

Toronto 2017 BUDGET



OPERATING BUDGET NOTES



Social Development, Finance and Administration

2017 OPERATING BUDGET OVERVIEW

Social Development, Finance and Administration (SDFA) leads the City's commitment to provide inclusive and safe neighbourhoods and communities. 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 and program support to the City's Cluster-A social services programs.

2017 Operating Budget Highlights

The total cost to deliver these services to Toronto residents is \$49.089 million gross and \$31.812 million net as shown below:

(in \$000's)	2016 Budget	2017 Preliminary Budget	Change	
			\$	%
Gross Expenditures	54,159.0	49,088.6	(5,070.4)	(9.4%)
Revenues	22,136.4	17,276.4	(4,860.0)	(22.0%)
Net Expenditures	32,022.6	31,812.2	(210.4)	(0.7%)

Through line-by-line expenditure reductions, revenue changes, service efficiencies and service adjustments, SDFA has been able to offset 2017 operating pressures to achieve a reduction of 0.7% from the 2016 Approved Operating Budget. Three new priorities for \$0.259 million gross \$0 net are included to enhance the uptake of the Tower Renewal program and to increase indigenous youth engagement.

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Fast Facts

- Delivered over \$19 M in community investment grants for time-limited and on-going programs and services, which support community organizations, engage residents and provide location specific appropriate resources and infrastructure.
- Managed \$1.7 billion revenue and subsidies from 4 federal and 5 provincial ministries for cost-shared programs and centralized divisional purchase order support to Cluster A programs.
- Engaged 2,800 youth to the labour market through youth employment partnerships.
- Provided 153 crisis response workshops for victim support & safety development for 6,000 residents and 1,700 service providers.
- Mobilized resources and support services to communities across the City of Toronto in response to 503 violent critical incidents that had a traumatic impact on Torontonians.

Trends

- SDFA provides reports to various standing committees and the report volume generally increases over the end of each political term with an overall increase to date.

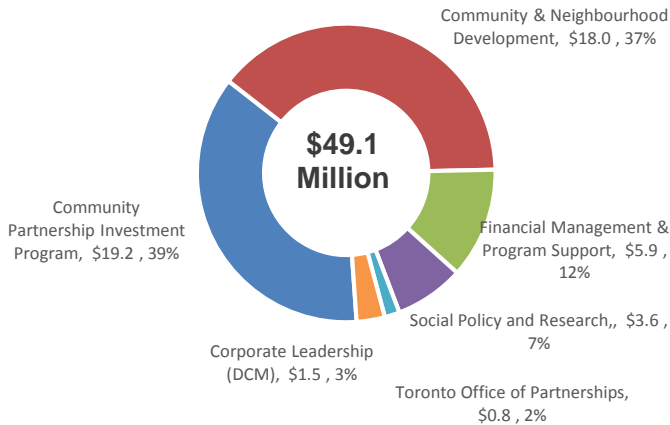
Key Service Deliverables for 2017

The 2017 Operating Budget will enable SDFA to:

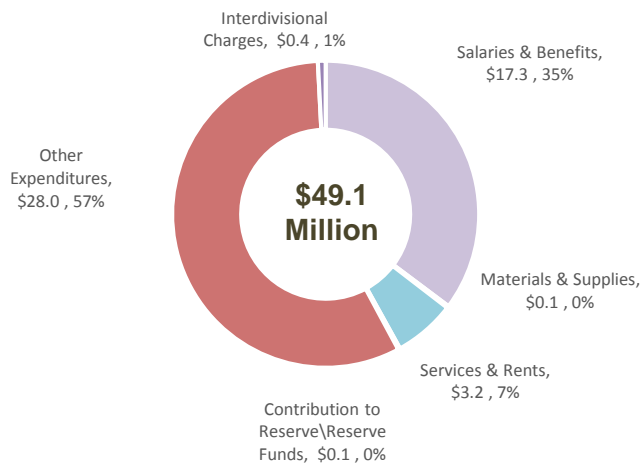
- Focus on the development of new approaches, models and relationships to deliver quality service that makes Toronto a more equitable and prosperous city.
- Lead the implementation plan for Tenants First – A Way Forward for Toronto Community Housing and Social Housing in Toronto.
- Lead the service planning process for the second phase of the Refugee Resettlement Program including development of an integrated service plan for post-arrival supports.
- Lead the development of the Quality Jobs Assessment Tool
- Implement recommendations of the Community Investment program review to ensure that: the grant programs advance the City's Council-approved strategic directions; find ways to better support new and emerging community groups; and, respond to the changing needs of the community sector.
- Implement the Pre-charge Diversion Youth Program in collaboration with community partners and Police.
- Deliver the Community Crisis Response Fund to provide time limited funding in response to critical, violent incidents to promote community healing and capacity- building.
- Implement pilot programs: Local Champions to support neighbourhood leadership in Neighbourhood Improvement Areas (NIA's); and Organizational Mentors to support emerging, youth-orientated not-for-profits.
- Provide 10 youth-led initiatives to engage over 1,000 youth.
- Connect 700 youth to employment opportunities.
- Administer and support for the annual City of Toronto Employee United Way Campaign including staff pledges, corporate events and divisional initiatives.
- Launch and train staff to use the new E-Donation Application Software across the City

Where the money goes:

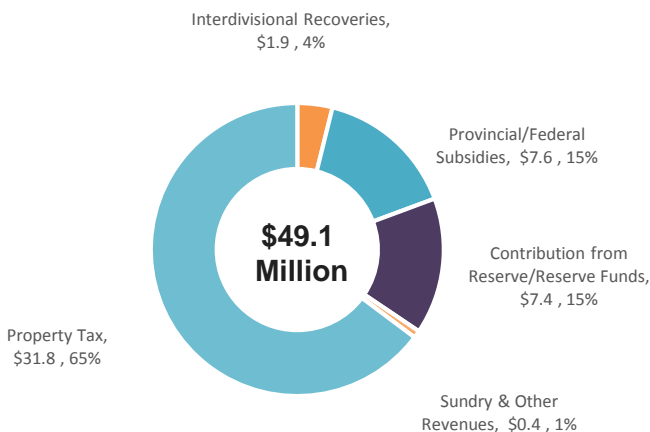
2017 Budget by Service



2017 Budget by Expenditure Category



Where the money comes from:



Our Key Issues & Priority Actions

- **Reviewing Toronto Community Housing (TCHC)** with a particular focus on how to improve conditions for tenants and create a sustainable business model.

 - ✓ 2017 Preliminary Budget provides funding of \$0.658 million gross and \$0 net for 4 temporary positions to support the TCHC Project Management Office under SDFA that will lead the development of an implementation plan for TCHC.
- **Meeting community needs and resident expectations** about the level of investment and pace of change on poverty reduction efforts.

 - ✓ Funding of \$0.254 million and \$0 net is included for 2 temporary positions to support the Poverty Reduction Office.
 - ✓ Funding of \$0.150 million and \$0 net is provided for 1 temporary position to support Social Procurement.
 - ✓ Maintain funding for the Community Partnership and Investment Program that supports approximately 300 organizations across the City.
- **Addressing the complex needs of vulnerable Torontonians** that cross multiple service systems and jurisdictions.

 - ✓ Funding of \$0.240 million is included for 2 permanent positions to continue the Specialized Program for Interdivisional Enhanced Responsiveness (SPIDER) program.

2017 Operating Budget Highlights

- The 2017 Preliminary Operating Budget for Social Development, Finance and Administration of \$49.089 million in gross expenditures and \$31.812 million net provides funding for 6 services: Community & Neighbourhood Development; Community Partnership Program; Social Policy & Research; Financial Management & Program Support; Toronto Office of Partnerships; and Corporate Leadership.
- This represents a 0.7% decrease from the 2016 Approved Net Budget through measures taken based on the following :

 - ✓ Base expenditure reductions (\$0.065 million)
 - ✓ Service Efficiencies (\$0.148 million)
 - ✓ Service Adjustments (\$0.382 million)
- Staff complement has decreased by 1.5 position from 2016 to 2017 through workload realignment and the addition of 1 new temporary position to help deliver the Tower Renewal program.

Actions for Consideration

Approval of the 2017 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2017 Preliminary Operating Budget for Social Development, Finance and Administration of \$49.089 million gross, \$31.812 million net for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Community and Neighbourhood Development	18,016.1	4,823.6
Community Partnership Investment Program	19,200.7	19,100.7
Financial Management and Program Support	5,917.9	3,933.5
Social Policy & Research	3,671.1	2,175.7
Toronto Office of Partnerships	811.7	693.8
Corporate Leadership (DCM)	1,471.1	1,084.9
Total Program Budget	<u>49,088.6</u>	<u>31,812.2</u>

2. City Council approve the 2017 service levels for Social Development, Finance and Administration as outlined, in pages 16, through 38 of this report, and associated staff complement of 147 positions.
3. City Council direct that the *Tower Renewal Residential Energy Retro Fit Program (HI-RIS)* program, fully funded from the Local Improvement Charge Reserve Fund (XR1724) be extended until 2018 to allow additional time for the grant to be delivered to the community.
4. City Council direct the information contained in Confidential Attachment 1, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.

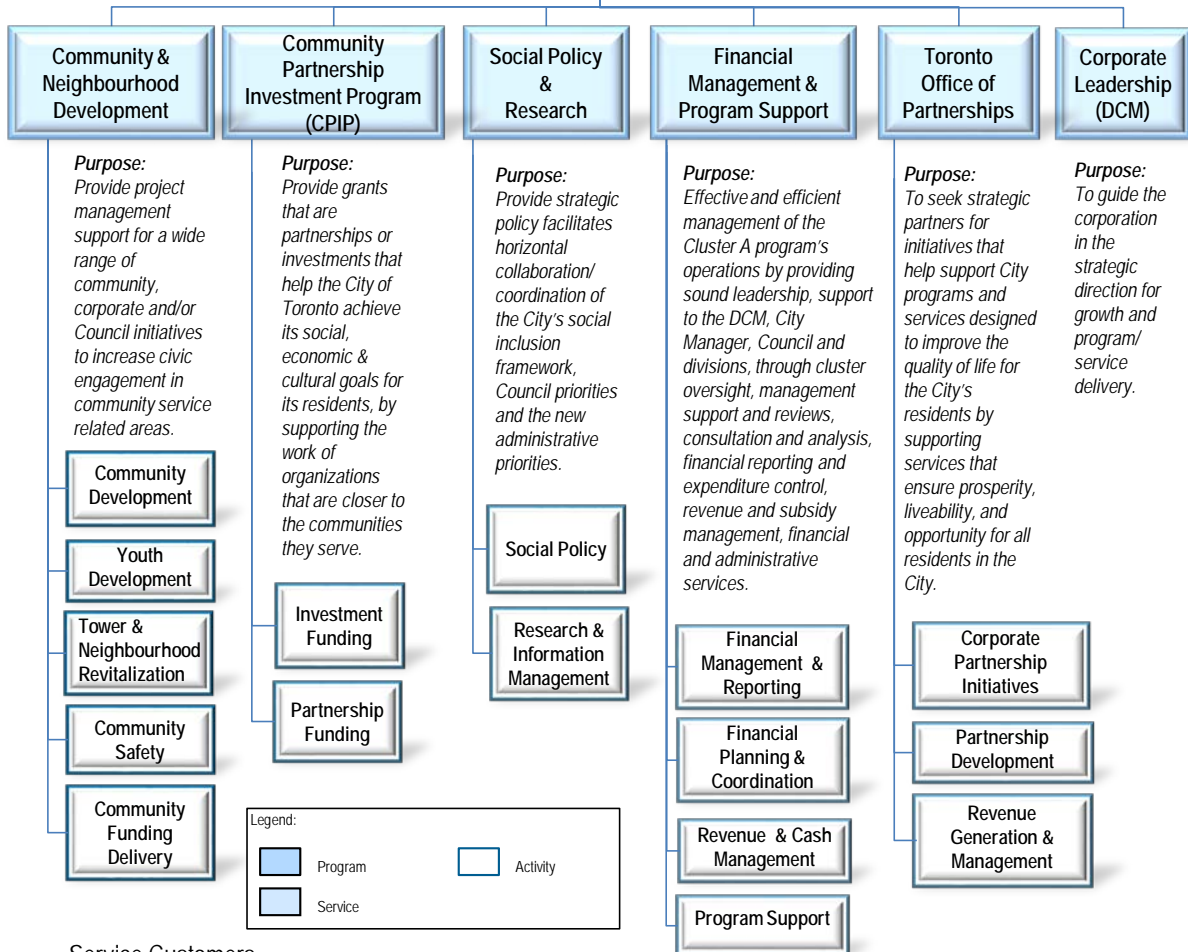


Part 1:

2017-2019 Service Overview and Plan

Program Map

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



Service Customers

- | | | | | |
|--|---|---|--|--|
| <p>Community & Neighbourhood Development</p> <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 | <p>Social Policy & Research</p> <ul style="list-style-type: none"> • Mayor/Council • Deputy City Manager • City Manager • Cluster A Divisions • ABCs • Communities/ public | <p>Financial Management & Program Support</p> <ul style="list-style-type: none"> • City Manager • Deputy City Manager • Corporation • Cluster A Programs & Divisions; • Taxpayer/Public | <p>Toronto Office of Partnerships</p> <ul style="list-style-type: none"> • Other orders of government • Non Government Organizations • Charitable Organizations • Philanthropists • Communities • Priority Neighbourhoods | <p>Corporate Leadership</p> <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 • Toronto Paramedic Services • Social Development, Finance, & Administration • Public Health |
|--|---|---|--|--|

Table 1
2017 Preliminary Operating Budget and Plan by Service

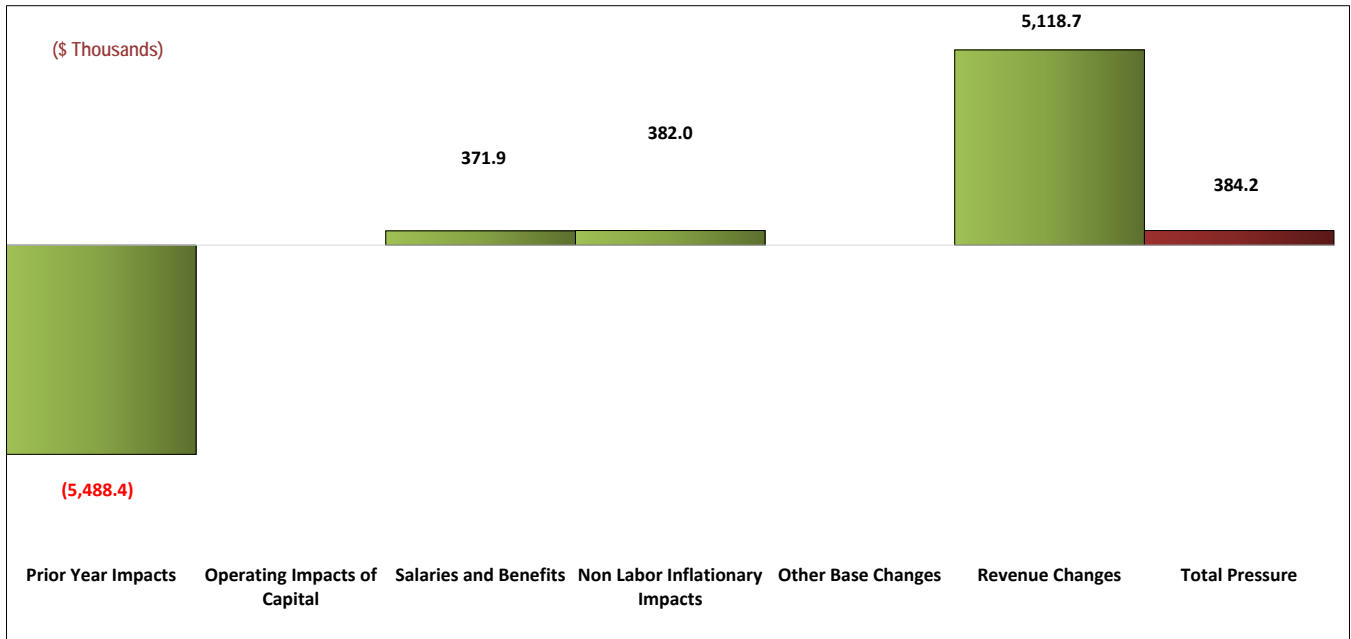
(In \$000s)	2016		2017 Preliminary Operating Budget			2017 Preliminary vs. 2016 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	\$	%	2018 Plan		2019 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Community and Neighbourhood Development											
Gross Expenditures	22,290.8	13,097.1	17,827.6	188.5	18,016.1	(4,274.7)	(19.2%)	(6,706.2)	(37.2%)	(2,542.0)	(22.5%)
Revenue	18,008.4	9,044.9	13,004.0	188.5	13,192.5	(4,815.9)	(26.7%)	(6,891.0)	(52.2%)	(2,691.8)	(42.7%)
Net Expenditures	4,282.4	4,052.2	4,823.6		4,823.6	541.2	12.6%	184.8	3.8%	149.8	3.0%
Community Partnership Investment Program											
Gross Expenditures	19,613.2	19,630.3	19,200.7		19,200.7	(412.5)	(2.1%)	(100.0)	(0.5%)		
Revenue	442.5	432.3	100.0		100.0	(342.5)	(77.4%)	(100.0)	(100.0%)		
Net Expenditures	19,170.7	19,198.0	19,100.7		19,100.7	(70.0)	(0.4%)				
Financial Management and Program Support											
Gross Expenditures	5,736.8	5,419.1	5,917.9		5,917.9	181.1	3.2%	103.7	1.8%	(232.0)	(3.9%)
Revenue	1,448.2	1,230.9	1,984.4		1,984.4	536.2	37.0%	5.2	0.3%	(367.2)	(18.5%)
Net Expenditures	4,288.6	4,188.2	3,933.5		3,933.5	(355.1)	(8.3%)	98.5	2.5%	135.2	3.4%
Social Policy & Research											
Gross Expenditures	4,378.6	3,639.9	3,601.1	70.0	3,671.1	(707.5)	(16.2%)	(233.1)	(6.3%)	(225.8)	(6.6%)
Revenue	1,941.1	1,129.8	1,425.4	70.0	1,495.4	(445.7)	(23.0%)	(312.0)	(20.9%)	(261.7)	(22.1%)
Net Expenditures	2,437.5	2,510.1	2,175.7		2,175.7	(261.8)	(10.7%)	78.9	3.6%	35.9	1.6%
Toronto Office of Partnerships											
Gross Expenditures	880.1	917.7	811.7		811.7	(68.4)	(7.8%)	25.7	3.2%	22.9	2.7%
Revenue	108.2	150.2	117.9		117.9	9.7	9.0%	5.1	4.3%	4.9	4.0%
Net Expenditures	771.9	767.5	693.8		693.8	(78.1)	(10.1%)	20.6	3.0%	18.0	2.5%
Corporate Leadership (DCM)											
Gross Expenditures	1,259.5	1,286.4	1,471.1		1,471.1	211.6	16.8%	35.0	2.4%	(274.5)	(18.2%)
Revenue	188.0	188.6	386.2		386.2	198.2	105.4%	4.3	1.1%	(300.4)	(76.9%)
Net Expenditures	1,071.5	1,097.8	1,084.9		1,084.9	13.4	1.3%	30.7	2.8%	25.9	2.3%
Total											
Gross Expenditures	54,159.0	43,990.5	48,830.1	258.5	49,088.6	(5,070.4)	(9.4%)	(6,874.9)	(14.0%)	(3,251.4)	(7.7%)
Revenue	22,136.4	12,176.7	17,017.9	258.5	17,276.4	(4,860.0)	(22.0%)	(7,288.4)	(42.2%)	(3,616.2)	(36.2%)
Total Net Expenditures	32,022.6	31,813.8	31,812.2		31,812.2	(210.4)	(0.7%)	413.5	1.3%	364.8	1.1%
Approved Positions	148.5	147.5	146.0	1.0	147.0	(1.5)	(1.0%)	(5.0)	(3.4%)	(7.0)	(4.9%)

- The Social Development, Finance and Administration's 2017 Preliminary Operating Budget is \$49.088 million gross and \$31.812 million net, representing a 0.7% decrease from the 2016 Approved Net Operating Budget and below the reduction target as set out in the 2017 Operating Budget Directions approved by Council by \$0.622 million or 1.9%.
- Base pressures are mainly attributable to a 2% COLA increase of \$0.382 million in the Community Partnership Investment Program (CPIP) and an increase of \$0.372 million in salaries and benefits.
- These base pressures were offset by line-by-line expenditure savings, revenue changes stemming from additional Provincial revenues for the administration of Ontario Works and recovery of costs from other divisions; service efficiency savings from a realignment of workload responsibilities, and by maintaining the CPIP funding to 2016 levels.
- Service enhancements of \$0.259 million gross, \$0 net include:
 - A grant of \$0.050 gross, \$0 net from Enbridge Gas that will provide an engagement program for a 3-year period, directed towards owners of private rental properties to promote savings through energy conservation initiatives.

- Adding one temporary staff position for 2 years for \$0.139 million gross, \$0 net to help improve uptake of the Tower Renewal Energy Retrofit Program (Hi-RIS) Program, funded by repurposing a portion of the Tower Renewal Energy Retrofit grant.
- A one-time grant of \$0.070 million from the Abbotsford Community Services for the Youth Civic Engagement Food Justice project, a civic engagement project designed for youth with a focus on indigenous worldviews, indigenous food systems, and concepts of food justice and food sovereignty.
- Approval of the 2017 Preliminary Operating Budget will result in Social Development, Finance and Administration reducing its total staff complement by 1.5 positions from 148.5 to 147.
- The 2018 and 2019 Plan increases of \$0.414 million and \$0.365 million respectively are primarily attributed to COLA, progression pay and step increases.

The following graphs summarize the operating budget pressures for Social Development, Finance and Administration and actions taken that partially offset and reduce these pressures.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

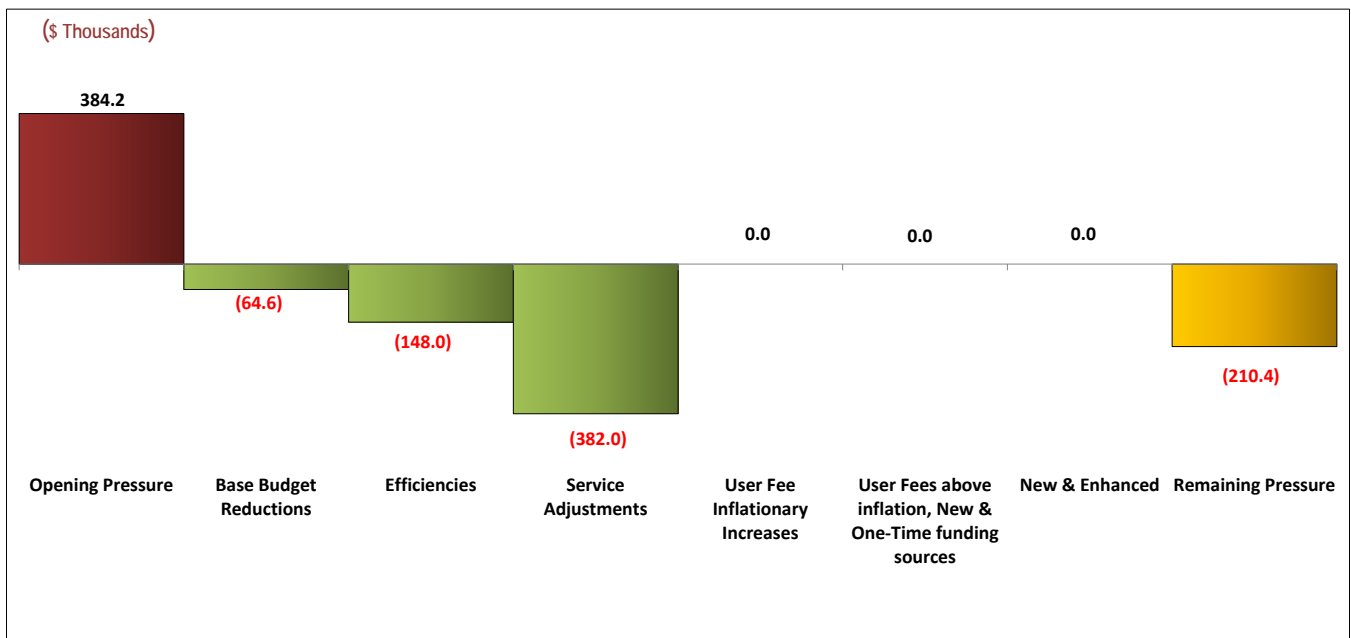


Table 2
Key Cost Drivers

(In \$000s)	2017 Base Operating Budget										Total			
	Community and Neighbourhood Development		Community Partnership Investment Program		Financial Management and Program Support		Social Policy & Research		Toronto Office of Partnerships				Corporate Leadership (DCM)	
	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position	\$	Position
Gross Expenditure Changes														
Prior Year Impacts														
Reversal of One-Time Programs	(5,034.0)		(342.5)				(700.0)	(1.0)					(6,076.5)	(1.0)
Annualization of New Initiatives:														
1652 Keele Street Community Hub Coordinator funded from CPIP	70.0		(70.0)											
Project Management Office for TCHC					242.2						198.1		440.3	
Toronto Poverty Reduction Office	(98.9)				(33.8)		304.0						171.3	
731 Runnymede Emergency Shelter	76.5												76.5	
Social Procurement Program	88.1												88.1	
2016 COLA Allocation from Non-Program	(53.4)				(60.1)		(55.2)		(10.6)		(8.9)		(188.1)	
Salaries and Benefits														
COLA, Progression, Step, Benefits and Realignments	520.4				149.2		(323.3)		(2.2)		27.8		371.9	
Economic Factors														
CIPI Inflation Increase at 2.0%			382.0										382.0	
Total Gross Expenditure Changes	(4,431.3)		(30.5)		297.5		(774.4)	(1.0)	(12.8)		217.0		(4,734.5)	(1.0)
Revenue Changes														
Reversal of One-Time Programs	(5,034.0)		(342.5)				(700.0)						(6,076.5)	
Provincial funding for OW, Recovery from other divisions	29.6				536.1		184.3		9.7		198.1		957.8	
Total Revenue Changes	(5,004.4)		(342.5)		536.1		(515.7)		9.7		198.1		(5,118.7)	
Net Expenditure Changes	573.1		312.0		(238.6)		(258.7)	(1.0)	(22.5)		18.9		384.2	(1.0)

Key cost drivers for Social Development, Finance and Administration are discussed below:

Prior Year Impacts:

- The reversal of one-time 100% funded programs such as Youth Mapping Tool, Healthy Kids Community Challenge, partial funding for Syrian Refugee Resettlement program, conclusion of Pan AM grant program as well as the extension of the previously approved Tower Renewal Energy Retrofit Program (HI-RIS) by 2-years reduces SDFA gross expenditures by \$6.077 million.
- Annualization of costs and associated revenues of \$0.776 million gross, \$0 net for several new initiatives added in 2016 (through the budget process or in-year) include: the Project Management Office for TCHC; the Poverty Reduction Office; the 731 Runnymede Emergency Shelter; and the Social Procurement Program.
- Salaries and Benefits
 - Salary and benefit adjustments of \$0.372 million are comprised of COLA, progression and step increases and realignment of expenditures between services to better align the cost of services.
- Economic Factors:
 - A 2% inflationary increase on the CPIP grant budget of \$19.170 million (2016 level) will result in a pressure of \$0.382 million.
- Revenue Changes:
 - An additional \$0.300 million in Provincial revenue is included for the back office processing of Ontario Works claims provided by Financial Management and Program Support; and an offsetting reduction of recoveries from Solid Waste Management of \$0.113 from Non-profit Waste Diversion program based on volumes.

In order to achieve the budget reduction target, the 2017 service changes for Social Development, Finance and Administration consists of base expenditure savings of \$0.065 million net, service efficiency savings of \$0.148 million net and service changes within the Program's current service levels of \$0.382 million net, for a total of \$0.595 million net as detailed below.

Table 3
Actions to Achieve Budget Reduction Target
2017 Preliminary Service Change Summary

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change							
	Community and Neighbourhood Development		Community Partnership Investment Program		Financial Management and Program Support		Social Policy & Research		Toronto Office of Partnerships		Corporate Leadership (DCM)		\$	\$	#	2018 Plan		2019 Plan			
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net		Gross	Net	Pos.	Net	Pos.	Net	Pos.	
Base Changes:																					
Base Expenditure Changes																					
Line-by-Line Reductions	(31.9)	(31.9)			(22.5)	(22.5)	(3.1)	(3.1)	(1.6)	(1.6)	(5.5)	(5.5)	(64.6)	(64.6)							
Base Expenditure Change	(31.9)	(31.9)			(22.5)	(22.5)	(3.1)	(3.1)	(1.6)	(1.6)	(5.5)	(5.5)	(64.6)	(64.6)							
Sub-Total	(31.9)	(31.9)			(22.5)	(22.5)	(3.1)	(3.1)	(1.6)	(1.6)	(5.5)	(5.5)	(64.6)	(64.6)							
Service Efficiencies																					
Realignment of Work-Load Responsibilities					(94.0)	(94.0)							(94.0)	(94.0)	(1.0)	(31.2)					
Toronto Office of Partnerships Reduction									(54.0)	(54.0)			(54.0)	(54.0)	(0.5)	(2.8)			(2.7)		
Sub-Total					(94.0)	(94.0)			(54.0)	(54.0)			(148.0)	(148.0)	(1.5)	(34.0)			(2.7)		
Service Adjustments																					
Reversal of CPIP 2017 2% Inflation Increase			(382.0)	(382.0)									(382.0)	(382.0)							
Sub-Total			(382.0)	(382.0)									(382.0)	(382.0)							
Total Changes	(31.9)	(31.9)	(382.0)	(382.0)	(116.5)	(116.5)	(3.1)	(3.1)	(55.6)	(55.6)	(5.5)	(5.5)	(594.6)	(594.6)	(1.5)	(34.0)			(2.7)		

Base Expenditure Changes (Savings of \$0.065 million gross & \$0.065 million net)

Line-by Line Reductions

- Aligning budgets to actual expenditures will result in savings of \$0.065 million, with savings primarily in computer hardware/ software, and printing expenses.

Service Efficiencies (Savings of \$0.148 million gross & \$0.148 million net)

Realignment of Complement Work-load

- The realignment of the existing workload will reduce 1 position, resulting in savings of \$0.094 million. Please see details in the Confidential Attachment 1 under separate cover.

Toronto Office of Partnership Reduction

- The elimination of 0.5 position that was previously cost shared with another program will result in savings of \$0.054 million.

Service Adjustments (Savings of \$0.382 million gross & \$0.382 million net)

Reversal of 2017 CPIP 2% Inflation increase

- Savings of \$0.382 million will bring CPIP funding back to the 2016 approved funding level of \$19.170 million that will provide continued support to approximately 300 organizations.

Table 4
2017 Preliminary New & Enhanced Service Priorities

Description (\$000s)	New/Enhanced												Total		Incremental Change					
	Community and Neighbourhood Development		Community Partnership Investment Program		Financial Management and Program Support		Social Policy & Research		Toronto Office of Partnerships		Corporate Leadership (DCM)		\$	\$	Position	2018 Plan		2019 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net			#	Net	Pos.	Net	Pos.	
Enhanced Services Priorities																				
Tower Residents & Staff Engagement Initiative	50.0												50.0							
Tower Renewal Energy Retrofit Program - temporary position to improve program uptake	138.5												138.5		1.0					(1.0)
Youth Civic Engagement Food Justice Project							70.0						70.0							
Sub-Total	188.5						70.0						258.5		1.0					(1.0)
Total	188.5						70.0						258.5		1.0					(1.0)

Social Development, Finance and Administration has included the following Enhanced Service Priorities in the 2017 Preliminary Operating Budget:

Enhanced Service Priorities (\$0.258 million gross & \$0 net)

Tower Residents & Staff Engagement \$0.050 million gross, \$0 net

- A 3-year program grant of \$0.050 million annually from Enbridge Gas will support an energy conservation program directed towards owners of aging apartment buildings with a high proportion of residents with low incomes. The program will be directed towards owners of private rental properties to promote saving through energy conservation initiatives.

Tower Renewal Energy Retrofit \$0.139 million gross, \$0 net

- The enhancement adds one temporary position for 2 years for \$0.139 million gross and \$0 net to help improve uptake of the Tower Renewal Energy Retrofit Program (Hi-RIS) Program, with the funding for this position repurposed from the existing Tower Renewal grant.
- This position will help build community awareness and outreach support required to increase the number of retrofit applications. Programming is directed towards smaller, private rentals buildings, segments of the apartment sector where there is a significant need for energy retrofit investments and for project development support.

Youth Civic Engagement Food Justice Project \$0.070 million gross, \$0 net

- A one-time grant of \$0.070 million from the Abbotsford Community Services in British Columbia (flow through funding from Heritage Canada) for the Youth Civic Engagement Food Justice project will fund a civic engagement project designed for youth with a focus on indigenous world views, indigenous food systems, and concepts of food justice and food sovereignty.
- Funds received from the Abbotsford Community Services will support the costs related for outreach and recruitment of 20 youth, coordination, organization and delivery of workshops and other project activities that will benefit 20 youth participants in Toronto from Indigenous, racialized and newcomer or refugee backgrounds through attendance at workshops, development of new skills, resulting in an increase community-building and enhanced youth engagement.

Approval of the 2017 Preliminary Operating Budget for Social Development, Finance and Administration will result in a 2018 incremental net cost of \$0.414 million net and a 2019 incremental net cost of \$0.365 million net to maintain the 2017 service levels, as discussed in the following section.

Table 5
2018 and 2019 Plan by Program

Description (\$000s)	2018 - Incremental Increase					2019 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Impact										
Reversal of One-Time Programs:										
Tower Renewal Energy Retrofit Program	(4,528.0)	(4,528.0)				(2,047.3)	(2,047.3)			
Tower Renewal Energy Retrofit Program temp position						(144.5)	(144.5)			(1.0)
Healthy Kids Community Challenge	(2,095.8)	(2,095.8)			(2.0)	(500.0)	(500.0)			
Syrian Refugee Resettlement Program	(250.0)	(250.0)			(1.0)					
Social Procurement Program	(149.8)	(149.8)			(1.0)					
731 Runnymede Shelter Program Plan	(123.5)	(123.5)			(1.0)					
Pan Am Community Legacy Initiatives	(100.0)	(100.0)								
Youth Civic Engagement Food Justice Project	(70.0)	(70.0)								
Project Management Office for TCHC						(667.6)	(667.6)			(4.0)
Toronto Poverty Reduction Strategy Office (PRSO)						(261.7)	(261.7)			(2.0)
Salaries and Benefits										
COLA, Progression Pay & Step Increases	475.7	23.5	452.2	1.4%		371.9		371.9	1.2%	
Other Base Changes (specify)										
Realignment of Staff Workload	(34.0)		(34.0)	(0.1%)		(2.7)		(2.7)		
United Way Program Recovery		5.2	(5.2)				4.9	(4.9)		
IDC/IDR Change	0.5		0.5			0.5		0.5		
Sub-Total	(6,874.9)	(7,288.4)	413.5	1.3%	(5.0)	(3,251.4)	(3,616.2)	364.8	1.2%	(7.0)
Total Incremental Impact	(6,874.9)	(7,288.4)	413.5	1.3%	(5.0)	(3,251.4)	(3,616.2)	364.8	1.2%	(7.0)

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Prior Year impacts are comprised of the completion of the time-limited Tower Renewal grant and other programming funded by either reserves or third parties.
- Salaries and Benefits are projected to increase by \$0.452 million in 2017 and by \$0.372 million in 2019, reflecting the impact of COLA, progression pay and step increases.
- Other Base adjustments are primarily comprised of the annualization of the 2017 efficiency savings from workload realignment and adjustments to the United Way Program Recovery.



Part 2:

2017 Preliminary Operating Budget by Service

Community and Neighbourhood Development



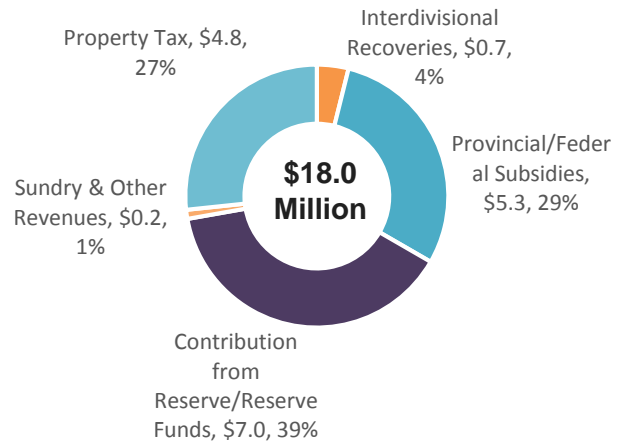
What We Do

- Provide Community Engagement
- Support Youth Development
- Enable Tower and Neighbourhood Revitalization
- Support Community Safety
- Provide Community Funding Delivery
- Coordinate Supports to Reduce Vulnerability

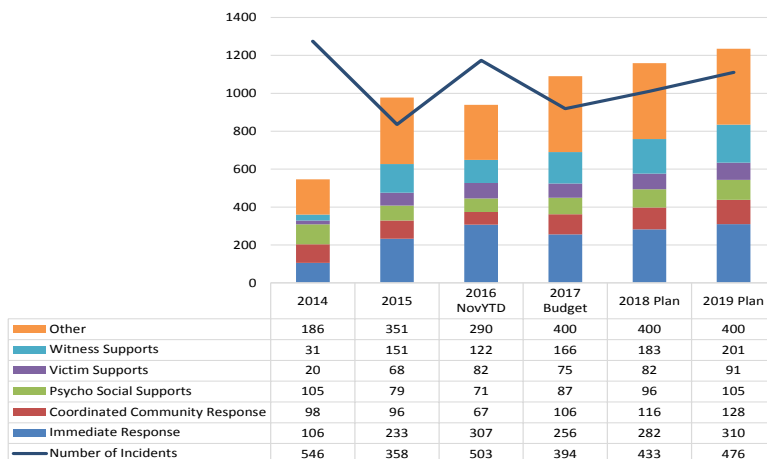
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Crisis Responses and Supports by Type



- Each violent incident may receive more than one type of response depending on the need and request of the individuals and community. To date there have been 939 responses to violent critical incidents.
- The program has seen an increase in the number of incidents where the community has requested an immediate response.
- Crisis Response Other means community development and evaluative response.

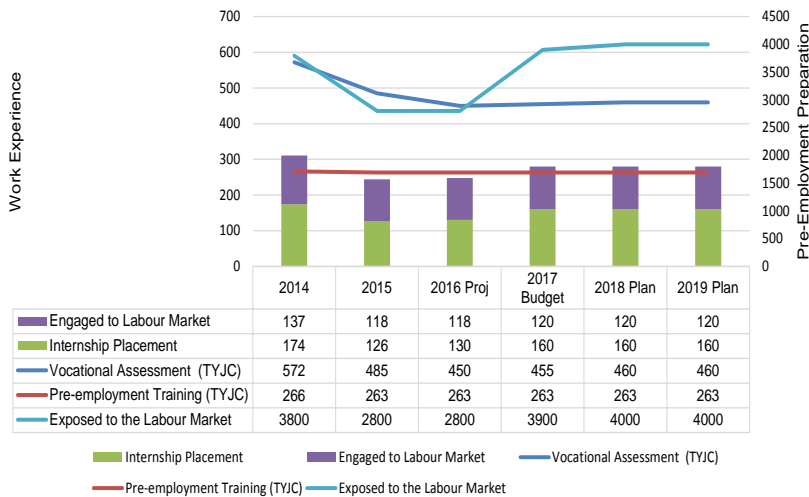
**2017 Service Levels
Community and Neighbourhood Development**

Activity	Type	Sub-Type	Status	Approved Service Levels				Recommended	Reference
				2013	2014	2015	2016	2017	
Community Development	Community Engagement		Recommended					Support 5 Resident Engagement Advisories; 14 Local Planning Tables; Engage 10,900 residents, and 2400 other stakeholders.	1
	Local Service Planning		Recommended					Develop 31 Neighbourhood Plans for Neighbourhood Improvement Areas and 4 Community Plans for Healthy Kids Challenge Communities	2
Youth Development	Youth Employment		Recommended					Provide employment supports to 2,800 youth	3
	Youth Service Planning		Recommended					Deliver 12 youth focussed initiatives and engage 2300 youth	4
Tower & Neighbourhood Revitalization	Neighbourhood Revitalization		Recommended					Develop 4 Neighbourhood Service Plans for non-NIAs; Facilitate 3 neighbourhood revitalization projects.	5
	Community Space Management		Recommended					Manage 110 Community Space Tenancies. Develop 3 community hubs. Allocate \$2.4M to community infrastructure on City-owned properties.	12
	Tower Renewal		Recommended					Customize supports at 5 sites to achieve improvements in environmental, social and economic development. Complete 50 STEP assessments and action plans	6
Community Safety	Violent Incident Response		Recommended					Respond to 400 violent incidents. Establish 5 local safety networks and protocols. Support 15 existing local safety networks.	7
	Safety Promotion		Recommended					Provide 79 events to enhance and promote community safety.	8
	Vulnerability Intervention		Recommended					Lead 5 Situation Tables for vulnerable residents at elevated risk; Engage 200 youth in pre-charge diversion.	9
Community Funding Delivery	Investment Funding		Recommended					Manage \$3.2M in grants; Fund 100 agencies and 100 projects.	10
	Partnership Funding		Recommended					Manage \$16M in grants, Fund 200 agencies and 487 programs.	11

- Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

Service Performance Measures

Youth Development – Employment



- Youth most vulnerable to violence and multi-barriered youth benefit greatly from high engagement.
- With the implementation of the TYPE program (Toronto Youth Partnerships and Employment Program) there will be a co-ordinated, increased number of youth exposed to the labor market, therefore directly impacting the overall number of youth engaged in the labor market.

Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2017 Preliminary Operating Budget										Incremental Change				
	2016 Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget	2018 Plan	2019 Plan	2018 Plan	2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Community Development	599.6	681.0	(0.7)	680.3	80.7	13.5%		680.3	80.7	13.5%	(105.1)	(15.4%)	13.8	2.4%	
Youth Development	3,470.3	3,761.3	(22.0)	3,739.3	269.0	7.8%		3,739.3	269.0	7.8%	33.9	0.9%	32.1	0.9%	
Tower & Neighbhd Revit.	11,224.8	7,842.3	(0.9)	7,841.4	(3,383.4)	(30.1%)	188.5	8,029.9	(3,194.9)	(28.5%)	(4,635.4)	(57.7%)	(2,158.8)	(63.6%)	
Community Safety	1,914.9	1,389.0	(0.2)	1,388.8	(526.1)	(27.5%)		1,388.8	(526.1)	(27.5%)	49.6	3.6%	39.8	2.8%	
Community Funding Delivery	5,081.2	4,185.9	(8.1)	4,177.8	(903.4)	(17.8%)		4,177.8	(903.4)	(17.8%)	(2,049.2)	(49.0%)	(468.9)	(22.0%)	
Total Gross Exp.	22,290.8	17,859.5	(31.9)	17,827.6	(4,463.2)	(20.0%)	188.5	18,016.1	(4,274.7)	(19.2%)	(6,706.2)	(37.2%)	(2,542.0)	(22.5%)	
REVENUE															
Community Development	255.0	309.0		309.0	54.0	21.2%		309.0	54.0	21.2%	(123.5)	(40.0%)			
Youth Development	1,888.1	1,888.1		1,888.1				1,888.1							
Tower & Neighbhd Revit.	10,559.0	7,167.3		7,167.3	(3,391.7)	(32.1%)	188.5	7,355.8	(3,203.2)	(30.3%)	(4,671.7)	(63.5%)	(2,191.8)	(81.7%)	
Community Safety	1,209.5	459.6		459.6	(749.9)	(62.0%)		459.6	(749.9)	(62.0%)					
Community Funding Delivery	4,096.8	3,180.0		3,180.0	(916.8)	(22.4%)		3,180.0	(916.8)	(22.4%)	(2,095.8)	(65.9%)	(500.0)	(46.1%)	
Total Revenues	18,008.4	13,004.0		13,004.0	(5,004.4)	(27.8%)	188.5	13,192.5	(4,815.9)	(26.7%)	(6,891.0)	(52.2%)	(2,691.8)	(42.7%)	
NET EXP.															
Community Development	344.6	372.0	(0.7)	371.3	26.7	7.7%		371.3	26.7	7.7%	18.4	5.0%	13.8	3.5%	
Youth Development	1,582.2	1,873.2	(22.0)	1,851.2	269.0	17.0%		1,851.2	269.0	17.0%	33.9	1.8%	32.1	1.7%	
Tower & Neighbhd Revit.	665.8	675.0	(0.9)	674.1	8.3	1.2%		674.1	8.3	1.2%	36.3	5.4%	33.0	4.6%	
Community Safety	705.4	929.4	(0.2)	929.2	223.8	31.7%		929.2	223.8	31.7%	49.6	5.3%	39.8	4.1%	
Community Funding Delivery	984.4	1,005.9	(8.1)	997.8	13.4	1.4%		997.8	13.4	1.4%	46.6	4.7%	31.1	3.0%	
Total Net Exp.	4,282.4	4,855.5	(31.9)	4,823.6	541.2	12.6%		4,823.6	541.2	12.6%	184.8	3.8%	149.8	3.0%	
Approved Positions	54.1	55.5		55.5	1.4	2.6%	1.0	56.5	2.4	4.4%	(4.0)	(7.1%)	(1.0)	(1.9%)	

The **Community & Neighbourhood Development** Service interacts with residents to solicit community engagement, youth development and employment programs, revitalization of the City's high rise housing stock, community safety initiatives including the development of partnerships with other City organizations and administration, adjudication and disbursement of grants under the Community Partnership Investment Program.

- Community & Neighbourhood Development's 2017 Preliminary Operating Budget of \$18.016 million gross and \$4.824 million net is \$0.541 million or 12.6% over the 2016 Approved Net Operating Budget.
- In addition to base budget pressures that are common amongst all services, the Community & Neighbourhood Development service is specifically impacted by the annualized impact of 2 new initiatives added in 2016; funding for 1 position to develop the Rockcliffe-Smythe/Junction Strategy for the transitional shelter at 731 Runnymede, fully funded by Shelter, Support and Housing Administration; and the corporate rollout of the Social Procurement program.
- These base budget pressures were partially offset by line-by-line expenditure reductions.
- The 2017 Preliminary Operating Budget for Community & Neighbourhood Development service includes: new funding of \$0.139 million, \$0 net for 1 temporary position to help improve uptake of the Tower Renewal Energy Retrofit Program (HI-RIS), funded by repurposing a portion of Tower Renewal Energy Retrofit grant; and a grant of \$0.050 million gross, \$0 net for a 3-year program from Enbridge Gas to support an engagement program directed towards owners of private rental properties to promote savings through energy conservation initiatives.

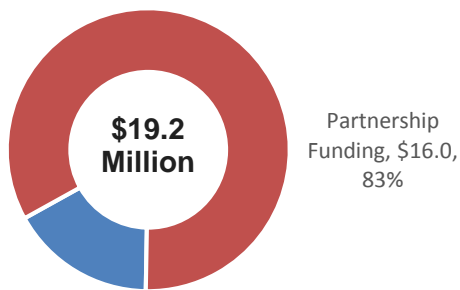
Community Partnership Investment Program



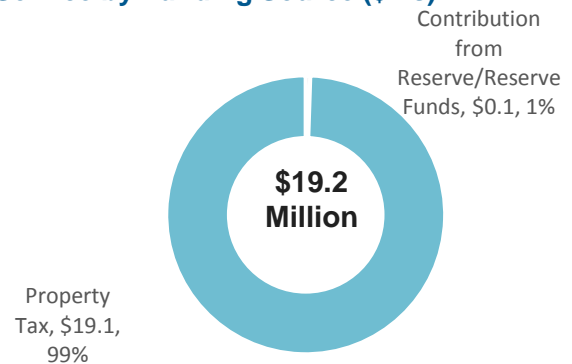
What We Do

- Manage community grants, including processing applications, evaluation, selection, disbursement and monitoring

2017 Service Budget by Activity (\$Ms)

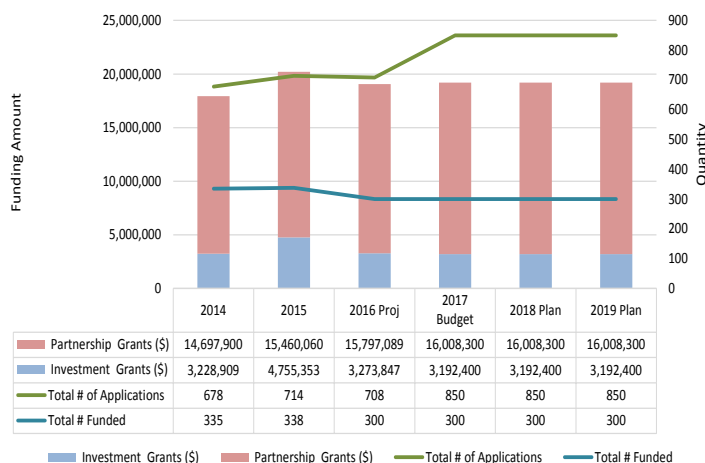


Service by Funding Source (\$Ms)



Service Performance Measures

Total Partnership and Investment Funding Grants - Total Number of Applications and Funds Awarded



- This chart illustrates the Community Partnership and Investment Program funding levels, the number of applications received for funding and the number of funding awards over the last three years.
- The demand for community funding is projected to rise by 19% in 2017 from 2015 levels.
- The rise in applications, funding amounts and funding awards in 2015 is due to the addition of three Pan Am / Para Pan Am games grant streams that supported community festivals, special events and cultural activities.

Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Investment Funding	3,604.9	3,574.4	(382.0)	3,192.4	(412.5)	(11.4%)		3,192.4	(412.5)	(11.4%)	(100.0)	(3.1%)			
Partnership Funding	16,008.3	16,008.3		16,008.3				16,008.3							
Total Gross Exp.	19,613.2	19,582.7	(382.0)	19,200.7	(412.5)	(2.1%)		19,200.7	(412.5)	(2.1%)	(100.0)	(0.5%)			
REVENUE															
Investment Funding	442.5	100.0		100.0	(342.5)	(77.4%)		100.0	(342.5)	(77.4%)	(100.0)	(100.0%)			
Partnership Funding						-				-					-
Total Revenues	442.5	100.0		100.0	(342.5)	(77.4%)		100.0	(342.5)	(77.4%)	(100.0)	(100.0%)			
NET EXP.															
Investment Funding	3,162.4	3,474.4	(382.0)	3,092.4	(70.0)	(2.2%)		3,092.4	(70.0)	(2.2%)					
Partnership Funding	16,008.3	16,008.3		16,008.3				16,008.3							
Total Net Exp.	19,170.7	19,482.7	(382.0)	19,100.7	(70.0)	(0.4%)		19,100.7	(70.0)	(0.4%)					
Approved Positions															

The **Community Partnership Investment Program** provides management of community grants, including processing applications, evaluation, selection and disbursement and monitoring of community agencies.

Community Partnership Investment Program's 2017 Operating Budget of \$19.201 million gross and \$19.101 million net is \$0.070 million or 0.4% under the 2016 Approved Budget.

- The base budget pressures in the Community Partnership Investment Program are primarily related to the 2% inflationary increase of \$0.382 million gross and \$0 net for the Community Partnership Investment grant program with a 2016 budget of \$19.170 million.
- These base budget pressures were offset by service changes to maintain the CPIP grant budget at the 2016 funding level for 300 organizations.

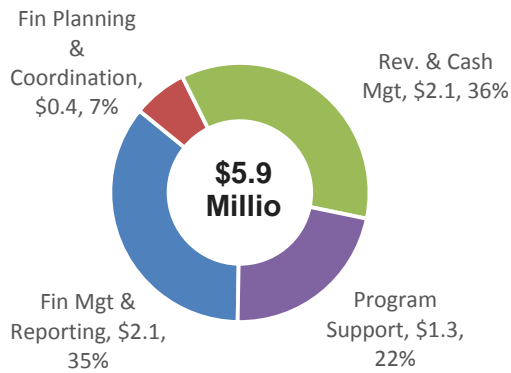
Financial Management & Program Support



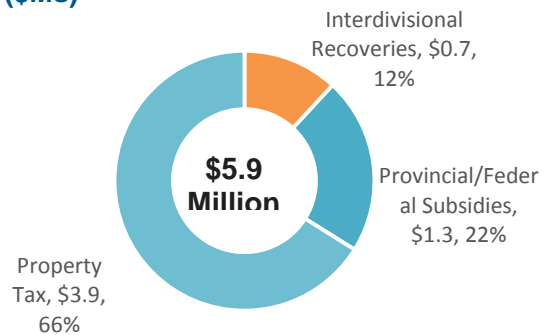
What We Do

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

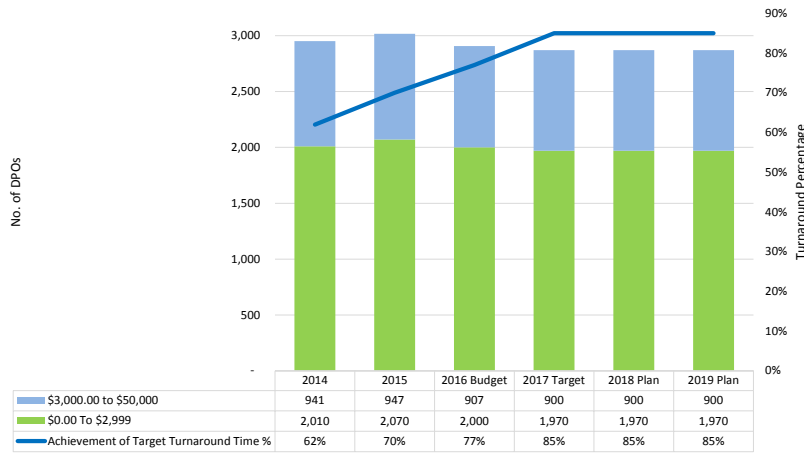
2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



DPO Summary Report



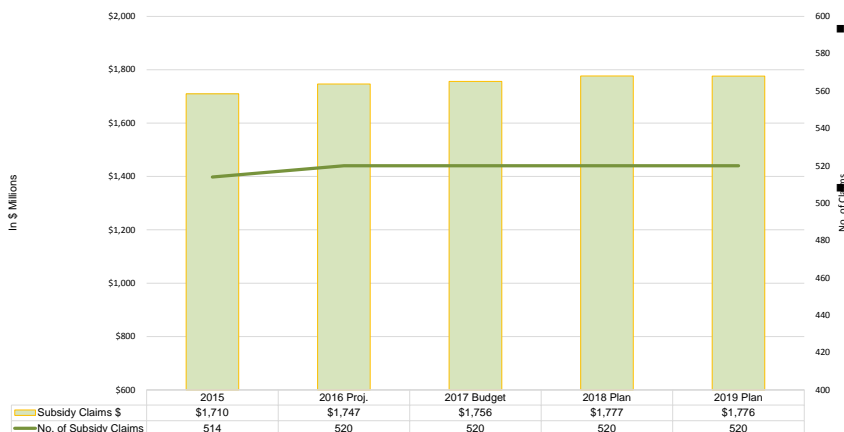
- Improved target turnaround time resulting from implementation of automated solutions - RPGS Online system (Request for Purchase of Goods and Services).
- The target turnaround time for DPOs that are less than \$3,000 is 3 days; DPOs greater than \$3,000 - \$50,000 is 4-10 days depending on the complexity of the request.

2017 Service Levels Financial Management and Program Support

SDFA 2017 Service Levels - Financial Management - Proposed									
Activity	Sub-Activity	Type	Sub-Type	Status	Approved Service Levels			Recommended	Reference
					2014	2015	2016	2017	
Financial Management & Reporting	Purchasing & Contract Management	Centralized Divisional Purchase Orders for Cluster A divisions		Recommended				Target turnaround time for DPOs less than \$3,000 is 3 days; greater than \$3,000 up to \$50,000 is 4-10 days depending on the complexity of the request.	1
		Contract Management Reporting, Oversight and Compliance		Recommended				Ensure that Cluster A Contracts are reviewed, analyzed, reported and coordinated for corrective action within one week of receiving the reports 95% of the time.	2
		Consolidated Cluster Financial Reporting		Recommended				Financial reports are reviewed, consolidated and issued by the deadlines 95% of the time.	3
		Financial Services	Cluster Financial Oversight, Consultation and Services		Recommended			Services provided as per requested deadlines in accordance with policies and guidelines, 95% of the time.	4
			Consolidated Petty Cash and TTC ticket management		Recommended			Petty Cash and TTC tickets are issued within 2 days 90% of the time and 100% of the time in emergency cases.	5
Financial Planning & Coordination	Budget Development			Recommended				Budget developed and submitted in accordance with the corporate budget guidelines and meeting budget deadlines 95% of the time.	6
		Cluster-A Budget Coordination & Oversight		Recommended				Provide budget coordination and oversight support to the DCM, division heads, Financial Planning, committees and Council, as requested 100% of the time.	7
Revenue & Cash Management	Subsidy & Receivable Management			Recommended				Subsidy claims prepared and submitted to federal and provincial ministries with 100% accuracy, 95% of the time.	8
		Audited Financial Statements and Financial Reports		Recommended				Submission of audited financial statements and financial reports to ministries for cost shared programs by the ministries' deadlines, 100% of the time.	9
		Corporate reporting		Recommended				Finalize subsidies and receivables for corporate reporting and consolidation in accordance with reporting requirements and deadlines, 100% of the time.	10
		Ontario Works Benefit Payment Management		Recommended				Ontario Works benefit payments validated and processed with 100% accuracy and meeting deadlines 95% of the time.	11
		Bank Reconciliations for PFR, TPS, TESS, City Clerk's Divisions		Recommended				Bank Reconciliations performed with 100% accuracy and 100% of the time	12
Program Support	Strategic Cluster Leadership, Advice			Recommended				Regular and ongoing support provided 100% of the time.	13
		Relationship Management		Recommended				90% of issues are managed and resolved. 10% of issues are outside of the Relationship framework.	14
		Program and Operational Reviews		Recommended				Projects are completed on time and within budget as established in an approved project plan/charter.	15

Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

Cluster "A" Subsidy Claims



The target turnaround time for subsidy claims prepared and submitted to federal and provincial ministries is with 100% accuracy, 95% of the time.

S DFA manages approximately \$1.7 billion in revenue and subsidies for 4 federal and 5 provincial ministries through 6 cost shared programs: S DFA, Children's Services, Affordable Housing Office, Long-Term Care Homes and Services, Toronto Employment and Social Services, and Shelter, Support and Housing Administration.

Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2016		2017 Preliminary Operating Budget							Incremental Change				
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget		New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
					\$	%			\$	%	\$	%	\$	%
GROSS EXP.														
Fin Mgt & Reporting	2,100.8	2,110.0	(4.6)	2,105.4	4.6	0.2%		2,105.4	4.6	0.2%	45.9	2.2%	41.8	1.9%
Fin Planning & Coordination	446.2	452.9	(4.1)	448.8	2.6	0.6%		448.8	2.6	0.6%	11.5	2.6%	9.4	2.0%
Rev. & Cash Mgt	1,989.0	2,061.8	(4.2)	2,057.6	68.6	3.4%		2,057.6	68.6	3.4%	55.5	2.7%	43.8	2.1%
Program Support	1,200.8	1,409.7	(103.6)	1,306.1	105.3	8.8%		1,306.1	105.3	8.8%	(9.2)	(0.7%)	(327.0)	(25.2%)
Total Gross Exp.	5,736.8	6,034.4	(116.5)	5,917.9	181.1	3.2%		5,917.9	181.1	3.2%	103.7	1.8%	(232.0)	(3.9%)
REVENUE														
Fin Mgt & Reporting	238.1	238.1		238.1				238.1						
Fin Planning & Coordination	55.8	55.9		55.9	0.1	0.2%		55.9	0.1	0.2%				
Rev. & Cash Mgt	944.8	1,240.3		1,240.3	295.5	31.3%		1,240.3	295.5	31.3%				
Program Support	209.5	450.1		450.1	240.6	114.8%		450.1	240.6	114.8%	5.2	1.2%	(367.2)	(80.7%)
Total Revenues	1,448.2	1,984.4		1,984.4	536.2	37.0%		1,984.4	536.2	37.0%	5.2	0.3%	(367.2)	(18.5%)
NET EXP.														
Fin Mgt & Reporting	1,862.7	1,871.9	(4.6)	1,867.3	4.6	0.2%		1,867.3	4.6	0.2%	45.9	2.5%	41.8	2.2%
Fin Planning & Coordination	390.4	397.0	(4.1)	392.9	2.5	0.6%		392.9	2.5	0.6%	11.5	2.9%	9.4	2.3%
Rev. & Cash Mgt	1,044.2	821.5	(4.2)	817.3	(226.9)	(21.7%)		817.3	(226.9)	(21.7%)	55.5	6.8%	43.8	5.0%
Program Support	991.3	959.6	(103.6)	856.0	(135.3)	(13.6%)		856.0	(135.3)	(13.6%)	(14.4)	(1.7%)	40.2	4.8%
Total Net Exp.	4,288.6	4,050.0	(116.5)	3,933.5	(355.1)	(8.3%)		3,933.5	(355.1)	(8.3%)	98.5	2.5%	135.2	3.4%
Approved Positions	50.8	50.2	(1.0)	49.2	(1.6)	(3.2%)		49.2	(1.6)	(3.2%)			(2.2)	(4.5%)

The **Financial Management and Program Support** service provides direct support and coordinating activities for Cluster-A programs with respect to financial reporting, cash and revenue management, budgets and procurement.

The Financial Management and Program Support's 2017 Preliminary Operating Budget of \$5.918 million gross and \$3.934 million net is \$0.355 million or 8.3% under the 2016 Approved Net Budget.

- In addition to the base budget pressures common to all services, there is an increase in the gross from the annualized impact of adding 4 temporary positions for the establishment of a Project Management Office in 2016 to develop an Implementation Plan for TCHC which is fully funded from the Social Housing Stabilization Reserve Fund under Shelter, Support and Housing Administration for a \$0 net impact.

- The base budget pressures were further reduced by additional Provincial revenue for the back office processing of Ontario Works claims, line-by-line review savings and a service adjustment arising from the staff realignments. Please see details in the Confidential Attachment 1 under separate cover.

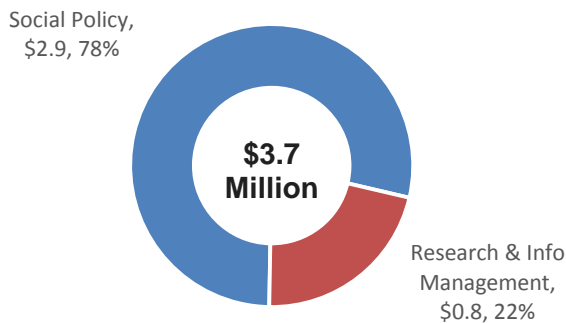
Social Policy and Research



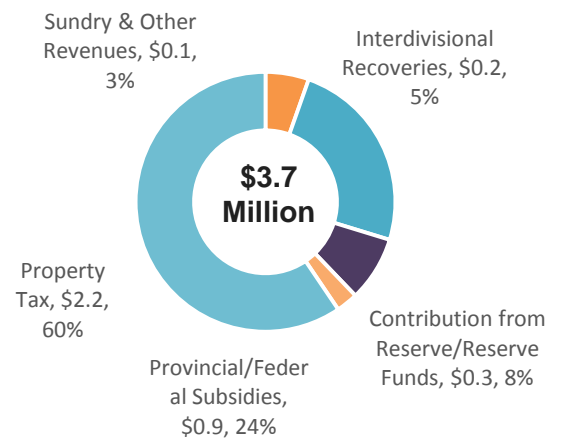
What We Do

- Provide Social Policy & Analysis
- Provide Social Research & Evaluation

2017 Service Budget by Activity (\$Ms)

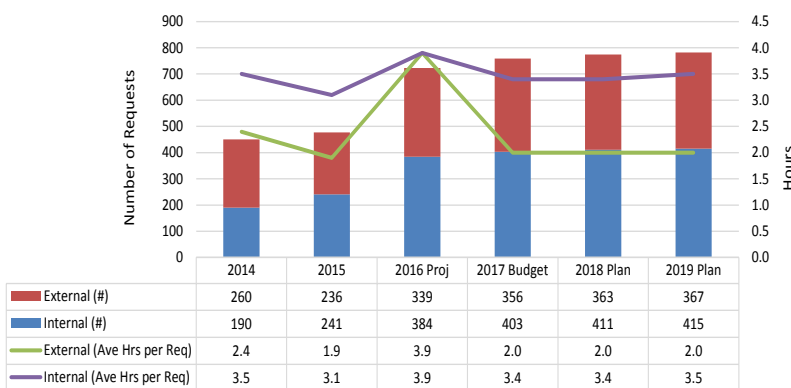


Service by Funding Source (\$Ms)



Service Performance Measures

Social Services Information Requests



- Information requests are expected to continue to increase dramatically in 2016. The number of requests as of August-2016, already exceed that of the 2015 year-end total.
- The reason for the large increase is due to a number of complex requests such as: partnership with U of T School of Social Engineering on a number of research collaborations; several public speaking events on Open Data and Wellbeing Toronto; and other media requests (given the return of the Census Long Form).
- It is estimated that requests will increase steadily in 2017 and 2018 as the new federal data (e.g. Census) are released.

**2017 Service Levels
Social Policy and Research**

Activity	Type	Sub-Type	Status	Approved Service Levels			Recommended 2017	Reference
				2014	2015	2016		
Social Policy	Place-Based		Recommended				Develop 8 new strategic social policies that advance Council's social and economic equity goals	1
	Population-Based		Recommended				Coordinate and monitor implementation of 10 interdivisional social policies	2
	Systems-Based		Recommended				Consult 5,000 stakeholders in policy development and monitoring.	3
Social Research & Information Management	Social Research Reporting		Recommended				Respond to an average of 350 research information requests. Add 50 new social research datasets to Wellbeing Toronto as part of Open Data.	4
	Data Management & Analytics		Recommended				Manage 6 data collection and analysis systems. Coordinate & facilitate City access to data through 2 multi-city data networks	5

Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2017 Preliminary Operating Budget										Incremental Change			
	2016	2017 Preliminary Operating Budget			Prelim. Base Budget vs. 2016 Budget		New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan	
	Budget	Base Budget	Service Changes	Preliminary Base	\$	%			\$	%	\$	%	\$	%
GROSS EXP.														
Social Policy	3,608.0	2,865.8	(3.0)	2,862.8	(745.2)	(20.7%)	70.0	2,932.8	(675.2)	(18.7%)	(253.3)	(8.6%)	(240.9)	(9.0%)
Research & Info Management	770.6	738.4	(0.1)	738.3	(32.3)	(4.2%)		738.3	(32.3)	(4.2%)	20.2	2.7%	15.2	2.0%
Total Gross Exp.	4,378.6	3,604.2	(3.1)	3,601.1	(777.5)	(17.8%)	70.0	3,671.1	(707.5)	(16.2%)	(233.1)	(6.3%)	(225.7)	(6.6%)
REVENUE														
Social Policy	1,751.4	1,365.7		1,365.7	(385.7)	(22.0%)	70.0	1,435.7	(315.7)	(18.0%)	(312.0)	(21.7%)	(261.6)	(23.3%)
Research & Info Management	189.7	59.7		59.7	(130.0)	(68.5%)		59.7	(130.0)	(68.5%)				
Total Revenues	1,941.1	1,425.4		1,425.4	(515.7)	(26.6%)	70.0	1,495.4	(445.7)	(23.0%)	(312.0)	(20.9%)	(261.6)	(22.1%)
NET EXP.														
Social Policy	1,856.6	1,500.1	(3.0)	1,497.1	(359.5)	(19.4%)		1,497.1	(359.5)	(19.4%)	58.7	3.9%	20.7	1.3%
Research & Info Management	580.9	678.7	(0.1)	678.6	97.7	16.8%		678.6	97.7	16.8%	20.2	3.0%	15.2	2.2%
Total Net Exp.	2,437.5	2,178.8	(3.1)	2,175.7	(261.8)	(10.7%)		2,175.7	(261.8)	(10.7%)	78.9	3.6%	35.9	1.6%
Approved Positions	28.7	26.9		26.9	(1.8)	(6.3%)		26.9	(1.8)	(6.3%)	(1.0)	(3.7%)	(2.0)	(7.7%)

The **Social Policy and Research** service conducts policy research, prepares reports to Council and Committees on Social Policy directions, gathers statistical information and collects outcomes that measure the effectiveness of social programs.

The Social Policy and Research's 2017 Operating Budget of \$3.671 million gross and \$2.176 million net is \$0.262 million or 10.7% under the 2016 Approved Budget.

- In addition to base budget pressures that are common amongst all services, the Social Policy and Research service is specifically impacted by the annualized impact of adding 2 temporary positions for the Toronto Poverty Reduction Strategy Office (PRSO) in 2016, fully funded through IDR recoveries from Toronto Employment and Social Services and Toronto Public Health.
- These base budget pressures were further offset by line-by-line expenditure reductions and a realignment of salaries and benefits to better match the cost of services provided.
- The 2017 Preliminary Operating Budget for Social Policy and Research service includes one-time grant funding of \$0.070 million from the Abbotsford Community Services for the Youth Civic Engagement Food Justice project that will fund a civic engagement project designed for youth with a focus on indigenous worldviews, indigenous food systems, and concepts of food justice and food sovereignty.

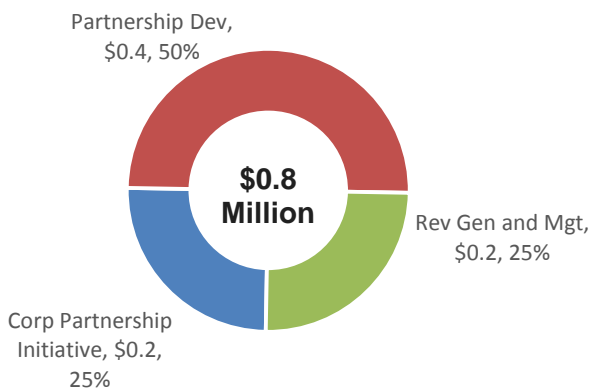
Toronto Office of Partnerships



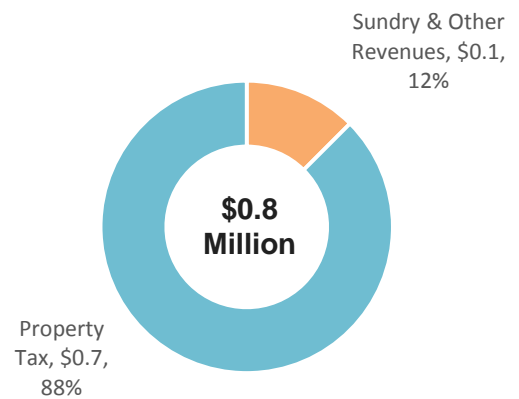
What We Do

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

2017 Service Budget by Activity (\$Ms)

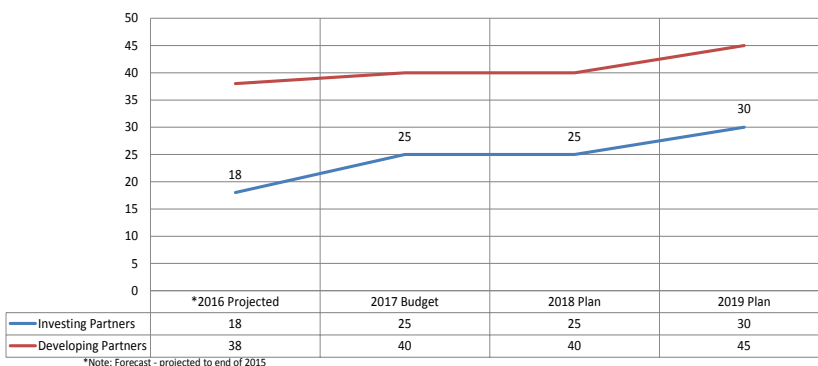


Service by Funding Source (\$Ms)



Service Performance Measures

Toronto Office of Partnerships – New Partners



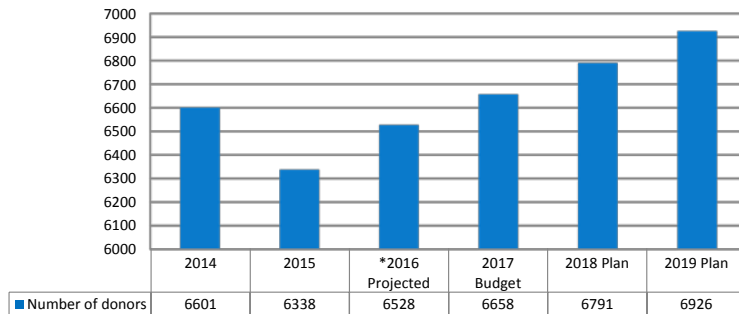
- 2016 is once again a building year, focusing on City priorities. It is anticipated that there will be an increase in partnerships for 2017 as this will again be a year for a unique special event—Canada's 150th anniversary. 2016 was also a significant change in high net worth philanthropy.
- The years 2018 & 2019 reflects the developmental work done in previous years.

2017 Service Levels Toronto office of Partnerships

Activity	Type	Sub-Type	Status	2013	2014	2015	2016	2017	Reference
Corporate Partnership Initiatives	Corporate Partnerships		Approved	90% of requested policies/procedures are completed within the time frame provide by Council	# of corporate Partners TBD - This data is collected from Divisions in 2016			200 Corporate partners	
	Partnership & Revenue Generation Policies and Procedures		Approved					100% compliance to Corporate policies and procedures on Revenue Generation	
	External and Internal Consulting		Approved		Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262			Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262	
	Staff Partnership Training		Approved			465 Staff trained		464 Staff trained	
Partnership Development	Development and Management of Agreements		Approved					100% compliance to Corporate policies and procedures	
	Consultation on Partnership Development		Approved					100% response to all consultation requests and referrals to appropriate party	
	Relationship Development	New Partners	Recommended					20 New Partners	1
	Project Management for Projects going forward	Go-Forward Partnerships	Approved		Number of instances projects are going forward 50			Number of instances projects are going forward 70	
	Project Management Hours	Approved		1800 hours of External and Internal for partnership projects managed going forward				3500 hours of External and Internal partnership projects managed going forward	
Revenue Generation and Management	Advice and Consultation on Unsolicited Proposal Policy Process		Approved					100% compliance to Corporate policies and procedures	
	Review Unsolicited Proposal Submissions		Approved	Review and respond to 95% of received proposals within 2 business days				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.				100% compliance to Corporate policies and procedures	
	Emergency Donation Management		Approved	Coordinated with Corporate Accounting				100% compliance to Corporate policies and procedures	
	City initiatives financially supported by external partners		Approved		# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2015	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016		# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016 (target is 220)	
	Unsolicited Proposals		Approved		Submitted Unsolicited Proposals Processed 20			Submitted Unsolicited Proposals Processed 18	
								100% assessment of all Unsolicited Proposals	
	Partnership Revenue Generated		Approved		Partnership revenue generated \$814,000			Partnership revenue generated \$9.85M	
United Way Campaign		Approved		Total amount of funds generated by the City of Toronto U.W. Campaign 1.2M			Total amount of funds generated by the City of Toronto U.W. Campaign \$1.37M		

Service Levels for prior years have been reorganized / merged and new Service Levels have been created to reflect a high level view of services provided. These changes do not affect any existing services provided by SDFA. A reference number by activity is provided that can be referenced to the 2016 Services Level activities provided in Appendix A. The re-mapped service levels are consistent with the structure in the Program Map.

United Way Office – Number of Donors



- The United Way Office, which administers the City's United Way campaign, is a key component of TOP.
- The number of City staff donating to the campaign has risen from 5,270 donors in 2012 to 6,338 in 2015; a 20% increase. While the final 2016 numbers are not yet known, it is anticipated that donor levels will remain stable this year as well as into the future.

Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Corp Partnership Initiative	223.5	221.1	(17.7)	203.4	(20.1)	(9.0%)		203.4	(20.1)	(9.0%)	6.2	3.0%	5.4	2.6%	
Partnership Dev	418.8	405.4	(33.1)	372.3	(46.5)	(11.1%)		372.3	(46.5)	(11.1%)	11.3	3.0%	9.9	2.6%	
Rev Gen and Mgt	237.8	240.8	(4.8)	236.0	(1.8)	(0.8%)		236.0	(1.8)	(0.8%)	8.2	3.5%	7.6	3.1%	
Total Gross Exp.	880.1	867.3	(55.6)	811.7	(68.4)	(7.8%)		811.7	(68.4)	(7.8%)	25.7	3.2%	22.9	2.7%	
REVENUE															
Corp Partnership Initiative						-				-					-
Partnership Dev						-				-					-
Rev Gen and Mgt	108.2	117.9		117.9	9.7	9.0%		117.9	9.7	9.0%	5.1	4.3%	4.9	4.0%	
Total Revenues	108.2	117.9		117.9	9.7	9.0%		117.9	9.7	9.0%	5.1	4.3%	4.9	4.0%	
NET EXP.															
Corp Partnership Initiative	223.5	221.1	(17.7)	203.4	(20.1)	(9.0%)		203.4	(20.1)	(9.0%)	6.2	3.0%	5.4	2.6%	
Partnership Dev	418.8	405.4	(33.1)	372.3	(46.5)	(11.1%)		372.3	(46.5)	(11.1%)	11.3	3.0%	9.9	2.6%	
Rev Gen and Mgt	129.6	122.9	(4.8)	118.1	(11.5)	(8.9%)		118.1	(11.5)	(8.9%)	3.1	2.6%	2.7	2.2%	
Total Net Exp.	771.9	749.4	(55.6)	693.8	(78.1)	(10.1%)		693.8	(78.1)	(10.1%)	20.6	3.0%	18.0	2.5%	
Approved Positions	6.5	6.5	(0.5)	6.0	(0.5)	(7.7%)		6.0	(0.5)	(7.7%)					

The **Toronto Office of Partnerships** service coordinates and develops Corporate Partnership Initiatives, manages Partnership Development and Revenue Generation on behalf of the City, including corporate partners such as the United Way of Toronto.

The Toronto Office of Partnerships' 2017 Preliminary Operating Budget of \$0.812 million gross and \$0.694 million net is \$0.078 million or 10.1% under the 2016 Approved Net Budget.

- The base budget pressures arising from inflationary increases in salary and benefits were offset by line-by-line expenditure savings, revenue changes and by eliminating 0.5 vacant position.

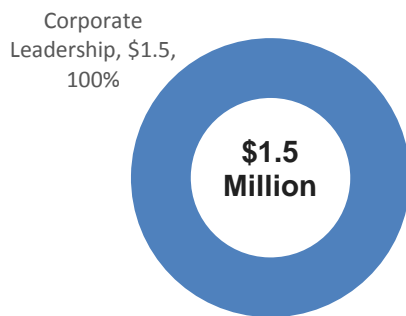
Corporate Leadership

What We Do



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

2017 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

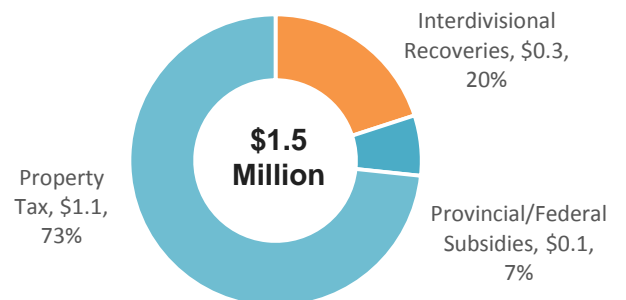


Table 6
2017 Preliminary Service Budget by Activity

(\$000s)	2016	2017 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2016 Budget	% Change	New/Enhanced	Prelim. Budget	2017 Prelim. Budget vs. 2016 Budget		2018 Plan		2019 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Corporate Leadership	1,259.5	1,476.6	(5.5)	1,471.1	211.6	16.8%		1,471.1	211.6	16.8%	35.0	2.4%	(274.5)	(18.2%)	
Total Gross Exp.	1,259.5	1,476.6	(5.5)	1,471.1	211.6	16.8%		1,471.1	211.6	16.8%	35.0	2.4%	(274.5)	(18.2%)	
REVENUE															
Corporate Leadership	188.0	386.2		386.2	198.2	105.4%		386.2	198.2	105.4%	4.3	1.1%	(300.4)	(76.9%)	
Total Revenues	188.0	386.2		386.2	198.2	105.4%		386.2	198.2	105.4%	4.3	1.1%	(300.4)	(76.9%)	
NET EXP.															
Corporate Leadership	1,071.5	1,090.4	(5.5)	1,084.9	13.4	1.3%		1,084.9	13.4	1.3%	30.7	2.8%	25.9	2.3%	
Total Net Exp.	1,071.5	1,090.4	(5.5)	1,084.9	13.4	1.3%		1,084.9	13.4	1.3%	30.7	2.8%	25.9	2.3%	
Approved Positions	8.5	8.5		8.5				8.5					(1.8)	(21.3%)	

The **Corporate Leadership** service provides guidance to the corporation in the strategic direction for growth and program/service delivery, promotes collaboration and innovation inside Cluster A and across the organization and assists the City Manager in corporate governance and oversight activities to achieve Council's priorities.

The Corporate Leadership's 2017 Preliminary Operating Budget of \$1.471 million gross and \$1.085 million net is \$0.013 million or 1.3% over the 2016 Approved Net Budget.

- The base budget pressures arising from inflationary increases in salary and benefits were partially offset by line-by-line expenditure savings.



Part 3:

Issues for Discussion

Issues Referred to the 2017 Operating Budget Process

Reduction Target

- The Social Development, Finance and Administration's 2017 Preliminary Operating Budget is \$49.088 million gross and \$31.812 million net, representing a 0.7% decrease from the 2016 Approved Net Operating Budget. This brings the 2017 Operating Budget to \$0.622 million net or 1.9% away from the budget reduction target of 2.6%, as set out in the 2017 Operating Budget Directions approved by Council for all City Programs, Agencies and Accountability Offices.
- In order to meet City Council's budget reduction target of -2.6%, the Program submitted a further service adjustment, as noted in the table below, which will result in savings of \$0.622 million gross and net, bringing the 2017 Budget to \$48.466 gross, \$31.190 million net or -2.6% below the 2016 Approved Net Operating Budget.

Service Adjustment Description (\$000s)	2017 Impact				Net Incremental Impact			
	Gross	Revenue	Net	Positions	2018 Plan		2019 Plan	
					Net	Positions	Net	Positions
Not Included								
CPIP Reduction	(622.2)		(622.2)	(1.0)				
Total Service Adjustments (Not Included)	(622.2)		(622.2)	(1.0)	0.0	0.0	0.0	0.0

- The CPIP reduction will require a reduction in the CPIP grant budget and the deletion of 1 position that generates further savings of \$0.622 million. This reduction will result in 14% fewer projects funded in 2017 and may add to the unmet needs of the communities these agencies serve.
- The 2017 Preliminary Operating Budget does not include this reduction, however it is included for Council's consideration as part of the list of service adjustments to be distributed for Budget Committee's consideration in the 2017 Budget process.

New & Enhanced Not Included in the 2017 Preliminary Operating Budget

- At its meeting of November 8, 2016, City Council considered and referred CD15.5 "Toronto Newcomer Strategy – Progress Report", a request for 2 additional permanent positions, 1 Manager & 1 Community Development Officer, at a cost of \$0.267 million gross and net for the Toronto Newcomer Office to the Budget Committee for consideration in the 2017 budget process.
- Link to the report: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.CD15.5>

New / Enhanced Service Description (\$000s)	2017 Impact				Net Incremental Impact			
	Gross	Revenue	Net	Positions	2018 Plan		2019 Plan	
					Net	Positions	Net	Positions
Not Included								
Referred to the Budget Process								
2 additional permanent positions to be added to the Toronto Newcomer Office	267.1		267.1	2.0	10.8		11.2	
Total New/Enhanced Services (Not Included)	267.1	0.0	267.1	2.0	10.8	0.0	11.2	0.0

- These 2 positions would be responsible for the implementation of projects designed to increase newcomer access to information and to enhance access to settlement supports, responsibilities which are beyond the scope of the Toronto Newcomer Office, which is a federally funded program.
- The 2017 Preliminary Operating Budget does not include funding for this enhancement, however it is included for Committee's and Council's consideration as part of the list of New/Enhanced requests to be distributed for Budget Committee's consideration in the 2017 Budget process.

Continuation of the Tower Renewal Residential Energy Retro Fit Program (HI-RIS)

- The Preliminary 2017 Operating Budget includes a 2-year extension of the Residential Energy Retro Fit Program (HI-RIS) Budget. This program supports property owners undertaking energy efficiency retrofits for eligible properties.

- The Program was launched in 2014 (EX33.2) with funding from the Local Improvement Charge Energy Works Reserve Fund (XR1724). It is 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 implementing retrofits will be advanced to qualified property owners once retrofit projects are completed through the Local Improvement Charge Energy Works Reserve Fund, with the cost of the retrofits. The cost of retrofit projects is recovered by adding the cost of the upgrades to the owner's property billing in installments that are to be repaid over time.
- The uptake has been slow, as community awareness of the program must be established. As well, because significant retrofits can require long timelines to complete and payments to participants are made upon completion of the project, spending to date has been slow. Work is underway to evaluate the program in conjunction with the Environment and Energy Division.
- The program was established with a budget of \$10.055 million in 2014, of which \$3.429 million has been spent to date. With the program's 2-year extension, \$4.480 million has been budgeted for 2017 and \$2.146 million in 2018 with funding provided from the Local Improvement Charge Reserve Fund (XR1724), drawing against the initial program allocation of \$10.055 million.
- A 2-year extension of the Hi-RIS Program will allow for the results of the program evaluation to be incorporated into a program design refresh and re-launch slated for 2017.
- The 2017 Preliminary Operating Budget includes 2 enhancements to support HI-RIS program uptake in 2017 and 2018:
 - 1 temporary position is being added by repurposing funding from the \$10.055 million program grant allocation. As with the initial program phase, program participants will contribute to program revenues through an administrative charge of 0.8% on each financing agreement.
 - Funding of \$0.050 million will be provided by Enbridge Gas in the form of a community awareness assistance grant to help support a public awareness campaign.

Syrian Refugee Resettlement Program Extension

- With Council approval of EX8.39 "Syrian Refugee Crisis – Options for a City of Toronto Resettlement Program" in September 2015, one-time funding \$0.600 gross and \$0 net was provided for the Syrian Refugee Program.
- During the 2016 Budget process, additional one-time funding of \$0.220 million and 1 temporary position was added to support public education and an anti-rumors campaign. Through these 2 Council directives, the 2016 Operating Budget included funding of \$0.820 million gross \$0 net, with funding from the Tax Rate Stabilization Reserve Fund (XQ0703).
- With approval of CD15.5 "Toronto Newcomer Strategy-Progress Report" on November 9, 2016, Council approved the extension of the Syrian Refugee Program for \$0.250 million available from 2016 program under-spending. As well, in 2017, the term of the temporary position will be extended until December 31, 2017, with funding from the Tax Rate Stabilization Reserve Fund.

2017 Preliminary Service Levels

- The 2017 Operating Budget includes changes to the 2016 Approved Service Levels for SDFa to present a more concise matrix of activities provided to the community.
- These changes have no impact on service delivery or service, but only present Service Levels in a manner that better reflects the Program activities. The Program Map of services remains unchanged with the Program providing the same services as have been provided in the past.
- The 2016 Approved Service Levels are included in Appendix A, with a reference to the 2017 Service Levels.



Appendices

Appendix 1

2016 Service Performance

Key Service Accomplishments

In 2016, Social Development, Finance and Administration accomplished the following:

- ✓ Developed strategic social policy aimed at reducing poverty in Toronto, including the following initiatives:
 - The Toronto Social Procurement Program
 - Tenants First – A Way Forward for Toronto Community Housing and Social Housing in Toronto
 - Transit Fare Equity Program for Low-Income Torontonians
- ✓ Implemented the HI-RIS Program supporting energy efficiency investments for over 800 apartment units and partnered and supported TCHC through site assessments and energy/environment and community initiatives.
- ✓ Developed a Community Asset Evaluation Framework to consider schools as sites for advancing equitable provision of child care, green space and community programming, and for responding to future growth, and applied the Framework against 23 surplus TDSB school properties for Council consideration.
- ✓ Developed 14 Neighbourhood Planning Tables across the 31 Neighbourhood Improvement Areas engaging over 1700 community partners.
- ✓ Welcomed and celebrated new Torontonians at the second annual Toronto Newcomer Day attended by more than 6,000 people including newcomer families, newcomer serving agencies and City divisions, private sector representatives, and sponsors of Syrian refugees.
- ✓ Responded to over 60 situations of complex vulnerability that had been unresolved in the city for years, and resolved 45 of those situations through the Specialized Reform and Innovation Table on Vulnerability (SPIDER).
- ✓ Hosted 8 Open Dialogue forums on Vulnerability that enabled service improvement conversations in the areas of: Privacy and Information Sharing; Hoarding; Capacity and Consent; Mental Health and Emergency Responses for the community support professionals, and co-hosted a Hoarding Conference.
- ✓ Developed a curriculum to support City Staff in working with the most vulnerable to involvement in serious violence and crime youth, including Pre-Charge diversion.
- ✓ Delivered Toronto Seniors Summit to celebrate Seniors Month and the designation by the World Health Organization of Toronto as a 'Global Age-Friendly City'.
- ✓ Led the successful phase one settlement of approximately 4,500 Syrian Refugees to Toronto, through the City of Toronto Resettlement Program with a focus on supports for housing and private sponsorships as critical foundations for stability for these new Torontonians.
- ✓ 'Toronto For All' a public education campaign in partnership with Ontario Council of Agencies Serving Immigrants (OCASI) about Toronto newcomers and other diverse communities.
- ✓ Toronto Office of Partnerships raised over \$130,000 through corporate sponsorship, donation, in-kind and grants for the Partnership Opportunities Legacy (POL) program lead by Social Development Financial & Administration to fund partnership-based community infrastructure and community capacity enhancements at the neighbourhood level.
- ✓ Engaged 71 employers (H&M, T.I.F.F., TTC members of the Retail Council and others) and exceeded the federal targets for positive outcomes for youth participants by 7%.

Appendix 2

2017 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2014	2015	2016	2016	2017	2017 Change		Plan	
	Actual	Actual	Budget	Projected Actual *	Preliminary Budget	from 2016 Budget	%	2018	2019
	\$	\$	\$	\$	\$	\$		\$	\$
Salaries and Benefits	13,821.1	14,255.0	16,724.0	14,461.4	17,277.2	553.2	3.3%	17,163.6	16,476.1
Materials and Supplies	114.4	126.5	63.6	63.6	70.4	6.8	10.7%	70.3	69.3
Equipment	60.2	123.1	30.3	30.3	43.8	13.5	44.6%	43.3	43.3
Services & Rents	2,750.2	3,669.8	4,265.0	4,265.0	3,193.1	(1,071.9)	(25.1%)	2,952.1	2,788.8
Contributions to Capital							-		
Contributions to Reserve/Res Funds	112.7	121.7	121.7	121.7	121.7			121.7	121.7
Other Expenditures	18,434.4	22,030.9	32,613.2	24,707.3	28,020.9	(4,592.3)	(14.1%)	21,500.7	19,100.7
Interdivisional Charges	316.6	562.6	341.2	341.2	361.5	20.3	5.9%	362.0	362.5
Total Gross Expenditures	35,609.6	40,889.6	54,159.0	43,990.5	49,088.6	(5,070.4)	(9.4%)	42,213.7	38,962.4
Interdivisional Recoveries	495.1	609.3	938.6	1,008.1	1,934.8	996.2	106.1%	1,827.5	908.3
Provincial Subsidies	2,516.6	3,056.4	7,130.7	5,505.6	5,535.1	(1,595.6)	(22.4%)	3,635.1	3,235.1
Federal Subsidies	2,123.7	1,975.3	2,050.4	2,060.8	2,050.4			2,050.4	2,050.5
Other Subsidies							-		
User Fees & Donations	187.0	51.3					-		
Transfers from Capital Fund							-		
Contribution from Reserve/Reserve Funds	326.3	4,064.0	11,717.5	3,315.8	7,359.5	(4,358.0)	(37.2%)	2,291.8	
Sundry Revenues	213.4	267.8	299.2	286.4	396.6	97.4	32.6%	183.2	178.0
Total Revenues	5,862.1	10,024.1	22,136.4	12,176.7	17,276.4	(4,860.0)	(22.0%)	9,988.0	6,371.9
Total Net Expenditures	29,747.6	30,865.5	32,022.6	31,813.8	31,812.2	(210.4)	(0.7%)	32,225.7	32,590.5
Approved Positions	126.3	130.5	148.5	147.5	147.0	(1.5)	(1.0%)	142.0	135.0

* Based on the 2016 9-month Operating Variance Report

Social Development, Finance and Administration is projecting to be underspent by \$0.209 million net at year-end, with gross expenditures \$10.169 million below budget, and under-achieved revenues of \$9.960 million. The key drivers of the under spending are the delays in the Tower Renewal and Healthy Kids grants, with offsetting delays in contributions from reserves. Salaries and benefits are projected to be underspent, reflecting staff turnover and delays in hiring.

For additional information regarding the 2016 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2016" considered by City Council at its meeting on December 13, 2016.

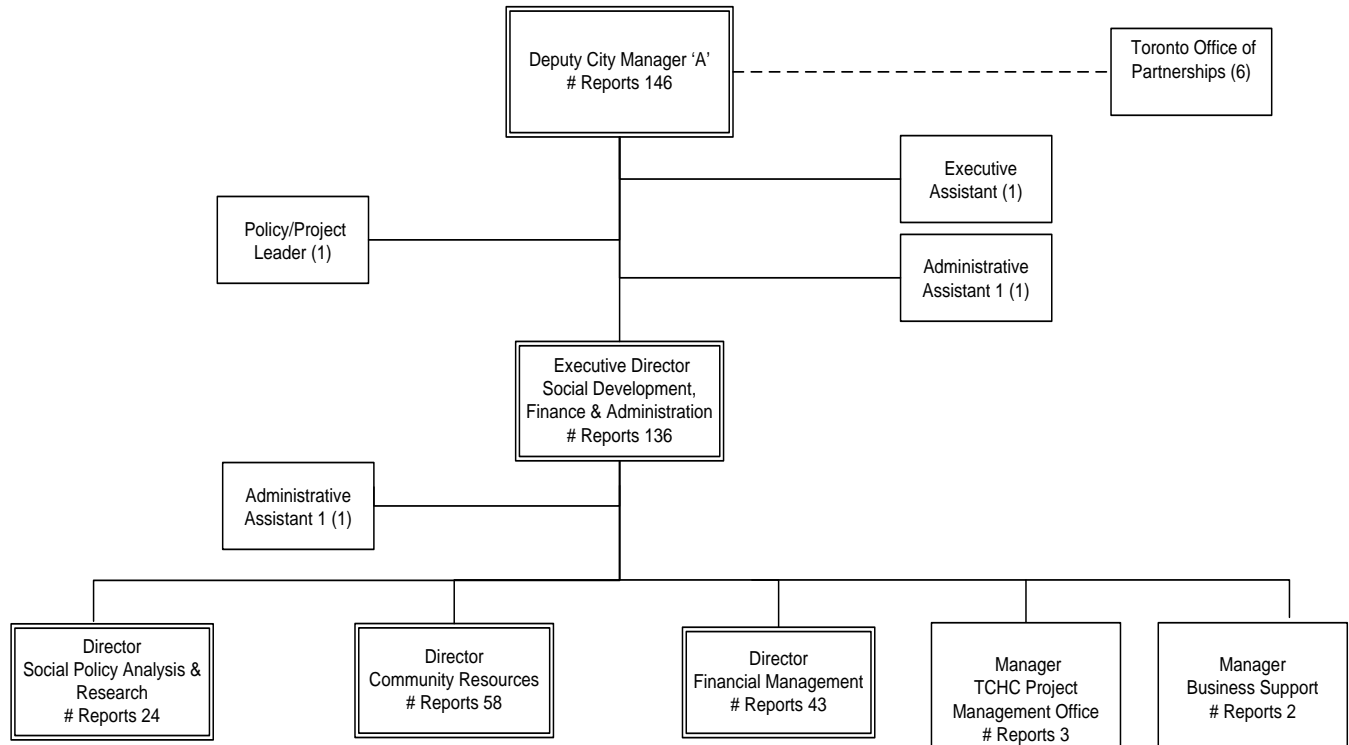
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.BU26.4>

Impact of 2016 Operating Variance on the 2017 Preliminary Operating Budget

For 2017, the grants for the Tower Renewal and Syrian Refugee Resettlement programs have been extended to match the anticipated uptake, with the Syrian Refugee Settlement extended for one year, and the Tower Renewal program extended through 2018.

Appendix 3

2017 Organization Chart



2017 Total Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	2.0	63.0	3.0	64.0	132.0
Temporary		14.0		1.0	15.0
Total	2.0	77.0	3.0	65.0	147.0

Appendix 4

Summary of 2017 Service Changes

Appendix 5

Summary of 2017 New / Enhanced Service Priorities

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 * \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		4,993.3	4,993.3	4,893.3	4,893.3
Major Special Event Reserve Fund	XR1218				
<i>Proposed Withdrawals (-)</i>			(100.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		4,993.3	4,893.3	4,893.3	4,893.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		4,993.3	4,893.3	4,893.3	4,893.3

* Based on 9-month 2016 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 * \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		17,997.3	17,997.3	11,283.5	9,091.7
Local Improvement Charge Energy Works Reserve Fund	XR1724				
<i>Proposed Withdrawals (-)</i>			(6,713.8)	(2,191.8)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		17,997.3	11,283.5	9,091.7	9,091.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		17,997.3	11,283.5	9,091.7	9,091.7

* Based on 9-month 2016 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 * \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		26,878.1	26,878.1	26,582.3	26,482.3
National Child Benefit Supplement Reserve Fund	XR2102				
<i>Proposed Withdrawals (-)</i>			(295.8)	(100.0)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		26,878.1	26,582.3	26,482.3	26,482.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		26,878.1	26,582.3	26,482.3	26,482.3

* Based on 9-month 2016 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 * \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		16,218.6	16,218.6	15,968.6	15,968.6
Tax Rate Stabilization Reserve	XQ0703				
<i>Proposed Withdrawals (-)</i>			(250.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		16,218.6	15,968.6	15,968.6	15,968.6
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		16,218.6	15,968.6	15,968.6	15,968.6

* Based on 9-month 2016 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		36,287.6	36,287.6	36,354.7	36,421.8
Sick Leave Reserve Fund	XR1007				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			67.1	67.1	67.1
Total Reserve / Reserve Fund Draws / Contributions		36,287.6	36,354.7	36,421.8	36,488.9
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		36,287.6	36,354.7	36,421.8	36,488.9

* Based on 9-month 2016 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2016 \$	Withdrawals (-) / Contributions (+)		
			2017 \$	2018 \$	2019 \$
Projected Beginning Balance		19,645.5	19,645.5	19,700.1	19,754.7
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			54.6	54.6	54.6
Total Reserve / Reserve Fund Draws / Contributions		19,645.5	19,700.1	19,754.7	19,809.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		19,645.5	19,700.1	19,754.7	19,809.3

* Based on 9-month 2016 Reserve Fund Variance Report

Appendix A

2017 Service Level Realignment

