

BUDGET **TO**



Community and Social Services

2021 Operating Budget and
2021-2030 Capital Budget & Plan

Briefing to Budget Committee

January 20, 2021

Outcomes

Strategic Outcomes



Housing

All Torontonians have access to **housing that is safe, affordable and suitable to their needs.**



Mobility

Toronto's **transportation network is accessible, resilient and reliable**, where residents and businesses are **connected** to vibrant communities.



Climate Action

Toronto's **climate action initiatives mitigate the impact of climate events** on the well being and prosperity of residents and businesses.



People & Neighbourhoods

All Torontonians **feel safe and secure**, and **live in healthy, inclusive and culturally rich neighbourhoods.**

Toronto's **economy is resilient and prosperous** with opportunities for residents and businesses.



Equity

All Torontonians have **equitable access to City services** and **poverty is mitigated**, especially for Indigenous, Black and equity-seeking groups.

Corporate Outcomes



A Well-Run City

Toronto's **municipal operations are effective, efficient and resilient** in order to support service delivery.

Toronto's **residents and businesses can conveniently transact and interact with their municipal government** where, when and how they want.



Financial Sustainability

Toronto's **funding for services is adequate and sustainable** to meet the needs of Toronto residents and businesses in the near and long term.

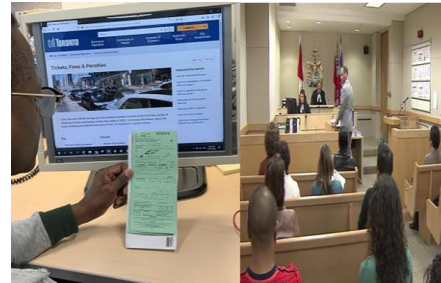
Toronto's **tax dollars are invested in services with the highest value** for residents and businesses.

Community and Social Services

Children's Services



Court Services



Economic Development & Culture



Employment & Social Services



Housing Secretariat



Paramedic Services



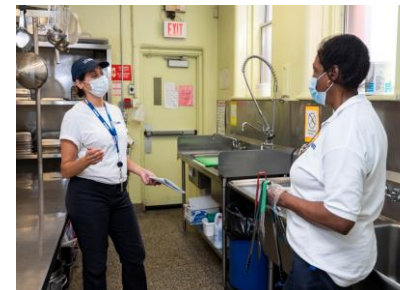
Parks, Forestry & Recreation



Seniors Services & Long Term Care



Shelter, Support & Housing Administration



Social Development, Finance & Administration



Priority Areas



Equity

- Deliver targeted COVID-19 equity measures to Toronto's hardest-hit communities.
- Invest in poverty reduction and inclusive economic development.
- Invest in community safety, well-being and Anti-Racism initiatives.
- Advance policy solutions to achieve equity, prosperity, well-being and inclusion for all Torontonians.



People & Neighbourhoods

- Prioritize COVID-19 safety for residents, clients and staff and support COVID-19 Immunization program.
- Promote complete communities by facilitating inclusive economic recovery for businesses and culture organizations.
- Continue to improve Long-Term Care and to implement the Toronto Seniors Strategy.
- Invest in sustainable access to parks and natural spaces.
- Invest in sustainable access to childcare.



Housing

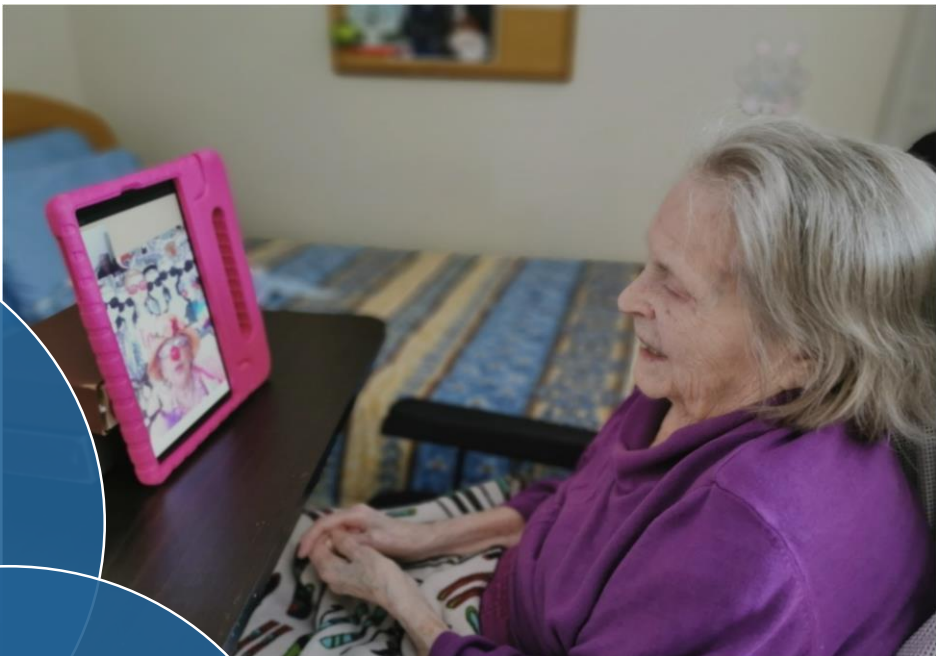
- Accelerate creation of affordable and supportive housing (with a particular focus on implementing Housing Now, Open Door, Rapid Housing, and Modular Housing).



A Well-Run City

- Develop, design and deliver optimized and modernized services at full capacity to meet needs of all Torontonians.
- Ensure access to justice through modernized court services.

2020: An Exceptional and Pivotal Year



Rapid Responses



Innovative Services

Partnerships
(Community Not-for-Profits,
Government,
Private Sector)



2021 Key Risks & Challenges (1 of 2)



COVID-19: Ensuring Health and Safety of Residents and City Staff

- Providing appropriate PPE, equipment, space modifications and staffing levels to achieve enhanced levels of Infection Prevention and Control across multiple service areas.
- Comprehensive vaccination roll-out to residents, clients and staff (including addressing vaccine hesitancy).



COVID-19: Managing and Planning in a Context of Uncertainty

- Uncertain timing and impacts of resurgence/lockdown/restart phases present challenges for service planning.
- Reduced capacity/utilization anticipated for some City and community agency programs (*e.g. supportive housing, camps, recreation, child care, workforce development*) while heightened demand is anticipated for others (*e.g. shelter, emergency child care, community grants, income support caseloads*).
- Lockdown phases are causing further hardship for Toronto's small businesses, cultural organizations.



COVID-19: Determining Sustainable Post-Pandemic Service Levels, Models and Standards

- Assessing sustainable new service standards and service models:
 - ✓ to meet new regulations, evolving customer expectations, modernization/digitization capacity.
 - ✓ to clarify jurisdictional scope and appropriate roles for the City and other levels of government.
 - ✓ building on lessons learned during pandemic.(*e.g. shelter system standards, long-term care service levels, recreation modifications, food access coordination, virtual court and tribunal hearings and other digital services*).

2021 Key Risks & Challenges (2 of 2)



COVID-19: Exacerbated Inequality, Poverty and Vulnerability

- Meeting increased demand for services and heightened community needs (*e.g. shelter, seniors services, community grants, income and employment supports, food access, child care*).
- Modifying and developing new services to meet new emerging needs (*e.g. encampment responses, community outreach for enhanced testing, vaccination, mental health supports*).



COVID-19: Resilience of the Community-based Not-for-Profit Sector

- The Sector faces surging demand for services, heightened client complexity, new costs to modify services, staff losses, reduced fundraising opportunities.
- The Sector requires adequate and predictable funding to restore resiliency, plan effectively and continue to deliver key services the City and residents rely on (*e.g. affordable/supportive housing, child care, workforce development, food security, youth, seniors, culture, community advocacy, program/policy design*).



COVID-19: Provincial/Federal Commitments for Economic and Social Recovery

- Funding for COVID-19 recovery is not confirmed.
- Sustained supports for families, employees, businesses is uncertain.
- Shifting policy and legislative environments impact our capacity to implement rapid responses.
- No formal commitments received from province/federal government for their one-third each share of the HousingTO 2020-2030 Action Plan (\$23.4B).
- Federal funding for refugee shelter and housing is not confirmed for 2021 (~\$60.7M).

2021 Priority Actions: COVID-19 Response & Recovery



Continue to Prioritize Infection Prevention and Control for Clients and Staff

- Maintain enhanced Health and Safety and Infection Prevention and Control measures across service areas.
- Continue to maintain additional facilities for physical distancing across the shelter system.
- Continue enhanced measures to protect Long-Term Care residents.
- Continue to enhance community paramedic programming to support vulnerable residents.



Continue to Prioritize Targeted COVID-19 Equity Measures

- Funding, community outreach and intergovernmental advocacy to support hardest-hit communities (*e.g. pop-up testing sites, isolation supports, eviction prevention, income supports, vaccination access*).
- Continue to deploy City facilities for COVID-19 emergency relief (testing clinics, hygiene stations).



Continue to Prioritize Inclusive Economic Recovery for Businesses and Culture Organizations

- Continue to deliver innovative relief and recovery supports to businesses.
- Support adaptations in the sector for safe reopening, digital delivery and financial sustainability.
- Target support to hardest-hit sectors (e.g. small business, hospitality, main streets, and not-for-profits).
- Support Toronto's creative sector to mitigate impacts of prolonged closures while supporting digital adaptation, advancing equity gains, and growing the creative workforce.
- Deliver ArtworxTO, Toronto's Year of Public Art in 2021, with a focus on animating all 25 City wards.

2021 Priority Actions: “Building a Prosperous Toronto” (1 of 2)



Develop and Deliver Optimized, Modernized Services at Full Capacity to Meet Needs of All Torontonians

- Leverage technology and residents’ digital literacy to deliver innovative, accessible, quality services.
- Design new service delivery models and standards to meet heightened community needs, changing customer expectations, new regulations.



Accelerate Creation of Affordable and Supportive Housing

- Accelerate the creation of affordable housing.
- Accelerate the creation of supportive housing for people experiencing homelessness.
- Continue to advocate for ongoing, sustainable intergovernmental operating funding.



Invest in Poverty Reduction and Inclusive Economic Development

- New investments in Fair Pass, community benefits framework, inclusive local economic development & social procurement.
- Continue to advance the Child Care Growth Strategy, including advocating for ongoing, sustainable intergovernmental funding.
- Build on pandemic experience to advance new models of coordinated community and neighbourhood development.

2021 Priority Actions: “Building a Prosperous Toronto” (2 of 2)



Continue to Improve Long-Term Care and Implement Toronto Seniors Strategy

- Begin to implement Emotion-Centred Approach to Care in City-operated Long Term Care Homes.
- Implement and evaluate Integrated Service Model for Seniors at Toronto Community Housing.



Invest in Community Safety and Well-Being

- Implement community engagement and equity components of Changes in Policing work, including community-based alternative responses to crisis calls.
- Develop SafeTO: Provincially-legislated community safety and well-being plan.
- Develop TO Wards Peace Program (risk-driven violence/gang interruption and prevention model).



Invest in Sustainable Access to Parks and Natural Spaces

- Grow and retain the ecological integrity of parkland, beaches and natural spaces while supporting the increased use of natural amenities during the pandemic.



Advance Policy Solutions to Achieve Equity, Prosperity, Well-Being and Inclusion for All

- Continue to implement Confronting Anti-Black Racism initiatives (Year 3 Workplan)
- Work with government and community partners to create permanent policy solutions for dismantling structural social, economic and health inequities.
- Use an equity lens in reviewing City policies, processes, services through the Data for Equity Strategy across City government and Equity Responsive Budgeting.

2021 Operating and Capital Budget Summary

Operating Budget							
\$ Millions	2020 Budget	2020 Projection	2021 Budget	2021 Vs. 2020		OUTLOOKS	
				\$'s	%	2022	2023
Revenues	\$2,773.9	\$2,639.3	\$2,674.2	\$34.9	1.3%	(\$155.9)	(\$50.3)
Gross Expenditures	\$4,025.5	\$3,897.9	\$4,230.4	\$332.5	8.5%	(\$231.1)	(\$24.6)
Net Expenditures	\$1,251.6	\$1,258.5	\$1,556.2	\$297.6	23.6%	(\$75.1)	\$25.7

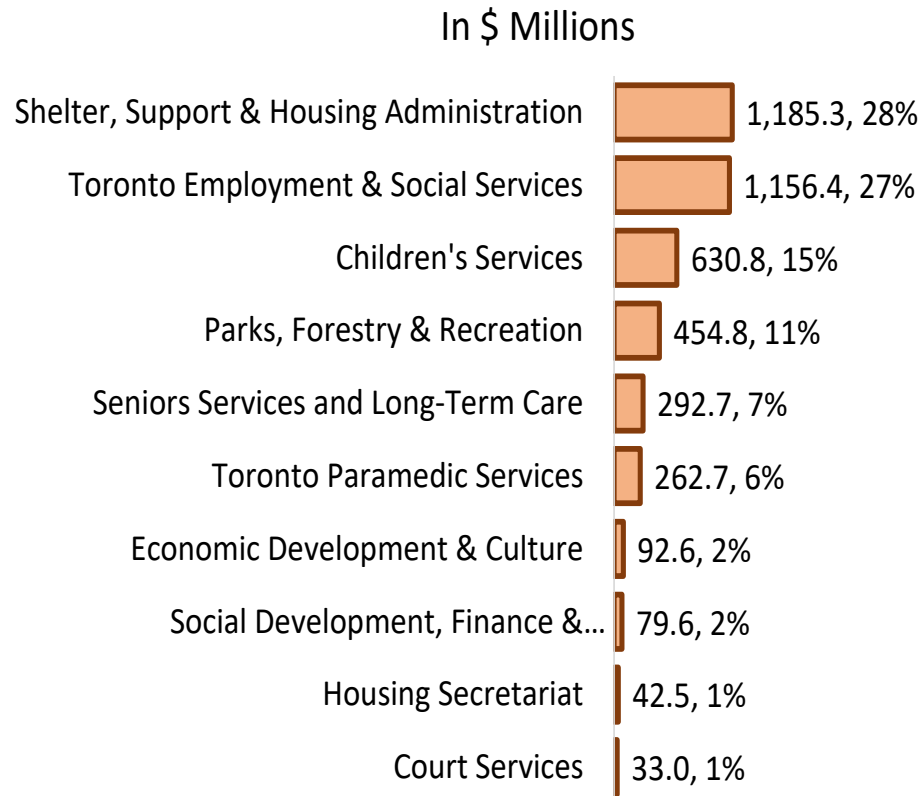
10 Year Capital Budget & Plan			
\$ Millions	2021	2022-2030	Total
Gross Expenditures	\$897.3	\$4,982.1	\$5,879.4
Debt	\$406.5	\$2,888.3	\$3,294.8

Note: Includes 2020 carry forward funding to 2021

2021 Operating Budget

2021 Operating Budget

2021 Gross Operating Expenditures (\$4.2B)



Key Points

1) **New and Enhanced: \$13.7M gross (see slide 16)**

2) **COVID-19 Impacts: \$393M gross**

- SSHA: \$276M (physical distancing across shelters).
- TESS: \$75M (anticipated caseload growth).
- SSLTC: \$19M (enhanced IPAC & staffing level).

3) **Other Assumptions / Impacts:**

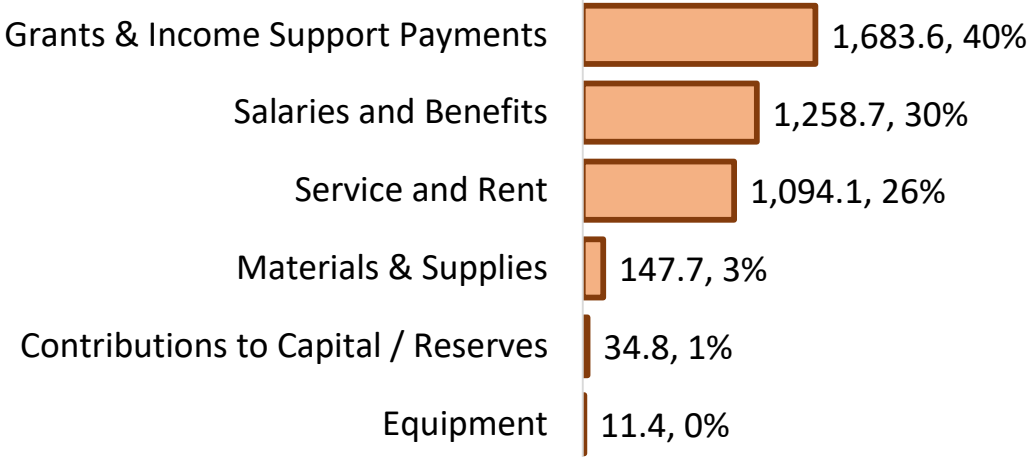
- Children's Services: support safe delivery of child care sector.
- PFR: safe resumption of programs & services.
- Paramedics: Infection Prevention and Control; WSIB impacts.
- EDC: economic recovery/rebuild; Year of Public Art.
- SDFA: Community safety & well being; poverty reduction.
- Housing Secretariat: Accelerating affordable development.
- Courts: digital & online services to manage growth.

*Shelter, Support & Housing Administration Budget includes \$251 Million TCHC Subsidy

Where the Money Goes and How the Budget is Funded

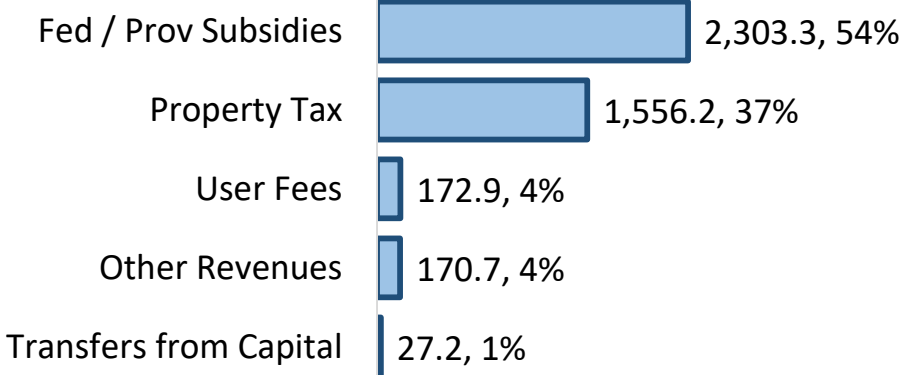
Where the Money Goes

In \$ Millions



Where the Money Comes From

In \$ Millions



2021 Net Operating Budget

(In \$000s)	2019 Actual	2020 Projection	2020 Budget	2021				2021 Budget	Change v. 2020 Projection	
				Base Increase	Secured COVID Funding	Base COVID Pressure	New / Enhanced		\$	%
By Program	\$	\$	\$	\$	\$	\$	\$	\$	%	
Net Expenditures										
Housing Secretariat	1,180.1	969.8	1,186.1	0.0				1,186.1	216.3	22.3%
Children's Services	84,313.5	89,052.5	91,983.7	(3,691.8)		3,121.2		91,413.0	2,360.5	2.7%
Court Services	(32,502.7)	(26,801.0)	(39,867.5)	(11,338.3)		7,204.6		(44,001.1)	(17,200.2)	64.2%
Economic Development & Culture	72,071.2	74,757.8	76,731.2	(2,643.5)		2,123.3	2,250.0	78,461.1	3,703.2	5.0%
Toronto Paramedic Services	83,007.3	90,079.0	88,933.4	1,252.2		6,172.1		96,357.7	6,278.7	7.0%
Seniors Services and Long-Term Care	45,842.3	67,469.8	49,639.8	(134.9)		19,031.9		68,536.8	1,067.0	1.6%
Parks, Forestry & Recreation	302,938.9	312,710.3	325,518.2	(12,318.7)		30,652.6		343,852.1	31,141.8	10.0%
Shelter, Support & Housing Administration	480,203.9	528,298.2	507,163.3	27,883.0	(39,110.2)	281,335.8		777,271.9	248,973.7	47.1%
Social Development, Finance & Administration	46,127.3	54,308.7	59,088.4	(3,816.6)		100.0	6,915.6	62,287.4	7,978.6	14.7%
Toronto Employment & Social Services	86,778.9	67,684.8	91,220.2	(11,091.5)		662.0		80,790.7	13,105.9	19.4%
Total Net Expenditures	1,169,960.7	1,258,530.1	1,251,596.9	(15,900.2)	(39,110.2)	350,403.4	9,165.6	1,556,155.7	297,625.5	23.6%

New Investments (\$13.7 M Gross)

Building a Prosperous Toronto
~ \$7.2 MILLION



**POVERTY
REDUCTION**
\$3.7 M



**COMMUNITY
SAFETY/ OTHER
CITY PRIORITIES**
\$3.5 M

Other New Investments
~ \$6.5 MILLION



HOUSING
\$2.0 M



YEAR OF PUBLIC ART
\$4.5 M

\$13.7 M

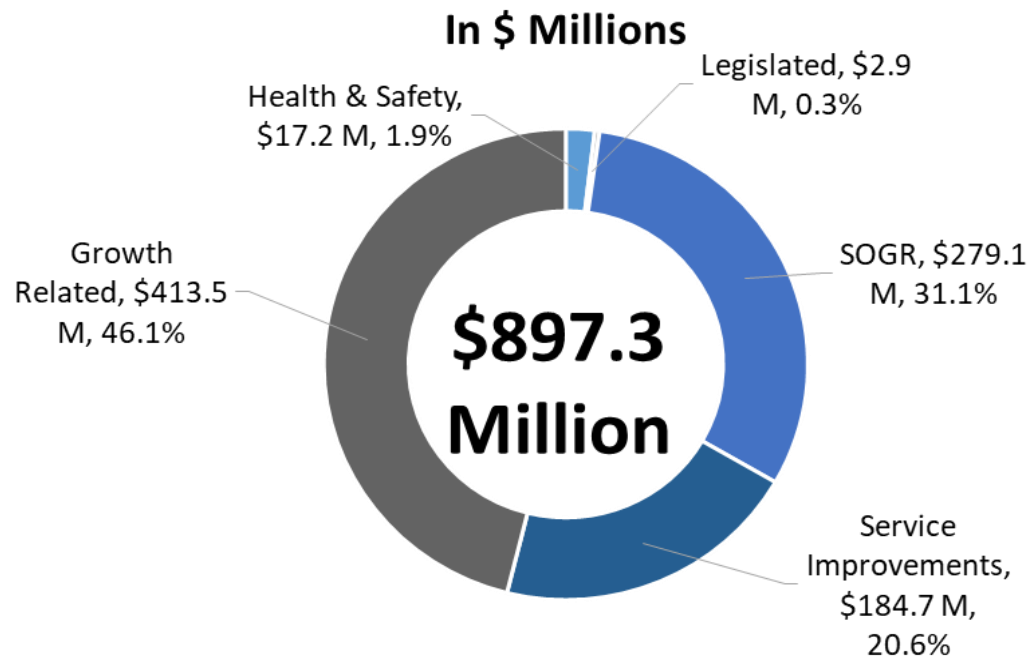
IN NEW INVESTMENTS TO ADDRESS KEY COMMITMENTS

2021 – 2030 Capital Budget & Plan

2021 Capital Program Breakdown

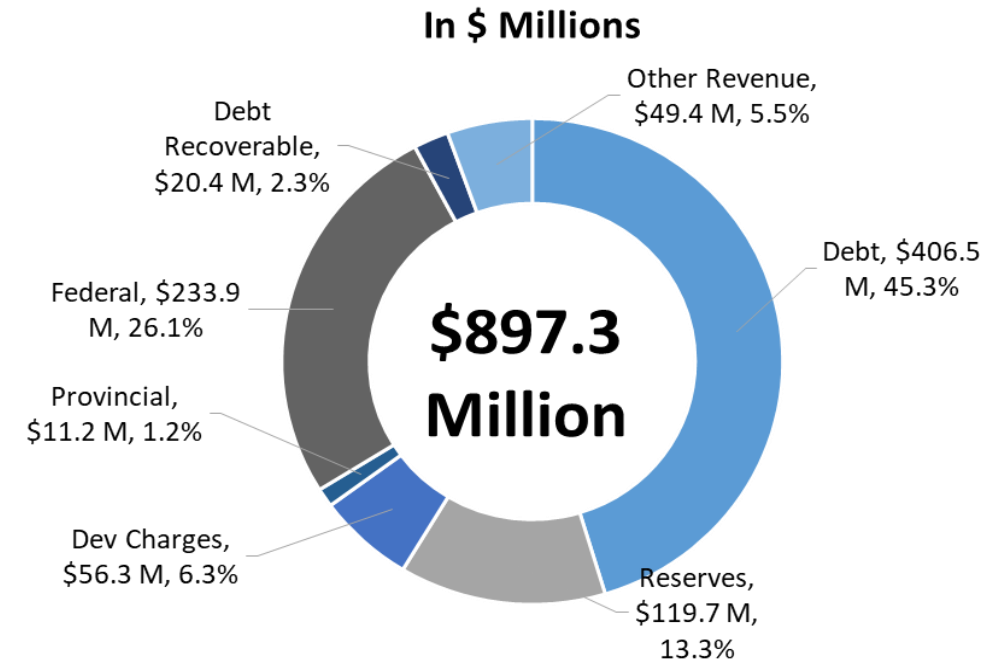
Where the Money Goes

2021 Capital Budget



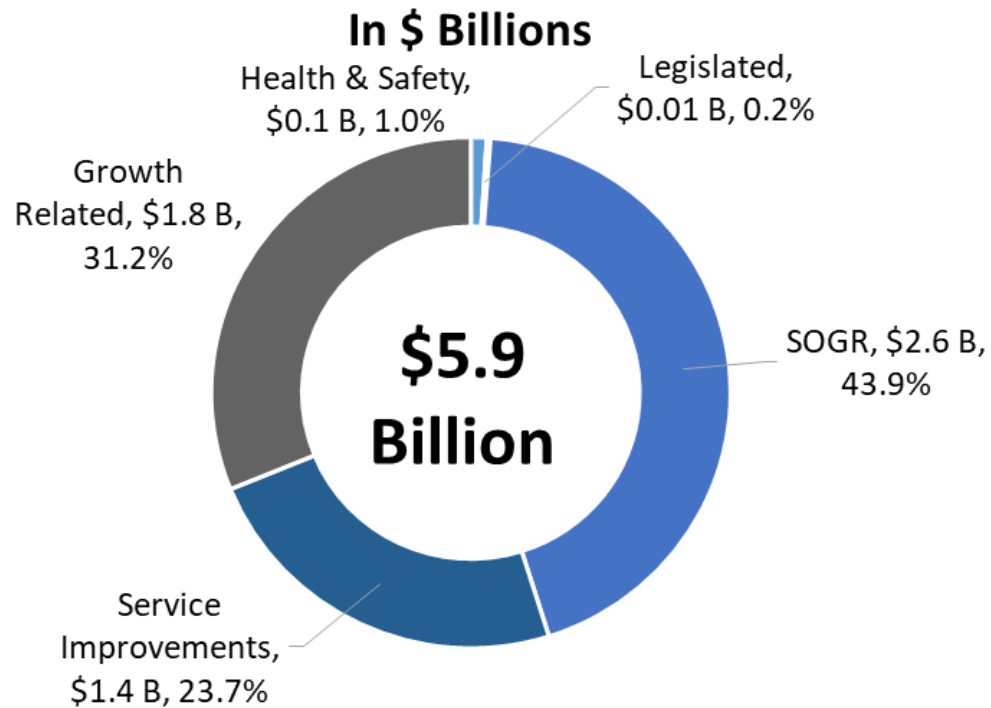
Where the Money Comes From

2021 Capital Budget

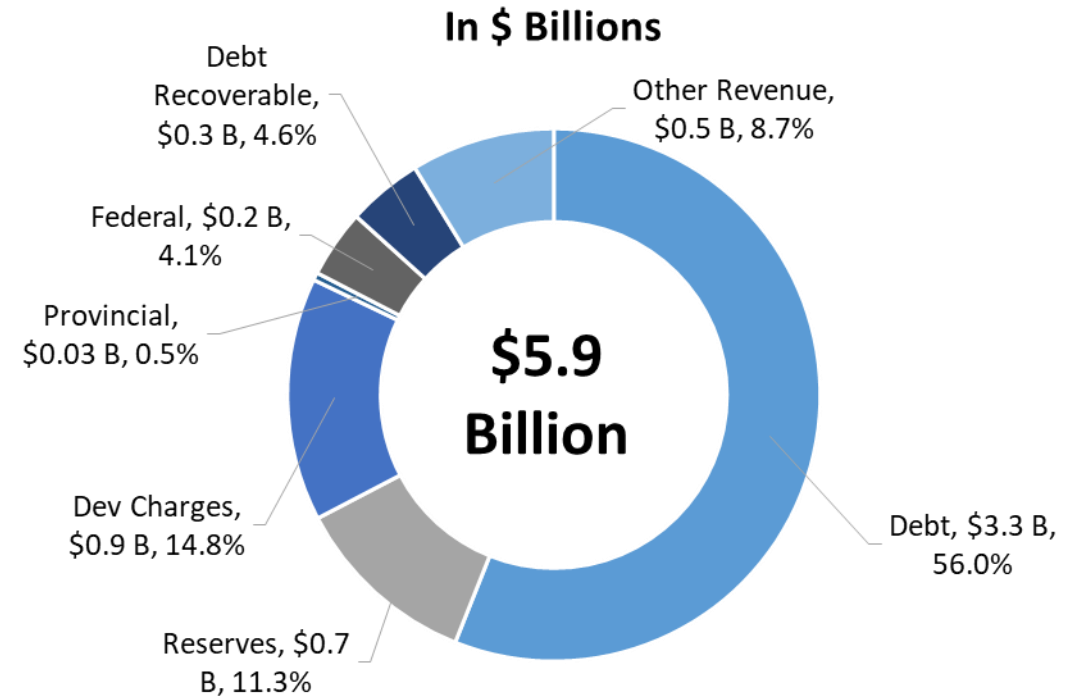


10 Year Capital Program Breakdown





Where the Money Goes



Where the Money Comes From



\$5.9 Billion 10-Year Gross Capital Program

			
<p>Aging Infrastructure & Redevelopment \$ 2.8B 45.6%</p>	<p>Addressing Gaps & Serving Growing Communities \$ 2.1B 36.8%</p>	<p>Housing & New Shelters \$0.9B 15.7%</p>	<p>Other \$0.1B 1.8%</p>
<p>Toronto Community Housing: SOGR</p> <p>Rehabilitation of existing parks and recreation facilities</p> <p>Carefree Lodge Home Redevelopment</p> <p>SOGR maintenance of child care centres, museums, and long-term care homes</p>	<p>Implement Facilities Master Plan, Parkland Strategy (PF&R)</p> <p>New Child Care Centres</p> <p>Multi-functional Paramedic stations</p>	<p>Rapid Housing</p> <p>Modular Housing</p> <p>Housing Now</p> <p>George Street Revitalization</p>	<p>Modernize processes/systems / equipment and improve user access</p>

Capital Needs Constraints (10 Year Capital Plan)



\$381.1M Seniors' Home Redevelopment

- 4 Homes to be redeveloped over 10-15 years.



\$370 M Parks & Recreation projects

- Growing State of Good Repair Backlog:
 - Facilities Master Plan (\$235M)
 - Community Centres (\$25M)
 - Arenas (\$10M)
- Ravine Strategy :
 - Enhance Existing Amenities (\$45M)
 - New Amenities (\$55M)



\$427.8M Affordable Housing projects

- Housing Now (\$226.5M)
- Modular Housing (\$152.5M)
- Open Door rental development on City lands (\$48.8M)



\$160.5M Other

- Paramedic New Communication Centre (\$75M)
- Museum of Toronto (\$67M)
- Other (\$18.5M)

Thank You

Appendices:

- **COVID-19 Financial Impact – Operating** **Slide 24**
- **2021 Operating Budget – Revenues** **Slide 25**
- **2021 Operating Budget – Gross Expenditures** **Slide 26**
- **2021 Operating Budget – Net Expenditures** **Slide 27**
- **2021 – 2030 Capital Budget & Plan by Project Category** **Slide 28**
- **Capacity to Spend** **Slide 29**
- **State of Good Repair (SOGR) Funding and Backlog** **Slide 30**

COVID-19 Financial Impact – Operating

COVID-19 Impacts	(\$000s)		
	2021		
	Revenues	Gross	Net
Revenue Loss			
PF&R Revenue Loss (Tickets, Permits, Registration)	(24,819.1)		24,819.1
Fine Revenue Loss (Courts)	(6,912.1)		6,912.1
Sponsorship, User Fees and Revenues (EDC)	(1,363.3)	(190.0)	1,173.3
Sub-Total	(33,094.5)	(190.0)	32,904.5
Expenditure Increase			
Personal Protection Equipment (PPE) & Enhanced Cleanings		14,132.8	14,132.8
Enhanced staffing (SSLTC, TPS)		14,497.8	14,497.8
COVID-19 Screening/Testing/PPE Re-Processing Facilities (TPS)		3,139.5	3,139.5
Data & Resources for Remote Hearing (Courts)		183.6	183.6
Collection Agency Commission (Courts)	58.8	58.8	
TORR ShowLove TO (EDC)	1,200.0	1,600.0	400.0
Interactive Digital Media Unit & Grants (EDC)		550.0	550.0
Parks Ops (paid duty officers) & Winter Expanded Services		3,259.3	3,259.3
Cost of physical distancing, isolation & recovery - Shelters		276,335.8	276,335.8
Provincial Residential Rent Freeze - SSHA		5,000.0	5,000.0
Caseload Increase (8k)- TESS	75,048.3	75,048.3	
Sub-Total	76,307.1	393,805.9	317,498.8
Total COVID-19 Impact	43,212.5	393,615.9	350,403.3
Secured Funding - SSHA	39,110.2		(39,110.2)
Total COVID-19 Impact			311,293.1

2021 Operating Budget - Revenues

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Program	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Housing Secretariat	7,412.1	14,547.4	13,103.7	39,350.7	2,000.0	41,350.7	28,247.0	215.6%
Children's Services	550,577.6	591,419.8	525,775.2	539,397.5		539,397.5	13,622.3	2.6%
Court Services	62,197.1	75,807.5	50,840.8	77,017.5		77,017.5	26,176.7	51.5%
Economic Development & Culture	11,423.6	15,327.2	8,507.6	11,843.1	2,250.0	14,093.1	5,585.5	65.7%
Toronto Paramedic Services	149,711.2	162,812.4	161,989.2	166,373.8		166,373.8	4,384.6	2.7%
Seniors Services and Long-Term Care	221,554.5	223,237.9	236,718.5	224,139.9		224,139.9	(12,578.6)	(5.3%)
Parks, Forestry & Recreation	136,132.0	136,399.2	69,716.6	110,927.1		110,927.1	41,210.6	59.1%
Shelter, Support & Housing Administration	481,650.7	530,955.1	603,138.6	408,036.0		408,036.0	(195,102.6)	(32.3%)
Social Development, Finance & Administration	11,960.5	20,266.9	26,381.3	17,056.2	239.2	17,295.4	(9,085.9)	(34.4%)
Toronto Employment & Social Services	972,291.7	1,003,152.4	943,167.3	1,075,565.4		1,075,565.4	132,398.1	14.0%
Total Revenues	2,604,911.1	2,773,925.9	2,639,338.6	2,669,707.1	4,489.2	2,674,196.3	34,857.7	1.3%

* 2020 Projection based on 9 Month Variance

2021 Operating Budget – Gross Expenditures

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Program	\$	\$	\$	\$	\$	\$	\$	%
Gross Expenditures								
Housing Secretariat	8,592.2	15,733.5	14,073.5	40,536.8	2,000.0	42,536.8	28,463.3	202.2%
Children's Services	634,891.1	683,403.5	614,827.7	630,810.6		630,810.6	15,982.9	2.6%
Court Services	29,694.5	35,940.0	24,039.8	33,016.4		33,016.4	8,976.5	37.3%
Economic Development & Culture	83,494.7	92,058.5	83,265.5	88,054.2	4,500.0	92,554.2	9,288.7	11.2%
Toronto Paramedic Services	232,718.5	251,745.8	252,068.2	262,731.5		262,731.5	10,663.3	4.2%
Seniors Services and Long-Term Care	267,396.8	272,877.7	304,188.2	292,676.7		292,676.7	(11,511.6)	(3.8%)
Parks, Forestry & Recreation	439,070.9	461,917.4	382,426.9	454,779.2		454,779.2	72,352.3	18.9%
Shelter, Support & Housing Administration	961,854.6	1,038,118.5	1,131,436.8	1,185,307.9		1,185,307.9	53,871.1	4.8%
Social Development, Finance & Administration	58,087.8	79,355.2	80,690.0	72,427.9	7,154.8	79,582.7	(1,107.3)	(1.4%)
Toronto Employment & Social Services	1,059,070.6	1,094,372.6	1,010,852.1	1,156,356.1		1,156,356.1	145,504.0	14.4%
Total Gross Expenditures	3,774,871.8	4,025,522.8	3,897,868.7	4,216,697.1	13,654.8	4,230,352.0	332,483.2	8.5%

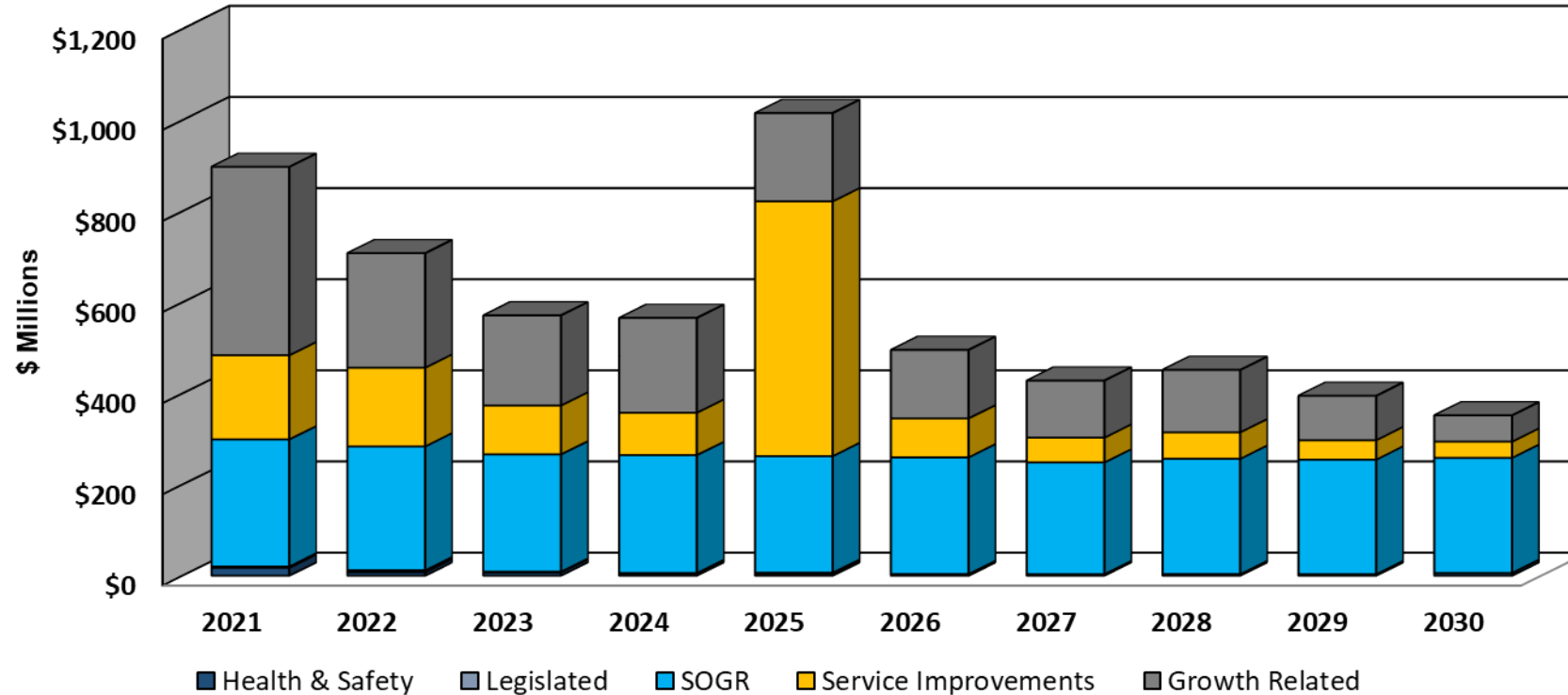
* 2020 Projection based on 9 Month Variance

2021 Operating Budget – Net Expenditures

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Program	\$	\$	\$	\$	\$	\$	\$	%
Net Expenditures								
Housing Secretariat	1,180.1	1,186.1	969.8	1,186.1		1,186.1	216.3	22.3%
Children's Services	84,313.5	91,983.7	89,052.5	91,413.0		91,413.0	2,360.5	2.7%
Court Services	(32,502.7)	(39,867.5)	(26,801.0)	(44,001.1)		(44,001.1)	(17,200.2)	64.2%
Economic Development & Culture	72,071.2	76,731.2	74,757.8	76,211.1	2,250.0	78,461.1	3,703.2	5.0%
Toronto Paramedic Services	83,007.3	88,933.4	90,079.0	96,357.7		96,357.7	6,278.7	7.0%
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Social Development, Finance & Administration	46,127.3	59,088.4	54,308.7	55,371.7	6,915.6	62,287.4	7,978.6	14.7%
Toronto Employment & Social Services	86,778.9	91,220.2	67,684.8	80,790.7		80,790.7	13,105.9	19.4%
Total Net Expenditures	1,169,960.7	1,251,596.9	1,258,530.1	1,546,990.0	9,165.6	1,556,155.7	297,625.5	23.6%

* 2020 Projection based on 9 Month Variance

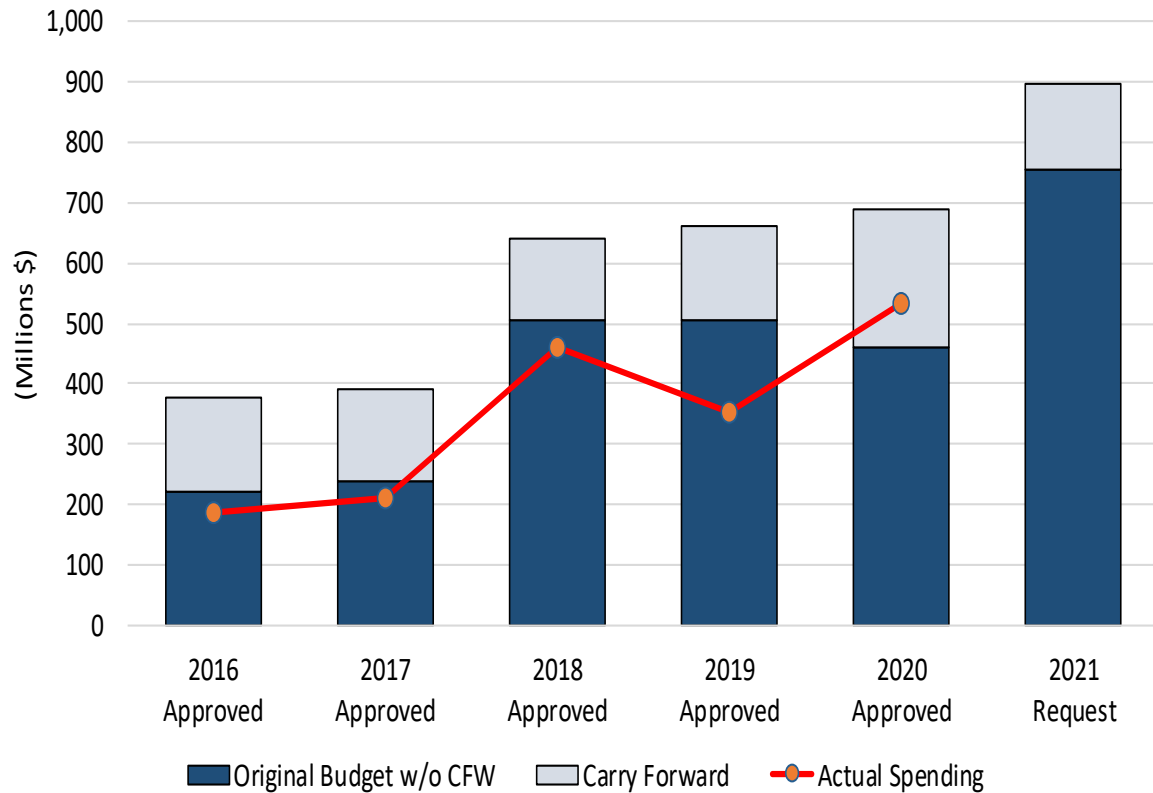
2021 – 2030 Capital Budget & Plan by Project Category



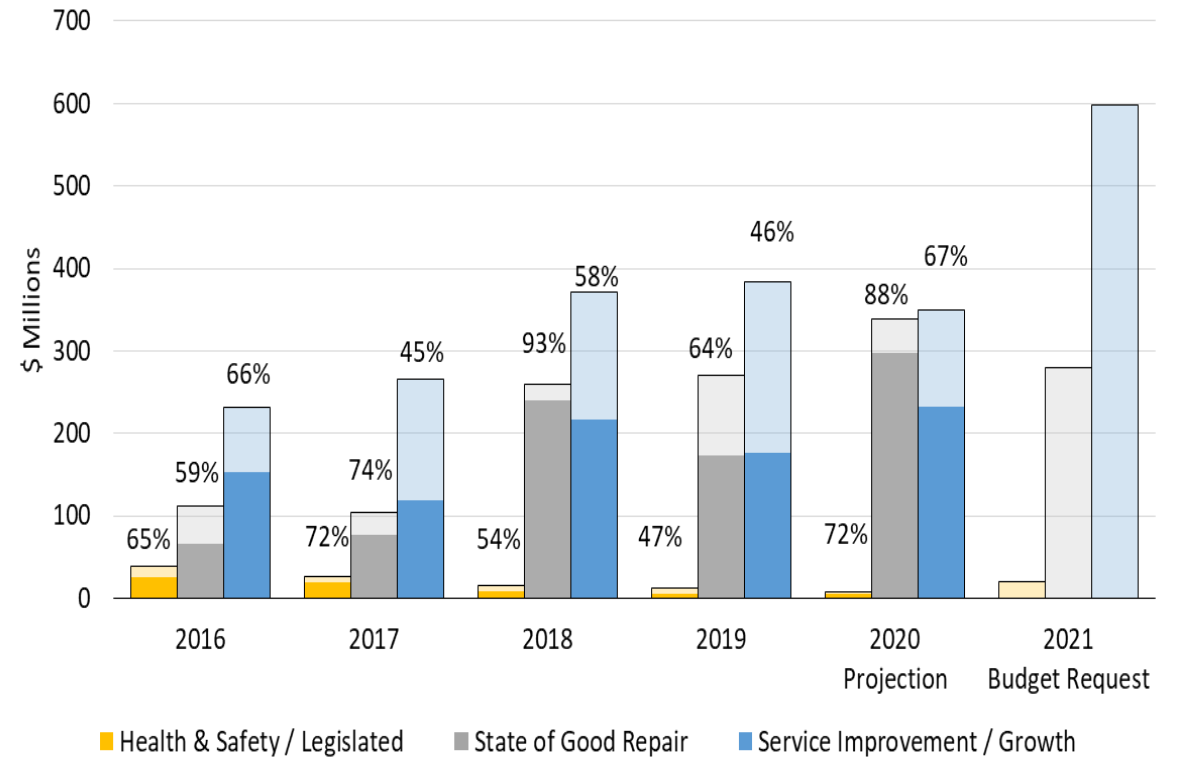
2021 - 2030 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
Health & Safety	17.2	7.3	6.9	4.4	3.7	3.3	3.1	3.1	3.1	5.6	57.8
Legislated	2.9	4.4	1.8	1.5	2.7	0.1		0.2		0.2	13.8
SOGR	279.1	272.0	257.4	258.9	255.9	256.3	245.5	253.1	251.5	252.6	2,582.2
Service Improvements	184.7	172.8	107.5	93.1	559.3	85.6	54.3	58.1	42.6	35.7	1,393.8
Growth Related	413.5	251.2	197.7	208.0	193.7	150.3	125.2	137.1	97.5	57.7	1,831.8
Total	897.3	707.8	571.3	565.7	1,015.4	495.5	428.2	451.6	394.8	351.8	5,879.4

Capacity to Spend

Carry Forward Impact Vs. Capacity to Spend

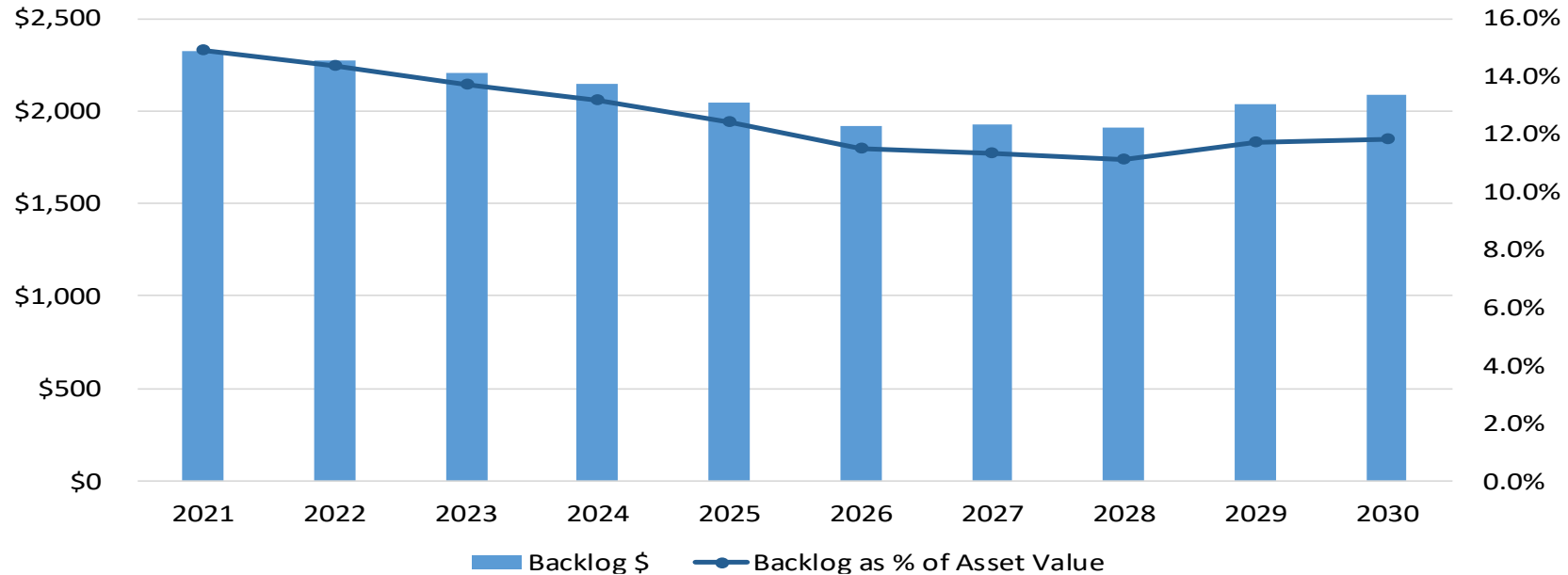


Budget Vs. Actual Spending by Category



State of Good Repair (SOGR) Funding and Backlog

Accumulated Backlog by Program and Backlog % Asset Value
(\$ Million)



\$Millions	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Backlog \$	2323.2	2273.7	2202.2	2143.8	2044.5	1921.0	1923.0	1911.0	2037.1	2087.7
Backlog as % of Asset Value	14.9%	14.4%	13.7%	13.2%	12.4%	11.5%	11.3%	11.1%	11.7%	11.8%