

2021 Program Summary

Social Development, Finance and Administration

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Description

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

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

Why We Do It

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

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

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

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

What Service We Provide

Community and Neighbourhood Development

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

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

How Much Resources (gross operating budget): \$27.2 million

Social Policy and Planning

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

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

How Much Resources (gross operating budget): \$15.3 million

Community Partnership Investment Program

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

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

How Much Resources (gross operating budget): \$26.1 million

Human Services Integration

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

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

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

Financial Management and Program Support

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

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

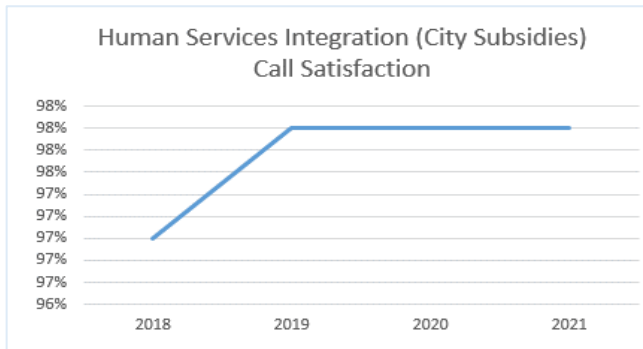
How Much Resources (gross operating budget): \$5.9 million

Budget at a Glance

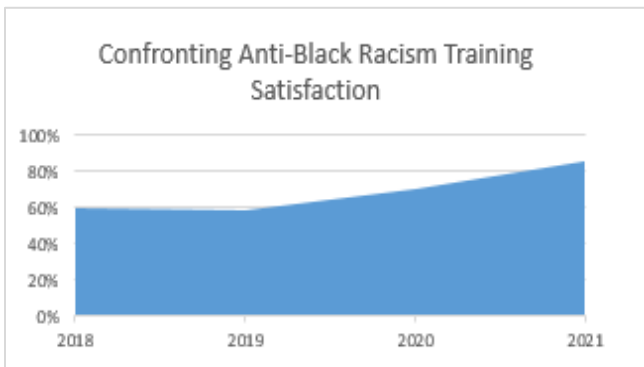
| 2021 OPERATING BUDGET | | | |
|-----------------------|--------|--------|--------|
| \$ Millions | 2021 | 2022 | 2023 |
| Revenues | \$17.7 | \$15.7 | \$14.9 |
| Gross Expenditures | \$84.9 | \$85.9 | \$84.8 |
| Net Expenditures | \$67.3 | \$70.1 | \$69.9 |
| Approved Positions | 283.0 | 269.0 | 269.0 |

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

How Well We Are Doing – Behind the Numbers



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



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

How Well We Are Doing

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

COVID-19 IMPACT AND RECOVERY

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

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

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

Key Challenges and Risks

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

Priority Actions

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

RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2021 Operating Budget for Social Development, Finance and Administration of \$84.945 million gross, \$17.657 million revenue and \$67.287 million net for the following services:

Service:

| | Gross Expenditures (\$000s) | Revenue (\$000s) | Net Expenditures (\$000s) |
|--|--|-----------------------------|--|
| Community & Neighbourhood Development | 27,156.6 | 8,259.3 | 18,897.3 |
| Community Partnership Investment Program | 26,092.5 | 125.0 | 25,967.5 |
| Social Policy & Planning | 15,281.3 | 2,077.8 | 13,203.4 |
| Financial Management & Program Support | 5,896.3 | 1,892.7 | 4,003.6 |
| Human Services Integration | 9,247.2 | 4,968.6 | 4,278.6 |
| Corporate Leadership | 1,270.8 | 333.8 | 936.9 |
| Total Program Budget | 84,944.7 | 17,657.4 | 67,287.3 |

2. City Council approve the 2021 staff complement for Social Development, Finance and Administration of 283.0 positions comprised of 11.0 capital positions and 272.0 operating positions.
3. City Council approve the 2021 new user fees for Social Development, Finance and Administration identified in Appendix 9, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council direct the information contained in Confidential Attachment, remain confidential until the outcome of City Council's decision has been communicated to Unions and affected staff.
5. City Council direct the Executive Director, Social Development, Finance and Administration to report to the Infrastructure and Environment Committee in July 2021 with full details on the Taking Action on Tower Renewal Program, including the program model, resource needs and program communication and outreach strategy, and on any draws from the Local Improvement Charge Energy Works Reserve Fund needed to meet administrative requirements for the five-year program.
6. City Council direct the Executive Director, Social Development, Finance and Administration to report to the Economic and Community Development Committee in the third quarter of 2021, or sooner, on the status of work underway to create the Community Safety and Well-Being Plan and identify the policy and resources needed to carry out the following:
 - a. improve coordination of resources and strategies through the development of an immediate cross-agency strategy and plan between Toronto Community Housing, Toronto Police Service and Social Development Finance and Administration;
 - b. assess the effectiveness of the BRAVE violence intervention pilot at Sunnybrook Hospital and to consider a similar program at St. Michael's Hospital;

- c. accelerate the support needed for TO Wards Peace with an emphasis on allocating resources to community organizations to drive leadership, coordination and results; and
- d. ensure the work incorporates an intersectional gender equity lens and considers the diverse gendered impacts of violence on women, girls and non-binary individuals.

2021 OPERATING BUDGET

2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

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

| (In \$000s) | 2019 Actual | 2020 Budget | 2020 Projection* | 2021 Base Budget | 2021 New / Enhanced Requests | 2021 Budget | Change v. 2020 Projection | |
|--|-----------------|-----------------|------------------|------------------|------------------------------|-----------------|---------------------------|----------------|
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Revenues | | | | | | | | |
| Community & Neighbourhood Development | 9,256.8 | 9,008.2 | 8,059.3 | 8,209.3 | 50.0 | 8,259.3 | 200.1 | 2.5% |
| Community Partnership Investment Program | | 1,324.8 | 9,618.7 | 125.0 | | 125.0 | (9,493.7) | (98.7%) |
| Social Policy & Planning | 1,258.4 | 2,269.8 | 2,532.7 | 1,736.7 | 341.2 | 2,077.8 | (454.9) | (18.0%) |
| Financial Management & Program Support | 1,363.7 | 1,590.8 | 1,777.5 | 1,892.7 | | 1,892.7 | 115.2 | 6.5% |
| Human Services Integration | | 5,453.5 | 4,085.8 | 4,968.6 | | 4,968.6 | 882.8 | 21.6% |
| Corporate Leadership | 81.6 | 619.8 | 307.3 | 333.8 | | 333.8 | 26.5 | 8.6% |
| Total Revenues | 11,960.5 | 20,266.9 | 26,381.3 | 17,266.2 | 391.2 | 17,657.4 | (8,723.9) | (33.1%) |
| Expenditures | | | | | | | | |
| Community & Neighbourhood Development | 18,825.0 | 20,053.1 | 19,954.1 | 20,768.6 | 6,388.0 | 27,156.6 | 7,202.5 | 36.1% |
| Community Partnership Investment Program | 20,950.8 | 25,114.3 | 34,067.9 | 24,092.5 | 2,000.0 | 26,092.5 | (7,975.4) | (23.4%) |
| Social Policy & Planning | 10,515.3 | 16,590.1 | 10,347.4 | 11,362.5 | 3,918.8 | 15,281.3 | 4,933.8 | 47.7% |
| Financial Management & Program Support | 6,079.9 | 5,723.8 | 6,606.2 | 5,896.3 | | 5,896.3 | (709.9) | (10.7%) |
| Human Services Integration | | 10,281.1 | 7,987.5 | 9,247.2 | | 9,247.2 | 1,259.8 | 15.8% |
| Corporate Leadership | 1,716.7 | 1,592.9 | 1,726.9 | 1,270.8 | | 1,270.8 | (456.1) | (26.4%) |
| Total Gross Expenditures | 58,087.8 | 79,355.2 | 80,690.0 | 72,637.9 | 12,306.8 | 84,944.7 | 4,254.7 | 5.3% |
| Net Expenditures | 46,127.3 | 59,088.4 | 54,308.7 | 55,371.7 | 11,915.6 | 67,287.4 | 12,978.6 | 23.9% |
| Approved Positions | 181.0 | 271.0 | 271.0 | 267.0 | 16.0 | 283.0 | 12.0 | 4.4% |

*2020 Projection based on Q3 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2021 Base Budget expenditures of \$72.638 million gross reflecting a decrease of \$8.052 million in spending below 2020 projected year-end actuals (prior to enhancements), predominantly arising from:

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

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

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

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$12.307 million gross to support the following initiatives:

- Providing **Youth Programs Enhancement** grants to enhance existing youth jobs, workforce development pathways, and training initiatives, in order to support youth in the City's underserved neighbourhoods hardest-hit by the COVID-19 pandemic (\$3 million gross and net).

- Expansion of the eligibility for the **Fair Pass Transit Discount Program** to include approximately 25,000 low-income residents in receipt of housing supports, increasing access to employment, social supports, medical appointments, and other critical activities (\$2.900 million gross and net).
- **Extend TO Supports Investment Fund** to assist community groups and non-profit organizations addressing mental health issues, with an emphasis on supporting individuals in the neighbourhoods hardest-hit by the COVID-19 pandemic (\$2 million gross and net).
- Creating **Community-Based Mobile Crisis Response Pilots** as an alternative to police response to crisis calls received by 211 and 911. Community anchor partner agencies will dispatch non-police staff including a trained mental health nurse, accompanied by a crisis worker with experience in harm reduction, mental health, street outreach, social work, trauma and de-escalation, in incidents involving mental health or non-violent crisis. In 2021, the focus is on hiring, training, capital purchases, and resource development in order to be fully operational with 4 pilots in 2022 (\$1.707 million gross and net).
- An investment in the **TO Wards Peace** program to ensure a permanent delivery of a violence intervention model in the Northwest part of the City. This made-for-Toronto model involves credible community members, with prior violence experience, serving as positive role models for youth, and thus providing culturally-relevant mediation, case management and mentorship. In addition, community members will work with integrated staff teams to better support the needs of individuals and families (\$1.388 million gross and net).
- Funding to provide staffing resources necessary under the **Community Benefits Framework** to develop policies, protocols, processes and implementation tools needed to meet Council direction and community/stakeholder expectations in fostering inclusive economic development and poverty reduction. Community benefits initiatives aim to create inclusive workforce development opportunities and other inclusive economic opportunities for Indigenous, Black and equity seeking groups including women, persons with low income, immigrants, refugees, LGBTQ2S, persons with disabilities, racialized groups, and vulnerable youth. Opportunities created through community benefits initiatives will include local and social hiring, social procurement for local businesses and diverse suppliers (\$0.582 million gross and net).
- Reinforcement of Council commitment to invest in critical community and social services that address the **Toronto Action Plan to Confront Anti-Black Racism** and its Year 3 Work Program and the **Poverty Reduction Strategy** which has a renewed urgency as part of COVID-19 recovery (\$0.389 million gross and net).
- **AnchorTO** program to provide anchor institutions with dedicated policy development, capacity building, and change management support to accelerate the implementation of social procurement across Toronto. This is fully funded by the Atkinson Foundation (\$0.189 million gross, \$0 net).
- Implementing the **Building Infrastructure for Social and Economic Impact** program to enable the development of infrastructure to accelerate the use and impact of social procurement to address the gross impact the pandemic is having on low income communities and equity seeking populations. (\$0.152 million gross, \$0 net)
- Introduction of a **consultation service fee** of \$200 per hour in public and private institutions to advance the knowledge and awareness of how anti-Black racism creates negative impacts for Black populations in Toronto and allow for the expansion of strategies to address anti-Black racism (\$0 gross, \$0.050 million net revenue).

EQUITY IMPACTS OF BUDGET CHANGES

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

These investments include:

- \$2.900 million investment in the Fair Pass Transit Discount program to expand transit access to 25,000 low-income residents.
- \$1.388 million investment for the TO Wards Peace program to address violence, which largely impacts racialized communities experiencing poverty.
- \$1.707 million investment in a Community-Based Crisis Response Pilot for Policing Reform.

- \$3 million investment in Youth Program Enhancement to support youth in the City's underserved neighbourhoods hardest-hit by the COVID-19 pandemic.
- \$2 million investment in the **Extend TO Supports Investment Fund** to support neighbourhoods hardest-hit by the COVID-19 pandemic.
- Creation of new positions to support the implementation of the Community Benefits Framework, Poverty Reduction Strategy, Toronto Action Plan to Confront Anti-Black Racism, Policing Reform Initiative, and AnchorTO.

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

2021 OPERATING BUDGET KEY DRIVERS

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

Table 2a: 2021 Key Drivers – Base Budget

| Key Cost Drivers | 2019 Actuals | 2020 Budget | 2020 Projection | 2021 Base Budget | Change Vs. 2020 Projection | |
|-------------------------------|-----------------|-----------------|-----------------|------------------|----------------------------|---------------|
| | | | | | \$ | % |
| Expenditures | | | | | | |
| 1 Salaries and Benefits | 19,118.7 | 30,022.9 | 28,194.6 | 28,368.8 | 174.2 | 0.6% |
| 2 Materials and Supplies | 167.2 | 141.4 | 138.1 | 160.2 | 22.0 | 15.9% |
| 3 Equipment | 87.0 | 77.3 | 76.4 | 70.3 | (6.1) | -8.0% |
| 4 Service and Rent | 14,130.6 | 21,433.0 | 16,207.3 | 17,711.8 | 1,504.5 | 9.3% |
| 5 Contribution To Reserves | 179.4 | 179.4 | 274.7 | 181.8 | (92.8) | -33.8% |
| 6 Other Expenditures | 24,404.9 | 27,501.2 | 35,798.9 | 26,145.0 | (9,653.9) | -27.0% |
| Total Expenditures | 58,087.8 | 79,355.2 | 80,690.0 | 72,637.9 | (8,052.1) | -10.0% |
| Revenues | | | | | | |
| 1 Provincial Subsidies | 3,117.5 | 7,283.4 | 14,341.4 | 7,076.3 | (7,265.1) | -50.7% |
| 2 Federal Subsidies | 4,230.5 | 7,282.7 | 5,088.7 | 5,021.6 | (67.2) | -1.3% |
| 3 User Fees & Donation | 40.0 | 250.0 | 2,410.0 | 125.0 | (2,285.0) | -94.8% |
| 4 Other Revenues (Inc. IDR's) | 1,094.1 | 1,616.0 | 1,794.9 | 1,215.6 | (579.3) | -32.3% |
| 5 Contribution from Reserve | 2,790.3 | 2,408.9 | 1,750.3 | 2,412.2 | 661.9 | 37.8% |
| 6 Transfer from Capital | 688.1 | 1,425.9 | 996.0 | 1,415.5 | 419.5 | 42.1% |
| Total Revenues | 11,960.5 | 20,266.9 | 26,381.3 | 17,266.2 | (9,115.1) | -34.6% |
| Net Expenditures | 46,127.3 | 59,088.4 | 54,308.7 | 55,371.7 | 1,063.0 | 2.0% |
| Approved Positions | 181.0 | 271.0 | 271.0 | 267.0 | (4.0) | -1.5% |

Services and Rents:

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

Other Expenditures, Provincial Subsidies and User Fees & Donation:

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

Other Revenue Changes:

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

Contribution from Reserve:

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

Transfer from Capital:

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

Table 2b: 2021 Balancing Actions

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

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

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

Table 2c: 2021 New / Enhanced

| New / Enhanced Request | 2021 | | | | 2022 Annualized | Equity Impact | Supports Key Issue / Challenge |
|-----------------------------|--------------|-----------------|----------------|-------------|-----------------|---------------|---|
| | Revenue | Gross | Net | Positions | | | |
| In \$ Thousands | | | | | | | |
| 1 | | 3,000.0 | | 1.0 | | Medium | Provide grants to enhance existing youth jobs, workforce development pathways, and training initiatives, in order to support youth in the City's underserved neighbourhoods hardest-hit by the COVID-19 pandemic |
| 2 | | 2,900.0 | 2,900.0 | | 2,900.0 | High | Expanding the eligibility for the Fair Pass Transit Discount Program to include residents in receipt of housing supports, such as those in rent-geared-to-income housing |
| 3 | | 2,000.0 | | | | Medium | Assist community groups and non-profit organizations addressing mental health issues, with an emphasis on supporting individuals in the neighbourhoods hardest-hit by the COVID-19 pandemic |
| 4 | | 1,706.8 | 1,706.8 | 3.0 | 7,978.0 | High | The proposed community-based pilots will provide a crisis response program for those experiencing mental health and other non-violent crisis. The model will engage community anchor partners to send non-police staff and trained mental health nurse accompanied by a crisis worker with lived experience to crisis calls received by 211 and 911. This is a 3 year program with 4 pilots. |
| 5 | | 1,388.0 | 1,388.0 | 6.0 | 1,850.6 | High | In 2019, City Council approved \$0.3M for SDFA to develop TO Wards Peace as a strategic community safety intervention. In 2020, \$1.2M was added to SDFA's budget to further support the TO Wards Peace pilot development, reaffirming the City's commitment for permanent delivery of a made-for-Toronto model for violence intervention in the North West end of the City. |
| 6 | | 582.3 | 582.3 | 6.0 | 682.2 | Medium | A dedicated team is required to lead the design, prototype and pilot testing of back-end infrastructure that strengthen existing, and build new relationships, with key stakeholders, coordinate workforce development partners and sector-based experts and ultimately, create the conditions for Indigenous, Black and equity-seeking communities to gain access to employment and economic opportunities |
| 7 | | 388.7 | 388.7 | | | Medium | Reinforcement of Council commitment to invest in critical community and social services that address the Toronto Acton Plan to Confront Anti-Black Racism to deliver on a mandate focused solely on advancing the implementation of policing reform and the Poverty Reduction Strategy which has a renewed urgency as part of COVID-19 recovery |
| 8 | 189.2 | 189.2 | | | | Low | 1 temporary position ending in Oct 2021, fully funded by the Atkinson Foundation to support poverty reduction & inclusive economic recovery. |
| 9 | 152.0 | 152.0 | | | | Low | Enable the development of technical infrastructure to accelerate the use and impact of social procurement to address the gross impact the pandemic is having on low income communities and equity seeking populations. |
| 10 | 50.0 | | (50.0) | | | Low | The CABR team will introduce a consultation service fee of \$200 per hour to advance the knowledge and awareness of how anti-Black racism creates negative material impacts for Black populations in the City and allow for the expansion of strategies to address anti-Black racism in public and private institutions. |
| Total New / Enhanced | 391.2 | 12,306.8 | 6,915.6 | 16.0 | 13,410.8 | | |

The 2021 Operating Budget includes \$12.307 million in investments to support priority actions as detailed in the table above. Please refer to Appendix 4 for more information on these investments.

Note:

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

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

| (\$000s) | 2020 Projection | 2021 Budget | 2022 Outlook | 2023 Outlook |
|---------------------------|-----------------|-----------------|-----------------|-----------------|
| Revenues | 26,381.3 | 17,657.4 | 15,733.9 | 14,872.3 |
| Gross Expenditures | 80,690.0 | 84,944.7 | 85,859.1 | 84,776.0 |
| Net Expenditures | 54,308.7 | 67,287.4 | 70,125.2 | 69,903.7 |
| Approved Positions | 271.0 | 283.0 | 269.0 | 269.0 |

Key drivers**2022 Outlook**

The 2022 Outlook with total gross expenditures of \$85.859 million reflects an anticipated \$0.914 million or 1.08 per cent increase in gross expenditures above the 2021 Operating Budget. These changes arise from the following:

- **Programming Costs**

\$1.629 million increase in programming costs including a 1% inflationary increase or \$0.180 million to Community Services Partnership Grant, \$0.456 million incremental costs for the TO Wards Peace Program and \$6.355 million of incremental costs for community agencies under the Policing Reform - Community-Based Crisis Response Pilots. Increases are partially offset by the conclusion of one-time programming totalling \$5.362 million, mainly for Youth Programs Enhancement and the TO Supports Investment Fund.

- **Salaries and Benefits**

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

- **Revenue Changes**

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

- **Position Changes**

Decrease of 14 positions due to the reversal of 11 capital positions following completion of the Human Services Integration Capital Project, and 3 temporary positions in ArtWorksTO, Community Benefits Framework and Youth Programs Enhancement.

2023 Outlook

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

- **Toronto Youth Job Corps Program**

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

- **Salaries and Benefits**

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

- **Other Programming Costs**

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

APPENDICES

Appendix 1

COVID-19 Financial Impact - Operating

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

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

| Category (In \$000s) | 2018 Actual** | 2019 Actual** | 2020 Budget | 2020 Projection* | 2021 Total Budget | 2021 Change from 2020 Projected Actual | |
|--|------------------|------------------|-----------------|---------------------|-------------------------|---|----------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Provincial Subsidies | 4,493.2 | 3,117.5 | 7,283.4 | 14,341.4 | 7,076.3 | (7,265.1) | (50.7%) |
| Federal Subsidies | 3,940.9 | 4,230.5 | 7,282.7 | 5,088.7 | 5,173.6 | 84.8 | 1.7% |
| User Fees & Donations | 0.8 | 40.0 | 250.0 | 2,410.0 | 175.0 | (2,235.0) | (92.7%) |
| Transfers From Capital | 157.0 | 688.1 | 1,425.9 | 996.0 | 1,415.5 | 419.5 | 42.1% |
| Contribution From Reserves/Reserve Funds | 3,498.1 | 2,790.3 | 2,408.9 | 1,750.3 | 2,412.2 | 661.9 | 37.8% |
| Sundry and Other Revenues | 777.7 | 250.3 | 318.2 | 303.2 | 248.0 | (55.2) | (18.2%) |
| Inter-Divisional Recoveries | 879.6 | 843.8 | 1,297.8 | 1,491.7 | 1,156.8 | (334.9) | (22.5%) |
| Total Revenues | 13,747.3 | 11,960.5 | 20,266.9 | 26,381.3 | 17,657.4 | (8,723.9) | (33.1%) |
| Salaries and Benefits | 17,975.8 | 19,118.7 | 30,022.9 | 28,194.6 | 30,549.1 | 2,354.6 | 8.4% |
| Materials & Supplies | 160.9 | 167.2 | 141.4 | 138.1 | 160.7 | 22.5 | 16.3% |
| Equipment | 140.1 | 87.0 | 77.3 | 76.4 | 83.3 | 6.9 | 9.0% |
| Service and Rent | 9,172.0 | 14,130.6 | 21,433.0 | 16,207.3 | 25,324.8 | 9,117.5 | 56.3% |
| Contribution To Reserves/Reserve Funds | 126.9 | 179.4 | 179.4 | 274.7 | 181.8 | (92.8) | (33.8%) |
| Other Expenditures (inc. Grants) | 24,871.6 | 23,835.9 | 27,047.5 | 35,345.2 | 26,187.5 | (9,157.7) | (25.9%) |
| Inter-Divisional Charges | 825.1 | 569.1 | 453.7 | 453.7 | 457.5 | 3.8 | 0.8% |
| Total Gross Expenditures | 53,272.2 | 58,087.8 | 79,355.2 | 80,690.0 | 83,126.5 | 2,436.6 | 3.0% |
| Net Expenditures | 39,524.9 | 46,127.3 | 59,088.4 | 54,308.7 | 65,469.2 | 11,160.5 | 20.6% |
| Approved Positions | 169.0 | 181.0 | 271.0 | 271.0 | 283.0 | 12.0 | 4.4% |

* Year-End Projection Based on Q3 2020 Variance Report

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

Appendix 3

Summary of 2021 Service Changes

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change | |
|---|---------------|---|-------------------|----------|----------|--------------------|-------------------------|-------------------------|--|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | | |
| 2021 Council Approved Base Budget Before Service Change: | | | 73,051.7 | 17,266.2 | 55,785.5 | 269.00 | 1,395.2 | 561.8 | |
| 22809 | | Pre-Charge Diversion Program Review | | | | | | | |
| 51 | Negative | Description: | | | | | | | |
| Savings of \$0.250 million gross and net as the Pre-Charge Diversion Program undergoes a review to improve its impact on youth's most vulnerable to serious violence and crime. The City's Option for Pre-charge Diversion will be restructured to find efficiencies in the 2021 budget year and a revised program will be recommended as part of the 2022 Staff Recommended Operating budget. Program-related transition activities will continue until March 31, 2021. In 2021, staff will be maintained (1 Community Development Officer) and a portion of the program budget will be used to support agency transition and the planning of a revised program. | | | | | | | | | |
| Service Level Impact: | | | | | | | | | |
| In 2021, service levels will be maintained as we support agency transition and the planning of a revised program. | | | | | | | | | |
| Equity Statement: | | | | | | | | | |
| The Option for Pre-Charge Diversion Program budget proposal's overall equity impact is low negative. Youth most vulnerable to involvement in serious crimes and violence will be negatively impacted as they will experience a decrease in access to the Option for Pre-Charge Diversion workshops. This workshop series and mentorship program was being offered as an alternative option to the criminalization of youth aged 12 to 17 in the justice system by way of programming and community supports. Although designed as an option for Extra Judicial Measures (EJM) referrals, workshops were open to all youth as an opportunity for positive youth development. This budget proposal will reduce access to the workshops by 50%. An intersectional analysis reveals that this population of youth also tend to be from low income communities, racialized, living with a cognitive disability or impairment and are at a high risk of exposure to community violence. | | | | | | | | | |
| Service: Community & Neighbourhood Development | | | | | | | | | |
| Council Approved Service Changes: | | | (250.0) | 0.0 | (250.0) | 0.00 | 0.0 | 0.0 | |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change | |
|---|---------------|---|-------------------|---------|--------|--------------------|-------------------------|-------------------------|--|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | | |
| 22859 | | Confidential Operational & Service Efficiencies #1 | | | | | | | |
| 51 | No Impact | Description: | | | | | | | |
| The 2021 Operating Budget includes operational and support efficiency savings of \$0.079 million gross and net. Please refer to the Confidential Attachment 1 under separate cover. | | | | | | | | | |
| Service Level Impact: | | | | | | | | | |
| There are no anticipated impacts to service levels | | | | | | | | | |
| Equity Statement: | | | | | | | | | |
| There is no equity impact with this proposal. | | | | | | | | | |
| Service: Financial Management & Program Support | | | | | | | | | |
| Council Approved Service Changes: | | | (78.7) | 0.0 | (78.7) | (1.00) | (1.2) | (1.3) | |

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

Appendix 4

Summary of 2021 New / Enhanced Service Priorities Included in Budget

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

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change |
|----------|---------------|---|-------------------|---------|-----|--------------------|----------------------|----------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| | 22897 | TO Wards Peace Program | | | | | | |
| 74 | Positive | Description: | | | | | | |

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

Service Level Impact:

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

Equity Statement:

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

Service: Community & Neighbourhood Development

| | | | | | | |
|--|---------|-----|---------|------|-------|-----|
| Council Approved New/Enhanced Services: | 1,388.0 | 0.0 | 1,388.0 | 6.00 | 462.7 | 4.9 |
|--|---------|-----|---------|------|-------|-----|

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change |
|----------|---------------|---|-------------------|---------|-----|--------------------|----------------------|----------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| | 22966 | AnchorTO Dedicated Support | | | | | | |
| 74 | Positive | Description: | | | | | | |

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

Service Level Impact:

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

Equity Statement:

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

Service: Social Policy & Planning

| | | | | | | |
|--|-------|-------|-----|------|-----|-----|
| Council Approved New/Enhanced Services: | 189.2 | 189.2 | 0.0 | 0.00 | 0.0 | 0.0 |
|--|-------|-------|-----|------|-----|-----|

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

| | | | | | | | |
|-------|----------|------------------------------|--|--|--|--|--|
| 23035 | | Community Benefits Framework | | | | | |
| 74 | Positive | Description: | | | | | |

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

Service Level Impact:

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

Equity Statement:

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

Service: Social Policy & Planning

| | | | | | | |
|--|-------|-----|-------|------|-------|--------|
| Council Approved New/Enhanced Services: | 582.3 | 0.0 | 582.3 | 6.00 | 100.0 | (27.3) |
|--|-------|-----|-------|------|-------|--------|

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

| | | | | | | | |
|-------|----------|--------------------------------------|--|--|--|--|--|
| 23682 | | Expand Fare Pass Program Eligibility | | | | | |
| 74 | Positive | Description: | | | | | |

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

Service Level Impact:

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

Equity Statement:

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

Service: Social Policy & Planning

| | | | | | | |
|--|---------|-----|---------|------|-----|-----|
| Council Approved New/Enhanced Services: | 2,900.0 | 0.0 | 2,900.0 | 0.00 | 0.0 | 0.0 |
|--|---------|-----|---------|------|-----|-----|

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

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change |
|--|---------------|--|-------------------|---------|------|--------------------|----------------------|----------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 23780 | | Building Infrastructure for Social and Economic Impact | | | | | | |
| 74 | Positive | Description: Federal Government funding of \$0.152 million will enable the development of technical infrastructure to accelerate the use of social procurement within the public sector and address the pandemic impact on low income communities and equity seeking populations. Service Level Impact: The project will increase the capacity of public sector institutions to engage in social procurement activities, expand the availability, access and capacity of diversely owned and social purpose businesses, and strengthen the relationship between public sector institutions and diversely owned and social purpose businesses. Equity Statement: <a>The From Policy to Action project has an equity impact of low positive. As a result of this project, Indigenous, Black and Equity-seeking groups will have increased access to economic development opportunities through greater access to procurement opportunities in the public sector. Presently, there are many economic limitations for Black, Indigenous and equity-seeking communities, which has been exacerbated by the COVID-19 pandemic. This initiative will develop infrastructure to accelerate the use and impact of social procurement to address the gross impact the pandemic is having on low income communities and equity seeking populations. Service: Social Policy & Planning | | | | | | |
| Council Approved New/Enhanced Services: | | 152.0 | 152.0 | 0.0 | 0.00 | 0.0 | 0.0 | |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change |
|---|---------------|---|-------------------|---------|---------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 23826 | | Youth Programs Enhancement | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>Funding of \$3M gross and net will enhance 8 existing youth job programs in administering workforce development pathways and training initiatives to support youth in the City's underserved neighbourhoods hardest-hit by the COVID-19 pandemic. The work will require 1 temporary Project Manager position.</p> <p>Service Level Impact:</p> <p>400 youth will receive employment placement opportunities.</p> <p>Equity Statement:</p> <p>The Build Back Better Youth Employment Initiative budget proposal's overall equity impact is medium positive. Black and Indigenous youths' access to training and/or employment will be positively impacted. Approximately 400 youth will receive employment training and placement opportunities will be developed to support them. An intersectional analysis reveals that Black and Indigenous youth, particularly those in neighbourhood improvement areas, are disproportionately disadvantaged by the COVID-19 pandemic. They will therefore benefit from increased employability, training and placement opportunities as part of the COVID-19 pandemic recovery through the Build Back Better Youth Employment Initiative.</p> <p>Service: Community & Neighbourhood Development</p> | | | | | | | | |
| Council Approved New/Enhanced Services: | | | 3,000.0 | 0.0 | 3,000.0 | 1.00 | (3,000.0) | 0.0 |

| Form ID | | Community and Social Services Program - Social Development, Finance & Administration | Adjustments | | | | 2022 Plan Net Change | 2023 Plan Net Change |
|--|---------------|---|-------------------|---------|---------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 23831 | | Extend TO Supports Investment Fund | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>Funding of \$2 million gross and net will offer grants to non-profit organizations providing mental health support to Torontonians impacted by the COVID-19 crisis, with a specific focus on Black and Indigenous communities, those who have experienced intimate partner violence and frontline workers.</p> <p>Service Level Impact:</p> <p>It is anticipated that 25 agencies will receive funding. The service levels for supports they provide will be determined when these agencies are finalized.</p> <p>Equity Statement:</p> <p>The TO Supports Investment Fund – Mental Health Expansion initiative has an equity impact of medium positive. The initiative will support Black, Indigenous, and equity-seeking communities by ensuring the funding is focused on providing culturally relevant and appropriate supports to residents from these communities. It is anticipated that two organizations will be focused on seniors, and that nearly half the grant money will be provided to Black-mandated organizations with another \$300,000 allocated to Indigenous organizations. An intersectional analysis shows that Black, Indigenous, and racialized residents in specific neighbourhoods face unique barriers of access to mental health supports while being disproportionately impacted by the COVID-19 pandemic. This initiative seeks to address this by supporting organizations to address mental health issues for Black, Indigenous, and equity-seeking communities, with an emphasis on supporting individuals in the neighbourhoods hardest-hit by the COVID-19 pandemic.</p> <p>Service: Community Partnership Investment Program</p> | | | | | | | | |
| Council Approved New/Enhanced Services: | | | 2,000.0 | 0.0 | 2,000.0 | 0.00 | (2,000.0) | 0.0 |

Appendix 5

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

N/A

Appendix 6

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

N/A

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

N/A

Appendix 6b

2022 - 2030 Capital Plan

N/A

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

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

Table 9a - New User Fees

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

Table 9b – Fees Above Inflation

N/A

Table 9c - User Fees for Discontinuation

N/A

Table 9d - User Fees for Technical Adjustments

N/A

Table 9e - User Fees for Transfers

N/A

Table 9f - User Fees for Rationalization

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2021 Operating Budget

Program Specific Reserve / Reserve Funds

N/A

Corporate Reserve / Reserve Funds

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

* Based on 9-month 2020 Reserve Fund Variance Report

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

* Based on 9-month 2020 Reserve Fund Variance Report

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

* Based on 9-month 2020 Reserve Fund Variance Report

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

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

* Based on 9-month 2020 Reserve Fund Variance Report

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

* Based on 9-month 2020 Reserve Fund Variance Report

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

N/A

Appendix 11

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

Tax Supported Budget: Budget funded by property taxes.

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

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

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