



City Budget
2013

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 the City.

2013 Operating Budget

2013 OPERATING BUDGET ANALYST NOTES BRIEFING NOTES

BUDGET COMMITTEE, NOVEMBER 29, 2012

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PART I: RECOMMENDATIONS

2013 Recommended Operating Budget
(In \$000s)

(In \$000s)	2012		2013 Recommended Operating Budget			Change - 2013 Recommended Operating Budget v. 2012 Appvd. Budget		FY Incremental Outlook	
	Approved Budget	Projected Actual	2013 Rec. Base	2013 Rec. New/Enhanced	2013 Rec. Budget	\$	%	2014	2015
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	32,949.0	31,895.0	32,194.7	0.0	32,194.7	(754.3)	-2.3%	181.4	183.6
REVENUE	6,050.9	4,996.9	5,296.7	0.0	5,296.7	(754.2)	-12.5%	71.6	77.8
NET EXP.	26,898.1	26,898.1	26,898.0	0.0	26,898.0	(0.1)	0.0%	109.8	105.8
Approved Positions	122.5	122.5	119.3	0.0	119.3	(3.2)	-2.6%		

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

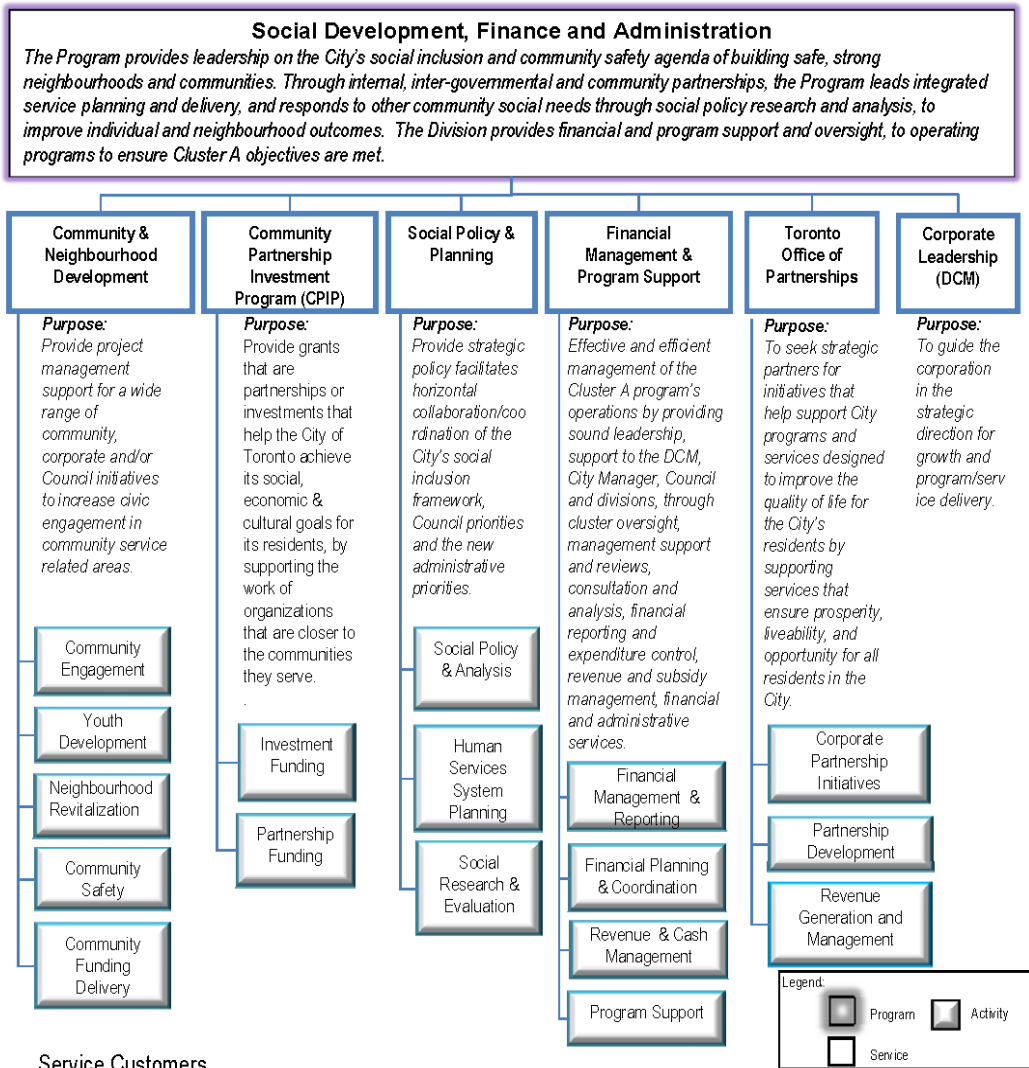
1. City Council approve the 2013 Recommended Operating Budget for Social Development and Finance Administration of \$32.195 million gross and \$26.898 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Social Policy and Planning	1,867.4	1,392.5
Financial Management	6,542.8	4,902.5
Community and Neighbourhood Development	6,371.8	3,190.3
Community Partnership Investment Program	16,730.1	16,730.1
Toronto Office of Partnerships	682.6	682.6
Total Program Budget	32,194.7	26,898.0

2. Social Development and Finance Administration's services and 2013 proposed service levels, as outlined on pages 3 - 14 and associated staff complement of 119.3 positions be approved.

PART II: 2013 SERVICE OVERVIEW AND PLAN

Program Map and Service Profiles



Service Customers

Community & Neighbourhood Development	Social Policy & Planning	Financial Management & Program Support	Toronto Partnerships	Corporate Leadership
<ul style="list-style-type: none"> • City Divisions/Agencies • Community Service Providers/ Groups • Members of Council • Neighbourhoods • Families • Residents • Youth • Employers • Other orders of Government/ Funding Sources 	<ul style="list-style-type: none"> • Mayor/Council • Deputy City Manager • City Manager • Cluster A Divisions • ABCs • Communities/ public 	<ul style="list-style-type: none"> • City Manager • Deputy City Manager • Corporation • Cluster A Programs & Divisions; • Taxpayer/Public 	<ul style="list-style-type: none"> • Other orders of government • Non Government Organizations • Charitable Organizations • Philanthropists • Communities • Priority Neighbourhoods 	<ul style="list-style-type: none"> • 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

2013 Recommended Service Levels

The 2013 proposed service levels for Social Development, Finance and Administration activities are summarized in the table below:

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
Community & Neighbourhood Development	Community Engagement	Community Investment Planning and Management		Community investments aligned and managed in 13 neighbourhoods	Community investments aligned and managed in Neighbourhood Improvement Areas
		Consultation & Training on Effective Resident Engagement	Government and Institutional Skill Development	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 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 based on resources
		Resident Civic Engagement Groups	Neighbourhood-Based Engagement Groups	85% of Neighbourhood Engagement Groups meet the Principles and Continuum	85% of Neighbourhood Engagement Groups meet the Principles and Continuum
			Senior Engagement Groups	50% of Senior Engagement Groups meet the Principles and Continuum	75% of Senior Engagement Groups meet the Principles and Continuum
			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
	Community Funding	Corporate Grants Policy Management		100% of funding programs meet Council approved policies	100% of funding programs meet Council approved policies
		Investment Funding	Access, Equity and Human Rights	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
			Community Safety	100% of projects are completed	100% of projects are completed
			Service Development Investment Program (SDIP)	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 applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in leadership opportunities
			Partnership Funding	Community Service Partnership - Children and Youth	100% of projects are completed
		Community Service Partnership - Ederly 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

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels					
			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	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds					
	Community Safety	Safety Promotion		Community Safety Awards	100% Compliance with Council Direction	100% Compliance with Council Direction				
				Crisis Response Protocol Development	Complete 100% of the safety protocol under development	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 (2011) that have an identified need	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time (2012) that have an identified need				
				Local Safety Network Development	Complete 100% of the safety networks under development	Complete 100% of the safety networks under development				
				Training & Skill Development	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations				
				Coordinated Community Response	100% coordinated community responses to violent critical incidents provided	100% coordinated community responses to violent critical incidents provided				
		Violent Critical Incident Response			Immediate Response	100% response to violent critical incidents	100% response to violent critical incidents			
					Psycho-social Supports	100% psycho-social support to violent critical incidents provided	100% psycho-social support to violent critical incidents provided			
					Victim/Family Supports	100% victim/family supports to violent critical incidents provided	100% victim/family supports to violent critical incidents provided			
					Witness Supports	100% witness to violent critical incidents provided	100% witness to violent critical incidents provided			
					Neighbourhood Revitalization	Integrated Project Management (Community Facilities)		Below-Market Rent City Spaces	100% of BMR tenants reviewed in BMR Review to report to Council	To be developd as per new policy.
								Community Hubs	No New community hubs to be developed; Work proceeds to progress/complete 3 hubs	Work proceeds to progress/complete 1 hub. No new community hubs to be developed.
Section 37	100% response to new Section 37 space opportunities	100% response to new Section 37 space opportunities								

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
			Youth and Community Social and Recreational Infrastructure	100% of POL funded space delivered.	POL fund mandate completed; no new money to allocate to community space infrastructure.
		Integrated Project Management (Neighbourhood)	Block Revitalization	1 Block-Level Plan in development	1 Block-Level Plan in implementation
			Neighbourhood Revitalization	4 Neighbourhood-Level Plans in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt Dennis) 100% Lawrence Heights delivered and reported on. No New social development plans started	4 Neighbourhood-Level Plans in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt Dennis) No New social development plans started
	Youth Development	Internships		100% compliance to Funder Requirements	100% compliance to Funder Requirements
		Job Opportunities	TTC Youth Hires	0% of TTC annual hires delivered	25 % of TTC annual hires delivered
			Youth Employment Toronto, Toronto Youth Job Corps, and Youth Employment Partnership Program	100% compliance to Funder Requirements	100% compliance to Funder Requirements
		Mobile Vocational Assessment and Case Management		100% compliance to Funder Requirements	100% compliance to Funder Requirements
		Pre-employment Preparation		100% compliance to Funder Requirements	100% compliance to Funder Requirements
		Project Development and Management		100% compliance to Funder Requirements	100% compliance to Funder Requirements
		Training and Skill Development Opportunities	Youth Employment Toronto/Toronto Youth Job Corps	100% compliance to Funder Requirements	100% compliance to Funder Requirements
Community Partnership Investment Program (CPIP)	Investment Funding	Investment Fund Dispersal		100% Funds are dispersed in approved allocations	100% Funds are dispersed in approved allocations
	Partnership Funding	Partnership Fund Dispersal		100% Funds are dispersed in approved allocations	100% Funds are dispersed in approved allocations

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
FINANCIAL MANAGEMENT & PROGRAM SUPPORT	Financial Management & Reporting	Centralized Procurement of goods and services for A Divisions		RFQ processed within 7-10 upon business days commencement of the process 90% of the time	RFQ processed within 7-10 business days upon commencement of the process 90% of the time
			Centralized Divisional Purchase Order (DPO) issuance up to \$50,000	100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over \$3000. DPO issuance will be within 3 business days of commencement of quotation process 90% of the time.	100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over \$3000. DPO issuance will be within 3 business days of commencement of quotation process 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 time
		Consolidated Petty Cash Management	Vouchers Received, Verified and Cash Dispensed	Petty Cash reimbursed within 3 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time.	Petty Cash reimbursed within 3 business 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 3 days 90% of the time. For emergency items immediately 100% of the time.	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.
		Contract Management for A Divisions	Reporting, Oversight, Consultation and Coordination of management action	Reports issued within 5 to 10 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
		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
		Coordination of Delegated Signing Authority for 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.
		DPO and Sole Source Reporting	DPO summaries and Sole Source activity reports	Issue reports within first week of the following month 90% of the time	Issue reports within first week of the following month 90% of the time

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
		Financial Services	Expenditure Analysis and Monitoring	Analysis performed on as required basis.	Analysis performed on as required basis.
			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.
			Journal Entries	Journal entries processed meeting corporate accounting deadlines 100% of the time.	Journal entries processed meeting corporate accounting deadlines 100% 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.
			Reserve / Reserve Fund Monitoring	Reserve fund analysis performed within a 2 business day turnaround time	Reserve fund analysis performed within a 2 business day turnaround 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.
		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 regularly, meeting corporate requirements 100% of the time.	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.
		Procurement Coordination	Coordination of Corporate Calls for 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 and information disseminated to Cluster A programs	All meetings attended and information disseminated to Cluster A programs
		Procurement Training	Training	Meet Program requested time lines 100% of the time	Meet Program requested time lines 100% of the time

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
		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
		SAP Cost Centre Management for 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.
		SAP System Access Requests	SAP access requests received, reviewed & approved	SAP system access request verified & approved within 2 business day turnaround time 90% of the time	SAP system access request verified & approved within 2 business days turnaround time 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
	Financial Planning & Coordination	Budget development process	Application	Salary calculations are within 98% of actual	Salary calculations are within 98% of actual
All reference tables in the system are updated with 100% accuracy ensuring system readiness for budget development 100% of the time.				All reference tables in the system are updated with 100% accuracy ensuring system readiness for budget development 100% of the time.	
Update 100% of the downloaded payroll records matching permanent and temporary full-time positions with the current year's budget originally approved by Council.				Update 100% of the downloaded payroll records matching permanent and temporary full-time positions with the current year's budget originally approved by Council.	
Budget Upload			Budget uploaded with 100% accuracy meeting corporate deadlines 90% of the time.	Budget uploaded with 100% accuracy meeting corporate deadlines 90% of the time.	
Data Integrity			Reports produced with 100% accuracy by corporate deadlines 80% of the time	Reports produced with 100% accuracy by corporate deadlines 80% of the time	
Scheduling			Distribute DEBUDAS production schedule within 2 to 3 working day of the formal release of the corporate schedule by Financial Planning	Distribute DEBUDAS production schedule within 2 to 3 business days of the formal release of the corporate schedule by Financial Planning	

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
			Training	1 training sessions for 7 programs using DEBUDAS	1 training sessions for 7 programs using DEBUDAS
		Direct Production Support for Budget Development	Budget Production Support to 3 Programs	100% compliance to corporate guidelines and 90% timeline	100% compliance to corporate guidelines and 90% timeline
		Cluster A 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
	Program Support	Program and Operational Reviews		90% of projects are completed	90% of projects are completed on time and within budget.
		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 2012/2013	90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework. A Governance Review continues in 2013.
			Community-Based Boards of Management	Research and review of all City Boards is 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
		Strategic Cluster Leadership, Advice and Support	Financial management, governance, operational, service effectiveness, oversight ensuring compliance, support, advice, coordination and consultation	Regular and ongoing support provided 100% of the time.	Regular and ongoing support provided 100% of the time.

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels	
	Revenue Management	Accounts Receivable	Subsidy and Grant Receivables, Loans Receivables and Other Receivables	100 % accuracy with delay in daily processing by 1 to 2 business days	100 % accuracy with delay in daily processing by 1 to 2 business days	
		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	
		Cashed Cheque Information (CCI) System	Cashed Cheque Issuance Reports		100% accuracy and 100% of time	100% accuracy and 100% of time
			Process Stop Payments on Cheques		Processed immediately upon request 100 % of the time.	Processed immediately upon request 100 % of the time.
			Verification of cheques to financial institutions and management of benefit card transactions		Verification of cheques and management of benefit card transactions are done with 100% accuracy.	Verification of cheques and management of benefit card transactions are done with 100% accuracy.
		Donations	Donation Received		100% accuracy Deposit 2nd business day of Receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request	100% accuracy. Deposit 2nd business day of receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request
		Ontario Works Financial Benefit Payments	Ambulance Payment		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
			Recording of OW Benefit Payments Issuance		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

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
		Overpayment Recoveries	Advice Area Office to create overpayment	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			Receive and Deposit overpayment recoveries from Area Office	100 % accuracy with daily processing delay by 1 to 2 business days	100 % accuracy with delay in daily processing by 1 to 2 business days
		Subsidy and Revenue financial Reports	Divisional Subsidy and Revenue Reports to Corporate Accounting	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
			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
		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
		User Fees	Recording & Reconciliation	100% accuracy Record and Reconciled within three weeks after month end	100% accuracy recorded and reconciled within three weeks after month end
		Year-end Audit and program specific Financial Audits (Federal departments and Provincial ministries' requirements)	Assisting year-end City audit process of expenditures, subsidies and receivables. Manage program specific audits for ministries' requirements	Support provided in one business day 100% of the time	Support provided in one business day 100% of the time
Social Policy & Planning	Human Services System Planning	Inter-Sectoral Program/Service Development and Coordination		70% Compliance with Council Direction	70% Compliance with Council Direction
		Program/Service Strategies and Models		80% Compliance with Council Direction	80% Compliance with Council Direction
		Program/Service Assessment and Evaluation		70% Compliance with Council Direction	70% Compliance with Council Direction

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels
		Investment Tracking		90% Compliance with Council Direction	90% Compliance with Council Direction
		Human Services System Development and Coordination	Project Management - Toronto Newcomer Initiative	100% Compliance with Funder Requirements	100% Compliance with Funder Requirements
			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
			Neighbourhood Improvement Areas	90% Compliance with Council Direction	100% Compliance with Council Direction
	Social Policy & Analysis	A Policy Development and Coordination		70% Compliance with Council Direction	70% Compliance with Council Direction
		Education and Training		70% Compliance with Council Direction	70% Compliance with Council Direction
		Inter-Sectoral Policy Development and Coordination		70% Compliance with Council Direction	70% Compliance with Council Direction
		Strategic Briefing Material		85% Compliance with Council Direction	85% Compliance with Council Direction
	Social Research & Evaluation	Community Monitoring Reports		80% Compliance with Council Direction	80% Compliance with Council Direction
		Custom Data Reports		85% Compliance with Council Direction	85% Compliance with Council Direction
		Inter-Sectoral Research Development and Coordination		65% Compliance with Council Direction	65% Compliance with Council Direction
		Social Monitoring Tools		90% Compliance with Council Direction	90% Compliance with Council Direction
		Social Research Development and Coordination		80% Compliance with Council Direction	80% Compliance with Council Direction
Toronto Office Partnerships	Corporate Partnership Initiatives	Corporate Partnership Strategy		90% of requested policies/procedures are completed within the time frame provide by Council	90% of requested policies/procedures are completed within the time frame provided by Council
		Partnership & Revenue Generation Policies and Procedures		95% of requested policies/procedures are completed within the time frame provide by Council	95% of requested policies/procedures are completed within the time frame provided by Council

Service Types and Service Levels

Service	Activity	Type	Sub-Type	Approved 2012 Service Levels	Proposed 2013 Service Levels	
	Partnership Development	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	
		Development and Management of Agreements		Agreements are developed 100% of the time	Agreements are developed 100% of the time	
		Relationship Development		Activity maintained but reduced due to 10% budget and staff reduction in 2012	Activity maintained but reduced due to 10% budget and staff reduction in 2012	
	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 business days
		Emergency Donation Management			Coordinated with Corporate Accounting	Coordinated with Corporate Accounting
		Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)			Activity maintained but reduced as of 2012 due to staffing reductions.	Activity maintained but reduced as of 2012 due to staffing reductions.
		Review Unsolicited Proposal Submissions			Review and respond to 95% of received proposals within 2 business days	Review and respond to 95% of received proposals within 2 business days

2013 Service Deliverables

The 2013 Recommended Operating Budget of \$32.195 million gross provides funding to:

- Manage the funding of 630 projects/programs in 275 organizations through Corporate Partnership and Investment Program;
- Increase youth employment opportunities through the TTC Youth Hires by 25%;
- Advance Neighbourhood Revitalization Initiatives in Alexandra Park, Weston, Dundas-Bathurst, the Downtown East, Lawrence Heights, and Regent Park;
- Lead a policy and operational review of below Market Rent City Spaces to better address the provision of City spaces to community agency service;
- Continue providing social policy and planning leadership to city-wide initiatives, including the release of a Toronto Newcomer Strategy, a Toronto Seniors Strategy; a report on Toronto Strong Neighbourhoods Strategy 2020; a new social procurement policy; and a report on preventing and addressing human trafficking;
- Release of Version 2 of Wellbeing Toronto, consolidating City operational metrics, socio-demographic data, and infrastructure service data measuring wellbeing across Toronto's neighbourhoods; and provide data analysis expertise as Statistics Canada census and National Household Survey data sets are released through 2013;
- Continue providing accounting, budgeting, provincial subsidy, cash management and procurement service and support to all Cluster-A Programs in an efficient and effective manner ensuring compliance to corporate policies, procedures, guidelines and by-laws;
- Administer, through The Toronto Office of Partnerships (TOP), revenues of \$775,000 from external partners for the City's program and service priorities;
- Develop (through TOP) 20 new partners for the City; and
- Process (through TOP) 50 Unsolicited Partnership Proposals and 370 business inquiries (an increase of 10% from 2012).

PART III: RECOMMENDED BASE BUDGET

**2013 Recommended Base Budget
(In \$000s)**

(In \$000s)	2012 Approved Budget	2013 Rec'd Base	Change 2013 Recommended Base vs. 2012 Appvd. Budget		FY Incremental Outlook	
			\$	%	2014	2015
	\$	\$	\$	%	\$	\$
GROSS EXP.	32,949.0	32,194.7	(754.3)	-2.3%	181.4	183.6
REVENUE	6,050.9	5,296.7	(754.2)	-12.5%	71.6	77.8
NET EXP.	26,898.1	26,898.0	(0.1)	0.0%	109.8	105.8
Approved Positions	122.5	119.3	(3.2)	-2.6%		

2013 Recommended Base Budget

The 2013 Recommended Base Budget of \$32.195 million gross and \$26.898 million net is equivalent to the 2012 Approved Budget of \$26.898 million net.

- The 2013 Recommended Base Budget, prior to recommended service change savings of \$0.408 million, includes a net pressure \$0.408 million or 1.5% above the 2012 Approved Budget.
- The net increase of \$0.408 million in the 2013 Recommended Base Budget is reduced by recommended service change savings of \$0.408 million, reflecting a decrease of 1.5%, bringing the Program to the budget target of a 0% net increase.
- The result of the incremental changes noted above is a 2013 Recommended Base for Social Development and Finance Administration that is at the \$0 net increase target.
- Approval of the 2013 Recommended Base Budget will result in a reduction of 1.1 positions to the Program's approved staff complement, resulting in a change from 128.9 to 119.3 positions as highlighted in the table below:

**2013 Recommended Staff Complement
Base Budget Summary**

Changes	Staff Complement
2012 Approved Complement	128.9
- 2012 In-year Adjustments	(8.5)
2012 Approved Staff Complement	120.4
2013 Recommended Staff Complement Changes	
- 2013 Temporary Complement - Capital Project Delivery	
- 2013 Operating Impacts of Completed Capital Projects	
- 2013 Service Change Adjustments	(1.1)
Total 2013 Recommended Complement	119.3

During 2012, the following adjustments were made to the Program's 2012 Approved Staff Complement:

- Reduction of 9.0 positions from the transfer of S DFA's communications function to the City Manager's Office to reflect the 2012 in-year consolidation of the communications function (Service Efficiency Review recommendation); and
 - Increase of 0.5 position to implement the Solid Waste Management Donated Items Reduced Rate for Non-Residential Special Category, approved by City Council at its meeting of October 2, 2012 (PW17.14).
- 2013 Complement Changes:
- Complement adjustments required for the of 100% one-time Federally funded initiatives, comprised of: an increase of 0.2 positions for the final phase of Youth Gang Prevention Program; deletion of 2.8 positions for the completion of the Toronto Newcomer Initiative; and
 - Addition of 1.5 positions to implement the Solid Waste Management Donated Items Reduced Rate for Non-Residential Special Category that provides for reduced rates for eligible organizations, with \$0 net impact, as all costs are fully funded by Solid Waste (PW17.14).

**2013 Recommended Service Change Summary
(In \$000s)**

Description	2013 Recommended Service Changes				Net Incremental Impact			
	Position Changes	Gross Expense	Net Expense	% Change over 2012 Budget	2014		2015	
					Net Expenditur	Position Change	Net Expenditur	Position Change
Base Changes:								
Base Expenditure Changes								
Reduction to reflect Actual Experience		(89.0)	(89.0)	(0.3%)				
Absorb Econ. Factors (non-labour)		(14.4)	(9.4)	(0.0%)				
Base Expenditure Changes		(103.4)	(98.4)	(0.4%)				
Base Revenue Changes								
Base Revenue Changes								
Sub-Total Base Budget Changes		(103.4)	(98.4)	(0.4%)				
Service Changes								
Reversal of 2.2% Inflation Increase for CPIP		(309.1)	(309.1)	(1.1%)				
Sub-Total Service Changes		(309.1)	(309.1)	(1.1%)				
Total Service Changes		(412.5)	(407.5)	(1.5%)				

2013 Recommended Service Changes

The 2013 recommended service changes consist of base expenditure changes of \$0.098 million net, and service change reductions of \$0.309 million net, totaling a \$0.408 million net or a 1.5% decrease from the 2012 Approved Operating Budget. When combined with incremental base budget pressure of \$0.408 million or 1.5%, the 2013 Recommended Base Budget for Social

Development and Finance Administration is \$26.898 million, which meets the 2013 budget target of a 0% net increase.

Base Expenditure Changes: (\$0.103 million gross, savings of \$0.098 million net)

Reductions to Reflect Actual Experience:

- SDFA has reviewed actual expenditures over the past three years, and has reduced the budgets for materials and supplies and services and rents resulting in savings of \$0.089 million.

Absorb Economic Factor (non-labour):

- The inflationary increases of \$0.014 million gross and \$0.009 million net for non-labour expenditures will be absorbed through expenditure monitoring and on-going operational efficiencies.

Service Changes: (\$0.309 million gross, savings of \$0.309 million net)

Reversal of 2.2% Inflation Increase for Community Partnership Initiative Program CPIP:

- The 2013 Submission for SDFA included a 2.2% COLA adjustment for two CPIP programs of \$0.309 million net for the Community Services Partnership (CSP) and Findhelp Information. This increase is not recommended due to affordability.

**2014 and 2015 Outlook
(In \$000s)**

Description	2014 - Incremental Increase					2015 - Incremental Increase					Total Net % Change from 2013
	Gross Expense	Revenue	Net Expense	% Net Change from 2013	# Positions	Gross Expense	Revenue	Net Expense	% Net Change from 2014	# Positions	
Known Impacts											
Progression Pay	80.8	30.7	50.1	0.2%		62.8	25.2	37.6	0.1%		0.3%
Step Increases	15.4	3.9	11.5	0.0%		9.1	4.1	5.0	0.0%		0.1%
COLA and Fringe Benefits	85.2	37.0	48.2	0.2%		111.7	48.5	63.2	0.2%		0.4%
Sub-Total Known Impacts	181.4	71.6	109.8	0.4%		183.6	77.8	105.8	0.4%		0.8%
Anticipated Impacts											
Sub-Total - Anticipated Additional Impacts											
Total Incremental Impacts	181.4	71.6	109.8	0.4%		183.6	77.8	105.8	0.4%		0.8%

Approval of the 2013 Recommended Base Budget for SDFA will result in a 2014 incremental cost increase of \$0.110 million net and a 2015 incremental cost increase of \$0.106 million net to maintain 2013 service levels.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- For 2014, the net incremental expenditures are projected to be \$0.181 million gross and \$0.110 million net, and are comprised of net increases of \$0.050 million for progression pay; \$0.012 million for step increases; and \$0.048 million for COLA and increases in the cost of fringe benefits.

- For 2015, the net incremental expenditures are projected to be \$0.184 million gross and \$0.106 million net, and are comprised of net increases of \$0.038 million for progression pay; \$0.005 million for step increases; and \$0.063 million for COLA and increases in the cost of fringe benefits.

PART V: ISSUES FOR DISCUSSION

Issues Referred to the 2013 Operating Budget Process

Inflationary Increases for the Community Partnership and Investment Program (CPIP)

Budget Committee, at its meeting of April 27, 2012, referred BU24.6 "Inflationary Increases for the Community Partnership and Investment Program (CPIP) to the 2013 Budget process for consideration. While Social Development, Finance and Administration did submit a request for an inflationary increase of \$0.309 million gross and net for two CPIP programs, specifically the Community Services Partnership (CSP) and Find help Information program, this increase is not recommended due to affordability.

Appendix 1 2012 Performance

2012 Key Accomplishments

In 2012, Social Development and Financial Administration achieved the following results:

Social Policy and Planning

- ✓ Recommended policy initiatives for Council's consideration that supported a number of communities activities, including:
 - Toronto Strong Neighbourhoods Strategy 2020;
 - Social Impacts on Low-Wage Job Sector;
 - Shaping our Community: A Social Development and Employment Service Plan for Lawrence-Allen;
 - Bringing High-Risk Gang Involved Youth to Labour Market Participation;
 - Implementation status of City-Based Measures to Address Gun Violence;
 - Co-ordinated Multi-Program Plan for Bed Bug Control;
 - Undocumented Workers in Toronto;
 - Weston 2021 Revitalization Strategy;
 - WELLBEING TORONTO database won the MISA (Municipal Information Systems Association) Award in the Partnership category; and,
 - Delivered a Newcomer Health Forum in collaboration with Public Health.

Financial Management and Program Support

- ✓ Managed \$1.87 billion in subsidy payments; and processed 600 claims through a reconciliation process for Cluster "A" cost-shared programs and special projects, with a monthly average of \$200 million in receivables, with 243 accounts;
- ✓ Introduced a new web-based Request to Purchase Goods and Services (RPGS) system and Purchasing database to enhance the electronic requisitioning process, procurement tracking and performance reporting for Cluster A centralized DPO; and
- ✓ Provided a project management role in CMO's service efficiency review, including: Toronto Fire Services; Emergency Services; Museums; and Heritage Services.

Community & Neighbourhood Development

- ✓ Managed the funding of 630 projects/programs in 275 organizations, involving 42,000 volunteers, 1,900 participants and 1600 FTEs employed by funded organizations;
- ✓ Provided community crisis responses to 321 critical incidents between January – September 2012, including Eaton Centre and Danzig shootings;

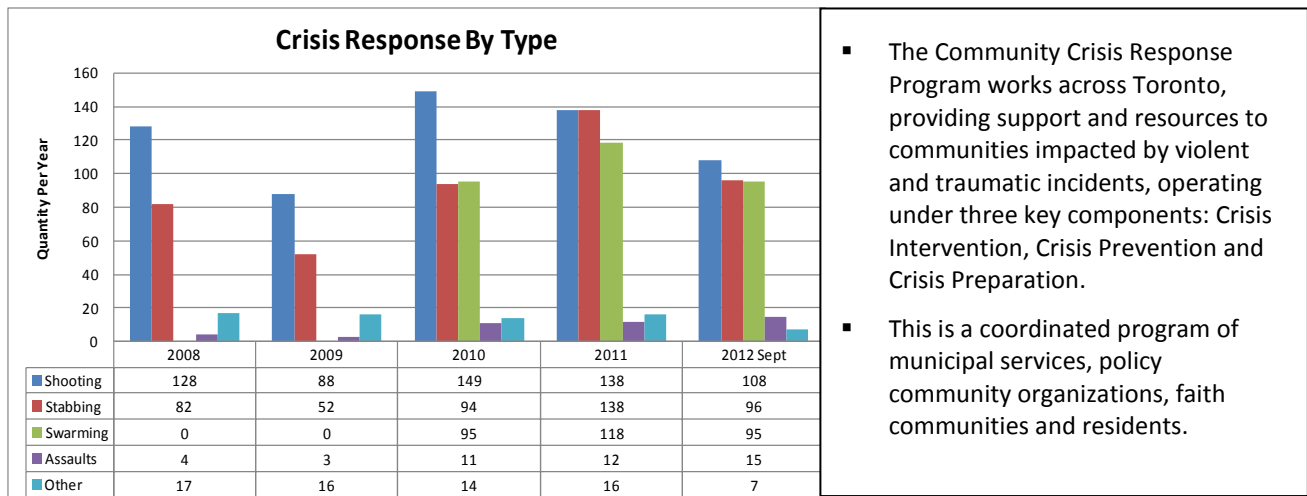
- ✓ Supported 89 of the 103 youth participants through Prevention Intervention Toronto pilot program to successfully secure employment in 2012;
- ✓ Oversaw and managed completion of 6 new community infrastructure projects for resident use in 6 Neighbourhood Improvement Areas, including:
 - Rexdale Community Hub (Jamestown/Rexdale); Don Montgomery Youth Centre (Eglinton East-Kennedy Park); Chester Le Centre (Steeles-L'Amoreaux); George Webster Park (Taylor Massey); the Spot and ProTech Media Centre (Malvern); and ProTech Media Centre & Youth ArtsHub (Weston-Mount Dennis).

Toronto Office of Partnerships

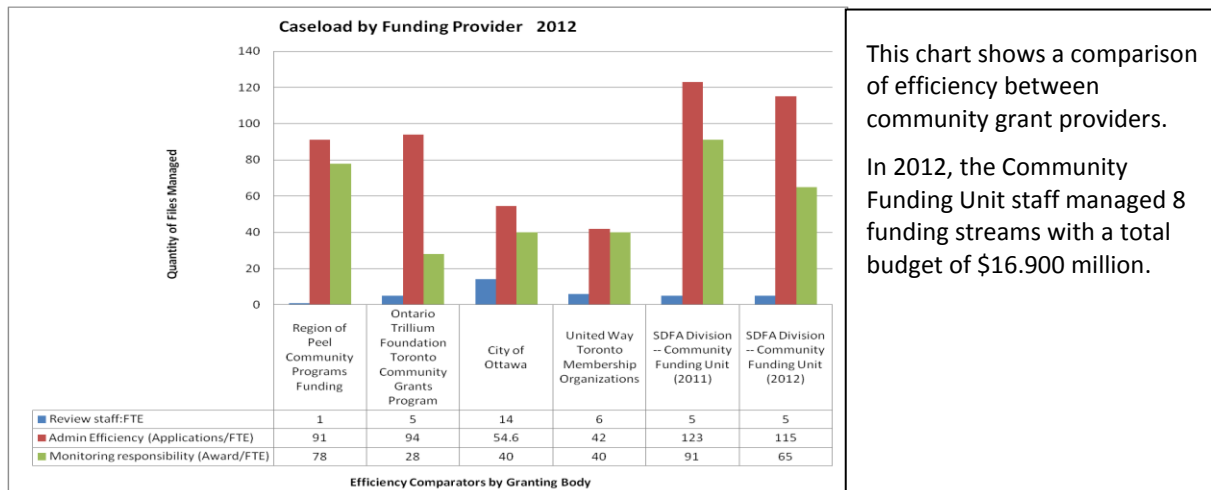
- ✓ Achieved 2012 revenue target of \$775,000 for program and service priorities of operating divisions;
- ✓ Attracted 20 new partners for the City of Toronto (as of October 2012);
- ✓ In accordance with the City's customer service standards, the TOP provided timely responses to more than 334 business inquiries and efficiently managed the receipt, corporate review and response to more than 42 unsolicited proposals (as of October 2012);
- ✓ Began development of the City's first Corporate Partnership Strategy that will set priorities and targets for operating Divisions to increase revenue;
- ✓ Began the procurement process for a City eDonations system - A new customer-service tool which will encourage new revenue by providing a user-friendly way to donate funds for City initiatives;
- ✓ Began the process of preparing a first list of City assets for potential naming rights in accordance with the new Naming Rights Policy to provide new revenue to the City; and
- ✓ Began development of a valuation framework for sponsorship activities to ensure the City is receiving fair market value for its properties; including consultation with internal and external stakeholders to establish guidelines for the valuation of City properties.

2012 Performance

Efficiency - Social Policy and Planning

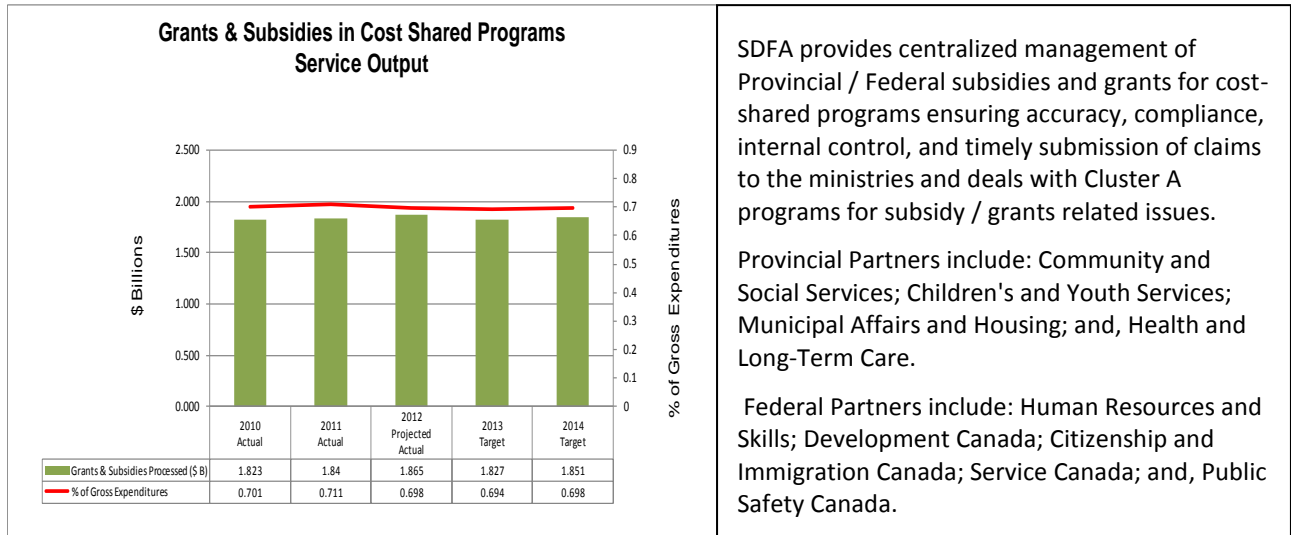


- This chart shows the number of crisis responses made to communities by type of crisis over a 5 year period, with a marked increase in gun violence, stabbing and swarming violent incident responses.
- Key points include the following:
 - The responses to crisis have increased due to community demand.
 - Not all crisis situations are responded to, as SDFa focuses on those crisis which may indicate deeper root issues within the community, which may be mitigated with timely response/intervention.



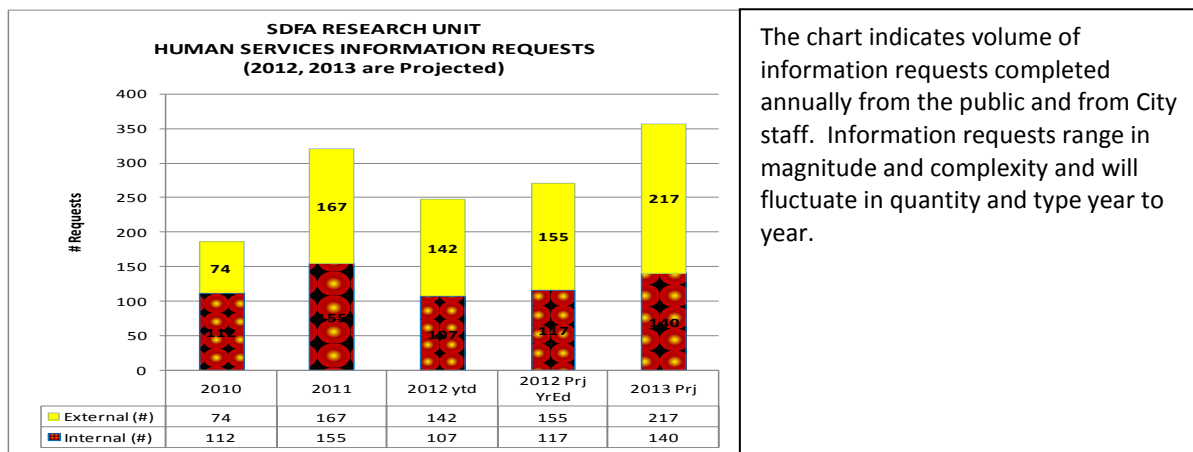
- Each review staff has responsibility for the assessment of 115 organization applications.
- Each staff monitors 65 organization grant recipients including 125 individual projects or programs and \$3.4 million in funding. This work includes contract management, monitoring the use of funds and supporting the ability of the organization to provide effective services.

Efficiency - Financial Management and Program Support



- Activities include:
 - Processing approximately 600 subsidy reconciliations, claims, and settlements;
 - Managing a monthly average of \$200 million of accounts receivables and long-term loans and reconciliations;
 - Managing 18 year-end audits with external auditors per Provincial / Federal requirements; and,
 - Providing approximately 29 Quarterly / Annual reports to ministries and departments and to the Community Neighbourhood and Development Committee.

Efficiency - Social Policy and Planning

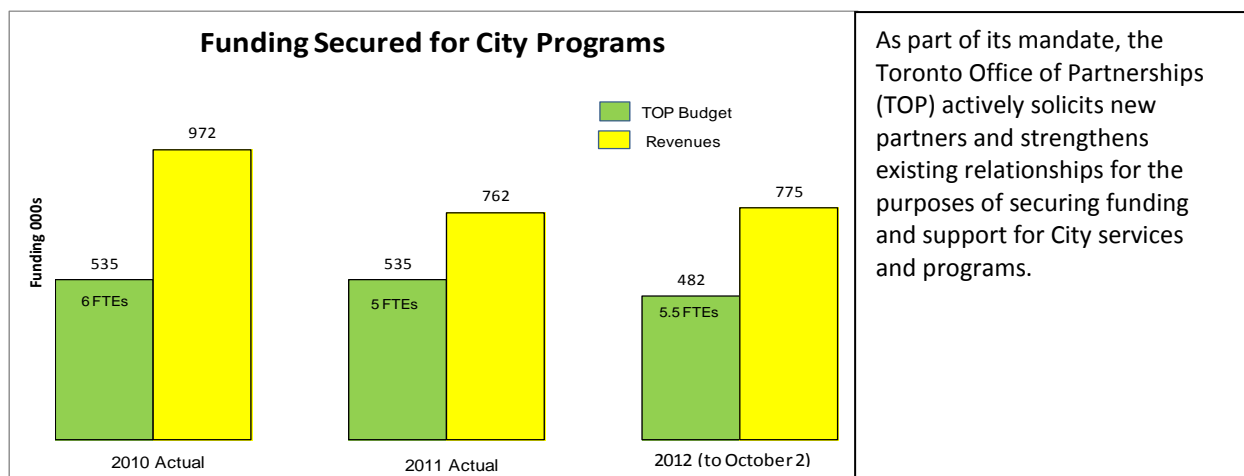


- S DFA’s Research Unit is projecting to complete a total of 272 requests (117 internal and 155 external) in 2012, a drop of 50 requests from 2011. Internal requests have dropped by 38 and external requests have dropped by 12 from last year. A total of 357 requests are projected for 2013, with projections for an increase of 33 internal requests and 75 external requests.

- Program tracking shows that the average time spent for internal requests, which are more complex, is 5.7 hours while external requests, with the aid of new databases, is significantly lower at 1.9 hours.
- Some examples of information 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; and,
 - Business request social data for economic and marketing purposes.

Efficiency - Community & Neighbourhood Development

Toronto Office of Partnership



- In 2011, TOP budgeted raising \$791,000 in new revenue and was successful in raising \$762,000. Revenue generated supported a large collaborative project in St. Jamestown, the Mayor's Clean Toronto Together initiative, Bike Month and various recreational amenities.
- TOP reached the target of 30 new contacts for potential partnerships in 2011, with 20 partners at the end of the third quarter; 2012 established partners include: Aki Latvala; Foresters; Humber College; Access Community Capital; Center for City Geology; Toronto Bike Union; Pizza; and TD Friends of the Environment.
- Throughout 2011 and 2012, TOP also supported emergency fundraising, the training of City staff on partnership best practices, the development and management of various corporate-wide policies (i.e. donations, sponsorships, naming rights, etc.), and the review and administration of unsolicited business proposals.
- For 2012, TOP has achieved its budgeted revenue target of \$775,000.

2012 Budget Variance Analysis**2012 Budget Variance Review
(In \$000s)**

(In \$000s)	2010 Actuals	2011 Actuals	2012 Approved Budget	2012 Projected Actuals*	2012 Approved Budget vs Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	24,560.3	25,109.8	32,949.0	31,895.0	(1,054.0)	(3.2)
Revenues	11,726.7	12,372.2	6,050.9	4,996.9	(1,054.0)	(17.4)
Net Expenditures	12,833.6	12,737.6	26,898.1	26,898.1		
Approved Positions	172.9	145.3	122.5	122.5		

* Based on the 3rd Quarter Operating Budget Variance Report.

2012 Experience

- SDFA reported an unfavourable variance of \$0.102 million or 0.5% net, with gross under-spending of \$0.995 million or 3.5%, and lower than planned revenues of \$1.097 million or 14.2% for the nine months ended September 30, 2012.
- The gross under-expenditure and lower than planned revenues are attributed to delays in delivering the 100% Federally funded projects, including the Involve Youth Project and the Toronto Newcomer Initiative, and general under-spending across the Division. The net over-expenditure of \$0.102 million or 0.5% is attributable to salary and benefit costs resulting from delayed implementation of the Council approved 2012 budget reductions.
- SDFA forecasts a year-end \$0 net variance, with gross expenditures and revenue of \$1.054 million (3.2% and 17.4% respectively) below plan, reflecting the under-spending in 100% Federally funded programs.

Impact of 2012 Operating Variance on the 2013 Recommended Budget

- The under-expenditures for the two 100% funded programs will not continue into 2013, as the 2012 funding has been reversed in 2013.
- The projected over spending in salary and benefits experienced in 2012 will not continue into 2013, as these expenditures were one-time costs associated with the implementation of the 2012 Council approved service adjustments.

Appendix 2

2013 Recommended Operating Budget by Expenditure Category and Key Cost Driver

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

Category of Expense	2010 Actual	2011 Actual	2012 Budget	2012 Projected Actual	2013 Recommended Budget	2013 Change from 2012 Approved Budget		2014 Outlook	2015 Outlook
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	15,753.8	14,119.2	12,732.6	12,732.6	12,498.3	(234.3)	(1.8%)	12,679.7	12,791.7
Materials and Supplies	83.8	104.7	125.3	125.3	98.7	(26.6)	(21.2%)	98.7	98.7
Equipment	32.1	165.2	13.0	13.0	13.1	0.1	0.8%	13.1	13.1
Services & Rents	3,359.9	2,983.1	2,780.6	2,076.5	2,297.6	(483.0)	(17.4%)	2,401.0	2,401.0
Contributions to Capital									
Contributions to Reserve/Res Fu	109.9	111.5	112.1	112.1	112.7	0.6	0.5%	112.7	112.7
Other Expenditures	282.1	0.0	16,730.1	16,380.2	16,730.0	(0.1)		16,626.6	16,626.6
Interdivisional Charges	4,938.7	7,626.1	455.3	455.3	444.3	(11.0)	(2.4%)	444.3	444.3
TOTAL GROSS EXPENDITURES	24,560.3	25,109.8	32,949.0	31,895.0	32,194.7	(754.3)	(3.0%)	32,376.1	32,488.1
Interdivisional Recoveries	898.9	767.9	55.5	55.5	212.1	156.6	282.2%	212.1	212.1
Provincial Subsidies	6,711.5	6,845.2	2,774.7	2,774.7	2,861.9	87.2	3.1%	2,866.9	2,866.9
Federal Subsidies	3,666.6	4,516.8	3,220.7	2,166.7	2,222.7	(998.0)	(31.0%)	2,289.3	2,295.5
User Fees & Donations	8.9								
Sundry Revenues	440.8	187.4							
TOTAL REVENUE	11,726.7	12,372.2	6,050.9	4,996.9	5,296.7	(754.2)	(6.1%)	5,368.3	5,374.5
TOTAL NET EXPENDITURES	12,833.6	12,737.6	26,898.1	26,898.1	26,898.0	(0.1)	(0.0%)	27,007.8	27,113.6
APPROVED POSITIONS	172.9	145.3	122.5	122.5	119.3	(3.2)	(2.6%)	119.3	119.3

2013 Key Cost Drivers

The other expenditures category continues to be SDFA's largest expenditure grouping and accounts for 52.0% of total recommended expenditures; followed by salaries and benefits at 38.8%; and, service and rents at 7.1%.

Salaries and Benefits

- The 2013 Recommended Operating Budget for salaries and benefits of \$12.498 million includes a decrease of \$0.234 million (1.8%) from the 2012 Approved Budget. This change reflects the increase of \$0.088 million for progression and step increases, with an increase of \$0.050 million for increases in COLA and fringe benefits. These increases are offset by reductions of \$0.372 million in programming of the fully funded Federal programs.

Services and Rents

- The 2013 Recommended Operating Budget for services and rents of \$2.298 million is \$0.483 million or 17.4% lower than the 2012 Approved Operating Budget. This reduction is comprised of adjustments of \$0.437 million related to the completion of the 100% Federally funded programs; service level reductions of \$0.051 million from the line-by-line review; and, an increase of \$0.005 million to support the Solid Waste initiative to reduce costs for non-profit organizations.

Other Expenditures

- The 2013 Recommended Operating Budget for other expenditures of \$16.730 million represents the Community Partnership Initiative Program (CPIP) funding for SDFA's community grants. There is no change in this budget category from the 2012 Approved Operating Budget.

Provincial Subsidies

- The 2013 Recommended Operating Budget for provincial subsidies of \$2.862 million is \$0.087 million more than the 2012 Approved Operating Budget, and reflects an increase based on cost sharing agreements with Ontario Works.

Federal Subsidies

- Federal subsidies of \$2.223 million in the 2013 Recommended Operating Budget is \$0.998 million less than the 2012 Approved Operating Budget, with the decrease comprised of reductions in funding for the following 100% Federally funded initiatives: Senior's Advocacy (ended in 2012); with Youth Gang and Toronto Newcomer to be completed in early 2013.

Interdivisional Recoveries

- The 2013 Recommended Operating Budget for interdivisional recoveries of \$0.212 million is \$0.156 million higher than the 2012 Approved Operating Budget, reflecting the full year funding for the Solid Waste initiative to reduce cost of waste disposal for non-profit organizations, which is fully funded by the Solid Waste Division.

Appendix 3
Summary of 2013 Recommended Service Changes



2013 Operating Budget - Recommended Service Change Summary of Administrative Review

TYPE	PRIORITY	CITIZEN FOCUSED SERVICES "A" Social Development, Finance & Administration	Recommended Adjustments				2014 Net Incremental Outlook (\$000s)	2015 Net Incremental Outlook (\$000s)
			Change in Gross Expenditure (\$000s)	Change in Revenue (\$000s)	Net Change (\$000s)	Change in Approved Positions		
		2013 Recommended Base Budget Before Service Change:	32,503.8	5,296.7	27,207.1	119.3	109.8	105.8
Z3	1	Reversal of 2.2% Inflation Increase for the CPIP Service / Activity: Community and Neighbourhood Development / n/a Description: The 2013 Submission for SDFAs includes a base increase of \$0.309 million, a 2.2% COLA adjustment required to support ongoing programming delivered by the two partnership organizations: the Community Services Partnership (CSP) and Findhelp Information. It is recommended that this increase be reversed in order for the division to meet its 2013 operating \$0 net target Service Level Change: Inflationary increases will need to be absorbed within existing service levels and may result in reduced resources for program staff and longer wait lists for community services. ADMIN: Recommended	(309.1)	0.0	(309.1)	0.0	0.0	0.0
Total Recommended Service Level Reductions:			(309.1)	0.0	(309.1)	0.0	0.0	0.0
Total Recommended Base Budget:			32,194.7	5,296.7	26,898.0	119.3	109.8	105.8

Category Legend - Type

- Z1 - Efficiency Change
- Z2 - Revenue Change
- Z3 - Service Change

Appendix 5
Inflows / Outflows to / from Reserves & Reserve Funds
(In \$000s)

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions		
			2013 \$	2014 \$	2015 \$
Sick Leave Reserve Fund	XR1007	20,836.4	67.1	67.1	67.1
Insurance Reserve Fund	XR1010	21,258.9	45.0	45.0	45.0
Total Reserve / Reserve Fund Draws / Contributions			112.1	112.1	112.1