
2023 OPERATING BUDGET BRIEFING NOTE

The 519 New/Enhanced Funding Request

Issue/Background:

- This briefing note responds to a request from the January 13, 2023 meeting of the Budget Committee for the Executive Director, The 519, to provide a briefing note on their unfunded budget requests, including a business case on any of these unfunded budget requests.
- The 519 is part of 10 multi-service Association of Community Centres (AOCC) with a mandate to provide programs, services, training and education to address barriers and improve equity and justice outcomes for 2SLGBTQ+ communities; as well as respond to a range of neighbourhood needs in the downtown east.
- The City's AOCC receive City of Toronto Core funding and each organization is responsible to raise funds to pay for the programs and services offered at the community centre.
- The 519 continues to raise funds to achieve its Strategic Plan which directly supports the City's broad social development and Corporate Strategic plans. In 2023, The 519's Operating Budget is \$10.051M of which the City provides \$1.864 M in Core funding.
- The 519, in accordance with the City of Toronto Relationship Framework, is responsible for managing its human resources and labour relations policies and practices in line with relevant City policies and Collective agreement provisions.

Key Points:

- As part of the 2023 Operating Budget submission, The 519's budget included a new funding request for one permanent FTE – Manager, People Services, net impact of \$0.069M in 2023 and \$0.103M annually for subsequent years to meet its People Services (HR/LR) responsibilities. Further details provided in Appendix 1.
- The work of organizational development, on-boarding, recruitment, training, human resources management, labour relations, etc. is currently decentralized across various management staff at The 519.
- Currently, The 519 has 1 FTE, Consultant, People Services focused on general payroll and benefits administration. City of Toronto Core funding provides .5 FTE in

funding and the remaining .5 FTE funding comes from The 519's Program funding (fundraising).

- In 2023, the employee complement at The 519 is 90+ employees. 14.84 FTE are funded by the City of Toronto's Core/Admin operating budget (\$1.318M). Approximately 40%, (\$0.510M) of this funding pays for cleaning, maintenance and front-desk staff. The 519 funds the remaining 75+ employees through other sources of revenue.
- The new/enhanced funding request for the Manager, People Services, was not advanced in the tabled 2023 budget.

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Appendix 1

Business Case – New/Enhanced 2023 Funding Request

The 519 - Manager, People Services

As part of the 2023 Operating Budget Submission, The 519 requested a new enhancement to fund one permanent FTE, Manager, People Services, with annual net impact of \$0.103M (2023 \$0.069M pro-rated) in order to meet our People Services (HR/LR/organizational development) responsibilities and obligations effectively, given the size and scope of the organization.

How does proposal tie to the City's strategic plan?

City of Toronto's Corporate Strategic Plan articulates a broad commitment to people, partnerships, performance and priorities. This plan is overlaid with commitments to equity and developing and supporting the City's workforce ("People") to achieve the vision and strategic priorities.

Specially, the plan articulates an objective to "Invest in people and neighbourhoods - We are committed to a city that protects and improves quality of life for all, including safety, health, social and economic wellbeing and inclusion."

The request is focused on ensuring that The 519 meets its the workforce plan and City obligations to be able to effectively support staff and build an effective organizational development strategy to advance our commitments and work related to community and neighbourhood equity and justice with a particular focus on 2SLGBTQ+ communities.

Why is the change being proposed?

The 519 does not have additional funding to pay for a dedicated Manager, People Services to do the important workforce development, planning and implementation.

Currently, The 519 has 1 FTE, Consultant, People Services focused on general payroll and benefits administration. City of Toronto Core funding provides .5 FTE in funding for this position and the remaining .5 FTE funding comes from The 519's Program funding (fundraising).

The work of organizational development, on-boarding, recruitment, training, human resources management and labour relations is currently decentralized across various management staff. Most of these positions are funded to advance community programmatic objectives/ responsibilities outlined in funding agreements.

Dedicated organizational development service planning is essential to empower employees to model and champion ethical behaviour, integrity, equity, cultural acuity, inclusion, anti-racism, and accountability in alignment with our mandate and role as a 2SLGBTQ+ City Board. As well as managing The 519's training plans related to Health and Safety Awareness, WHMIS, First Aid, IT cyber security, Joint Health and Safety Committee, Anti-Harassment training, etc.

What is the justification of the proposed changes?

A. *The 519 Budget Commitments and Program Funding Contributions*

The 519 very much values its relationship and role as a City Association of Community Centres (AOCC) Board of Management. The AOCC receive City of Toronto Core funding and each organization is responsible to raise “Program” funds to pay for the programs and services offered at the respective community centre.

The 519 has consistently increased its Program funding every year since 2008 to respond to community needs, opportunities and emerging priorities. Since 2008, The 519 Program budget has increased by 444%.

In 2023, for every (\$1) dollar The 519 receives in City Core funding, it will raise \$4.39 to fund programs, services and other unfunded costs.

The 519 - 2023 Preliminary Operating Budget	\$ (000s)	% Budget
City of Toronto Core Funding request (subject to Council approval)	\$1.865	19%
The 519 Program Funding (revenue sources: fundraising, corporate and foundations, government grants, donations, special events, fee for service, and reserves).	\$8.186	81%
Total Preliminary Operating Budget	\$10.051	100%

The 519 continues to raise funds to achieve our Strategic Plan which directly supports the City’s broad social development and Corporate Strategic plans. In 2023, for example, The 519 needed a Manager, Finance position to effectively meet Finance and IT requirements including cyber security, budget analysis and detailed financial reporting. This created a Program (fundraising) budget pressure of \$0.105M and was approved by the Board of Management.

B. *Leading practice and Equity*

It is leading practice to have dedicated People Services positions in place to support the development of an effective workforce strategy in any organization. The 519 has no dedicated position in place that is funded to do this work.

The 519, (in accordance with the City of Toronto Relationship Framework), is responsible for managing its human resources and labour relations policies and practices in line with relevant City policies and Collective agreement provisions. These policies and practices are complex and require dedicated resources to effectively meet our obligations.

In 2023, the employee complement at The 519 is now 90+ employees. 14.84 FTE are funded by the City of Toronto’s Core/Admin operating budget (\$1.318M). Approximately 40%, (\$0.510M) of this funding pays for cleaning, maintenance and front-desk staff. The 519 funds the remaining 75+ employees through its other sources of revenue in the

Program budget including fundraising, corporate and foundations, government grants, donations, special events, fee for service, and reserves.

In a recent employee demographics survey at The 519, 79% of employees identify as 2SLGBTQ individuals – of those 44% are 2S, trans, non-binary. 46% of the overall employee complement are racialized and 29% have a disability. The realities of systemic discrimination, vicarious trauma, and lateral violence demand innovative employee workforce strategies to ensure we are best equipped to support staff, the community and advocate for equity and justice for all.

As an equity and justice seeking community and organization, it is central to understand that the ways our communities experience systemic discrimination and trauma from homophobia, transphobia, racism, misogyny, anti-Indigeneity, poverty, lateral violence etc are real and our employees who bring that lived experience in their work are not immune from that experience. This reality impacts organizational stability and the capacity for employees to reach their full potential.

What are the service level impacts of the proposal?

This proposal is intended to strengthen and build in the capacity and resources to effectively support the workforce at The 519. We provide programs, services and community neighbourhood events and activities for thousands of people every year from food and the provision of essential services and harm reduction supports; to full range of legal clinics; family, youth, refugee, newcomer settlement and older adult programs; education and training services; as well as supporting numerous community-led groups to meet and lead relevant community and neighbourhood initiatives.

This proposal would create a position dedicated centralized position to coordinate and manage various aspects of The 519's organizational workforce plan. Providing expertise and resources to build the capacity of the organization and permitting program service delivery to focus more on meeting community and neighbourhood needs.

What are the performance impacts of the proposal?

Improved coordination and management of various People Services practices including:

- Recruitment and on-boarding;
- Employee development, retention and complement management;
- Professional development, on-going training and capacity building with a particular view to enhance 2SLGBTQ+ employee development;
- Pension and benefits administration;
- Employee support, disability and accommodations management, and employee health referrals; and
- Management development and succession planning.

What variables should be considered/impact if not approved?

There are not alternative revenue sources available to fund Core administrative positions. In the event the funds are not secured we will continue to try and meet our

HR, LR and organizational development obligations based on the decentralized model currently in place.

In the event the Board of Management determines the position is required we will need to use operating reserves to fund the position. There is limited funds in the reserves and they are in place to fund emergency programmatic needs and manage other potential financial obligations. This is not a sustainable strategy but may be necessary.