Speculation Tax (\$0.564 million - fully offset by associated revenues).

EQUITY IMPACTS OF BUDGET CHANGES

The Financial Operations and Control implemented the Vacant Home Tax (VHT) program with medium positive equity impacts in 2022. The goal of the program is to increase the supply of housing by encouraging owners of vacant residential properties to sell them or rent them out. The proceeds from the VHT are used to support affordable housing initiatives such as the Multi-Unit Residential Acquisition (MURA) Program. This program underscores the City's commitment to economic inclusivity, and essential support for marginalized groups, ensuring a more equitable and vibrant Toronto.

2025 OPERATING BUDGET KEY COST DRIVERS

The 2025 Net Operating Budget for the Financial Operations and Control of \$29.174 million is \$0.788 million or 2.6% lower than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

Table 2: 2025 Key Cost Drivers

(In \$000s)	2025				2026 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2024 Projection*	42,066.5	67,047.8	24,981.3	N/A	N/A
2024 Budget	45,328.4	75,290.0	29,961.7	584.0	N/A
Key Cost Drivers:					
Prior Year Impacts					
Expiration of one-time Tax Stabilization Reserve Funding	(511.4)	(312.9)	198.5	(2.0)	
Reversal of one-time set-up costs for Revenue Services Division's temporary resources to support Toronto Water's Meter Transmission Unit (TW MTU) replacement project	(50.0)	(50.0)			
Delivery of Capital Projects					
Delivery of ongoing capital projects	171.6	171.6		1.0	
Operating Impacts of Capital					
Process Improvement Project sustainment starting in 2026					75.8
Salary and Benefits					
Salary and Benefits adjustments with inter-divisional recoveries	1,277.7	3,653.8	2,376.1		99.4
Annualization of 13 positions created in 2024 for Administrative Penalty System (APS) Expansion	682.1	682.1			
Annualization of 20 temporary positions created in 2024 to support TW MTU replacement project	1,337.9	1,337.9			
Salary and Benefits adjustments including one less payroll day, position reductions, reduced recoveries from capital projects and reserve funds	(211.9)	(633.1)	(421.2)	(2.0)	348.1
Revenue Changes					
User Fees - Inflationary adjustment	734.0		(734.0)		(434.1)
Other Changes					
Incremental print, postage and advertising for Vacant Home Tax Program	1,350.0	1,350.0			
Reduced withdrawal from Employee Benefits Reserve Fund	(262.7)		262.7		262.7
Alignment of non-salary expenditures and revenues to expected actuals	(116.2)	80.7	196.9		
Funding from Local Improvement Charge Energy Works reserve fund for Revenue Services to support the Home Energy Loan Program (HELP)/High-Rise Retrofit Improvement Support Program (Hi-RIS)	27.4		(27.4)		
Sub-Total - Key Cost Drivers	4,428.3	6,280.0	1,851.7	(3.0)	351.9
Affordability Measures	(861.0)	(3,500.8)	(2,639.8)		2,639.8
Total 2025 Base Budget	48,895.7	78,069.2	29,173.5	581.0	2,991.7
2025 New / Enhanced	4,959.5	4,959.5		7.0	2,553.6
2025 Budget	53,855.2	83,028.8	29,173.5	588.0	5,545.3
Change from 2024 Budget (\$)	8,526.9	7,738.7	(788.1)	4.0	N/A
Change from 2024 Budget (%)	18.8%	10.3%	(2.6%)	0.7%	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:

Prior Year Impacts:

The 2025 Operating Budget for Financial Operations and Control accounts for \$0.199 million in net funding pressures resulting from the reversal of a budget for initiatives delivered in 2024.

Delivery of Capital Projects:

The 2025 Operating Budget funds an increase in temporary staff complement of 1 position to enable delivery of capital projects, fully recoverable from the 2025 Capital Budget.

Salary and Benefits:

Salary and Benefits adjustments, as well as the annualization of 33 positions added in 2024, and continued implementation of a hiring plan and position re-alignments to deliver key priorities.

Revenue Changes:

The base revenue reflects an inflationary adjustment for user fees at 3.5% (\$0.734 million).

Other Changes:

An incremental print, postage, and advertising expenditures for the VHT Program will be fully offset by VHT revenues (\$1.350 million) and will support an enhanced communications strategy which will engage Torontonians about how to make their annual declarations and why the program is important in encouraging housing supply. Other base changes include adjustments to reserve/reserve fund and alignment of non-salary expenditures to expected actuals resulting in net funding pressures (\$0.432 million).

Affordability Measures:

Table 3: Offsets and Efficiencies

Recommendation	Savings Type	Equity Impact	(In \$000s)						
			2025				2026 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Salary and Benefits to align with expected actuals. No service level impact.	Base	None	(861.0)	(3,500.8)	(2,639.8)	-	3,500.8	2,639.8	-
Total Affordability Measures			(861.0)	(3,500.8)	(2,639.8)	-	3,500.8	2,639.8	-

New and Enhanced Service Priorities:**Table 4: New / Enhanced Requests**

New / Enhanced Request		2025			2026 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions	
		Revenue	Gross	Net				Positions
In \$ Thousands								
1	Expansion of Administrative Penalty System (APS) to include Automated Speed Enforcement (ASE) and Red Light Camera (RLC)	4,395.2	4,395.2		4.0	6,948.8	Low - Positive	The APS Expansion Plan is important safety measure in the City's Vision Zero Road Safety Plan and ties to both Corporate and Strategic priorities set out in the City's strategic plan. The expansion of APS for automated enforcement violations to include RLC and ASE will enable the City of Toronto to provide a fair, transparent alternative method to adjudicate contraventions.
2	Municipal Non-Resident Speculation Tax (MNRST)	564.3	564.3		3.0	329.2	Low - Positive	The primarily policy objective of the Municipal Non-Resident Speculation Tax is to enhance the availability of residential housing supply and to maintain a level of affordability in the residential real estate market by discouraging international buyers from purchasing property in the City of Toronto, particularly those buyers who do not intend to live in the property, or where the purchase is for purely speculative purposes. Any revenues generated from the MNRST will provide an additional financial benefit to the City in support of its long-term financial sustainability.
Total New / Enhanced		4,959.5	4,959.5		7.0	7,278.1		

Note:

- For additional information, please refer to [Appendix 3](#) for the 2025 New and Enhanced Service Priorities.

2026 and 2027 OUTLOOKS**Table 5: 2026 and 2027 Outlooks**

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
Revenues			
Inflationary Adjustment to User Fees		440.0	448.7
Completion of capital projects		(2,772.5)	(296.4)
Implementation of Municipal Non-Resident Speculation Tax		(235.1)	10.9
Other Revenue Changes		528.0	(164.3)
Total Revenues	53,855.2	(2,039.6)	(1.0)
Gross Expenditures			
Salary and Benefits Changes		3,883.9	448.5
Operating impact of completed Process Improvement Project		75.8	375.4
Completion of capital projects		(2,772.5)	(296.4)
Administrative Penalty System (APS) to include Red Light Camera (RLC) and Automated Speed Enforcement (ASE)		2,553.6	78.3
Implementation of Municipal Non-Resident Speculation Tax		(235.1)	10.9
Total Gross Expenditures	83,028.8	3,505.7	616.7
Net Expenditures	29,173.5	5,545.3	617.8
Approved Positions	588.0	(22.0)	0.0

Key Outlook Drivers

The 2026 Outlook with total gross expenditures of \$86.534 million reflects an anticipated \$3.506 million or 4.22% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook anticipates a further increase of \$0.617 million or 0.71% above the 2026 Outlook.

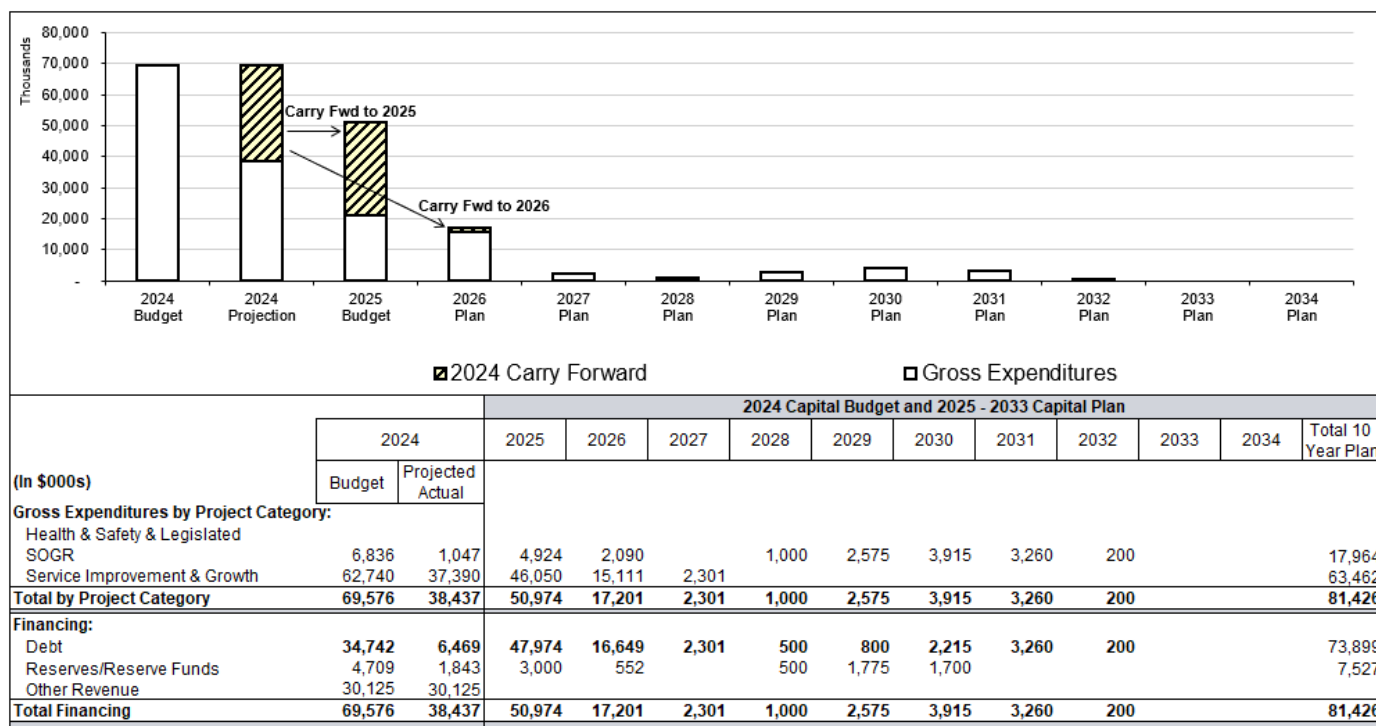
These changes in both 2026 and 2027 arise from the following:

- Full-year impact of hiring positions,
- Resources reduction following completion of capital projects,
- Operating impact of the Process Improvement Project following project completion,
- Incremental impact of expansion of Administrative Penalty System (APS) to include Red Light Camera (RLC) and Automated Speed Enforcement (ASE),
- Incremental impact of implementation of Municipal Non-Resident Speculation Tax, and
- Inflationary adjustments to user fees.

2025 – 2034 CAPITAL BUDGET AND PLAN

2025 – 2034 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



Project Updates (\$0.0 Million)

The 2025-2034 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2025-2033) to align with the revised project timelines:

- *Financial Systems Transformation* - Deferred \$16.265 million of the previously committed capital spending for 2025 to 2026-2027.
- *Tax and Utility Billing Systems Modernization* - Deferred \$1.090 million of the previously committed capital spending for 2025 to 2026.
- *Process Innovation Project* - Deferred \$0.855 million of the previously committed capital spending for 2025 to 2026.

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capacity to Deliver Review, respectively.

2025 – 2034 CAPITAL BUDGET AND PLAN**\$81.4 Million 10-Year Gross Capital Program****Information Technology**

\$81.4 M
100%

- Financial Systems Transformation
- PPEB Transformation Program
- Tax and Utility Billing Systems Modernization
- Process Innovation Project
- Parking Tag Management Software Replacement 2028
- Utility Billing System Replacement 2028
- Tax Billing System Replacement 2030

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$81.4 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$73.9 M		
Reserve / Reserve Fund	\$7.5 M		

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2025 Capital Budget will impact the 2026 Operating Budget by a total of \$0.076 million net arising from completing the Process Innovation Project, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2025 Budget		2026 Plan		2027 Plan		2028 Plan		2029 Plan		2025-2029		2025-2034	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Process Innovation Project			75.8	1.0	375.4						451.2	1.0	451.2	1.0
Sub-Total: Previously Approved			75.8	1.0	375.4						451.2	1.0	451.2	1.0
Total (Net)			75.8	1.0	375.4						451.2	1.0	451.2	1.0

Previously Approved project

- The Process Innovation Project will result in net operating costs of \$0.076 million in 2026 comprising \$0.050 million for partial-year software subscription fees and \$0.026 million for one staff resource partial year. It will continue to impact the 2027 Operating Budget by a further increase of \$0.375 million in expenditures to cover the full-year software subscription fees and maintenance and one staff resource for the full year and in subsequent years for sustainment. Sustainment relates to the technical (i.e. IT) resources required to support the software and other resourcing impacts.
- Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

2025 Operating Budget by Category

Category (In \$000s)	2022 Actual	2023 Actual	2024 Budget	2024 Projection*	2025 Budget	2025 Change from 2024 Budget		2025 Change from 2024 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
User Fees & Donations**	19,303.2	18,786.0	21,821.0	20,255.1	21,705.0	(116.0)	(0.5%)	1,449.9	7.2%
Transfers From Capital	1,679.3	2,798.1	3,511.9	1,969.6	4,871.1	1,359.2	38.7%	2,901.5	147.3%
Contribution From Reserves/Reserve Funds	420.1	1,786.0	5,004.3	3,447.2	6,345.9	1,341.6	26.8%	2,898.7	84.1%
Sundry and Other Revenues	853.7	1,428.6	1,776.2	2,113.0	7,301.6	5,525.4	311.1%	5,188.7	245.6%
Inter-Divisional Recoveries	12,170.0	13,143.4	13,214.9	14,281.6	13,631.6	416.7	3.2%	(650.0)	(4.6%)
Total Revenues	34,426.3	37,942.0	45,328.4	42,066.5	53,855.2	8,526.9	18.8%	11,788.8	28.0%
Salaries and Benefits	44,812.4	50,253.1	60,993.6	51,684.5	62,892.9	1,899.3	3.1%	11,208.4	21.7%
Materials & Supplies	45.8	62.4	139.5	50.6	140.1	0.6	0.4%	89.5	176.8%
Equipment	209.2	154.3	360.6	154.5	279.3	(81.3)	(22.5%)	124.8	80.8%
Service and Rent	9,011.7	10,862.1	10,138.0	13,474.2	18,158.2	8,020.1	79.1%	4,683.9	34.8%
Other Expenditures	1,460.9	1,059.2	3,658.3	1,684.0	1,558.3	(2,100.0)	(57.4%)	(125.7)	(7.5%)
Total Gross Expenditures	55,540.1	62,391.1	75,290.0	67,047.8	83,028.8	7,738.7	10.3%	15,981.0	23.8%
Net Expenditures	21,113.8	24,449.1	29,961.7	24,981.3	29,173.5	(788.1)	(2.6%)	4,192.2	16.8%

*Projection based on 9 Month Variance

**Tax Registration/Certification fees are included as User Fees

Appendix 2

Summary of 2025 Service Changes

N/A

Appendix 3

Summary of 2025 New / Enhanced Service Priorities Included in Budget

Form ID			Finance and Treasury Services		Adjustments				2026 Plan	2027 Plan	
Category	Equity	Impact	Program - Financial Operations and Control		Gross Expenditure	Revenue	Net	Approved Positions	Net Change	Net Change	
31830	Revenue Services - Incremental Administrative Penalty System (APS) Expansion to include Automated Speed Enforcement (ASE) and Red Light Camera (RLC)										
74	Positive	Description:									
The APS Expansion Plan is an important safety measure in the City Vision Zero Road Safety Plan and ties to both Corporate and Strategic priorities set out in the City's strategic plan. The expansion of APS for automated enforcement violations to include Red Light Camera (RLC) and Automated Speed Enforcement (ASE) will enable the City of Toronto to provide a fair, transparent alternative method to adjudicate contraventions captured by automated enforcement systems, while maintaining public trust. The expansion of APS to include RLC and Automated Speed Enforcement ASE will reduce operating costs of violation processing by eliminating Justices of the Peace fees for ASE and RLC trials (\$300.00 per court hour) and \$1.95 per matter paid to the Province.											
Service Level Impact:											
At this time, the City administers Red Light Camera and Automated Speed Enforcement programs only through the Provincial Offences Act. In April 2022, the Province of Ontario filed Ontario Regulation 355/22, Administrative Penalties for Contraventions Detected Using Camera Systems under the Highway Traffic Act. This Regulation provided the City with the regulatory framework required to proceed with its Administrative Penalty System (APS) expansion project. There are currently 298 red light cameras installed at high-priority intersections throughout the City. There are also 75 mobile ASE cameras currently installed in Community Safety Zones across the City. City Council requested that staff investigate all procurement options to acquire and implement 75 additional ASE cameras as soon as possible, for a total of 150 cameras across the city.											
Equity Statement:											
Equity-based prioritization has been a focus for the expansion of the Administrative Penalty System (APS) and of the Transportation Services capital budget planning process with the development of a Transportation Equity Lens framework. This framework has been added to all capital budget requests to understand the impacts of programs on equity-deserving groups, including vulnerable road users. An Administrative Penalty System also improves access to the justice system and City dispute resolution programs.											
Service: Revenue Services-Revenue Accounting & Collection											
Staff Prepared Budget Changes:			4,395.2	4,395.2	0.0	4.00	2,553.6	78.3			
BC Requested Changes:			0.0	0.0	0.0	0.0	0.0	0.0			
Mayor Proposed Changes:			0.0	0.0	0.0	0.0	0.0	0.0			
Amendments:			0.0	0.0	0.0	0.0	0.0	0.0			
Total Budget:			4,395.2	4,395.2	0.0	4.00	2,553.6	78.3			
Staff Prepared Budget:			4,395.2	4,395.2	0.0	4.00	2,553.6	78.3			
Budget Committee Requested :			0.0	0.0	0.0	0.00	0.0	0.0			
Mayor Proposed:			0.0	0.0	0.0	0.00	0.0	0.0			
Amendments:			0.0	0.0	0.0	0.00	0.0	0.0			
New/Enhanced Service Priorities:			4,395.2	4,395.2	0.0	4.00	2,553.6	78.3			

Form ID		Finance and Treasury Services	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Financial Operations and Control						
32339		Revenue Services - Municipal Non-Resident Speculative Tax						
74	Positive	Description: City Council approved the implementation of a Municipal Non-Resident Speculation Tax (MNRST) on foreign buyers of residential property in the City of Toronto, effective January 1, 2025, at a rate of 10% of the value of consideration for the purchase of property. City Council approved the final tax design features for the MNRST and amended the City of Toronto Municipal Code Chapter 760, Taxation, Municipal Land Transfer Tax, to add the MNRST (2024.EX11.1)						
		Service Level Impact: To ensure successful implementation, it is recommended that the MNRST mirror the current provincial NRST provisions, as outlined further in this report, as it pertains to applicability, rebates, refunds and exemptions. Implementation is being recommended for January 1, 2025, in recognition of a current federal Prohibition on the Purchase of Residential Property by Non-Canadians Act which temporarily bans the purchase of homes by foreign buyers from January 2023 to December 2024.						
		Equity Statement: As part of the Updated Long-Term Financial Plan considered in September 2023, the primary objective of the newly introduced MNRST on foreign buyers of certain residential property, effective January 1, 2025, is to safeguard and enhance the availability of residential housing supply, and to maintain a level of affordability for all citizens of Toronto in the residential real estate market, by discouraging international buyers from purchasing property in the City of Toronto. This is particularly aimed at those buyers who are purchasing for speculative motives.						
		Service: Revenue Services-Revenue Accounting & Collection						
		Staff Prepared Budget Changes:	564.3	564.3	0.0	3.00	0.0	0.0
		BC Requested Changes:	0.0	0.0	0.0	0.0	0.0	0.0
		Mayor Proposed Changes:	0.0	0.0	0.0	0.0	0.0	0.0
		Amendments:	0.0	0.0	0.0	0.0	0.0	0.0
		Total Budget:	564.3	564.3	0.0	3.00	0.0	0.0
		Staff Prepared Budget:	564.3	564.3	0.0	3.00	0.0	0.0
		Budget Committee Requested :	0.0	0.0	0.0	0.00	0.0	0.0
		Amendments:	0.0	0.0	0.0	0.00	0.0	0.0
		Mayor Proposed:	0.0	0.0	0.0	0.00	0.0	0.0
		New/Enhanced Service Priorities:	564.3	564.3	0.0	3.00	0.0	0.0
		Summary:						
		Staff Prepared Budget:	4,959.5	4,959.5	0.0	7.00	2,553.6	78.3
		Budget Committee Requested:	0.0	0.0	0.0	0.0	0.0	0.0
		Mayor Proposed:	0.0	0.0	0.0	0.0	0.0	0.0
		Amendments:	0.0	0.0	0.0	0.0	0.0	0.0
		New/Enhanced Service Priorities:	4,959.5	4,959.5	0.0	7.00	2,553.6	78.3

Appendix 4

Operating Program Provincial/Federal Funding Streams by Program

N/A

Appendix 5

2025 Capital Budget; 2026 - 2034 Capital Plan Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
Tax and Utility Billing Systems Modernization	4,924	2,090									7,014		7,014	
PPEB Transformation Program	1,461										1,461			1,461
Financial Systems Transformation	43,639	13,964	2,301								59,904			59,904
Process Innovation Project	950	1,147									2,097			2,097
Tax Billing System Replacement 2030						1,775	2,000	200			3,975		3,975	
Utility Billing System Replacement 2028				500	1,775	1,700					3,975		3,975	
Parking Tag Mgmt Software Replacement 2028				500	800	440	1,260				3,000		3,000	
Total Expenditures (including carry forward from 2024)	50,974	17,201	2,301	1,000	2,575	3,915	3,260	200			81,426		17,964	63,462

Appendix 5a

2025 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
Tax and Utility Billing Systems Modernization	4,924	2,090									7,014	7,014		
PPEB Transformation Program	1,461										1,461	1,461		
Financial Systems Transformation	43,639	13,964	2,301								59,904	59,904		
Process Innovation Project	950	1,147									2,097	2,097		
Total Expenditure (including carry forward from 2024)	50,974	17,201	2,301								70,476	70,476		

Appendix 5b

2026 - 2034 Capital Plan

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
Tax Billing System Replacement 2030					1,775	2,000	200			3,975		3,975	
Utility Billing System Replacement 2028			500	1,775	1,700					3,975		3,975	
Parking Tag Mgmt Software Replacement 2028			500	800	440	1,260				3,000		3,000	
Total Expenditures			1,000	2,575	3,915	3,260	200			10,950		10,950	

Appendix 6

Reporting on Major Capital Projects: Status Update

(\$000s)

Life to Date

Division/Project name		2024 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Spend	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Financial Operations and Control												
Financial Systems Transformation Project		57,315	22,676	34,764	151,454	79,463	On Track	Jan-21	Jan-25	Apr-27	Y	G
	Comments:	Project re-alignment completed in 2024 with revised go-live date of October 2025. This included scope, schedule, resources and Divisional stakeholders. The Budget Tool Revitalization project go-live date is February 2027. This is reflected in the revised April 30, 2027 project completion. The project is on track based on the revised completion date. The forecast in 2023 did not account for the delay caused by the Solution Design, which resulted in a larger budget forecast in 2024 which did not align to the scope delivery.										
	Explanation for Delay:											

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

G

>70% of Approved Project Cost

Y

Between 50% and 70%

R

< 50% or > 100% of Approved

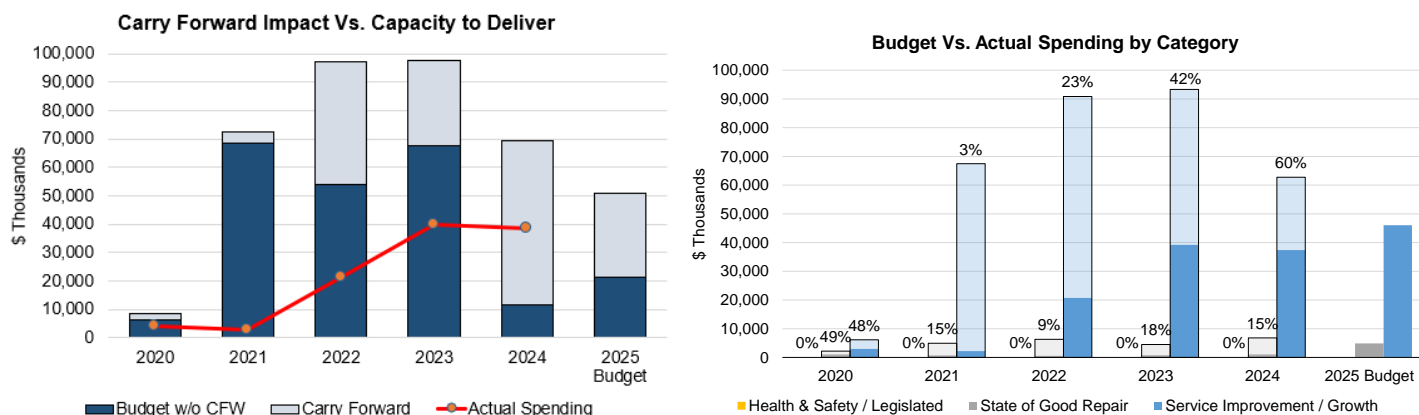
Appendix 7

Capacity to Deliver Review

The 10-Year Capital Plan has been developed with consideration of historically demonstrated capacity to deliver within any given year of a 10-year plan. In addition, a review was undertaken to ensure budgets align with the capacity available in the market to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories (Chart 3 below) and assessing projected 2024 underspending that will be carried forward into the 2025-2034 Capital Budget and Plan.

Chart 3 – Capacity to Deliver



Impact of Capacity to Deliver Review on the 10-Year Plan

- The Financial Operations and Control's actual spending over the previous five years, from 2020 to 2024, has averaged \$21.364 million or 34.1% per year. The projected spending for 2024 is \$38.437 million or 55.2% of the 2024 Capital Budget. Challenges in spending for projects are mainly due to project replanning, coordination with other projects, and delays in obtaining resources to support project delivery.
- Based on the review of historical capital spending and an assessment of capacity to deliver, \$29.752 million in cash flow funding originally allocated for 2024 has been deferred to 2025, with an additional \$1.292 million deferred to 2026 to align with the revised timelines. Adjustments to the 10-Year Capital Plan are noted below:
 - Financial Systems Transformation Project* carries forward \$22.551 million from 2024 to 2025 and defers the previously committed capital spending for 2025 of \$16.265 million to 2026 (\$13.964 million) and 2027 (\$2.301 million) respectively.
 - Tax and Utility Billing Systems Modernization Project* carries forward \$5.789 million from 2024 to 2025 (\$4.789 million) and 2026 (\$1.000 million) respectively and defers the previously committed capital spending for 2025 of \$1.090 million to 2026.
 - PPEB Transformation Program* carries forward \$1.461 million from 2024 to 2025.
 - Process Innovation Project* carries forward \$1.242 million from 2024 to 2025 (\$0.950 million) and 2026 (\$0.292 million) and defers the previously committed capital spending for 2025 of \$0.855 million to 2026 as the project start is deferred to 2025 due to the service area's higher prioritization on delivery of its major project – Financial Systems Transformation Project.

Appendix 8

Summary of Capital Delivery 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

2025 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		538,871.8	519,888.7	498,208.8
Employee/Retiree Benefit Reserve Fund City	XR1002			
<i>Withdrawals (-)</i>		(788.1)	(525.4)	(262.7)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(788.1)	(525.4)	(262.7)
Other Program / Agency Net Withdrawals & Contributions		(23,462.4)	(26,219.6)	(29,361.3)
Interest Income		5,267.5	5,065.2	4,834.0
Balance at Year-End		519,888.7	498,208.8	473,418.8

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		11,101.3	7,569.7	4,203.8
Local Improvement Charge Energy Works Reserve Fund	XR1724			
<i>Withdrawals (-)</i>		(27.4)	(27.4)	(27.4)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(27.4)	(27.4)	(27.4)
Other Program / Agency Net Withdrawals & Contributions		(3,597.1)	(3,397.1)	(3,897.1)
Interest Income		92.9	58.6	22.4
Balance at Year-End		7,569.7	4,203.8	301.8

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		42,213.9	105,643.7	155,797.4
Vacant Home Tax Reserve Fund	XR1733			
<i>Withdrawals (-)</i>		(5,271.3)	(5,305.3)	(5,334.8)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(5,271.3)	(5,305.3)	(5,334.8)
Other Program / Agency Net Withdrawals & Contributions		67,965.5	54,158.3	50,058.3
Interest Income		735.6	1,300.7	1,781.6
Balance at Year-End		105,643.7	155,797.4	202,302.4

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		802,455.0	815,451.0	907,242.6
Development Charges Reserve Fund - Transit	XR2109			
<i>Withdrawals (-)</i>		(37.2)	(37.4)	(37.5)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(37.2)	(37.4)	(37.5)
Other Program / Agency Net Withdrawals & Contributions		4,984.0	83,258.3	42,422.7
Interest Income		8,049.3	8,570.6	9,284.4
Balance at Year-End		815,451.0	907,242.6	958,912.1

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		636,130.1	656,325.1	475,421.1
Development Charges Reserve Fund - Roads & Related	XR2110			
<i>Withdrawals (-)</i>		(37.2)	(37.4)	(37.5)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(37.2)	(37.4)	(37.5)
Other Program / Agency Net Withdrawals & Contributions		13,802.1	(186,497.2)	(166,901.7)
Interest Income		6,430.1	5,630.6	3,919.5
Balance at Year-End		656,325.1	475,421.1	312,401.4

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		144,076.2	141,421.8	142,774.7
Development Charges Reserve Fund - Water	XR2111			
<i>Withdrawals (-)</i>		(38.3)	(38.5)	(38.7)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(38.3)	(38.5)	(38.7)
Other Program / Agency Net Withdrawals & Contributions		(4,036.5)	(22.5)	456.5
Interest Income		1,420.4	1,413.9	1,429.8
Balance at Year-End		141,421.8	142,774.7	144,622.3

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		18,167.5	15,823.8	14,305.3
Development Charges Reserve Fund - Development Studies	XR2120			
<i>Withdrawals (-)</i>		(146.4)	(146.9)	(147.4)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		(146.4)	(146.9)	(147.4)
Other Program / Agency Net Withdrawals & Contributions		(2,366.5)	(1,521.5)	(963.5)
Interest Income		169.1	149.9	137.5
Balance at Year-End		15,823.8	14,305.3	13,331.8

Inflows and Outflows to/from Reserves and Reserve Funds**2025 – 2034 Capital Budget and Plan****Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR1404	Beginning Balance	102,428	100,612	88,995	79,125	70,854	62,927	55,339	50,823	54,668	66,519
Waste Management Reserve Fund	Total Withdrawals	644	118	-	108	381	366	-	-	-	-
	Total Contributions	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions		(3,470)	(12,678)	(10,707)	(9,125)	(8,973)	(8,542)	(5,045)	3,321	11,247	11,113
Interest Income		1,010	943	836	746	666	588	528	525	603	721
Balance at Year-End		100,612	88,995	79,125	70,854	62,927	55,339	50,823	54,668	66,519	78,353

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR6003 & XR6004	Beginning Balance	1,507,793	1,607,908	1,409,663	1,183,706	822,142	526,827	332,300	254,271	247,062	339,100
Toronto Water & Waste Water Capital Reserve Funds	Total Withdrawals	2,356	434	-	392	1,394	1,334	-	-	-	-
	Total Contributions	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions		82,259	(213,692)	(238,859)	(371,936)	(303,420)	(200,135)	(80,947)	(9,703)	89,122	84,544
Interest Income		15,501	15,013	12,902	9,979	6,711	4,274	2,918	2,494	2,916	3,814
Balance at Year-End		1,607,908	1,409,663	1,183,706	822,142	526,827	332,300	254,271	247,062	339,100	427,457

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels in annual budget.

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 Deliver: Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget and Plan: A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

Capital Delivery 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 provide services.

Operating Impact of Completed Capital Projects: The Operating Budget Impact of Capital is the change in operating expenditure and / or revenue, which is projected to occur during the implementation of a capital project and / or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

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

Salary and Benefits Adjustment: General increases related to contractual obligations, such as cost of living, step increases, performance for pay and progression pay.

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

Tax Supported Budget: Budget funded by property taxes.

User Fees: Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).