



City Budget
2012

Social Development, Finance and
Administration
Operating Budget Analyst Notes

The City of Toronto's budget is presented by program and service, in Analyst Note format. The City's Operating Budget pays the day-to-day operating costs for City services.

2012 Operating Budget

2012 OPERATING BUDGET ANALYST BRIEFING NOTES BUDGET COMMITTEE NOVEMBER 28, 2011

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PART I: RECOMMENDATIONS

2012 Recommended Operating Budget (In \$000s)

(In \$000s)	2011		2012 Recommended Operating Budget			Change - 2012 Recommended Operating Budget v. 2011 Appvd. Budget		FY Incremental Outlook	
	2011 Appvd. Budget	2011 Projected Actual	2012 Rec. Base	2012 Rec. New/Enhanced	2012 Rec. Budget			2013	2014
	\$	\$	\$	\$	\$			%	\$
GROSS EXP.	25,605.8	25,328.4	22,200.8	-	22,200.8	(3,405.0)	(13.3)	258.9	76.7
REVENUE	12,694.1	12,505.1	10,176.6	-	10,176.6	(2,517.5)	(19.8)	66.4	21.1
NET EXP.	12,911.7	12,823.3	12,024.2	-	12,024.2	(887.5)	(6.9)	192.5	55.6
Approved Positions	145.3	141.0	125.7	-	125.7	(19.6)	(13.5)	-	-

Target Comparison	10% Reduction Target	2012 Rec.'d Reduction	2012 10% Reduction vs. 2012 Rec'd Reduction	Target %
2012 Reductions	(1,279.1)	(1,291.2)	12.1	10.1%

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2012 Recommended Operating Budget for Social Development, Finance and Administration of \$22.201 million gross and \$12.024 million net, comprised of the following services:

Service(s)	Gross (\$000s)	Net (\$000s)
Financial Management	11,846.4	7,200.5
Social Policy and Planning	3,432.9	1,293.5
Community and Neighbourhood Development	6,264.4	2,873.1
Toronto Office of Partnerships	657.1	657.1
Total Program Budget	22,200.8	12,024.2

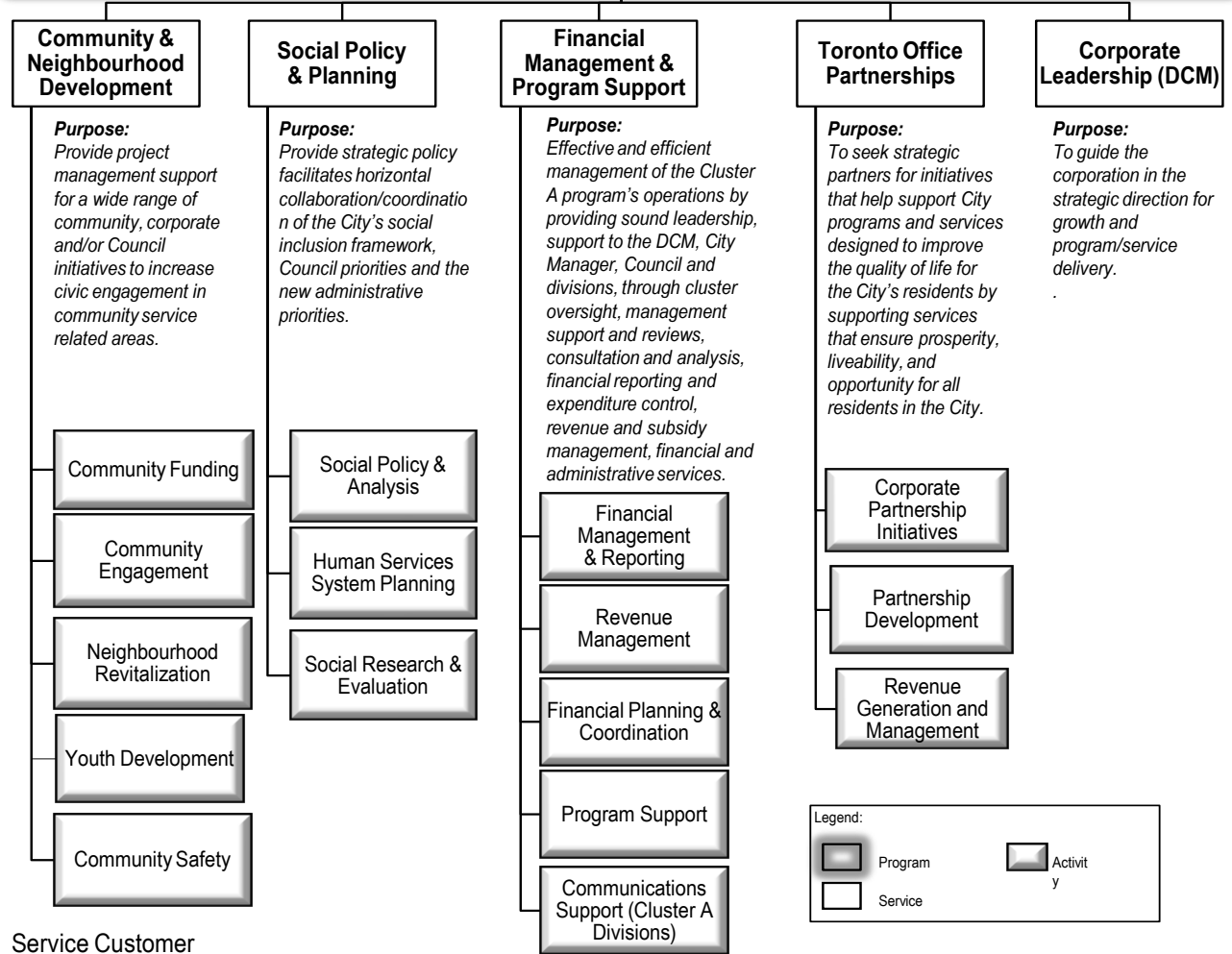
2. the information contained in Confidential Attachment 1 remain confidential until the outcome of Council's decision has been communicated to Unions and affected staff.

PART II: 2012 SERVICE OVERVIEW AND PLAN

Program Map and Service Profiles

Social Development, Finance & Administration

The Program provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and communities. Through internal, inter-governmental and community partnerships, the Program leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. The Division provides financial and program support and oversight, to operating programs to ensure Cluster A objectives are met.



Service Customer

- Community & Neighbourhood Development**
- City Divisions/Agencies
 - Community Service Providers/Groups
 - Employers
 - Members of Council
 - Other orders of Government/Funding Sources
 - Residents
 - Youth
 - Families
 - Neighbourhoods

- Social Policy & Planning**
- Mayor/Council
 - Deputy City Manager
 - City Manager
 - Cluster A Divisions
 - ABCs
 - Communities/public
- Toronto Partnerships**
- Other orders of government
 - Non Government Organizations
 - Charitable Organizations
 - Philanthropists
 - Communities
 - Priority Neighbourhoods

- Financial Management & Program Support**
- City Manager
 - Deputy City Manager
 - Corporation
 - Cluster A Programs/Divisions;
 - Taxpayer/Public

- Corporate Leadership**
- Affordable Housing Office
 - Toronto Office of Partnerships
 - 311 Toronto
 - Toronto Employment & Social Services
 - Children's Services
 - Long-Term Care Homes & Services
 - Court Services
 - Parks, Forestry, & Recreation
 - Economic Development & Culture
 - Shelter, Support & Housing Administration
 - Emergency Medical Services
 - Social Development, Finance, & Administration
 - Public Health

2012 Recommended Service Levels

The chart below details the current and 2012 Proposed Service Levels for SDFA' Services and Activities:

Service Types & Levels

Service	Activity	Type	Sub-Types	2011 Proposed Service Level	2012 Proposed Service Level
Financial Management & Program Support	Financial Management & Reporting	Centralized Procurement of goods and services for Cluster A Divisions	Centralized Divisional Purchase Order (DPO) issuance	DPO issue within 2 days of commencement of quotation process 90% of the time. Emergency DPO issue immediately 100% of the time	With the due diligence for best pricing and three quotes for DPOs over \$3000 DPO issuance will be within 3 days of commencement of quotation process 90% of the time.
				RFQ processed within 7-10 days upon commencement of the process 90% of the time	RFQ processed within 7-10 days upon commencement of the process 90% of the time
		Sole source requests within DPO limit	Processing Centralized Sole Source Requests (SSR)	SSR Processed within 2 business days 90% of the time	SSR Processed within 2 business days 90% of the time
		Contract Release Order Processing	Centralized procurement of computer hardware and software	Process CRO's within 2 business days 95% of the time	Process CRO's within 2 business days 95% of the time
		Contract Management for Cluster A Divisions	Reporting, Oversight, and Consultation	Reports issued within 5 business days of receiving the data 90% of the time	Reports issued within 5 to 10 business days of receiving the data 90% of the time
		Procurement Coordination	Coordination of Corporate Calls for Cluster A Programs	Meeting PMMD deadlines 90% of the time	Meeting PMMD deadlines 90% of the time
			Meetings: Purchasing Working Group, Finance Working Group and Divisional Purchasing Coordination Team Meetings	All meetings attended	All meetings attended
		Procurement Training	Training	Meet Program requested time lines 100% of the time	Meet Program requested time lines 100% of the time
		Requests to Purchase Goods & Services System	Electronic requisitioning	Assign RPGS to Buyers within 2 business days 90% of the time	Assign RPGS to Buyers within 2 business days 90% of the time

Service	Activity	Type	Sub-Types	2011 Proposed Service Level	2012 Proposed Service Level
Financial Management & Program Support (Cont'd)	Financial Management & Reporting (cont'd)	DPO and Sole Source Reporting	DPO summaries and Sole Source activity reports	Issue reports within first week of the following month 100% of the time	Issue reports within first week of the following month 90% of the time
		Consolidated Cluster-Level Financial Reporting	Financial Reports	All reports are prepared, completed and issued by the deadlines 95% of the times	All reports are prepared, completed and issued by the deadlines 95% of the times
		Consolidated Petty Cash Management	Vouchers Received and Cash Dispensed	Petty Cash reimbursed within 2 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time.	Petty Cash reimbursed within 3 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time.
		Consolidated TTC ticket Issuance	Ordering, Inventory and Distribution	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.	TTC tickets/tokens issued within 3 days 90% of the time. For emergency items immediately 100% of the time.
		Financial Services	Expenditure Analysis and Monitoring	Analysis performed on as required basis.	Analysis performed on as required basis.
			Journal Entries	Journal entries processed in 2 days 95% of the time.	Journal entries processed in 2 days 95% of the time.
			Reserve / Reserve Fund Monitoring	Reserve fund analysis performed within a 2 day turnaround time	Reserve fund analysis performed within a 2 day turnaround time
			Extraction and Distribution of Payroll Information	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.
			Month-end Closing for Capital and Operating Budgets	Month end closing performed by the corporate deadline 100% of the time.	Month end closing performed by the corporate deadline 100% of the time.
			Year-end Financial Closing for Capital and Operating Budgets	Year end closing performed by the corporate deadline 100% of the time.	Year end closing performed by the corporate deadline 100% of the time.

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Financial Management & Program Support (Cont'd)	Financial Management & Reporting (cont'd)	SAP Cost Centre Management for Cluster A Divisions	Cost Centre Additions, Deletions and Changes	Cost centre change requests processed within 2 days 99% of the time.	Cost centre change requests processed within 2 days 99% of the time.
		Coordination of Delegated Signing Authority for Cluster A Divisions	Annual Submission and Ongoing Monitoring	Signing authority summary submitted annually by the corporate deadline 80% of the time.	Signing authority summary submitted annually by the corporate deadline 80% of the time.
		Payment Coordination	Cheque Requisitions	Cheque requisitions processed within 2 days 90% of the time	Cheque requisitions processed within 2 days 90% of the time
			Parked Document Monitoring	Supplier invoices cleared from parked documents within 30 days of corporate cut off date.	Supplier invoices cleared from parked documents within 30 days of corporate cut off date.
		SAP System Access Requests	SAP access requests received, reviewed & approved	SAP system access request verified & approved within 2 day turnaround time 90% of the time	SAP system access request verified & approved within 2 day turnaround time 90% of the time
	Financial Planning & Coordination	Cluster Budget Coordination and Oversight	Consolidated summary reports for Deputy City Manager (DCM) and Executive Director of Social Development, Finance & Administration (ED-SDFA) and ad hoc reports	Produce summary reports by the set deadline with 100% accuracy	Produce summary reports by the set deadline with 100% accuracy
			Coordination	As required	As required
		Budget development process	Scheduling	Distribute DEBUDAS production schedule within 1 working day of the formal release of the corporate schedule by Financial Planning	Distribute DEBUDAS production schedule within 2 to 3 working days of the formal release of the corporate schedule by Financial Planning
			Training	1 training sessions for 7 programs using DEBUDAS	1 training sessions for 7 programs using DEBUDAS
			Application	All reference tables are totally updated by 3rd Monday in June	All reference tables are totally updated by 3rd Monday in June

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Financial Management & Program Support (Cont'd)	Financial Planning & Coordination (Cont'd)	Budget development process		Update 100% of the downloaded payroll records	Update 100% of the downloaded payroll records
				Salary calculations are within 98% of actual	Salary calculations are within 98% of actual
				100% of permanent and temporary full-time positions match the current year's budget originally approved by Council	100% of permanent and temporary full-time positions match the current year's budget originally approved by Council
			Data Integrity	Reports produced with 100% accuracy by corporate deadlines 98% of the time	Reports produced with 100% accuracy by corporate deadlines 80% of the time
			Budget Upload	Budget uploaded with 100% accuracy meeting corporate deadlines 98% of the time.	Budget uploaded with 100% accuracy meeting corporate deadlines 80% of the time.
		Direct Production Support for Budget Development	Budget Production Support to 3 Programs	100% compliance to corporate guidelines and timeline	100% compliance to corporate guidelines and 80% timeline

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Financial Management & Program Support (Cont'd)	Revenue Management	Subsidy Claim for Six Divisions	Federal Subsidy	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time
			Provincial Subsidy	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time
		Ontario Works Financial Benefit Payments	Recording of OW Benefit Payments Issuance	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			Daily Cash Exception and Issuance Reports	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			Repayment to Financial Institutions	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			Upload Sub Orders Payment process to Provincial SDMT	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			Ambulance Payment	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			Overpayment Recoveries	Advice Area Office to create overpayment	100 % accuracy with daily processing 100% of the time
		Subsidy and Revenue financial Reports	Receive and Deposit overpayment recoveries from Area Office	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing delay by 1 to 2 business days
			Reports to Federal Departments and Provincial Ministries	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Financial Management & Program Support (Cont'd)	Revenue Management (Cont'd)	Subsidy Claim for Six Divisions	Federal Subsidy	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time
		Accounts Receivable	Subsidy and Grant Receivables, Loans Receivables and Other Receivables	100 % accuracy with daily processing 100% of the time	100 % accuracy with a delay in daily processing by 1 to 2 business days
		User Fees	Recording & Reconciliation	100% accuracy Record and Reconciled within three weeks after month end	100% accuracy Record and Reconciled within three weeks after month end
		Donations	Donation Received	100% accuracy Deposit 2nd working day of Receipt Process Tax Receipt within 2 working days of receipt Dispense Funds within 2 days of request	100% accuracy Deposit 2nd working day of Receipt Process Tax Receipt within 3 to 4 working days of receipt Dispense Funds within 2 to 3 days of request
		Year-end Audit	Assisting year-end City audit process expenditures, subsidies and receivables	Support provided in one business day 100% of the time	Support provided in one business day 100% of the time
		Cashed Cheque Information (CCI) System	Process Stop Payments on Cheques	100 % Accuracy and Meeting Submission dateline	100 % Accuracy and Meeting Submission dateline
			Verification of cheques to financial institutions	100 % accuracy and Daily Processed	Cheque verification process will be reviewed with the plan of introducing/using debit cards and support to financial institutions will be reduced where appropriate
			Cashed Cheque Issuance Reports	100% accuracy and 100% of time	100% accuracy and 100% of time
Bank Reconciliation of User fees to Parks, Forestry and Recreation Division	Bank Reconciliation	100% accuracy and 100% of time	100% accuracy and 100% of time		

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Financial Management & Program Support (Cont'd)	Program Support	Strategic Cluster Leadership, Advice and Support	Financial management, governance, operational, service effectiveness, support, advice and consultation	Immediate and as needed	Immediate and as needed
		Relationship Management	Association of Community Centres (AOCCs)	90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework. A Governance Review is being conducted in 2011.	90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework. A Governance Review is being conducted in 2012.
			Community-Based Boards of Management	Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards	Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards
		Program and Operational Reviews		100% of projects are completed	100% of projects are completed
		Forms Management		90% of projects are completed	Service will be discontinued
	Communications Support - Cluster A Divisions	Communication Planning & Implementation		100% of the time	100% of the time
		Issues Management		100% of the time	100% of the time
		Media Relations		100% of the time	100% of the time
		Writing, Reviewing & Editing		100% of the time	100% of the time
		Advertising & Promotion		100% of the time	100% of the time
		Event Support		100% of the time	100% *service levels will be maintained at 100% for all communications activities as a result of reduced service demand as expressed by Cluster A programs

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Community & Neighbourhood Development	Community Funding	Investment Funding	Community Safety	100% of projects are completed	100% of projects are completed
			Youth-led Funding (Identify 'N Impact)	85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in leadership opportunities	85% of projects are completed
			Service Development Investment Program (SDIP)	100% of projects are completed	100% of projects are completed
			Community Festivals and Special Events	100% of projects are completed	100% of projects are completed
			Community Recreation	100% of projects are completed	100% of projects are completed
			Access, Equity and Human Rights	100% of projects are completed	100% of projects are completed
		Partnership Funding	Community Service Partnership - Elderly Persons Centres	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed
			Community Service Partnership - Children and Youth	100% of projects are completed	100% of projects are completed
			Community Service Partnership -Adults and Families	100% of projects are completed	100% of projects are completed
			Community Service Partnership -Seniors Supports	100% of projects are completed	100% of projects are completed
			Findhelp Toronto	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds	100% of clients have call/issue resolved; 90% of calls answered within 45 seconds
	Graffiti Transformation		100% of projects are completed	100% of projects are completed	
	Community Service Partnership -Community Development		100% of projects are completed	100% of projects are completed	
	Corporate Grants Budget and Policy Management	Community Partnership and Investment Program (CPIP)	100% of funding programs meet Council approved policies	100% of funding programs meet Council approved policies	
	Community Engagement	Resident Civic Engagement Groups	Youth Engagement Groups	100% of Youth Civic Engagement Groups meet the Principles and Continuum	100% of Youth Civic Engagement Groups meet the Principles and Continuum
			Senior Engagement Groups	100% of Senior Engagement Groups meet the Principles and Continuum	50% of Senior Engagement Groups meet the Principles and Continuum
			Neighbourhood-Based Engagement Groups	100% of Neighbourhood Engagement Groups meet the Principles and Continuum	85% of Neighbourhood Engagement Groups meet the Principles and Continuum

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level		
Community & Neighbourhood Development (Cont'd)	Community Engagement (cont'd)	Community Investment Planning and Management		Community investments aligned and managed in 13 neighbourhoods	Community investments aligned and managed in 13 neighbourhoods		
		Consultation & Training on Effective Resident Engagement	Government and Institutional Skill Development	Provision of consultation and training to City Divisions 100% of the time, other orders of government 100% of time, and other community institutions 90% of time based on resources	Provision of consultation and training to City Divisions 70% of the time, other orders of government 100% of time, and other community institutions 50% of time due to resources		
			Agency Skill Development	18 of the 20 registered organizations graduated from the Development Network (2010)	No longer supported		
	Youth Development	Mobile Vocational Assessment and Case Management			784 youth assessed and case managed (2009/10)	100% compliance to Funder Requirements	
		Pre-employment Preparation			156 youth provided with pre-employment preparation	100% compliance to Funder Requirements	
		Internships			128 internships secured	100% compliance to Funder Requirements	
		Job Opportunities	Youth Employment Toronto, Toronto Youth Job Corps, and Youth Employment Partnership Program			630 youth employed	100% compliance to Funder Requirements
			TTC Youth Hires			25 % of TTC annual hires delivered	100% compliance to Funder Requirements
		Training and Skill Development Opportunities	Youth Employment Toronto/Toronto Youth Job Corps			285 youth trained or educated	100% compliance to Funder Requirements
		Project Development and Management				6 projects are 90% compliant to funding agreement.	100% compliance to Funder Requirements

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Community & Neighbourhood Development (Cont'd)	Neighbourhood Revitalization	Integrated Project Management (Neighbourhood)	Block Revitalization	1 Block-Level Plan (Woodgreen) delivered, integrating 9 City divisions/agencies and 1 community agency for a land reconfiguration and redevelopment cost of \$2.6 million (2010); due diligence begun on a 2nd Block-Level Plan (Scadding Court) for 2011 Council consideration	1 Block-Level Plan project managed in implementation
			Neighbourhood Revitalization	4 Neighbourhood-Level Plans underway : Regent Park integrating 16 City Divisions/agencies, 2 external partners (TDSB Daniels) and @ 15 community agencies leveraging \$1 billion in public, private and commercial investment; Lawrence Heights planning stage integrating 16 City divisions, agencies , 4 external partners (TDSB, TCDSB, PAWG, Province) and agency network of 35com agencies for @ \$600 million redevelopment and investment project; Alexandra Park anticipated approval to proceed with planning in May 2011 @ \$125million; Weston Mount Dennis) to be approved in June 2011.	4 Neighbourhood-Level Plans project managed in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt. Dennis) No New Social Development Plans started
		Integrated Project Management (Community Facilities)	Community Hubs	11 community hubs with significant City investment managed and delivered on time and on budget according to project charter/schedule; 1 youth hub delayed due to funding limitations	No new community hubs to be developed Work proceeds to progress/complete 3 hubs
			Below-Market Rent City Spaces	95% compliant below-market rent tenancies monitored and managed; 5% high risk tenants are under review	100% of BMR tenants reviewed in BMR Review to report to Council
			Section 37	5 Section 37 community spaces secured (2010)	100% response to new Section 37 space opportunities
			Youth and Community Social and Recreational Infrastructure	27 Youth and Community Social and Recreational Infrastructure leveraging \$28.3M in partnership investment during 2008-2011 mandate	POL Fund mandate completed; no new money to allocate to community space infrastructure
	Community Safety	Violent Critical Incident Response	Immediate Response	242 (100%) immediate responses to violent critical incidents (2010)	100% immediate responses to violent critical incidents
			Coordinated Community Response	150 (100%) coordinated community responses to violent critical incidents provided (2010)	100% coordinated community responses to violent critical incidents provided
			Psycho-social Supports	122 (100%) psycho-social support to violent critical incidents provided (2010)	100% psycho-social support to violent critical incidents provided
			Victim/Family Supports	91 (100%) victim/family supports to violent critical incidents provided (2010)	100% victim/family supports to violent critical incidents provided
Witness Supports			76 (100%) witness to violent critical incidents provided (2010)	100% witness to violent critical incidents provided	

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Community & Neighbourhood Development (Cont'd)	Community Safety (Cont'd)	Safety Promotion	Local Safety Network Development	16 (57%) safety networks developed, 8 (28%) in development, and 4 (15%) in holding for development (2010)	Complete 100% of the safety networks under development
			Crisis Response Protocol Development	16 (57%) safety networks developed, 8 (28%) in development, and 4 (15%) in holding for development (2010)	Complete 100% of the safety protocol under development
			Crisis Service Improvements	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time (2010) that have an identified need	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time that have an identified need
			Training & Skill Development	Provision of 25 age and/or culturally appropriate training sessions to 479 residents 100% of the time in identified situations (Q1 2011)	Provision of age and/or culturally appropriate training session to 85% residents of the time in identified situations
			Community Safety Awards	100% Compliance with Council Direction	100% Compliance with Council Direction
Social Policy & Planning	Social Policy & Analysis	Cluster A Policy Development and Coordination		100% Compliance with Council Direction	70%
		Strategic Briefing Material		100% Compliance with Council Direction	85%
		Inter-Sectoral Policy Development and Coordination		100% Compliance with Council Direction	70%
		Education and Training		100% Compliance with Council Direction	70%
	Human Services System Planning	Program/Service Strategies and Models (A Rule)		100% Compliance with Council Direction	80%
		Inter-Sectoral Program/Service Development and Coordination		100% Compliance with Council Direction	70%
		Program/Service Assessment and Evaluation (Findings)		100% Compliance with Council Direction	70%

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Social Policy & Planning (Cont'd)	Human Services System Planning (Cont'd)	Investment Tracking (An Information Encounter)		100% Compliance with Council Direction	90%
		Human Services System Development and Coordination (A Rule)	Project Management - Toronto Newcomer Initiative	100% Compliance with Funder Requirements	100%
			Project Management - Youth Employment Partnerships	Provision of response/event management supports to partners 100% of time that needs are identified	Provision of response/event management supports to partners 100% of time that needs are identified
			Priority Neighbourhood	100% Compliance with Council Direction	100% Compliance with Council Direction
	Social Research & Evaluation	Social Monitoring Tools		100% Compliance with Council Direction	90%
		Community Monitoring Reports		100% Compliance with Council Direction	80%
		Custom Data Reports		100% Compliance with Council Direction	75%
		Social Research Development and Coordination		100% Compliance with Council Direction	80%
		Inter-Sectoral Research, Development and Coordination		100% Compliance with Council Direction	65%
	Toronto Office Partnerships	Corporate Partnership Initiatives	Partnership & Revenue Generation Policies and Procedures		95% of requested policies/procedures are completed within the time frame provide by Council
Partnership Development		Development and Management of Agreements		Agreements are Developed 100% of the time	Agreements are Developed 100% of the time
		Consultation and Training on Partnership Development		Provision of consultation and training to City Divisions 100% of the time, and external stakeholders and partners 100% of the time	Provision of consultation and training to City Divisions 100% of the time, and external stakeholders and partners 100% of the time
		Relationship Development		No growth achieved	May see reduction in relationship development due to 10% budget reduction

Service	Activity	Type	Sub-Types	2011 Current Service Level	2012 Proposed Service Level
Toronto Office Partnerships (Cont'd)	Revenue Generation and Management	Advice and Consultation on Unsolicited Proposal Policy Process		Respond to 95% of inquiries within 2 days	Respond to 95% of inquiries within 2 days
		Review Unsolicited Proposal Submissions		Review and respond to 95% of received proposals within 10 days	Review and respond to 95% of received proposals within 10 days
		Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)		No growth achieved	No growth achieved
		Emergency Donation Management		100% of identified victims assisted	100% of identified victims assisted

2012 Service Deliverables

The 2012 Recommended Operating Budget of \$22.201 million will fund the following:

- provide youth employment and engagement supports to 3,200 youth
- provide project management support to 13 Neighbourhood Action Partnerships across the priority neighbourhoods
- respond to critical incidents across the city, including the coordination of psycho-social supports, victim/family supports and longer-term community capacity development
- administer the Community Services funding programs and corporate coordination of the CPIP budget and aligned policies (community use of City space and AOCC liaison)
- provide project management for TCHC community revitalization (Lawrence Heights, Alexandra Park, Regent Park)
- release a Toronto Newcomer Strategy and a Seniors Strategy for the City
- plan and report on neighbourhoods and quality of life (Wellbeing Toronto, census releases, neighbourhood profiles)
- respond to social research information/data requests from Council and external organizations (130 annually)
- media/communications support and event coordination for Cluster A Divisions
- plan and develop corporate IT initiatives, including the Corporate Grants Information System, and coordination of special projects within Cluster A in support of the corporate IT business transformation
- manage provincial subsidies and receivables of \$1.9 billion for cost-shared programs, divisional purchase order procurement and contract management for Cluster A programs, Ontario Works benefit payments funding and cash management, coordinate operating and capital budgets and variance reports and other financial administration functions; and
- develop partnership opportunities with businesses, foundations and community groups to advance city-building initiatives, and help support City programs and services.

PART III: RECOMMENDED BASE BUDGET

2012 Recommended Base Budget (In \$000s)

(In \$000s)	2011 Appvd. Budget	2012 Recommended Base	Change 2012 Recommended Base v. 2011 Appvd. Budget		FY Incremental Outlook	
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2012 Reductions	(1,279.1)	(1,291.2)	12.1	10.1%

2012 Recommended Base Budget

- The 2012 Recommended Base Budget of \$22.201 million gross and \$12.024 million net represents a \$0.888 million or 6.9% decrease from SDFA's 2011 Approved Operating Net Budget of \$12.912 million.
- The 2012 Recommended Base Budget includes base reductions, efficiency savings, and minor service level changes of \$1.291 million net, which exceeds the 2012 net budget reduction target of \$1.279 million by \$0.012 million or 0.1%.
- The 2012 Recommended Base Budget will result in the Program's total staff complement decreasing by 19.6 positions, from 145.3 to 125.7 positions, with changes highlighted on the next page:

2012 Recommended Staff Complement – Base Budget Summary

Changes	Staff Complement
2011 Approved Positions	176.2
2011 In-year Adjustments	
Transfer of Telecommunications Supervisor to IT	(1.0)
Deletion of Temporary pooled positions	(11.9)
Deletion of HR positions (included in HR's 2011 Approved Staff Complement)	(18.0)
2011 Approved Staff Complement	145.3
2012 Recommended Staff Complement Changes	
Reversal of 2011 One-time funded positions:	
Toronto Newcomer Initiative	(3.3)
Immigration Portal Project	(0.3)
Prevention Intervention	(2.5)
2012 Service Changes	(13.5)
Total Recommended Positions	125.7

During 2011, the following adjustments were made to the Program's 2011 Approved Staff Complement:

- A Telecommunications Supervisor position was transferred from SDFA to Information and Technology Division as part of the Corporate IT Transformation Initiative.
- 11.9 temporary unfunded pooled positions that were transferred to SDFA from the former Economic Development, Culture and Tourism (EDCT) Division during the administrative restructuring in 2005 were deleted.
- 18 Human Resources (HR) positions were deleted as these positions are also included in HR Division's 2011 Approved Complement. SDFA will continue to fund these positions through interdivisional charges from HR.

The Reversal of 100% one-time Federal funding

- The reversal of the 2011 phase of three 100% federally funded programs, the Toronto Newcomer Initiative, Immigration Portal project and the Prevention Intervention Toronto in 2012 will result in the reduction of 6.1 temporary positions.

2012 Service Changes:

- Reduction of 13.5 permanent positions resulting from service efficiencies and minor service level reductions effective January 1, 2012.

2012 Recommended Service Change Summary

(In \$000s)

Description	2012 Recommended Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% of 2012 Budget Reduction Target	2013		2014	
	#	\$	\$	%	\$	# Pos.	\$	# Pos.
Base Changes:								
Base Expenditure Changes								
Reductions to Reflect Actual Expenditures		(67.7)	(67.7)	(0.5%)				
Reduced HR and Records Management Support		(279.6)	(170.8)	(1.3%)				
Absorb Economic Factor Increases		(13.1)	(8.2)	(0.1%)				
Base Expenditure Changes	-	(360.4)	(246.7)	(1.9%)	-	-	-	-
Sub-Total Base Budget Changes	-	(360.4)	(246.7)	(1.9%)	-	-	-	-
Service Efficiencies								
Reduction in Staff	(6.0)	(536.2)	(536.2)	(4.2%)				
Sub-Total Service Efficiencies	(6.0)	(536.2)	(536.2)	(4.2%)	-	-	-	-
Minor Service Impact:								
Reduction in Staff	(7.0)	(626.3)	(454.8)	(3.6%)				
Reduction in Staff - TOP	(0.5)	(53.5)	(53.5)	(0.4%)				
Sub-Total Minor Service Impacts	(7.5)	(679.8)	(508.3)	(4.0%)	-	-	-	-
Total Service Changes	(13.5)	(1,576.4)	(1,291.2)	(10.1%)	-	-	-	-

2012 Recommended Service Changes

- The financial impact of implementing the above service changes are included in the 2012 Recommended Base Budget, with savings of \$1.291 million net in 2012 with no incremental impact in 2013 as these changes are effective January 1, 2012.
- Approval of the recommended service efficiencies and minor service level changes will result in the deletion of 13.5 permanent positions reducing SDFA's complement to 125.7.

Base Expenditure Changes

Reductions to Reflect Actual Expenditures:

- As a result of a thorough review of actual expenditures over the last three years, SDFA has re-aligned and reduced budgets mainly in training and contracted services by \$0.067 million gross and net.

Reductions in HR and Records Management Support:

- Reduced funding provided to Human Resource (HR) will result in limited HR support in the hiring process i.e. interviews and orientation of new staff (\$0.173 million gross and \$0.118 million net) for cost-shared programs.
- The reduction in funding for Records Management will result in reduced dedicated records staff to cost-shared programs (\$0.106 million gross and \$0.053 million net).

Absorb Economic Factors within the Recommended Base Budget

- The inflationary increases of \$0.061 million gross and \$0.011 million net for non-labour expenditures will be partially absorbed by SDFA totaling \$0.013 million gross and \$0.008 million net through expenditure monitoring and on-going operational efficiencies.

Service Efficiencies*Various Staff Reductions*

- The 2012 Recommended Operating Budget for SDFA includes permanent service efficiency savings of \$0.536 million gross and net arising from the reduction of 6 permanent positions as of January 1, 2012. *Refer to Confidential Attachment 1*
- With the re-allocation of workload within SDFA, the Program will maintain its 2011 service levels as the current functions of these positions will be absorbed by other staff within SDFA and across other Cluster A City Programs.

Minor Service Impacts*Deletion of Various Permanent Positions*

- The deletion of 7.0 permanent positions as of January 2012 will result in savings of \$0.626 million gross and \$0.455 million net. *Refer to Confidential Attachment 1*

Conversion of a Full-time Position to Part-time – Toronto Office of Partnerships (TOP)

- To achieve 10% reduction in 2012, TOP will convert a permanent full-time Project Coordinator position (vacant) to permanent part-time, and reduce funding for training and supplies.
- The conversion of a full-time staff to part-time may hamper TOP's ability to leverage existing funding and generate additional revenues in the future for priority programs and initiatives of the City of Toronto.

2013 and 2014 Outlook:

- Approval of the 2012 Base Operating Budget for SDFA will result in incremental cost of \$0.259 million and \$0.077 million in 2013 and 2014 respectively to maintain the 2012 level of service. Future year costs are primarily attributable to the following:
 - For 2013, the incremental expenditures of \$0.259 million include progression pay and step increases of \$0.087 million and rate increases for OMERs, Canada Pension Plan and Employment Insurance of \$0.172 million.
 - For 2014, the projected increase of \$0.077 million is attributed to progression pay and step increases and the associated increase in benefits.
- The 2013 and 2014 outlooks do not include a provision for COLA as these cost impacts will be subject to collective bargaining in 2012.

PART V: ISSUES FOR DISCUSSION

2012 and Future Year Issues

Future Year Issues

Service Efficiency Opportunities

On September 26, and 27, 2011, City Council adopted the City Manager's report with his recommendations that addressed the results of the KPMG Core Service Review as well as service efficiency opportunities as set out in Appendix E.

Appendix E of the City Manager's report includes 4 opportunities for service efficiencies (#81 – #84) identified for S DFA:

(#81) Consider forming a single shared service organization for Finance Management and one for Administration

(#82) Consider opportunities to use technology to automate manual process.

(#83) Consider external partners for activities such as continuous improvement initiatives, quality management, business process reengineering support, event planning

(#84) Measure impact of the Toronto Office of Partnership, establish City-wide revenue targets and seek division input on contribution of Office to new revenues attained.

Recommendations #81, 82 and 83 will be covered by the Finance Administration Efficiency Review to be conducted in 2012 and Recommendation #84 will be reviewed and considered during the 2013 Operating Budget process.

Issues Referred to the 2012 Operating Budget Process

Core Service Review Approvals

On September 26, and 27, 2011, City Council adopted a report from the City Manager with his recommendations regarding the findings of the Core Service Review conducted by KPMG. Specifically, under **CC 1.E**, City Council approved the following action and service level adjustments for S DFA:

"Social Development, Finance and Administration, Cluster A – reduce community and neighbourhood development activities by suspending (1) staff supports to Council Advisory Bodies, (2) work on the development of community service hubs, and (3) work on the development of social development plans for communities undergoing revitalization, with the exception of the Toronto Youth Cabinet and the Seniors Forum, where budget and staffing resources are to be retained and be further considered by the Budget Committee."

The 2012 Recommended Operating Budget does not include any reductions associated with the Toronto Youth Cabinet or Senior Forum with a current budget of \$0.105 million. No new Community Hubs have been initiated and no new social development plans have been undertaken.

Appendix 1

2011 Performance

2011 Key Accomplishments:

In 2011, SDFA accomplished the following:

- Launched Wellbeing Toronto, currently a beta web-based mapping application that provides public access to over 50 indicators on neighbourhood wellness, generating media and private sector interest in the use of mapping technology on neighbourhoods.
- Completed broad-based engagement, in partnership with the Centre for Research in Inner City Health, with Toronto residents, community agencies and funders to determine key indicators of community service system success in the development of the Community Partnership Strategy.
- Supported social development of neighbourhood revitalization initiatives including completion of the Lawrence Heights social development plan, guidebook to social development plans for community use, and development of outreach plans for Regent Park redevelopment.
- Completed the automation of two Bank Reconciliation process for PFR program. The two accounts consist of 164 locations with a monthly average of 50,000 transactions worth \$4.0 M. The automation has eliminated backlog, and provided real-time reconciliation with audit trail, allowing staff for timely follow-up and resolve outstanding items more efficiently.
- Continued streamlining measures for greater efficiency, including added CSI to CGIS online application process; consolidated Major Recreation funding and Snow Shoveling and Lawn Care grants into CSP, providing one application process for all and completed Food Security transition into CSP.
- Completed the transition and integration of 3 grant programs into SDFA – Access, Equity, and Human Rights, and Major Recreation and Minor Recreation.
- Supported over 3,039 youth in employment programs and events, including the placement of 630 youth in employment opportunities and assisted 170 youth to return to school and/or participate in further training opportunities, enrolled 163 youth to pre-employment preparation programs; successfully connected 1,000 students graduating or leaving school in June 2011 to employment opportunities and local neighbourhood non-profit youth employment supports to support their transition into the workforce.
- Partnership with the Tourism Industry Sector Council, implemented a training/recruitment model that involves training for hospitality industry employers on

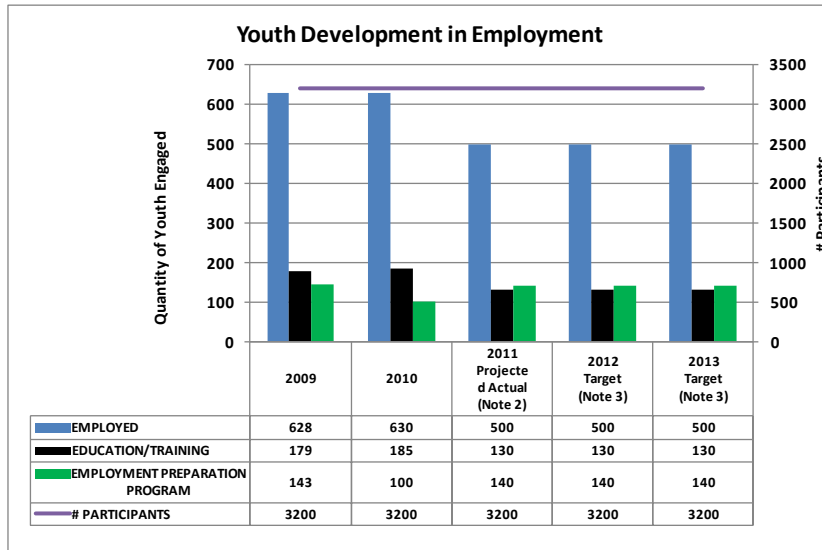
engaging and hiring youth, and hospitality specific training for youth interested in entering the sector. This model incorporates a customized recruitment event. Goal is for 50 youth to be connected to 25 employers for direct and future ongoing hiring through this partnership. Model will be implemented in the fall of 2011.

- The Community Crisis Response Program (CCRP) has responded to 195 violent critical incidents from January 1, 2011 – June 30, 2011. During the period there were 55 Shootings, 58 Stabbings, 51 Swarming Attacks, 20 Assaults and 11 other incidents. In response to each incident 802 varying types of supports were mobilized including immediate response when the team is on the ground within 12 – 72 hours, psycho-social support, victim/witness support and community development.
- The Community Crisis Response Program (CCRP), from January 1, 2011 – June 30, 2011 provided 76 workshops and trainings session that engaged 1,791 residents and 300 service providers. The following trainings and workshops are some of the workshops facilitated by CCRP and partners: Community and Children's Safety Workshop, City Response to Crisis, Understanding the Protocol, CRP Training, Youth Safety, Conflict resolution, Gang Awareness, etc.

2011 Performance

Service: Community and Neighbourhood Development

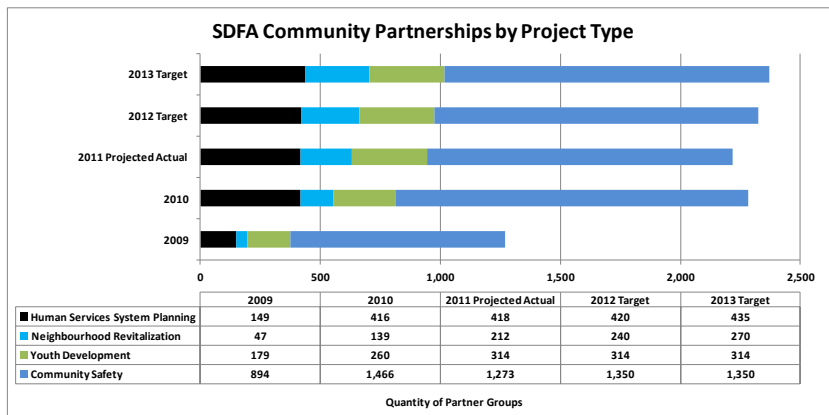
Effectiveness:



- Participation in these programs has stabilized based on the funding that is cost shared 78.3% by the federal government.

- The vocational outcomes for youth noted in the above chart are achieved through a variety of activities delivered for youth throughout the City of Toronto which include:
 - engagement of youth in employment assessment and case management supports where they are linked to the most appropriate resources and opportunities to meet their vocation goals through the support of the mobile Youth Employment Toronto Team;
 - participation in the Toronto Youth Job Corps program which provides in-depth pre-employment preparation followed by a four month internship with an employer;
 - attendance at one of a number of annual Job Fairs organized through the Youth Employment Partnership program with employer partners such as: the TTC, Retail Council of Canada and Landscape Ontario.
- In 2010, despite the increasing difficulty for youth in obtaining access to opportunities in the labour market, the outcomes remained at the same level as in 2009.
- However, for 2011, the economic slowdown is expected to contribute to lower outcomes when compared to the previous two years. The 2012 and 2013 targets are based on the 2011 experience with the assumption that funding will remain at the same level as in 2011.

Efficiency:

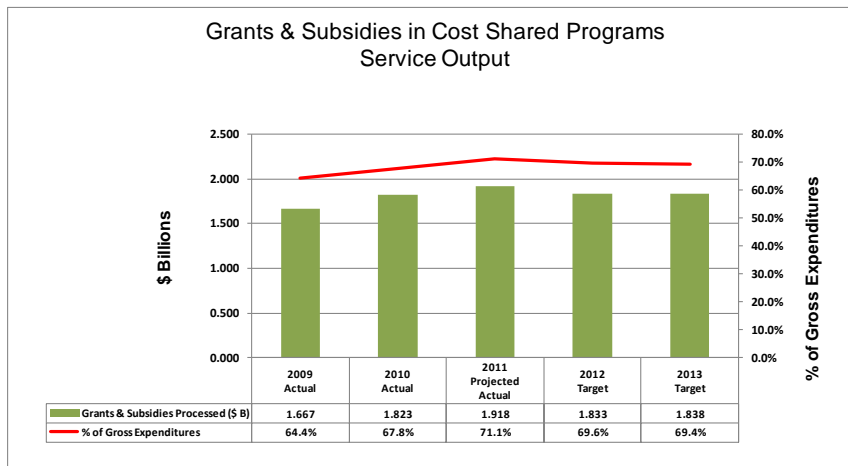


- This chart illustrates the quantity of integrated service partnerships that SDFA manage in each of the major project types to accomplish City/divisional priorities.

- Integrating service planning and delivery to achieve greater outcomes from residents is work that requires multiple partnerships with a range of stakeholders including community agencies, residents, funders, private sector, Toronto District Catholic School Board, Toronto District School Board, other City divisions, and stakeholders.
- Through these integrated service partnerships, the SDFA leverages the City's limited resources with partner contributions to deliver a range of programs and services that advance Council priorities.
- Managing the stakeholders in each project is complex and work intensive and is integral to building and sustaining successful communities.
- The 2010 outcome was higher compared to 2009, as program initiatives grew in complexity and required more partners to deliver a range of programs and services.
- In 2011, partnerships in community safety decreased as the number of violent critical incidents decreased across the city, while partnership levels remain constant for other projects.
- The projections for 2012 and 2013 are based on the past two years' experience.

Service: Financial Management and Program Support

Efficiency:



- SDFA provides centralized management of Provincial / Federal subsidies and grants for cost-shared programs ensuring accuracy, compliance, internal control, and timely submission of claims to the ministries and deals with Cluster A programs for subsidy / grants related issues.

SDFA's Financial Management Unit provides the following services on grants and subsidies:

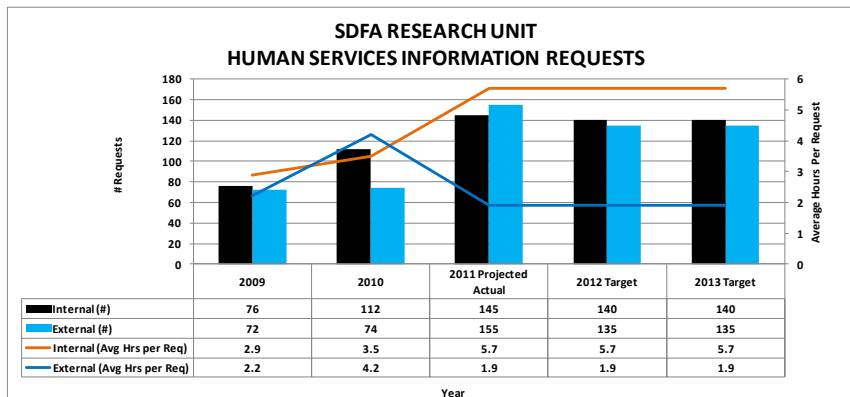
- Manages an average of \$1.8 billion in subsidies / grants per year for cost-shared programs.
- processes approximately 550 subsidy reconciliations, claims, and settlements with various Provincial Ministries and Federal Departments for cost shared programs, projects and special initiatives;
- manages a monthly average of \$150 million of receivables and reconciliations;
- handles seventeen (17) year-end audits with external auditors as part of the Provincial / Federal requirements; and,
- provides approximately twenty (20) quarterly reports to various Federal and Provincial ministries and departments, which include:

Provincial Ministries

- Community & Social Services
- Youth & Children's Services
- Municipal Affairs & Housing
- Health & Long-Term Care
- Federal Departments
- Human Resources & Skills Development Canada
- Citizenship & Immigration Canada
- Public Safety Canada

Service: Social Policy and Planning

Efficiency:

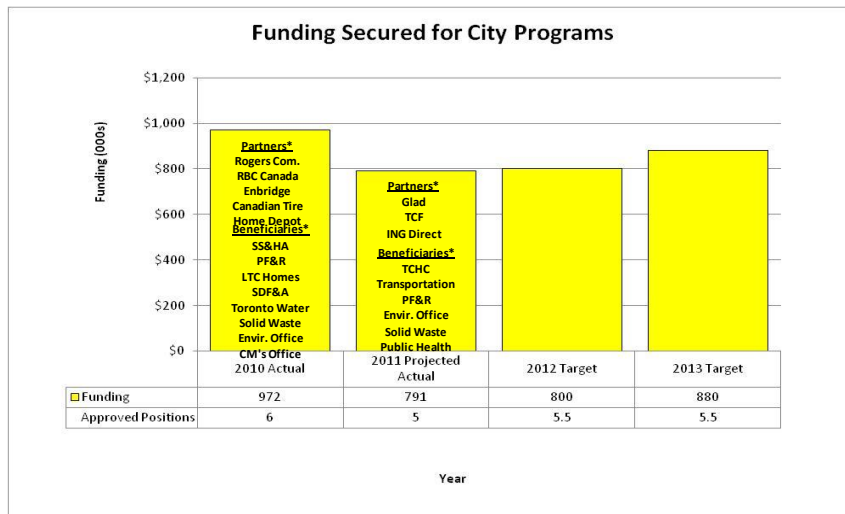


- This chart illustrates the number of internal and external requests received and the average time spent per request.

- SDFA's Research Unit will complete a total of 300 requests (145 internal and 155 external) in 2011, an increase of 61% over 2010. Internal requests have increased mainly to support corporate initiatives.
- As shown above, the average time spent for internal requests which are more complex, is 5.7 hours while external requests, with the aid of new databases available, is significantly lower at 1.9 hours.
- Some examples of requests include:
 - City's recession monitoring dashboard
 - Demographic data for program delivery
 - Public Health's Ward Profiles
 - Human service listings in Wards for various community outreach purposes
 - Mapping of services for City emergency disaster planning,
 - Non – government human service agencies request data to assist in local planning,
 - Business request social data for economic and marketing purposes.

Service: Toronto Office of Partnerships (TOP)

Efficiency:



- As part of its mandate, the Toronto Office of Partnerships (TOP) actively solicits new partners and strengthens existing relationships for the purposes of securing funding and support for City services and programs.

- In 2010, TOP directly obtained almost \$1 million in cash and in-kind contributions for such City initiatives as Canada Blooms, the 20 Minute clean-up, assistance to the victims of the 200 Wellesley St. fire and various recreational amenities (Thackeray cricket pitch, Maple Leal Park tennis courts, etc.).
- TOP's funding sources are from existing partners (e.g. RBC Canada, Toronto Community Foundation) and new partners (e.g. Rogers communications, Glad Canada) to enhance existing programs and to fund new initiatives. These efforts have helped reduce the budgetary pressures of a number of ABCDs including PF&R, the Environment Office, Toronto Community Housing, Solid Waste and Transportation Services.
- In 2011, TOP expects to secure almost \$0.8 million in new contributions which is at the same level as in 2010 (excluding the approximately \$0.2 million raised for the 200 Wellesley St. fire victims, an emergency fundraising campaign which is not expected to be repeated this year).
- The 2012 and 2013 targets are initial estimates and are based on TOP's 2011 experience. For 2012, TOP is looking to stabilize revenues before further increasing the target by 10% for 2013.

2011 Budget Variance Analysis

2011 Budget Variance Review (In \$000s)

(In \$000s)	2009 Actuals	2010 Actuals	2011 Approved Budget	2011 Projected Actuals*	2011 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	\$	%
GROSS EXP.	22,380.3	24,560.3	25,605.8	25,328.4	(277.4)	(1.1)
REVENUES	9,511.3	11,726.7	12,694.1	12,505.1	(189.0)	(1.5)
NET EXP.	12,869.0	12,833.6	12,911.7	12,823.3	(88.4)	(0.7)
Approved Positions	202.8	172.9	145.3	141.0	(4.3)	(3.0)

* Based on the Third Quarter Operating Budget Variance Report.

2011 Experience

- As of September 30, 2011, SDFA is projecting a favourable year-end variance of \$0.277 million gross and \$0.088 million net or 1.1% and 0.7% respectively of the 2011 Approved Operating Budget.
- The favourable gross variance is mainly due to the following:
 - delayed implementation of the 100% Federally funded programs, Toronto Newcomer Initiative Project and the Prevention-Intervention Toronto (PIT) youth gang diversion project for \$0.174 million; and,
 - payroll savings from staff retirements and general under-spending in discretionary expenditures of \$0.103 million gross and \$0.088 million net.
- The gross under expenditure in 100% Federally-funded programs and the 50% Provincial cost shared programs will have an associated reduction in revenues/subsidies of \$0.189 million.

Impact of 2011 Operating Variance on the 2012 Recommended Budget

- The under expenditures for the two 100% funded programs will not continue into 2012 as the 2011 funding has been reversed in 2012.
- The projected savings in payroll and discretionary expenditures experienced in 2011 will become permanent in 2012 as these savings will have been included in the 2012 recommended base budget reductions and efficiency savings.

Appendix 2

2012 Recommended Operating Budget by Expenditure Category and Key Cost Drivers

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2009 Actual	2010 Actual	2011 Budget	2011 Projected Actual	2012 Recommended Budget	2012 Change from 2011 Approved Budget		2013 Outlook	2014 Outlook
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	14,520.1	15,753.8	14,119.5	14,038.4	12,813.9	(1,305.7)	(9.2%)	13,072.8	13,149.5
Materials and Supplies	111.6	83.9	124.9	100.7	132.4	7.5	6.0%	132.4	132.4
Equipment	57.6	32.1	24.8	24.8	24.3	(0.5)	(2.1%)	24.3	24.3
Services & Rents	2,281.5	3,359.9	4,007.9	3,505.3	3,015.6	(992.3)	(24.8%)	3,015.6	3,015.6
Contributions to Capital	-	-	-	-	-	-	n/a	-	-
Contributions to Reserve/Res Funds	109.2	109.9	111.5	111.5	111.5	-	0.0%	111.5	111.5
Other Expenditures	310.4	282.1	-	-	-	-	n/a	-	-
Interdivisional Charges	4,989.8	4,938.7	7,217.2	7,547.7	6,103.1	(1,114.1)	(15.4%)	6,103.1	6,103.1
TOTAL GROSS EXPENDITURES	22,380.3	24,560.3	25,605.8	25,328.4	22,200.8	(3,405.0)	(13.3%)	22,459.7	22,536.4
Interdivisional Recoveries	848.5	898.8	749.4	705.2	650.0	(99.4)	(13.3%)	650.0	650.0
Provincial Subsidies	6,133.3	6,711.5	6,851.6	6,910.0	6,683.4	(168.2)	(2.5%)	6,749.8	6,770.9
Federal Subsidies	2,277.4	3,666.6	5,093.2	4,769.4	2,843.2	(2,250.0)	(44.2%)	2,843.2	2,843.2
Other Subsidies	-	-	-	-	-	-	n/a	-	-
User Fees & Donations	1.5	8.9	-	-	-	-	n/a	-	-
Transfers from Capital Fund	-	-	-	-	-	-	n/a	-	-
Contribution from Reserve Funds	-	-	-	-	-	-	n/a	-	-
Contribution from Reserve	108.8	-	-	-	-	-	n/a	-	-
Sundry Revenues	141.8	440.8	-	120.5	-	-	n/a	-	-
TOTAL REVENUE	9,511.3	11,726.7	12,694.1	12,505.1	10,176.6	(2,517.5)	(19.8%)	10,243.0	10,264.1
TOTAL NET EXPENDITURES	12,869.0	12,833.6	12,911.7	12,823.3	12,024.2	(887.5)	(6.9%)	12,216.7	12,272.3
APPROVED POSITIONS	202.8	172.9	145.3	141.0	125.7	(19.6)	(13.5%)	125.7	125.7

2012 Key Cost Drivers

Salaries and Benefits

- The 2012 budget for salaries and benefits is \$12.814 million, reflecting a decrease of \$1.306 million or 9.2% compared to the 2011 budget of \$14.120 million.
 - In 2012, the Program will delete 19.6 positions, thus lowering its salaries and benefits by \$1.714 million resulting from the recommended service efficiencies and minor service level changes and the reversal of 2011 one-time federally funded programs.
 - These measures assisted the Program in offsetting pressures from major cost drivers such as progression pay, step, OMERs rate increase and an additional working day in 2012 totaling \$0.410 million.

Service and Rents

- The 2012 budget for service and rents of 3.016 million is \$0.992 million or 24.8% lower than the 2011 budget mainly as a result of the reversal of the 2011 100% one-time federally funded programs which include Toronto Newcomer Initiative and the Prevention Intervention Toronto totaling \$1.085 million, partially offset by inflationary increases.

Interdivisional Charges

- The 2012 budget for interdivisional charges of 6103 million is \$1.114 million or 15.4% lower than 2011 budget. This is mainly attributable to the reversal of the Toronto Newcomer Initiative and the recommended reductions in HR and Records Management support.
- Approval of the 2012 Recommended Budget will result in the Program's total staff complement decreasing by 19.6 from 145.3 to 125.7 approved positions,

Appendix 3

Summary of 2012 Recommended Service Changes

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of December 31, 2011 *	Proposed Withdrawals (-) / Contributions (+)		
			2012	2013	2014
			\$	\$	\$
Sick Leave Reserve Fund	XR1007	4,467.0	67.1		
Insurance Reserve	XR1010	45,261.0	44.4		
Total Reserve / Reserve Fund Draws / Contributions			111.5	-	-

* Based on 3rd Quarter Variance Report