

2020 Program Summary

Seniors Services and Long-Term Care

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What we do

Seniors Services and Long-Term Care (SSLTC) is responsible for service planning and strategic integration of City services for seniors. As leaders in excellence and ground-breaking services for healthy aging, the scope of services provided includes:

- Community support programs such as adult day programs, supportive housing services, tenancy supports and homemakers and nurses services for vulnerable individuals who reside in the community.
- Directly operating 10 long-term care homes which provide 24-hour resident-focused care for permanent, convalescent, and short-stay admissions; care, services and programs enhance quality of life by responding to individual resident needs.

Why we do it

- Toronto has an aging population. More and more seniors are aging in place and require health, housing, social supports and services to maintain their independence, in their own homes, for as long as possible. For those that enter long-term care, they are more fragile, clinically complex and require more direct care and daily support in the management of their conditions. The Division's quality indicators are more positive when compared with the provincial and national averages.

Who we serve

SSLTC serves some of the most frail, vulnerable and hard-to-serve populations.

Long-Term Care Homes

- Residents
- Persons recovering from surgery or illness
- Persons requiring respite
- Family Caregivers (short-stay)
- Staff & Volunteers

Beneficiaries

- Family Members & Partners
- Healthcare Partners
- Local Health Integration Networks
- Ministry of Long-Term Care

Community Based Programs

- Frail Seniors
- Persons (adults) with Disabilities
- Persons with chronic illness over the age of 59 years

Beneficiaries

- Family Members & Partners
- Toronto Public Health
- Housing Providers, including Toronto Community Housing
- Healthcare Partners
- Local Health Integration Networks
- Ministry of Long-Term Care







Budget at a glance

OPERATING BUDGET				10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$223.2	\$221.5	\$221.5	Gross Expenditures	\$20.7	\$260.5	\$281.2
Gross Expenditures	\$271.2	\$277.8	\$284.1	Debt	\$0.0	\$0.0	\$0.0
Net Expenditures	\$48.0	\$56.3	\$62.6				
Approved Positions	2,435.2	2,491.0	2,547.5				

Key service outcomes

Outcomes	Description
Deliver exemplary care and services	<ul style="list-style-type: none"> Provide a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. Enhance quality of care and quality of life for LTC residents by refining and refreshing the Approach to Care through implementation of new technology and cultivation of new programs and services to better meet the emerging needs of residents. Prepare healthy, fresh and locally sourced meals to meet the needs of residents including altering meals in order to address diet, chewing/swallowing difficulties.
Support seniors' independence, quality of life and aging in place	<ul style="list-style-type: none"> Support the essential principles of person and relationship-centred care by building on the foundation of the division's CARE (Compassion Accountability Respect Excellence) values. Serve vulnerable individuals and respond to emerging community needs. Lead advances in long-term care and support services to seniors to support aging in place.
Integrate Municipal Seniors Services	<ul style="list-style-type: none"> Conduct service planning and strategic integration of City services for seniors by coordinating 40+ City services for seniors in accordance with version 2.0 of the Toronto Seniors Strategy to improve the wellbeing of seniors across Toronto.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Customer Satisfaction Rates at LTC Homes	91%	91%	Over 85%	
	LTC Homes Occupancy Rate	99%	99%	Over 97%	
	Clients Assisted through Community-Based Programs	3,844	3,670	Over 3,500	

Our experience and success

- Implemented the Council approved 2016-2020 SSLTC Service Plan supporting leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- Provided approximately 1 million days of care and programming for 2,600+ LTC residents.
- Welcomed 699 seniors into permanent, 24-hour resident focused long-term care homes.
- Provided 150,000 hours of Homemakers and Nurses Services supporting clients to maintain independence in their own homes
- Provided 14,000 Adult Day Program client days offering a safe day out to socialize with peers.
- Supported residents that require increasingly complex interventions including challenging behaviours and associated dementias with innovative programming including therapeutic pet visiting, gardening, Caring Clowns, Java Music Club and inter-generational visits.
- Prepared and served roughly 2.9 million meals per year, of which almost 45% are altered to address chewing/swallowing difficulties.
- Through Greenbelt Fund, have increased local food purchased by 32%, almost \$2 million annually, for resident menus.

Key challenges and risks

- Pressure stemming from the aging demographic, increases in acuity and complexity of resident care needs and the higher demand for specialized services.
- All City of Toronto directly-operated LTC homes have waitlists. Depending on the home, it may take between 1 and 9 years for an offer of admission.
- Provincially mandated redevelopment of 5 City operated long-term care homes (1,232 beds) to meet new design standards.
- Securing upfront City funding for redevelopment; redevelopments costs are partially offset by MOLTC per diem subsidy over 25 years.

Priority actions

- Implement the revitalization of the Carefree Lodge to meet new provincial design standards.
- Pilot and assess an emotion-centred approach to care at Lakeshore Lodge and pursue new provincial funding to support the full implementation of this initiative.
- Conclude the 2016-2020 Service Plan and develop a new Service Plan.
- Develop talent and organizational capacity and strengthen healthcare and educational partnerships.
- Incorporate the Seniors Transition Office and conduct municipal service planning for seniors' services.
- Develop the accountability framework and implementation plan for an integrated service model in 83 TCHC seniors buildings.

Our key service levels



100% implementation of electronic Healthcare Record system, including training **2,330** staff



Maintain client satisfaction rates above **85%**



Fully utilize existing resources by ensuring LTC occupancy levels are over **97%**

Key service deliverables

- Favourably exceed average provincial and national quality indicators.
- Deliver exemplary care and services through a continuum of care.
- Support independence and quality of life with the right level of care at the right time in the right place.
- Continue the capital maintenance plan to address the required SOGR and Health and Safety requirements at 10 long-term care homes.

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2020 Operating Budget for Seniors Services and Long-Term Care of \$271.191 million gross, \$47.953 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Long-Term Care Homes	257,357.8	210,974.2	46,383.6
Community and Seniors Services	13,833.0	12,263.7	1,569.3
Total Program Budget	271,190.8	223,237.9	47,952.9

2. City Council approve the 2020 staff complement for Seniors Services and Long-Term Care of 2,435.2 positions, comprising 1 capital position and 2,434.2 operating positions.
3. City Council approve 2020 Capital Budget for Seniors Services and Long-Term Care with cash flows and future year commitments totaling \$192.643 million as detailed by project in [Appendix 5a](#).
4. City Council approve the 2021-2029 Capital Plan for Seniors Services and Long-Term Care totalling \$88.527 million in project estimates as detailed by project in [Appendix 5b](#).

2020 OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Long-Term Care Homes	201,549.1	212,167.8	210,974.2	0.0	210,974.2	(1,193.6)	(0.6%)
Community and Seniors Services	9,863.7	11,701.7	12,263.7	0.0	12,263.7	562.0	4.8%
Total Revenues	211,412.8	223,869.5	223,237.9	0.0	223,237.9	(631.6)	(0.3%)
Expenditures							
Long-Term Care Homes	247,645.1	256,653.1	256,857.9	500.0	257,357.9	704.8	0.3%
Community and Seniors Services	11,115.9	13,833.0	13,833.0	0.0	13,833.0	0.0	
Total Gross Expenditures	258,760.9	270,486.0	270,690.8	500.0	271,190.8	704.8	0.3%
Net Expenditures	47,348.1	46,616.5	47,452.9	500.0	47,952.9	1,336.4	2.9%
Approved Positions	2,389.9	2,426.6	2,428.7	6.5	2,435.2	8.6	0.4%

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$270.691 million gross reflecting an increase of \$0.205 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salary & benefit increases driven mainly by increases in corporate benefit rates and;
- Increases in contract costs primarily for HVAC and elevator repairs.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$0.500 million gross and net enabling:

- The transition to an emotion-based approach to resident care by increasing staff-resident interaction time from 3.5 hours per day to 4 hours per day at a cost of \$0.450 million. An additional \$0.050 million is included for staff training on how to better attend to the emotional needs of residents.

EQUITY IMPACTS OF BUDGET CHANGES

Increased access to quality care for vulnerable seniors. Seniors Services and Long-Term Care's 2020 Operating Budget includes funding for enhanced services in direct care hours to meet the complex care requirements of existing and future residents, which will have a positive impact on vulnerable, low income seniors and person with disabilities. This service expansion aligns with the goals of the Poverty Reduction Strategy and Toronto Seniors Strategy.

2020 OPERATING BUDGET KEY DRIVERS

The 2020 Operating Budget for Seniors Services and Long-Term Care is \$271.191 million gross or 0.3% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, Table 2b summarizes Efficiencies and Table 2c summarizes New and Enhanced requests.

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)		2018 Actuals	2019 Proj. Actuals	2020 Base Budget	Year over Year Changes	
					\$	%
Expenditures						
1	Salaries and Benefits	207,553.4	219,597.9	220,747.2	1,149.3	0.5%
2	Materials & Supplies	19,725.7	20,770.4	21,191.1	420.7	2.0%
3	Equipment	6,175.0	5,591.0	3,761.7	(1,829.3)	-32.7%
4	Service and Rent	22,250.5	22,577.4	22,675.9	98.6	0.4%
5	Contribution To Capital					
6	Contribution To Reserves	1,959.8	1,071.7	1,071.7		
7	Other Expenditures	1,096.6	877.6	1,243.2	365.5	41.6%
Total Expenditures		258,760.9	270,486.0	270,690.8	204.8	0.1%
Revenues						
1	Provincial Subsidies	153,447.0	164,287.4	162,617.6	(1,669.8)	-1.0%
2	Federal Subsidies					
3	User Fees & Donations	57,261.3	57,978.7	58,206.8	228.2	0.4%
4	Transfers From Capital		720.3	1,228.6	508.3	70.6%
5	Other Revenues	704.5	883.1	1,184.8	301.7	34.2%
Total Revenues		211,412.8	223,869.5	223,237.9	(631.6)	-0.3%
Net Expenditures		47,348.1	46,616.5	47,452.9	836.4	1.8%

Salaries & Benefits:

Includes inflationary increases in line with corporate benefit rate increases.

Equipment:

Costs in the 2020 budget have been set taking into consideration the equipment requirements in the 10 long-term care homes.

Provincial Funding Loss:

Additional Ministry funding received in 2019 is not yet confirmed to continue in 2020. The 2020 provincial funding is set to \$1.670 million lower than the 2019 projections.

Transfers from Capital:

Increased capital funding to offset staff costs to support the delivery of the *Carefree Lodge Redevelopment*, the *Electronic Healthcare Record System* and the *Kronos Feasibility Study* capital projects.

Other Revenues:

Includes one-time reserve funding that will fund staff costs for the Seniors Transition Office transferred to the division in 2020.

Table 2b: Other Efficiencies / Savings

(\$000s)											
Recommendation	Type	2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Consolidate and Streamline Operations	Efficiencies	-	(93.5)	(93.5)	(3.9)	34.3	34.3	-	55.8	55.8	-
Budget Increase/(Decrease)		-	(93.5)	(93.5)	(3.9)	34.3	34.3	-	55.8	55.8	-

The **2020 Operating Budget** includes \$0.094 million gross expenditure reductions from efficiencies. For more information, please refer to [Appendix 2](#).

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Emotion-Centred Approach to Care		500.0	500.0	6.47	5,140.4	High
Total New / Enhanced		500.0	500.0	6.47	5,140.4	

Emotion-Centred Approach to Care

The Emotion-Centred Approach to Care initiative involves a move from a medical, task-focused approach to care to a social model of living and focuses on relationships and connections to nurture a sense of safety and security, belonging, purpose and meaning. It will require enhanced staff education and training, as well as updates of the physical environment from a traditional institutional environment to one that includes a range of colours and personalization of residents' rooms to make them feel more like home. It has been developed based on learning from the best of many models of care.

The 2020 budget includes \$0.500 million gross and net to add 6.47 permanent positions to implement a pilot project at Lakeshore lodge. If the pilot is successful, funding of \$23.503 million gross and net and an additional 274.53 positions will be required to increase care hours to all 10 homes from 2021-2025.

This proposal does not have confirmed funding from the province. Seniors Services and Long-Term Care is currently in discussions with the Ministry of Long-Term Care for additional funding to fully implement this initiative in future years.

Note:

For additional information on 2020 key cost drivers refer to [Appendix 1](#) as well as [Appendix 2](#) for a more detailed listing and descriptions of the 2020 Service Changes and [Appendix 3](#) for the 2020 New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	223,869.5	223,237.9	221,547.1	221,553.2
Gross Expenditures	270,486.0	271,190.8	277,839.8	284,128.8
Net Expenditures	46,616.5	47,952.9	56,292.7	62,575.6
Approved Positions	2,426.6	2,435.2	2,491.0	2,547.5

Key 2021 drivers**Impacts of 2020 decisions**

- The continued implementation of the emotion-based approach to care will result in \$4.640 million in additional expenses and 56.57 added positions. The Division is working closely with the Ministry of Long-Term Care to identify additional revenue streams to support the program.

Other Revenues:

- One-time reserve funding in 2020 provided to fund staff costs for the Seniors Transition Office is not included from 2021 onward.

Salaries and Benefits

- Salary and Benefits will increase in line with corporate rate increases.

Impact of Capital Completed

- Operating impact of capital projects once completed and salaries and benefits for staff delivering capital projects.

Key 2022 drivers**Impacts of 2020 decisions**

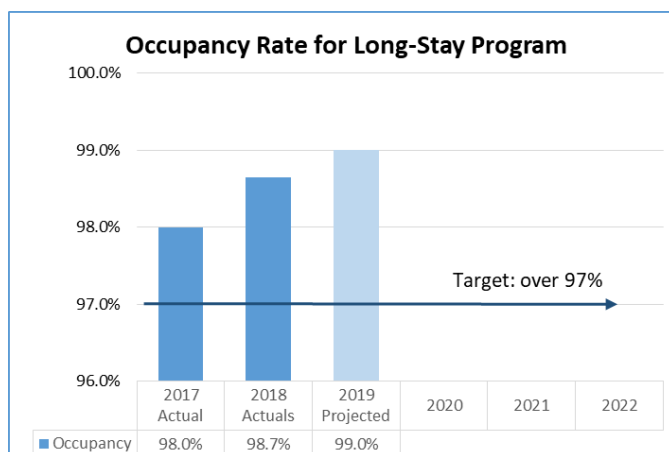
- The emotion-based approach to care will continue to be expanded, which will further increase expenditures by \$4.476 million and 56.57 added positions. As noted previously, it is anticipated that some of these costs will be funded by the Ministry, but at this point, no funding has been confirmed.

Salaries and Benefits

- Salary and Benefits are assumed to increase in line with corporate rate increases.

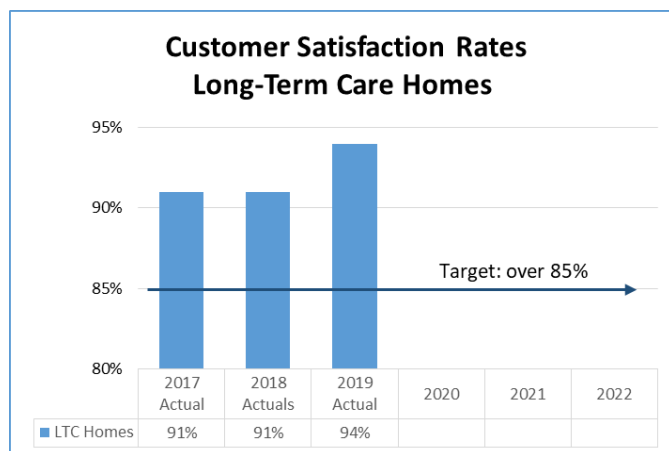
How well we are doing

Performance measures

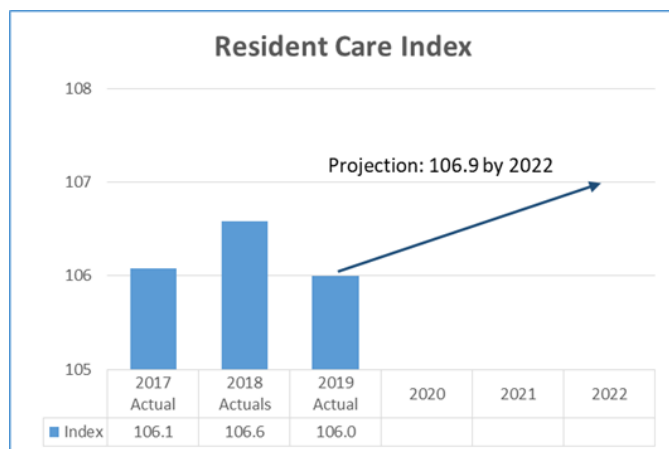


Behind the numbers

- The Provincial target for occupancy in long-term care homes is 97%.
- SSLTC works closely with the LHIN's to ensure a smooth transition for new residents and has historically been well above the occupancy target.
- The Division will continue to fully utilize existing resources by ensuring occupancy levels are over 97%.



- 10 long-term care homes located city-wide are committed to providing 24-hour nursing and personal care and supportive programming for those who are no longer able to live on their own.
- SSLTC conducts annual surveys to assess client's level of satisfaction with services experienced in all 10 homes.
- The level of resident satisfaction will be maintained at 85% or higher over the next three years.

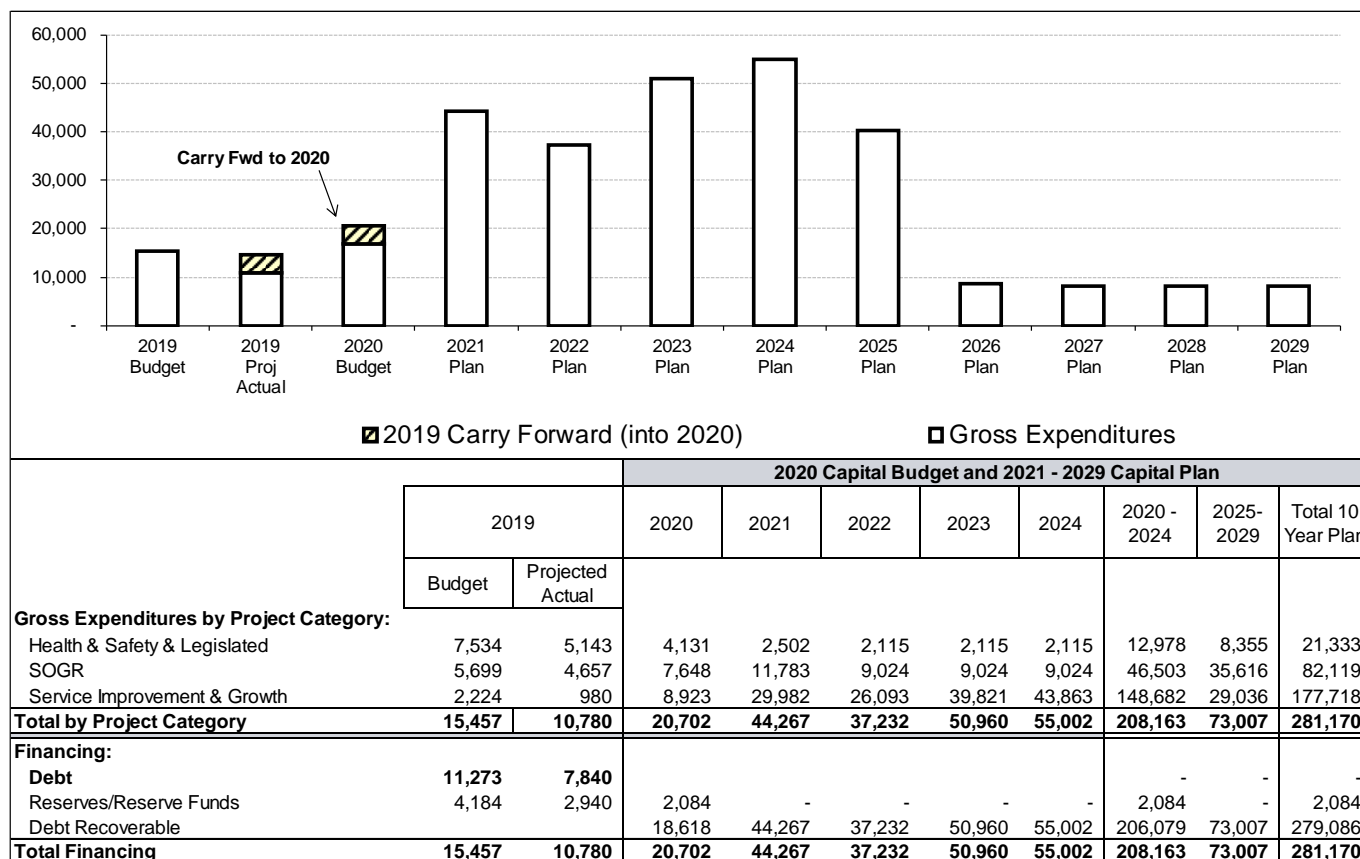


- The index measures the resident care levels and is used to adjust provincial funding allocated for resident care needs.
- An index of more than 100 indicates that our residents' needs are higher than the provincial average as determined by the Ministry of Long-Term Care.
- SSLTC has consistently exceeded the average care requirements by leveraging provincial funding to support a continuum of high quality long-term care services.
- Resident care levels are rising in the Province. We are expecting that trend to continue.

2020 – 2029 CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$000)



Changes to Existing Projects (\$1.5M)

- A review of updated deliverables for the *Electronic Healthcare Record System* project was conducted and timelines have been revised for project completion to December 2020.

New Projects

(\$184.9M)

- The *Carefree Lodge Redevelopment* project (2020-2025) will meet provincial design standards and modernize environments. In 2020, \$7.175 million will be utilized for consultant and permit costs and to begin land remediation.
- State of Good Repair projects will continue to make repairs and upgrades to the existing homes to prevent major capital costs through regular maintenance.
- Health and Safety projects will continue to implement projects to ensure that long-term care homes remain compliant with provincial health and safety standards.
- Kronos Feasibility Study* will integrate Collective Agreement requirements into the existing Staffing Management System.





Capital Needs Constraints (\$332.3M)

- Redevelopment of the remaining four (4) long-term care homes to meet provincial legislative requirements.
- Information Technology projects related to Timekeeping and Electronic Healthcare Record System hardware sustainment.

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; and [Appendix 7](#) for Capital Needs Constraints, respectively.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$281.170 Million 10-Year Gross Capital Program**

			
Health and Safety	State of Good Repair	Redevelopment	Information Technology
\$21.33 M 7.6%	\$82.12 M 29.2%	\$175.97 M 62.6%	\$1.75 M 0.6%
<ul style="list-style-type: none"> • Power upgrades • Humidifier replacements • HVAC Upgrades • Roofing • Electrical 	<ul style="list-style-type: none"> • Window repairs • Nursing station updates • Resident area renovations 	<ul style="list-style-type: none"> • Carefree Lodge Redevelopment 	<ul style="list-style-type: none"> • Electronic Healthcare Record System • Kronos Feasibility Study

How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$281 M 100%		\$0 M 0%	\$0 M 0%
Recoverable Debt*	\$ 279 M		
Reserve Draws	\$ 2 M		

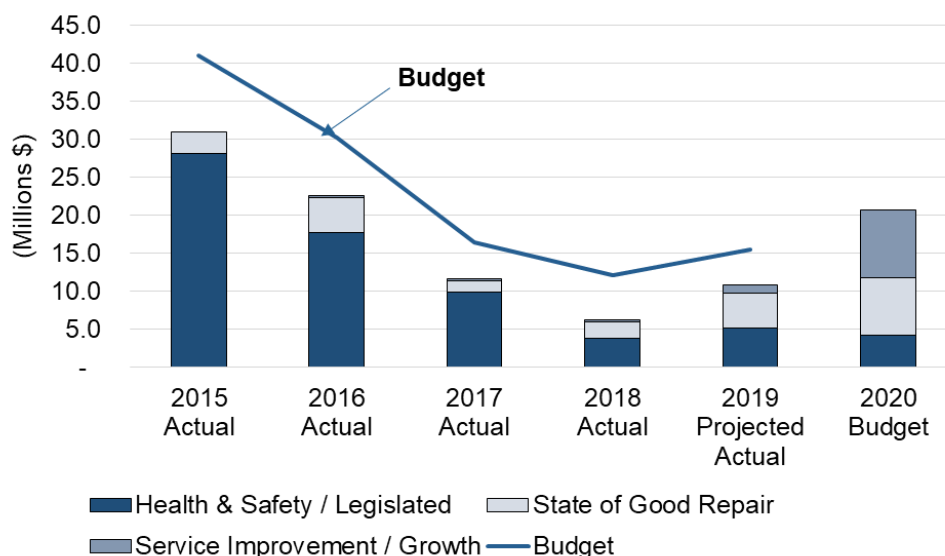
* The recoverable debt includes \$70.416 million of Provincial per diem funding at a rate of \$18.03 for 428 beds over a 25 year period, starting in 2026, after the completion of the *Carefree Redevelopment* project.

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the Seniors Services and Long-Term Care's ability to spend and the markets capacity to deliver.

Key component in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Budget
Health & Safety / Legislated	28.1	17.7	9.9	3.8	5.1	4.1
State of Good Repair	2.8	4.7	1.5	2.2	4.7	7.6
Service Improvement / Growth	-	0.2	0.3	0.2	1.0	8.9
Total	30.9	22.5	11.7	6.2	10.8	20.7
% Spent	75%	75%	71%	51%	70%	

Capacity to Spend Review Impact on the 10-Year Plan

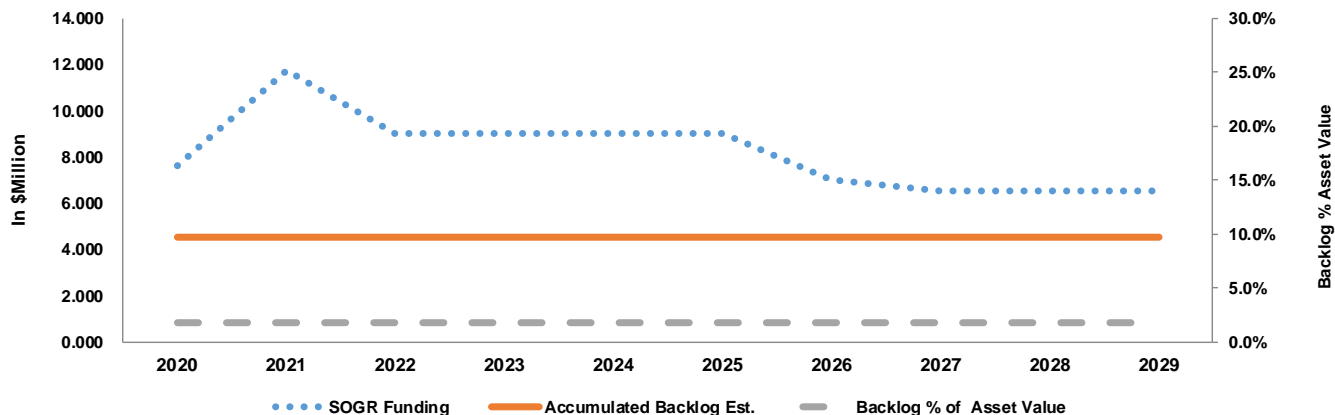
Based on the review of historical capital spending constraints, the capital plan was adjusted from last year to reflect the Division's current needs and its capacity to meet the timelines assumed in the plan.

As a result of this fulsome review the following key adjustments have been made:

- *Health and Safety* and *State of Good Repair* projects have been prioritized for 2020 with cash flows reflecting the realistic capacity to spend and consideration of increasing critical repairs needed to keep aging homes legislatively compliant and in good repair.
- Cash flows for the *Electronic Healthcare Record System* Service Improvement project have been aligned with updated deliverables and timelines.
- Cash flows for the *Carefree Lodge Redevelopment* major project (2020-2025) have been aligned based on a capacity to deliver.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Seniors Services and Long-Term Care.

Chart 3: Total SOGR Funding & Backlog

\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	7.648	11.783	9.024	9.024	9.024	9.024	7.032	6.520	6.520	6.520
Accumulated Backlog Est.	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507
Backlog % of Asset Value	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Total Asset Value	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829

- The capital maintenance program ensures that life safety issues are addressed and that all ten long-term care homes are maintained in a state of good repair to avoid future major costs from becoming necessary.
- The 2020-2029 Budget and Capital Plan allocates a total \$82.119 million over 10 years, including \$7.648 million in 2020 to ensure the safety, security and comfort of residents as well as mitigate risks to the City while complying with the Ministry of Health and Long-Term Care (MOHLTC) requirements.
- Continuous SOGR funding through the 10-year period will ensure the backlog is maintained at \$4.507 million or 1.8% of the asset replacement value of \$248.829 million.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

The completion of previously approved capital projects will not have an impact on the 2020 Operating Budget, but anticipated operating expense increases in future years are shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
<i>Electronic Healthcare Record</i>		-	439	-	452	-	1,837	-	4,460	-
Sub-Total: Previously Approved	-	-	439	-	452	-	1,837	-	4,460	-
New Projects - Future Years										
<i>Carefree Lodge Redevelopment</i>	-	-	-	-	-	-	-	-	24,380	229
Sub-Total: New Projects - Future Years	-	-	-	-	-	-	-	-	24,380	229
Total	-	-	439	-	452	-	1,837	-	28,840	229

- Additional operating funding starting in 2021 is required to maintain licences for the *Electronic Healthcare Record System* project.
- The *Carefree Lodge Redevelopment* project, to be completed in 2025, will increase the number of beds to 428 from the existing 127 beds. Additional operating expenses to support this increased capacity are forecasted to be \$24.380 million with 229 added positions.

APPENDICES

Appendix 1

2020 Operating Budget by Expenditure Category

Category (In \$000s)	2017 Actual	2018 Actual	2019 Budget	2019 Projected Actual *	2020 Total Budget	2020 Change from 2019 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	145,167.3	153,447.0	163,287.4	165,287.4	162,617.6	(2,669.8)	(1.6%)
User Fees & Donations	54,019.1	57,261.3	54,875.3	58,309.1	58,206.8	(102.3)	(0.2%)
Transfers From Capital			300.0		1,228.6	1,228.6	
Contribution From Reserves/Reserve Funds					466.3	466.3	
Sundry and Other Revenues	528.8	605.6	335.0		436.5	436.5	
Inter-Divisional Recoveries	79.3	98.9	273.0	273.0	282.0	9.0	3.3%
Total Revenues	199,794.5	211,412.8	219,070.8	223,869.5	223,237.9	(631.6)	(0.3%)
Salaries and Benefits	199,406.4	207,553.4	216,984.3	219,597.9	221,196.9	1,599.0	0.7%
Materials & Supplies	19,805.4	19,725.7	21,553.6	20,770.4	21,191.1	420.7	2.0%
Equipment	3,672.4	6,175.0	3,497.6	3,697.6	3,761.7	64.1	1.7%
Service and Rent	19,551.9	22,250.5	21,720.6	24,470.8	22,726.3	(1,744.5)	(7.1%)
Contribution To Reserves/Reserve Funds	1,954.2	1,959.8	1,071.7	1,071.7	1,071.7		
Other Expenditures	178.2	94.2	192.4	53.6	192.4	138.8	259.2%
Inter-Divisional Charges	869.2	1,002.4	791.4	824.1	1,050.8	226.7	27.5%
Total Gross Expenditures	245,437.7	258,760.9	265,811.6	270,486.0	271,190.8	704.8	0.3%
Net Expenditures	45,643.2	47,348.1	46,740.8	46,616.5	47,952.9	1,336.4	2.9%
Approved Positions	2,373.9	2,389.9	2,426.6	2,426.6	2,435.2	8.6	0.4%

* Year-End Projection Based on Q3 2019 Variance Report

Appendix 2

Summary of 2020 Service Changes

Form ID		Community and Social Services	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Program - Seniors Services and Long-Term Care						
20465		Consolidate and Streamline Operations						
51	No Impact	Description: Efficiency savings of \$0.094 million gross and net reduction of 3.90 part-time positions. Changing the staffing mix will to provide consistent care through more efficient staff scheduling thereby providing greater flexibility to backfill staff absences.						
		Service Level Impact: The change will have no significant impact on service levels.						
		Equity Statement: The Operational and Service Efficiency budget proposal's overall equity impact is no impact.						
		Service: Long-Term Care Homes						
		Staff Recommended Changes:	(93.5)	0.0	(93.5)	(3.90)	34.3	55.8
		BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
		Total Council Recommended:	(93.5)	0.0	(93.5)	(3.90)	34.3	55.8
		Staff Recommended:	(93.5)	0.0	(93.5)	(3.90)	34.3	55.8
		Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
		City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0
		Council Approved Service Changes:	(93.5)	0.0	(93.5)	(3.90)	34.3	55.8

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Seniors Services and Long-Term Care	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20389		Emotion-Centred Approach to Care						
72	Positive	Description:						

Funding of \$0.500 million gross and net to add 6.47 permanent positions to implement a pilot project at Lakeshore Lodge to deliver an emotion-centred approach to care by increasing direct care hours per resident offered daily. The pilot is part of a 6 year proposed implementation plan to address the rising acuity and complex care needs of long-term care home residents in all 10 long-term care homes. Following a review of the pilot, funding of \$23.503 million gross and net and an additional 274.53 positions will be required to increase care hours to all 10 homes from 2021-2025. SSLTC is currently in discussions with MOHLTC for additional funding to fully implement this initiative to all 10 homes. Full implementation will be challenging without additional funding from the provincial government.

Service Level Impact:

Currently City of Toronto Long-Term Care Homes provide approximately 3.5 hours of direct resident care per day. This proposal will increase the to the sector target of four hours of direct resident care per day over a six year period.

Equity Statement:

The Emotion-Centred Approach to Care budget proposal's overall equity impact is high positive. Vulnerable seniors, persons with low income and persons with disabilities living in long-term care will be positive impacted by the increase in direct care hours from 3.5 hours per day to 4 hours per day and by the increased emphasis on emotion-centred care.

Service: Long-Term Care Homes

Staff Recommended Changes:	500.0	0.0	500.0	6.47	4,640.4	4,476.0
BC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
EC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
CC Recommended Changes:	0.0	0.0	0.0	0.00	0.0	0.0
Total Council Approved:	500.0	0.0	500.0	6.47	4,640.4	4,476.0
Staff Recommended:	500.0	0.0	500.0	6.47	4,640.4	4,476.0
Budget Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.00	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.00	0.0	0.0
Council Approved New/Enhanced Services:	500.0	0.0	500.0	6.47	4,640.4	4,476.0

Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
HA001	Building Upgrades	2,442	-	-	-	-	-	-	-	-	-	2,442	-	2,442	-
HA002	Electrical	970	-	-	-	-	-	-	-	-	-	970	970	-	-
HA003	Mechanical	1,623	-	-	-	-	-	-	-	-	-	1,623	1,623	-	-
HA004	Specialty Systems	1,200	-	-	-	-	-	-	-	-	-	1,200	300	900	-
HA005	Electronic Healthcare System	1,498	-	-	-	-	-	-	-	-	-	1,498	-	-	1,498
HA006	Special Projects	250	-	-	-	-	-	-	-	-	-	250	-	-	250
HA007	Carefree Redevelopment	7,175	29,982	26,093	39,821	43,863	29,036	-	-	-	-	175,970	-	-	175,970
HA008	Building SOGR	4,306	11,783	9,024	9,024	9,024	9,024	7,032	6,520	6,520	6,520	78,777	-	78,777	-
HA009	Building Health & Safety	1,238	2,502	2,115	2,115	2,115	2,115	1,650	1,530	1,530	1,530	18,440	18,440	-	-
	Total Expenditures (including carry forward from 2019)	20,702	44,267	37,232	50,960	55,002	40,175	8,682	8,050	8,050	8,050	281,170	21,333	82,119	177,718

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
HA001	Building Upgrades	2,442	-	-	-	-	-	-	-	-	-	2,442	2,442	-	-
HA002	Electrical	970	-	-	-	-	-	-	-	-	-	970	970	-	-
HA003	Mechanical	1,623	-	-	-	-	-	-	-	-	-	1,623	1,623	-	-
HA004	Specialty Systems	1,200	-	-	-	-	-	-	-	-	-	1,200	1,200	-	-
HA005	Electronic Healthcare System	1,498	-	-	-	-	-	-	-	-	-	1,498	1,498	-	-
HA006	Special Projects	250	-	-	-	-	-	-	-	-	-	250	-	-	250
HA007	Carefree Redevelopment	7,175	29,982	26,093	39,821	43,863	29,036	-	-	-	-	175,970	-	-	175,970
HA008	Building SOGR	4,306	2,759	-	-	-	-	-	-	-	-	7,065	-	-	7,065
HA009	Building Health & Safety	1,238	387	-	-	-	-	-	-	-	-	1,625	-	-	1,625
	Total Expenditure (including carry forward from 2019)	20,702	33,128	26,093	39,821	43,863	29,036	-	-	-	-	192,643	7,733	-	184,910

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Seniors Services and Long-Term Care to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
HA001	Building Upgrades	-	-	-	-	-	-	-	-	-	-	-	-	-
HA002	Electrical	-	-	-	-	-	-	-	-	-	-	-	-	-
HA003	Mechanical	-	-	-	-	-	-	-	-	-	-	-	-	-
HA004	Specialty Systems	-	-	-	-	-	-	-	-	-	-	-	-	-
HA005	Electronic Healthcare System	-	-	-	-	-	-	-	-	-	-	-	-	-
HA006	Special Projects	-	-	-	-	-	-	-	-	-	-	-	-	-
HA007	Carefree Redevelopment	-	-	-	-	-	-	-	-	-	-	-	-	-
HA008	Building SOGR	9,024	9,024	9,024	9,024	9,024	7,032	6,520	6,520	6,520	71,712	-	71,712	-
HA009	Building Health & Safety	2,115	2,115	2,115	2,115	2,115	1,650	1,530	1,530	1,530	16,815	16,815	-	-
	Total Expenditures (including carry forward from 2019)	11,139	11,139	11,139	11,139	11,139	8,682	8,050	8,050	8,050	88,527	16,815	71,712	-

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>CWT Redevelopment</i>	220.229	-	220.229	-	-	-	-	6.092	214.137
<i>Fudger House Redevelopment</i>	6.893	-	6.893	-	-	-	-	-	6.893
<i>Lakeshore Lodge Redevelopment</i>	79.276	-	79.276	-	-	-	2.021	13.951	63.304
<i>Seven Oaks Redevelopment</i>	22.939	-	22.939	-	-	-	-	-	22.939
<i>Special Projects</i>	3.000	3.000	-	-	1.000	0.250	0.500	0.500	0.750
Total	332.337	3.000	329.337	-	1.000	0.250	2.521	20.543	308.023

In addition to the 10-Year Capital Plan of \$281.170 million, staff have also identified \$332.337 million in capital needs constraints for Seniors Service and Long-Term Care as reflected in the table above.

- In May 2018, City Council adopted the goal to maximize the potential number of long-term care beds which could be located on the sites requiring redevelopment. Based on the sites identified at the time, this would represent an increase of 978 beds to the existing inventory of 2,641 beds, and would be the first increase (37 per cent) in City-operated long-term care beds in approximately 30 years.
- The 2020 Capital Plan includes a request for approval to commence work on the *Carefree Lodge Redevelopment* project. The remaining four sites listed above will be requested through future year budget submissions.
- Securing the upfront City funding for redevelopment will be the main challenge as the portion of redevelopment costs that are funded by the Ministry are paid out over 25 years upon completion of the project.
- Several Information Technology projects will also be required starting in 2021, including timekeeping and sustainment of the hardware required for the *Electronic Healthcare Record System* project implemented in 2016 with a projected completion of December 2020.

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 8a - New User Fees

N/A

Table 8b – Fees above Inflation

N/A

Table 8c - User Fees for Discontinuation

N/A

Table 8d - User Fees for Technical Adjustments

N/A

Table 8e - User Fees for Transfers

N/A

Table 8f - User Fees for Rationalization

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Program Specific Reserve / Reserve Funds

N/A

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		25,183	16,736	8,289
Sick Leave	XR1007			
<i>Withdrawals (-)</i>				
Seniors Services and Long-Term Care		0	0	0
Other Division/Agency Withdrawals		-49,505	-49,505	-43,828
Total Withdrawals		-49,505	-49,505	-43,828
<i>Contributions (+)</i>				
Seniors Services and Long-Term Care		415	415	415
Other Division/Agency Contributions		40,643	40,643	40,643
Total Contributions		41,058	41,058	41,058
Total Reserve / Reserve Fund Draws / Contributions		-8,447	-8,447	-2,770
Balance at Year-End		16,736	8,289	5,519

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		29,462	26,035	22,540
Insurance	XR1010			
<i>Withdrawals (-)</i>				
Seniors Services and Long-Term Care		0	0	0
Other Division/Agency Withdrawals		-66,235	-66,309	-65,971
Total Withdrawals		-66,235	-66,309	-65,971
<i>Contributions (+)</i>				
Seniors Services and Long-Term Care		657	657	657
Other Division/Agency Contributions		62,152	62,157	62,166
Total Contributions		62,808	62,814	62,823
Total Reserve / Reserve Fund Draws / Contributions		-3,427	-3,496	-3,148
Balance at Year-End		26,035	22,540	19,392

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		8,190	7,724	7,724
Innovation	XR1713			
<i>Withdrawals (-)</i>				
Seniors Services and Long-Term Care		-466	0	0
Other Division/Agency Withdrawals		-0	-0	-0
Total Withdrawals		-466	-0	-0
<i>Contributions (+)</i>				
Seniors Services and Long-Term Care		0	0	0
Other Division/Agency Contributions		0	0	0
Total Contributions		0	0	0
Total Reserve / Reserve Fund Draws / Contributions		-466	-0	-0
Balance at Year-End		7,724	7,724	7,724

* Based on 9-month 2019 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds**2020 – 2029 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total
XR2103 Homes for the Aged	Beginning Balance	8,756	7,161	5,412	5,412	5,412	5,412	5,412	5,412	5,412	5,412	5,412	
	<i>Withdrawals (-)</i>												
	2018 SOGR Building Upgrades	(1,310)											-
	2019 H&S HVAC	(650)											-
	Electronic Healthcare Record	(980)	(1,498)										(1,498)
	2019 SOGR Building Upgrades		(336)										(336)
	Kronos Feasibility Study - 2020		(250)										(250)
	Total Withdrawals	(2,940)	(2,084)	-	-	-	-	-	-	-	-	-	(2,084)
	<i>Contributions (+)</i>												
	Interest Income												-
	Structural Compliance Premium	1,345	336										336
	Total Contributions	1,345	336	-	-	-	-	-	-	-	-	-	336
Balance at Year-End		7,161	5,412	5,412	5,412	5,412	5,412	5,412	5,412	5,412	5,412	5,412	(1,748)

*Based on 9-month Reserve Fund Variance Report

** Reserve balance presented above is different from the information presented in the Corporate Briefing Note, <https://www.toronto.ca/legdocs/mmis/2020/ex/bgrd/backgroundfile-146010.pdf> as the structural compliance contribution of \$0.336 million, included in 2021 is expected to expire in 2020.

Corporate Reserve / Reserve Funds

N/A

Appendix 10

Glossary of Terms

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).

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