

Analyst Briefing Notes

Budget Committee - February 16, 2010

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Executive Summary

- The Community Partnership and Investment Program (CPIP) supports Council's social, cultural, recreational and economic goals through the delivery of specific programs; assists communities in drawing upon their own talents and resources to identify needs and develop appropriate programs and services; and encourages residents to engage in civic life and participate in decision-making by supporting a City-wide network of community organizations.
- The Community Partnership and Investment Program's service objectives for 2010 include:
 - Continuing to strengthen priority neighbourhoods through development in community engagement, health and safety programs with emphasis on students lacking proper nutrients, arts and culture, housing, environment, transportation, and economic opportunities and security;
 - Expanding the utilization of the Corporation Grants Information System (CGIS) to all funded organizations by 2012;
 - Developing a multi-year funding plan for CPIP to provide for inflationary increases to funded organizations and to assist Council to set funding goals and advance its priorities.
- The CPIP Programs achieved the following major accomplishments during 2009:
 - Provided funding to 609 projects in priority neighbourhoods;
 - Funded 2,250 projects, and together these projects engaged 876 organizations and served over 4.7 million individuals;
 - Increased civic participation with over 96,000 volunteers engaged in funded projects and contributed over 1.4 million volunteer hours; and,
 - Piloted the online application process through the Corporate Grants Information System (CGIS) for Community Service Partnership Program, and accepted online application for 542 programs from more than 235 organizations in 2009.
- For 2009, the Program's 2009 Approved Operating Budget of \$45.230 million net is projected to be fully spent by year-end.

Table 1: 2010 Recommended Budget

(In \$000s)	2009		2010 Recommended Operating Budget			Change - 2010 Recommended Operating Budget v. 2009 Appvd. Budget		FY Incremental Outlook	
	2009 Appvd. Budget	2009 Projected Actual	2010 Rec. Base	2010 Rec. New/Enhanced	2010 Rec. Budget			2011	2012
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	45,991.7	45,991.7	45,440.5	0.0	45,440.5	(551.2)	(1.2)	(211.0)	0.0
REVENUE	762.2	762.2	211.0	0.0	211.0	(551.2)	(72.3)	(211.0)	0.0
NET EXP.	45,229.5	45,229.5	45,229.5	0.0	45,229.5	0.0	0.0	0.0	0.0
Approved Positions	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	0.0

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
NET BUDGET	42,968.0	45,229.5	2,261.5	41,054.5
PROGRAM REDUCTION (\$)	(3,156.2)	(894.7)	2,261.5	(2,261.5)
PROGRAM REDUCTION (%)	(7.0)	(2.0)	5.0	(5.0)

- The 2010 Recommended Operating Budget for the Community Partnership and Investment Program of \$45.441 million gross and \$45.230 million net has been maintained at the 2009 Approved Operating Budget funding level. No program reductions have been recommended, resulting in CPIP’s 2010 Recommended Operating Budget being \$2.262 million or 5.0% greater than the reduction target in 2010.
- The 2010 Recommended Operating Budget for CPIP does not include funding for any new or enhanced service priority actions.
- The 2010 Recommended Operating Budget for CPIP results in incremental future year reduction the Program of \$0.211 million gross and \$0 net in 2011 as the Heritage Grant will be discontinued due to the depletion of the Heritage Grant Reserve and one-time Section 37 funding for Heritage Grants.
- The 2010 Recommended Base Budget has been maintained at the 2009 funding level to provide financial support for the Partnership and Investment programs. However, due to City affordability constraints, it is recommended that the inflationary increase of \$0.895 million be absorbed within the CPIP 2010 Recommended Operating Budget.
- The following key program issue has been identified during the 2010 Operating Budget process:
 - The Heritage Grant Reserve and the one-time Section 37 funding for Heritage Grants will be exhausted in 2010 after the recommended withdrawal of \$0.210 million for Heritage Grants in 2010. Thus, the Heritage Grants program will be discontinued in 2011 unless other sources of funding are confirmed.
- The 2010 Recommended Operating Budget for Community Partnership and Investment Program provides funding for the following activities:
 - Provide funding to over 2,200 programs and projects through approximately 890 organizations, and serve over 4.7 million individuals;

- Provide funding to 609 projects in priority neighbourhoods;
- Engage 96,000 volunteers and together contribute over 1.4 million volunteer hours of service at funded events;
- Continue to strengthen the community, including the priority neighbourhoods, by providing funding for 186 community engagement, 443 service and capacity development projects, 20 youth-led initiatives, 506 arts and cultural activities, and 32 economic development projects in 2010;
- Funding of \$11.751 million for the Community Services Partnership Program to build community capacity, to reach vulnerable groups, and to develop effective models of community-based service to help achieve the City's social development goals; and,
- Continue to invest in activities that build community capacity and promote violence prevention including funding of \$14.574 million for the Community Services envelope, \$2.455 million for the Homeless Initiative Fund, and \$0.827 million for the Drug Prevention Program.

Recommendations

The City Manager and Chief Financial Officer recommend that:

- 1. City Council approve the 2010 Recommended Operating Budget for Community Partnership and Investment Program of \$45.441 million gross and \$45.230 million net, comprised of the following services:

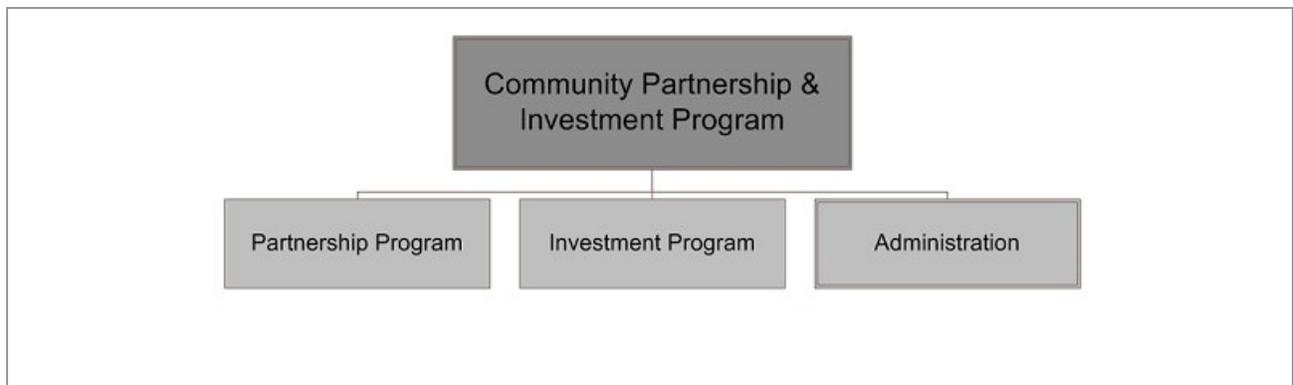
<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Partnership Program	37,631.0	37,631.0
Investment Program	5,477.6	5,266.6
Administration	2,331.9	2,331.9
Total Program Budget	<u>45,440.5</u>	<u>45,229.5</u>

Mission Statement

The Community Partnership and Investment Program (CPIP) supports Council's social, cultural, recreational and economic goals through the delivery of specific programs; assists communities in drawing upon their own talents and resources to identify needs and develop appropriate programs and services; and encourages residents to engage in civic life and participate in decision-making by supporting a City-wide network of community organizations.

CPIP also contributes to the enhancement of the quality of life in the City of Toronto, through community capacity-building and service delivery. The grant-making process is guided by the principles of accessibility, fairness and equity, openness and transparency, accountability and responsiveness.

Program Map



2010 Recommended Services: Overview

Each CPIP service area is linked to the City's Strategic Plan and addresses specific Council priorities, including civic participation, strengthening neighbourhoods, improving business climate, increasing community capacity and increasing access and equity for services. CPIP programs provide proactive and innovative programming to underserved neighbourhoods, enhance economic growth, provide opportunity for at-risk youth to overcome barriers and integrate into Toronto's labour market, and help build community identity.

The Community Partnership and Investment Program (CPIP) deliver three services:

- **Partnership Programs** provide ongoing funding to support the delivery of specific services or activities. Partnership Programs support organizations and sustain the capacity within a particular sector to meet ongoing service needs.
- **Investment Programs** provide project funding, which supports the delivery of time-limited activities and the development of new initiatives. Investment Programs provide short-term

funding and assist in leveraging resources to increase the capacity and infrastructure within a particular sector.

- **Administration Funding** supports the effective delivery of service and accountability of city funding delivered through funded organizations.

Together the Partnership and Investment Programs will provide the following activities in 2010:

- Provide funding to over 2,200 programs and projects through approximately 890 organizations, and serve over 4.7 million individuals;
- Provide funding to 609 projects in priority neighbourhoods; and,
- Engage 96,000 volunteers and together contribute over 1.4 million volunteer hours of service at funded events.

Service Objectives

CPIP has established service objectives to address the challenges and opportunities in maintaining service levels with limited resources, managing increasing demands for services, meeting the City's accountability requirement while reducing administrative burden on funded organization, and to align its strategic initiatives that advance the Mayor's Mandate and Council's priorities. The following section outlines CPIP's service objectives for 2010 and beyond.

- Expand the utilization of the Corporation Grants Information System (CGIS) to be used by all funding programs by 2012. The implementation of CGIS enables CPIP to administer all City's funding programs through the system; thus, enhancing operating efficiency and improving data management across the City's funding programs.
- Streamline and Improve Funding Administration Policies:
 - Continue to implement the streamlining of the grant application process for all Partnership Programs by 2010. A complete implementation to streamline the grant application and allocation process would benefit the City significantly through longer term planning, developing multi-year funding plans that advance Mayor's and Council's priorities, and reduce administrative burden for ongoing funded organizations.
- Continue to strengthen the community, including the priority neighbourhoods, by providing funding for 186 community engagement, 443 service and capacity development projects, 20 youth-led initiatives, 506 arts and cultural activities, and 32 economic development projects in 2010.

2009 Accomplishments

Community Partnership and Investment Program’s major accomplishments in 2009 are highlighted below:

- Provided funding to 609 projects in priority neighbourhoods;
- Funded 2,250 projects, and together these projects engaged 876 organizations and served over 4.7 million individuals;
- Increased civic participation with over 96,000 volunteers engaged in funded projects and contributed over 1.4 million volunteer hours; and,
- Piloted the online application process through the Corporate Grants Information System (CGIS) for Community Service Partnership Program, and accepted online application for 542 programs from more than 235 organizations in 2009.

Table 2: 2009 Budget Variance Review (\$000s)

(In \$000s)	2008 Actuals	2009 Approved Budget	2009 Projected Actuals*	2009 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
GROSS EXP.	43,876.0	45,991.7	45,991.7	0.0	0.0
REVENUES	702.7	762.2	762.2	0.0	0.0
NET EXP.	43,173.3	45,229.5	45,229.5	0.0	0.0
Approved Positions	0.0	0.0	0.0	0.0	0.0

*Projected Actuals Based on the September 30, 2009 Variance Report

2009 Budget Variance Analysis

Community Partnership and Investment Program’s Third Quarter Variance report projects that the 2009 Approved Operating Budget of \$45.230 million net will be fully spent by year-end.

Impact of 2009 Operating Variance on the 2010 Recommended Budget

There is no impact of the 2009 Operating Variance on the 2010 Recommended Budget.

Table 3: 2010 Recommended Base Budget (\$000s)

	2009 Appvd. Budget	2010 Recommended Base	Change 2010 Recommended Base v. 2009 Appvd. Budget		FY Incremental Outlook	
					2011	2012
(In \$000s)	\$	\$	\$	%	\$	\$
GROSS EXP.	45,991.7	45,440.5	(551.2)	(1.2)	(211.0)	0.0
REVENUE	762.2	211.0	(551.2)	(72.3)	(211.0)	0.0
NET EXP.	45,229.5	45,229.5	0.0	0.0	0.0	0.0
Approved Positions	0.0	0.0	0.0	NA	0.0	0.0

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
NET BUDGET	42,968.0	45,229.5	2,261.5	40,706.6
PROGRAM REDUCTION (\$)	(3,156.2)	(894.7)	2,261.5	(2,261.5)
PROGRAM REDUCTION (%)	(7.0)	(2.0)	5.0	(5.0)

Table 3a: Program Reduction Requirements (\$000s)

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	45,229.5	
Pressures Reported with 2010 / 2011 Outlook	0.0	0.0
Pressures Not Reported with 2010 / 2011 Outlook	894.7	0.0
5% Reduction Target	(2,261.5)	(2,261.5)
Additional Pressures not in 2010 Reported Outlook	(894.7)	TBD
Program Reduction Target	(3,156.2)	(2,261.5)
Net Budget Target	42,968.0	40,706.6

2010 Recommended Base Budget

The 2010 Recommended Base Budget of \$45.230 million net maintains the funding level approved for CPIP’s 2009 Approved Operating Budget (\$45.230 million net). However, the inflationary increase of \$0.894 million is not recommended due to contribution to program reduction target.

- The 2010 Recommended Operating Base Budget continues to provide funding for proactive and innovative programming to underserved neighbourhoods, enhance economic growth, provide

opportunity for at-risk youth to overcome barriers and integrate into Toronto's labour market, and help build community identity.

- The reduction in gross expenditures and revenue of \$0.551 million in 2010 represents the reversal of one-time projects funded from Section 37 and 45 funding for third parties in 2009.

2010 Base Budget Key Cost Drivers

The 2010 Base Budget is maintained at the 2009 Approved Operating Budget funding level. However, due to City affordability constraints, it is recommended that the inflationary increase of \$0.895 million be absorbed within the CPIP 2010 Recommended Operating Budget.

2010 Service Changes

The recommended 2010 service change represents the \$0.895 million in base change savings noted above. However, further reductions to reach the 2010 reduction target of 5.0% of the 2009 Approved Operating Budget would result in significant service level impacts and are not recommended at this time.

2011 and 2012 Outlook: Net Incremental Impact

The 2011 and 2012 Outlooks do not include any projected inflationary increases at this time. CPIP will continue to monitor inflationary pressure and any further inflationary increases will be incorporated in future operating budgets once the pressure is identified.

The 2011 Outlook includes a reduction in gross expenditure and revenue of \$0.211 million representing the discontinuation of the Heritage Grant due to the depletion of the Heritage Grant Reserve and one-time Section 37 funding for Heritage Grants to encourage and support the conservation of privately owned designated heritage properties.

Table 4: 2010 Recommended Service Change Summary
(In \$000s)

Description	2010 Recommended Service Changes				Net Incremental Impact	
	Position Change	Gross Exp.	Net Exp.	% Change over 2009 Budget	2011	
	#	\$	\$	#	\$	# Pos
Base Change Summary	0.0	894.7	894.7	2.0%	0.0	0.0
Service Efficiencies:						
Revenue Changes:						
Sub-Total Service Changes	0.0	0.0	0.0	0.0%	0.0	0.0
Total Changes	0.0	894.7	894.7	2.0%	0.0	0.0

2010 Recommended Service Changes

The budgetary impact of implementing the recommended service change is included in the 2010 Recommended Base Budget, with savings estimated at \$0.895 million in 2010 with no incremental impact in 2011 as these are annualized savings, effective January 1, 2010.

The recommended service change for CPIP's programs to absorb the 2010 inflationary increase will not result in significant service level impact compared to the 2009 service level. The Program will manage the 2010 inflationary increase through on-going monitoring of spending and identifying savings where possible, in order to avoid or minimize reductions in services provided to the residents of the City of Toronto.

2010 Budget Issues

2010 Heritage Grant

The Toronto Heritage Grant Program is administered by the Heritage Preservation Services Unit of the City Planning Division to encourage the conservation of designated heritage properties in the City of Toronto.

The Toronto Heritage Grant Program provides grant funds of up to 50% of the estimated cost of eligible heritage conservation work to designated heritage properties. Owners of a property designated under Parts IV or V of the Ontario Heritage Act may qualify to receive a grant for eligible conservation work in either of the two project categories:

- i. Residential house form buildings - Up to a maximum grant of \$10,000.00 for individual properties.
- ii. Commercial, institutional, multi-residential and industrial form buildings.

The 2009 Approved Budget for Heritage Grant was \$0.259 million, of which \$0.152 million was funded from the Heritage Grant Reserve Fund and \$0.107 million was funded from one-time Section 37 funds. The Heritage Grant Reserve and the one-time Section 37 funding for Heritage purposes will be exhausted in 2010 after the recommended withdrawal of \$0.068 million and \$0.143 million respectively. Thus, the 2010 Heritage Grant Budget is reduced by \$0.048 million (from \$0.259 million in 2009 to \$0.211 million in 2010) due to insufficient funding available in reserve and Section 37 reserve funds.

The Heritage Grant will be discontinued in 2011 as both the Heritage Grant Reserve and one-time Section 37 funding for Heritage purpose will be depleted by the end of 2010.

Issues Referred to the 2010 Operating Budget Process

Hunger continues to be a major issue in Toronto, with a 7.0% increase in use of food banks between 2008 and 2009. Of the 799,315 Toronto residents who used a food bank in 2009, 34% were children. The Student Nutrition Programs (SNP) provide children and youth with access to nutritious foods in lower income school/communities. Student nutrition programs alleviate short-term hunger and give children the energy they need to be ready to learn and participate in school.

SNP promotes healthier eating habits and help reduce the future risk of chronic diseases, such as cardiovascular disease, osteoporosis, and some types of cancer. Funding granted would allow the programs to serve vegetables or fruits as part of every snack or meal, providing needed nutrients to food insecure children. The nutritious meals/snacks provide students with nutrients and energy needed to participate and be ready to learn at school.

During the 2009 budget process, the operating budget of SNP was increased by \$0.400 million to provide additional funding to support the 45 of the 191 new provincially designed

school/communities. In 2008/09, SNPs reached approximately 84,000 elementary children (1 in 3 students) and 15,900 youth (1 in 10 students), with emphasis in priority neighbourhoods.

In June 2009, the report from the Medical Officer of Health entitle “*A Five Year Plan for Strengthening Student Nutrition Programs in Toronto*” was adopted by the Board of Health and referred to Budget Committee for consideration during the 2010 Operating Budget Process. The report included the following recommendation:

- iii. The Board of Health endorsed a five year plan to extend municipal funding incrementally to all provincially designed school communities over 2010-14, including annual funding increases to address the cost of nutritious food.

The funding requirements for the 5 Year Plan to strengthen the Student Nutrition Programs is summarized below:

Year	Number of New Designated School Communities	Increase in Food Costs	Funding Requirement for New School Communities	Additional Funding Required	Total City Funding
2009	45	120,623	335,364	455,987	3,255,327
2010	30	240,894	300,355	541,249	3,796,576
2011	30	113,897	274,141	388,038	4,184,614
2012	30	125,482	237,617	363,099	4,547,713
2013	30	136,328	241,261	377,589	4,925,302
2014	26	147,608	273,208	420,816	5,346,118
Total	191	884,832	1,661,946	2,546,778	

The enhanced funding of \$0.541 million required in 2010 comprises of:

- Increased in food costs of \$0.241 million, which represents a 7.4% increase in the cost based on the Nutritious Food Baskets comparison between 2008 and 2009; and,
- Increased program costs of \$0.330 million to extend the existing Student Nutrition Program from 45 school/communities to 75 school/communities out of the 191 provincially designated communities, reaching approximately 10,478 children.

The enhancement funding requirement of \$2.091 million from 2010 to 2014 will allow the Student Nutrition Program to extend to 190 provincially designated school communities, providing children and youth with access to nutritious food, as well as food skills training and social connections for parents and volunteers in the community.

Due to City affordability constraints, the enhanced funding requirement of \$0.541 million in 2010 is not recommended.

Appendix A

2010 Recommended Base Budget Changes vs. 2009 Approved Budget

(In \$000s)	Summary of 2010 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2011	2012
		\$	\$	\$	\$	\$
2009 Council Approved Operating Budget	0.0	45,716.0	384.0	45,332.0	0.0	0.0
Technical Adjustments						
In-Year Budget Adjustments		275.7	378.2	(102.5)		
2009 Approved Operating Budget	0.0	45,991.7	762.2	45,229.5	0.0	0.0
Prior Year Impacts:						
Annualizations from Prior Year						
Reversals from Prior Year		(503.2)	(503.2)			
Operating Impacts of Capital						
Zero Base Items						
Economic Increases:						
Salary						
Non Salary		894.7		894.7		
Adjusted Base Budget	0.0	46,383.2	259.0	46,124.2	0.0	0.0
Base Expenditure Changes		(942.7)	(48.0)	(894.7)		
Base Revenue Changes						
2010 Base Budget Prior to Service Changes	0.0	45,440.5	211.0	45,229.5	0.0	0.0
Recommended Service Changes:						
Service Efficiencies						
Revenue Changes						
Minor Service Level Changes						
Major Service Level Changes						
Total Recommended Base Changes	0.0	0.0	0.0	0.0	0.0	0.0
2010 Recommended Base Budget	0.0	45,440.5	211.0	45,229.5	0.0	0.0

Appendix D

Program Summary by Expenditure Category

CLUSTER: Corporate Accounts							
PROGRAM: Community Partnership and Investment Program							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits			0.0	0.0	n/a	0.0	0.0
Materials and Supplies			0.0	0.0	n/a	0.0	0.0
Equipment			0.0	0.0	n/a	0.0	0.0
Services & Rents	63.0	63.0	63.0	0.0	0.0%	63.0	63.0
Contributions to Capital			0.0	0.0	n/a	0.0	0.0
Contributions to Reserve/Res Funds			0.0	0.0	n/a	0.0	0.0
Other Expenditures	45,928.7	45,928.7	45,377.5	(551.2)	(1.2%)	45,377.5	45,377.5
Interdivisional Charges			0.0	0.0	n/a	0.0	0.0
TOTAL GROSS EXPENDITURES	45,991.7	45,991.7	45,440.5	(551.2)	(1.2%)	45,440.5	45,440.5
Interdivisional Recoveries			0.0	0.0	n/a	0.0	0.0
Provincial Subsidies			0.0	0.0	n/a	0.0	0.0
Federal Subsidies			0.0	0.0	n/a	0.0	0.0
Other Subsidies			0.0	0.0	n/a	0.0	0.0
User Fees & Donations			0.0	0.0	n/a	0.0	0.0
Transfers from Capital Fund			0.0	0.0	n/a	0.0	0.0
Contribution from Reserve Funds			0.0	0.0	n/a	0.0	0.0
Contribution from Reserve	762.2	762.2	211.0	(551.2)	(72.3%)	211.0	211.0
Sundry Revenues			0.0	0.0	n/a	0.0	0.0
TOTAL REVENUE	762.2	762.2	211.0	(551.2)	(72.3%)	211.0	211.0
TOTAL NET EXPENDITURES	45,229.5	45,229.5	45,229.5	(0.0)	(0.0%)	45,229.5	45,229.5
APPROVED POSITIONS				0.0	n/a		

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
Heritage Reserve Fund	XR1044	Beginning Balance	68.0	0.0	0.0
		Proposed Withdrawals (-) / Contributions (+)	(68.0)		
		Total Proposed Contributions (Withdrawals)	(68.0)	0.0	0.0
Heritage Reserve Fund/XR1044 BALANCE AT YEAR END			0.0	0.0	0.0

*Balance as of December 2009

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
Section 37- Heritage**		Beginning Balance	143.0		
		Proposed Withdrawals (-) / Contributions (+)	(143.0)		
		Total Proposed Contributions (Withdrawals)	(143.0)	0.0	0.0
Section 37 Reserve Fund - Heritage BALANCE AT YEAR END			0.0	0.0	0.0

*Balance as of December 2009

** One-time Section 37 Funding to Toronto Heritage Grant Program approved by Council on November 26, 27, and 28, 2002.