

budget

—2019—



BUDGET NOTES

Toronto Employment & Social Services

What We Do

Through a network of 19 offices, Toronto Employment & Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of the Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Toronto residents to strengthen their social and economic well-being in their communities. TESS delivers the following services:

- Employment Services
- Integrated Case Management and Service Planning
- Financial Supports

Why We Do It

Together we encourage purpose and possibility to help the people we serve pursue their best lives. Our vision is to strengthen the social and economic well-being of Torontonians in their communities. Our mission is to provide employment services, financial benefits and social supports that make our vision a reality. Our work is to:

- Develop and provide integrated employment services, supports and opportunities.
- Deliver financial benefits.
- Advocate for policies, programs and services that better support Torontonians in their communities
- Invest in skilled staff at all levels to respond to a dynamic environment

Our Experience & Success	Key Challenges	Priority Actions
<ul style="list-style-type: none"> • 31,882 clients left OW for work or started a job placement • Developed and updated 190,162 individual service plans • Supported racialized youth and adults to address personal and systemic barriers to employment • Launched Phase 1 of the Fair Pass Discount Program with over 37,500 Fair passes issued • Implemented 3 co-located sites with ODSP • Served 2,000+ youth and worked with 330+ employers through the PAYE program to connect 1,000 youth to jobs and/or work-based learning opportunities • Advanced the City's Human Services Integration objectives, including the development of a new Knowledge Base tool. 	<ul style="list-style-type: none"> • OW recipients are increasingly more distant from the labour market, remain on social assistance longer and require more intensive supports to transition to employment. • More than 50% of jobs in the GTHA are defined as precarious and Toronto's youth unemployment rate is double the overall rate and amongst the highest in any Canadian city. • Expectations are that provincial OW policy changes together with a continued growth in refugee cases will result in higher caseloads in 2019. • Provincial changes focusing on improvements to the Social Assistance system over the next few years will have budget implications. 	<ul style="list-style-type: none"> • Enhance client outcomes through high impact activities such as service planning - goal-oriented service plans informed by client needs, skills and interest • Focus on connecting OW clients to employment opportunities and/or relevant programs and services that increase employability • Additional funding of \$1.803 million net and 21 positions is recommended to manage an increased caseload of 2,000 to address growth in refugee cases and OW policy changes. • Actively partner with the province to modernize social assistance delivery with the aim of improving client outcomes, achieving efficiencies and reducing barriers (e.g. 'My Benefits' online portal, Electronic document management system)

Budget at a Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$1,147.6	\$1,178.4	\$1,199.8
Revenues	\$1,056.6	\$1,082.0	\$1,102.6
Net Expenditures	\$91.0	\$96.4	\$97.2
Approved Positions	1,911.0	1,911.0	1,909.0

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$3.6	\$3.9	\$7.5
Debt	\$0.0	\$0.0	\$0.0

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



80% of Service Plans are current



85% of eligibility decisions reached within 4 business days



200,000 of individual service plans developed and updated



235,000 of employment centre service visits



11% of clients with employment income



90% client satisfaction with Overall Quality and Service Delivery

Source of Image: www.icons8.com

Key Service Deliverables

- Manage an average caseload of **86,000** and assist **28,000** OW clients to find and/or sustain employment
- Continue to modernize the delivery of Ontario Works in Toronto to improve effectiveness and efficiency (eg. 'My Benefits' online portal, Electronic document management system, Service Delivery Model)
- Improve Service Planning to achieve better client outcomes and enhanced client experience measured through a more holistic and positive understanding of client progress and success
- Increase the outcomes of the City's Workforce Development Initiatives (eg. Partnership to Advance Youth Employment (PAYE) program, the Woodbine Community Benefits Agreement, work-based learning opportunities for Toronto youth (18-29), new sector based approaches for unemployed low income Toronto residents)
- Continue to implement key programs / strategies that support the City's Poverty Reduction Strategy (eg. Fair Pass Discount Program).

Who We Serve

Employment Services

- Employers
- Low Income (Unemployed & Under-employed) Toronto Residents
- Ontario Works & Ontario Disability Support Program Recipients & Adult Dependents

Beneficiaries

- City Divisions & Agencies
- Community Agencies & Network
- Provincial Ministries & Service Canada

Integrated Case Management and Service Planning

- Ontario Works & Ontario Disability Support Program Recipients & Dependents
- Low Income Toronto Residents

Beneficiaries

- City Divisions & Agencies
- Community Agencies
- Provincial Ministries & Service Canada

Financial Supports

- Ontario Works & Ontario Disability Support Program Recipients & Dependents
- Low Income Toronto Residents

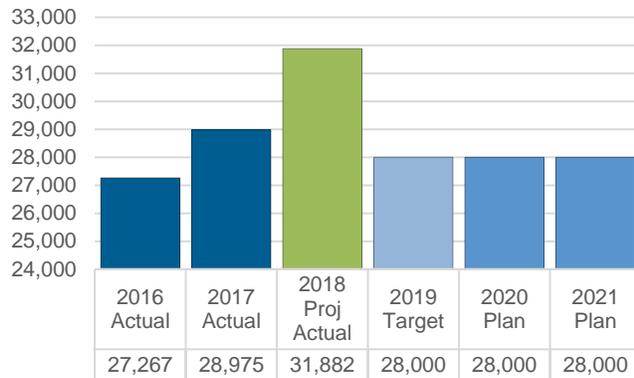
Beneficiaries

- City Divisions & Agencies
- Community Agencies
- Provincial Ministries & Service Canada

How Well We Are Doing

Performance Measures

Outcome Measure - Number of OW Clients Placed in Jobs



Behind the Numbers

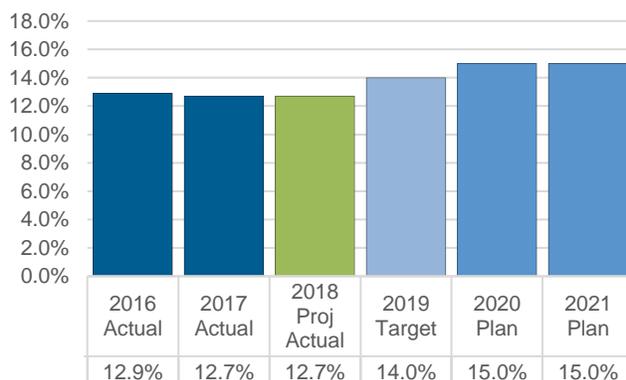
- The number of OW clients that exited OW for employment has increased gradually since 2016 as service levels returned to normal post implementation of the provincial technology SAMS.
- An increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment.
- Given the barriers that many clients are facing who are distant from the labour market, there may be individuals for whom employment is a longer term prospect, at best.

Outcome Measure - Total Amount of Benefits Paid to OW Recipients (\$M)



- TESS provides financial assistance and employment benefits for eligible City residents as per the Ontario Works Act and Regulations.
- The projected increase in benefits in 2019 reflects a 2,000 case increase in the caseload along with legislated rate increases.

Efficiency Measure - % of Terminations Exiting to Employment



- % of terminations exiting to employment measures the proportion of cases that left the caseload that reported finding employment.
- While an increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment, TESS is targeting for improvements in 2019 due to the increased emphasis on Employment Service Planning and Workforce Development initiatives.

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2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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RECOMMENDATIONS

RECOMMENDATIONS

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

1. City Council approve the 2019 Staff Recommended Operating Budget for Toronto Employment & Social Services of \$1,147.583 million gross, \$91.003 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Employment Services	65,577.0	17,198.6
Integrated Case Management and Service Planning	137,697.4	59,386.1
Financial Supports	944,308.4	14,418.4
Total Program Budget	1,147,582.8	91,003.1

2. City Council approve the 2019 service levels for Toronto Employment & Social Services as outlined in Appendix 3 of this report, and associated staff complement of 1,911.0 positions, comprising of 11.0 capital positions and 1,900.0 operating positions.

3. City Council approve the 2019 Staff Recommended Capital Budget for Toronto Employment & Social Services with a 2019 cash flow of \$4.736 million and future year commitments of \$3.887 million comprised of the following:

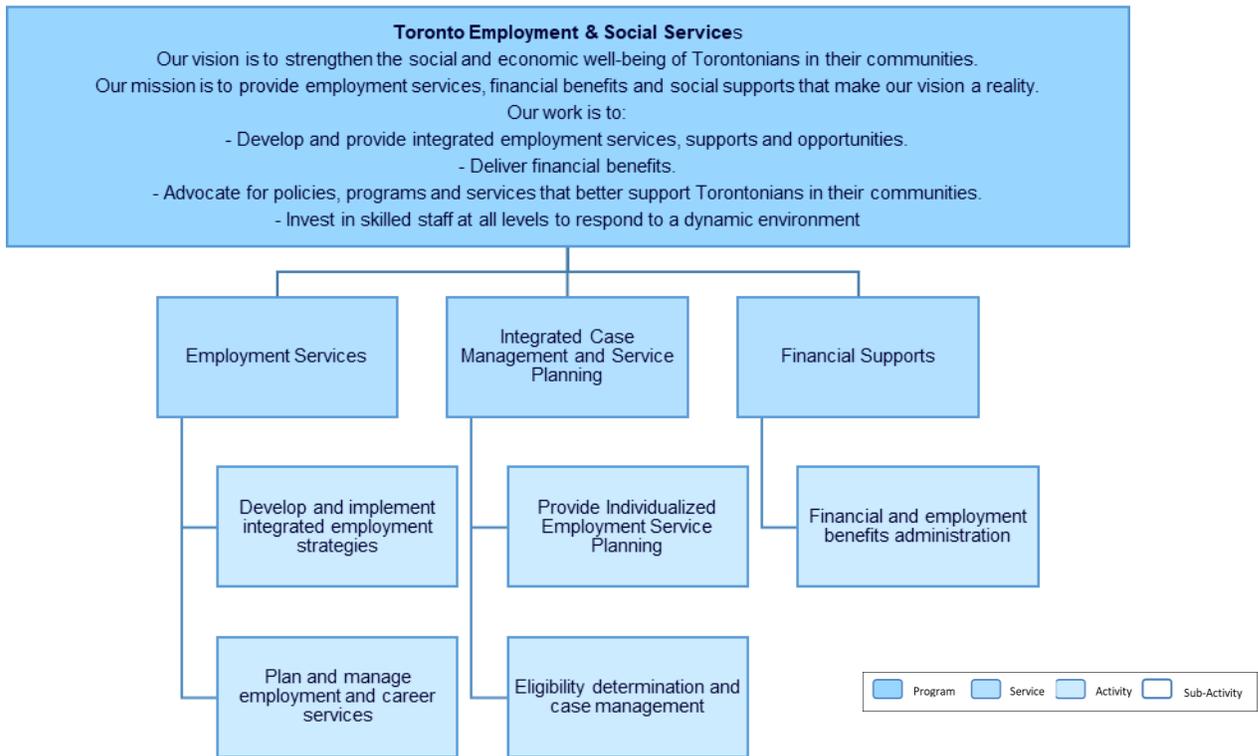
- a. One previously approved project that requires cash flow of \$3.623 million in 2019 and future year cash flow commitments of \$2.675 million for 2020; and \$1.212 million for 2021.
- b. 2018 approved cash flow for the previously approved *Human Services Integration Implementation* project with carry forward funding from 2018 into 2019 totalling \$1.113 million.

4. City Council consider the operating savings of \$2.391 million net in 2022 resulting from the approval of the 2019 Capital Budget for inclusion in the 2019 and future year operating budgets.



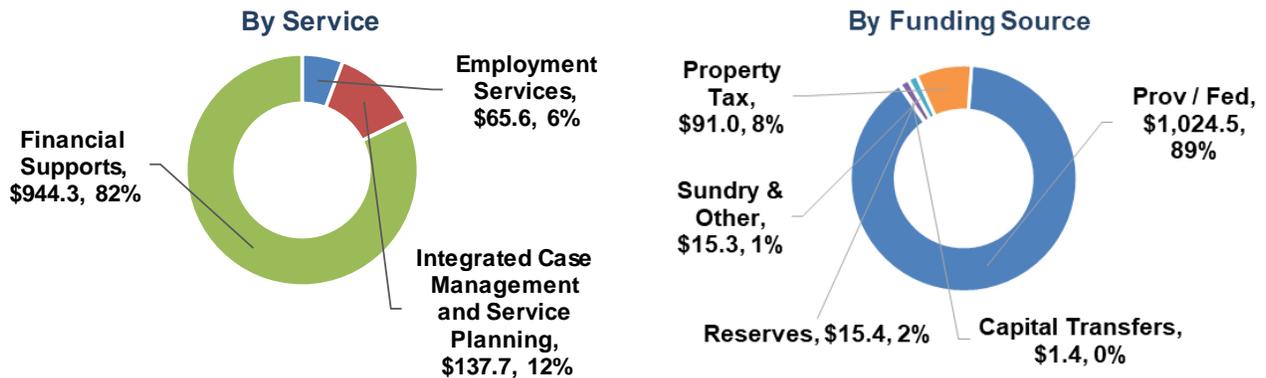
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$1,147.6M



- **0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$8.228M** Efficiency savings as a result of modernization, transformation and innovation initiatives and staff changes.
- **\$0.263M** New/enhanced funding for additional program managers to implement the Woodbine Community Benefits Agreement (CBA) by connecting employers with qualified individuals in receipt of OW from the Woodbine Local Area and for additional security resources at two office locations.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Employment Services									
Gross Expenditures	65,773.0	62,971.1	65,308.7	268.3	65,577.0	(196.0)	(0.3%)	488.5	188.4
Revenue	48,951.5	46,060.5	48,334.7	43.6	48,378.4	(573.1)	(1.2%)	(530.1)	2.3
Net Expenditures	16,821.5	16,910.6	16,974.0	224.6	17,198.6	377.1	2.2%	1,018.6	186.1
Integrated Case Management and Service Planning									
Gross Expenditures	139,844.1	135,718.0	137,713.1	(15.6)	137,697.4	(2,146.7)	(1.5%)	1,383.5	264.0
Revenue	80,302.1	76,042.4	78,113.1	198.2	78,311.3	(1,990.7)	(2.5%)	(2,184.7)	(229.5)
Net Expenditures	59,542.1	59,675.6	59,600.0	(213.8)	59,386.1	(156.0)	(0.3%)	3,568.2	493.5
Financial Supports									
Gross Expenditures	895,889.0	901,749.7	944,298.1	10.2	944,308.4	48,419.4	5.4%	28,903.6	20,976.0
Revenue	881,249.5	887,332.7	929,868.9	21.0	929,889.9	48,640.4	5.5%	28,096.3	20,854.5
Net Expenditures	14,639.5	14,416.9	14,429.2	(10.8)	14,418.5	(221.1)	(1.5%)	807.3	121.4
Total									
Gross Expenditures	1,101,506.2	1,100,438.8	1,147,319.9	262.9	1,147,582.8	46,076.6	4.2%	30,775.6	21,428.4
Revenue	1,010,503.0	1,009,435.7	1,056,316.7	262.9	1,056,579.6	46,076.6	4.6%	25,381.5	20,627.4
Total Net Expenditures	91,003.1	91,003.1	91,003.1		91,003.1	(0.0)	(0.0%)	5,394.1	801.0
Approved Positions	1,985.0	1,901.0	1,909.0	2.0	1,911.0	(74.0)	(3.7%)	(0.0)	(2.0)

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes (\$0M Net)

- 21.0 permanent new caseworker positions to manage an increase in caseload of 2,000 due to continued growth in refugee cases and OW policy changes.
- Inflationary increases for salaries and benefits.
- Annualized costs of 11 positions for the delivery of the *Human Services Integration* capital project.
- Above pressures offset by service efficiency savings from 97 FTE reduction representing the final year of TESS' 3-year plan to reduce positions in light of caseload changes and modernization initiatives. Overall, this initiative saw a reduction of 247 positions or 11.7% from 2016 approved staff complement.

New/Enhanced Service Priorities (\$0.263M Gross / \$0 Net)

- Implementation of the Woodbine Community Benefits Agreement (CBA) with the addition of 2.0 permanent program supervisor positions to connect employers with qualified workers in receipt of OW.
- Additional security services at 2 Employment Social Services locations provided by Corporate Security.

Future Year Plan

- Inflationary increases in salaries and benefits.
- OW rate increases (100% funded by the province).
- Reversal of 2019 OW Reserve draw utilized as a bridging strategy.

EQUITY IMPACTS

Increasing access to services and employment for residents with low-income: Toronto Employment and Social Services' 2019 Staff Recommended Operating Budget includes an investment of \$0.263 million in support of the Woodbine Casino's Community Benefits Agreement, which will have a positive impact on low-income individuals by increasing their access to employment.

There are also a number of efficiency savings, which includes the Electronic Document Management Project and the Service Delivery Model. Both initiatives seek to reduce unnecessary administrative functions, while simplifying, streamlining, and increasing access to City services and supports for low income residents.

These investments and efficiencies support the Poverty Reduction Strategy's domain of improving quality jobs, liveable incomes as well as improving service access.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Toronto Employment & Social Services is equal to the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes to achieve budget target as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

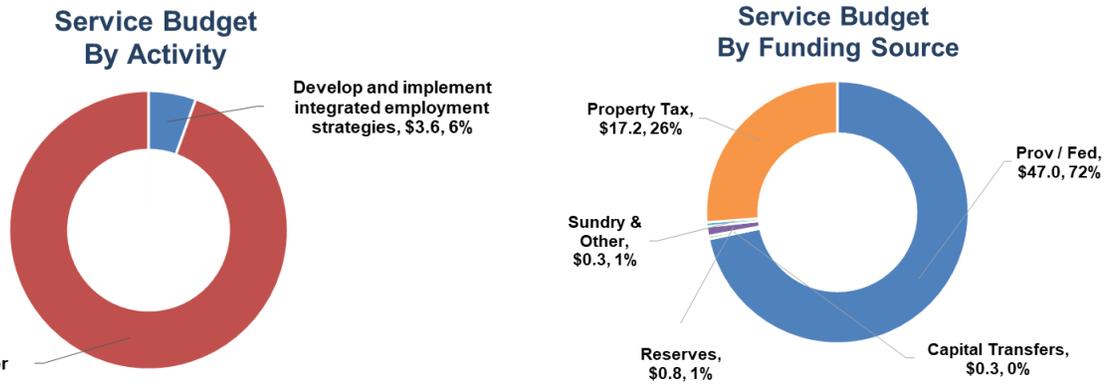
(In \$000s)	Services			Total	
	Employment Services	Integrated Case Management and Service Planning	Financial Supports	\$	Positions
	\$	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	16,821.5	59,542.1	14,639.5	91,003.1	1,985.0
Base Expenditure Changes					
Prior Year Impacts					
Reversal of Ontario Works Reserve Draw Used as a One-time Bridging Strategy in 2018	485.3	1,807.1	407.5	2,700.0	
Reversal of One-time OW Reserve Draw Required to Manage Resources due to Lower Provincial Program Delivery Funding	985.4	3,669.0	827.5	5,481.9	
Delivery of Capital Projects					
Transfer from Capital - Cost Increases for 11 Positions Included in Salaries & Benefits (Annualized from 2018) for the Human Services Integration Project - Phase 2	(40.8)	(154.3)	(31.8)	(226.9)	
Salaries and Benefits					
COLA, Progression Pay, Step Increases and Realignments	593.8	2,112.1	(87.1)	2,618.8	
Economic Factors					
Inflationary Increase in Hydro, Natural Gas and Water	4.5	20.5	2.2	27.2	
Other Base Expenditure Changes					
Interdivisional Charges Mainly for Primary Care Paramedic Program Delivered by Toronto Paramedic Services to Low-Income Individuals on OW	218.5	210.7	(94.9)	334.3	
One-time Draw from OW Reserve - Bridging Strategy	(604.9)	(2,252.1)	(507.9)	(3,364.9)	
Caseworker Positions to Manage the Increased Caseload Arising from the Growth in Refugee Claimants	299.4	1,359.7	144.3	1,803.4	21.0
Adjustment of Budget to Actual Experience	18.2	100.3	(204.6)	(86.1)	
Savings in Lease Costs (Co-location Opportunities, Municipal Taxes)	(188.8)	(411.9)	125.9	(474.8)	
Reserve Draw Adjustments - Welcome Policy (-\$0.2 million), Investing in Families (+\$0.042 million) and SPIDER (+\$0.076 million)	(12.8)	(53.0)	146.9	81.2	
Sub-Total Base Expenditure Changes	1,757.9	6,408.3	728.0	8,894.1	21.0
Base Revenue Changes					
Increase in Program Delivery Funding Reflecting Higher Average Caseload Projected for 2019	158.9	660.7	(153.2)	666.4	
Sub-Total Base Revenue Changes	158.9	660.7	(153.2)	666.4	
Service Changes					
Service Efficiencies					
Transitioning to an Electronic Filing System	(215.4)	(876.5)	(99.1)	(1,191.0)	(14.0)
Increased Span of Control (10 Staff:1 Supervisor to 11 Staff:1 Supervisor)	(134.9)	(612.9)	(65.0)	(812.9)	(7.0)
Technological Initiatives	(82.4)	(374.3)	(39.7)	(496.4)	(7.0)
Vacant Position Elimination	(282.6)	(505.4)	(535.3)	(1,323.4)	(13.0)
Service Delivery Model - Streamlining the Application Process	(731.1)	(3,320.7)	(352.4)	(4,404.2)	(56.0)
Sub-Total Service Changes¹	(1,446.4)	(5,689.8)	(1,091.5)	(8,227.7)	(97.0)
Total Base Changes	152.5	57.9	(210.3)	0.0	(76.0)
New & Enhanced Services					
New Service Priorities					
Additional Program Supervisors for Implementation of Woodbine Community Benefits Agreement (CBA) (\$0.263M Gross)					2.0
Additional Security Services for 2340 Dundas and 21 Panorama provided by Toronto Corporate Security (\$0.225M Gross)	224.6	(213.8)	(10.8)	(0.0)	
Sub-Total New & Enhanced Services¹	224.6	(213.8)	(10.8)	(0.0)	2.0
Total 2019 Staff Recommended Operating Budget (Net)	17,198.6	59,386.1	14,418.5	91,003.1	1,911.0

Note:

- For additional information, refer to [Appendix 4](#) (page 40) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and [Appendix 5](#) (page 41) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

Employment Services facilitates employer partnerships, local employment service plans, external training programs and a range of activities to help social assistance recipients find jobs.

2019 Staff Recommended Operating Budget \$65.6M



Refer to [Appendix 2](#) (page 36) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



25 workforce development projects and initiatives that connect employers and job seekers



235,000 employment centre visits



18% of OW clients who left for employment and accessed extended health benefits

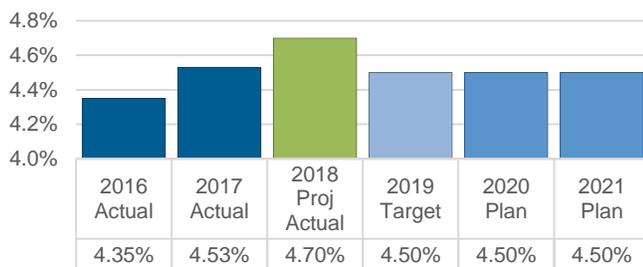


300 PAYE employers offering job supports

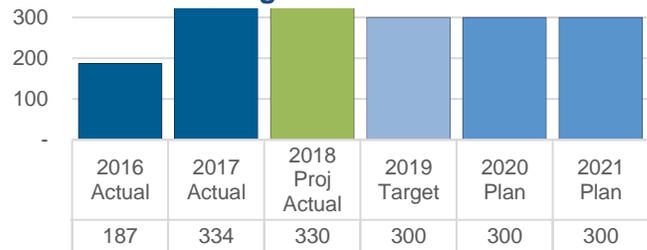
Refer to [Appendix 3](#) (page 38) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

% of Caseload Terminated



Number of PAYE Employers Offering Jobs to Youth

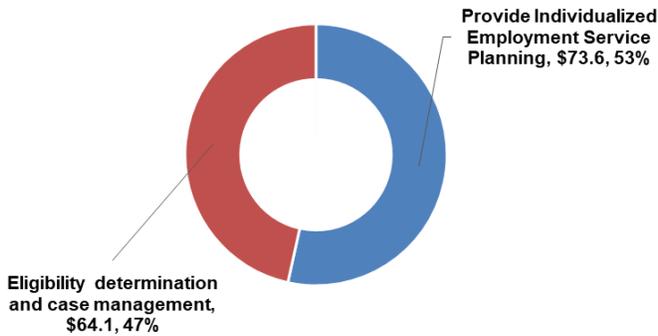


- This measure indicates the percentage of the OW caseload that left Ontario Works for a variety of reasons, including employment.
- With increased emphasis on Employment Service Planning as well as positive economic trends, the number of OW cases that have exited OW has gradually increased from 2016 to 2018.
- The number of Partnership to Advance Youth Employment (PAYE) employers is projected to be 330 in 2018, exceeding the Program's approved service level of 140. For 2019, the approved service level has been adjusted to 300 to include non-profit employers offering jobs to youth. In-line with 2017 and 2018 amounts, TESS is projecting 300 employers to provide youth opportunities in 2019 and future years.

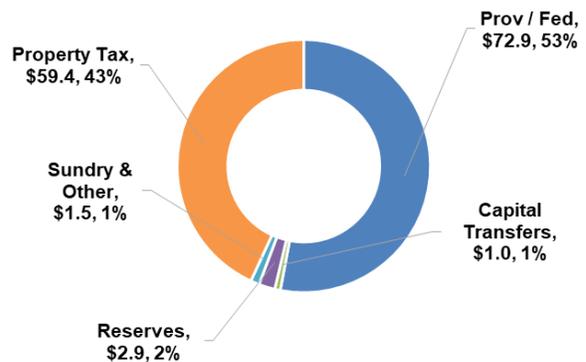
Integrated Case Management and Service Planning provides eligibility determination, case management and the development of individualized service plans.

2019 Staff Recommended Operating Budget \$137.7M

Service Budget By Activity



Service Budget By Funding Source



Refer to [Appendix 2](#) (page 36) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

 200,000 individual service plans developed and updated	 Client satisfaction rate of 90% with overall quality and service delivery	 85% of eligibility decisions reached within 4 business days
 Average 86,000 monthly OW cases served	 Process 50,000 OW applications annually	

Refer to [Appendix 3](#) (page 38) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Number of Individual Service Plans Developed and Updated



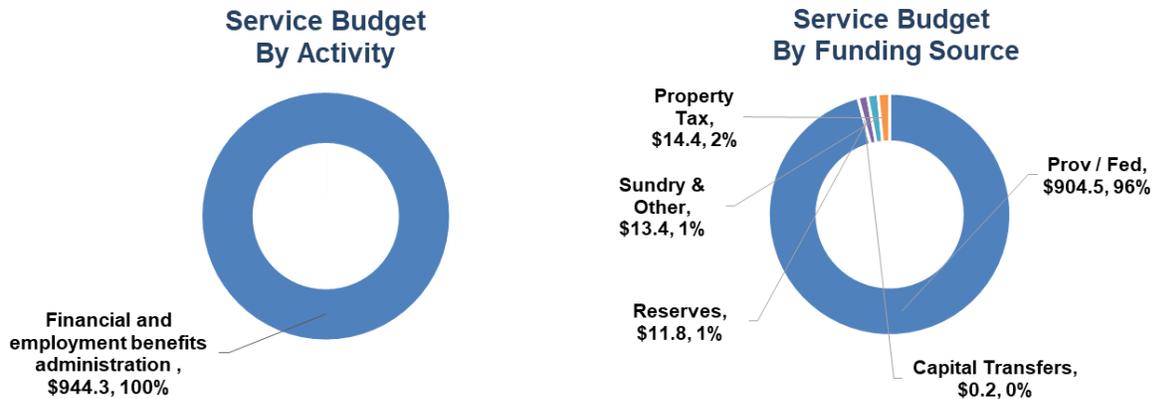
Average Monthly OW Cases Served



- Service plans support employment goals and link individuals and families to key social supports.
- The target for 2019 is unchanged from the 2018 target and is in line with the actual experience of the past three years.
- Expectations are that provincial OW policy changes together with a continued growth in cases due to refugee claimants will result in higher caseloads in 2019 and beyond. Consequently, the average monthly caseload has been set at 86,000 for 2019, 2,000 cases higher than 2018.

Financial Supports delivers Ontario Works (OW) financial assistance and employment benefits to eligible residents. This includes payment issuance and reconciliation, overpayment management, fraud detection and client financial and employment benefits.

2019 Staff Recommended Operating Budget \$944.3M



Refer to [Appendix 2](#) (page 36) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Process **1,300,000** financial and employment benefits payments annually

Process **3,600** monthly Housing Stabilization Fund payments

Refer to [Appendix 3](#) (page 38) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Number of Financial and Employment Benefit Payments Processed Annually (in 000s)



- This measure indicates the total number of cheques, direct banking deposits and City Services Benefit Card payments issued to clients.
- The number of payments issued is expected to increase to 1,300,000 in 2019 and beyond due to the increase in caseload.

Number of Monthly Housing Stabilization Fund Payments



- The Housing Stabilization Fund (HSF) provides resources to prevent evictions and assists OW and ODSP clients in obtaining and retaining housing, or relocating to more appropriate and affordable accommodations.
- While the number of payments has declined from 2016 to 2018, the average benefit per payment has increased from \$629 in 2016, to \$722 in 2017, and \$827 in 2018 mainly due to policy changes implemented by TESS over the past two years.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Supported 31,882 clients to either exit OW for employment or start a job placement.
- Managed an average monthly caseload of 83,755 and assessed 43,404 applications for OW.
- Issued \$863.1 million in financial, employment and medical benefits.
- Developed and/or updated 190,162 individual service plans.
- Implemented key recommendations of the City's Poverty Reduction Plan:
 - Introduced new intensive case management programs aimed at reducing the proportion of long-term cases on social assistance.
 - Successfully launched Phase 1 of the Fair Pass Discount Program in April 2018, with over 37,500 Fair passes issued
 - Implemented a financial empowerment program for Ontario Works clients aimed at educating and raising awareness about all sources of financial support – taxes, rebates, Canada learning bond.
 - In order to improve health and employability dental services were expanded to include the provision of root canals (4 front teeth).
- Successfully implemented 3 co-located sites with ODSP (Yorkgate, Wellesley Place, and Golden Mile) to improve and streamline services to social assistance recipients.
- In partnership with Children's Services and Shelter Support and Housing Administration, continued to advance the *Human Services Integration* capital project objectives.
- Continued to advance the objectives of the City's Workforce Development Strategy by:
 - Connecting 200 low-income residents to industry training, trade union membership and/or employment opportunities arising from large scale publicly funded infrastructure projects.
 - Exceeding Partnership to Advance Youth Employment (PAYE) targets connecting 1,000 youth to jobs and/or work-based learning opportunities.
 - Implemented new contracted employment programs for Sector-Focused Career Development and Occupation-Specific Skill Training for OW clients.
 - Supporting the City's Anti-Black Racism Action Plan by developing services and/or programs to address personal and systemic barriers to employment for racialized youth and adults.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$0.421 million gross, \$0 net, and 6 additional positions for a new service. A status on its implementation and results to-date are highlighted below:

Additional Positions to Administer Transit Fare Equity Program

- Phase 1 of the Transit Fair Equity Strategy was successfully implemented with over 37,500 social assistance recipients enrolled in the Transit Fair Discount Program over the year.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	183,862.4	184,415.3	177,483.4	181,047.4	(3,367.9)	(1.8%)
Materials & Supplies	10,626.4	13,563.0	10,878.8	12,868.9	(694.1)	(5.1%)
Equipment	701.2	242.7	536.0	242.7		
Service and Rent	78,288.9	87,923.3	84,415.7	83,749.0	(4,174.2)	(4.7%)
Contribution To Capital	350.0					
Contribution To Reserves/Reserve Funds	1,143.3	1,147.2	1,147.2	1,147.2		
Other Expenditures	793,941.5	796,325.5	807,094.4	849,696.0	53,370.5	6.7%
Inter-Divisional Charges	17,888.9	17,889.3	18,883.3	18,831.6	942.3	5.3%
Total Gross Expenditures	1,086,802.6	1,101,506.2	1,100,438.8	1,147,582.8	46,076.6	4.2%
Inter-Divisional Recoveries	642.0	926.4	1,726.4	1,236.6	310.2	33.5%
Provincial Subsidies	948,756.4	969,169.0	982,859.0	1,024,466.3	55,297.3	5.7%
Federal Subsidies						
Other Subsidies						
User Fees & Donations	15.0					
Licences & Permits Revenue						
Transfers From Capital		1,205.1	647.9	1,431.9	226.9	18.8%
Contribution From Reserves/Reserve Funds	11,103.3	20,367.7	11,695.7	15,408.9	(4,958.7)	(24.3%)
Sundry and Other Revenues	15,749.6	18,834.9	12,506.7	14,035.9	(4,799.0)	(25.5%)
Total Revenues	976,266.3	1,010,503.0	1,009,435.8	1,056,579.6	46,076.6	4.6%
Total Net Expenditures	110,536.3	91,003.1	91,003.1	91,003.1	(0.0)	(0.0%)
Approved Positions	1,998.0	1,985.0	1,901.0	1,911.0	(74.0)	(3.7%)

* Year-End Projection Based on Q3 2018 Variance Report

Toronto Employment and Social Services is projecting the year-end average monthly caseload to be on budget at 84,000 cases and correspondingly net expenditures on budget at \$91.0 million.

For additional information regarding the 2018 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, 2018", approved by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- Refugee cases continued to increase in 2018, growing to 18.4% of the caseload in December 2018 from 12.0% at the end of 2016. Expectations are that the growth in refugee cases will continue into 2019.
- Consequently, the 2019 Staff Recommended Operating Budget for TESS includes additional investment of \$22.831 million gross and \$1.803 million net and 21 permanent caseworker positions to manage an expected increase in caseload of 2,000 cases.

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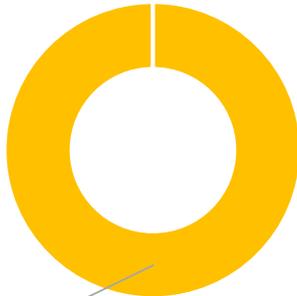


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$3.623M

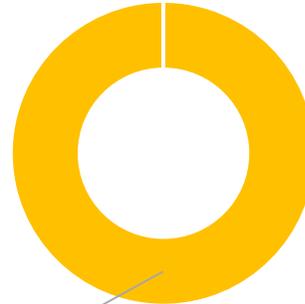
By Project Category



Service Improvement, \$3.6, 100%

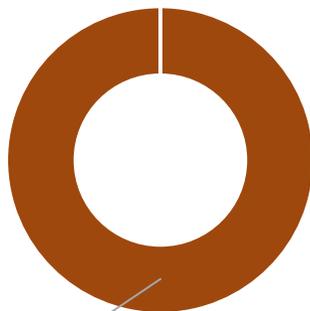
2019-2028 Staff Recommended Capital Budget and Plan \$7.510M

By Project Category



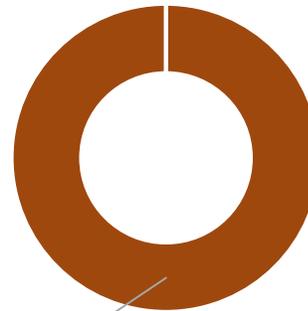
Service Improvement, \$7.5, 100%

By Funding Source



Reserve Funds, \$3.6, 100%

By Funding Source



Reserve Funds, \$7.5, 100%

1
YEAR

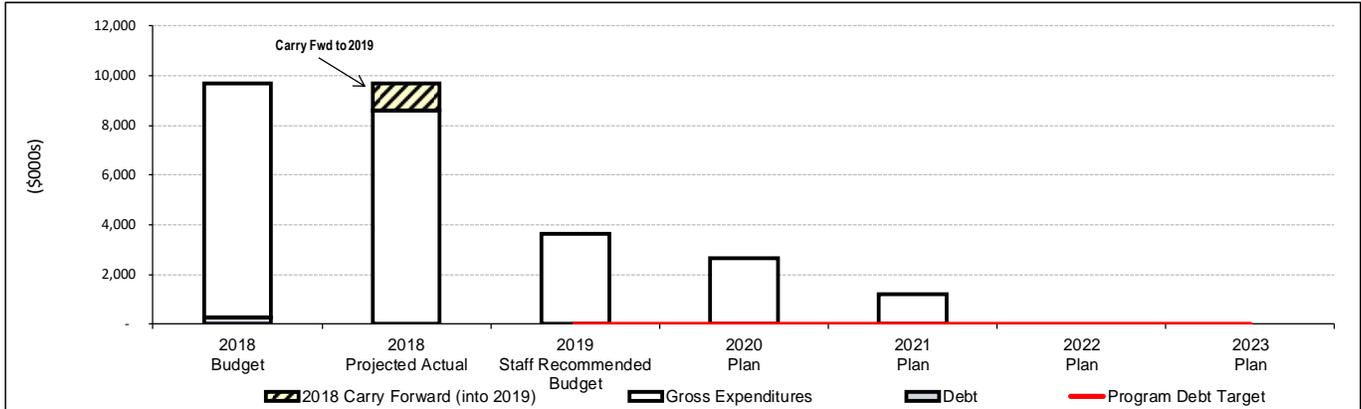
\$3.623M Continue the implementation phase (Phase 2) of the the *Human Services Integration (HSI)* project in partnership with Children's Services (CS) and Shelter Support and Housing Administration (SSHA).

10
YEARS

\$7.510M Service Improvement project to integrate access and intake to income support programs by implementing a shared contact centre and Customer Relationship Management (CRM) system across TESS, CS and SSHA. Funding by the three partnering divisions will be provided equally from the Reserves/Reserve Funds.

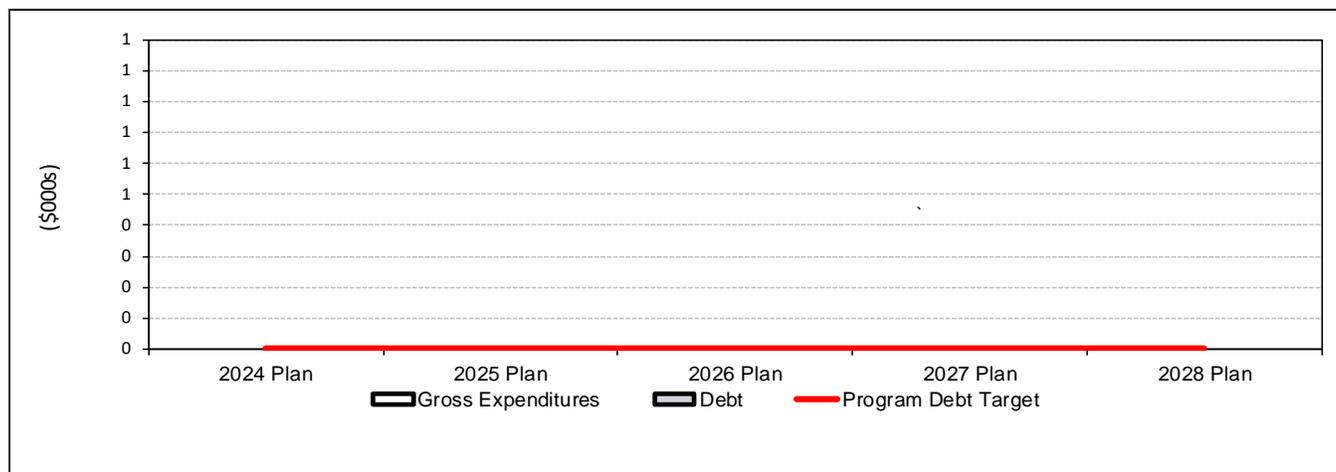
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan							
		2018	2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
		Budget	Projected Actual						
Gross Expenditures by Project Category:									
Health & Safety Legislated SOGR									
Service Improvement Growth Related	9,706		3,623	2,675	1,212			7,510	100.0%
Total by Project Category	9,706		3,623	2,675	1,212			7,510	100.0%
Program Debt Target									
Financing:									
Debt	250								
Reserves/Reserve Funds	6,806		3,623	2,675	1,212			7,510	100.0%
Development Charges									
Provincial/Federal	2,500								
Debt Recoverable									
Other Revenue	150								
Total Financing	9,706		3,623	2,675	1,212			7,510	100.0%
By Status:									
2018 Capital Budget & Approved Future Year (FY) Commitments	9,706	8,593	3,623	2,675	1,212			7,510	100.0%
Changes to Approved FY Commitments									
2019 New/Change in Scope & FY Commitments									
2020 - 2023 Capital Plan Estimates									
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2019		1,113							
Total Gross Annual Expenditures & Plan	9,706	9,706	3,623	2,675	1,212			7,510	100.0%
Asset Value (\$) at year-end									
Yearly SOGR Backlog Estimate (not addressed by current plan)									
Accumulated Backlog Estimate (end of year)									
Backlog: Percentage of Asset Value (%)									
Debt Service Costs			0	0	0	0	0	0	
Operating Impact on Program Costs						(2,391)		(2,391)	
New Positions									

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
Gross Expenditures by Project Category:							
Health & Safety							
Legislated							
SOGR							
Service Improvement						7,510	100.0%
Growth Related							
Total by Project Category						7,510	100.0%
Program Debt Target							
Financing:							
Debt							
Reserves/Reserve Funds						7,510	100.0%
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing						7,510	100.0%
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitments						7,510	100.0%
Changes to Approved FY Commitments							
2019 New/Change in Scope & FY Commitments							
2024 - 2028 Capital Plan Estimates							
2-Year Carry Forward for Reapproval							
Total Gross Annual Expenditures & Plan						7,510	100.0%
Asset Value(\$) at year-end							
Yearly SOGR Backlog Estimate (not addressed by current plan)							
Accumulated Backlog Estimate (end of year)							
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	0	0	0	0	0	0	
Operating Impact on Program Costs						(2,391)	
New Positions							

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Service Improvement													
<i>HSI Phase 2</i>	2,313	3,623	2,675	1,212								7,510	9,823
Sub-Total	2,313	3,623	2,675	1,212								7,510	9,823
Total Expenditures by Category (excluding carry forward from 2018)													
	2,313	3,623	2,675	1,212								7,510	9,823

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

The capital project funded in the 10-Year Staff Recommended Capital Plan supports Toronto Employment & Social Services objective to transform and modernize service delivery while integrating services across programs to improve client experience.

Service Improvement

- The Service Improvement project amounts to \$7.510 million or 100.0% of the total 10-Year Staff Recommended Capital Plan's expenditures. Funding will be provided in equal proportion from the Social Assistance Stabilization Reserve Fund, Social Housing Federal Reserve and Child Care Expansion Reserve Fund.
 - The *Human Services Integration* project is a multi-year service improvement project comprised of 2 phases with total project cost of \$10.173 million. The overall project will enhance the existing delivery of services into a fully integrated service delivery platform across the City's core income support programs: Ontario Works, child care fee subsidies, and housing subsidies currently delivered by TESS, Children's Services, and Shelter Support and Housing Administration, respectively. The project will enable a number of outcomes including an integrated contact centre for access and intake, an AODA compliant Customer Relationship Management (CRM) system and Knowledge Base database, a data exchange tool across divisions and analytics and business intelligence capabilities.
 - \$1.550 million has been spent to date. Phase 1, the scoping phase, with a total project cost of \$0.350 million concluded in 2018 with a completed project charter and technology funding analysis. Phase 2, the implementation phase, with a total project cost of \$9.823 million is underway with \$1.200 million spent in 2018.
 - In 2019, the Knowledge Base database will be fully launched in the three divisions (TESS, CS, and SSHA), an integrated applications and support centre will be implemented and an integrated Customer Relation Management (CRM) system leading to a single client record will be introduced.

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved							(2,391)				(2,391)		(2,391)	
<i>HSI Phase 2</i>							(2,391)				(2,391)		(2,391)	
Sub-Total: Previously Approved							(2,391)				(2,391)		(2,391)	
Total (Net)							(2,391)				(2,391)		(2,391)	

The Staff Recommended 10-Year Capital Plan will result in future year efficiency savings of \$2.391 million net annually in the Operating Budgets of the collective three partnering divisions, due to the completion of the *Human Services Integration* project.

The future operating impacts will be reviewed each year as part of the annual Operating Budget process.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Toronto Employment & Social Services accomplished the following capital projects and activities.

- Completed the Wellesley Place Renovation project. The renovated facility, a co-location with the Ontario Disability Support Program, provides clients with multiple, closely connected services in one location, thereby improving the client experience and better equipping the Program to assist clients in meeting their employment goals.
- Completed the scoping phase of the *Human Services Integration* project which resulted in a project charter and technology requirement funding analysis for the implementation of the overall project.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved a new capital project for Human Services Integration Implementation totalling \$9.823 million cash flow funding for Toronto Employment & Social Services. The implementation status is detailed below:

- The implementation phase of the Human Services Integration project has commenced. An integrated Knowledge Base using the Salesforce platform was created and tested and continuous improvements were made to the integrated phone number queues and announcements.
- Spending results for 2018 are highlighted below.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Service Improvement	7.838	1.245	15.9%	9.706	8.593	88.5%	3.623	4.736
Total	7.838	1.245	15.9%	9.706	8.593	88.5%	3.623	4.736

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end projected spending rate for 2018 is anticipated to be 88.5%. As noted in the previous section, the major capital *Human Services Integration – Phase 2* project, is underspent by \$1.113 million and the underspent funding will be carried forward into 2019 from 2018. The project is behind schedule primarily due to delays in finalizing salesforce contracts and recruitment of project staff positions. Expenditures for the Wellesley Place Renovation project will be on budget at \$7.119 million.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Toronto Employment & Social Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" approved by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital project described in the 2018 Q3 Capital Variance Report, funding of \$1.113 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- Toronto Employment & Social Services' (TESS) vision is to strengthen the social and economic well-being of Torontonians in their communities. By providing employment services, financial benefits and social supports, the division works to make that vision a reality. The division is committed to engaging and working closely with clients, employers, community partners and staff to ensure they are meeting the needs of the community
- Under the authority of the Ontario Works (OW) Act and Regulations, TESS offers eligible City residents financial assistance for basic needs including shelter, food, clothing and health-related items. In addition, they provide a range of services to residents, including helping people:
 - find a job or the training they need to find work
 - access financial benefits available through the Ontario Works program
 - connect to health, housing, child care and other social services
- In 2018, TESS launched a number of initiatives to continue meeting the increased service demands of City residents while also focusing on the implementation of an integrated service delivery system across core income supports to improve experience and accessibility for clients. These initiatives will continue to be implemented throughout 2019. Examples include:
 - Improving Service Planning for OW clients to achieve better client outcomes and enhance service experience.
 - Continuing to modernize service delivery through implementing the Human Services Integration project and, as part of the Province's modernization plan, a digital client file management system and digital communications channel for OW clients.
 - Increasing the profile and success of the City's Workforce Development Initiatives by increasing outcomes of the Partnership to Advance Youth Employment (PAYE) program and connecting residents to employment opportunities arising from the expansion of Woodbine Racetrack.
 - Implementing key recommendations of the City's Poverty Reduction Plan including the successful launch of Phase 1 of the Fair Pass Discount Program in April 2018, with more than 37,500 OW and ODSP clients enrolled.
- The Provincial funding envelope supports program administration and the provision of employment services to eligible OW and ODSP recipients. Annual funding is based on a subsidy per case that is not adjusted for inflation and a caseload that is reset at the beginning of each two-year Ontario Works business cycle. As a result of a drop in caseload, funding for the cycle that commenced April 2017 was reduced by \$16.00 million. Caseload for the business cycle that commences April 2019 is slightly higher and hence funding for the 2019 Staff Recommended Operating Budget has been increased by \$0.666 million.
- In light of the lower program delivery funding and caseload changes, TESS implemented a three year plan in 2017 to reduce complement by 247 positions or an 11.7% reduction from the Division's 2016 approved staff complement. There were 108 and 42 staff reductions in the 2017 and 2018 approved budgets, respectively. The 2019 Staff Recommended Operating Budget includes a further 97 staff reductions. All positions will be achieved through attrition with no impact on service levels.
- As part of the three year plan to reduce complement, in 2017 TESS budgeted \$8.465 million in draws from the Ontario Works (OW) reserve, consistent with the purpose of the reserve, to provide the necessary flexibility to

manage resources and bring expenditures in line with lower provincial Program Delivery funding. The 2018 Approved Operating Budget included a draw of \$5.482 million. As the three year complement reduction plan ends in 2019, no draw from the OW reserve for complement management purposes is included in the 2019 Staff Recommended Operating Budget.

- In 2018, a draw for \$2.700 million from the OW Reserve was included in the approved budget to mitigate City budget pressures. The 2019 Staff Recommended Operating Budget includes a \$3.365 million draw to offset pressures.
- For 2019, the budgets for two client benefit programs are being adjusted to reflect actual spending trends. These changes have no impact on the net budget and do not reflect any changes to policies and procedures or service levels.
 - The Housing Stabilization Fund (HSF) was implemented in 2013 to support social assistance clients to retain their existing housing or relocate to new housing. To date, it has issued \$150.000 million or on average \$25.000 million annually. While the program has been periodically reviewed and updated based on community and client feedback, program delivery experience, including revising eligibility criteria, streamlining administration and introducing additional housing benefits, spending remains below the budget of \$28.000 million. Therefore, the 2019 Staff Recommended Operating Budget includes an amount of \$26.500 million for HSF to more closely reflect actual expenditures. The remaining funding of approximately \$1.400 million in provincial CHPI funding has been reallocated to Shelter Support & Housing Administration (SSHA) to continue its investment in preventing homelessness and providing housing supports.
 - The 2018 approved budget for discretionary OW medical benefits such as funerals, adult dental and prosthetics were budgeted \$1.500 million higher than the provincial funding cap and funded via a draw from the Social Assistance Stabilization Reserve Fund. Expenditures below the funding cap are 100% funded by the Province. As benefits have been below the cap for the past three years, and are projected to be under the cap again in 2018, the 2019 Staff Recommended Operating Budget has been set to the provincial funding levels.
- Included in the TESS' 2019 Staff Recommended Operating Budget of \$1,147.583 million gross and \$91.003 million net is \$0.263 million gross and \$0 net for two enhanced service priorities comprised of 2 additional program supervisor positions in support of the Woodbine Community Benefits Agreement who will connect qualified workers with employers in the local Woodbine area and 2 additional security guards provided by Toronto Corporate Security for 2340 Dundas and 21 Panorama currently without security.

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for TESS was \$9.706 million, \$7.119 million for the *Wellesley Place Renovation* project, \$0.274 for *Human Service Integration Phase 1* and \$2.313 million for *Human Services Integration Phase 2*. During 2018, the *Human Services Integration Phase 2* project experienced minor delays in finalizing salesforce contracts and the recruitment of project staff positions. As a result, the capital budget spend rate was projected to be 88.5% of the 2018 Capital Budget and the unspent cash flow funding has been carried forward into 2019.
- The *Human Services Integration* project is a multi-year phased service improvement project with total project cost of \$10.173 million, of which \$1.550 million has been spent to date. The overall project will deliver an integrated Access and Intake function for the delivery of core City income support programs: Ontario Works, child care fee subsidies, and housing subsidies currently delivered by TESS, Children's Services, and Shelter Support and Housing Administration, respectively. The project will enhance the service experience for residents by enabling a number of outcomes including an integrated contact centre for access and intake, an

AODA compliant Customer Relationship Management (CRM) system and Knowledge Base database, a data exchange tool across divisions, and analytics and business intelligence capabilities.

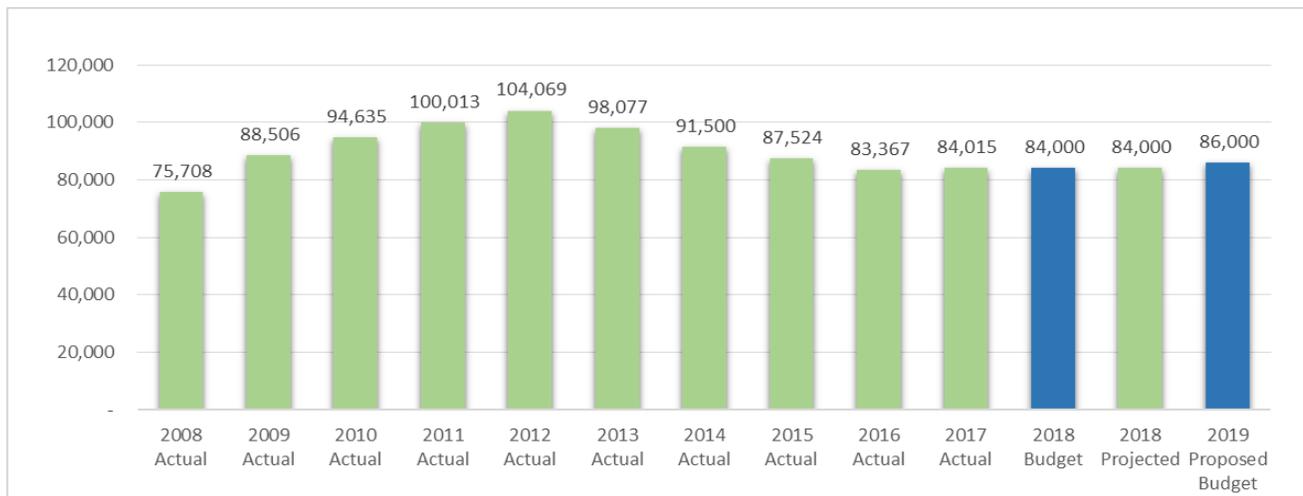
- The scoping phase, Phase 1, with a total project cost of \$0.350 million is complete with a project charter and technology funding analysis delivered. The implementation phase, Phase 2, with a total project cost of \$9.823 million is underway with anticipated completion in 2021.
- The Staff Recommended 2019 - 2028 Capital Plan provides investments of \$7.510 million for the continuation of the *Human Services Integration - Phase 2* project in partnership with Children's Services and Shelter Support & Housing Administration to improve client experience with access and intake to the City's core income support programs.

In summary, the Toronto Employment & Social Services Staff Recommended 2019 Operating Budget and 2019 – 2028 Capital Budget and Plan will continue to support and implement the modernization and integration of service delivery and address service priorities while maintaining the services for all residents and businesses across the city.

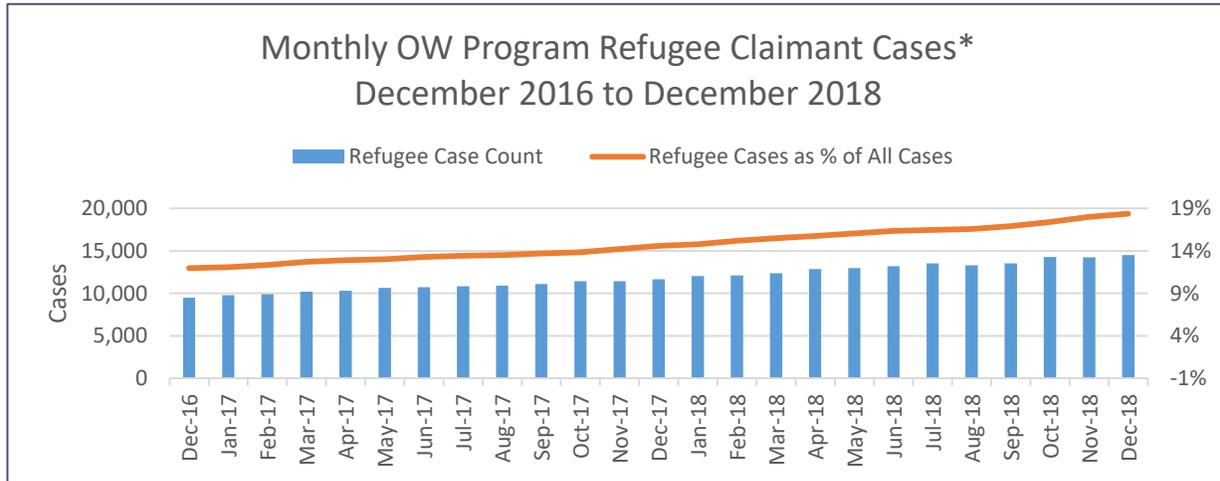
OTHER ISSUES IMPACTING THE 2019 BUDGET

Ontario Works (OW) Caseload

- OW is a mandatory province-wide program delivered under the OW Act and Regulations that provides financial assistance to eligible Torontonians to help cover the costs of basic needs, such as food and housing, and to assist recipients in finding employment.
- The average monthly caseload represents the number of families and singles served during the year and is the Program's key budget driver.
- The caseload increased by 37% between 2008 and 2012 due to the recession. The subsequent decline has been driven by a number of factors including the City's increased emphasis on workforce development, a gradually improving economy, as well as changes to federal and provincial benefits to families (e.g., increases to the Canada Child Benefit and Ontario Child Benefit, as well as indexation of the latter to Consumer Price Index).



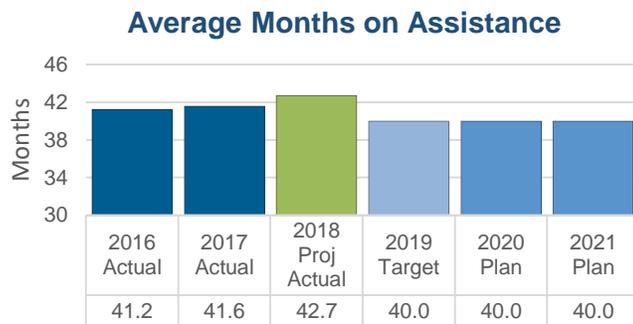
- Corresponding a trend to that experienced in the City's Shelter system, as seen in the table below, TESS has experienced an increase in refugee claimant cases over the past three years. Refugee claimant cases have increased from 9,500 or 12.0% of ongoing cases at the end of 2016 to 14,500 or 18.4% of ongoing cases in December of 2018.



- The OW caseload has plateaued at the 84,000 level as the increase in refugee claimant cases has been offset by declines elsewhere in the caseload. However, expectations are that provincial OW policy changes together with a continued growth in refugee cases will result in higher caseloads in 2019.
- After careful consideration of these factors, the 2019 Staff Recommended Operating Budget is based on an OW average monthly caseload set at 86,000, 2,000 cases higher than the 2018 approved budget amount.

Length of Stay on Ontario Works

- Although caseloads have declined since 2012, the most important trend over the past few years is the increase in the length of time people remain on OW and the accompanying increases in the range of intensity of client need.
- The chart below shows the increasing trend in the length of time OW recipients remain on assistance.



- A high percentage of clients feel they cannot participate in the work force. The top challenges to finding and/or keeping a job as identified by OW recipients are poor health (temporary), lack of education and/or skills, transportation, lack of "Canadian" work experience and language skills.
- With increasingly challenging labour markets and with clients remaining on OW for significantly longer periods, a wider range of services and supports, plus innovative approaches to designing and delivering services, will be required to address their needs. Further, given the barriers that many clients are facing, there may be individuals for whom employment is a longer term prospect, at best.

- TESS has been taking significant steps to re-focus its services and to transform its delivery model to respond to client needs and to better support clients in achieving their goals. In response to the evolving nature of Toronto's caseload, TESS is actively working to:
 - Streamline and modernize access to OW and to the determination of eligibility and delivery of financial benefits;
 - Strengthen service planning with clients; and
 - Design and introduce new program and service approaches to supporting OW clients.

Program Delivery Funding Envelope Funding Gap

- Annual provincial funding is based on a subsidy per case, with caseload reset at the beginning of each two-year Ontario Works business cycle.
- The funding formula does not provide for annual inflationary increases.
- Caseload for the OW business cycle that commenced April 1, 2017 and will end March 31, 2019 was down 7,946 cases or 8.9% from the previous cycle and hence the annual provincial program delivery funding was down \$16.100 million.
 - To offset the impact of the lower funding, TESS developed and implemented a three year plan commencing in 2017 to reduce positions with no impact on service levels through a number of transformational initiatives.
 - The 2019 Staff Recommended Operating Budget includes savings of \$8.228 million gross and net due to further position reductions and continuation of transformational initiatives.
- The next business cycle commences April 1, 2019. As caseload is up approximately 1%, program delivery funding included in TESS' 2019 Staff Recommended Operating Budget has been increased by \$0.666 million to \$176.100 million.
- While no details regarding changes to OW "program delivery" funding were announced in November's Review of Social Assistance Programs, references to program modernization efforts and reducing administration suggest provincial funding could be affected in 2019 and future years. If the funding changes are implemented they will effectively force municipalities to either cut important employment services and benefits for OW clients or pay a greater share of program delivery costs.

Provincial Review of Social Assistance Programs

- The Ministry of Children, Community and Social Services undertook a 100-day comprehensive review of the social assistance program to develop a plan to reform social assistance to "help more people break the cycle of poverty, re-enter the workforce and get back on track".
- The review contained several recommended changes, including:
 - The first \$300 of an OW recipient's net earnings will be exempt as income (currently \$200), plus 25% of income above \$300 (currently 50% of income above \$200).
 - Earnings exemptions will start after 1 month on assistance versus the current 3 months. The cumulative impact of the planned changes on City residents is not fully clear – further analysis and modelling will be required.
 - The Province signalled that it will simplify rates and benefits and establish a new, flexible local discretionary fund so OW delivery partners can tailor benefits to improve clients' employment outcomes. As the City has seen with previous changes of this type, any additional flexibility could come with a price if the discretionary funding "cap" is set too low. A low funding cap will force the City to either ration the issuance of a larger suite of discretionary benefits – resulting in a service reduction -- or choose to self-fund any discretionary benefit costs above the capped amount.

- The Province will introduce a new definition for "disability" (triggering eligibility for ODSP financial assistance) which is aligned more closely with Federal government guidelines. Restricting access to ODSP in this manner will – all other things being equal -- increase the City's OW caseload size, complexity and cost, and may also put additional pressure on other City services (e.g. shelters, etc.) if high needs residents cannot access ODSP financial assistance as readily as in the past.
- While no details were provided, Ontario announced its intention to cut red tape and enhance accountability at the provincial, municipal and individual level by modernizing service delivery approaches and introducing more paperless / digital options; and applying better oversight, risk-based approaches, and public reporting to enhance accountability at the provincial, municipal and individual level.
- The reforms to OW / Ontario Disability Support Program (ODSP) are to be phased in over the coming 18 months per the Minister's announced phase-in schedule. While many details of the plan, including potential financial impacts to municipal OW delivery partners, have not been finalized or released publicly, the changes are likely to have impacts on:
 - Toronto residents in receipt of either OW or ODSP financial and employment benefits
 - Toronto's role (and the funding it receives from Ontario for serving) as the designated administrator of OW financial benefits and employment supports to city residents
 - The demand for other City services (e.g. shelters, public health services, etc.)

Modernization, Transformation and Innovation Initiatives

Several multi-year modernization and transformation initiatives are underway aimed at increasing efficiency and implementing innovative service delivery approaches to meet the evolving needs of OW clients. Below are some of the initiatives underway for the coming years:

- The objective of the Electronic Document Management project is to transition the paper-driven client file management system to a more efficient digitalized operation. Upon completion, the project will eliminate costs associated with file creation, photocopying, filing, and retrieval of physical files, reduce paper usage and over the longer term, reduce space requirements in the Program's offices (savings of \$1.191 million and 14 position reductions in 2019).
- The Service Delivery Model (SDM) Renewal project (savings of \$4.404 million and 56 position reductions in 2019) focuses on the processes and paths by which Toronto Employment & Social Services delivers services to City residents. It provides a framework for transformation and continuous improvement to simplify, streamline and increase system access for the public.
- The Human Services Integration project is a partnership between Toronto Children's Services (TCS), Shelter, Support and Housing Administration (SSHA), and Toronto Employment & Social Services (TESS) (savings of \$2.391 million for the three partner divisions starting in 2022) that is focused on transforming and integrating delivery of services across the primary income support programs—Rent Geared-to-Income (RGI) housing subsidies (SSHA), Child Care Fee subsidy (TCS), and Ontario Works (TESS). Phase 2 of the project is included in the 2019-2028 Preliminary Capital Plan.

Reserves/Reserve Funds

TESS has four reserves/reserve funds with a combined projected balance of \$62.035 million at the end of 2018. As none of the reserves have a source for replenishment, budgeted draws will reduce the balance to \$25.852 million by the end of 2021.

	2017	2018 PA	2019 Budget	2020 Budget	2021 Budget
Social Assistance Stabilization Reserve Fund	20,424.3	15,040.9	11,983.7	9,789.7	8,159.7
National Child Benefits Supplement Reserve	32,111.9	25,502.0	16,591.5	9,991.8	2,459.3
Kids @ Computers Scholarship Reserve Fund	4,332.7	3,376.0	1,909.7	428.8	-
Ontario Works Reserve Fund	20,017.1	18,116.3	14,932.6	15,082.0	15,232.8
Total	76,886.0	62,035.2	45,417.5	35,292.3	25,851.8
Net Change		(14,850.8)	(16,617.7)	(10,125.2)	(9,440.5)

Each reserve has a unique purpose and potential issues/funding pressures going forward:

- The Social Assistance Stabilization (SAS) Reserve purpose is to stabilize social assistance costs and avoid unfunded pressures on the operating budget resulting from changes in caseload due to economic downturn or other such events and/or overspending on demand driven capped funded programs such as the Housing Stabilization Fund and discretionary medical benefits.
 - As the upload of Ontario Works benefits has reduced the need for SAS, the reserve is being used to fund the *Human Service Integration* capital project. The projected balance of \$8.160 million at the end of 2021 is projected to still be sufficient to offset the impact of overspending on the demand driven capped funding programs.
- The National Child Benefit Supplement Reserve funds programs, benefits and services that increase incentives for families with children on social assistance to enter/re-enter the workforce. As the reserve is projected to be depleted in 2021, the Investing in Families initiative will need to be transitioned to alternative funding sources.
- The Kids @ Computers Reserve Fund provides on-going funding for the Kids @ Computers Scholarship Project. The reserve will be depleted by the end of 2020 and hence alternative methods of providing computers for children of OW recipients will need to be developed.
- The purpose of the Ontario Works reserve is to provide the flexibility to manage and mitigate the risks associated with a program delivery funding envelope based on caseload levels.
 - The one-time budgeted draw of \$3.365 million included in the 2019 Staff Recommended Operating Budget to offset budget pressures will bring the balance in the reserve down to just over \$15.0 million.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Expanded Gaming at Woodbine Racetrack

- At its meeting on April 24, 2018, City Council adopted EX33.2, "Expanded Gaming at Woodbine Racetrack - City Conditions", and passed a conditional resolution supporting the development of an integrated entertainment complex including gaming and non-gaming development at the Woodbine site in the northwest part of the city. City Council directed the City Manager and the Chief Financial Officer to report back as part of the 2019 budget process on the costs required to implement the Community Benefits Agreement (CBA).

Link to report: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX33.2>

- The CBA is a contractual commitment by the service provider, Ontario Gaming GTA LP (OGGLP), to the City to meet the non-planning Council conditions for expanded gaming through the specific means identified in the CBA. It includes specific requirements and targets for local employment, economic development, access to community space, and Responsible Gambling commitments for the local community and Toronto residents.
- Implementation of the CBA requires funding of \$0.458 million gross and \$0 net in 2019, shared between Social Development, Finance & Administration and TESS (see table below for a breakdown of costs). All costs to implement the CBA are funded by gaming revenues from Woodbine Racetrack.
- The 2019 Staff Recommended Operating Budget for TESS includes funding of \$0.263 million gross and \$0 net for 2 additional resources in support of the implementation of the CBA.
- Details on the new and enhanced service priorities are also included in the 2019 Staff Recommended Budget Notes for Social Development, Finance & Administration.

Description (In \$000s)	Positions	2019 Budget		2020 Plan		2021 Plan	
		Gross	Net	Gross	Net	Gross	Net
Toronto Employment & Social Services (TESS)							
2 temporary <i>Supervisor Direct Program</i> positions to help connect employers in need of qualified workers with individuals in receipt of OW as well as other low income and equity seeking groups.	2.0	262.9		269.8			
TESS Total	2.0	262.9		269.8			
Social Development, Finance & Administration (SDFA)							
1 temporary <i>Policy Development Officer</i> for 2 years to provide adequate support and coordination to the implementation of the Community Benefits Agreement (May 2019 to Apr 2020).	1.0	95.1		148.0		49.5	
<i>Tracking System</i> to monitor, track and produce trends analysis reports on workforce development opportunities (construction apprenticeships, professional, administrative, technical) and procurement opportunities.		100.0					
SDFA Total	1.0	195.1		148.0		49.5	
Total CBA Costs	3.0	458.0		417.9		49.5	

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

Human Services Integration (HSI) Project

Project Overview and Deliverables

- The *Human Services Integration* project is a partnership across Children's Services (CS), Shelter Support and Housing Administration (SSHA), and TESS to integrate access and intake to income support programs by implementing an integrated contact centre, an integrated client profile and CRM system across the three divisions, a single Human Services Account with a single client identifier, electronic verification of income and personal information, and analytics and Business Intelligence software.
- Activities to be completed include:
 - Conduct a privacy impact assessment across channels;
 - Develop a detailed plan for implementation and integration of technologies;
 - Finalize and implement a human resources plan and governance structure;
 - Purchase hardware and software;
 - Develop knowledge content;
 - Develop and implement architecture for CRM and knowledge base;
 - Develop and implement a queue management plan and call flows for integrated phone channel;
 - Develop and implement detailed business processes;
 - Develop and revise policies to support implementation of technology;
 - Develop and implement training;
 - Quality assurance and testing of technology;
 - Phased implementation of technology across channels.

Project Deliverables:

- The project is being delivered in two phases:
 - Phase 1 – Scoping phase
 - Phase 2 – Implementation phase

Financial Update

- Phase 1 – The scoping phase is complete with total project cost of \$0.350 million fully funded within the 2016-2018 approved operating budgets of the three partnering divisions.
- Phase 2 – The implementation phase is underway with total project cost of \$9.823 million fully funded by Reserves/Reserve Funds of the three partnering divisions, XQ1054 (TESS), XR2105 (SSHA) and XR1103 (CS), as follows:

	2018 Project Cost	2018 Actuals	Cash Flow Budget			Project Total
			2019	2020	2021	
Human Services Integration (HSI) Project - Phase 2	9,823.0					9,823.0
<i>Source of Funding</i>						
Social Assistance Stabilization Reserve Fund - XQ1054	3,274.3	400.0	1,578.7	891.7	404.0	3,274.3
Social Housing Federal Reserve - XR2105	3,274.3	400.0	1,578.7	891.7	404.0	3,274.3
Child Care Expansion Reserve Fund - XR1103	3,274.3	400.0	1,578.7	891.7	404.0	3,274.3
Project Total	9,823.0	1,200.0	4,736.0	2,675.0	1,212.0	9,823.0
Actuals/Projections to date		1,200.0	5,936.0	8,611.0	9,823.0	9,823.0

*2019 includes carryforward of \$1.113 million from 2018

- The current financial status and future plan for Phase 2 are shown in the table below:

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	2018		2019	2020	2020	Projection To End of Project	Status	End Date		On Budget	On Time
			Budget	Year-End Projection *	Budget	Plan	Plan			Planned	Revised		
Human Services Integration - Phase 2	2018	9,823	2,313	1,200	3,623	2,675	1,212	9,823	Minor Delay	Dec-2021		Ⓜ	Ⓜ

* 2018 year-end projection based on the Q3 capital variance

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

- Following completion of the project in 2021, the Human Services Integration is expected to generate net annual savings of \$2.391 million and value added benefits of \$0.037 million starting in 2022 for the combined three partnering divisions:
 - Sustainment Costs: \$0.389 million will be required annually driven by increased software licencing fees and maintenance expenses.
 - Financial Savings: \$0.032 million annually will be realized as a result of fewer telephone lines required.
 - Operational Efficiency: \$2.748 million annually will be realized as a result of increased efficiency in information and referral searches, data collection, and reduction in call volume and in-person meetings.
 - Value Added: \$0.037 million value added benefits will be achieved through a reduction in length of time in service system and downstream cost savings in the service system.

Project Status

- Stage 1 Scoping phase was finalized in 2018 with a fully completed project charter and technology requirement funding analysis.
- Implementation phase was approved as part of 2018-2027 Capital Plan, to begin 2018 with anticipated completion in 2021. There has been a minor delay in the phase going forward due to issues in finalizing salesforce contracts and recruitment of project staff positions.

2019 Plan

- Continuation of the Implementation Phase.

Key Project Challenges

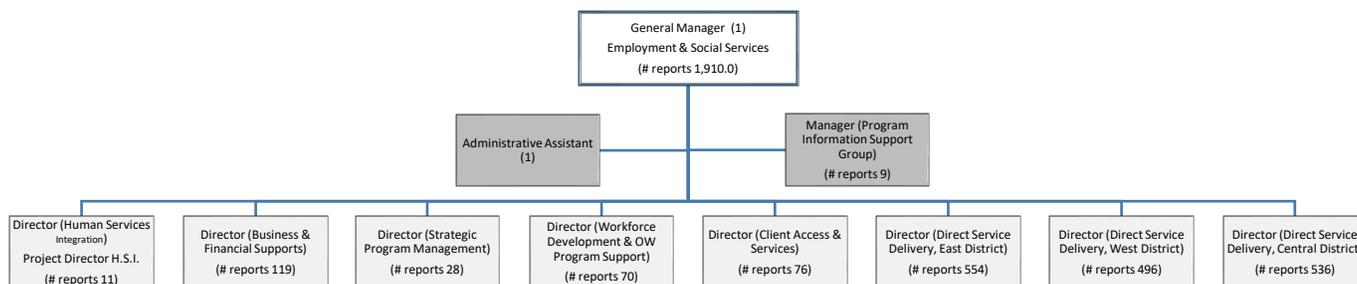
- The project has several critical dependencies:
 - Timeliness of negotiating and procuring the City’s chosen enterprise CRM solution
 - Alignment of business processes with the new software and hardware
 - Compliance with regulations pertaining to sharing of information. Technology solutions and associated business processes will need to be in compliance with the Ontario Works Act 1997, Child Care and Early Years Act 2014, Housing Services Act 2011, and MFIPPA
- To mitigate these challenges, new business processes will be developed, tested, and communicated prior to implementation. In addition, new roles will be developed to ensure that the right people are providing the right services. To ensure smooth implementation of software and hardware, new technologies will be deployed in a gradual and phased manner, with functionality and capabilities increased over time.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the General Manager and staff for a total of 1,911.0 positions, comprising 11.0 capital positions and 1900 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	9.0	200.0	88.0	1,572.0	1,869.0
	Temporary		10.0	4.0	17.0	31.0
	Total Operating	9.0	210.0	92.0	1,589.0	1,900.0
Capital	Temporary	1.0		10.0		11.0
	Total Capital	1.0		10.0		11.0
Grand Total		10.0	210.0	102.0	1,589.0	1,911.0

Appendix 2

2019 Operating Budget by Service

Employment Services

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Develop and implement integrated employment strategies								
Gross Expenditures	3,779.0	3,617.4	0.0	3,617.4	(161.6)	(4.3%)	77.0	47.4
Revenue	2,163.6	2,038.7	0.0	2,038.7	(124.9)	(5.8%)	(42.4)	17.5
Net Expenditures	1,615.4	1,578.7	0.0	1,578.7	(36.7)	(2.3%)	119.3	29.9
Plan and manage employment and career services								
Gross Expenditures	61,994.0	61,691.3	268.3	61,959.6	(34.4)	(0.1%)	411.5	141.0
Revenue	46,787.9	46,296.0	43.6	46,339.7	(448.2)	(1.0%)	(487.8)	(15.2)
Net Expenditures	15,206.1	15,395.3	224.6	15,619.9	413.8	2.7%	899.3	156.2
Total								
Gross Expenditures	65,773.0	65,308.7	268.3	65,577.0	(196.0)	(0.3%)	488.5	188.4
Revenue	48,951.5	48,334.7	43.6	48,378.4	(573.1)	(1.2%)	(530.1)	2.3
Total Net Expenditures	16,821.5	16,974.0	224.6	17,198.6	377.1	2.2%	1,018.6	186.1
Approved Positions	350.0	337.8	0.3	338.1	(11.9)	(3.4%)	(0.0)	(0.3)

Integrated Case Management and Service Planning

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Provide Individualized Employment Service Planning								
Gross Expenditures	74,714.0	73,506.5	97.3	73,603.9	(1,110.1)	(1.5%)	716.7	112.4
Revenue	43,067.5	41,797.7	118.0	41,915.8	(1,151.8)	(2.7%)	(1,202.3)	(143.1)
Net Expenditures	31,646.5	31,708.8	(20.7)	31,688.1	41.6	0.1%	1,919.0	255.5
Eligibility determination and case management								
Gross Expenditures	65,130.1	64,206.5	(112.9)	64,093.6	(1,036.6)	(1.6%)	666.9	151.6
Revenue	37,234.5	36,315.4	80.2	36,395.6	(838.9)	(2.3%)	(982.4)	(86.4)
Net Expenditures	27,895.6	27,891.1	(193.1)	27,698.0	(197.6)	(0.7%)	1,649.3	238.0
Total								
Gross Expenditures	139,844.1	137,713.1	(15.6)	137,697.4	(2,146.7)	(1.5%)	1,383.5	264.0
Revenue	80,302.1	78,113.1	198.2	78,311.3	(1,990.7)	(2.5%)	(2,184.7)	(229.5)
Total Net Expenditures	59,542.1	59,600.0	(213.8)	59,386.1	(156.0)	(0.3%)	3,568.2	493.5
Approved Positions	1,349.9	1,302.0	1.5	1,303.5	(46.5)	(3.4%)	0.0	(1.5)

Financial Supports

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Financial and employment benefits administration								
Gross Expenditures	895,889.0	944,298.1	10.2	944,308.4	48,419.4	5.4%	28,903.6	20,976.0
Revenue	881,249.5	929,868.9	21.0	929,889.9	48,640.4	5.5%	28,096.3	20,854.5
Net Expenditures	14,639.5	14,429.2	(10.8)	14,418.5	(221.1)	(1.5%)	807.3	121.4
Total								
Gross Expenditures	895,889.0	944,298.1	10.2	944,308.4	48,419.4	5.4%	28,903.6	20,976.0
Revenue	881,249.5	929,868.9	21.0	929,889.9	48,640.4	5.5%	28,096.3	20,854.5
Total Net Expenditures	14,639.5	14,429.2	(10.8)	14,418.5	(221.1)	(1.5%)	807.3	121.4
Approved Positions	285.1	269.2	0.2	269.4	(15.7)	(5.5%)	0.0	(0.2)

Appendix 3

2019 Service Levels

Employment Services

Activity	Service Level Description	Status	2016	2017	2018	2019
Develop and Implement Integrated Employment Strategies	# of workforce development projects and initiatives that connect employers and job seekers	Approved	23	23	23	25
		Actual	23	24	25	
	# of employers with job opportunities	Approved	400	400	<i>Discontinued</i>	
		Actual	<i>n/a</i>			
Plan and Manage Employment and Career Services	# of OW recipients participating in a structured employment related activity	Approved	47,500	47,500	<i>Discontinued</i>	
		Actual	<i>n/a</i>			
	# of employment centre service visits	Approved	265,000	235,000	235,000	235,000
		Actual	230,798	280,647	291,211	
	% of OW clients who left for employment and accessed extended employment health benefits	Approved	11.0%	11.0%	11.0%	18.0%
		Actual	10.7%	14.1%	15.8%	
	# of PAYE Employers Offering Job Supports	Approved	120	120	140	300
		Actual	187	334	330	

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for # of workforce development projects and initiatives, % of OW clients who left for employment, and # of PAYE Employers Offering Job Supports due to the following reasons:

- The "# of workforce development projects and initiatives that connect employers and job seekers" has increased due to the Woodbine Live and Construction Connections initiatives.
- The "% of OW clients who left for employment and accessed extended employment health benefits" has increased in order to continue to promote access to OW health benefits to clients who left for employment.
- The "# of PAYE Employers Offering Job Supports" has increased due to inclusion of non-for profit employers offering jobs to youth.

Integrated Case Management and Service Planning

Activity	Service Level Description	Status	2016	2017	2018	2019	
Provide Individualized Employment Service Planning	# of individual service plans developed and updated	Approved	245,000	200,000	200,000	200,000	
		Actual	193,273	195,441	190,162		
	% service plans that are current	Approved	<i>n/a</i>	<i>n/a</i>	80.0%	80.0%	
		Actual	80.5%	79.8%	78.4%		
	Client satisfaction with overall quality and service delivery	Approved	<i>n/a</i>	90.0%	90.0%	90.0%	
		Actual	<i>n/a</i>	91.3%	<i>n/a</i>		
	% of clients with employment income	Approved	9.0%	9.0%	10.5%	11.0%	
		Actual	10.5%	11.2%	11.3%		
	Eligibility Determination and Case Management	% of eligibility decisions reached within 4 business days	Approved	80.0%	60.0%	60.0%	85.0%
			Actual	59.8%	77.0%	90.6%	
% of appeals and Internal Reviews reviewed within legislated 30 day timeframe		Approved	100.0%	100.0%	100.0%	100.0%	
		Actual	100.0%	100.0%	100.0%		
# of OW and ODSP recipients receiving medical benefits		Approved	25,000	25,000	<i>Discontinued</i>		
		Actual	<i>n/a</i>				
# of families and single Torontonians assessed for eligibility for OW financial assistance		Approved	<i>Discontinued</i>				
		Actual					
# of approved welcome policy applications		Approved	150,000	150,000	<i>Discontinued</i>		
		Actual	<i>n/a</i>				
% of caseload on assistance more than 2 years		Approved	50.0%	50.0%	45.0%	45.0%	
		Actual	50.3%	49.0%	49.2%		
average monthly OW cases served		Approved	90,000	84,000	84,000	86,000	
		Actual	83,367	84,015	83,755		
# of OW applications processed annually	Approved	55,000	50,000	50,000	50,000		
	Actual	49,197	46,746	43,404			

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for % of clients with employment income, % of eligibility decisions reached within 4 business days and average monthly caseload due to the following reasons:

- The "% clients with employment income" has increased due to the positive impact Service Delivery Planning continues to have on clients.
- The "% of eligibility decisions reached within 4 business days" has increased due to the positive impact the Service Delivery Model has had on the time it takes to make an eligibility decision.
- "Average monthly OW cases served" has increased due to the influx of refugee claimants and OW policy changes.

Financial Supports

Activity	Service Level Description	Status	2016	2017	2018	2019	
Financial and Employment Benefits Administration	# of financial and employment benefit payments processed annually	Approved	1,100,000	1,300,000	1,300,000	1,300,000	
		Actual	1,231,125	1,217,826	1,190,937		
	\$ of overpayment recoveries per year	Approved	\$15,000,000	\$25,000,000	\$25,000,000	\$25,000,000	
		Actual	\$25,420,504	\$23,782,902	\$20,215,272		
	% of client fraud allegations investigated	Approved	100.0%	100.0%	100.0%	100.0%	
		Actual	100.0%	100.0%	100.0%		
	% of single parent families receiving support	Approved	27.0%	<i>Discontinued</i>			
		Actual	<i>n/a</i>				
	# of monthly Housing Stabilization Fund payments	Approved	3,600	3,600	3,600	3,600	
		Actual	3,208	2,989	2,534		

The 2019 Service Levels remain level to the approved 2018 Service Levels for Financial Supports.

Appendix 4

Summary of 2019 Service Changes

Description (\$000s)	Service Changes						Total Service Changes			Incremental Change			
	Employment Services		Integrated Case Management and		Financial Supports		\$	\$	#	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies													
Implementation of an Electronic Filing System	(215.4)	(215.4)	(876.5)	(876.5)	(99.1)	(99.1)	(1,191.0)	(1,191.0)	(14.0)	(6.8)			2.0
Increasing the Span of Control (10 Staff:1 Supervisor to 11 Staff:1 Supervisor)	(134.9)	(134.9)	(612.9)	(612.9)	(65.0)	(65.0)	(812.9)	(812.9)	(7.0)	(24.6)			(19.1)
Technology Initiatives	(82.4)	(82.4)	(374.3)	(374.3)	(39.7)	(39.7)	(496.4)	(496.4)	(7.0)	(3.3)			(0.1)
Elimination of Vacant Staff Positions	(282.6)	(282.6)	(505.4)	(505.4)	(535.3)	(535.3)	(1,323.3)	(1,323.3)	(13.0)	(24.7)			(14.5)
Service Delivery Model - Streamlining the Applications Process	(731.1)	(731.1)	(3,320.7)	(3,320.7)	(352.4)	(352.4)	(4,404.2)	(4,404.2)	(56.0)	(27.5)			2.1
Service Efficiencies	(1,446.4)	(1,446.4)	(5,689.8)	(5,689.8)	(1,091.5)	(1,091.5)	(8,227.7)	(8,227.7)	(97.0)	(86.9)			(29.6)
Total 2019 Service Changes	(1,446.4)	(1,446.4)	(5,689.8)	(5,689.8)	(1,091.5)	(1,091.5)	(8,227.7)	(8,227.7)	(97.0)	(86.9)			(29.6)

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2019 Staff Recommended Base Budget Before Service Changes:			1,155,547.6	1,056,316.7	99,230.9	2,006.00	5,481.0	830.6
16110		Transitioning to an Electronic Filing System						
51	Positive	Description:						
<p>The 2019 Staff Recommended Operating Budget includes savings of \$1.191 million gross and net and reduction of 14 FTEs as a result of implementing the Electronic Document Management System project which will eliminate costs associated with manual file management activities, archive preparation activities and searching for misplaced files. Under the new digitized filing system, paper documents will be scanned to pre-determined digital folders, staff will be notified according to pre-defined business rules and files will be automatically archived according to their record classification categories. Over time, the digitized system will replace physical files and file rooms and will reduce archive services provided by the City's Record Center.</p>								
Service Level Impact:								
There is no service level impact from this efficiency.								
Equity Statement:								
The Paperless Office budget proposal's overall equity impact is positive low. Recipients of Ontario Works are all low income and touch on almost every equity seeking group. By digitizing case files and documents (such as identification) for OW eligibility, there are a number of efficiency gains for staff and residents. This includes the reduction of document duplication (i.e. a client being asked to provide documentation that may already be on file), the misfiling of paper documents, as well as reducing the wait time for document retrievals. This improves customer service to residents with low incomes. An intersectional analysis of the 2016 caseload reveals that OW recipients are disproportionately newcomers (64%+ are foreign born), who are often racialized, and 51% are female led.								
Service: Employment Services								
Total Staff Recommended Changes:			(215.4)	0.0	(215.4)	(2.32)	(1.1)	0.3
Service: Financial Supports								
Total Staff Recommended Changes:			(99.1)	0.0	(99.1)	(1.12)	(0.5)	0.2
Service: Integrated Case Management and Service Planning								
Total Staff Recommended Changes:			(876.5)	0.0	(876.5)	(10.56)	(5.1)	1.5
Staff Recommended Service Changes:			(1,191.0)	0.0	(1,191.0)	(14.00)	(6.8)	2.0

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
16438		Streamlining the Application Process						
51	Positive	Description:						
<p>The 2019 Staff Recommended Operating Budget includes savings of \$4.404 million gross and net and 56 FTEs as a result of the Service Delivery Model (SDM) Renewal project which will revamp the application processes for claimants. Currently some residents find the application process difficult and an obstacle to receiving assistance. The SDM Renewal project will provide a framework for transformation and continuous improvement to simplify, streamline and increase system access for the public.</p> <p>Service Level Impact:</p> <p>There is no service level impact from this efficiency.</p> <p>Equity Statement:</p> <p>The Service Delivery Model budget proposal's overall equity impact is positive low. Accessing City services is difficult for residents who do not know they are eligible, or find that the application process is an obstacle to receiving assistance. Cultural and language problems exacerbate the situation for many people. The objective of the Service Delivery Model (SDM) Renewal project is to simplify, streamline and increase access to city services and supports. Clients will be offered greater choice at the first point of contact based on their individual needs, characteristics and goals.</p>								
Service: Employment Services								
Total Staff Recommended Changes:			(731.1)	0.0	(731.1)	(9.30)	(4.6)	0.4
Service: Financial Supports								
Total Staff Recommended Changes:			(352.4)	0.0	(352.4)	(4.48)	(2.2)	0.2
Service: Integrated Case Management and Service Planning								
Total Staff Recommended Changes:			(3,320.7)	0.0	(3,320.7)	(42.22)	(20.8)	1.6
Staff Recommended Service Changes:			(4,404.2)	0.0	(4,404.2)	(56.00)	(27.5)	2.1

16126		Increasing the Span of Control						
51	No Impact	Description:						
<p>The 2019 Staff Recommended Operating Budget includes \$0.813 million gross and net in savings as a result of increasing the span of control in the local offices to a ratio of 11 staff to 1 supervisor from the current practice of 10 staff to 1 supervisor. As a result, the number of program supervisor positions will decrease by 7 through attrition.</p>								

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service Level Impact:						
		There is no service level impact from this efficiency.						
		Equity Statement:						
		This proposal has no impact on client facing operations and hence there are no equity impacts from this proposal.						
		Service: Employment Services						
		Total Staff Recommended Changes:	(134.9)	0.0	(134.9)	(1.16)	(4.1)	(3.2)
		Service: Financial Supports						
		Total Staff Recommended Changes:	(65.0)	0.0	(65.0)	(0.56)	(2.0)	(1.5)
		Service: Integrated Case Management and Service Planning						
		Total Staff Recommended Changes:	(612.9)	0.0	(612.9)	(5.28)	(18.6)	(14.4)
		Staff Recommended Service Changes:	(812.9)	0.0	(812.9)	(7.00)	(24.6)	(19.1)

16134	Technology Initiatives								
51	No Impact	<p>Description:</p> <p>The 2019 Staff Recommended Operating Budget includes savings of \$0.496 million gross and net as a result of fewer receptionist positions being required (75 positions to 50 through attrition; equivalent of 7 full-time positions) due to technological initiatives.</p> <p>Service Level Impact:</p> <p>There is no service level impact from this efficiency.</p> <p>Equity Statement:</p> <p>Reducing summer receptionist has no impact on client facing operations and hence there are no equity impacts from this proposal.</p> <p>Service: Employment Services</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Total Staff Recommended Changes:</td> <td style="text-align: right;">(82.4)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(82.4)</td> <td style="text-align: right;">(1.16)</td> <td style="text-align: right;">(0.6)</td> <td style="text-align: right;">(0.0)</td> </tr> </table> <p>Service: Financial Supports</p>	Total Staff Recommended Changes:	(82.4)	0.0	(82.4)	(1.16)	(0.6)	(0.0)
Total Staff Recommended Changes:	(82.4)	0.0	(82.4)	(1.16)	(0.6)	(0.0)			

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
		Total Staff Recommended Changes:	(39.7)	0.0	(39.7)	(0.56)	(0.3)	(0.0)	
		Service: Integrated Case Management and Service Planning							
		Total Staff Recommended Changes:	(374.3)	0.0	(374.3)	(5.28)	(2.5)	(0.1)	
		Staff Recommended Service Changes:	(496.4)	0.0	(496.4)	(7.00)	(3.3)	(0.1)	

16155	Elimination of Vacant Staff Positions
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51	No Impact
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Description:

The 2019 Staff Recommended Operating Budget includes savings of \$1.323 million gross and net generated from a position review completed by Toronto Employment & Social Services which identified 13 vacant positions that could be eliminated.

Service Level Impact:

All the positions are vacant and their elimination will have no impact on service levels.

Equity Statement:

This proposal has no impact on client facing operations and hence there are no equity impacts from this proposal.

Service: Employment Services

Total Staff Recommended Changes:	(282.6)	0.0	(282.6)	(2.90)	(3.6)	(1.3)
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Service: Financial Supports

Total Staff Recommended Changes:	(535.3)	0.0	(535.3)	(5.01)	(11.3)	(7.4)
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Service: Integrated Case Management and Service Planning

Total Staff Recommended Changes:	(505.4)	0.0	(505.4)	(5.09)	(9.8)	(5.8)
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Staff Recommended Service Changes:

	(1,323.3)	0.0	(1,323.3)	(13.00)	(24.7)	(14.5)
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Summary:

Staff Recommended Service Changes:	(8,227.7)	0.0	(8,227.7)	(97.00)	(86.9)	(29.6)
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Category:

**2019 Operating Budget - Staff Recommended Service Changes
Summary by Service (\$000's)**

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Staff Recommended Base Budget:			1,147,319.9	1,056,316.7	91,003.1	1,909.00	5,394.1	801.0

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities						Total			Incremental Change			
	Employment Services		Integrated Case Management and Service Planning		Financial Supports		\$		Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
New Service Priorities													
Staff Initiated:													
Additional Program Supervisors for Implementation of Woodbine Community Benefits Agreement (CBA) (\$0.263M Gross)	43.6		198.2	0.0	21.0	(0.0)	262.9	0.0	2.0	(0.0)			(2.0)
Additional Security Services for 2340 Dundas and 21 Panorama provided by Toronto Corporate Security	224.6	224.6	(213.8)	(213.8)	(10.8)	(10.8)	(0.0)	(0.0)		0.0			
Sub-Total Staff Initiated	268.3	224.6	(15.6)	(213.8)	10.2	(10.8)	262.9	(0.0)	2.0	0.0			(2.0)
Total New Service Priorities	268.3	224.6	(15.6)	(213.8)	10.2	(10.8)	262.9	(0.0)	2.0	0.0			(2.0)
Total 2019 New / Enhanced Services	268.3	224.6	(15.6)	(213.8)	10.2	(10.8)	262.9	(0.0)	2.0	0.0			(2.0)

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
17830		Add Program Supervisors for Implementation of Woodbine CBA						
74	Positive	Description:						

The 2019 Staff Recommended Operating Budget includes funding of \$0.263 million gross, \$0 net, for 2 additional program supervisors who will oversee activities which will help connect employers in need of qualified workers with individuals in receipt of Ontario Works as well as other low income and equity seeking groups. As part of City Council's approval of Expanded Gaming at Woodbine Racetrack, Toronto Employment & Social Services will work with other stakeholders to implement the Community Benefits Agreement (CBA) that was approved. Through the CBA, the goal is to ensure a percentage of all construction trade and craft working hours be apprentices or journeypersons from the Woodbine Local Area equity-seeking groups.

Service Level Impact:

Prior to the passing of the CBA, there were no specific community benefits targets for the Woodbine Local Area. As a result of the CBA, specific community benefit targets were suggested through community engagement for expanded gaming at Woodbine. Such targets include 60% local or social hiring, 20% local procurement and 900 hours of community access to space each year. Also, as part of the CBA, a minimum of 10% of all construction trade and craft working hours are intended for equity-seeking groups. The additional program supervisors will assist in attaining these targets.

Equity Statement:

The Woodbine CBA budget proposal's overall equity impact is medium positive. Low income residents, particularly those on Ontario Works, face significant barriers to the labour market. Access to well-paying and stable jobs will be positively impacted through this initiative as it connects employers with qualified individuals from a variety of equity seeking groups, including persons with low income, indigenous people, vulnerable youth, women, LGBTQ2S, persons with disabilities and racialized groups, many of whom are in receipt of OW for the purposes of employment. As part of the Community Benefit Agreement, 10% of all construction trade and craft working hours are intended for equity seeking groups, including those in the local Woodbine area and those on Ontario Works. An intersectional analysis of the 2016 caseload reveals that OW recipients tend to be newcomers (64%+ are foreign born), who are often racialized. 2016 Census Data of Ward 2, in which the Woodbine casino is located, reveals that 52% are immigrants and 62.9% are visible minorities. The Woodbine Casino is also located close to four Neighbourhood Improvement Areas located in the northwest quadrant of Toronto.

Service: Employment Services

Total Staff Recommended Changes:	43.6	43.6	0.0	0.33	0.0	0.0
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Service: Financial Supports

Total Staff Recommended Changes:	21.0	21.0	(0.0)	0.16	0.0	0.0
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Service: Integrated Case Management and Service Planning

Category:

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Toronto Employment & Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended Changes:	198.2	198.2	0.0	1.51	(0.0)	(0.0)
		Staff Recommended New/Enhanced Services:	262.9	262.9	0.0	2.00	0.0	0.0

18637	Additional Security Services for 2340 Dundas and 21 Panorama
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74	No Impact
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Description:

The 2019 Staff Recommended Budget includes funding of \$0.261 million gross, \$0 net, for two additional security guards, one at 2340 Dundas St. W. and one at 21 Panorama, provided by Toronto Corporate Security. Toronto Employment & Social Services (TESS) provides services and supports to over 200,000 City residents annually through a network of 19 offices across the city. The role of the security guards at the various office locations includes, but is not limited to, crisis intervention, first aid, CPR and fire and safety services. These services have proven to be invaluable in managing potentially volatile situations and will be even more important going forward as the number of incidents continue to increase.

Service Level Impact:

TESS currently engages the services of Toronto Corporate Security to ensure the safety and security of the public, staff and the physical security of property in 17 of their offices. Adding a security guard at each 2340 Dundas St. W. and 21 Panorama will maintain the high level of safety, service and consistency at all TESS locations.

Equity Statement:

There is no equity impact for this business case.

Staff Recommended New/Enhanced Services:	0.0	0.0	0.0	0.00	0.0	0.0
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Summary:

Staff Recommended New / Enhanced Services:	262.9	262.9	0.0	2.00	0.0	0.0
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Category:

Appendix 7

2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Service Improvement													
<i>HSI Phase 2</i>	2,313	4,736	2,675	1,212								8,623	10,936
Sub-Total	2,313	4,736	2,675	1,212								8,623	10,936
Total Expenditures by Category (including carry forward from 2018)	2,313	4,736	2,675	1,212								8,623	10,936

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Employment & Social Services						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
<u>Sub-Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>						Total	Total	Total	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Priority	SubProj No.	Sub-project Name			2019	2020	2021	2022	2023	2019-2023	2024-2028	2019-2028											
SOC908494 HSI Phase 2																							
0	3	Client Profile (Sub Project 4)	CW	S2	04	298	596	298	0	0	1,192	0	1,192	0	0	0	397	795	0	0	0	0	1,192
0	4	CRM & Business Intelligence (Sub Project 2)	CW	S2	04	4,245	1,958	854	0	0	7,057	0	7,057	0	0	0	2,353	4,704	0	0	0	0	7,057
0	5	Telephony (Sub-Project 3)	CW	S2	04	193	121	60	0	0	374	0	374	0	0	0	125	249	0	0	0	0	374
Sub-total					4,736	2,675	1,212	0	0	8,623	0	8,623	0	0	0	2,875	5,748	0	0	0	0	0	8,623
Total Program Expenditure					4,736	2,675	1,212	0	0	8,623	0	8,623	0	0	0	2,875	5,748	0	0	0	0	0	8,623

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Employment & Social Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By						
<u>Sub- Project No.</u>	<u>Project Name</u>	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital			Debt -	Total	
Priority	SubProj No.	Sub-project Name				2019-2023	2024-2028	2019-2028	Grants and	Subsidy	Charges	Funds	from	Other 1	Other2	Recoverable	Financing	
						2019	2020	2021	2022	2023			Current			Debt		
Financed By:																		
		Reserves (Ind. "XQ" Ref.)				1,579	892	404	0	0	2,875	0	2,875	0	0	0	0	2,875
		Reserve Funds (Ind."XR" Ref.)				3,157	1,783	808	0	0	5,748	0	5,748	0	0	0	0	5,748
Total Program Financing						4,736	2,675	1,212	0	0	8,623	0	8,623	0	0	0	0	8,623

- Status Code Description**
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 and/or Future Year Cost\Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)
 S6 S6 New - Future Year (Commencing in 2020 & Beyond)

- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 8

2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>HSI Phase 2</i>	4,736	2,675	1,212								8,623
Subtotal	4,736	2,675	1,212								8,623
Total Expenditure (including carry forward from 2018)	4,736	2,675	1,212								8,623
Financing:											
Reserves/Res Funds	4,736	2,675	1,212								8,623
Total Financing	4,736	2,675	1,212								8,623

CITY OF TORONTO

Gross Expenditures (\$000's)

Toronto Employment & Social Services						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By						
<u>Sub-Project No.</u>	<u>Project Name</u>	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital			Debt -	Total	
Priority	SubProj No.	Sub-project Name				2019-2023	2024-2028	2019-2028	Grants and Subsidies	Subsidy	Charges	Funds	from Current	Other 1	Other2	Recoverable Debt	Financing	
Financed By:																		
		Reserves (Ind. "XQ" Ref.)				1,579	892	404	0	0	2,875	0	2,875	0	0	0	0	2,875
		Reserve Funds (Ind."XR" Ref.)				3,157	1,783	808	0	0	5,748	0	5,748	0	0	0	0	5,748
Total Program Financing						4,736	2,675	1,212	0	0	8,623	0	8,623	0	0	0	0	8,623

- Status Code Description**
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 and/or Future Year Cost\Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

- Category Code Description**
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 9

2019 Capital Budget with Financing Detail

(Phase 2) 16-Toronto Employment & Social Services

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

**Toronto Employment & Social Services
Sub-Project Summary**

Project/Financing

Priority Project Project Name

Priority	Project	Project Name	Start Date	Completion Date	2019	Financing									
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
1	SOC908494	HSI Phase 2													
0	3	Client Profile (Sub Project 4)	11/09/2017	11/09/2021	298	0	0	0	99	199	0	0	0	0	0
0	4	CRM & Business Intelligence (Sub Project 2)	11/09/2017	11/09/2021	4,245	0	0	0	1,415	2,830	0	0	0	0	0
0	5	Telephony (Sub-Project 3)	11/09/2017	11/09/2021	193	0	0	0	65	128	0	0	0	0	0
Project Sub-total:					4,736	0	0	0	1,579	3,157	0	0	0	0	0
Program Total:					4,736	0	0	0	1,579	3,157	0	0	0	0	0

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		25,502.0	25,502.0	16,591.4	9,991.8
National Child Benefit Supplement	XR2102				
<i>Withdrawals (-)</i>			(9,165.6)	(6,765.6)	(7,632.5)
<i>Contributions (+)</i>			255.0	165.9	99.9
Total Reserve / Reserve Fund Draws / Contributions		25,502.0	16,591.4	9,991.8	2,459.2
Balance at Year-End		25,502.0	16,591.4	9,991.8	2,459.2

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		3,376.0	3,376.0	1,909.8	428.9
Kids at Computer Scholarship Project	XR2104				
<i>Withdrawals (-)</i>			(1,500.0)	(1,500.0)	(433.1)
<i>Contributions (+)</i>			33.8	19.1	4.3
Total Reserve / Reserve Fund Draws / Contributions		3,376.0	1,909.8	428.9	0.0
Balance at Year-End		3,376.0	1,909.8	428.9	0.0

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		18,116.3	18,116.3	14,932.6	15,081.9
Ontario Works	XR2101				
<i>Withdrawals (-)</i>			(3,364.9)		
<i>Contributions (+)</i>			181.2	149.3	150.8
Total Reserve / Reserve Fund Draws / Contributions		18,116.3	14,932.6	15,081.9	15,232.7
Balance at Year-End		18,116.3	14,932.6	15,081.9	15,232.7

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		15,040.9	15,040.9	12,083.7	9,889.7
Social Assistance Stabilization Reserve Fund	XQ1054				
<i>Withdrawals (-)</i>			(2,957.2)	(2,194.0)	(1,630.1)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		15,040.9	12,083.7	9,889.7	8,259.6
Balance at Year-End		15,040.9	12,083.7	9,889.7	8,259.6

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		31,921.8			
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			883.6	883.6	883.6
Total Reserve / Reserve Fund Draws / Contributions					
Balance at Year-End		31,921.8			

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		25,869.7			
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			263.6	263.6	263.6
Total Reserve / Reserve Fund Draws / Contributions					
Balance at Year-End		25,869.7			

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds
2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total	
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan		
XQ1054	Beginning Balance	15,041	15,041	12,084	9,890	8,260	8,260	8,260	8,260	8,260	8,260	8,260	8,260	
Social Assistance Stabilization Reserve Fund	<i>Withdrawals (-)</i>													
	<i>Human Services Integration Implementation</i>		(1,579)	(892)	(404)									(2,874)
	<i>Operating Budget Draws</i>		(1,378)	(1,302)	(1,226)									(3,907)
	Total Withdrawals		(2,957)	(2,194)	(1,630)									(6,781)
Balance at Year-End		15,041	12,084	9,890	8,260	8,260	8,260	8,260	8,260	8,260	8,260	8,260	8,260	(6,781)

* Based on 9-month 2018 Reserve Fund Variance Report