

2021 Budget Notes

Toronto Employment & Social Services

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Description

Through a network of 17 offices, TESS manages an average monthly caseload of 91,000, the largest municipal administered social assistance delivery system in Canada. Under the authority of the Ontario Works (OW) Act and Regulations, TESS effectively serves over 150,000 Toronto residents in financial need to strengthen their social and economic well-being in their communities. The OW program:

- recognizes individual responsibility and promotes self-reliance through employment;
- provides financial assistance to those most in need while they meet obligations to become and stay employed; and
- is accountable to the taxpayers of both Ontario and Toronto.

Why We Do It

Toronto residents in financial need receive income supports, health benefits and employment assistance that is timely, accessible and responsive to their individual needs.

- **The Provincial Ontario Works Act lays out eligibility criteria and the type and level of benefits available to clients.**
- **Income supports are designed to help with the costs of food, clothing and shelter.**
- **In order to receive financial assistance, clients must be willing to make reasonable efforts to find, prepare for and keep a job.**

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.

What Service We Provide

Employment Services

Who We Serve: Social Assistance Recipients & Adult Dependants, Low Income (Unemployed & Under-Employed) Toronto Residents, and Employers.

What We Deliver: A range of employment services and programs to help social assistance clients prepare for, secure and maintain employment, and become financially independent.

How Much Resources (gross operating budget): \$61.8 million

Integrated Case Management and Service Planning

Who We Serve: Social Assistance Recipients & Adult Dependants, Low Income Toronto Residents.

What We Deliver: An action oriented service plan that addresses urgent needs, and identifies next steps to enhance client employability and life stabilization (i.e. housing, mental health).

How Much Resources (gross operating budget): \$126.4 million

Financial Supports

Who We Serve: Social Assistance Recipients & Adult Dependants, Low Income Toronto Residents.

What We Deliver: Income supports and health benefits to Toronto residents in financial need.

How Much Resources (gross operating budget): \$968.1 million

Budget at a Glance

2021 OPERATING BUDGET			
\$Millions	2021	2022	2023
Revenues	\$1,075.6	\$1,074.8	\$1,066.8
Gross Expenditures	\$1,156.4	\$1,162.1	\$1,164.0
Net Expenditures	\$80.8	\$87.3	\$97.2
Approved Positions	1,806.5	1,806.5	1,804.5

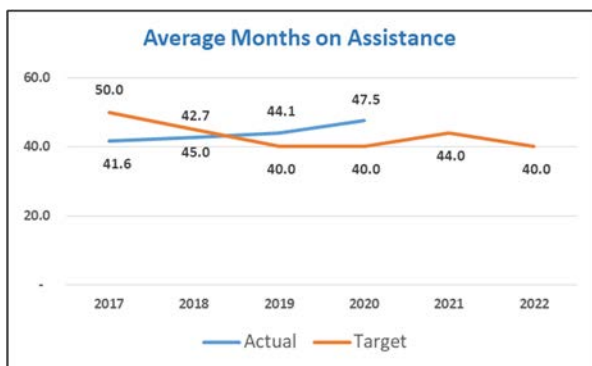
2021 - 2030 10-YEAR CAPITAL PLAN			
\$Millions	2021	2022-2030	Total
Gross Expenditures	\$10.5	\$2.6	\$13.1
Debt	\$7.3	\$2.6	\$9.9

Note: Includes 2020 carry forward funding to 2021

How Well We Are Doing – Behind the Numbers



- This measure provides an indicator of service and accessibility for OW programs by showing how long it takes in days for clients to be informed (response time) if they are eligible to receive social assistance—from the time they request assistance to the time they are informed of their eligibility.
- A number of factors affect response time, including how long it takes for a client to provide the necessary information, the availability of interpreters when English is not the first language and the application process.
- % of eligibility decisions reached within 4 business days increased from 77% in 2017 to over 90% in 2020 due to the successful implementation of the Service Delivery (Access) Model, which reduced the average amount of time it takes to make an eligibility decision.
- In response to COVID-19, the application process was changed to enable Application Service Centre staff to determine eligibility and issue the first OW payment at initial contact, freeing-up caseworkers to focus on other critical case management work.



- While caseloads have declined over the past few years, the most important trend has been the increase in the length of time people remain on OW and the accompanying increases in the range of intensity of client need.
- A high percentage of clients feel they cannot participate in the work force. The top challenges to finding and/or keeping a job as identified by OW recipients are poor health (temporary), lack of education and/or skills, transportation, lack of "Canadian" work experience and language skills.
- With increasingly challenging labour markets and with clients remaining on OW for significantly longer periods, a wider range of services and supports, plus innovative approaches to designing and delivering services, are required to address their needs. Further, given the barriers that many clients are facing, there may be individuals for whom employment is a longer term prospect, at best.

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Integrated Case Management and Service Planning	Average Months on Assistance	42.7	44.1	40.0	47.5	44.0	40.0	●
Employment Services	% of terminations exiting to employment	13.0%	13.7%	14.5%	13.0%	13.4%	13.8%	●
Service Level Measures								
Integrated Case Management and Service Planning	% of eligibility decisions reached within 4 business days	90.2	91.2	90.0	94.7	90.0	90.0	●
Integrated Case Management and Service Planning	% of caseload with employment income	11.3	11.6	11.9	7.3	7.5	7.8	●
Integrated Case Management and Service Planning	% of caseload on assistance more than 2 years *	49.1	50.7	45.0	54.0	50.0	45.0	●
Integrated Case Management and Service Planning	% Service Plans that are Current *	78.4	79.3	80.0	81.0	80.0	80.0	●
Other Measures								
Financial Supports	\$ benefits paid (in millions)	\$855.7	\$832.3	\$865.1	\$798.2	\$933.1	\$932.9	●
Financial Supports	# of financial and employment benefit payments processed annually	\$1,189,329	\$1,137,101	\$1,200,000	\$1,100,000	\$1,300,000	\$1,300,000	●
Employment Services	# of employment centre service visits	291,211	269,131	250,000	50,000	125,000	250,000	●

Note: 1.) Many outcomes are below target in 2020 due to COVID-19 and are likely to be negatively impacted in 2021 as well as workforce development programs and activities may not return to pre-COVID levels for some time given the uncertain evolution of the pandemic. Service levels will be reviewed once operations are normalized. 2.) The targets for the measures marked with * are not based on a level formally mandated or required by Council or the Province. 3.) The October figure for the % of Service Plans that are Current was 93.7%.

COVID-19 IMPACT AND RECOVERY

2020 Impact	2021 Impact and Recovery
<p>Financial Impact (Operating)</p> <ul style="list-style-type: none"> • \$9.4 million net savings due to indefinitely postponed hiring of staff (\$7.2 million) and staff on emergency leave (\$2.2 million). • \$21.3 million in net savings due to a reduced level of employment support activities. • \$1.3 million net cost for staff overtime and \$1.6 million in payouts for staff taking the VSP. • \$23.0 million of 100% provincially funded COVID-19 Emergency Benefit issued to address health and safety issues related to COVID-19. 	<p>Financial Impact (Operating)</p> <ul style="list-style-type: none"> • OW Caseload up 8k to 91k. The income support measures announced by the Government, temporarily extending CERB, simplifying and extending access to EI and establishing three new benefits, will likely limit any significant caseload increases until the second half of 2021. • \$0.7 million for enhanced cleaning at TESS' 15 offices plus PPE for clients and staff.
<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • \$1.7 million for the reserve funded Human Service Integration project carried forward to 2021 due to software procurement delays. • \$3.1 million for the Dufferin Mall office relocation project carried forward to 2021 and 2022 due to delays in finalizing the lease. • The Yonge St project was reduced in scope and the budget reduced from \$3.5 million to \$2.2 million, with \$1.8 million carried forward to 2021 and 2022. Work is underway to explore opening a small client facing office in the North York Civic Centre. 	<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • \$0.9 million for the Bridlewood Mall relocation project recast to 2022 due to delays in finalizing the lease. • \$0.7 million for the Dufferin Mall office relocation project recast to 2022 due to delays in finalizing the lease. • \$1.1 million for the Yonge St relocation project recast to 2022.
<p>Service Level Changes</p> <ul style="list-style-type: none"> • In-person services were adjusted and the telework workforce was expanded to adhere to provincial program requirements in a timely manner while responding to clients' critical needs. In-person services will open when appropriate as part of the divisional restart plan and in consultation with TPH. • TESS adjusted many workforce development programs and activities in response to the pandemic. Limited programming focused on employment training and community partnerships has resumed with enhanced flexibilities. A number of non-profit employment service providers are offering a suite of new programs focused on critical wrap around supports for OW clients to increase their life stabilization and wellness during the COVID-19 emergency. 	<p>Service Level Changes</p> <ul style="list-style-type: none"> • Workforce development programming and activities may not return to pre-COVID levels for some time given the uncertain evolution of the pandemic. Service levels will be reviewed once operations are normalized and Provincial program changes are implemented. • Employment benefits for OW recipients return to normal levels with more clients (many of whom may be "new" to social assistance and have recent labour market experience) requiring access to employment and training services/supports to gain experience and (re)build skills.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- 100% of staff (1,700) are equipped for mobility and telework to ensure ongoing services to vulnerable residents
 - More than 80% of staff are teleworking at any given time.
- Maintaining 3 TESS offices to provide critical in-person services - by exception - to vulnerable residents who cannot access services via phone or online channels.
 - Video intercoms have been installed to facilitate communication with in-person visits and to maintain the health and safety of residents and staff.
- Implemented a streamlined application process in collaboration with the Human Services Integration office (Applications and Support Centre) enabling financial benefit granting at first contact.
- OW clients continue to have access to caseworkers by telephone during regular business hours for:
 - Service planning reviews and referrals to necessary programs and services.
 - Issuance of benefits and case management activities.
- The Province (MCCSS) continues to waive requirement for wet signatures and / or visual verification of documentation facilitating client access to services by phone / online.
- Additional in-person sites will open when appropriate as part of the divisional restart plan and in consultation with TPH.
 - Assessments and retrofits will be required be based on current public health measures and physical distancing requirements.

Key Improvements

Technology

- Enrollment in provincial 'mybenefits' portal has more than doubled with over 24,000 OW clients enrolled.
- Emphasis on online access and broadcast messaging / communication.
- Accelerated paperless office initiative (EDM) – client mail directly uploaded to provincial case technology for staff action, enhancing telework capacity.

Payments

- Since the onset of the pandemic, TESS has focussed efforts on transitioning clients to electronic payment methods (direct bank deposit or reloadable payment card).
 - Clients picking up cheques reduced from 718 to less than 15.

Training

- Over 133,000 Service Planning Reviews with clients completed.
- Implemented flexibility in contracted employment services ensuring OW clients have access to key employment programs or critical wrap around and life stabilization supports.
 - 2,900 (85%) of 3,400 training/program seats filled to date.

Program / Policy Enhancements

- Temporary enhancements to the Housing Stabilization Fund (HSF).
- Expansion of dental services.
- Digital Access Benefit and one-time Equipment Benefit to support Ontario Works clients' access to and enrolment in online employment and training, as well as life stabilization programs.

Key Challenges and Risks

- Toronto's official unemployment rate increased from 5.5% in February to 15.4% in May and 11.5% in October, with the real unemployment rate likely closer to 18-20% as many are not actively seeking employment in the current climate. Additional waves of COVID will further impact the economic recovery and limit employment opportunities for clients especially as the sectors most impacted represent areas where many clients find work.
 - Based on previous recessions and projected unemployment trends, TESS is anticipating a substantial caseload increase in the second half of 2021 and potentially into 2022 and 2023.
 - The percentage of OW clients who report significant and often intersecting barriers to employment – i.e. the complexity of client needs -- continues to grow. Almost half the OW caseload has been in receipt of financial assistance for more than two years and 25% have been on OW for over five years. These clients require access to life stabilization supports to address key barriers – health, housing, (digital) literacy, mental health, etc.
 - The Province is planning to integrate OW employment programs with Employment Ontario. Beginning in the fall of 2019, the new employment services model launched in three diverse urban and rural communities and the rest of the province will move to the new system starting in 2022.
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Priority Actions

- Continue service delivery modernization by:
 1. Completing the implementation of Electronic Document Management across all offices;
 2. Developing strategies to support improved client enrolment outcomes on My Benefits; and
 3. Implementing any Provincial portal functionality enhancements.
 - More effectively respond to client needs and future in-person service requests by working collaboratively with other City Divisions (including TPL), other orders of government and community partners to reimagine and reduce the service delivery network and expand telework capacity/functions.
 - Continue to support Service Planning Renewal through renewed expectations for working remotely, changes to operational policy, updated staff development processes, and continued assessment of the impact of service planning changes.
 - Continue to strengthen connections to life stabilization services and supports through expanded and targeted partner relationships and service navigation approaches.
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RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2021 Operating Budget for Toronto Employment & Social Services of \$1.156 billion gross, \$1.076 billion revenue and \$80.8 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Employment Services	61,824.1	45,927.8	15,896.4
Integrated Case Management and Service Planning	126,400.1	76,121.9	50,278.3
Financial Supports	968,131.9	953,515.8	14,616.1
Total Program Budget	1,156,356.1	1,075,565.4	80,790.7

2. City Council approve the 2021 staff complement for Toronto Employment & Social Services of 1,806.5 positions comprised of 1,806.5 operating positions.
3. City Council direct the information contained in Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.
4. City Council approve 2021 Capital Budget for Toronto Employment & Social Services with cash flows and future year commitments totaling \$13.1 million as detailed by project in appendix 6a.

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2021 OPERATING BUDGET

2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

(In \$000s)	2019 Actual	2020 Budget	2020 Projection*	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Employment Services	46,818.8	45,952.9	42,714.1	45,927.8		45,927.8	3,213.7	7.5%
Integrated Case Management and Service Planning	76,773.2	71,839.3	81,444.5	76,121.9		76,121.9	(5,322.7)	(6.5%)
Financial Supports	848,699.6	885,360.2	819,008.6	953,515.8		953,515.8	134,507.1	16.4%
Total Revenues	972,291.7	1,003,152.4	943,167.3	1,075,565.4		1,075,565.4	132,398.1	14.0%
Expenditures								
Employment Services	61,911.1	63,385.7	54,095.5	61,824.1		61,824.1	7,728.7	14.3%
Integrated Case Management and Service Planning	131,442.9	129,695.0	124,061.0	126,400.1		126,400.1	2,339.1	1.9%
Financial Supports	865,716.5	901,292.0	832,695.6	968,131.9		968,131.9	135,436.2	16.3%
Total Gross Expenditures	1,059,070.6	1,094,372.6	1,010,852.1	1,156,356.1		1,156,356.1	145,504.0	14.4%
Net Expenditures	86,778.9	91,220.2	67,684.8	80,790.7		80,790.7	13,105.9	19.4%
Approved Positions	1,825.0	1,790.5	1,710.5	1,806.5		1,806.5	16.0	0.9%

* 2020 Projection based on Q3 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2021 Base Budget expenditures of \$1.156 billion gross reflecting an increase of \$145.504 million or 14.4% in spending above 2020 projected year-end actuals, predominantly arising from:

- \$102.4 million in 100% provincially funded financial and medical benefits, mainly funding to eligible City residents to help cover the costs of basic needs (e.g. food) and housing costs. The OW caseload budget for 2021 has been set at 91,000, 8,000 cases or 9.6% above the 2020 budgeted average monthly caseload and 16.2% above the current average monthly caseload level. While it is expected that caseload will remain near current levels over the first few months of 2021, as increased access to EI (and other temporary Federal benefits) will likely provide a buffer against increases in social assistance, based on previous recessions and projected unemployment trends caseload is expected to increase significantly in the second half of 2021 and potentially into 2022 and 2023. OW income and asset eligibility criteria could delay the ability of many City residents to qualify for social assistance.
- \$21.3 million in 100% provincially funded employment benefits as COVID-19 related restrictions and shutdowns limited the availability of workforce development programs in 2020. Expenditures are expected to return to normal levels in 2021 with more clients (many of whom may be "new" to social assistance and have recent labour market experience) requiring access to employment and training services/supports to gain experience and (re)build skills.
- \$9.5 million in 100% provincially funded Housing Stabilization Fund (HSF) benefits. While the suspension of evictions for several months due to COVID reduced the demand for HSF benefits in 2020, it is expected that the need for homelessness prevention benefits will rise in 2021 in conjunction with the increase in caseload.
- \$2.7 million in salaries and benefits due mainly to union contractual agreements. The staffing budget also includes 84 caseload contingent positions based on a caseload ratio of 10.5 FTE per 1,000 cases at a cost of \$7.7 million. With the eligible expenses budgeted to be above the provincial cap, funding for the additional positions will be provided from the Ontario Works (OW) Reserve Fund. This is consistent with the purpose of the reserve, which is to provide the flexibility to manage and mitigate the risks associated with a program delivery funding envelope based on caseload levels.

Given the financial impacts of COVID-19 on 2020 actuals, a further comparison of the 2021 Recommended Budget (excluding 2021 COVID-19 impacts) to the 2020 Council approved Budget is provided below:

- ***2021 Base Budget of \$80.791 million in net expenditures reflects an \$11.092 million net decrease from the 2020 Council approved Budget, when excluding \$0.662 million in estimated COVID-19 financial impacts.***

EQUITY IMPACTS OF BUDGET CHANGES

Toronto Employment & Social Services 2021 Operating Budget includes reductions to staffing including both the management complement and a program affected by provincial policy changes that may have negative impacts on low income residents who are in receipt of Ontario Works. These reductions are a result of efficiency savings and provincial policy changes and will not impact eligibility to Ontario Works. To offset any negative impacts, TESS will explore enhanced partnerships with community based organizations to support the program affected that is no longer within the provision of our core services.

2021 OPERATING BUDGET KEY DRIVERS

The 2021 Operating Base Budget for Toronto Employment & Social Services is \$1.156 billion gross or 14.4% higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget.

Table 2a: 2021 Key Drivers – Base Budget

Key Cost Drivers	2019 Actuals	2020 Budget	2020 Projection*	2021 Budget	YoY Changes	
					\$	%
Expenditures						
1 Salaries and Benefits	171,157.9	172,540.4	166,163.3	168,819.3	2,656.0	1.6%
2 Materials & Supplies	10,492.5	13,162.3	7,519.5	14,176.3	6,656.9	88.5%
3 Equipment	546.7	621.5	337.6	621.5	283.9	84.1%
4 Service and Rent	71,665.8	83,155.2	58,368.3	80,555.7	22,187.4	38.0%
5 Contribution To Capital						
6 Contribution To Reserves/Reserve Fund	2,005.7	2,005.7	2,005.7	1,925.2	(80.6)	-4.0%
7 Other Expenditures	803,201.9	822,887.5	776,457.6	890,258.1	113,800.5	14.7%
Total Expenditures	1,059,070.6	1,094,372.6	1,010,852.1	1,156,356.1	145,504.0	14.4%
Revenues						
1 Provincial Subsidies	956,751.7	977,953.5	935,698.7	1,044,023.8	108,325.1	11.6%
2 Federal Subsidies	22.3		13.2	200.0	186.8	1420.7%
3 User Fees & Donations	0.1					
4 Transfers From Capital	1,489.8		11.6		(11.6)	-100.0%
5 Draw from Reserve Funds		10,217.6		16,305.1	16,305.1	
6 Other Revenues (Inc. IDR's)	14,027.7	14,981.3	7,443.9	15,036.5	7,592.6	102.0%
Total Revenues	972,291.7	1,003,152.4	943,167.3	1,075,565.4	132,398.1	14.0%
Net Expenditures	86,778.9	91,220.2	67,684.8	80,790.7	13,105.9	19.4%
Approved Positions	1,825.0	1,790.5	1,790.5	1,806.5	16.0	0.9%

* 2020 Projection based on Q3 Variance Report

Salaries & Benefits:

Funding of \$7.7 million for 84 caseload contingent staff, union contractual agreements partially offset by \$3.0 million in VSP savings and \$2.0 million in savings due to an expected higher level of vacancies in the first half of 2021.

Materials and Supplies:

\$5.5 million in 100% funded medical benefits to reset the budget to respond to normalized service levels, \$0.6 million due to higher demand for Hardship Fund benefits.

Services and Rents:

\$6.5 million in 100% funded client benefits, \$3.7 million in 100% funded employment benefits and \$9.5 million in 100% CHPI funded Housing Stabilization Fund expenditures.

Other Expenditures:

\$119.5 million in 100% funded client benefits due to the higher caseload and \$17.5 million in 100% funded employment benefits, partially offset by \$23.0 million in one-time COVID-19 Emergency Benefits.

Provincial Subsidies:

Increase due to higher provincially funded expenditures.

Reserves:

Includes \$7.7 million from the OW reserve to fund the 84 caseload contingent staff.

Table 2b: 2021 Balancing Actions

(5000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Area Office Supervisor Span of Control	Efficiencies	(1,410.8)	(1,410.8)	(11.0)		(38.7)	(38.7)	-
Realignment of Management Staff	Efficiencies	(1,283.0)	(1,283.0)	-				-
Confidential Efficiency Change	Efficiencies	(3,823.3)	(3,823.3)	(43.0)		(532.9)	(532.9)	-
Voluntary Separation Program	Other	(3,036.3)	(3,036.3)	-				-
Impact of Higher Vacancies in the first half of 2021	Other	(2,000.0)	(2,000.0)	-				-
Investing in Neighbourhoods Program	Other	(1,000.0)	(1,000.0)					-
Summer Receptionists Program	Other	(876.1)	(876.1)	(14.0)		(5.4)	(5.4)	-
Reduce Leased Office Footprint	Other	(610.9)	(610.9)	-		(507.4)	(507.4)	-
Total Balancing Actions		(14,040.4)	(14,040.4)	(68.0)		(1,084.4)	(1,084.4)	-

- **Area Office Supervisor Span of Control** – Increase the supervisor span of control ratio (i.e. number of caseworkers managed by one local area supervisor) by 1 to 11:1 thereby reducing the number of supervisors by 11.
- **Realignment of Management Staff** – Reduce the equivalent of 8 management staff. Actual positions will be identified and deleted over the next few months.
- **Confidential Efficiency Change** – Details are included in the Confidential Attachment 1 under separate cover.
- **Voluntary Separation Program** – Savings for 64 staff that have taken advantage of the program.
- **Impact of Higher Vacancies in the first half of 2021** – Limited hiring is expected in the first half of 2021 as caseload levels are anticipated to remain low due to Federal income support programs.
- **Investing in Neighbourhoods Program** – Investing in Neighbourhoods offers the opportunity for non-profit agencies to hire Ontario Works recipients, with TESS funding 100% of the salary for up to one year. As COVID-19 has reduced the capacity of our partner agencies to absorb placements, with a maximum placement uptake spending is expected to be \$9 million, \$1 million less than the 2020 budget.
- **Summer Receptionists Program** – Eliminate program and employ alternative strategies to lesson seasonal staffing pressures.
- **Reduce Leased Office Footprint** – Impact of the relocation of Consilium Place to Bridlewood Mall, Crossways, High Park/Parkdale and Metro Hall to Dufferin Mall and Lesmill to the North York Civic Centre

Note:

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#), as well as [Appendix 3](#) for a more detailed listing and descriptions of the 2021 Service Changes.

2022 & 2023 OUTLOOKS**Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	943,164.0	1,075,565.4	1,074,812.6	1,066,829.5
Gross Expenditures	1,010,849.6	1,156,356.1	1,162,106.9	1,164,015.5
Net Expenditures	67,685.6	80,790.7	87,294.4	97,186.0
Approved Positions	1,790.5	1,806.5	1,806.5	1,804.5

Key drivers

The 2022 Outlook with total gross expenditures of \$1.162 billion reflects an anticipated \$5.751 million or 0.50% increase in gross expenditures above the 2021 Operating Budget. The 2023 Outlook expects a further increase of \$1.909 million or 0.16% above 2022 gross expenditures.

2022 key drivers are as follows:

Salaries and Benefits

- \$2.1 million due to contractual obligations
- \$3.0 million due to the 2022 reversal of one-time VSP savings in 2021
- \$2.0 million due to impact of higher vacancies in 2021

Reduced Footprint

- \$0.5 million reduction in lease costs due to office relocations

COVID-19

- \$0.7 million in enhanced cleaning and PPE in 2021 budget will not be required in 2022

2023 key drivers are as follows:

Impact of 2020 Decisions

- The cost of the 84 caseload contingent staff are funded from the OW reserve in 2021 and 2022. There is insufficient funding in the reserve for 2023, resulting in added pressure in 2023.
- \$0.7 million reduction in lease costs due to office relocations

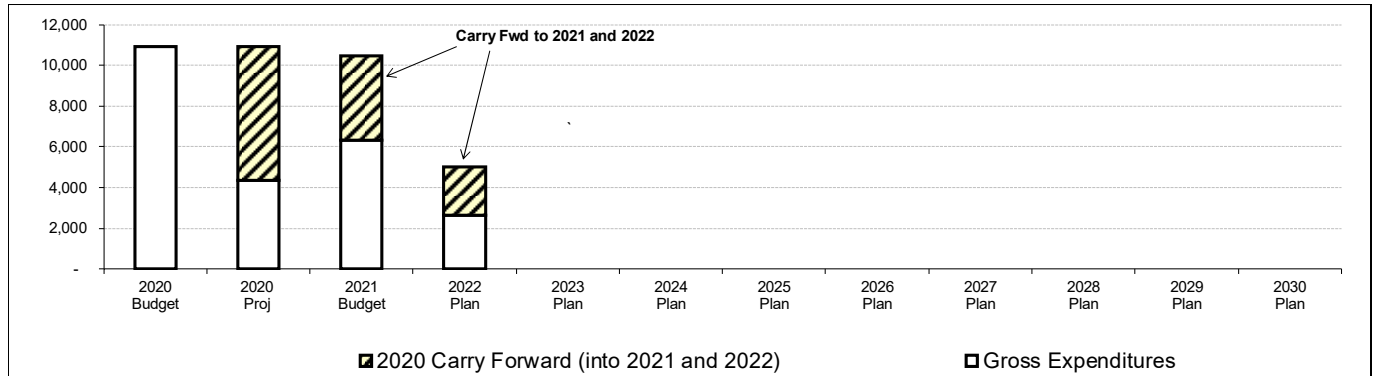
Salaries and Benefits

- \$2.7 million due to contractual obligations

2021 – 2030
CAPITAL BUDGET AND PLAN

2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

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



In \$'000's	2021 Capital Budget and 2022 - 2030 Capital Plan												Total 10 Year Plan
	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
	Budget	Projected Actual											
Gross Expenditures by Project Category:													
Service Improvement & Growth	10,925	2,641	10,481	2,637	-	-	-	-	-	-	-	-	13,118
Total by Project Category	10,925	2,641	10,481	2,637	-	-	-	-	-	-	-	-	13,118
Financing:													
Debt	6,991	415	7,305	2,637	-	-	-	-	-	-	-	-	9,941
Reserves/Reserve Funds	3,934	2,226	3,177	-	-	-	-	-	-	-	-	-	3,177
Total Financing	10,925	2,641	10,481	2,637	-	-	-	-	-	-	-	-	13,118

Changes to Existing Projects
(\$4.95 Million)

- New affordable housing units will be built on the site of TESS' Beaches Office under the City's Housing Now initiative, therefore the planned \$3.65 million renovation project has been cancelled.
- The Yonge St project was reduced in scope and the budget reduced from \$3.5 million to \$2.2 million, with \$1.8 million carried forward to 2021 and 2022. Staff are working to explore options to open a small client facing office in the North York Civic Centre.

New Projects
(\$0.0 Million)

- N/A

Capital Needs Constraints
(\$0.0 Million)



- N/A

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; and [Appendix 7](#) for Reporting on Major Capital Projects – Status Update.

2021 – 2030 CAPITAL BUDGET AND PLAN

\$13.118 million 10-Year Gross Capital Program

	
Aging Infrastructure	Information Technology
\$9.941 M 76%	\$3.177 M 24%
TESS office renovation / relocation projects	Human Services Integration project

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$13.118 M 100%		\$0 M 0%	\$0 M 0%
Debt	\$ 9.941 M		
Reserve Draws	\$ 3.177 M		

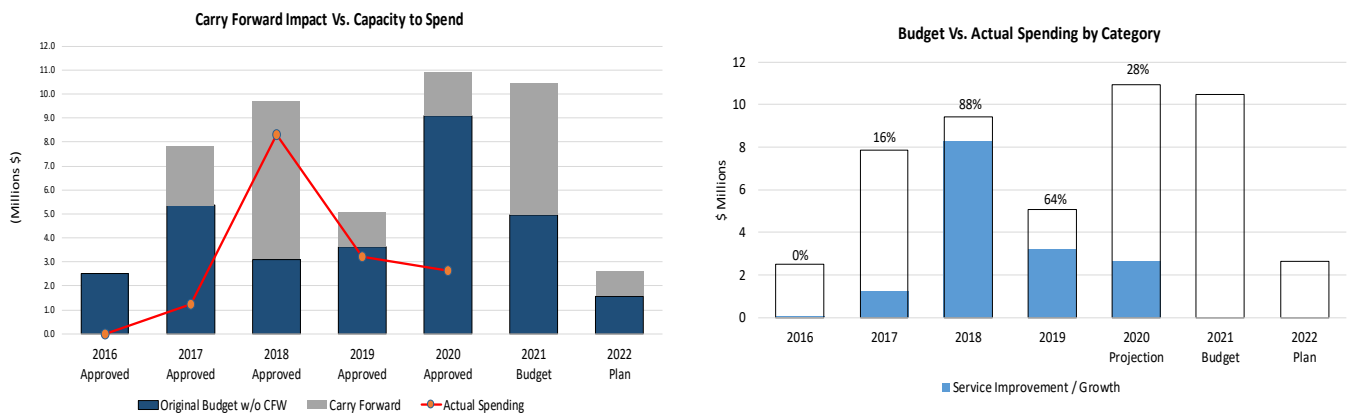
CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Toronto Employment & Social Services ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

Cash flow funding of \$0.9 million for the Bridlewood Mall relocation project and \$0.7 million for the Dufferin Mall office relocation project was recast to 2022 due to delays in finalizing the leases. Similarly, cash flow funding of \$1.1 million for the Yonge St relocation project was deferred to 2022.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$4.807 million in capital spending originally cash flowed in 2020 has been deferred to 2021, with an additional \$2.637 million deferred to 2022. Adjustments to the Capital Plan are noted below:

- Human Services Integration project: \$1.708 million deferred from 2020 to 2021.
- Dufferin Mall office relocation project: \$2.370 million deferred from 2020 to 2021, and \$0.680 million deferred from 2020 to 2022.
- Yonge Street office relocation project: \$729.3 million deferred from 2020 to 2021, and \$1.081 million deferred from 2020 to 2022.
- Bridlewood Mall office relocation project: \$0.876 million deferred from 2021 to 2022.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The 10-Year Capital Plan Budget will impact future year Operating Budgets by savings of \$1.794 million net over the 2021-2030 period, primarily due to the reduced footprint in relation to Bridlewood, Dufferin Mall, and Yonge St. office relocation projects.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021 2025		2021 2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Bridlewood office relocation project			(213.5)		(525.4)							(738.9)		(738.9)
Dufferin Mall office relocation project	(160.5)		156.5		(150.0)							(154.0)		(154.0)
Yonge St. office relocation project	(450.4)		(450.4)									(900.8)		(900.8)
Sub-Total: Previously Approved	(610.9)		(507.4)		(675.4)							(1,793.7)		(1,793.7)
Total (Net)	(610.9)		(507.4)		(675.4)							(1,793.7)		(1,793.7)

Previously Approved projects

- Reduce Leased Office Footprint – Impact of the relocation of Consilium Place to Bridlewood Mall, Crossways, High Park/Parkdale and Metro Hall to Dufferin Mall and Lesmill to the North York Civic Centre

APPENDICES

Appendix 1

COVID-19 Financial Impact – Operating

COVID 19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Expenditure Increase						
Caseload Increase (8k)				67,370.3	75,048.3	7,678.0
Reserve Funding for 84 caseload staff				7,678.0		(7,678.0)
COVID-19 Emergency Benefit	22,986.5	22,986.5				
Overtime		1,308.8	1,308.8			
Enhanced Cleaning/Hand Sanitizer/PPE		711.7	711.7		662.0	662.0
Other		250.9	250.9			
Sub-Total	22,986.5	25,257.9	2,271.4	75,048.3	75,710.3	662.0
Savings due to Underspending						
Client Benefits (HSF, Medical, IIF)	(21,347.2)	(21,347.2)				
Employment Benefits		(21,256.0)	(21,256.0)			
Emergency Leave		(2,188.8)	(2,188.8)			
Sub-Total	(21,347.2)	(44,792.1)	(23,444.8)			
Savings due to Management Actions						
Hiring postponed indefinitely		(7,200.2)	(7,200.2)			
Sub-Total		(7,200.2)	(7,200.2)			
Total COVID-19 Impact	1,639.3	(26,734.4)	(28,373.7)	75,048.3	75,710.3	662.0

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projection*	2021 Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	981,544.8	958,263.8	977,953.5	935,723.4	1,044,223.8	108,500.4	11.6%
User Fees & Donations	0.9	0.1					
Licences & Permits Revenue							
Transfers From Capital	558.4	1,489.8		11.6		(11.6)	(100.0%)
Contribution From Reserves/Reserve Funds	3,356.9		10,217.6		16,305.1	16,305.1	
Sundry and Other Revenues	11,537.6	11,011.4	14,022.4	6,454.0	14,222.4	7,768.4	120.4%
Inter-Divisional Recoveries	1,573.5	1,526.5	958.9	978.3	814.1	(164.2)	(16.8%)
Total Revenues	998,572.1	972,291.7	1,003,152.4	943,167.3	1,075,565.4	132,398.1	14.0%
Salaries and Benefits	176,801.4	171,157.9	172,540.4	166,163.3	168,819.3	2,656.0	1.6%
Materials & Supplies	10,706.1	10,492.5	13,162.3	7,519.5	14,176.3	6,656.9	88.5%
Equipment	1,947.2	546.7	621.5	337.6	621.5	283.9	84.1%
Service and Rent	77,308.4	71,665.8	83,155.2	58,368.3	80,555.7	22,187.4	38.0%
Contribution To Reserves/Reserve Funds	1,147.2	2,005.7	2,005.7	2,005.7	1,925.2	(80.6)	(4.0%)
Other Expenditures	803,910.8	785,950.1	805,003.2	765,430.5	872,573.5	107,143.0	14.0%
Inter-Divisional Charges	17,754.1	17,251.8	17,884.3	11,027.1	17,684.7	6,657.5	60.4%
Total Gross Expenditures	1,089,575.3	1,059,070.6	1,094,372.6	1,010,852.1	1,156,356.1	145,504.0	14.4%
Net Expenditures	91,003.1	86,778.9	91,220.2	67,684.8	80,790.7	13,105.9	19.4%
Approved Positions	1,905.0	1,825.0	1,790.5	1,710.5	1,806.5	16.0	0.9%

* 2020 Projection based on Q3 Variance Report

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

Appendix 3

Summary of 2021 Service Changes

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change																												
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																														
2021 Base Budget Before Service Changes:			1,162,873.2	1,075,565.4	87,307.8	1,860.50	7,075.2	10,089.5																												
22193		Confidential Efficiency Savings																																		
51	Negative	Description:																																		
<p>The 2021 Operating Budget includes operational and efficiency savings of \$3.823 million gross and net. Details are included in the Confidential Attachment 1 under separate cover.</p> <p>Service Level Impact:</p> <p>This change has no impact on approved service levels.</p> <p>Equity Statement:</p> <p>The proposed reduction may have a medium negative impact on low income residents who are in receipt of Ontario Works. These reductions are a result of provincial policy changes and will not impact eligibility to Ontario Works, the core of TESS services. To offset any negative impacts, TESS caseworkers will continue to provide clients with service navigation support to alternative providers and supports, as feasible.</p> <p>Service: Financial Supports</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Changes:</td> <td style="text-align: right;">(1,911.7)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(1,911.7)</td> <td style="text-align: right;">(21.50)</td> <td style="text-align: right;">(266.4)</td> <td style="text-align: right;">(80.9)</td> </tr> </table> <p>Service: Integrated Case Management and Service Planning</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Changes:</td> <td style="text-align: right;">(1,911.7)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(1,911.7)</td> <td style="text-align: right;">(21.50)</td> <td style="text-align: right;">(266.4)</td> <td style="text-align: right;">(80.9)</td> </tr> </table> <p>Service Changes:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"></td> <td style="text-align: right; border-top: 1px solid black;">(3,823.3)</td> <td style="text-align: right; border-top: 1px solid black;">0.0</td> <td style="text-align: right; border-top: 1px solid black;">(3,823.3)</td> <td style="text-align: right; border-top: 1px solid black;">(43.00)</td> <td style="text-align: right; border-top: 1px solid black;">(532.9)</td> <td style="text-align: right; border-top: 1px solid black;">(161.9)</td> </tr> </table>									Total Changes:	(1,911.7)	0.0	(1,911.7)	(21.50)	(266.4)	(80.9)	Total Changes:	(1,911.7)	0.0	(1,911.7)	(21.50)	(266.4)	(80.9)		(3,823.3)	0.0	(3,823.3)	(43.00)	(532.9)	(161.9)							
Total Changes:	(1,911.7)	0.0	(1,911.7)	(21.50)	(266.4)	(80.9)																														
Total Changes:	(1,911.7)	0.0	(1,911.7)	(21.50)	(266.4)	(80.9)																														
	(3,823.3)	0.0	(3,823.3)	(43.00)	(532.9)	(161.9)																														
22562		Realignment of Management Staff																																		
51	Negative	Description:																																		
<p>The 2021 Operating Budget includes efficiency savings of \$1.283 million gross and net with the reduction of 8 permanent management positions. As the exact positions have yet to be determined, salaries have been reduced however the 8 positions will be deleted at a later date once they are identified.</p> <p>Service Level Impact:</p> <p>Loss of management leads may impact the growth/ sustainability of community connections and partnerships. Impact to service delivery may result in additional client complaints. Some management positions directly impact / support TESS strategic/ core business priorities and corporate priorities (PRS).</p> <p>Equity Statement:</p> <p>The Management Complement budget proposal's overall equity impact is low negative. OW recipients, all of whom are low income persons, rely on city services to facilitate access to employment-related supports and community services that may be negatively impacted, as manager leads help inform and coordinate these partnerships based on client needs. An intersectional analysis reveals that 87% of the entire Ontario Works caseload identified at least one challenge to finding and keeping employment (e.g., 29% identified lack of Canadian work experience, 28% temporary poor health, 24% identified lack of education and/or skills). Through its work, the division serves a high proportion of clients from racialized and newcomer communities who often require a higher rate of referrals to employment-related supports and community services.</p> <p>Service: Employment Services</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Changes:</td> <td style="text-align: right;">(250.9)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(250.9)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <p>Service: Financial Supports</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Changes:</td> <td style="text-align: right;">(203.8)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(203.8)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <p>Service: Integrated Case Management and Service Planning</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Total Changes:</td> <td style="text-align: right;">(828.3)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(828.3)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <p>Service Changes:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"></td> <td style="text-align: right; border-top: 1px solid black;">(1,283.0)</td> <td style="text-align: right; border-top: 1px solid black;">0.0</td> <td style="text-align: right; border-top: 1px solid black;">(1,283.0)</td> <td style="text-align: right; border-top: 1px solid black;">0.00</td> <td style="text-align: right; border-top: 1px solid black;">0.0</td> <td style="text-align: right; border-top: 1px solid black;">0.0</td> </tr> </table>									Total Changes:	(250.9)	0.0	(250.9)	0.00	0.0	0.0	Total Changes:	(203.8)	0.0	(203.8)	0.00	0.0	0.0	Total Changes:	(828.3)	0.0	(828.3)	0.00	0.0	0.0		(1,283.0)	0.0	(1,283.0)	0.00	0.0	0.0
Total Changes:	(250.9)	0.0	(250.9)	0.00	0.0	0.0																														
Total Changes:	(203.8)	0.0	(203.8)	0.00	0.0	0.0																														
Total Changes:	(828.3)	0.0	(828.3)	0.00	0.0	0.0																														
	(1,283.0)	0.0	(1,283.0)	0.00	0.0	0.0																														

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22549		Area Office Supervisor Span of Control						
51	No Impact	Description: The 2021 Operating Budget includes efficiency savings of \$1.411 million gross and net with a reduction of 11 permanent positions achieved through increasing the average span of control for Supervisors Direct Program (SDP) from 10:1 to 11:1. The reductions will be achieved through eliminating vacant SDP positions. Service Level Impact: The change will have no impact on approved service levels. Equity Statement: There are no significant equity impacts Service: Employment Services Total Changes: (234.2) 0.0 (234.2) (1.83) (6.4) (6.0) Service: Financial Supports Total Changes: (112.9) 0.0 (112.9) (0.88) (3.1) (2.9) Service: Integrated Case Management and Service Planning Total Changes: (1,063.7) 0.0 (1,063.7) (8.29) (29.2) (27.2) Service Changes: <hr/> Summary: Service Changes: (6,517.1) 0.0 (6,517.1) (54.00) (571.6) (197.9) <hr/> Base Budget: 1,156,356.1 1,075,565.4 80,790.7 1,806.50 6,503.6 9,891.6						

Appendix 4

Summary of 2021 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 5

Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
CSS905-01	<i>H.S.I. Phase 2</i>	3,177										3,177			3,177
CSS906-01	<i>Bridlewood office relocation project</i>	3,504	876									4,380			4,380
CSS906-02	<i>Dufferin Mall office relocation project</i>	2,720	680									3,400			3,400
CSS906-03	<i>Yonge St. office relocation project</i>	1,081	1,081									2,161			2,161
	Total Expenditures (including carry forward from 2020)	10,481	2,637									13,118			13,118

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
CSS905-01	H.S.I. Phase 2	3,177										3,177	3,177		
CSS906-01	Bridlewood office relocation project	3,504	876									4,380	4,380		
CSS906-02	Dufferin Mall office relocation project	2,720	680									3,400	3,400		
CSS906-03	Yonge St. office relocation project	1,081	1,081									2,161	3,512	(1,351)	
Total Expenditure (including carry forward from 2020)		10,481	2,637									13,118	14,469	(1,351)	

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2020 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Program Name: Toronto Employment & Social Services											
Project Name: HSI' Phase 2 CSS905-01	3,934	1,582	2,226	9,823	6,002	Minor Delay	Jan-18	Dec-21		Ⓜ	Ⓞ
Comments:	Deliverables Achieved: (a) HSIO Operational Budget and Master Service Level Agreement created (b) MOA with Local 79 (c) HSI Caseworker role harmonization in progress (d) HSI Online Channel strategy (e) Fair Pass Online Form created - transition to HSI in progress, (f) Centralized Income Verification business process design (g) Data migration from TAWL to										
Explanation for Delay:	The project is underspent due to delay in acquiring call management software for the Applications and Support Centre, and the project's trajectory and deliverables have been revised due to the COVID-19 pandemic with some deliverables deferred to 2021										

- | | | |
|------------------------------|---|-------------------------------------|
| On/Ahead of Schedule | Ⓞ | >70% of Approved Project Cost |
| Minor Delay < 6 months | Ⓜ | Between 50% and 70% |
| Significant Delay > 6 months | Ⓡ | < 50% or > 100% of Approved Project |

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

2021 User Fee Changes (Excludes User Fees Adjusted for Inflation)

N/A

Table 9a - New User Fees

N/A

Table 9b - Fees Above Inflation

N/A

Table 9c - User Fees for Discontinuation

N/A

Table 9d - User Fees for Technical Adjustments

N/A

Table 9e - User Fees for Transfers

N/A

Table 9f - User Fees for Rationalization

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2021 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		32,581.9	32,581.9	25,546.6	18,503.5
National Child Benefit Supplement	XR2102				
<i>Withdrawals (-)</i>			(7,096.2)	(7,093.8)	(7,697.0)
<i>Contributions (+)</i>			61.0	50.6	48.4
Total Reserve / Reserve Fund Draws / Contributions		-	(7,035.2)	(7,043.2)	(7,648.6)
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		32,581.9	25,546.6	18,503.5	10,854.9

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		3,719.3	3,719.3	2,225.5	728.9
Kids At Compu Scholarship Proj Res Fund	XR2104				
<i>Withdrawals (-)**</i>			(1,500.0)	(1,500.0)	(728.9)
<i>Contributions (+)</i>			6.2	3.4	-
Total Reserve / Reserve Fund Draws / Contributions		-	(1,493.8)	(1,496.6)	(728.9)
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		3,719.3	2,225.5	728.9	0.0

* Based on 9-month 2020 Reserve Fund Variance Report

** Project funding will be drawn from the National Child Benefit Supplement Reserve Fund when the Kids at Computers Scholarship Project Reserve Fund is depleted.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		18,642.6	18,642.6	10,995.7	3,024.8
Ontario Works	XR2101				
<i>Withdrawals (-)</i>			(7,678.0)	(7,987.0)	-
<i>Contributions (+)</i>			31.1	16.1	10.0
Total Reserve / Reserve Fund Draws / Contributions		-	(7,646.9)	(7,970.9)	10.0
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		18,642.6	10,995.7	3,024.8	3,034.7

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		14,034.6	14,034.6	12,226.1	11,474.9
Social Assistance Stabilization Reserve	XQ1054				
<i>Operating Budget Withdrawals (-)</i>			(749.5)	(751.3)	(752.8)
<i>Capital Budget Withdrawals (-)</i>			(1,058.9)		-
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		-	(1,808.5)	(751.3)	(752.8)
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		14,034.6	12,226.1	11,474.9	10,722.0

* Based on 9-month 2020 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance			30,142.3	14,678.1	17.8
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Toronto Employment & Social Services</i>			-	-	-
<i>Contributions (+)</i>					
<i>Toronto Employment & Social Services</i>			1,661.6	1,661.6	1,661.6
Total Reserve / Reserve Fund Draws / Contributions			1,661.6	1,661.6	1,661.6
Other Program / Agency Net Withdrawals & Contributions			(17,172.7)	(16,338.7)	889.1
Interest			47.0	16.9	4.3
Balance at Year-End		30,142.3	14,678.1	17.8	2,572.8

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance			23,947.6	21,978.9	20,010.2
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>					
<i>Toronto Employment & Social Services</i>			-	-	-
<i>Contributions (+)</i>					
<i>Toronto Employment & Social Services</i>			263.6	263.6	263.6
Total Reserve / Reserve Fund Draws / Contributions			263.6	263.6	263.6
Other Program / Agency Net Withdrawals & Contributions			(2,280.5)	(2,280.5)	(1,945.5)
Interest			48.2	48.2	63.3
Balance at Year-End		23,947.6	21,978.9	20,010.2	18,391.5

* Based on 9-month 2020 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds**2021 – 2030 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)										Total	
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan		
XQ1054 Social Assistance Stabilization	Beginning Balance		14,035	12,226	11,475	10,722	10,222	9,722	9,222	8,722	8,222	7,722		
	<i>Withdrawals (-)</i>													
	<i>CSS905-01 - HSI</i>		(1,059)										(1,059)	
	<i>Operating - SDFA</i>		(250)	(251)	(253)	-	-	-	-	-	-	-	(754)	
	<i>Operating - TESS</i>		(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(5,000)	
	Total Withdrawals		(1,808)	(751)	(753)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(1,059)
	<i>Contributions (+)</i>													
Total Contributions			-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		14,035	12,226	11,475	10,722	10,222	9,722	9,222	8,722	8,222	7,722	7,222	(1,059)	

* Based on 9-month 2020 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

N/A

Appendix 11

Glossary

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

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

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

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

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

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

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

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

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

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

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

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

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

Tax Supported Budget: Budget funded by property taxes.

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

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Voluntary Separation Program – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.