

2021 Budget Notes

Social Development, Finance and Administration

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Description

Social Development, Finance and Administration Division (SDFA) drives transformative change to achieve stronger, safer and more resilient communities and neighbourhoods in Toronto.

SDFA leads the City of Toronto's equity and inclusion, poverty reduction, and community safety strategies. We provide corporate leadership for the Deputy City Manager, Community and Social Services, conduct social research in partnership with community stakeholders and ensure the financial subsidy management of \$2 billion from federal and provincial governments for cost-shared community and social services.

Why We Do It

Indigenous, Black, and equity-seeking communities have equitable, and responsive access to all City services and facilities.

City of Toronto is proactively committed to being an equitable and inclusive organization both internally and externally.

Community and Social Services Divisions receive timely and reliable strategic and transactional financial support that meets their service delivery, corporate requirements, and provincial and federal government guidelines.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

What Service We Provide

Community and Neighbourhood Development

Who We Serve: Equity-Seeking Communities and Residents • Under-resourced Neighbourhoods • Mayor and City Council • City Divisions, Agencies, Boards and Corporations • Institutional Partners (e.g. Education/Health/Justice)

What We Deliver: Programs addressing the impacts of community violence, advancing youth development, supporting resident access to subsidies, and providing resources and capacity building to 32 Neighbourhood Improvement Areas.

How Much Resources (gross operating budget): \$24.2 million

Social Policy and Planning

Who We Serve: Equity-Seeking Communities and Residents • Under-resourced Neighbourhoods • Black Torontonians • Urban Indigenous Communities • City Manager, Deputy City Managers • Mayor and City Council • City Divisions, Agencies, Boards and Corporations • Institutional Partners (e.g. Education/Health/Justice)

What We Deliver: City-wide equity, poverty reduction and racism policies, strategies and actions plans, partnerships with community agencies and institutions, mapping, research and performance management.

How Much Resources (gross operating budget): \$14.9 million

Community Partnership Investment Program

Who We Serve: Equity-Seeking Communities and Residents • Under-resourced Neighbourhoods • Black Torontonians • Public Benefit Sector (Community Non-Profits) • Urban Indigenous Communities

What We Deliver: Funding for community agencies and resident-led initiatives, partnership development with funders and support for Black-led and Indigenous organizations.

How Much Resources (gross operating budget): \$24.1 million

Human Services Integration

Who We Serve: Low-income residents, Equity-Seeking Communities and Residents • Under-resourced Neighbourhoods • Black Torontonians • Urban Indigenous Communities

What We Deliver: Community awareness programs, such as Alarm for Life program for residential smoke and carbon monoxide alarms, school fire safety programs and other public campaigns that reduce the risk to life and property through education. Easier access to Provincial and City financial supports such as Ontario Works, Child Care Fee Subsidies, Rent Geared to Income Waitlist management, Recreation subsidies, Hardship Funds for medical related items, energy costs and funerals.

How Much Resources (gross operating budget): \$9.2 million

Financial Management and Program Support

Who We Serve: City Manager, Deputy City Manager • Community and Social Services Divisions • Provincial Ministries/Federal Departments

What We Deliver: Financial management support to the Community and Social Services Divisions through: financial analysis and reporting, expenditure monitoring, revenue and subsidy management as well as financial and administrative services. Support the City Manager, DCM and CSS Divisions with leadership, financial oversight, review and consultation.

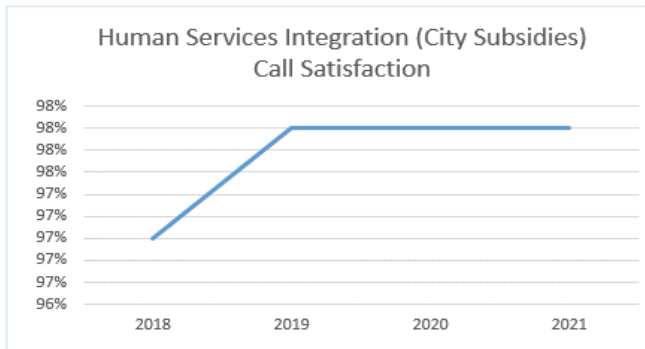
How Much Resources (gross operating budget): \$5.9 million

Budget at a Glance

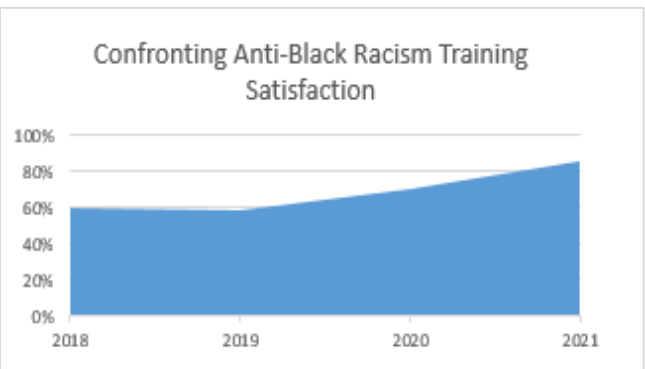
2021 OPERATING BUDGET			
\$ Millions	2021	2022	2023
Revenues	\$17.3	\$15.7	\$14.9
Gross Expenditures	\$79.6	\$85.9	\$84.8
Net Expenditures	\$62.3	\$70.1	\$69.9
Approved Positions	282.0	269.0	269.0

2021 - 2030 10-YEAR CAPITAL PLAN			
\$ Millions	2021	2022-2030	Total
SDFA does not have a capital budget and plan			

How Well We Are Doing – Behind the Numbers



- 98% of client callers reported Satisfaction with the service they received from the Human Services Integration (HSI) line.
- HSI responded to 329,860 calls in 2019 and the projection for 2020 is 349,000 calls.
- This service continues to expand access to multiple programs across the City (social assistance, child care fee subsidies, housing benefits, Welcome Policy for recreation and Fair Pass) by providing one window application access.



- The Confronting Anti-Black Racism Unit has continued public education on issues of anti-Black racism in Toronto, through training provided to City Divisions, Agencies, Boards, and Commissions.
- 70% of participants in Confronting Anti-Black Racism training reported the training was impactful and informative.
- The program increases training and awareness of equity issues and how Anti-Black racism negatively impacts the physical and mental health and success of Black Torontonians.

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Social Policy and Planning	% of Fair Pass users who anticipate using the TTC more because of the Fair Pass discount	75%	70%	70%	70%	70%	70%	●
Human Services Integration	% of client callers that reported satisfaction with the service they received	97%	98%	98%	98%	98%	98%	●
Service Level Measures								
Community & Neighbourhood Development	Number of responses in communities impacted by violent and traumatic incidents	2,203	3,426	2,600	2,600	2,600	2,600	●
Community & Neighbourhood Development	Number of youth engaged and participating in YDU programming	1,500	2,602	2,000	2,300	2,500	3,000	●
Social Policy and Planning	Number of Fair Pass Transit Discount Program rides	2,306,329	6,522,383	10,000,000	3,810,150	10,000,000	10,000,000	●
Human Services Integration	Number of calls answered through the Human Services Integration call centre	326,868	329,860	349,000	349,000	300,000	300,000	●

COVID-19 IMPACT AND RECOVERY

2020 Impact	2021 Impact and Recovery
<p>Financial Impact (Operating)</p> <ul style="list-style-type: none"> • \$2.5 million increase in salary expenditures as a result of overtime and redeployment staffing costs during the COVID-19 pandemic. • \$10.0 million increase in agency funding for delivery of community support, which are fully offset by revenues from other levels of government and external organizations. • The increased costs are offset by \$6.1 million as a result of reduced TTC ridership for the Transit Fare Program. 	<p>Financial Impact (Operating)</p> <ul style="list-style-type: none"> • Expenditure projections include \$0.1 million in additional costs for sanitation, PPE and safety products for SDFA staff; however these costs are offset by \$0.57 million resulting from a hiring slowdown. • Given the significant uncertainty remaining around a resurgence of COVID-19 infections, SDFA will continue to review financial assumptions to reflect community and resource needs.
<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • N/A 	<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • N/A
<p>Service Level Changes</p> <ul style="list-style-type: none"> • There are no service level changes at this time. SDFA will continue to monitor and review potential COVID-19 impacts and shifting community needs on an ongoing basis. 	<p>Service Level Changes</p> <ul style="list-style-type: none"> • There are no anticipated service level changes at this time. SDFA will continue to monitor and review potential COVID-19 impacts and shifting community needs on an ongoing basis.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- TO Supports: COVID-19 Equity Action Plan delivered a cross-corporate, multi-partner response to increased vulnerable residents and families during the pandemic including building a partnership of over 400 community service providers; delivering 33,000 food hampers and 500,000 prepared meals to households; 79,630 mental health contact sessions (free, telephone-based, culturally grounded counselling); free WiFi enabled in six out of 25 large apartment buildings in low income neighbourhoods; and 100s of free high-quality online activities and programs for residents of all ages to "stay at home/play at home/learn at home" during lockdown.
- Targeted COVID-19 Equity Measures in neighbourhoods with high infection rates provided enhanced community outreach to 12,800 residents to connect to specific COVID supports, including 4,050 residents being tested through mobile sites and community health centres; 1,750 individuals provided family supports to prescription delivery, remote learning activities, delivery of hygiene kits, and other personal care items; and over 6,500 face masks distributed to residents by community agencies.
- Community Partnership Investment Program allocated \$24.2 million in total to community agencies with \$5.8 million of that specifically allocated to Black mandated and Indigenous-led organizations.
- Human Services Integration answered 349,000 calls through the HSI call centre, providing services and support to residents accessing one or more of the City's income support programs.
- The Confronting Anti Black Racism Unit led 1,000 training sessions for City of Toronto employees on understanding and addressing anti-Black racism and implicit bias.
- The Community Crisis Response Program responded 2,600 times in communities impacted by violent and traumatic incidents by providing immediate support, mobilizing local resources and facilitating information sharing.

Key Challenges and Risks

- Available funding to meet the needs of the most vulnerable communities as financial pressures continue to exceed the funding envelope for some programs and create greater demand for municipal and community services.
- Collaboration between City Divisions and Programs to ensure sharing of resources and ability to respond to competing demands of various programs.
- Resurgence of COVID-19 and the associated uncertainty for planning, program delivery, along with the ability to maintain service levels while following provincial orders and public health guidelines, and addressing the financial impacts.

Priority Actions

- Local Inclusive Economic Development: Community Benefits, Poverty Reduction, AnchorTO.
- Community Safety and Wellbeing: Policing Reform, TO Wards Peace, Downtown East, Community Safety & Wellbeing Plan.
- Neighbourhood Development: Jane/Finch Initiative, Regent Park Social Development Plan, Downtown West.
- Transformation and Modernization: Data for Equity, Equity Responsive Budgeting, Fair Pass, Human Services Integration.

RECOMMENDATIONS

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

1. City Council approve the 2021 Operating Budget for Social Development, Finance and Administration of \$79.583 million gross, \$17.295 million revenue and \$62.287 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Community & Neighbourhood Development	24,156.6	8,259.3	15,897.3
Community Partnership Investment Program	24,092.5	125.0	23,967.5
Social Policy & Planning	14,919.3	1,715.8	13,203.4
Financial Management & Program Support	5,896.3	1,892.7	4,003.6
Human Services Integration	9,247.2	4,968.6	4,278.6
Corporate Leadership	1,270.8	333.8	936.9
Total Program Budget	79,582.7	17,295.4	62,287.3

2. City Council approve the 2021 staff complement for Social Development, Finance and Administration of 282 positions comprised of 11.0 capital positions and 271.0 operating positions.
3. City Council approve the 2021 new user fees for Social Development, Finance and Administration identified in Appendix 9, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council direct the information contained in Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.

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2021 OPERATING BUDGET

2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

This table compares the 2021 Operating Budget to the prior year's actuals and projected actuals by service with gross expenditures, revenues, and net expenditures as well as overall approved staff positions.

(In \$000s)	2019 Actual	2020 Budget	2020 Projection*	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Community & Neighbourhood Development	9,256.8	9,008.2	8,059.3	8,209.3	50.0	8,259.32	200.1	2.5%
Community Partnership Investment Program		1,324.8	9,618.7	125.0		125.00	(9,493.7)	(98.7%)
Social Policy & Planning	1,258.4	2,269.8	2,532.7	1,526.7	189.2	1,715.85	(816.9)	(32.3%)
Financial Management & Program Support	1,363.7	1,590.8	1,777.5	1,892.7		1,892.74	115.2	6.5%
Human Services Integration		5,453.5	4,085.8	4,968.6		4,968.61	882.8	21.6%
Corporate Leadership	81.6	619.8	307.3	333.8		333.84	26.5	8.6%
Total Revenues	11,960.5	20,266.9	26,381.3	17,056.2	239.2	17,295.4	(9,085.9)	(34.4%)
Expenditures								
Community & Neighbourhood Development	18,825.0	20,053.1	19,954.1	20,768.6	3,388.0	24,156.6	4,202.5	21.1%
Community Partnership Investment Program	20,950.8	25,114.3	34,067.9	24,092.5		24,092.5	(9,975.4)	(29.3%)
Social Policy & Planning	10,515.3	16,590.1	10,347.4	11,152.5	3,766.8	14,919.3	4,571.8	44.2%
Financial Management & Program Support	6,079.9	5,723.8	6,606.2	5,896.3		5,896.3	(709.9)	(10.7%)
Human Services Integration		10,281.1	7,987.5	9,247.2		9,247.2	1,259.8	15.8%
Corporate Leadership	1,716.7	1,592.9	1,726.9	1,270.8		1,270.8	(456.1)	(26.4%)
Total Gross Expenditures	58,087.8	79,355.2	80,690.0	72,427.9	7,154.8	79,582.7	(1,107.3)	(1.4%)
Net Expenditures	46,127.3	59,088.4	54,308.7	55,371.7	6,915.6	62,287.4	7,978.6	14.7%
Approved Positions	181.0	271.0	271.0	267.0	15.0	282.0	11.0	4.1%

*2020 Projection based on Q3 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2021 Base Budget expenditures of \$72.428 million gross reflecting a decrease of \$8.262 million in spending below 2020 projected year-end actuals (prior to enhancements), predominantly arising from:

- Conclusion of one-time emergency grant of \$10.009 million to community agencies for the COVID-19 response, fully funded by \$7.848 million of Provincial funding and \$2.161 million in donations from the Canadian Medical Association Foundation and Toronto Foundation.
- Reversal of one-time COVID-19 related overtime costs of \$0.572 million.
- Efficiency savings of \$0.414 million achieved through restructuring the Pre-Charge Diversion Program and re-organizing administrative support functions.
- Salaries and Benefits savings of \$0.344 million resulting from the Voluntary Separation Program.
- These decreases are partially offset by a Fair Pass cost increase of \$3.117 million based on projected recovery of TTC ridership, which was significantly reduced in 2020 due to COVID-19.

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

- 2021 Base Budget of \$55.372 million in net expenditures reflects a \$3.817 million net decrease from the 2020 Council Approved Budget, when excluding \$0.100 million in estimated COVID-19 financial impacts.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$7.155 million gross to support the following initiatives:

- Expansion of the eligibility for the **Fair Pass Transit Discount Program** to include approximately 25,000 low-income residents in receipt of housing supports, increasing access to employment, social supports, medical appointments, and other critical activities (\$2.900 million gross and net).

- Creating **Community-Based Mobile Crisis Response Pilots** as an alternative to police response to crisis calls received by 211 and 911. Community anchor partner agencies will dispatch non-police staff including a trained mental health nurse, accompanied by a crisis worker with experience in harm reduction, mental health, street outreach, social work, trauma and de-escalation, in incidents involving mental health or non-violent crisis. In 2021, the focus is on hiring, training, capital purchases, and resource development in order to be fully operational with 4 pilots in 2022 (\$1.707 million gross and net).
- An investment in the **TO Wards Peace** program to ensure a permanent delivery of a violence intervention model in the Northwest part of the City. This made-for-Toronto model involves credible community members, with prior violence experience, serving as positive role models for youth, and thus providing culturally-relevant mediation, case management and mentorship. In addition, community members will work with integrated staff teams to better support the needs of individuals and families (\$1.388 million gross and net).
- Funding to provide staffing resources necessary under the **Community Benefits Framework** to develop policies, protocols, processes and implementation tools needed to meet Council direction and community/stakeholder expectations in fostering inclusive economic development and poverty reduction. Community benefits initiatives aim to create inclusive workforce development opportunities and other inclusive economic opportunities for Indigenous, Black and equity seeking groups including women, persons with low income, immigrants, refugees, LGBTQ2S, persons with disabilities, racialized groups, and vulnerable youth. Opportunities created through community benefits initiatives will include local and social hiring, social procurement for local businesses and diverse suppliers (\$0.582 million gross and net).
- Reinforcement of Council commitment to invest in critical community and social services that address the **Toronto Action Plan to Confront Anti-Black Racism** and its Year 3 Work Program and the **Poverty Reduction Strategy** which has a renewed urgency as part of COVID-19 recovery (\$0.389 million gross and net).
- **AnchorTO** program to provide anchor institutions with dedicated policy development, capacity building, and change management support to accelerate the implementation of social procurement across Toronto. This is fully funded by the Atkinson Foundation (\$0.189 million gross, \$0 net).
- Introduction of a **consultation service fee** of \$200 per hour in public and private institutions to advance the knowledge and awareness of how anti-Black racism creates negative impacts for Black populations in Toronto and allow for the expansion of strategies to address anti-Black racism (\$0 gross, \$0.050 million net revenue).

EQUITY IMPACTS OF BUDGET CHANGES

Supporting equity-based strategies for low income residents through increased access to transit, employment options, and safety measures. Social Development, Finance, and Administration's 2021 Staff Recommended Operating Budget includes numerous investments that will improve the outcomes for various equity seeking communities.

These investments include:

- \$2.900 million investment in the Fair Pass Transit Discount program to expand transit access to 25,000 low-income residents.
- \$1.388 million investment for the TO Wards Peace program to address violence, which largely impacts racialized communities experiencing poverty.
- \$1.707 million investment in a Community-Based Crisis Response Pilot for Policing Reform.
- Creation of new positions to support the implementation of the Community Benefits Framework, Poverty Reduction Strategy, Toronto Action Plan to Confront Anti-Black Racism, Policing Reform Initiative, and AnchorTO.

All of these initiatives have a concerted focus on equity-seeking populations, including Black, Indigenous, racialized communities as well as low income residents, youth, women, and refugees.

2021 OPERATING BUDGET KEY DRIVERS

The 2021 Operating Base Budget for Social Development, Finance and Administration is \$72.428 million gross or 10.2% lower than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2021 Key Drivers – Base Budget

Key Cost Drivers	2019 Actuals	2020 Budget	2020 Projection	2021 Base Budget	Change Vs. 2020 Projection	
					\$	%
Expenditures						
1 Salaries and Benefits	19,118.7	30,022.9	28,194.6	28,368.8	174.2	0.6%
2 Materials and Supplies	167.2	141.4	138.1	160.2	22.0	15.9%
3 Equipment	87.0	77.3	76.4	70.3	(6.1)	-8.0%
4 Service and Rent	14,130.6	21,433.0	16,207.3	17,501.8	1,294.5	8.0%
5 Contribution To Reserves	179.4	179.4	274.7	181.8	(92.8)	-33.8%
6 Other Expenditures	24,404.9	27,501.2	35,798.9	26,145.0	(9,653.9)	-27.0%
Total Expenditures	58,087.8	79,355.2	80,690.0	72,427.9	(8,262.1)	-10.2%
Revenues						
1 Provincial Subsidies	3,117.5	7,283.4	14,341.4	6,866.3	(7,475.1)	-52.1%
2 Federal Subsidies	4,230.5	7,282.7	5,088.7	5,021.6	(67.2)	-1.3%
3 User Fees & Donation	40.0	250.0	2,410.0	125.0	(2,285.0)	-94.8%
4 Other Revenues (Inc. IDR's)	1,094.1	1,616.0	1,794.9	1,215.6	(579.3)	-32.3%
5 Contribution from Reserve	2,790.3	2,408.9	1,750.3	2,412.2	661.9	37.8%
6 Transfer from Capital	688.1	1,425.9	996.0	1,415.5	419.5	42.1%
Total Revenues	11,960.5	20,266.9	26,381.3	17,056.2	(9,325.1)	-35.3%
Net Expenditures	46,127.3	59,088.4	54,308.7	55,371.7	1,063.0	2.0%
Approved Positions	181.0	271.0	271.0	267.0	(4.0)	-1.5%

Services and Rents:

- Fair Pass cost increase of \$3.117 million based on anticipated recovery of TTC ridership
- This cost increase is partially offset by efficiency saving of \$0.250 million from restructuring the Pre-Charge Diversion program; and \$1.497 million due to the conclusion of one-time initiatives in community safety, violence prevention, youth employment and poverty reduction.

Other Expenditures, Provincial Subsidies and User Fees & Donation:

- Conclusion of one-time emergency grants of \$10.009 million to community agencies for COVID-19 response, fully funded by \$7.848 million of Provincial funding and \$2.161 million in donations from the Canadian Medical Association Foundation and Toronto Foundation.

Other Revenue Changes:

- Decrease of \$0.579 million is mainly due to elimination of Presto Card fees chargeable to Fair Pass clients (\$0.200 million), as well as the elimination of interdivisional revenues from Solid Waste Management Services Division for neighbourhood revitalization programs (\$0.150 million) and Energy & Environment Division for implementing a Climate Action Partnership project (\$0.201 million).

Contribution from Reserve:

- Increase of \$0.658 million draw against the Local Improvement Charge Energy Works Reserve Fund as a result of anticipated project completion under the High-rise Retrofit Improvement Support Program.

Transfer from Capital:

- Increase of \$0.420 million for staffing costs related to filling vacant positions in the Human Services Integration Project Office, fully funded by the Toronto Employment and Social Services' Capital Budget.

Table 2b: 2021 Balancing Actions

(\$000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Pre-Charge Diversion Program Review	Efficiencies		(250.0)	(250.0)				
Operational & Service Efficiencies	Efficiencies		(163.8)	(163.8)	(2.0)	(2.6)	(2.6)	
Savings from Hiring Slowdown	Other	(290.4)	(855.4)	(565.0)		855.4	565.0	
Voluntary Separation Program	Other		(344.0)	(344.0)		344.0	344.0	
Total Balancing Actions		(290.4)	(1,613.2)	(1,322.8)	(2.0)	1,196.8	906.4	-

The 2021 Operating Budget Balancing Actions of \$1.613 million gross are comprised of the following initiatives:

- Savings of \$0.250 million gross and net as the Pre-Charge Diversion Program undergoes a review to improve its impact on youth's most vulnerable to serious violence and crime. The City's Option for Pre-Charge Diversion will be restructured to find efficiencies in the 2021 budget year and a revised program will be recommended as part of the 2022 Staff Recommended Operating budget. In 2021, staff will be maintained (1 Community Development Officer) and a portion of the program budget will be used to support agency transition and the planning of a revised program.
- Savings of \$0.164 million gross and net through the reorganization of administrative support functions. Details are included in the Confidential Attachment 1 under separate cover.
- Savings of \$0.855 million gross and \$0.565 million net as a result of a hiring slowdown.
- Savings of \$0.344 million gross and net as a result of staff participating in the Voluntary Separation Program.

Table 2c: 2021 New / Enhanced

New / Enhanced Request	2021				2022 Annualized Gross	Equity Impact	Supports Key Issue / Challenge	
	Revenue	Gross	Net	Positions				
In \$ Thousands								
1	Expand Fare Pass Program Eligibility		2,900.0	2,900.0		2,900.0	High	Expanding the eligibility for the Fair Pass Transit Discount Program to include residents in receipt of housing supports, such as those in rent-geared-to-income housing
2	Policing Reform - Community-Based Crisis Response Pilots		1,706.8	1,706.8	3.0	7,978.0	High	The proposed community-based pilots will provide a crisis response program for those experiencing mental health and other non-violent crisis. The model will engage community anchor partners to send non-police staff and trained mental health nurse accompanied by a crisis worker with lived experience to crisis calls received by 211 and 911. This is a 3 year program with 4 pilots.
3	Continue the TO Wards Peace program to support young people against gang and gun violence		1,388.0	1,388.0	6.0	1,850.6	High	Continue the TO Wards Peace program permanently, which will enable the development and implementation of an integrated violence interruption model geared at engaging those most vulnerable or involved in serious violence and crime, identifying conflicts and de-escalating them.
4	Community Benefits Framework to maximize community benefits outcomes		582.3	582.3	6.0	682.2	Medium	A dedicated team is required to lead the design, prototype and pilot testing of back-end infrastructure that strengthen existing, and build new relationships, with key stakeholders, coordinate workforce development partners and sector-based experts and ultimately, create the conditions for Indigenous, Black and equity-seeking communities to gain access to employment and economic opportunities
5	Reinforce Council commitment to Confronting Anti-Black Racism and Poverty Reduction		388.7	388.7			Medium	Reinforcement of Council commitment to invest in critical community and social services that address the Toronto Action Plan to Confront Anti-Black Racism to deliver on a mandate focused solely on advancing the implementation of policing reform and the Poverty Reduction Strategy which has a renewed urgency as part of COVID-19 recovery
6	Implement inclusive economic development initiatives as part of AnchorTO	189.2	189.2				Low	1 temporary position ending in Oct 2021, fully funded by the Atkinson Foundation to support poverty reduction & inclusive economic recovery.
7	CABR: Fee for service for consultation to other government and private sector bodies.	50.0		(50.0)			Low	The Confront Anti-Black Racism team will introduce a consultation service fee of \$200 per hour to advance the knowledge and awareness of how anti-Black racism creates negative material impacts for Black populations in the City and allow for the expansion of strategies to address anti-Black racism in public and private institutions.
Total New / Enhanced		239.2	7,154.8	6,915.6	15.0	13,410.8		

The 2021 Recommended Operating Budget includes \$7.155 million in investments to support priority actions as detailed in the table above. Please refer to Appendix 4 for more information on these investments.

Note:

- For additional information on 2021 key cost drivers refer to [Appendix 2](#) as well as [Appendix 3](#) for a more detailed listing and descriptions of the 2020 Service Changes and [Appendix 4](#) for the 2021 New and Enhanced Service Priorities, respectively.

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

(\$000s)	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	26,381.3	17,295.4	15,733.9	14,872.3
Gross Expenditures	80,690.0	79,582.7	85,859.1	84,776.0
Net Expenditures	54,308.7	62,287.4	70,125.2	69,903.7
Approved Positions	271.0	282.0	269.0	269.0

Key drivers

The 2022 Outlook with total gross expenditures of \$85.859 million reflects an anticipated \$6.276 million or 7.89 per cent increase in gross expenditures above the 2021 Operating Budget. These changes arise from the following:

2022 Outlook

- **Programming Costs**

\$6.991 million increase in programming costs including a 1% inflationary increase or \$0.180 million to Community Services Partnership Grant, \$0.456 million incremental costs for the TO Wards Peace Program and \$6.355 million of incremental costs for community agencies under the Policing Reform - Community-Based Crisis Response Pilots.

- **Salaries and Benefits**

\$0.520 million decrease in salaries and benefits costs mainly due to projected completion of Human Services Integration Capital Project by end of 2021 (\$1.415 million) and ending of temporary positions created for Confronting Anti-Black Racism and Poverty Reduction Strategy initiatives in 2021 (\$0.389 million), partially offset by increased costs of \$1.200 million for filling positions kept vacant in 2021.

- **Revenue Changes**

\$1.415 million decrease in revenue from a reversal in Recovery from Capital due to completion of Human Services Integration Capital Project by end of 2021.

- **Position Changes**

Decrease of 13 positions due to the reversal of 11 capital positions following completion of the Human Services Integration Capital Project, and 2 temporary positions in ArtWorksTO and Community Benefits Framework respectively.

2023 Outlook

The 2023 Outlook includes a decrease of \$1.083 million or 1.26 per cent below 2022 gross expenditures as a result of the following:

- **Toronto Youth Job Corps Program**

\$0.811 million decrease in Toronto Youth Job Corps Program due to conclusion of Federal funding in Q3 2023. Program continuance subject to funding renewal.

- **Salaries and Benefits**

\$0.276 million increase mainly due to salary and benefit increases for Union staff in adherence to the Collective Agreement.

- **Other Programming Costs**

1% inflationary increase or \$0.181 million to Community Services Partnership Grant, offset by reversal of \$0.759 million upfront costs in the Policing Reform – Community-Based Crisis Response Pilots.

APPENDICES

Appendix 1

COVID-19 Financial Impact - Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Expenditure Increase						
PPE, plexiglass, sanitizing products, etc.		32.0	32.0		100.0	100.0
Overtime		571.5	571.5			
Support to community agencies for COVID response		242.5	242.5			
Sub-Total		845.9	845.9		100.0	100.0
Savings due to Underspending						
Reduced ridership on TTC for Transit Fare Program		(6,156.0)	(6,156.0)			
Sub-Total		(6,156.0)	(6,156.0)			
Savings due to Management Actions						
Staff redeployed to COVID response		2,231.6	2,231.6			
Hiring slowdown		(279.6)	(279.6)		(565.0)	(565.0)
Sub-Total		1,952.0	1,952.0		(565.0)	(565.0)
Support from Other Levels of Gov't and external Organizations						
Social Services Relief Funds from Ontario	7,848.0	7,848.0				
Donations from Canadian Medical Association Foundation	1,791.0	1,791.0				
Donations from Toronto Foundation	370.0	370.0				
Sub-Total	10,009.0	10,009.0				
Total COVID-19 Impact	10,009.0	6,651.0	(3,358.1)		(465.0)	(465.0)

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual**	2019 Actual**	2020 Budget	2020 Projection*	2021 Total Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	4,493.2	3,117.5	7,283.4	14,341.4	6,866.3	(7,475.1)	(52.1%)
Federal Subsidies	3,940.9	4,230.5	7,282.7	5,088.7	5,021.6	(67.2)	(1.3%)
User Fees & Donations	0.8	40.0	250.0	2,410.0	175.0	(2,235.0)	(92.7%)
Transfers From Capital	157.0	688.1	1,425.9	996.0	1,415.5	419.5	42.1%
Contribution From Reserves/Reserve Funds	3,498.1	2,790.3	2,408.9	1,750.3	2,412.2	661.9	37.8%
Sundry and Other Revenues	777.7	250.3	318.2	303.2	248.0	(55.2)	(18.2%)
Inter-Divisional Recoveries	879.6	843.8	1,297.8	1,491.7	1,156.8	(334.9)	(22.5%)
Total Revenues	13,747.3	11,960.5	20,266.9	26,381.3	17,295.4	(9,085.9)	(34.4%)
Salaries and Benefits	17,975.8	19,118.7	30,022.9	28,194.6	30,450.6	2,256.1	8.0%
Materials & Supplies	160.9	167.2	141.4	138.1	160.7	22.5	16.3%
Equipment	140.1	87.0	77.3	76.4	83.3	6.9	9.0%
Service and Rent	9,172.0	14,130.6	21,433.0	16,207.3	22,061.3	5,854.0	36.1%
Contribution To Reserves/Reserve Funds	126.9	179.4	179.4	274.7	181.8	(92.8)	(33.8%)
Other Expenditures (inc. Grants)	24,871.6	23,835.9	27,047.5	35,345.2	26,187.5	(9,157.7)	(25.9%)
Inter-Divisional Charges	825.1	569.1	453.7	453.7	457.5	3.8	0.8%
Total Gross Expenditures	53,272.2	58,087.8	79,355.2	80,690.0	79,582.7	(1,107.3)	(1.4%)
Net Expenditures	39,524.9	46,127.3	59,088.4	54,308.7	62,287.4	7,978.6	14.7%
Approved Positions	169.0	181.0	271.0	271.0	282.0	11.0	4.1%

* Year-End Projection Based on Q3 2020 Variance Report

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

Appendix 3

Summary of 2021 Service Changes

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2021 Staff Recommended Base Budget Before Service Changes:			72,841.7	17,056.2	55,785.5	269.00	1,395.2	561.8

22809 Pre-Charge Diversion Program Review

51 Negative

Description:

Savings of \$0.250 million gross and net as the Pre-Charge Diversion Program undergoes a review to improve its impact on youth's most vulnerable to serious violence and crime. The City's Option for Pre-charge Diversion will be restructured to find efficiencies in the 2021 budget year and a revised program will be recommended as part of the 2022 Staff Recommended Operating budget. Program-related transition activities will continue until March 31, 2021. In 2021, staff will be maintained (1 Community Development Officer) and a portion of the program budget will be used to support agency transition and the planning of a revised program.

Service Level Impact:

In 2021, service levels will be maintained as we support agency transition and the planning of a revised program.

Equity Statement:

The Option for Pre-Charge Diversion Program budget proposal's overall equity impact is low negative. Youth most vulnerable to involvement in serious crimes and violence will be negatively impacted as they will experience a decrease in access to the Option for Pre-Charge Diversion workshops. This workshop series and mentorship program was being offered as an alternative option to the criminalization of youth aged 12 to 17 in the justice system by way of programming and community supports. Although designed as an option for Extra Judicial Measures (EJM) referrals, workshops were open to all youth as an opportunity for positive youth development. This budget proposal will reduce access to the workshops by 50%. An intersectional analysis reveals that this population of youth also tend to be from low income communities, racialized, living with a cognitive disability or impairment and are at a high risk of exposure to community violence.

Service: Community & Neighbourhood Development

Total Staff Recommended Changes:	(250.0)	0.0	(250.0)	0.00	0.0	0.0
Staff Recommended Service Changes:	(250.0)	0.0	(250.0)	0.00	0.0	0.0

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

22859 Confidential Operational & Service Efficiencies #1

51 No Impact

Description:

The 2021 Operating Budget includes operational and support efficiency savings of \$0.079 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.

Service Level Impact:

There are no anticipated impacts to service levels

Equity Statement:

There is no equity impact with this proposal.

Service: Financial Management & Program Support

Total Staff Recommended Changes:	(78.7)	0.0	(78.7)	(1.00)	(1.2)	(1.3)
Staff Recommended Service Changes:	(78.7)	0.0	(78.7)	(1.00)	(1.2)	(1.3)

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22860		Confidential Operational & Service Efficiencies #2						
51	No Impact	Description:						
		The 2021 Operating Budget includes operational and support efficiency savings of \$0.085 million gross and net. Please refer to the Confidential Attachment 1 under separate cover.						
		Service Level Impact:						
		There are no anticipated impacts to program level or standards.						
		Equity Statement:						
		There is no equity impact with this proposal.						
		Service: Community & Neighbourhood Development						
		Total Staff Recommended Changes:	(85.1)	0.0	(85.1)	(1.00)	(1.3)	(1.5)
		Staff Recommended Service Changes:	(85.1)	0.0	(85.1)	(1.00)	(1.3)	(1.5)

Appendix 4

Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22861		Confronting Anti-Black Racism - Fee for Consultation Service						
74	Positive	Description:						
<p>The Confronting Anti-Black Racism unit will introduce a consultation service fee of \$200 per hour to advance the knowledge and awareness of how anti-Black racism creates negative material impacts for Black populations in the City and allow for the expansion of strategies to address anti-Black racism in public and private institutions.</p> <p>Service Level Impact:</p> <p>A new user fee will be created at \$200 per hour of consultation. The Confronting Anti-Black Racism unit will provide consultation on a minimum of 30 service contracts in 2021.</p> <p>Equity Statement:</p> <p>The Confronting Anti-Black Racism Consultation Services budget proposal's overall equity impact is low positive. This budget proposal will positively impact the experiences of Black residents by deepening the ability of public and private sector organizations' ability to effectively recognize, constructively respond to and proactively prevent anti-Black racism in their spaces, policies, programs, planning and practices. Through these services, Black Torontonians will be more likely to work in and be serviced by public and private sector organizations that are welcoming, supportive and respectful of Black people and Black community experiences. An intersectional analysis reveals that youth, women, and queer and/or trans women, as well as people living with a disability who identify as Black experience higher levels of discrimination in the workforce and therefore will benefit from this initiative given their heightened experiences of social exclusion within Toronto.</p> <p>Service: Community & Neighbourhood Development</p>								
Total Staff Recommended Changes:			0.0	50.0	(50.0)	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:			0.0	50.0	(50.0)	0.00	0.0	0.0
Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
22884		Confronting Anti Black Racism and Poverty Reduction						
74	Positive	Description:						
<p>Funding of \$0.389 million gross and net will ensure the continued development of alternative service delivery models for community safety response, particularly to Indigenous, Black and marginalized communities, through the addition of 4 temporary positions from January to August in 2021. 3 positions will support the ongoing work for the Toronto Action Plan to Confront Anti-Black Racism (CABR) and 1 position will support the ongoing work on the Poverty Reduction Strategy. At its June 2020 meeting, City Council directed the City Manager to fill the necessary staffing requirements needed to continue the implementation of Council's CABR plan and Poverty Reduction Strategy</p> <p>Service Level Impact:</p> <p>There are no changes to current service levels. The additional 4 temporary positions will support Council direction and ensure that work is continued on CABR plans and the Poverty Reduction Strategy.</p> <p>Equity Statement:</p> <p>The overall equity impact is medium positive. As these positions will go towards advancing the Poverty Reduction Strategy and the Confronting Anti-Black Racism Strategy their work will have a positive impact on low income residents, Black, Indigenous, and racialized communities, as well as vulnerable residents overall. An intersectional analysis reveals that residents in poverty, experiencing anti-Black racism tend to disproportionately be from equity seeking communities. Each of these strategies have targeted actions intended to improve the well-being of equity seeking communities and the ten positions will contribute to advancing this work.</p> <p>Service: Community & Neighbourhood Development</p>								
Total Staff Recommended Changes:			293.3	0.0	293.3	0.00	(293.3)	0.0
Service: Social Policy & Planning								
Total Staff Recommended Changes:			95.3	0.0	95.3	0.00	(95.3)	0.0
Staff Recommended New/Enhanced Services:			388.7	0.0	388.7	0.00	(388.7)	0.0

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

22897		TO Wards Peace Program					
74	Positive	Description:					

Funding of \$1.388 million gross and net will continue the TO Wards Peace program permanently, which will enable the development and implementation of an integrated violence interruption model geared at engaging those most vulnerable or involved in serious violence and crime, identifying conflicts and de-escalating them. This work will require 6 permanent positions including 3 Community Development Officers, 1 Community Development Worker, 1 Policy and Research Consultant and 1 Supervisor - Community Crisis Response.

Service Level Impact:

TO Wards Peace will enable the development and implementation of a new violence intervention model which will increase interventions that reduce gun and community violence and increase online interventions and interruption that will prevent and reduce violence.

Equity Statement:

The Development of TO WARDS Peace budget proposal's overall equity impact is high positive. Communities in the City of Toronto who experience higher levels of inequities also experience higher levels of crime and lower levels of wellbeing. Toronto Public Health recently reported that racialized communities who experience higher levels of poverty are most impacted by gun violence. By investing directly in community mentors and funding community-based organizations, TO WARDS Peace will leverage expertise aimed at reducing gun violence in these communities. TO WARDS Peace also positions the City to provide backbone support to the model which will contribute to advancing broader community social development strategies that will create greater access to service for vulnerable youth and racialized communities.

Service: Community & Neighbourhood Development

Total Staff Recommended Changes:	1,388.0	0.0	1,388.0	6.00	462.7	4.9
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Staff Recommended New/Enhanced Services:	1,388.0	0.0	1,388.0	6.00	462.7	4.9
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Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

22966		AnchorTO Dedicated Support					
74	Positive	Description:					

Funding of \$0.189 million, fully funded by contributions from the Atkinson Foundation, will provide a dedicated resource to support the implementation of inclusive economic development initiatives as part of the AnchorTO program. This includes the development of sector-wide supportive infrastructure to enable the expansion of existing social procurement programs, with a primary focus on supporting the economic inclusion of Black and Indigenous communities in Toronto. This work will require 1 temporary Policy Development Officer position ending in October 2021.

Service Level Impact:

Dedicated support will enable the acceleration of social procurement and other inclusive economic development initiatives across AnchorTO's 15 partner organizations. This will help partner organizations achieve the aspirational target to direct 5% of their spending on inclusive economic development initiatives, unlocking \$200M of inclusive economic impact on Toronto's most vulnerable residents.

Equity Statement:

The AnchorTO Dedicated Support budget proposal's overall equity impact is low positive. Low income residents' access to economic development opportunities and access to training and/or employment will be positively impacted. Dedicated policy development support to AnchorTO will enable the acceleration of social procurement and related inclusive economic development initiatives in Toronto by 15 public sector anchor institutions in the city. These initiatives aim to increase investment in economically disadvantaged and disinvested communities through initiatives like social procurement. By ensuring that the Network spends even a small proportion of its \$20 Billion in collective annual on historically marginalized communities, AnchorTO will contribute the building of community wealth and equitable economies in Toronto. Indigenous peoples' and Black residents' access to economic development opportunities will be positively impacted. By supporting the development of infrastructure to enable anchor institutions to discover and procure from these businesses, this initiative will result in direct economic investment in these communities.

Service: Social Policy & Planning

Total Staff Recommended Changes:	189.2	189.2	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	189.2	189.2	0.0	0.00	0.0	0.0
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Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

23035		Community Benefits Framework					
74	Positive	Description:					

Funding of \$0.582 million gross and net will provide the staff resources necessary required to lead the design, prototype and pilot testing of back-end infrastructure that strengthen existing, and build new relationships, with key stakeholders, coordinate workforce development partners and sector-based experts and ultimately, create the conditions for Indigenous, Black and equity-seeking communities to gain access to employment and economic opportunities. This work will require 6 temporary positions starting in April 2021 and ending in December 2023, including 1 Policy Development Officer, 1 Business Analyst, 1 Planning Analyst and 3 Supervisor, Administrative Services.

Service Level Impact:

Additional staff resources will enable greater coordination support and will support outcomes related to poverty reduction and inclusive economic development.

Equity Statement:

The Community Benefits Framework budget proposal's overall equity impact is medium positive. Funding to enhance staff resources to develop community benefits-related policies, protocols, processes and implementation tools are urgently needed. The following groups will be positively impacted by the Community Benefits Framework: Women, persons with low income, Indigenous people, Black Torontonians, immigrants, refugees, LGBTQ2S, persons with disabilities, racialized groups, and vulnerable youth. People from these groups will constitute the target population from which local and social hiring, and business opportunities for local or diverse suppliers, are created through community benefits conditions and requirements on City of Toronto procurement contracts and various other community benefits initiatives, such as the Rexdale – Casino Woodbine Community Benefits Agreement and Housing Now affordable housing development contracts. An intersectional analysis reveals that women, racialized groups, Black people, Indigenous people and vulnerable youth face unique systemic barriers to entering and retaining employment in the skilled trades and construction sector. The Community Benefits Framework aims to address the systemic barriers and identify lasting solutions that will bridge the gaps between people from equity-seeking groups, Indigenous and Black people and the well-paid, unionized, quality job opportunities that the construction sector has to offer.

Service: Social Policy & Planning

Total Staff Recommended Changes: 582.3 0.0 582.3 6.00 100.0 (27.3)

Staff Recommended New/Enhanced Services: 582.3 0.0 582.3 6.00 100.0 (27.3)

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

23682		Expand Fare Pass Program Eligibility					
74	Positive	Description:					

Funding of \$2.9 million gross and net will expand eligibility for the Fair Pass Transit Discount Program to include residents in receipt of housing supports, such as those in rent-geared-to-income housing.

Service Level Impact:

Currently, eligible residents are adults in receipt of assistance from Ontario Works, Ontario Disability Support Program, or recipients of a child care subsidy with a household income of less than the Low-Income Measure+15%. Approximately 50,000 cards are active on an annual basis. Expanding eligibility to include residents in receipt of housing supports will add approximately 25,000 additional participants to the program, increasing the number of active Fair Pass users to 75,000 cards.

Equity Statement:

The budget proposal to expand eligibility for the Fair Pass Transit Discount Program is positive high. Low income residents' access to public transit will be positively impacted. An increase of \$2.9M in the operating budget for the program will mean that the program will enable approximately 25,000 low-income residents in receipt of housing supports to access affordable transit. An intersectional analysis reveals that particular groups, including women, newcomers, Black and other racialized Torontonians, and Indigenous People's will be particularly positively impacted as these groups are disproportionately more likely to be in low-incomes and transit dependent.

Service: Social Policy & Planning

Total Staff Recommended Changes: 2,900.0 0.0 2,900.0 0.00 0.0 0.0

Staff Recommended New/Enhanced Services: 2,900.0 0.0 2,900.0 0.00 0.0 0.0

Form ID		Community and Social Services Program - Social Development, Finance & Administration	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23689		Policing Reform - Community-Based Crisis Response Pilot						
74	Positive	Description:						
<p>Funding of \$1.707 million gross and net will support the development of a 3 year pilot to create a mobile crisis response for those experiencing mental health and other non-violent crisis. The model will engage community anchor partners to send non-police staff including trained mental health nurse and crisis worker to crisis calls received by 211 and 911. Costs include \$0.561 million for 3 permanent positions starting in April 2021 and \$1.146 million in community investments to support pilot development, building an evaluation framework, anchor partner selection and public education on the new service system.</p> <p>Service Level Impact:</p> <p>In 2021, the focus is on selecting the anchor partners, supporting their hiring and training of staff, and purchasing equipment required for the implementation of the pilots in 2022. In 2022, 4 pilots staffed with crisis response teams will be operational to respond to and prevent critical incidents in under resourced neighbourhoods. Mobilizing teams in these four areas will improve the city's ability to respond and prevent critical incidents.</p> <p>Equity Statement:</p> <p>The 'Policing Reform- Community-Based Crisis Response Pilots' budget case has an overall equity impact of high positive for Indigenous, Black, and racialized communities. Various reports have underscored the mistrust of Indigenous, Black, and equity-seeking communities in our police services because of systemic discrimination. This proposal will help build confidence in public safety, and potentially lead to better outcomes for Indigenous, Black and racialized communities that face over-policing and concerns about police interactions. This program may lead to reduce police engagements, and increase community-led solutions that connect people in crisis to much needed mental health and addiction services and programs. An intersectional analysis reveals that youth and low-income residents who are Indigenous, Black, or racialized are particularly affected.</p> <p>Service: Community & Neighbourhood Development</p>								
		Total Staff Recommended Changes:	1,706.8	0.0	1,706.8	3.00	6,271.2	(758.1)
		Staff Recommended New/Enhanced Services:	1,706.8	0.0	1,706.8	3.00	6,271.2	(758.1)

Appendix 5

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

N/A

Appendix 6

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

N/A

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 6b

2022 - 2030 Capital Plan

N/A

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

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

Table 9a - New User Fees

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021 Budget Rate	2022 Plan Rate	2023 Plan Rate
CD001	Addressing organizational/institutional Anti-Black racism	Confronting Anti-Black Racism Consultation	Full Cost Recovery	Hourly	\$200.00	\$200.00	\$200.00

Table 9b – Fees Above Inflation

N/A

Table 9c - User Fees for Discontinuation

N/A

Table 9d - User Fees for Technical Adjustments

N/A

Table 9e - User Fees for Transfers

N/A

Table 9f - User Fees for Rationalization

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2021 Operating Budget

Program Specific Reserve / Reserve Funds

N/A

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		23,947.6	23,947.6	21,978.9	20,010.2
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>					
<i>Other Division/Agency</i>			(43,074.9)	(43,074.9)	(42,739.9)
<i>Contributions (+)</i>					
<i>Social Development, Finance & Administration</i>			67.1	67.1	67.1
<i>Other Division/Agency</i>			40,990.9	40,990.9	40,990.9
Total Reserve / Reserve Fund Draws / Contributions		23,947.6	21,930.7	19,961.9	18,328.3
Interest			48.2	48.2	63.3
Balance at Year-End		23,947.6	21,978.9	20,010.2	18,391.5

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		30,142.3	30,189.3	14,695.0	22.1
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Other Division/Agency</i>			(78,133.9)	(79,850.9)	(82,069.1)
<i>Contributions (+)</i>					
<i>Social Development, Finance & Administration</i>			114.7	114.7	114.7
<i>Other Division/Agency</i>			62,508.0	65,059.0	84,505.0
Total Reserve / Reserve Fund Draws / Contributions		30,142.3	14,678.1	17.8	2,572.8
Interest Income		47.0	16.9	4.3	
Balance at Year-End		30,189.3	14,695.0	22.1	2,572.8

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		5,399.5	5,399.5	3,476.4	1,549.2
Local Improvement Charge Energy Works Reserve Fund	XR1724				
<i>Withdrawals (-)</i>					
<i>Social Development, Finance & Administration</i>			(1,693.5)	(1,694.1)	(1,695.0)
<i>Other Division/Agency</i>			(238.9)	(238.9)	(238.9)
Total Reserve / Reserve Fund Draws / Contributions		5,399.5	3,467.1	1,543.5	(384.6)
Interest Income			9.3	5.8	-
Balance at Year-End**		5,399.5	3,476.4	1,549.2	(384.6)

* Based on 9-month 2020 Reserve Fund Variance Report

**Note that additional funding is expected and once confirmed, will offset the negative ending balance in 2023.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		32,581.9	32,581.9	25,546.6	18,503.5
National Child Benefit Supplement	XR2102				
<i>Withdrawals (-)</i>					
<i>Social Development, Finance & Administration</i>			(469.1)	(466.7)	(298.8)
<i>Other Division/Agency</i>			(6,627.1)	(6,627.1)	(7,398.1)
Total Reserve / Reserve Fund Draws / Contributions		32,581.9	25,485.7	18,452.9	10,806.5
Interest Income			61.0	50.6	48.4
Balance at Year-End		32,581.9	25,546.6	18,503.5	10,854.9

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		14,034.6	14,034.6	12,226.1	11,474.8
Social Assistance Stab Reserve	XQ1054				
<i>Withdrawals (-)</i>					
<i>Social Development, Finance & Administration</i>			(249.5)	(251.3)	(252.8)
<i>Other Division/Agency</i>			(1,559.0)	(500.0)	(500.0)
Total Reserve / Reserve Fund Draws / Contributions		14,034.6	12,226.1	11,474.8	10,722.0
Interest Income					
Balance at Year-End		14,034.6	12,226.1	11,474.8	10,722.0

* Based on 9-month 2020 Reserve Fund Variance Report

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

N/A

Appendix 11

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

Tax Supported Budget: Budget funded by property taxes.

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

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

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