

2022 Budget Notes

Social Development, Finance and Administration

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Description

The 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. Some of our work includes:

- Providing corporate leadership for the Deputy City Manager and Community and Social Services.
- Conducting social research in partnership with community stakeholders.
- Managing the financial subsidy of \$2 billion from the federal and provincial orders of government for community and social services that are cost-shared.

Why We Do It

- To fulfill the City of Toronto's goal of being proactively committed to inclusivity.
- To support Indigenous, Black, and equity-deserving communities to receive equitable and responsive access to all City services and facilities.
- To ensure the Community and Social Services Divisions receive timely, reliable, strategic, and transactional financial support that meets their service delivery needs, corporate requirements, and the provincial and federal government guidelines.

The City of Toronto aims to provide excellent, equitable, and efficient customer service. The City also works to help improve the lives of residents, earn their trust and confidence.

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What Service We Provide

Community & Neighbourhood Development

Who We Serve:

- Indigenous, Black, and equity-deserving communities and residents
- Under-resourced neighbourhoods, with a focus on 31 Neighborhood Improvement Areas
- Mayor and City Council
- City Divisions, agencies, boards, and corporations
- Institutional partners (e.g., education/justice/health care)

What We Deliver:

- Programs and policies promoting safety, well-being, and inclusion of Indigenous, Black, and equity-deserving communities and residents
- Partnerships with community-based organizations advancing youth development, supporting equity-deserving groups to access services, and providing resources and capacity building opportunities for all neighbourhoods, with a focus on 31 Neighbourhood Improvement Areas

How Much Resources (gross 2022 operating budget): \$35.5 million

Social Policy and Planning

Who We Serve:

- Indigenous, Black and equity-deserving communities and residents
- Under-resourced neighbourhoods
- City Manager, Deputy City Managers
- Mayor and City Council
- City Divisions, agencies, boards, and corporations
- Institutional partners (e.g., education/justice/health care)

What We Deliver:

- City-wide policies, strategies, and action plans on equity, poverty reduction, and anti-racism that work to advance inclusive economic and social development
- Partnerships with community-based organizations
- Geographic Information System Mapping, research, and performance management

How Much Resources (gross 2022 operating budget): \$15.5 million

Community Partnership Investment Program

Who We Serve:

- Indigenous, Black, and equity-deserving communities and residents
- Under-resourced neighbourhoods
- Community non-profit organizations

What We Deliver:

- Funding for community non-profit organizations and resident-led initiatives
- Partnership development with funders and support for Black-led and Indigenous-led organizations

How Much Resources (gross 2022 operating budget): \$24.7 million

Human Services Integration

Who We Serve:

- Low-income residents, Indigenous, Black, and equity-deserving communities and residents
- Under-resourced neighbourhoods

What We Deliver:

- Improved access to provincial and City of Toronto financial supports such as Ontario Works, child care fee subsidies, Rent Geared to Income (RGI), recreation subsidies, hardship funds for medical-related items, energy costs, and funerals

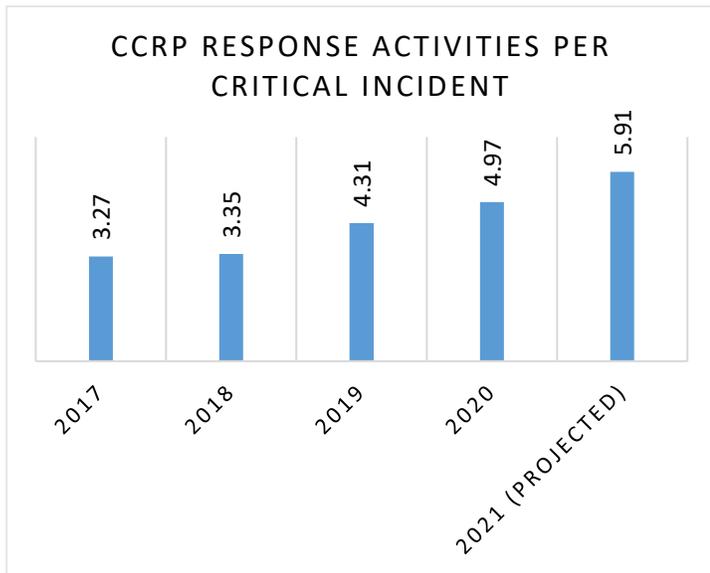
How Much Resources (gross 2022 operating budget): \$8.8 million

Budget at a Glance

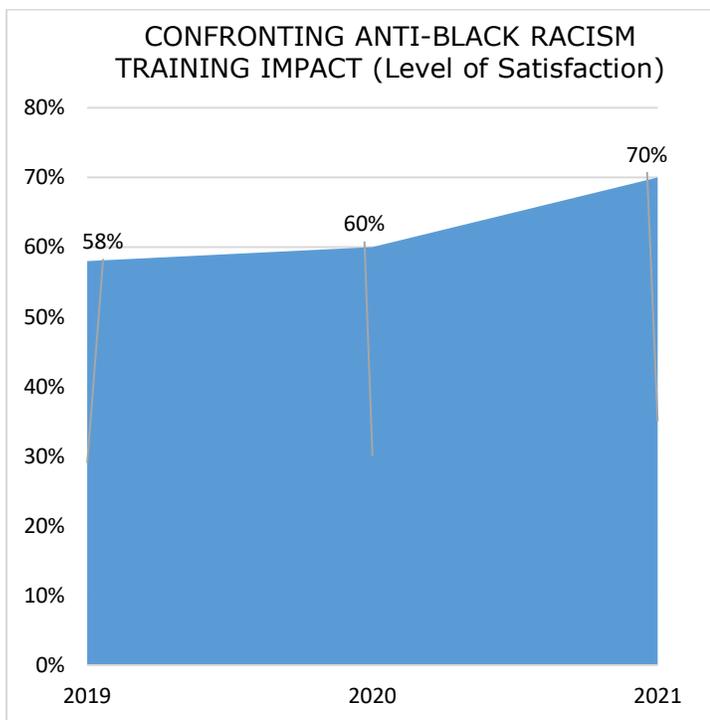
| 2022 OPERATING BUDGET | | | |
|-----------------------|-------------|-------------|-------------|
| <u>\$Billion</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
| Revenues | \$ 13.7 | \$ 13.4 | \$ 12.0 |
| Gross Expenditures | \$ 92.3 | \$ 95.6 | \$ 94.7 |
| Net Expenditures | \$ 78.6 | \$ 82.2 | \$ 82.7 |
| Approved Positions | 302.0 | 309.0 | 311.0 |

| 2022 - 2031 10-YEAR CAPITAL PLAN | | | |
|--------------------------------------|-------------|------------------|--------------|
| <u>\$Billion</u> | <u>2022</u> | <u>2023-2031</u> | <u>Total</u> |
| SDFA does not have a capital program | | | |

How Well We Are Doing – Behind the Numbers



- The Community Crisis Response Program (CCRP) continues to provide crisis intervention activities in response to critical incidents, such as shootings, firearm discharges, and stabbings.
- Despite a decrease in the projected number of critical incidents in 2021 compared to 2020, the CCRP team has provided more intensive support for each incident and supported communities/vulnerable populations with a more diversified range of intervention activities. For example, the team coordinated community responses, activated safety networks, and provided referrals to the appropriate service providers.



- The Confronting Anti-Black Racism (CABR) Unit continues to provide education on issues of anti-Black racism through training provided to City Divisions, agencies, boards, and commissions.
- This training program aims to increase awareness of equity issues and how Anti-Black racism negatively impacts the life outcomes of Black Torontonians.
- 74% of participants in the Anti-Black Racism training reported they are more competent in understanding and applying the Anti-Black Racism Analysis tool. The CABR unit conducted 175 training sessions in 2020 and 283 in 2021.

How Well We Are Doing

| Service | Measure | 2019 Actual | 2020 Actual | 2021 Target | 2021 Projection | Status | 2022 Target | 2023 Target |
|--|--|-------------|-------------------|-------------|-----------------|--------|-------------|-------------|
| Outcome Measures | | | | | | | | |
| Community & Neighbourhood Development | % of participants in Community Crisis Response Program engagement activities that feel better prepared and more knowledgeable to respond to community safety incidents | 78% | 85% | 90% | 90% | ● | 90% | 90% |
| Community & Neighbourhood Development | % of all Acutely Elevated Risk (AER) Situations de-escalated by FOCUS Toronto | 74% | 81% | 78% | 78% | ● | 78% | 78% |
| Human Services Integration | % of client callers who reported satisfaction with the service they received | 98% | No data available | 100% | 80% | ● | 98% | 98% |
| Community & Neighbourhood Development | % of participants in confronting Anti-Black racism training who reported the training was impactful and informative | 58% | 60% | 70% | 79% | ● | 80% | 85% |
| Community & Neighbourhood Development | # of youth hired through core programs | 1,210 | 469 | 800 | 850 | ● | 1,200 | 1,200 |
| Social Policy and Planning | Average Annual Savings (\$) per active Fair Pass discount program client | \$122.24 | \$99.79 | \$124.84 | \$109 | ● | \$124.84 | \$124.84 |
| Service Level Measures (How much we do) | | | | | | | | |
| Social Policy and Planning | # of newcomer services referrals made to City programs and services | 5,081 | 791 | 1,000 | 800 | ● | 5,000 | 5,000 |
| Social Policy and Planning | # of Fair Pass transit discount program rides | 6,518,180 | 4,041,420 | 10,000,000 | 4,847,700 | ● | 10,000,000 | 10,000,000 |

| | | | | | | | | |
|---|---|-------------|-------------------|--------------|-------------|---|-------------|-------------|
| Social Policy and Planning | % of total eligible population using the Fair Pass discount program | 26% | 22% | 30% | 16% | ● | 18% | 30% |
| Human Services Integration | # of calls answered through the Human Services Integration (HSI) call centre | 329,860 | No data available | 300,000 | 338,700 | ● | 320,000 | 320,000 |
| Community Partnership Investment Program* | Total grants (\$) allocated to Indigenous-led organizations | \$539,070 | \$2,458,353* | \$2,398,848* | \$2,469,518 | ● | \$1,664,342 | \$1,836,518 |
| Community Partnership Investment Program* | Total grants (\$) allocated to Black-mandated organizations | \$4,878,428 | \$9,019,424 | \$8,145,450 | \$8,312,150 | ● | \$6,277,612 | \$6,346,793 |
| Community & Neighbourhood Development | # of Community Crisis Response Program (CCRP) intervention responses to critical violent incidents in communities | 3,428 | 3,502 | 3,250 | 3,570 | ● | 4,760 | 6,006 |
| Community & Neighbourhood Development | # of Acutely Elevated Risk situations intervened by FOCUS Toronto | 478 | 652 | 800 | 930 | ● | 930 | 930 |
| <p>*Total program funding allocated 2019=\$21,910,000 2020=\$33,928,207 2021=\$24,200,519</p> <p>**Increase based on one-time COVID support funding available through other orders of government</p> | | | | | | | | |

COVID-19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- In 2022, SDFA will restart local engagement in Neighbourhood Improvement Areas to identify actions for a post-COVID recovery and rebuild as part of the Community Coordination Plan.

Service Level Changes

- Management will closely monitor and review potential COVID impacts and shifting community needs on an ongoing basis to maintain services.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

Community Immunization Engagement and Mobilization Plan:

- Since April 2021, Vaccine Engagement Teams have engaged over 800,000 community members. This engagement includes:
 - Older adults who are isolated
 - People experiencing homelessness
 - People living with disabilities
 - People experiencing mental health trauma
 - Newcomer populations
 - Indigenous, Black, and South Asian individuals
 - Other racialized communities that have historically experienced systemic oppression and exploitation by government and medical institutions

Community Crisis Response Program (CCRP):

- Since April 2021, 662 individuals have accessed services through the Community Violence, Wellness, and Recovery Pilot. This pilot is a partnership between Community Crisis Response Program (CCRP) and seven community agencies. The aim is to help residents recover from the impact of community violence by facilitating timely access to supports, such as culturally appropriate and trauma-informed counselling.

Police Reform:

- From January 3rd, 2021 to November 20th, 2021 (the latest reporting date), 122,021 people received direct mental health supports from agencies aided by funding through the City's Mental Health Support Strategy. In February 2021, City Council adopted the Community Crisis Support Service (CCSS) pilots. Since then, City staff prepared elements of the CCSS pilots to ensure a successful launch in 2022.

SafeTO: Toronto's Community Safety and Well-Being Plan:

- SDFA led a multi-sectoral collaboration with partners, including Toronto Police Services, Toronto Community Housing Corporation, Toronto Transit Commission, Toronto District School Board, and Toronto Catholic District School Board, supported by United Way Greater Toronto, to address community violence through enhanced coordination and communication. This effective pilot successfully supported a collective mitigation of risks through violence prevention and intervention that will be continued with the introduction of SafeTO: Toronto's Community Safety and Wellbeing Plan adopted by City Council in July 2021.

Community Partnership Investment Program:

- In 2021, the Community Partnership Investment Program allocated a total of \$17.268 million to community agencies. This program allocated \$3.442 million of the total funds to Black-mandated (\$3 million) and Indigenous-led organizations (\$0.442 million).

Community Coordination Plan (CCP):

- In 2021, the Community Development Unit successfully supported 400 non-profit partners through the Community Coordination Plan (CCP) as part of the City's emergency response to COVID-19 to continue to effectively serve residents. This emergency response included provisions of clothing, food, technology, and PPE donations. Moreover, SDFA provided \$5.5 million in Vaccine Engagement Teams Grant supports, and \$8 million in Equity Action Plan supports.

Human Services Integration:

- In 2021, Human Services Integration (HSI) provided access, services and support to residents in one or more of the City's income support programs. HSI answered 100,000 calls, prepared 40,000 Fair Pass renewals, and processed 6,000 child care fee subsidy web-applications through the Application and Support Centre.

Toronto Newcomer Office:

- As of December 13, 2021, 1600 Afghan refugees have come to Toronto. The Toronto Newcomer Office launched a comprehensive response, mobilizing resources, and coordinating community and government services and supports within days of the federal government's announcement of their plan to resettle tens of thousands of Afghan refugees to Canada.

Youth Outcomes Framework:

- The Social Policy team led a cross-corporate initiative to develop and launch the City's first Youth Outcomes Framework to improve program design, delivery, monitoring, and evaluation. The goal is to support programs focused on positive youth development and violence prevention.

Community Benefits Framework:

- In 2021, SDFA launched a three-year Community Benefits Framework plan and established the Community Benefits Advisory Group with 33 stakeholder groups across sectors who are collaborating with the City to maximize the use of City levers to advance inclusive economic development.

Key Challenges and Risks

- The City's dependence on other orders of government to fund infrastructure and services that support the mental health and community safety needs of residents.
- Community organizations are unable to adequately recover from the impacts of the COVID-19 pandemic, impacting their ability to effectively partner with the City and work independently to deliver community and social services.

Priority Actions

- **Support community safety and well-being:** SafeTO, Community Crisis Support Service, TOWards Peace, and Community Crisis Response Program
 - **Support inclusive recovery and community development:** Community Coordination Plan, Equity Funding Frameworks, Black Food Sovereignty, Transit Fare Equity, Community Benefits Framework, and Toronto Newcomer Strategy
 - **Expand eligibility of the Fair Pass program** to all Ontario Works (OW) and Rent-Geared-to-Income (RGI) clients within existing resources
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RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for Social Development, Finance and Administration of \$92.261 million gross, \$13.696 million revenue and \$78.565 million net for the following services:

Service:

| | Gross Expenditures (\$000s) | Revenue (\$000s) | Net Expenditures (\$000s) |
|--|--|-----------------------------|--|
| Community & Neighbourhood Development | 35,459.2 | 6,389.9 | 29,069.3 |
| Community Partnership Investment Program | 24,656.2 | 0.0 | 24,656.2 |
| Social Policy & Planning | 15,518.7 | 1,508.9 | 14,009.8 |
| Financial Management & Program Support | 6,422.7 | 1,457.1 | 4,965.6 |
| Human Services Integration | 8,846.8 | 4,261.7 | 4,585.1 |
| Corporate Leadership | 1,357.3 | 78.1 | 1,279.2 |
| Total Program Budget | 92,260.9 | 13,695.7 | 78,565.2 |

2. City Council approve the 2022 staff complement for Social Development, Finance and Administration of 302.0 operating positions.
3. City Council authorize the Executive Director, Social Development, Finance and Administration to amend Fair Pass Transit Discount Program eligibility requirements to include all active Ontario Works and Ontario Disability Support Program clients residing in Toronto between the ages of 20 and 64.

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

| (In \$000s) | 2020 Actual | 2021 Budget | 2021 Projection* | 2022 Base Budget | 2022 New / Enhanced | 2022 Budget | Change v. 2021 Projection | |
|--|-----------------|-----------------|------------------|------------------|---------------------|-----------------|---------------------------|----------------|
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Revenues | | | | | | | | |
| Community & Neighbourhood Development | 6,607.4 | 8,015.8 | 8,212.8 | 6,209.9 | 180.0 | 6,389.9 | (1,822.9) | (22.2%) |
| Community Partnership Investment Program | | 125.0 | 850.0 | | | | (850.0) | (100.0%) |
| Social Policy & Planning | 1,145.4 | 2,077.8 | 2,141.3 | 1,407.9 | 101.0 | 1,508.9 | (632.4) | (29.5%) |
| Financial Management & Program Support | 12,067.2 | 1,590.8 | 1,651.2 | 1,457.1 | | 1,457.1 | (194.1) | (11.8%) |
| Human Services Integration | 3,807.2 | 4,968.6 | 3,983.0 | 4,261.7 | | 4,261.7 | 278.7 | 7.0% |
| Corporate Leadership | 73.7 | 86.8 | 98.1 | 78.1 | | 78.1 | (19.9) | (20.3%) |
| Total Revenues | 23,700.8 | 16,864.9 | 16,936.4 | 13,414.7 | 281.0 | 13,695.7 | (3,240.7) | (19.1%) |
| Expenditures | | | | | | | | |
| Community & Neighbourhood Development | 17,292.2 | 27,528.3 | 26,474.1 | 22,561.4 | 12,897.8 | 35,459.2 | 8,985.1 | 33.9% |
| Community Partnership Investment Program | 23,919.9 | 26,092.5 | 26,817.5 | 24,147.3 | 509.0 | 24,656.3 | (2,161.2) | (8.1%) |
| Social Policy & Planning | 7,721.9 | 15,281.3 | 7,695.0 | 15,375.9 | 142.7 | 15,518.7 | 7,823.7 | 101.7% |
| Financial Management & Program Support | 19,978.1 | 5,635.6 | 5,979.3 | 6,422.7 | | 6,422.7 | 443.4 | 7.4% |
| Human Services Integration | 7,686.8 | 9,247.2 | 7,555.3 | 8,846.8 | | 8,846.8 | 1,291.5 | 17.1% |
| Corporate Leadership | 1,632.8 | 982.5 | 1,398.1 | 1,357.3 | | 1,357.3 | (40.8) | (2.9%) |
| Total Gross Expenditures | 78,231.8 | 84,767.4 | 75,919.3 | 78,711.4 | 13,549.5 | 92,260.9 | 16,341.6 | 21.5% |
| Net Expenditures | 54,531.0 | 67,902.5 | 58,982.9 | 65,296.7 | 13,268.5 | 78,565.2 | 19,582.3 | 33.2% |
| Approved Positions** | 271.0 | 275.0 | 275.0 | 279.0 | 23.0 | 302.0 | 27.0 | 9.8% |

* 2021 Projection based on 9 Month Variance

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget net expenditures of \$65.297 million reflects an increase of \$6.314 million over the 2021 projected year-end expenditures (prior to enhancements), predominantly arising from:

- Projected net expenditure underspending in 2021 of \$9.3 million is not expected to reoccur in 2022 for:
 - Fare Pass underspending of \$7.1 million in 2021 is not expected to reoccur due to greater uptake from OW/ODSP clients anticipated with a change in eligibility requirements to access the fare pass discount and by implementing the fare pass discount to RGI clients, which did not occur in 2021.
 - Salaries and Benefit underspending of \$2.2 million based on a review of current vacancies and hiring timelines combined with streamlining hiring practices (using bulk hiring practices);
- Reversal of one-time savings from 2021 of \$0.9 million mainly arising from the hiring slowdown included in the 2021 Budget.
- Increased costs of \$0.9 million to maintain resources and invest in Social Development, Finance and Administration capacity to:
 - support community space tenancies, develop community hubs, and to conduct intensive community service planning and programming (\$0.423 million)
 - ongoing work arising from the completion of the Human Services Integration initiative that includes implementing Automated Income Verification (AIV) expansion, the screening tool for the online channel and support to the HSI Applications and Support Centre operations (\$0.485 million).
- These pressures are partially offset by the reversal of one-time funding totalling \$5.0 million for Youth Services Enhancements (\$3.0 million) and TO Supports Investment Funds grant (\$2.0 million) to community agencies to support the COVID-19 response.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$13.550 million gross, \$13.269 million net enabling

- **Community Crisis Support Services: (\$8.568 million gross and net)**
 - Launch and implement pilots in four areas of the city through community-led mobile teams that will respond to crisis calls received by two in-take points (211 and 911). Pilots will test a new community-led approach to mental health emergency calls, including those involving persons in crisis and wellness checks. Mobile teams will be staffed by persons with lived experience or professional experience in mental health and non-violent crisis.
- **Enhanced Community Crisis Response Program: (\$2.061 million gross and net)**
 - Increase program staffing and community investment over a 2-year period to enable 7-day a week service delivery that supports communities impacted by traumatic violent incidents and exposure to gun violence. Enhancements will streamline referrals to residents to a range of strengthened mental health and trauma-specialized services, enable more manageable workloads for staff, and provide trauma-based training and support for staff to ensure wellness across the program.
- **Implementation of SafeTO (\$1.423 million gross and net)**
 - Enable the year one implementation of SafeTO, a comprehensive ten-year Community Safety and Well-being Plan. The Plan reimagines core elements of community safety and well-being to shift municipal focus from reliance on a reactive emergency response to a culture of proactive prevention.
- **Grants to Black Organizations: (\$0.509 million gross and net)**
 - Enable greater funding equity through the Black Funding Framework by providing grants to Black-mandated community groups and agencies to respond to priorities identified by Black communities, and strengthen the health and well-being of Black Torontonians.
- **Enhanced Support for Confronting Anti-Black Racism: (\$0.445 million gross and net)**
 - Invest in the Confronting Anti-Black Racism Unit to better support divisions and agencies across the corporation to implement their service and policy commitments to confronting anti-Black racism, and to coordinate and implement the annual, enterprise-wide work plan for the Toronto Action Plan to Confront Anti-Black Racism.
- **Alexandra Park Community Centre: (\$0.220 million gross and net)**
 - Enable the Alexandra Park Community Centre to continue to provide and improve low-barrier services to equity-deserving groups, and to stabilize programming that supports community safety initiatives in the Downtown West area, particularly for youth most vulnerable to violence.
- **Inclusive Economic Development: (\$0.143 million gross and \$0.042 million net)**
 - Support inclusive economic development that will enable greater business opportunities for Indigenous, Black, and equity-deserving Torontonians. Create a public-sector social procurement platform that provides procedural standards and definitions, institutional monitoring and reporting, and community development and engagement support to the AnchorTO Network of public sector institutions. This initiative is partially funded from federal grants and charitable contributions.
- **Taking Action on Tower Renewal: (\$0.180 million gross and \$0.000 million net)**
 - Enable the contracting of technical expertise and engineering analysis on building retrofit projects to improve rental apartment towers in the city to meet climate change and affording housing goals. Resources will further integrate workforce development into retrofit projects to support local economic benefits for residents in tower communities. This initiative is fully funded from the Local Improvement Charge Energy Works Reserve Fund.

EQUITY IMPACTS OF BUDGET CHANGES

SDFA's 2022 Operating Budget includes significant investments to improve the safety and well-being of equity-deserving groups in Toronto, particularly Indigenous, Black, low income and persons experiencing homelessness. These investments include the creation of the Community Crisis Support Services pilots, enhancements to the Community Crisis Response Program, and the implementation of SafeTO. SDFA's Operating Budget also dedicates resources to increasing economic development opportunities and food security for Indigenous and Black communities, including those living in the Alexandra Park.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Base Budget for Social Development, Finance, and Administration of \$78.711 million gross is 3.7% higher than the 2021 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2b summarizes New and Enhanced requests

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

| Category (In \$000s) | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Projection* | 2022 Base Budget | 2022 Change from 2021 Projection | |
|--|-----------------|-----------------|-----------------|---------------------|---------------------|-------------------------------------|----------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Provincial Subsidies | 3,117.5 | 14,932.0 | 7,076.3 | 6,851.1 | 6,905.2 | 54.1 | 0.8% |
| Federal Subsidies | 4,230.5 | 4,608.1 | 5,173.6 | 4,731.6 | 4,777.5 | 45.8 | 1.0% |
| User Fees & Donations | 40.0 | 2,201.0 | 175.0 | 1,123.9 | 50.0 | (1,073.9) | (95.6%) |
| Transfers From Capital | 688.1 | 842.4 | 1,415.5 | 974.2 | 579.8 | (394.4) | (40.5%) |
| Contribution From Reserves/Reserve Funds | 2,790.3 | 335.9 | 2,218.7 | 1,500.5 | 638.2 | (862.3) | (57.5%) |
| Sundry and Other Revenues | 250.3 | 129.5 | 198.0 | 683.0 | (0.0) | (683.0) | (100.0%) |
| Inter-Divisional Recoveries | 2,200.0 | 651.9 | 607.7 | 1,072.0 | 464.1 | (607.9) | (56.7%) |
| Total Revenues | 13,316.7 | 23,700.8 | 16,864.9 | 16,936.4 | 13,414.7 | (3,521.7) | (20.8%) |
| Salaries and Benefits | 19,118.7 | 27,726.9 | 29,700.2 | 27,008.1 | 30,084.3 | 3,076.2 | 11.4% |
| Materials & Supplies | 167.2 | 43.6 | 160.7 | 29.6 | 161.6 | 132.0 | 446.1% |
| Equipment | 87.0 | 39.1 | 83.3 | 93.2 | 101.2 | 8.1 | 8.7% |
| Service and Rent | 14,130.6 | 18,985.8 | 25,996.3 | 20,584.1 | 23,454.3 | 2,870.1 | 13.9% |
| Contribution To Reserves/Reserve Funds | 179.4 | 179.4 | 181.8 | 181.8 | 184.9 | 3.1 | 1.7% |
| Other Expenditures | 23,835.9 | 30,791.7 | 28,187.5 | 27,567.5 | 24,722.3 | (2,845.3) | (10.3%) |
| Inter-Divisional Charges | 1,036.0 | 465.3 | 457.5 | 455.0 | 2.9 | (452.1) | (99.4%) |
| Total Gross Expenditures | 58,554.7 | 78,231.8 | 84,767.4 | 75,919.3 | 78,711.4 | 2,792.1 | 3.7% |
| Net Expenditures | 45,238.0 | 54,531.0 | 67,902.5 | 58,982.9 | 65,296.7 | 6,313.8 | 10.7% |

*Projection based on 9 Month Variance

Key Base Drivers:

User Fees & Donations:

- Reversal of one-time funding in 2021 of \$0.942 million in donations from Canadian Medical Association Foundation (CMAF), Toronto Foundation, Intact Insurance and the electronic donations proceeds as well as user fees from education programs on Confronting Anti-Black Racism

Contribution from Reserve:

- Lower revenue mainly from the Local Improvement Charge Reserve Fund for High-Rise (Hi-RIS) program (\$0.750 million), which ended in 2021, as well as salary changes affecting reserve revenue

Other Revenues:

- Lower sundry revenue from reversing 2021 one-time sources of \$0.642 million from Enbridge, Atkinsons, Artworks, and the Toronto Community Housing Corporation (TCHC) Violence Reduction Program
- Reduction of Capital funding of \$0.394 million for the Human Services Integration Office (HSIO) systems development unit, as funding from capital will end in May 2022
- Reduced interdivisional recoveries, mainly for the Short Term Community Safety Pilot and training provided to other divisions ending in 2021

Salaries & Benefits:

- Increase due to salary savings from vacancies of \$2.2 million in 2021 which is not expected to reoccur in 2022, reversal of one-time savings from 2021 of \$0.9 million arising from the hiring slowdown included in the 2021 Budget, and union COLA (\$0.108 million)

Services & Rents:

- Savings from the Fair Pass program of \$7.1 million in 2021 which will not recur in 2022
- Partially offset by \$2.9 million in one-time non-payroll costs for Youth Services Enhancement programming and one-time COVID-19 expenses of \$1.3 million (funded from donations) reversed in 2022

Other Expenditures:

- Reversal of programs ending in 2021 including TO Supports Investment Fund (\$2.0 million) and non-recurring spending in the Hi-RIS program (\$0.75 million)
- Elimination of Inter-divisional Charge to Toronto Employment and Social Services for temporary staffing previously required to support the Fair Pass manual application process

Table 2b: 2021 New / Enhanced

| New / Enhanced Request | 2022 | | | | 2023 Annualized Gross | Equity Impact | Support Climate Initiatives | Supports Key Outcome / Priority Actions |
|---|--------------|-----------------|-----------------|--------------|-----------------------|-------------------|-----------------------------|---|
| | Revenue | Gross | Net | Positions | | | | |
| In \$ Thousands | | | | | | | | |
| Safe TO - Community Safety & Wellbeing Plan | | 12,052.3 | 12,052.3 | 18.00 | 14,930.8 | | | |
| Community Crisis Support Services | | 8,568.4 | 8,568.4 | 3.0 | 9,781.5 | High - Positive | No | Launch and implement pilots in four areas of the city through community-led mobile teams that will respond to crisis calls received by two in-take points (211 and 911). |
| Implementation of SafeTO | | 1,423.3 | 1,423.3 | 9.0 | 1,966.9 | High - Positive | No | Enable the year one implementation of SafeTO, a comprehensive ten-year Community Safety and Well-being Plan. |
| Enhanced Community Crisis Response Program | | 2,060.6 | 2,060.6 | 6.0 | 3,182.5 | Medium - Positive | No | Increase program complement over a 2-year period to enable a 7-day per week deployment model that supports communities impacted by traumatic violent incidents and exposure to gun violence. |
| Poverty Reduction | 101.0 | 142.7 | 41.7 | 1.00 | 143.1 | | | |
| Inclusive Economic Development | 101.0 | 142.7 | 41.7 | 1.0 | 143.1 | Medium - Positive | No | Create a public-sector social procurement platform that provides procedural standards and definitions, institutional monitoring and reporting, and community development and engagement support to the AnchorTO Network of public sector institutions. |
| Toronto Action Plan to Confront Anti-Black Racism/Reconciliation Action Plan | | 954.5 | 954.5 | 4.00 | 734.0 | | | |
| Grants to Black Organizations | | 509.0 | 509.0 | | 259.0 | High - Positive | No | Enable greater funding equity through the Black Funding Framework by providing grants to Black-mandated community groups and agencies to respond to priorities identified by Black communities, and strengthen the health and well-being of Black Torontonians. |
| Enhanced Support for CABR | | 445.5 | 445.5 | 4.0 | 475.0 | Medium - Positive | No | Invest in the Confronting Anti-Black Racism Unit to better support divisions and agencies across the corporation to deepen their work and commitments to confronting anti-Black racism, and to drive and enable coordination and implementation of the annual, enterprise-wide work plan. |
| Others | 180.0 | 400.0 | 220.0 | - | 400.0 | | | |
| Alexandra Park Community Centre | | 220.0 | 220.0 | | 220.0 | Medium - Positive | No | Enable the Alexandra Park Community Centre to continue to provide and improve low-barrier services to equity-seeking groups, and to stabilize programming that supports community safety initiatives in the Downtown West area, particularly for youth most vulnerable to violence. |
| Taking Action on Tower Renewal | 180.0 | 180.0 | | | 180.0 | Low - Positive | Yes | Enable the City to meet the goals of improving and maintaining affordable housing, addressing climate change and resilience. City staff will accomplish these goals by providing technical expertise on building retrofits and driving retrofits in Toronto rental apartment towers. |
| Total New / Enhanced | 281.0 | 13,549.5 | 13,268.5 | 23.00 | 16,208.0 | | | |

The 2022 Operating Budget includes \$13.550 million in investments to support priority actions as detailed in the table above. Additionally, an administrative change to the Fair Pass Program is recommended that amends the eligibility requirements to include all active Ontario Works and Ontario Disability Support Program clients residing in Toronto between the ages of 20 and 64. Any additional costs arising from this amendment will be offset by administrative efficiencies and refined fare pass projections.

Note:

- For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, [Appendix 3](#) for a more detailed listing and descriptions of the 2022 Service Changes and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

| (\$000s) | 2021 Projection | 2022 Budget | 2023 Outlook | 2024 Outlook |
|---------------------------|--------------------|-----------------|-----------------|-----------------|
| Revenues | 16,936.4 | 13,695.7 | 13,384.2 | 11,991.2 |
| Gross Expenditures | 75,919.3 | 92,260.9 | 95,562.4 | 94,665.1 |
| Net Expenditures | 58,982.9 | 78,565.2 | 82,178.1 | 82,673.9 |
| Approved Positions | 275.0 | 302.0 | 309.0 | 311.0 |

2023 Outlook

The 2023 Outlook with total net expenditures of \$82.178 million reflects an anticipated \$3.613 million or 4.6 per cent increase from the 2022 Operating Budget mainly due to the following:

- Annualization of 2022 new and enhanced services including; Community Crisis Support Services Pilot (\$1.214 million), Enhanced Community Crisis Response Program (\$1.125 million) and SafeTO (\$0.546 million)
- COLA to agencies that receive funding from the Community Services Partnership Fund (\$0.181 million)

2024 Outlook

The 2024 Outlook includes a net expenditure increase of COLA to agencies who are receiving Community Services Partnership Fund (\$0.183 million).

- Note: the gross expenditure reduction is mainly a result of ending the federally-funded Community Healing program in October 2023 (\$1.404 million gross, zero net)

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

| In \$ Thousands | | | | |
|---|----------|----------|--------------|--------------|
| COVID-19 Impacts | 2021 Net | 2022 | | |
| | | Revenues | Gross | Net |
| Expenditure Increase | | | | |
| Restart local engagement in Neighbourhood Improvement Areas and other identified communities to develop action plans for a post-COVID recovery and rebuild process as part of the Community Coordination Plan | | | 342.2 | 342.2 |
| Total COVID-19 Impact | | | 342.2 | 342.2 |

Appendix 2

2022 Balancing Actions

N/A

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|---|---------------|---|-------------------|------------|--------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 24321 | | Grants to Black Organizations | | | | | | |
| 74 | Positive | Description: | | | | | | |
| Funding of \$0.509 million gross and net will enable the Black Funding Framework to provide grants to Black-mandated community groups and agencies that respond to community-identified priorities and strengthen the health and wellbeing of Black Torontonians. The Black Funding Framework will help build greater funding equity. | | | | | | | | |
| Service Level Impact: | | | | | | | | |
| Funding will provide grants to an additional 50 community groups and organizations which will in turn reach 5000 residents to a total of 91 community groups in 2022 for historically under-resourced and Black-led/Black-mandated organizations. The expansion invests \$1 million over a three year period with \$509 million in 2022, and \$250 million in both 2023 and 2024. | | | | | | | | |
| Equity Statement: | | | | | | | | |
| The Black Funding Framework's overall equity impact is high positive. Black residents' access to food, civic engagement and community participation, experience of discrimination and prejudice, sense of identity and belonging, and safety and security will be positively impacted. The Black Framework is developed to respond to Actions identified in the Confronting Anti-Black Racism Action Plan to provide funding to Black-mandated community organizations to respond to community needs. Diversity and Inclusion are strong values in the framework. | | | | | | | | |
| Service: Community Partnership Investment Program | | | | | | | | |
| Total Staff Recommended Changes: | | | 509.0 | 0.0 | 509.0 | 0.00 | (250.0) | 0.0 |
| Staff Recommended New/Enhanced Services: | | | 509.0 | 0.0 | 509.0 | 0.00 | (250.0) | 0.0 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|--|---------------|---|-------------------|------------|--------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 24373 | | Alexandra Park Community Centre | | | | | | |
| 74 | Positive | Description: | | | | | | |
| Funding of \$0.220 million gross and net will enable Alexandra Park Community Centre to continue to provide and improve low-barrier services to equity-deserving groups, and to stabilize programming that supports community safety initiatives in the Downtown West area, particularly for youth most vulnerable to violence. | | | | | | | | |
| Service Level Impact: | | | | | | | | |
| The Funding will enable the needed stability for programming that supports community safety initiatives, particularly those for youth most vulnerable to violence, in the Alexandra Park community of approximately 2000 residents. The funds will also enable Alexandra Park Community Centre to continue to provide and improve low-barrier services to equity-seeking groups, including low-income, Black, Asian and youth populations negatively affected by poverty, violence, and marginalization. | | | | | | | | |
| Equity Statement: | | | | | | | | |
| The overall equity impact of the Alexandra Park Community Centre investment is medium positive. Proposed funding for the delivery of wrap-around social services and administrative staff to support capacity-building will positively impact low income residents' access to economic development opportunities, access to food, access to training and/or employment, civic engagement & community participation. These resources will allow the Alexandra Park Community Centre to enhance food security programs through stable and ongoing supports for seniors, youth and families. It will enhance the organization's ability to include racialized, low-income, and Black youth and individuals in the programming administration of the centre, and enhance job-training and employment opportunities for low-income Black youth. Enhanced services will also provide stable supports for Youth at risk of involvement in violence and crime and their families who require additional community-based mental health, substance abuse, social, employment, and targeted engagement. | | | | | | | | |
| Service: Community & Neighbourhood Development | | | | | | | | |
| Total Staff Recommended Changes: | | | 220.0 | 0.0 | 220.0 | 0.00 | 0.0 | 0.0 |
| Staff Recommended New/Enhanced Services: | | | 220.0 | 0.0 | 220.0 | 0.00 | 0.0 | 0.0 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|--|---------------|---|-------------------|------------|--------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 24323 | | Enhanced Support to Confronting Anti-Black Racism | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>Funding of \$0.446 million gross and net will support the coordination and implementation of the Council-approved Toronto Action Plan to Confront Anti-Black Racism through the addition of 4 permanent position. The enhanced staffing capacity will allow the Confronting Anti-Black Racism Unit to better support divisions and agencies across the corporation to implement their policy and service commitments to confronting anti-Black racism.</p> <p>Service Level Impact:</p> <p>Funding will enable project management support, research, project communications and implementation for the divisions advancing the Action Plan, and support and ongoing coordination and engagement with community partners to support emergency food delivery and planning.</p> <p>Equity Statement:</p> <p>The overall equity impact of the Enhanced Capacity to CABR is medium positive. Black residents' access to city services and access to food will be positively impacted. The proposal requests staff resources to support the coordination and implementation of the Toronto Action Plan to Confront Anti-Black Racism as well as the Black Food Sovereignty Plan. These policies aim to identify and remove systemic barriers for Black communities, including the issue of chronic food insecurity faced by Black residents in Toronto. The Confronting Anti-Black Racism Unit also trains City staff to provide improved services and programs to Black communities through the application of the anti-Black racism lens. An intersectional analysis reveals that the proposal will also positively impact Black members of the 2SLGBTQ+ community and Afro-Indigenous residents. Recommendations in the Toronto Black Food Sovereignty Plan identify opportunities to increase support for Black, Indigenous and Afro-Indigenous-led food security initiatives as well as potential partnerships with 2SLGBTQ+ Black organizations to advance food security among these distinct populations.</p> <p>Service: Community & Neighbourhood Development</p> | | | | | | | | |
| Total Staff Recommended Changes: | | | 445.5 | 0.0 | 445.5 | 4.00 | 29.5 | 4.0 |
| Staff Recommended New/Enhanced Services: | | | 445.5 | 0.0 | 445.5 | 4.00 | 29.5 | 4.0 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|--|---------------|---|-------------------|--------------|------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 24356 | | Taking Action on Tower Renewal | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>Funding of \$0.180 million gross, fully funded from the Local Improvement Charge Energy Works Reserve Fund, will enable the contracting of an external retrofit implementation lead, providing enhanced engineering analysis for projects, and integrating a workforce development component to support local economic benefits for residents in tower communities.</p> <p>Service Level Impact:</p> <p>Additional resources will facilitate program participation in the City's Taking Action on Tower Renewal Program and Hi-RIS financing program. This will enable the long term investment in rental apartment buildings required to improve the quality of critical housing for residents in addition to reductions in emissions. Between 5 to 10 rental buildings stand to benefit from this initiative with projected reductions of at least 15 per cent of electricity and natural gas consumption and over 25 per cent of potable water consumption, as well as reducing greenhouse gas emissions.</p> <p>Equity Statement:</p> <p>The overall equity impact of the Taking Action on Tower Renewal budget proposal is low positive. Through the program, access to affordable housing will be positively impacted for low income residents, seniors and equity-deserving groups (such as Black and racialized residents, immigrants and newcomers). The communities targeted to benefit from the proposal are home to many low-income residents. Taking Action on Tower Renewal will improve housing conditions, and may lower utility costs for residents in participating rental buildings and improve indoor air quality in this housing, a key determinant of health. Access to training and/or employment will be positively impacted through this Program. The rental buildings to benefit from this initiative are located in Neighbourhood Improvement Areas, many having high levels of residents who identify as Black, refugees, newcomers and youth. The proposed workforce development investment will target these local residents for green sector training and employment.</p> <p>Service: Community & Neighbourhood Development</p> | | | | | | | | |
| Total Staff Recommended Changes: | | | 180.0 | 180.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Staff Recommended New/Enhanced Services: | | | 180.0 | 180.0 | 0.0 | 0.00 | 0.0 | 0.0 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|--|---------------|---|-------------------|--------------|-------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 24358 | | Support for Inclusive Economic Development | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>Funding of \$0.143 million gross and \$0.042 million net, with \$0.101 million funded from federal grants and charitable contributions, will support a public-sector wide social procurement platform that provides procedural standards and definitions, institutional monitoring and reporting, and community development and engagement support to advance inclusive economic development, with an emphasis on enabling greater opportunities for businesses owned by Indigenous, Black and equity-deserving Torontonians.</p> <p>Service Level Impact:</p> <p>Funding will build critical infrastructure, including a business hub, which will increase the capacity of AnchorTO's 18 member institutions to procure goods and services from diverse and social purpose enterprises.</p> <p>Equity Statement:</p> <p>The Inclusive Economic Development budget proposal's overall equity impact is medium positive. The initiative will improve access to economic opportunities for Black, Indigenous, racialized, and other equity-deserving groups, which are disproportionately represented among those living in poverty in Toronto. Currently, there are no permanent dedicated system-wide supports that enable diverse and social purpose enterprises to access procurement opportunities from multiple public sector anchor institutions. This proposal will increase opportunities for diverse and social purpose enterprises to access contracts with anchor institutions, representing over \$20B in operating spending every year.</p> <p>Service: Social Policy & Planning</p> | | | | | | | | |
| Total Staff Recommended Changes: | | | 142.7 | 101.0 | 41.7 | 1.00 | 1.4 | 0.0 |
| Staff Recommended New/Enhanced Services: | | | 142.7 | 101.0 | 41.7 | 1.00 | 1.4 | 0.0 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|--|---------------|---|-------------------|------------|----------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 24359 | | Community Crisis Support Services Pilots | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>Funding of \$8.568 million gross and net will enable the launch and implementation of pilots in four areas of the city through community-led mobile teams that will respond to crisis calls received by two in-take points (211 and 911). Pilots will test a new community-led approach to mental health emergency calls, including those involving persons in crisis and wellness checks. Mobile teams will be staffed by persons with lived experience or professional experience in mental health and non-violent crisis. Funding will support 3 permanent positions to support and operate the program and community investments to deliver the community-led pilots.</p> <p>Service Level Impact:</p> <p>The first year of pilot operations, 2022, will be developmental and baseline service levels will be identified throughout the year. Once launched, the service will be operational 24 hours a day, seven days a week within the identified pilot catchment areas. Callers will be connected to the service via 911 or 211 in multiple languages. The service will offer mobile crisis response, resource navigation, case management services, as well as follow-up support to clients as appropriate, within 48 hours of the request.</p> <p>Equity Statement:</p> <p>The overall equity impact of the Community Crisis Support Service is high positive. A community-led crisis response program will help build confidence in public safety, and potentially lead to better health and safety for Indigenous, Black and equity-deserving communities that face over-policing and concerns about police interactions, and increase community-led solutions that connect people in crisis to much needed mental health and addiction services and programs. Community safety is a benefit for all Torontonians. However, various reports have underscored the mistrust of Indigenous, Black, and equity deserving communities in our police services because of systemic discrimination. Some examples of the community concerns highlighted in these reports include over-policing, disproportionate use of force, including deadly force, invasive searches, and greater surveillance and street checks, and discrimination in the investigation of missing and murdered Indigenous women. Significant human rights issues experienced by these communities have eroded trust. People are less likely to cooperate with police investigations and provide testimony in court if they have negative perceptions of police, and this has profound consequences for our justice system. The Community Crisis Support Service will help strengthen community trust and provide necessary crisis supports to communities impacted by policing and systemic discrimination.</p> <p>Service: Community & Neighbourhood Development</p> | | | | | | | | |
| Total Staff Recommended Changes: | | | 8,568.4 | 0.0 | 8,568.4 | 3.00 | 1,213.0 | 88.2 |
| Staff Recommended New/Enhanced Services: | | | 8,568.4 | 0.0 | 8,568.4 | 3.00 | 1,213.0 | 88.2 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|----------|---------------|--|-------------------|---------|-----|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 25199 | | Enhanced Community Crisis Response Program | | | | | | |
| 74 | Positive | Description: Funding of \$2.061 million gross and net will enhance service coordination and streamlined supports for communities impacted by traumatic violent incidents and exposure to gun violence. This includes 6 permanent positions to support 7 day a week service delivery, more manageable workloads and staff wellbeing across the program. Service Level Impact: Currently the Community Crisis Response Program is not 24/7 and responds to incidents Monday-Friday. Funding will allow the City to provide 7 days per week response and coordination supports including streamlined referrals for residents, and mental health and trauma-specialized services to support communities and staff wellness. Equity Statement: The overall equity impact of the Community Crisis Response Program (CCRP) enhancement is high positive. The enhancements will have a positive impact on Indigenous, Black and other equity-deserving groups' access to City and community services. As community violence trends continue to rise, the proposed addition of staffing and program funding will allow for more responsive intervention and prevention service delivery, supports for community healing, and capacity building and engagement activities post-critical incidents. Increase in staffing resources will also allow for dedicated, place-based staff to support communities most impacted by community violence, and strengthen coordination activities between City of Toronto, community agencies, grassroots, and other stakeholders to streamline culturally-appropriate and trauma informed referrals and supports. The increase in program funding will provide direct localized investments to support healing and resiliency-building activities in neighbourhoods that have recently experienced firearm-related violence. An intersectional analysis of existing program data reveals that approximately 90% of the funding under the Community Crisis Response Fund (CCRF) are accessed by equity-deserving groups, with particular focus in Most Vulnerable People (MVP) youth. Service: Community & Neighbourhood Development Total Staff Recommended Changes: 2,060.6 0.0 2,060.6 6.00 1,121.9 (22.2) Staff Recommended New/Enhanced Services: 2,060.6 0.0 2,060.6 6.00 1,121.9 (22.2) | | | | | | |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change |
|----------|---------------|---|-------------------|---------|-----|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 25505 | | Implementation of SafeTO | | | | | | |
| 74 | Positive | Description: Funding of \$1.423 million gross and net will enable the implementation of the SafeTO Plan for 2022 through the addition of 9 permanent positions and community investments. SafeTO is a comprehensive Ten-Year Community Safety and Well-Being Plan that reimagines core elements of community safety and well-being in order to shift municipal focus from reliance on a reactive emergency response to a culture of proactive prevention. Service Level Impact: Currently, there is no formal coordination mechanism focused on the reduction of gun violence. The SafeTO implementation Plan Initiative addresses a comprehensive multi-sector gun violence reduction plan, comprehensive strategy to integrate and share data resources for policy development and service planning, and will strengthen multi-sector collaboration through partnership and investment. Equity Statement: The SafeTO Implementation Plan's overall equity impact is high positive. SafeTO will have a positive impact on the safety and well-being of many equity-deserving groups, particularly Indigenous, Black, low-income, persons experiencing homelessness and newcomer communities. These communities are disproportionately affected by issues of policing and gun violence in Toronto. SafeTO will prioritize the participation of equity-deserving communities in the planning and implementation of SafeTO actions through lived experience advisory groups and many other opportunities. The first year of the Plan will also focus on projects that have a high positive equity impact, including the Community Crisis Support Service, Toronto Office to Prevent Gun Violence and Multi-Sector Data Centre. The Community Crisis Support Service may lead to reduced engagements between the police and Indigenous, Black and equity-deserving communities and connect people in crisis to much needed mental health and wellbeing programs and services. The Toronto Office to Prevent Gun Violence may reduce harm and victimization by prioritizing and empowering the leadership of Black and racialized youth in the design of gun violence prevention and intervention initiatives. The Multi-Sector Data Centre will monitor the City's response to community safety and well-being needs and help address any inequities through real time data that will inform policy development and service planning. Service: Community & Neighbourhood Development Total Staff Recommended Changes: 1,423.3 0.0 1,423.3 9.00 543.6 5.3 Staff Recommended New/Enhanced Services: 1,423.3 0.0 1,423.3 9.00 543.6 5.3 | | | | | | |

Appendix 5

Summary of 2022 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

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

Table 9a - New User Fees

N/A

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 2022 Operating Budget

Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2021 * \$ | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|--|-------------------------------------|----------------|----------------|
| | | | 2022 \$ | 2023 \$ | 2024 \$ |
| Beginning Balance | | | 9,714.6 | 5,871.3 | 4,999.1 |
| Local Improvement Charge Energy Works | XR1724 | | | | |
| <i>Withdrawals (-)</i> | | | | | |
| <i>Other Division/Agency</i> | | | (3,679.6) | (732.3) | (732.3) |
| <i>Social Development, Finance & Administration</i> | | | (180.0) | (180.0) | (180.0) |
| <i>Contributions (+)</i> | | | | | |
| <i>Other Division/Agency</i> | | | | | |
| <i>Social Development, Finance & Administration</i> | | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | - | 5,855.0 | 4,959.0 | 4,086.7 |
| Interest Income | | | 16.3 | 40.1 | 37.7 |
| Balance at Year-End | | 9,714.6 | 5,871.3 | 4,999.1 | 4,124.4 |

* Based on 9-month 2021 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2021 * \$ | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|--|-------------------------------------|-----------------|-----------------|
| | | | 2022 \$ | 2023 \$ | 2024 \$ |
| Beginning Balance | | | 13,087.8 | 12,040.9 | 11,314.2 |
| Social Assistance Stabilization | XQ1054 | | | | |
| <i>Withdrawals (-)</i> | | | | | |
| <i>Other Division/Agency</i> | | | (821.0) | (500.0) | (500.0) |
| <i>Social Development, Finance & Administration</i> | | | (226.0) | (226.7) | (228.3) |
| <i>Contributions (+)</i> | | | | | |
| <i>Other Division/Agency</i> | | | | | |
| <i>Social Development, Finance & Administration</i> | | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | - | 12,040.9 | 11,314.2 | 10,585.8 |
| Interest Income | | | | | |
| Balance at Year-End | | 13,087.8 | 12,040.9 | 11,314.2 | 10,585.8 |

* Based on 9-month 2021 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2021 * \$ | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|--|-------------------------------------|-----------------|-----------------|
| | | | 2022 \$ | 2023 \$ | 2024 \$ |
| Beginning Balance | | | 32,927.7 | 22,277.7 | 13,669.0 |
| National Child Benefit Support | XR2102 | | | | |
| <i>Withdrawals (-)</i> | | | | | |
| <i>Other Division/Agency</i> | | | (10,295.7) | (8,328.3) | (8,368.7) |
| <i>Social Development, Finance & Administration</i> | | | (412.3) | (412.9) | (418.6) |
| <i>Contributions (+)</i> | | | | | |
| <i>Other Division/Agency</i> | | | | | |
| <i>Social Development, Finance & Administration</i> | | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | - | 22,219.8 | 13,536.5 | 4,881.7 |
| Interest Income | | | 57.9 | 132.5 | 77.0 |
| Balance at Year-End | | 32,927.7 | 22,277.7 | 13,669.0 | 4,958.6 |

* Based on 9-month 2021 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2021 * | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|--|-------------------------------------|-----------------|------------------|
| | | | 2022 | 2023 | 2024 |
| | | | \$ | \$ | \$ |
| Beginning Balance | | | 37,929.3 | 24,066.1 | 11,262.6 |
| Insurance | XR1010 | | | | |
| <i>Withdrawals (-)</i> | | | | | |
| <i>Other Division/Agency</i> | | | (79,206.1) | (79,659.3) | (81,181.5) |
| <i>Social Development, Finance & Administration</i> | | | - | - | - |
| <i>Contributions (+)</i> | | | | | |
| <i>Other Division/Agency</i> | | | 65,160.1 | 66,607.8 | 68,115.8 |
| <i>Social Development, Finance & Administration</i> | | | 117.8 | 117.8 | 117.8 |
| Total Reserve / Reserve Fund Draws / Contributions | | - | 24,001.1 | 11,132.4 | (1,685.2) |
| Interest Income | | | 65.0 | 130.2 | - |
| Balance at Year-End** | | 37,929.3 | 24,066.1 | 11,262.6 | (1,685.2) |

* Based on 9-month 2021 Reserve Fund Variance Report

**Funds will be added through future years to address the projected shortfall in 2024.

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Projected Balance as of Dec. 31, 2021 * | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|--|-------------------------------------|-----------------|-----------------|
| | | | 2022 | 2023 | 2024 |
| | | | \$ | \$ | \$ |
| Beginning Balance | | | 31,375.7 | 29,372.5 | 27,565.5 |
| Sick Leave | XR1007 | | | | |
| <i>Withdrawals (-)</i> | | | | | |
| <i>Other Division/Agency</i> | | | (43,124.9) | (43,074.9) | (43,074.9) |
| <i>Social Development, Finance & Administration</i> | | | - | - | - |
| <i>Contributions (+)</i> | | | | | |
| <i>Other Division/Agency</i> | | | 40,990.9 | 40,990.9 | 40,990.9 |
| <i>Social Development, Finance & Administration</i> | | | 67.1 | 67.1 | 67.1 |
| Total Reserve / Reserve Fund Draws / Contributions | | - | 29,308.8 | 27,355.6 | 25,548.6 |
| Interest Income | | | 63.7 | 209.9 | 220.4 |
| Balance at Year-End | | 31,375.7 | 29,372.5 | 27,565.5 | 25,769.0 |

* Based on 9-month 2021 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

N/A

Corporate Reserve / Reserve Funds

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

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).