



Social Development, Finance & Administration

I: 2014 OPERATING BUDGET OVERVIEW

What We Do

SDFA plays a central role in ensuring Toronto's neighborhoods are safe and inclusive. Staff build and leverage intergovernmental and community partnerships to develop and deliver integrated services that are responsive to community social needs. The Program also provides financial support to the City's social services

(In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	34,797.1	39,414.0	4,616.9	13.3%
Gross Revenue	6,283.8	10,570.5	4,286.7	68.2%
Net Expenditures	28,513.3	28,843.5	330.2	1.2%

Moving into 2014, SDFA faced a net pressure of \$0.933 million, primarily due to a 2.2% inflationary increase for CPIP of \$0.390 million, salary and benefit increases and other salary adjustments of \$0.492 million and non-payroll inflationary increase of \$0.052 million. By not recommending the CPIP inflationary increase and through increasing revenues, SDFA is able to maintain 2013 service levels.

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Fast Facts

- Funded 210 community organizations through grants
- Attended 449 violent critical incident responses
- Completed 45 reports to Council and committee
- Administered \$1.85 billion grants and subsidies in cost shared programs

Trends

- Number of youth internships/placements increased 8% between 2011 and 2013.
 - The number of Local Safety Networks has increased since 2011, from 19 to 28 (68%).
 - Internal (City) Information Requests for Social Research continue to be more complex and require more hours to complete than external requests (4.6 hrs vs. 1.7 hrs.)
- Continuing pressure from community organizations for support through CPIP.

Our Service Deliverables for 2014

The 2014 Operating Budget will fund:

- The development of the Toronto Youth Equity Strategy to address the diverse needs of youth at high risk of violence and criminalization.
- Policy development and initiative implementation including: Strong Neighbourhoods Implementation; Quality Job Assessment/Living Wage; Human Trafficking; Access to City services for undocumented persons; implementation of the Toronto Seniors Strategy and Toronto Newcomer Strategy.
- Management of \$1.9 billion in subsidy payments from various provincial ministries and federal departments for all cost shared programs.
- Development of new metrics and reporting on Council initiatives such as Strong Neighbourhoods, a Social Development Dashboard, and next generation monitoring tools such as Wellbeing Toronto and Toronto Neighbourhood Monitor.
- Development of 32 new Safety Networks, while maintaining the existing 28 formal and informal networks; and develop 3 High Risk Intervention Tables (FOCUS) in community crisis response.
- Development and enablement of 50 building condition assessments and action plans in the Tower Renewal program.
- Implementation of an e-donations software to enable the City to collect donations for projects designated as priorities.
- Increase revenue directly generated by Toronto Office of Partnerships by 5%.

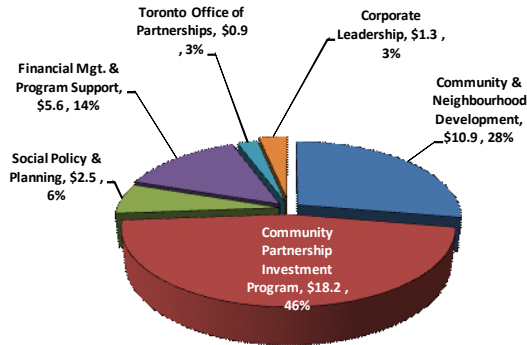
Grants & Subsidies in Cost Shared Programs Service Output



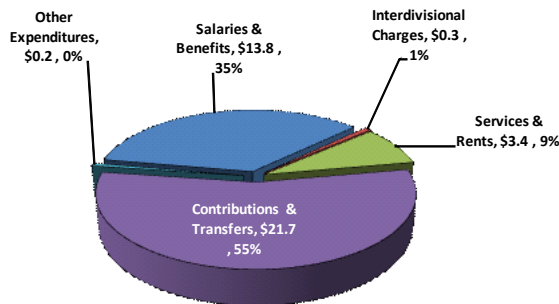
2014 Budget Expenditures & Funding

Where the money goes:

2014 Operating Budget by Service
\$39.414 Million

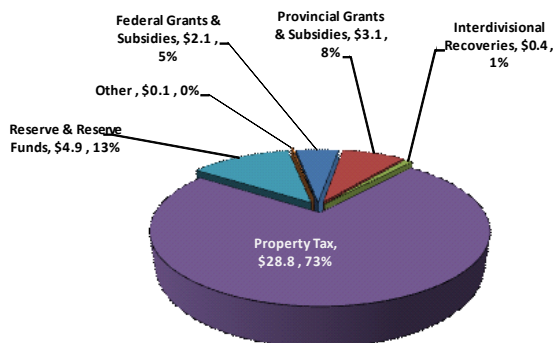


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source
\$39.414 Million



Our Key Challenges and Priority Actions

- Increasing demand for crisis response supports coupled with increasing complexity of crisis events (Eaton Centre, Danzig, Dixon).
- Mobilization of city services to meet culturally specific needs in times of crisis.
 - ✓ The 2014 Recommended Operating Budget includes funding for 1 new CDO position that will provide the program with additional capacity to help manage community crises.
- The development of the Toronto Youth Equity Strategy; the opportunity to work with other orders of government, funders, service providers and youth through an integrated service strategy to address the varying needs of youth at high risk violence and criminalization. Community Partnerships Investment Program funder coordination and collaboration.
- Measuring outcomes of social development policies.
 - ✓ Development of new metrics and next generation monitoring tools such as Wellbeing Toronto and Toronto Neighbourhood Monitor.
- City lacks strong marketing strategies and tools as well as an industry credible valuation of many of its properties for sponsorship.
 - ✓ Finalize the City's Corporate Partnership Strategy, which will provide the framework for intentional sponsorship.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Operating Budget for Social Development Finance & Administration of \$39.414 million gross and \$28.844 million net, comprised of the following services:

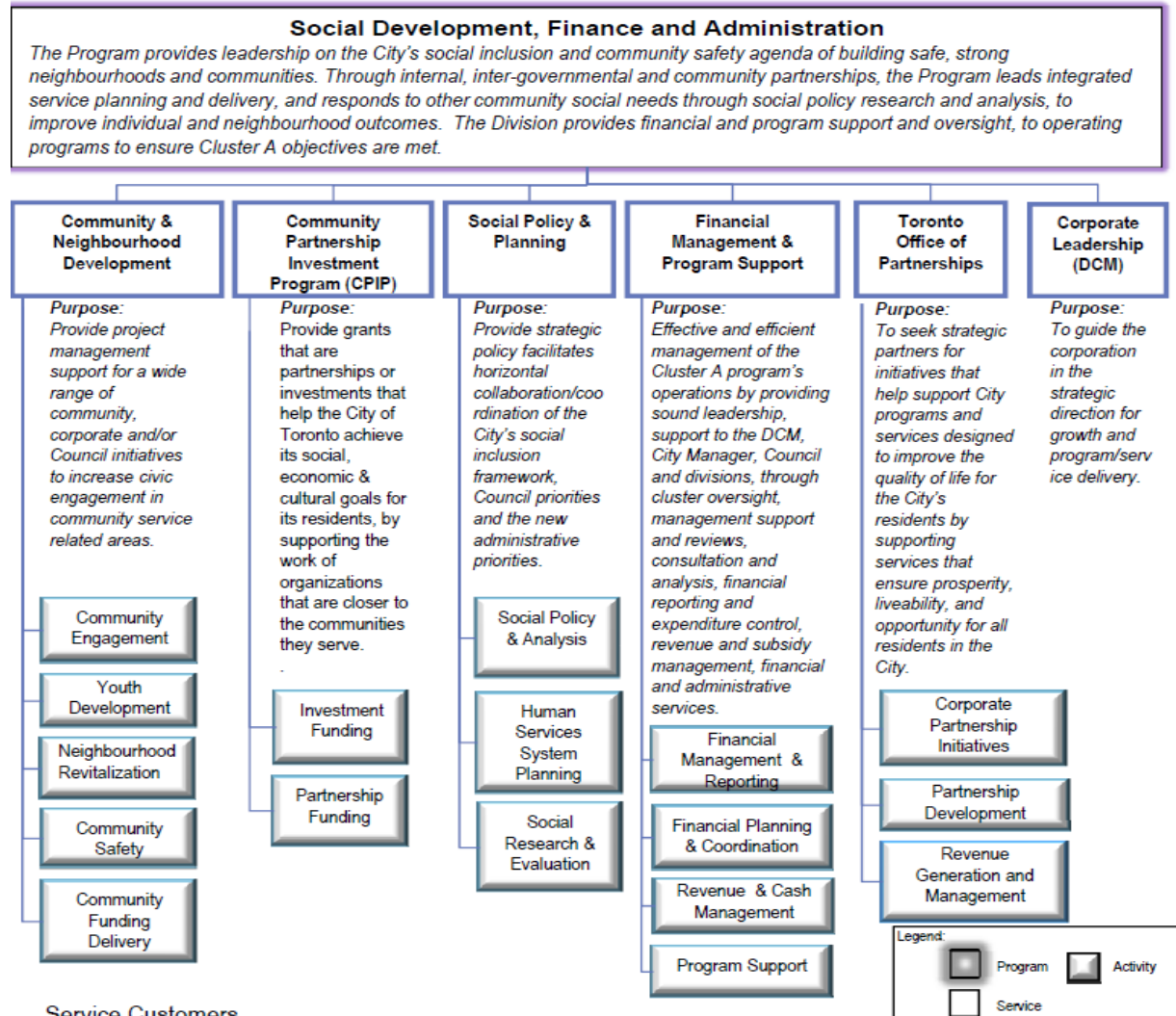
<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Community & Neighbourhood Development	10,915.4	3,168.5
Community Partnership & Investment Program	18,234.2	17,724.2
Social Policy & Planning	2,513.0	1,858.8
Financial Management	5,568.7	4,163.4
Toronto Office of Partnership	940.0	762.7
Corporate Leadership	1,242.7	1,165.9
Total Program Budget	<u>39,414.0</u>	<u>28,843.5</u>

2. City Council approve Social Development, Finance and Administration's 2014 recommended service levels as outlined on pages 8 to 21 and associated staff complement of 124.3 positions.
3. City Council approve the Tower Renewal Revitalization First Steps New Service Priority for \$0.050 million gross and \$0 net, conditional on the availability of funding.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map

Social Development, Finance and Administration (SDFA) strives to meet the changing needs of the community by providing the following services:



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 • 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

2014 Service Deliverables

The 2014 Recommended Operating Budget of \$39.414 million gross and \$28.844 million net for Social Development Finance and Administration will fund:

- The development of the Toronto Youth Equity Strategy to address the varying needs of youth at high risk violence and criminalization.
- Policy development and initiative implementation including: Strong Neighbourhoods Implementation; Quality Job Assessment/Living Wage; Human Trafficking; Access to City services for undocumented persons; Toronto Seniors Strategy.
- Management of \$1.9 billion in subsidy payments from various provincial ministries and federal departments for all cost shared programs.
- Development of new metrics and reporting on Council initiatives such as Strong Neighbourhoods and next generation monitoring tools such as Wellbeing Toronto and Toronto Neighbourhood Monitor.
- Development of 32 new Safety Networks, while maintaining the existing 28 formal and informal networks; and develop 3 High Risk Intervention Tables (FOCUS) in community crisis response.
- Development and enablement of 50 building condition assessments and action plans in the Tower Renewal program.
- Implementation of an e-donations software to enable the City to collect donations for projects designated as priorities.
- Increase revenue directly generated by Toronto Office of Partnerships by 5%.

Service Profile: Community & Neighbourhood Development

Provide project management support for a wide range of community, corporate and/or Council initiatives to increase civic engagement in community service related areas and to strengthen neighbourhoods.

**What we do**

- Provide Community Engagement
- Provide Youth Engagement
- Provide Neighbourhood Revitalization
- Support Community Safety
- Provide Community Funding Delivery

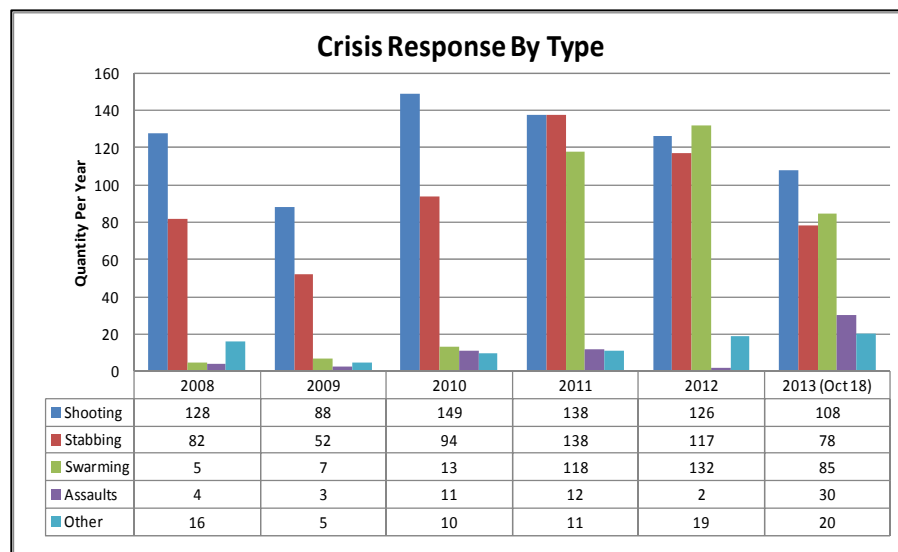
2014 Recommended Service Levels -

Community & Neighbourhood Development

Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
	Integrated Project Management (Community Facilities)	Community Hubs	Approved	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.	Work proceeds to progress/complete 1 hub. No new community hubs to be developed.
		Below-Market Rent City Spaces	Approved	100% of BMR tenants reviewed in BMR Review to report to Council	To be developed as per new policy.	To be developed as per new policy.
			Actual			
		Section 37	Approved	100% response to new Section 37 space opportunities		
		Youth and Community Social and Recreational Infrastructure	Approved	100% of POL funded space delivered.	POL fund mandate completed; no new money to allocate to community space infrastructure.	POL fund mandate completed; no new money to allocate to community space infrastructure.
Community Safety	Violent Critical Incident Response	Immediate Response	Approved	100% response to violent critical incidents		
		Coordinated Community Response	Approved	100% coordinated community responses to violent critical incidents provided		
		Psycho-social Supports	Approved	100% psycho-social support to violent critical incidents provided		
		Victim/Family Supports	Approved	100% victim/family supports to violent critical incidents provided		
		Witness Supports	Approved	100% witness to violent critical incidents provided		
	Safety Promotion	Local Safety Network Development	Approved	Complete 100% of the safety networks under development		
		Crisis Response Protocol Development	Approved	Complete 100% of the safety protocol under development		
		Crisis Service Improvements	Approved	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time that have an identified need		
		Training & Skill Development	Approved	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations		
		Community Safety Awards	Approved	100% Compliance with Council Direction		
Community Funding Delivery	Investment Funding	Community Safety	Approved	100% of projects are completed		
		Youth-led Funding (Identify 'N Impact)	Approved	85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in leadership opportunities		
		Service Development Investment Program (SDIP)	Approved	100% of projects are completed		
		Community Festivals and Special Events	Approved	100% of projects are completed		
		Community Recreation	Approved	100% of projects are completed		
		Access, Equity and Human Rights	Approved	100% of projects are completed		
	Partnership Funding	Community Service Partnership - Elderly Persons Centres	Approved	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed		
		Community Service Partnership - Children and Youth	Approved	100% of projects are completed		
		Community Service Partnership - Adults and Families	Approved	100% of projects are completed		
		Community Service Partnership -Seniors Supports	Approved	100% of projects are completed		
		Find help Toronto	Approved	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds		
Corporate Grants Policy Management		Approved	100% of funding programs meet Council approved policies			
Investment Funding	Investment Fund Dispersal		Approved	100% Funds are dispersed in approved allocations		
Partnership Funding	Partnership Fund Dispersal		Approved	100% Funds are dispersed in approved allocations		

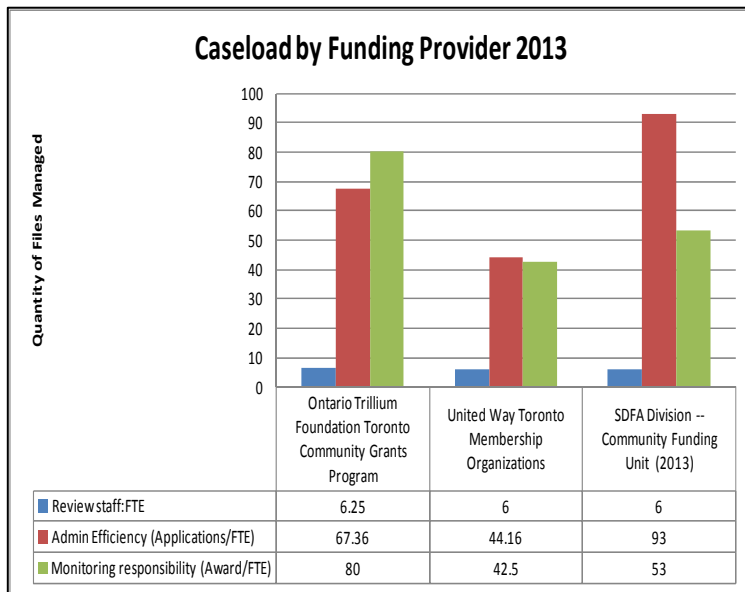
Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
Partnership Funding		Community Service Partnership - Elderly Persons Centres	Approved	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed		
		Community Service Partnership - Children and Youth	Approved	100% of projects are completed		
		Community Service Partnership -Adults and Families	Approved	100% of projects are completed		
		Community Service Partnership -Seniors Supports	Approved	100% of projects are completed		
		Find help Toronto	Approved	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds		
	Corporate Grants Policy Management		Approved	100% of funding programs meet Council approved policies		
Investment Funding	Investment Fund Dispersal		Approved	100% Funds are dispersed in approved allocations		
Partnership Funding	Partnership Fund Dispersal		Approved	100% Funds are dispersed in approved allocations		

Effectiveness Measure - Crisis Response



- The Community Crisis Response Program works across Toronto, providing support and resources to communities impacted by violent and traumatic incidents.
- This chart shows the number of crisis responses made to communities by type of crisis over a 6 year period.
- This is a coordinated program of municipal services, policy community organizations, faith communities and residents.

Efficiency Measure - Caseload by Funding Provider



- The chart shows a comparison of efficiency between community grant providers.
- In 2013, the Community Funding Unit staff at SDFA managed 7 funding streams with a total budget of \$17 million which compares favourably with other Toronto focused funders.

Service Profile: Community Partnership Investment Program (CPIP)

Administer process that provides grants to communities that support partnerships or investments that help the City of Toronto achieve its social, economic and cultural goals for its residents, by supporting the work of organizations that are closer to the communities they serve.



What we do

Management of community grants, including processing applications, evaluation, selection and disbursement and monitoring

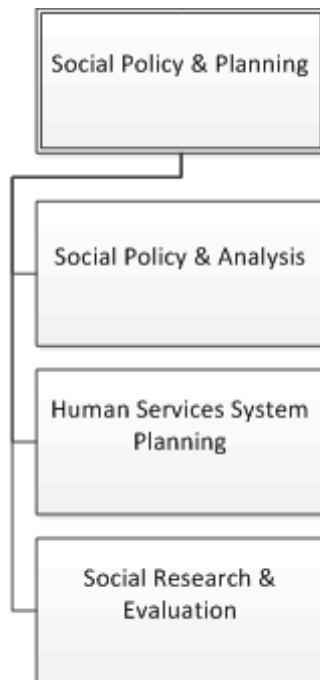
2014 Recommended Service Levels

Community Partnership Investment Program (CPIP)

Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
Investment Funding	Investment Fund Dispersal		Approved	100% Funds are dispersed in approved allocations		
Partnership Funding	Partnership Fund Dispersal		Approved	100% Funds are dispersed in approved allocations		

Service Profile: Social Policy & Planning

Provide strategic policy facilitating horizontal collaboration/coordination of the City’s social inclusion framework, Council priorities and Council's administrative priorities.



What we do

- Provide Social Policy & Analysis
- Provide Human Services System Planning
- Provide Social Research & Evaluation

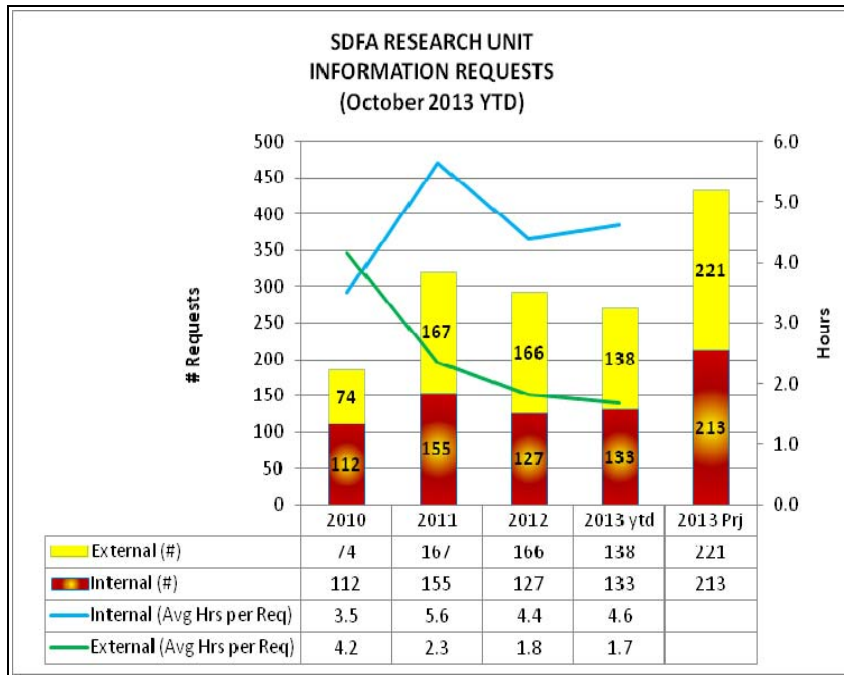
2014 Recommended Service Levels

Social Policy & Planning

Activity	Type	Sub-Type	Status	Service Levels			
				2012	2013	2014 Recommended	
Social Policy & Analysis	A Policy Development and Coordination		Approved	70% Compliance with Council Direction			
	Strategic Briefing Material		Approved	85% Compliance with Council Direction			
	Inter-Sectoral Policy Development and Coordination		Approved	70% Compliance with Council Direction			
	Education and Training		Approved	70% Compliance with Council Direction			
Human Services System Planning	Program/Service Strategies and Models		Approved	80% Compliance with Council Direction			
	Inter-Sectoral Program/Service Development and Coordination		Approved	70% Compliance with Council Direction			
	Program/Service Assessment and Evaluation		Approved	70% Compliance with Council Direction			
	Investment Tracking		Approved	90% Compliance with Council Direction			
	Human Services System Development and Coordination	Project Management - Toronto Newcomer Initiative		Approved	100% Compliance with Funder Requirements		
		Project Management - Youth Employment Partnerships		Approved	Provision of response/event management supports to partners 100% of time that needs are identified		
Neighbourhood Improvement Areas			Approved	100% Compliance with Council Direction			
Social Research & Evaluation	Social Monitoring Tools		Approved	90% Compliance with Council Direction			
	Community Monitoring Reports		Approved	80% Compliance with Council Direction			
	Custom Data Reports		Approved	85% Compliance with Council Direction			
	Social Research Development and Coordination		Approved	80% Compliance with Council Direction			
	Inter-Sectoral Research Development and Coordination		Approved	65% Compliance with Council Direction			

Service Performance Measures

Effectiveness Measure – SDFA Research Unit Information Requests



- The chart indicates volume of information requests completed annually from the public and from City staff.
- Information requests range in magnitude and complexity and will fluctuate in quantity and type year to year.
- Completed 271 information requests as of Oct. 17 year-to-date (217 in 2012).
- The number of annual requests is projected to increase 60% over the previous year due to new data from the Census and National Household Survey.

Service Profile: Financial Management & Program Support

Effective and efficient management of the Cluster A program's operations by providing sound leadership, support to the DCM, City Manager, Council and divisions, through cluster oversight; management support and reviews; consultation and analysis; financial reporting; expenditure control; revenue and subsidy management; and financial and administrative services.

**What we do**

- Provide Financial Management and Reporting
- Provide Revenue & Cash Management
- Provide Financial Planning & Coordination
- Provide Program Support

2014 Recommended Service Levels

Financial Management & Program Support

Activity	Type	Sub-Type	Status	Service Levels			
				2012	2013	2014 Recommended	
Social Policy & Analysis	A Policy Development and Coordination		Approved	70% Compliance with Council Direction			
	Strategic Briefing Material		Approved	85% Compliance with Council Direction			
	Inter-Sectoral Policy Development and Coordination		Approved	70% Compliance with Council Direction			
	Education and Training		Approved	70% Compliance with Council Direction			
Human Services System Planning	Program/Service Strategies and Models		Approved	80% Compliance with Council Direction			
	Inter-Sectoral Program/Service Development and Coordination		Approved	70% Compliance with Council Direction			
	Program/Service Assessment and Evaluation		Approved	70% Compliance with Council Direction			
	Investment Tracking		Approved	90% Compliance with Council Direction			
	Human Services System Development and Coordination	Project Management - Toronto Newcomer Initiative		Approved	100% Compliance with Funder Requirements		
		Project Management - Youth Employment Partnerships		Approved	Provision of response/event management supports to partners 100% of time that needs are identified		
Neighbourhood Improvement Areas			Approved	100% Compliance with Council Direction			
Social Research & Evaluation	Social Monitoring Tools		Approved	90% Compliance with Council Direction			
	Community Monitoring Reports		Approved	80% Compliance with Council Direction			
	Custom Data Reports		Approved	85% Compliance with Council Direction			
	Social Research Development and Coordination		Approved	80% Compliance with Council Direction			
	Inter-Sectoral Research Development and Coordination		Approved	65% Compliance with Council Direction			

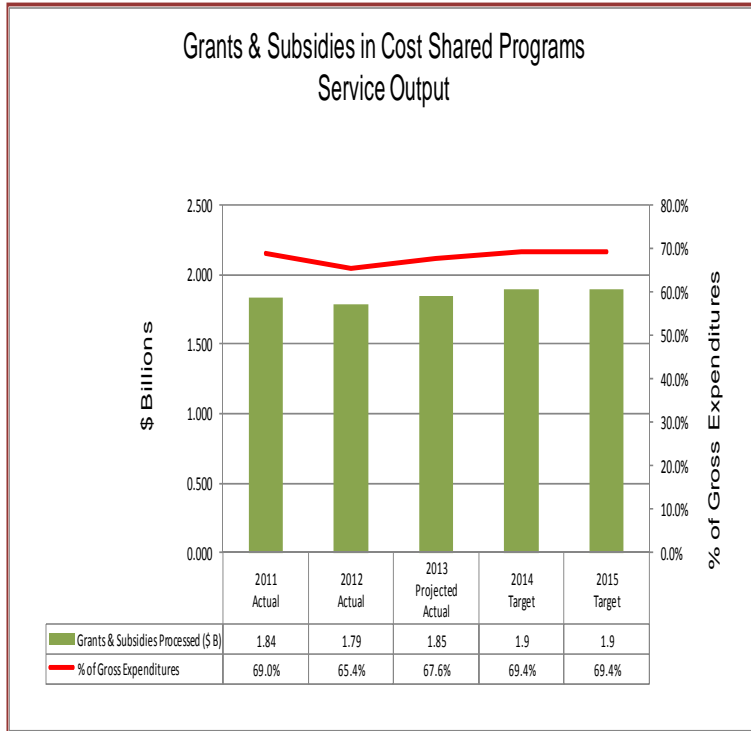
Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
	Financial Services	Expenditure Analysis and Monitoring	Approved	Analysis performed on as required basis.		
		Journal Entries	Approved	Journal entries processed meeting corporate accounting deadlines 100% of the time.		
		Reserve / Reserve Fund Monitoring	Approved	Reserve fund analysis performed within a 2 day turnaround time		
		Extraction and Distribution of Payroll Information	Approved	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.		
		Month-end Closing for Capital and Operating Budgets	Approved	Month end closing performed by the corporate deadline 100% of the time.		
		Year-end Financial Closing for Capital and Operating Budgets	Approved	Year end closing performed by the corporate deadline 100% of the time.		
	SAP Cost Centre Management for A Divisions	Cost Centre Additions, Deletions and Changes	Approved	Cost centre change requests processed within 2 days 99% of the time.		
	Coordination of Delegated Signing Authority for A Divisions	Annual Submission and Ongoing Monitoring	Approved	Signing authority summary submitted annually by the corporate deadline 80% of the time.		
	Payment Coordination	Cheque Requisitions	Approved	Cheque requisitions processed within 2 days 90% of the time		
		Parked Document Monitoring	Approved	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.		
SAP System Access Requests	SAP access requests received, reviewed & approved	Approved	SAP system access request verified & approved within 2 business day turnaround time 90% of the time			
Financial Planning & Coordination	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	Approved	Produce summary reports by the set deadline with 100% accuracy		
		Coordination	Approved	As required		
	Direct Production Support for Budget Development	Budget Production Support to 2 Programs	Approved	100% compliance to corporate guidelines and 90% timeline		

Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
Revenue & Cash Management	Subsidy Claim for Six Divisions	Federal Subsidy	Approved	100 % Accuracy and Meeting Submission dateline 100% of the time		
		Provincial Subsidy	Approved	100 % Accuracy and Meeting Submission dateline 100% of the time		
	Ontario Works Financial Benefit Payments	Recording of OW Benefit Payments Issuance	Approved	100 % accuracy with daily processing 100% of the time		
		Daily Cash Exception and Issuance Reports	Approved	100 % accuracy with daily processing 100% of the time		
		Repayment to Financial Institutions	Approved	100 % accuracy with daily processing 100% of the time		
		Upload Sub Orders Payment process to Provincial SDMT	Approved	100 % accuracy with daily processing 100% of the time		
		Ambulance Payment	Approved	100 % accuracy with daily processing 100% of the time		
	Overpayment Recoveries	Advice Area Office to create overpayment	Approved	100 % accuracy with daily processing 100% of the time		
		Receive and Deposit overpayment recoveries from Area Office	Approved	100 % accuracy with daily processing delay by 1 to 2 business days		
	Subsidy and Revenue financial Reports	Reports to Federal Departments and Provincial Ministries	Approved	100 % accuracy with daily processing 100% of the time		
		Divisional Subsidy and Revenue Reports to	Approved	100 % accuracy with daily processing 100% of the time		
	Accounts Receivable	Subsidy and Grant Receivables, Loans Receivables and Other Receivables	Approved	100 % accuracy with delay in daily processing by 1 to 2 business days		
	User Fees	Recording & Reconciliation	Approved	100 % accuracy Record and Reconciled within three weeks after month end		
	Donations	Donation Received	Approved	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		
	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	Approved	Support provided in one business day 100% of the time		

Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
	Cashed Cheque Information (CCI) System	Process Stop Payments on Cheques	Approved	Processed immediately upon request 100 % of the time.		
		Verification of cheques to financial institutions and management of benefit card transactions	Approved	Verification of cheques and management of benefit card transactions are done with 100% accuracy.		
		Cashed Cheque Issuance Reports	Approved	100% accuracy and 100% of time		
	Bank Reconciliation of User fees to Parks, Forestry and Recreation Division	Bank Reconciliation	Approved	100% accuracy and 100% of time		
Program Support	Strategic Cluster Leadership, Advice and Support	Financial management, governance, operational, service effectiveness, oversight ensuring compliance, support, advice, coordination and consultation	Approved	Regular and ongoing support provided 100% of the time.		
				Relationship Management	Association of Community Centres (AOCCs)	Approved
	Community-Based Boards of Management	Approved	Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards			
	Program and Operational Reviews		Approved	90% of projects are completed	90% of projects are completed on time and within budget.	

Service Performance Measures

Effectiveness Measure – Grants and Subsidies in Cost Shared Programs



- SDFA continues to provide centralized management of Provincial / Federal subsidies and grants to the tune of \$1.9 billion for cost-shared programs ensuring accuracy, compliance, internal control, and timely submission of claims to the ministries and deals with Cluster A programs for subsidy / grants related issues.
- The amount of federal/provincial funding handled has remained consistent over the last 3 years.

Service Profile: Toronto Office of Partnerships

To seek strategic partners for initiatives that help support City programs and services designed to improve the quality of life for the City's residents by supporting services that ensure prosperity, liveability, and opportunity for all residents in the City.

**What we do**

- Develop Corporate Partnership Initiatives
- Manage Partnership Develop
- Manage Revenue Generation Initiatives

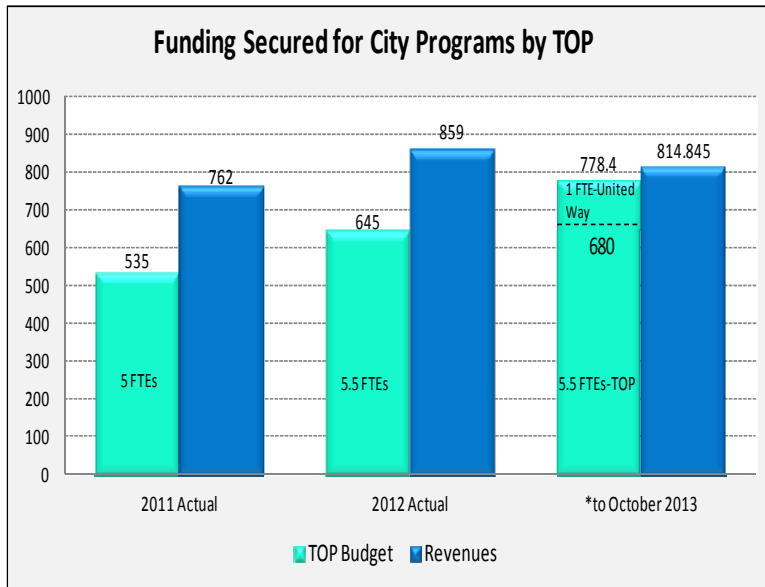
2014 Recommended Service Levels

Toronto Office of Partnerships

Activity	Type	Sub-Type	Status	Service Levels		
				2012	2013	2014 Recommended
Corporate Partnership Initiatives	Corporate Partnership Strategy		Approved	90% of requested policies/procedures are completed within the time frame provide by Council		
	Partnership & Revenue Generation Policies and Procedures		Approved	95% of requested policies/procedures are completed within the time frame provide by Council		
Partnership Development	Development and Management of		Approved	Agreements are Developed 100% of the time		
	Consultation and Training on Partnership		Approved	Provision of consultation and training to City Divisions 100% of the time, and external stakeholders and partners 100% of the time		
	Relationship Development		Approved	Activity maintained but reduced due to 10% budget and staff reduction in 2012		
Revenue Generation and Management	Advice and Consultation on Unsolicited Proposal Policy		Approved	Respond to 95% of inquiries within 2 days		
	Review Unsolicited Proposal Submissions		Approved	Review and respond to 95% of received proposals within 2 business days		
	Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)		Approved	Activity maintained but reduced as of 2012 due to staffing reductions.		
	Emergency Donation Management		Approved	Coordinated with Corporate Accounting		

Service Performance Measures

Efficiency Measure – Funding Secured for City Programs



- The funding leveraged from third parties by the TOP continues to grow, with \$762,000 raised in 2011 \$859,000 in 2013 and \$814,845 to-date.
- In 2013, TOP budgeted raising \$775,000 in new revenue, however exceeded expectations by 9.5% and raised \$814,845

Service Profile: Corporate Leadership

To guide the corporation in the strategic direction for growth and program/service delivery.



What we do

- Promote collaboration and innovation inside Cluster A and across the organization
- Assist the City Manager in corporate governance and oversight activities
- Achieve Council's priorities

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec'd vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan				
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/Enhanced	2014 Rec'd Budget	2015	2016	2015	2016	2015	2016	
	April 8, 1995	\$	\$	\$	\$							\$
By Service												
Community and Neighbourhood Development												
Gross Expenditures	6,907.4	6,627.3	6,592.8	4,322.6	10,915.4	4,008.0	58.0%	(696.7)	(6.4%)	57.5	0.6%	
Revenue	3,574.5	3,494.2	3,541.8	4,205.2	7,747.0	4,172.5	116.7%	(1,000.0)	(12.9%)	(40.2)	(0.6%)	
Net Expenditures	3,332.9	3,133.1	3,051.0	117.4	3,168.4	(164.5)	(4.9%)	303.3	9.6%	97.7	2.8%	
Community Partnership Investment Program												
Gross Expenditures	17,724.2	17,724.2	17,724.2	510.0	18,234.2	510.0	2.9%	1,290.0	7.1%	(1,860.0)	(9.5%)	
Revenue				510.0	510.0	510.0	N/A	1,290.0	252.9%	(1,860.0)	(103.3%)	
Net Expenditures	17,724.2	17,724.2	17,724.2		17,724.2		0.0%		0.0%		0.0%	
Financial Management and Program Support												
Gross Expenditures	5,437.0	5,100.4	5,568.7		5,568.7	131.8	2.4%	107.7	1.9%	48.4	0.9%	
Revenue	1,539.2	1,145.9	1,405.3		1,405.3	(133.9)	(8.7%)		0.0%		0.0%	
Net Expenditures	3,897.8	3,954.5	4,163.4		4,163.4	265.6	6.8%	107.7	2.6%	48.4	1.1%	
Social Policy and Planning												
Gross Expenditures	2,694.2	2,751.4	2,452.7	60.3	2,513.0	(181.2)	(6.7%)	126.4	5.0%	4.8	0.2%	
Revenue	910.8	995.1	593.9	60.3	654.2	(256.6)	(28.2%)		0.0%	(60.3)	(9.2%)	
Net Expenditures	1,783.4	1,756.3	1,858.8		1,858.8	75.4	4.2%	126.4	6.8%	65.1	3.3%	
Toronto Office of Partnership												
Gross Expenditures	832.7	893.7	864.9	75.0	939.9	107.2	12.9%	335.7	35.7%	(291.8)	(22.9%)	
Revenue	97.5	97.5	102.2	75.0	177.2	79.7	81.7%	250.0	141.1%	(325.0)	(76.1%)	
Net Expenditures	735.2	796.2	762.7		762.7	27.5	3.7%	85.7	11.2%	33.2	3.9%	
Corporate Leadership												
Gross Expenditures	1,201.6	1,227.9	1,242.7		1,242.7	41.1	3.4%	48.8	3.9%	25.0	1.9%	
Revenue	161.9	164.0	76.8		76.8	(85.1)	(52.6%)		0.0%		0.0%	
Net Expenditures	1,039.7	1,063.9	1,165.9		1,165.9	126.2	12.1%	48.8	4.2%	25.0	2.1%	
Total												
Gross Expenditures	34,797.1	34,324.9	34,446.0	4,967.9	39,414.0	4,616.8	13.3%	1,211.9	3.1%	(2,016.1)	(5.0%)	
Revenue	6,283.8	5,896.6	5,720.0	4,850.5	10,570.5	4,286.6	68.2%	540.0	5.1%	(2,285.5)	(20.6%)	
Total Net Expenditures	28,513.3	28,428.3	28,726.1	117.4	28,843.5	330.2	1.2%	671.9	2.3%	269.4	0.9%	
Approved Positions	127.5	124.5	123.3	1.0	124.3	(3.3)	(2.5%)	1.0	0.8%			

The 2014 Recommended Operating Budget for SDFA of \$39.414 million gross and \$28.844 million net is comprised of the following services:

The Community and Neighbourhood Development service with a 2014 Recommended Budget of \$10.915 million gross and \$3.168 million net is \$0.165 million net or 4.9% below the 2013 Approved Budget of \$3.333 million.

- Base budget changes include increases in COLA and Progression pay and benefits of \$0.136 million and increases in economic factors of \$0.040 million. These increases are offset by the increased provincial revenue adjustment of \$0.458 million.
- New / Enhanced Service Priorities totaling \$4.323 million gross and \$0.117 million net are recommended for the following: Tower Renewal Community Retrofit \$4.000 million gross \$0 net; SDFA Host City Showcase \$0.101 million gross \$0 net; Community Crisis and Strong Community gross \$0.117 million gross and net; Tower Renewal Energy Retrofit \$0.055 million gross and \$0 net; and Tower Renewal Revitalization \$0.050 million gross and \$0 net;

- The 2015 Plan includes pressures of \$0.128 million gross and net for one new position from the Community Crisis and Strong Community; and salary and non-salary inflationary increases of \$0.303 million in 2015 and \$0.098 million in 2016 (excludes COLA).

The *Community Partnership Investment Program* service with a 2014 Recommended Budget of \$18.234 million gross and \$17.724 million net is equivalent to the 2013 Approved Budget of \$17.724 million net.

- New/ Enhanced Service Priorities for SDFA's Pan Am Host City Showcase project adds \$0.510 million gross and \$0 net.

The *Financial Management and Program Support* services' 2014 Recommended Budget of \$5.569 million gross and \$4.163 million net is \$0.265 million net or 6.8% above the 2013 Approved Budget of \$3.898 million net.

- Base budget changes reflect an increase of \$0.265 million net with COLA and Progression Pay and Fringe Benefit increases \$0.150 million, increase in economic factor of \$0.005 million combined with a reduction in provincial revenue of \$0.110 million reflecting the realignment of service revenues.
- The 2015 and 2016 Plans include salary and non-salary inflationary increases of \$0.108 million in 2015 and \$0.048 million in 2016 (excludes COLA).

The *Social Policy and Planning* service's 2014 Recommended Budget of \$2.513 million gross and \$1.859 million net is \$0.075 million net or 4.2% above the 2013 Approved Budget of \$1.783 million net.

- Base budget changes reflect an increase of \$0.075 million net due to COLA and Progression Pay and Fringe Benefit increases of \$0.114 million, increase in economic factor of \$0.005 million offset by an increase in provincial revenue of \$0.044 million.
- Recommended New/ Enhanced Service Priorities for SDFA's Pan Am Host City Showcase project adds \$0.060 million gross and \$0 net.
- The 2015 and 2016 Plans include salary and non-salary inflationary increases of \$0.126 million in 2015 and \$0.065 million in 2016 (excludes COLA).

The *Toronto Office of Partnership* service with a 2014 Recommended Budget of \$0.940 million gross and \$0.763 million net is \$0.028 million net or 3.8% above the 2013 Approved Budget of \$0.735 million net.

- Base budget changes reflect an increase of \$0.028 million net, primarily due to COLA, Progression Pay and fringe benefits.
- Recommended New / Enhanced Service Priorities for SDFA's Pan Am Games – Torch Relay Community Celebration project adds \$0.075 million gross and \$0 net.
- The 2015 and 2016 Plans include salary and non-salary inflationary increases of \$0.086 million in 2015 and \$0.033 million in 2016 (excludes COLA).

The **Corporate Leadership** service's 2014 Recommended Budget of \$1.243 million gross and \$1.166 million net is \$0.126 million net or 12.1% above the 2013 Approved Budget of \$1.040 million net.

- Base budget changes reflect an increase of \$0.126 million net, primarily due to COLA, Progression Pay and other inflationary increases of \$0.044 million, increase in economic factors of \$0.002 million and reduction in base provincial revenue due to revenue realignment of \$0.080 million.
- The 2015 and 2016 Plans include salary and non-salary inflationary increases of \$0.049 million in 2015 and \$0.025 million in 2016 which excludes COLA as it is subject to future collective bargaining.

2014 Recommended Total Staff Complement

Approval of the 2014 Recommended Budget will result in no net change to the Program's approved staff complement, as the increase of one new position is offset by the reduction of one position through a Service Change Adjustment, as highlighted in the table below:

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	119.3	124.3	125.3
In-year Adjustments	8.3		
Adjusted Staff Complement	127.5	124.3	125.3
Recommended Change in Staff Complement			
- End of Toronto Newcomer Initiative	(3.3)		
- Operating impacts of completed capital projects			
- Service Change Adjustments	(1.0)		
- New / Enhanced	1.0	1.0	
Total	124.3	125.3	125.3
% Change over prior year	4%	1%	0%

- During 2013, 8.3 positions were added to the Program's 2013 Approved Staff Complement:
 - 5.0 positions were added due to the transfer of the Tower Renewal Program to SDFA from the City Manager's Office,
 - 2.3 positions were added for the Toronto Newcomer Initiative extension,
 - 1.0 position was added due to the transfer of the United Way co-coordinator from the City Manager's Office.
- The 2014 complement includes the following adjustments:
 - a decrease of 3.3 positions to reverse one time funding for the Toronto Newcomer Initiative for 2013,
 - a decrease of 1.0 Tower Renewal position with planned funding from the Sustainable Energy Program, as funding for the position was not realized; and

- an increase of 1.0 position, a Community Development Officer (CDO) required for the Crisis Response Program, a City program that provides the first "social work" response to incidents of neighbourhood violence in communities across the City.
- The 2015 Plan includes an increase of 1.0 position, with a second CDO position to be added to the complement to provide additional community support for communities that have experienced incidents of violence.

2014 Recommended Base Budget (In \$000s)

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Community and Neighbourhood Development								
Gross Expenditures	6,907.4	6,592.8	(314.6)	(4.6%)	(2,106.2)	(31.9%)	2,337.5	52.1%
Revenue	3,574.5	3,541.8	(32.7)	(0.9%)	(2,307.4)	(65.1%)	2,245.3	181.9%
Net Expenditures	3,332.9	3,051.0	(281.9)	(8.5%)	201.2	6.6%	92.2	2.8%
Community Partnership Investment Program								
Gross Expenditures	17,724.2	17,724.2		0.0%	1,912.3	10.8%	(1,860.0)	(9.5%)
Revenue				N/A	1,922.1	N/A	(1,860.0)	(96.8%)
Net Expenditures	17,724.2	17,724.2		0.0%	(9.8)	(0.1%)		0.0%
Financial Management and Program Support								
Gross Expenditures	5,437.0	5,568.7	131.8	2.4%	107.8	1.9%	48.4	0.9%
Revenue	1,539.2	1,405.3	(133.9)	(8.7%)	(0.0)	(0.0%)		0.0%
Net Expenditures	3,897.8	4,163.4	265.6	6.8%	107.8	2.6%	48.4	1.1%
Social Policy and Planning								
Gross Expenditures	2,694.2	2,452.7	(241.5)	(9.0%)	171.0	7.0%	4.8	0.2%
Revenue	910.8	593.9	(316.9)	(34.8%)	60.3	10.1%	(60.3)	(9.2%)
Net Expenditures	1,783.4	1,858.8	75.4	4.2%	110.7	6.0%	65.1	3.3%
Toronto Office of Partnership								
Gross Expenditures	832.7	864.9	32.2	3.9%	410.6	47.5%	(291.8)	(22.9%)
Revenue	97.5	102.2	4.7	4.8%	325.0	318.2%	(325.0)	(76.1%)
Net Expenditures	735.2	762.7	27.5	3.7%	85.6	11.2%	33.2	3.9%
Corporate Leadership								
Gross Expenditures	1,201.6	1,242.7	41.1	3.4%	48.8	3.9%	24.9	1.9%
Revenue	161.9	76.8	(85.1)	(52.6%)	0.0	0.0%		0.0%
Net Expenditures	1,039.7	1,165.9	126.2	12.1%	48.8	4.2%	24.9	2.0%
Total								
Gross Expenditures	34,797.1	34,446.0	(351.1)	(1.0%)	544.3	1.6%	263.8	0.8%
Revenue	6,283.8	5,720.0	(563.9)	(9.0%)	0.0	0.0%	0.0	0.0%
Net Expenditures	28,513.3	28,726.1	212.8	0.7%	544.3	1.9%	263.8	0.9%
Approved Positions	127.5	123.3	(4.3)	(3.3%)				

The 2014 Recommended Base Budget of \$34.446 million gross and \$28.726 million net is \$0.213 million or 0.7% over the 2013 Approved Budget of \$28.513 million net. The Recommended Base Budget includes a reduction of \$0.351 million base budget expenditures, which have been offset by \$0.564 million in net base revenue. The 2014 Recommended Operating Budget includes reversal of the one-time federal grants for the federally funded Toronto Newcomer and Youth Gang project of \$0.439 million gross and \$0 net.

The key cost drivers resulting in base budget pressures of \$0.933 million net before reductions are detailed in the table below:

Key Cost Drivers
(In \$000s)

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Prior Year Impacts	
Federally funded Youth Gang and Toronto Newcomer Initiative	(439.0)
Economic Factors	
Corporate Economic Factors	51.5
CPIP Programming Inflation	389.90
COLA and Progression Pay	
COLA Increase	179.6
Step and Progressive Pay	136.6
Benefits & payroll reallocation	175.8
Total Expenditure Changes	494.4
Revenue Changes	
Federally funded Youth Gang and Toronto Newcomer Initiative	(439.0)
Total Revenue Changes	(439.0)
Net Expenditures before Reductions	933.4

In order to offset the above pressures, base revenue reductions of \$0.331 million and service efficiencies of \$0.390 million, totaling \$0.721 million net are recommended, as noted in the following table:

2014 Recommended Service Change Summary by Program
(In \$000s)

Description (\$000s)	2014 Recommended Service Changes				Net Incremental Impact					
	Position Change	Gross Exp.	Net Expense	% Change over 2014 Budget	2015			2016		
					Revenue	Net Expense	Pos.	Revenue	Net Expense	Pos.
#	\$	\$	%	\$	\$	#	\$	\$	#	
Base Changes:										
Base Revenue Changes										
<i>Provincial Funding Increase</i>			(331.0)	(1.1%)						
Base Revenue Change			(331.0)	(1.1%)						
Sub-Total			(331.0)	(1.1%)						
Service Efficiencies										
<i>Defer 2014 CPIP 2.2% Inflationary Increase</i>		(389.9)	(389.9)	(1.4%)						
Sub-Total		(389.9)	(389.9)	(1.4%)						
Total Changes		(389.9)	(720.9)	(2.5%)						

The 2014 recommended service changes of \$0.721 million net consist of base revenue changes of \$0.331 million and service efficiency savings of \$0.389 million. In total, the Program has achieved reductions of \$0.721 million net, bringing the 2014 Recommended Base Budget to \$28.726 million or 0.7% over the 2013 Approved Budget of \$28.513 million.

The 2014 recommended service changes are discussed below:

Base Revenue Changes: (Savings of \$0.331 million \$0 net)

Additional Provincial funding of \$0.331 million

- The 2014 Provincial revenue of \$3.156 million is \$0.331 million more than the 2013 Provincial revenue, reflecting an increase in the Program's funding allocation, based on the new funding cost sharing model with the Ministry of Community and Social Services.

Service Efficiencies: (Savings of \$0.390 million gross and net)

Reversal of 2.2% Increase for Community Partnership Investment Program (CPIP)

- The submission for SDFA included a 2.2% COLA adjustment for the CPIP programs of \$0.390 million net. This increase is not recommended due to affordability.

2014 Recommended New / Enhanced Service Priority Actions

(In \$000s)

Description	2014 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
Enhanced Services Priorities							
Community Crisis and Strong Community	117.4	117.4	1.0	127.6	1.0	5.5	
Sub-Total	117.4	117.4	1.0	127.6	1.0	5.5	
New Service Priorities							
(a) New Services							
SDFA Host City Showcase Program Initiatives	670.5						
Pan Am Games - Torch Relay Community Celebrations	75.0						
Tower Renewal Residential Energy & Water Efficiency Initiative	4,000.0						
Tower Renewal Revitalization First Steps	50.0						
Tower Renewal Energy Retrofit Pilot Program	55.0						
Sub-Total	4,850.5						
Total	4,967.9	117.4	1.0	127.6	1.0	5.5	

Recommended Enhanced Service Priorities

Additional Staff for Community Crisis / Toronto Strong Neighbourhood (\$0.117 million gross and net for 2014; and \$0.128 million gross and net for 2015)

Two new Community Development Officers (CDOs) (1 in 2014 and 1 in 2015) are recommended for the Crisis Response Program, which work throughout the City to provide immediate support and resources to communities impacted by violent and traumatic incidents. This program is coordinated with other City services (Police, EMS, TPH), community organizations and residents to assist neighbourhoods recover from traumatic incidents.

Currently, the Program complement includes three CDO positions who manage the City's first response to community violence in an environment that includes approximately 450 violent critical incident responses a year.

Funding of \$0.117 million is recommended in 2014 for one additional CDO position, with \$0.128 million to be included in 2015 for a second additional position. These changes will increase CDR positions from three to four in 2014 and will provide a total of five positions with the approval of the second position in 2015. This additional support will provide the Program with additional capacity to co-ordinate and respond to violent incidents across the City.

Recommended New Service Priorities

S DFA Host City Showcase Program Initiatives (\$0.671 million gross and \$0 net for 2014; \$0.200 million gross and \$0 net for 2015)

Hosting the 2015 Pan American and Parapan American Games in Toronto will provide opportunities to promote healthy communities by encouraging excellence from high-performance athletes, inspiring active living, celebrating and showcasing cultural diversity, and by leaving a legacy that will benefit Torontonians for years in many ways.

Funding of \$0.671 million gross and \$0 net is recommended in 2014, with \$0.200 million gross and \$0 net recommended in 2015 to promote the following three initiatives:

- **Youth Sport Industry Incubator** (2014 \$0.101 million; 2015 \$0.100 million) The Remix Project's Youth Sport Industry Incubator is a sports management, career planning and (business) development program that will enable young people to translate and channel their love of sport into the pursuit of professional opportunities within the sports industry, including marketing, community relations, sales, promotion, etc. This initiative provides \$0.007 million for 30 youth to develop opportunities for exposure to / involvement in sport-industry careers.
- **Pan/Parapan Am Sport Development Fund** (2014 \$0.510 million; 2015 \$0.100 million) The Pan/Parapan Am Sport Development Fund will support the City's goal of improving community access for all Toronto residents to recreational services by providing short-term funding to community-based not-for-profit groups who will assist residents in high needs communities receive access to Pan/ Parapan sports activities.
- **Outdoor Viewing Sites in Tower Communities** (2014 \$0.060 million) In an effort to engage Toronto's tower neighbourhoods, three outdoor theatres will be constructed on public and private green spaces in apartment cluster communities to function as venues for Toronto citizens to view televised events of the Pan-Am Games. The outdoor theatres would be constructed with naturalized seating (trees, armours stones) and equipped with projection equipment.

Funding for these initiatives will be provided from the Major Special Event Reserve Fund.

Pan Am Games – Torch Relay Community Celebrations (\$0.075 million gross and \$0 net for 2014, \$0.325 million gross and \$0 net for 2015)

The 2015 torch relay community celebration initiative focuses on increasing resident engagement and cultural celebration leading up to the Pan Am Games. The funding of \$0.075 million for 2014, and \$0.325 million for 2015 is recommended to host torch relay celebration events in various locations throughout the City over a four to six day period.

Funding will be provided for staging activities, security, and fireworks displays, with the initiative funded from the Major Special Event Reserve Fund.

Tower Renewal Community Retrofit Pilot Program (\$4.000 million gross and \$0 net for 2014, \$3.000 million gross and \$0 net for 2015 and 2016).

With the adoption of EX33.2 "Proposed Energy and Water Efficiency Initiative for Residential Sector", on July 16, 2013, Council approved the Toronto Strong Neighbourhoods Strategy 2020. To deliver this programming, the Tower Renewal Office is initiating a voluntary pilot program that assists qualified City multi residential building owners and residents in the implementation of energy retro-fits and upgrades for qualified properties (e.g. home insulation, window replacement, furnace, boiler, water heater replacements, water conservation initiatives such as low flow toilets and fixtures).

The cost of the upgrades will be advanced to qualified property owners to implement these upgrades through the Local Improvement Charge Energy Works Reserve Fund, and the cost of the retrofits will be recovered by adding the cost of the upgrades to the property owners' tax billings, to be repaid by the owners over time.

Funding of \$4.000 million gross, \$0 net is recommended in 2014, with \$3.000 million gross and \$0 net identified in 2015 and 2016 to support this initiative, with funding provided from the Local Improvement Charge Energy Works Reserve Fund, which has \$20.0 million balance.

Tower Renewal Residential Energy & Water Efficiency Imitation (\$0.055 million gross and \$ 0 net)

The Tower Renewal Office is initiating a pilot program to assist qualified City residents obtain energy retro-fits and upgrades for qualified properties. To support program uptake, Program staff require communication materials, outreach efforts, and will need to provide technical advice regarding the structure and delivery of the new Residential Energy & Water Efficiency Implementation program.

Funding of \$0.055 million is recommended for the cost of educational-marketing material that promotes this initiative. Funding will be provided through a draw in the Local Improvement Change Energy Works Reserve Fund.

Tower Renewal Revitalization First Steps (\$0.050 million gross and \$ 0 net)

the Tower Renewal Office is working with a number of apartment communities in developing revitalization strategies, including community building initiatives to reflect local needs and priorities such as community beautification projects and local food initiatives.

The programming will fund seven projects for \$5,000 to \$10,000 per project, while exploring partnership opportunities to maximize the scope and number of projects. Funding of \$0.050

million gross \$0 net is recommended in 2014 to support this initiative, with funding from the Tower Renewal Donation Reserve.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	142.3		142.3			143.8		143.8		
Step Increases										
COLA and Fringe Benefits	351.6		351.6			71.0		71.0		
Annualization										
Operating Impact of Capital Revenue										
Other (specify)										
Sub-Total	493.90		493.9			214.8		214.8		
Anticipated Impacts:										
Other - Non-Payroll Inflation	50.3		50.3			49.0		49.0		
Crisis Response	127.6		127.6			5.5		5.5		
Host City Show Case Initiative	(470.0)	(470.0)				(200.5)	(200.5)			
2015 Pan Am Community Projects Initiative	1,760.0	1,760.0				(1,760.0)	(1,760.0)			
Pan Am Torch Relay	250.0	250.0				(325.0)	(325.0)			
TRO Energy Efficiency Initiative	(1,000.0)	(1,000.0)								
Sub-Total	717.9	540.0	177.9			(2,231.0)	(2,285.5)	54.5		
Total Incremental Impact	1,211.8	540.0	671.8			(2,016.2)	(2,285.5)	269.3		

Approval of the 2014 Recommended Base Budget for Social Development and Finance Administration will result in a 2015 incremental increase of \$0.672 million net and a 2016 incremental increase of \$0.269 million net, respectively, to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- *COLA, Progression Pay and Fringe Benefits* are estimated to increase by \$0.494 million in 2015, and by \$0.215 million in 2016 excluding COLA as the amount is subject to collective bargaining.

Anticipated Impacts

- *Crisis Response* – Additional Staff for Community Crisis / Toronto Strong Neighbourhood of \$0.128 million gross and net for 2015; and \$0.006 million gross and net for 2016.
- *Other* – Increase of \$0.050 million in 2015 and \$0.049 million in 2016 for non-labour costs calculated corporately based on projected economic factor increases for all expenditure categories.
- *Pan Am Host City Showcase Projects* incremental impacts for 2015 are \$1.540 gross \$0 net. With the Pan Am as a one-time event, the base budget in 2016 will be reduced by \$2.286 million gross and \$0 net. Funding for these initiatives is from the Major Special Event Reserve Fund.
 - *2015 Pan Am Community Projects Initiative*: \$1.760 million gross, \$0 net for 2015. Funding of \$1.760 million is available for 2015 Pan Am Community Projects Initiative for community organizations (BIAs and 3rd party entities) to deliver programming that supports Pan Am activities across the four community council districts in accordance with the objectives of the Showcase Program. Each community council district will have

an opportunity to submit funding requests to support Pan Am activities as needs are identified, with requests to be reviewed and ranked and approved as part of the 2015 budget process.

- *Host City Showcase Initiative*: \$0.200 million gross, \$0 net in 2015;
- *Pan Am Torch Relay*: \$0.325 million gross \$0 net in 2015.

V: ISSUES FOR DISCUSSION

2014 Issues

COLA Increase to the Community Partnership Investment Program

SDFA included a base budget request of \$0.390 million for consideration during the 2014 Budget process to fund a 2.2% inflationary increase to maintain existing service levels and support the ongoing community programming administered through the Community Partnership Investment Programs. This request is not recommended due to affordability.

Issues Referred to the 2014 Operating Budget Process

Community Partnership and Investment Program (CPIP) Service Level Review

At its meeting of October 1, 2013, Council amended CD23.10 "2014 Service level Review – Community Development and Recreation Programs" and recommended that the necessary resources be included in the 2014 Recommended Budget without Divisional service level cuts, subject to the 2014 Budget review process.

Recommendation 4a directed that "CPIP service levels be set based on the accessed high priority applications meeting all program criteria in the 2013 cycle." In 2013, 43 programs (new and enhanced requests) at a value of \$0.850 million and 6 projects at a value of \$0.160 million were assessed as high priority applications meeting all program criteria. This service level recommendation would require additional funding of \$1.010 million from the City's tax base in order to achieve the recommended service level.

The impact of this recommendation is noted in the following table:

Standing Committee Service Level Review Impacts (In \$000s)

Description (\$000s)	2014			Net Incremental Impact			
	Gross Expenditure	Net Expenditure	New Positions	2015 Plan		2016 Plan	
				Net Expenditure	# Positions	Net Expenditure	# Positions
Service Level Changes							
Not Recommended							
CPIP service levels be set based on the accessed high priority applications meeting all program criteria in 2013	1,010.0	1,010.0		760.0			
Total	1,010.00	1,010.0		760.0			

This recommendation was considered but not recommended due to affordability. Staff should ensure that the 2014 Recommended budget has sufficient base funding allocated for high priority applications.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, Social Development Finance and Administration achieved the following results:

Executive Office

- Coordinated Cluster "A" involvement in the Corporate Strategic Plan , in particular the Social Development strategic directions on strengthening neighbourhoods and enhancing the City's quality of life.
- Coordinated City interests at Future of Policing Advisory Committee.
- Completed the Economic Development and Culture's Museums Service Review, and the Economic Development and Culture's Organizational Review.

Social Policy Analysis and Research

- Developed the Newcomer Strategy and the Seniors Strategy, adopted by Toronto Council in early 2013.
- Submitted key social policy issues to Council for their consideration including: Federal Changes in Immigration Legislation and Policy; Human Trafficking; Toronto Social Procurement Framework; Amendments to the City of Toronto Grants Policy; Quality Jobs and Living Wages in Toronto; Establishment of a City of Toronto – Toronto School Boards Task Force; Toronto Strong Neighbourhoods Strategy 2020 Implementation; Toronto Youth Equity Framework.
- Led the development of the social contract section of the City Manager's report on casinos.
- Supported the City Manager's service review program on Fire/EMS Organizational and Service Study, including evaluation of the service data analysis, and service models proposed; and the Community Infrastructure Study.
- Launched Wellbeing Toronto version 2
- Released Toronto profiles of the 2011 census on age and gender, home dwellings, and language.
- Provided input into the City Manager and City Clerk's report on electoral reform.

Financial Management

- Managed \$1.9 B in subsidy payments from various provincial ministries and federal departments with:
 - Over 500 claims reconciliation for Cluster "A" cost-shared programs and special projects;
 - a monthly average of \$200.0 M receivables; and
 - Long-term loan balances.

- Provided cash management support (\$865 M) to Ontario Works clients for cashing benefit payments.
- Successfully supported the implementation of Toronto Employment and Social Services Division's Benefit Card payment process for Ontario Works Program; provided continuous system, reconciliation and back-end process supports for ongoing usage and maintenance.
- Successfully automated the Cash Management function of PFR's Registration Revenue collection from a six month backlog to real time online.
- Provided Centralized Divisional Purchase Order (DPO) procurement process with the extended limit of \$50,000 (3,000 DPOs worth around \$19.0 M), and Contract Management for the Cluster. Efficiencies were gained through the consolidation of procurement requirements creating a decrease in the DPO volume with an increase in expenditures when compared to previous year results.
- Implemented the new web based Request to Purchase Goods and Services (RPGS) system and Purchasing database for corporate 3-Way Match process as well as procurement tracking by Cluster Divisions and performance reporting
- Provided Cluster lead and full support with two dedicated staff resources for the development, implementation, and use of corporate wide FPARS system.
- Effectively managed the full implementation of the new Ontario Works Cost of Administration subsidy methodology, and the associated operating budget disentanglements between corporate programs and Toronto Employment Social Services Division to maximize provincial subsidy.
- Successfully provided centralized Petty Cash management function to over 100 locations with a total float of \$150,000: and TTC ticket management function to Cluster "A" divisions, issuing over 900,000 tickets and tokens, meeting the two day turnaround or immediate turnaround time for emergency situations.

Community Resources

- Supported completion of 3 POL funded projects: Jamestown Hub; The SPOT – Malvern; and Bartonville UrbanArts Space.
- Assisted the Danzig community to receive a donation of \$150,000 to support and rebuild after one of Toronto's most violent criminal acts in the summer of 2012.
- Community Funding invested over \$17m in over 600 projects/programs in over 250 organizations, involving 41,000 anticipated volunteers and 2.0M participants: For every \$1.00 invested through the Community Services Partnership (CSP) program, an additional \$6.25 is leveraged from other sources. CSP program focus includes: Seniors 144 programs; Youth 83 programs; Adults and Families 138; Community development 60 programs; Core administration support for 75 organizations.
- The Auditor General's report "Municipal Grants – Improving the Community Partnership and Investment Program" approved by Council earlier this year, indicated that City grants are well administered. Recommendations support SDFA division's commitment to continuous improvements

- Collaborated with Public Health and City Planning on changes to land use permissions, piloting the plan in 7 communities, to enhance community characteristics in mid 20th century developed neighbourhoods.
- Undertook 50 STEP assessments to determine current building conditions and identify opportunities for improvements in energy, water, waste diversion community building, safety and operations
- Development and delivery of 2 Job Fairs and Information Fairs with participation of 25 & 30 retailers respectively, and 1200 clients. Youth from the YEP, YET, PAYE and TESS programs who attended were provided with support and sector specific information to prepare them for the screening interviews.
- Supported the development of a Toronto Youth Equity Strategy of focused, coordinated investment, resource alignment, and service improvement for youth at highest risk of violence and victimization.
- Employment opportunities were successfully developed and implemented through the Landscaping Job Fair, the IATSE union in the film industry, and the Work Connections 2013 School to Work Job Fair event.

Toronto Office of Partnerships

- Surpassed 2013 revenue target of 0.\$775 million for program and service priorities of operating divisions and achieved \$0.815 million;
- Attracted 15 new partners for the City of Toronto (as of October 2013);
- In accordance with the City's customer service standards, the TOP provided timely responses to more than 262 business and general inquiries and efficiently managed the receipt, corporate review and response to more than 12 unsolicited proposals (as of October 2013);
- Began development of the City's first Corporate Partnership Strategy that will set priorities and targets for operating Divisions to increase revenue;
- Continued 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
- Continued 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.
- Incorporated the United Way Campaign Office into the TOP for management oversight.

2013 Financial Performance

2013 Budget Variance Analysis
(In \$000s)

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	25,110.0	31,582.0	34,797.1	34,324.8	(472.3)	(1.4)
Revenues	12,372.0	4,967.0	6,283.8	5,896.5	(387.3)	(6.2)
Net Expenditures	12,738.0	26,615.0	28,513.3	28,428.3	(85.0)	(0.3)
Approved Positions	145.3	120.4	127.5	124.5	(3.0)	(2.4)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- Social Development, Finance and Administration reported a favourable variance of \$0.066 million or 0.3%, with gross under-spending of \$0.439 million or 1.7%, and lower than planned revenues of \$0.374 million or 7.8% for the nine-month period ended September 30, 2013.
- The gross under-expenditure is primarily attributed to a combination of under-spending in the Tower Renewal Program, and saving in non-payroll expenditures, primarily related to 3rd party grants initiatives. The lower revenue is primarily due to reduced grant funding associated with the Tower Renewal Program.
- SDA forecasts net under-spending of \$0.085 million or 0.3% by year-end, with expenditures \$0.472 million, or 1.4% below plan resulting from a combination of under spending in the Tower Renewal Program, unplanned gapping and other operational savings. This under spending is off-set by lower revenue of \$0.387 million or 6.2%, mainly due to reduced grant funding associated with the Tower Renewal Program.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- The under-spending in salaries and benefits will not carry forward into 2014 as the program vacancies are anticipated to be filled by year-end.
- The under spending related to other operational expenditures and Tower Renewal grants will carry forward into 2014, as the timing of grants programming is dependent on the receipt of third party approvals, and as a result, funding of programming is often delayed.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

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

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved		Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	14,119.2	11,986.0	13,713.5	13,589.3	13,818.6	105.1	0.8%	14,440.1	14,660.5
Materials and Supplies	104.7	91.7	120.0	112.5	102.1	(17.9)	(14.9%)	103.9	105.6
Equipment	165.2	96.1	24.3	18.8	14.1	(10.2)	(42.0%)	14.4	14.7
Services & Rents	2,983.1	2,225.1	2,783.0	2,481.4	3,341.3	558.3	20.1%	3,169.7	2,691.1
Contributions to Reserve/Res Funds	111.5	112.1	112.7	112.7	112.7			112.7	112.7
Other Expenditures		16,620.7	17,724.1	17,724.1	21,724.2	4,000.1	22.6%	22,484.1	20,724.2
Interdivisional Charges	7,626.1	450.1	319.5	286.0	301.0	(18.5)	(5.8%)	301.0	301.0
Total Gross Expenditures	25,109.8	31,581.8	34,797.1	34,324.8	39,414.0	4,616.9	13.3%	40,625.9	38,609.8
Interdivisional Recoveries	767.9	80.5	362.1	362.7	362.1			362.1	362.1
Provincial Subsidies	6,845.2	1,969.9	2,871.1	2,503.5	3,155.6	284.5	9.9%	3,155.6	3,155.6
Federal Subsidies	4,516.8	2,721.5	2,530.9	2,596.3	2,100.1	(430.8)	(17.0%)	2,100.1	2,100.1
Other Subsidies			379.1			(379.1)	(100.0%)		
User Fees & Donations		5.0							
Contribution from Reserve Funds	54.9	51.7	46.6	46.6	4,850.5	4,803.9	10308.8%	5,390.5	3,105.0
Sundry Revenues	187.4	138.4	94.0	387.4	102.2	8.2	8.7%	102.2	102.2
Total Revenues	12,372.2	4,967.0	6,283.8	5,896.5	10,570.5	4,286.7	68.2%	11,110.5	8,825.0
Total Net Expenditures	12,737.6	26,614.8	28,513.3	28,428.3	28,843.5	330.2	1.2%	29,515.4	29,784.8
Approved Positions	145.3	120.4	127.5	124.5	124.3			125.3	125.3

2014 Key Cost Drivers

The 2014 Recommended Operating Budget of \$39.414 million gross reflects an increase in gross expenditures of \$4.617 million from the 2013 Approved Operating Budget of \$34.797 million. The increase in the Other Expenditures grouping of \$4.000 million and the increase in Services & Rents of \$0.558 million are the primary drivers for the increase in the program's gross expenditures from 2013.

Salaries and Benefits

- The 2014 Recommended Operating Budget for Salaries and Benefits of \$13.819 million reflects an increase of \$0.105 million (0.8%) from the 2013 Approved Budget. This change reflects the increase of \$0.137 million for progression and step increases, with an increase of \$0.355 million for increases in COLA and fringe benefits. These increases are offset by reductions of \$0.387 million related to programming of the fully funded Federal programs and adjustments to salaries and benefits reflecting the transfer of staff from the City Manager's Office.

Service and Rents

- The 2014 Recommended Operating Budget for Service and Rents of \$3.341 million is \$0.558 or 20% higher than the 2013 Approved Operating Budget. This increase results from the

increase in funding to deliver the 2014 Pan Am Games Showcase programming, comprised of the cost of support for sporting events and funding for the Torch Relay Event.

Other Expenditures

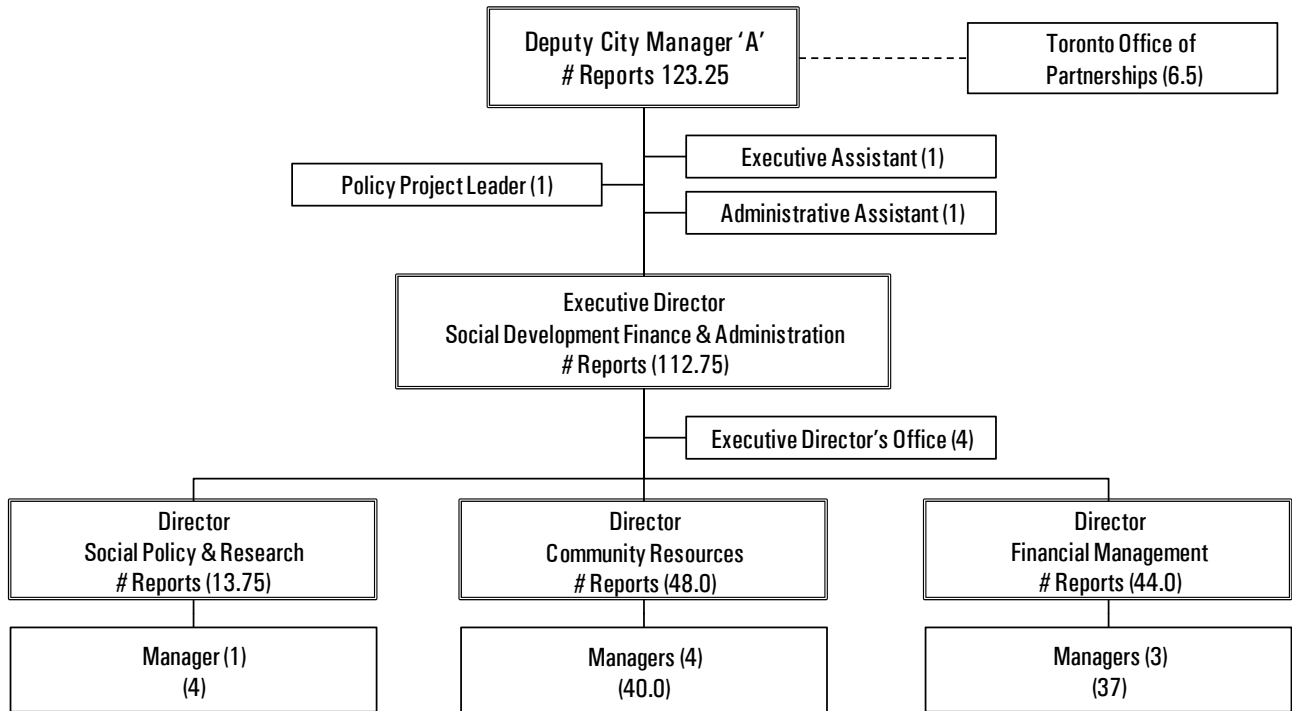
- The 2014 Recommended Operating Budget for Other Expenditures of \$21.724 million is comprised of the on-going Community Partnership Initiative Program (CPIP) funding for SDFA's community grants, and includes an increase of \$4.000 million for the Tower Renewal Community Retrofit Pilot Program, reflecting the cost of funding the City's new Energy Retro-fit initiative program.

Contribution from Reserve Funds

- The increase in the Contribution from Reserve Funds of \$4.850 million is required for the Tower Renewal initiatives of \$4.105 million, with \$0.745 million for the Showcase Pan Am initiatives.

Appendix 2 - Continued

2014 Organization Chart



2014 Recommended Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	2.0	52.5	3.0	61.0	118.5
Part-Time		4.0		1.8	5.8
Total	2.0	56.5	3.0	62.8	124.3

Appendix 3

Summary of Recommended Service Changes



**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Admin	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2014 Staff Recommended Base Budget Before Service Change:			34,836.0	5,409.0	29,427.0	123.8	544.2	263.9

1396 **Increase Provincial Subsidy to reflect program delivery co**

52 | 1 **Description:**

An increase in Provincial Cost of Administration subsidy revenue to reflect increased expenditures primarily in the areas of salaries, economic factors and corporate overhead as determined based on the full costing model. Cost of Administration subsidy revenue is projected to increase by \$311,000 in 2014.

Service Level Impact:

Is increase in expenditure due to inflationary?

Service: Community & Neighbourhood Development

Total Staff Recommended:	0.0	462.7	(462.7)	0.0	0.0	0.0
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Service: Financial Management & Program Support

Total Staff Recommended:	0.0	(83.3)	83.3	0.0	0.0	0.0
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Service: Social Policy & Planning

Total Staff Recommended:	0.0	43.6	(43.6)	0.0	0.0	0.0
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Service: Toronto Office of Partnerships

Total Staff Recommended:	0.0	(84.7)	84.7	0.0	0.0	0.0
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Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change



**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Admin	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Corporate Leadership (DCM)						
		Total Staff Recommended:	0.0	(21.9)	21.9	0.0	0.0	0.0
		Service: Community Partnership Investment Program						
		Total Staff Recommended:	0.0	(5.4)	5.4	0.0	0.0	0.0
		Staff Recommended Service Changes:	0.0	311.0	(311.0)	0.0	0.0	0.0

2793	Absorb the 2.2% inflationary increase in CPIP	
51	1	Description:

Absorb the 2.2% base budget inflationary increase to meet SDFA's 2014 net operating budget target.

Service Level Impact:

The proposal will adversely affect the City's Community Development Strategies, with service providers absorbing inflation increases through reduction in staffing, supplies and/or programming.

Service: Community Partnership Investment Program

Total Staff Recommended:	(389.9)	0.0	(389.9)	0.0	0.0	0.0
Staff Recommended Service Changes:	(389.9)	0.0	(389.9)	0.0	0.0	0.0

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change



**2014 Operating Budget - Staff Recommended Service Change
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Admin	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended Service Changes:	(389.9)	311.0	(700.9)	0.0	0.0	0.0
Total Staff Recommended Base Budget:	34,446.1	5,720.0	28,726.1	123.8	544.2	263.9

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

Appendix 4

Summary of 2014 Recommended New / Enhanced Service Changes

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1395	Two additional staff for The Community Crisis Response
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72	1	Description:
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Two new Community Development Officers (CDOs) (1 in 2014 and 1 in 2015) are recommended for the Crisis Response Program to provide immediate support and resources to communities impacted by violent and traumatic incidents. This program is coordinated with other City services (Police, EMS), community organizations and residents to assist neighbourhoods recover from traumatic incidents.

Service Level Impact:

Currently, the Program complement includes three CDO positions who manage the City's first response to community violence in an environment that includes approximately 450 violent critical incident responses a year. The recommended fundings of \$0.117 million in 2014 for one additional CDO position, and \$0.128 million in 2015 for a second additional position will enable the Program to enhance its capacity to co-ordinate and respond to violent incidents across the City. These positions are funded from the tax base.

Service: Community & Neighbourhood Development

Total Staff Recommended:	117.4	0.0	117.4	1.0	127.6	5.6
Staff Recommended New/Enhanced Services:	117.4	0.0	117.4	1.0	127.6	5.6

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2396 **Host City Showcase Program Initiatives**

74 | 0 **Description:**

On July 3, 2013, Executive Committee approved the report, Toronto Pan/Parapan Am Games Host City Showcase Program and Major Special Event Reserve Fund, to establish a Pan/Parapan Am Games Host City Showcase Program for the City of Toronto to support City economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration objectives. The SFDA Host City Showcase Program Initiatives are Youth Sport Industry Incubator, Pan/Parapan Am Sport Development Fund, and Outdoor Viewing Sites in Tower Communities, to support City economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration objectives. These initiatives are funded from the Major Special Event Reserve Fund.

Service Level Impact:

Youth Sport Industry Incubator initiative (2014 \$0.101 million; 2015 \$0.100 million) provides opportunity for 30 youth to develop opportunities for exposure to / involvement in sport-industry careers. Pan/Parapan Am Sport Development Fund (2014 \$0.510 million; 2015 \$0.100 million) supports the City's goal of improving community access for all Toronto residents to recreational services by providing short-term funding to community-based not-for-profit groups who will assist residents in high needs communities receive access to Pan/ Parapan sports activities. Outdoor Viewing Sites in Tower Communities (2014 \$0.060 million) provides funding for the construction of three outdoor theatres on public and private green spaces in apartment cluster communities to function as venues for Toronto citizens to view televised events of the Pan-Am Games. The outdoor theatres would be constructed with naturalized seating (trees, armours stones) and equipped with projection equipment.

Service: Community & Neighbourhood Development

Total Staff Recommended:	40.2	40.2	0.0	0.0	0.0	0.0
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Community Partnership Investment Program						
		Total Staff Recommended:	570.0	570.0	0.0	0.0	0.0	0.0
		Service: Social Policy & Planning						
		Total Staff Recommended:	60.3	60.3	0.0	0.0	0.0	0.0
		Staff Recommended New/Enhanced Services:	670.5	670.5	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2724	Tower Renewal Res Energy & Water Efficiency Initiative	
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74	1	Description:
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The Tower Renewal Office is initiating a pilot program to assist qualified City residents obtain energy retro-fits and upgrades for qualified properties. To support program uptake, Program staff require communication materials, outreach efforts, and will need to provide technical advice regarding the structure and delivery of the new Residential Energy and Water Efficiency Implementation program. Funding of \$0.055 million will be provided through a draw in the Local Improvement Change Engery Works Reserve Fund.

Service Level Impact:

This is a new service that offers programming to improve the performance of apartment buildings including engery and water efficiency. The Tower Renewal Energy and Water Efficiency Initiative (\$0.055 million) encourages residents to invest in sustainable enviromental practices and support green industry.

Service: Community & Neighbourhood Development

Total Staff Recommended:	55.0	55.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	55.0	55.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2751 **Tower Renewal Comm Revitalization First Step Projects**

74 | 0 **Description:**

As part of the Toronto Strong Neighbourhoods Strategy 2020, the Tower Renewal Office is providing grants to support a number of apartment communities to develop revitalization strategies, including community building initiatives to reflect local needs and priorities such as community beautification projects and local food initiatives. Funding of \$0.050 million is recommended in 2014, with funding from the Tower Renewal Donation Reserve.

Service Level Impact:

The recommended funding of \$0.050 million will provide funding for seven projects for \$5,000 to \$10,000 per project, while exploring partnership opportunities to maximize the scope and number of projects.

Service: Community Partnership Investment Program

Total Staff Recommended:	50.0	50.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	50.0	50.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2968 **Tower Renewal Energy Retrofit Pilot Progm: Project Costs**

74 | 1 **Description:**

The Tower Renewal Office is initiating a voluntary pilot program that assists qualified City residents in the implementation of energy retro-fits and upgrades for qualified properties (e.g. home insulation, window replacement, furnace, boiler, water heater replacements, water conservation initiatives such as low flow toilets and fixtures). The cost of the upgrades will be advanced to qualified home-owners to implement these upgrades through the Local Improvement Charge Energy Works Reserve Fund, and the cost of the retro fits will be recovered by adding the cost of the upgrades to the property owners' tax billings, to be repaid by the owners over time.

Service Level Impact:

Tower Renewal Office offers programs to improve the performance of apartment buildings including energy retro-fits and upgrades for qualified properties. The Tower Renewal Energy and Water Efficiency Initiative (\$4.000 million gross and \$0 net) encourages residents to invest in sustainable environmental practices and support green industry.

Service: Community & Neighbourhood Development

Total Staff Recommended:	4,000.0	4,000.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	4,000.0	4,000.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2995 **Panam Games - Torch Relay Community Celebrations**

74 | 1 **Description:**

The 2015 torch relay community celebration initiative focuses on increasing resident engagement and cultural celebration leading up to the Pan Am Games. The funding of \$0.075 million for 2014, and \$0.325 million for 2015 is recommended to host torch relay celebration events in various locations throughout the City over a four to six day period.

Service Level Impact:

The Pan AM celebration will engage the Toronto Community/ Neighbourhoods in activities that will foster youth participation through encouraging engagement in sports and sports related activities. Funding fs from the Local Improvement Charge Works Reserve Fund.

Service: Toronto Office of Partnerships

Total Staff Recommended:	75.0	75.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	75.0	75.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3048	Pan Am Community Projects Initiative
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74	1	Description:
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The recommended one-time draw of \$1.76 million in 2015 from the Major Special Event Reserve Fund will provide funding for community based Pan Am Games related projects and activities in all parts of the City in a manner consistent with the broader objectives of the Council endorsed Host City Showcase Program. Funding will be provided for staging activities, security, and fireworks displays from the Major Special Event Reserve Fund.

Service Level Impact:

The Pan AM celebration will engage the Toronto Community/ Neighbourhoods in activities that will foster youth participation through encouraging engagement in sports and sports related activities.

Service: Community Partnership Investment Program

Total Staff Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)**

Form ID		Citizen Focused Services A Program: Social Development, Finance & Administration	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended New/Enhanced Services:	4,967.9	4,850.5	117.4	1.0	127.6	5.6
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		12,179.6	12,179.6	7,749.0	5,464.0
Major Special Event Reserve Fund	XR1218				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(745.5)	(2,285.0)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		12,179.6	11,434.1	5,464.0	5,464.0
Balance at Year-End		12,179.6	7,749.0	5,464.0	5,464.0

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		20,000.0	20,000.0	16,000.0	13,000.0
Local Improvement Charge Energy Works Reserve Fund	XR1724				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(4,000.0)	(3,000.0)	(3,000.0)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		20,000.0	16,000.0	13,000.0	10,000.0
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		20,000.0	16,000.0	13,000.0	10,000.0