



## STAFF REPORT ACTION REQUIRED

### Operating Variance Report for the Year Ended December 31, 2015

<b>Date:</b>	June 6, 2016
<b>To:</b>	Budget Committee Executive Committee
<b>From:</b>	Deputy City Manager & Chief Financial Officer
<b>Wards:</b>	All
<b>Reference Number:</b>	P:\2016\Internal Services\FP\Bc16011Fp

#### SUMMARY

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The purpose of this report is to provide Council with the City of Toronto's Operating Variance for the year ended December 31, 2015 and the disposition of the 2015 year-end operating surplus. This report also requests Council's approval for amendments to the 2015 Approved Operating Budget between Programs to better align and reflect the loss of the Toronto Pooling Compensation grant that has no impact to the 2015 Approved Net Operating Budget.

As noted in Table 1 below, the preliminary 2015 year-end operating surplus for Tax Supported Operations resulted in a net favourable variance of \$130.928 million which is available for distribution after Council directions and legislative requirements are met. This surplus represented 1.3% of the gross Tax Supported budget.

Consistent with City Council approved Surplus Management Policy, at least 75 percent or - \$98.196 million will be allocated to the Capital Financing Reserve and \$32.732 million will be allocated to underfunded liabilities and/or reserve funds for replenishment.

<b>Table 1</b>		
<b>Tax Supported Variance Summary (\$ Millions)</b>		
	Year-End 2015 Over/(Under)	
	\$	%
Gross Expenditures	(251.8)	-2.5%
Revenues	(82.2)	-1.3%
Net Expenditures	(169.5)	-4.4%
<b>Council/Legislative Requirements</b>	<b>38.6</b>	<b>1.0%</b>
<b>Surplus Available for Distribution</b>	<b>(130.9)</b>	<b>-3.4%</b>

The 2015 surplus was driven largely by:

- Lower than planned financial employment benefits for OW clients mainly due to functionality issues related to the Social Assistance Management System that processed client applications for Toronto Employment and Social Services (\$12.820 million); under-spending in Non-Program Expenditures particularly in the Heritage Tax Rebate program, Parking Tag Enforcement and Operations, and various Other Corporate Expenditure accounts (\$12.597 million); combined with under-expenditures in various departmental non-labour expenses including utilities, leasing and fuel costs for TTC – Conventional Services (\$10.119 million).
- Higher than budgeted net revenue from the Municipal Land Transfer Tax (\$92.122 million), Supplementary Taxes (\$15.003 million) as a result of supplementary/omits rolls being higher than originally forecast, a year-end adjustment to recognize retroactive lease payments since 2011 based on a favourable ruling in regards to 2 Bloor Street West in Facilities, Real Estate, Environment & Energy (\$14.942 million), stronger than forecast permit net revenue largely from high rise condominium applications for Toronto Building (\$11.700 million), as well as one-time unbudgeted revenues and net Pan Am Games recoveries for Toronto Police Service (\$8.363 million).
- The favourable expenditure revenue variances, as noted above, were partially offset by under-achieved in Payment in Lieu of Taxes as a result of higher than anticipated appeals and other adjustments (\$7.643 million); a delay in approval of the Toronto Hydro dividend (\$11.250 million); reduced ticket issuance by Parking Tag Enforcement & Operations reflecting higher than anticipated success of traffic initiatives and the Pan Am Games (\$10.495 million); and under-achieved utility cut repair revenues and lower than expected permit parking fees for Transportation Services (\$9.522 million).

Rate Supported Programs reported a year-end net favourable variance of \$48.863 million. Table 2 below summarizes the net variances for Rate Supported Programs:

<b>Table 2</b>	
<b>Rate Supported Variance Summary (\$ Millions)</b>	
	Year-End 2015 Over/(Under)
Solid Waste Management Services	(8.2)
Toronto Parking Authority	(3.9)
Toronto Water	(36.7)
<b>Total Variance</b>	<b>(48.9)</b>

The year-end favourable net variance of \$48.863 million was driven by the following:

- Solid Waste Management Services reported a favourable net variance of \$8.222 million at year-end, primarily due to lower processing costs resulting from lower tonnages of recyclable materials; salaries and benefits resulting from vacancies and WSIB costs of \$5.449 million; deferred advertising campaigns; and lower than planned debt service costs due to delayed issuance of debentures. These favourable variances were partially offset by under-achieved revenues due to lower than expected single and multi-resident volumes; adjusted stewardship funding for lower tonnages; lower tonnes of Green Lane waste; and lower prices for sales of recyclables.
- Toronto Parking Authority experienced higher than expected net revenue of \$3.923 million or 7.5% at year-end driven largely by higher off-street parking revenues in the downtown garages and surface carparks as a result of higher than anticipated customer volume.
- Toronto Water reported a favourable net variance of \$36.718 million as at December 31, 2015, mainly due to underspending in salaries and benefits in the amount of \$11.613 million as a result of vacancies combined with lower than anticipated demand for chemicals, electricity, professional and technical services, as well as underspending in the transfer costs of biosolids as a result of continued beneficial use for sludge. In addition, revenues exceeded budget due to higher than anticipated volume of water sold, increase in new watermain and sewer service connections, and industrial waste agreements.

Table 3 below summarizes the staff vacancy rate for the twelve months ended December 31, 2015.

<b>Table 3</b>			
<b>Summary of 2015 Approved Complement at Year-End</b>			
<b>(Includes Capital and Operating Positions)</b>			
	<b>Vacancy %</b>	<b>Budgeted Gapping %</b>	<b>Vacancy After Gapping *</b>
City Operations	5.0%	2.5%	2.5%
Agencies	4.2%	2.6%	1.6%
Corporate Accounts	3.0%	0.0%	3.0%
<b>Total Levy Operations</b>	<b>4.5%</b>	<b>2.5%</b>	<b>2.0%</b>
Rate Supported Programs	8.3%	2.3%	6.0%
<b>Grand Total</b>	<b>4.8%</b>	<b>2.5%</b>	<b>2.2%</b>

\* Vacancy % minus Budgeted Gapping % or 0% whichever is higher.

For the year-end, the City recorded a vacancy rate of 2.2% after budgeted gapping for an approved complement of 54,304.9 operating and capital positions. A more detailed analysis is provided in the Approved Complement Section of this report.

## **RECOMMENDATIONS**



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The Deputy City Manager & Chief Financial Officer recommends that:

1. City Council approve the budget adjustments detailed in Appendix E to amend the 2015 Approved Operating Budget between Programs that have no impact to the 2015 Approved Net Operating Budget.

### **Financial Impact**

Table 4 below provides a breakdown of the City's \$130.928 million favourable net variance for City Operations and Agencies for the twelve-month period ended December 31, 2015.

<b>Table 4</b>			
<b>Tax Supported Expenditure Variance (\$ Millions)</b>			
	Year-End 2015		
	Gross	Net	Alert
Citizen Centred Services "A"	(96.9)	(18.9)	Ⓞ
Citizen Centred Services "B"	(9.5)	(12.4)	Ⓞ
Internal Services	(31.9)	(18.9)	Ⓞ
City Manager	0.3	(1.4)	Ⓞ
Other City Programs	(4.2)	(1.2)	Ⓞ
Council Appointed Programs	(0.3)	(0.3)	Ⓞ
<b>Total - City Operations</b>	<b>(142.5)</b>	<b>(53.2)</b>	<b>Ⓞ</b>
<b>Total - Agencies</b>	<b>(79.7)</b>	<b>(15.9)</b>	<b>Ⓞ</b>
<b>Total - Corporate Accounts</b>	<b>(29.6)</b>	<b>(100.4)</b>	<b>Ⓞ</b>
<b>Net Expenditure Variance</b>	<b>(251.8)</b>	<b>(169.5)</b>	<b>Ⓞ</b>
<b>Council Direction/Legislative Requirements</b>		<b>38.6</b>	
<b>Surplus Available for Distribution</b>		<b>(130.9)</b>	<b>Ⓞ</b>
Alert Legend:			
<b>Year-End Net Variance</b>		<=100%	 >100%

After \$38.598 million is allocated to comply with approved Council directions and legislative requirements as outlined on pages 12 to 13, the 2015 year-end surplus available for distribution is \$130.928 million for Tax Supported Programs. The 2015 operating surplus for Tax Supported Programs represented only about 1.3% of the approved gross expenditure budget.

In accordance with the City's Surplus Management Policy:

- At least 75 percent or \$98.196 million will be allocated to the Capital Financing Reserve;
- \$32.732 million will be allocated to underfunded liabilities and/or reserve funds. Table 5a below summarizes the allocations for Tax Supported Programs.

<b>Table 5a</b>	
<b>2015 Year-End Operating Results - Tax Supported Programs &amp; Agencies</b>	
<b>(\$ Millions)</b>	
<b>Preliminary Year-End Operating Results</b>	<b>169.526</b>
<b>Council Direction/Legislative Requirements:</b>	
Toronto Centre for the Performing Arts Loan Write-Off	(10.023)
Sony Centre for the Performing Arts Loan Write-Off	(7.002)
Toronto Building - Building Code Act Service Improvement RF	(11.701)
Major Special Event RF to fund Canada 150	(4.200)
City Planning - Development Application Review RF	(4.102)
Council Transition Reserve	(0.741)
Council Furniture and Equipment Reserve Fund	(0.185)
Vehicle & Equipment Replacement - Corporate Fleet Reserve	(0.401)
Exhibition Place Conference Centre RF	(0.244)
Sub-Total	<u>(38.598)</u>
<b>Final Year-End Surplus Available for Distribution</b>	<b>130.928</b>
<b>Capital:</b>	
Capital Financing Reserve (75% Allocation of the YE Surplus Available for Distribution)	98.196
<b>Remaining Final Year-End Surplus Available for Distribution</b>	<b>32.732</b>
<b>Operating Underfunded Liabilities and/or Reserve Funds:</b>	
Employee Benefit Reserve Fund	(9.000)
Insurance Reserve Fund	(9.000)
Homes for the Aged Reserve	(2.200)
Innovation Reserve Fund - General	(1.000)
Innovation Reserve Fund - Real Estate & Facilities Restructuring	(3.850)
Police Fleet Reserve	(2.930)
Police Sick Pay Gratuity Reserve	(1.000)
Police Legal Reserve	(1.000)
Additional Major Special Event Reserve Fund	(2.500)
Arena Board Settlement of Operating Results for Year 2014	(0.174)
Association of Community Centres Settlement of Operating Results for Year 2014	(0.078)
Sub-Total	<u>(32.732)</u>
<b>Surplus Remaining/(Shortfall)</b>	<b><u><u>(0.000)</u></u></b>

The 2015 final year-end operating results for Rate Supported Operations, excluding the Toronto Parking Authority, of \$44.941 million will be allocated based on the following as shown in Table 5b below:

<b>Table 5b</b>	
<b>2015 Year-End Net Operating Results - Rate Supported Programs</b>	
<b>(\$ Millions)</b>	
<b>Toronto Water Final Year-End Surplus Available for Distribution</b>	<b>36.718</b>
Wastewater Capital Reserve Fund	(20.929)
Water Capital Reserve Fund	(15.789)
<b>Surplus Remaining/ (Shortfall)</b>	<b>0.000</b>
<b>Solid Waste Management Services Final Year-End Surplus Available for Distribution</b>	<b>8.222</b>
Waste Management Reserve Fund	(8.222)
<b>Surplus Remaining/ (Shortfall)</b>	<b>0.000</b>

## Appendices

- Appendices A, B and C attached summarize year-end results for City net expenditures, gross expenditures and revenues, respectively.
- Appendix D provides a detailed assessment of the complement and strength for the twelve months ended December 31, 2015.
- Appendix E details the in-year budget adjustments to the 2015 Approved Operating Budget.
- Appendix F provides dashboard view for each City Program and Agency with four, six, nine month operating forecasts and the year-end results in the trend analysis for the twelve months ended December 31, 2015.

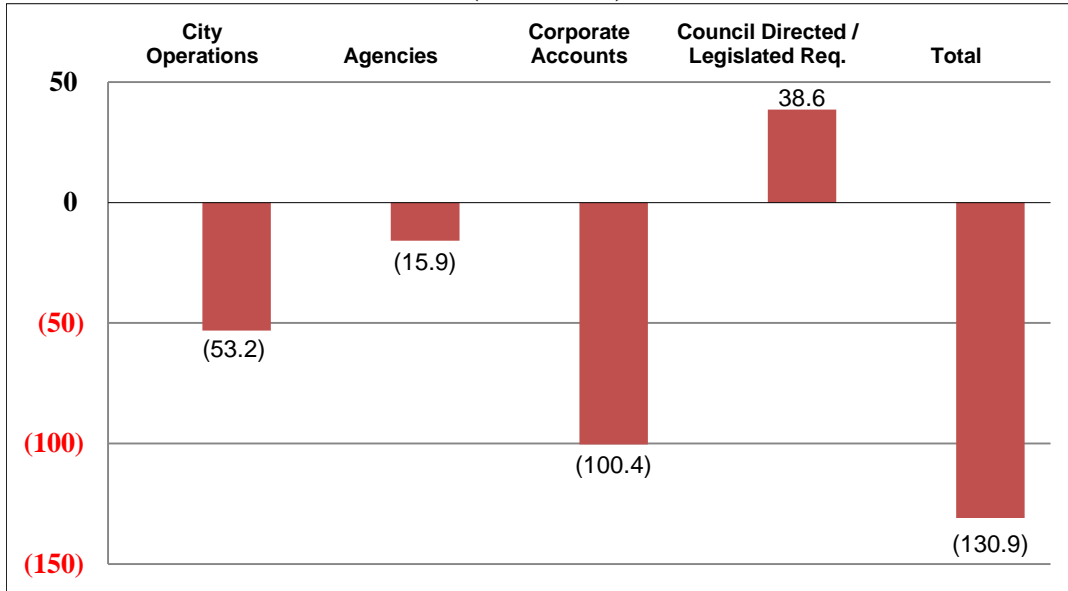
## ISSUE BACKGROUND

This report is provided pursuant to financial management best practices and budgetary control. As part of the City of Toronto's accountability framework, quarterly and year-end operating variance reports are submitted to Committees and Council, to provide information on how the approved operating funds are being spent, and on an exceptions basis, to identify issues that require direction and/or decisions from Council. In addition, Council's approval is requested for budget adjustments that amend the 2015 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management policies.

## COMMENTS

Chart 1 below shows the City's final 2015 Tax Supported operating results by major Program area. As detailed in Appendix A, a majority of City Programs and Agencies reported net favourable variances.

**Chart 1**  
**Net Tax Corporate Variance Summary (Over/Under)**  
**(\$ Millions)**



## Tax Supported Programs

### City Operations

- City Operations reported gross under-spending of \$142.460 million or 2.9% combined with lower than planned revenue of \$89.247 million or 3.1% resulted in a favourable net variance of \$53.214 million or 2.6% for the year ended December 31, 2015 primarily from the following:
  - **Facilities, Real Estate, Environment & Energy** reported a favourable net variance of \$14.942 million or 22.5% primarily driven by the receipt and recognition of one-time revenues of \$14.507 million with respect to the favourable ruling in the dispute over a long-term ground lease with Brookfield Properties Corporation for 2 Bloor Street East. The disputed lease payments had been made by Brookfield and recorded as deferred revenues pending the arbitration outcome. This positive variance will be transferred to the Innovation Reserve Fund to fund the contract extension with consultant and the establishment of a transition team as outlined in a staff report entitled "City-wide Real Estate Review" that will be presented to the Executive Committee on June 28, 2016 subject to Council approval.
  - **Toronto Employment and Social Services'** net under-spending of \$12.820 million or 8.2% was attributed to lower than planned financial employment benefits for OW clients mainly due to functionality issues with the Social Assistance Management System (SAMS) that processed client applications.



- **Toronto Building's** favourable net variance of \$11.7 million was primarily from higher than budgeted revenues of \$10.750 million driven by sustained high volume of building permit applications, in particular condominium.
- **City Planning's** favourable net variance of \$4.102 million or 26.3% was primarily due to higher revenues of \$3.617 million or 13.2% as a result of stronger than expected development applications in the Community Planning and Committee of Adjustments.
- **Municipal Licensing & Standards'** net under-spending of \$2.568 million or 12.2% below budget mainly arising from a combination of salaries and benefits savings partially offset by over-expenditures in credit card merchant fees, program advertising and contracted services for consulting costs for the User Fee Reviews, Rooming House Review and the Taxi/Uber issue. Higher than planned net revenues driven by the volume of business licenses, particularly for Toronto Taxicab Licence (TTL) and Personal Settings also contributed to the year-end surplus.
- **Long Term Care Homes and Services** experienced lower net expenditures of \$2.544 million or 5.5% below budget at year-end given the fact that provincial funding included in the 2015 Approved Operating Budget were not made available due to delays and changes to the implementation such as the Personal Support Worker (PSW) Wage Enhancement initiative. Provincial long-term care funding is highly complex and often targeted for specific initiatives. Accordingly, the Program controlled and monitored its budget to ensure that no spending occurred until anticipated provincial subsidy increases and/or adjustments were confirmed.
- The **Office of the Treasurer's** net favourable variance of \$2.050 million or 6.9% was largely the result of under-spending from vacant positions.
- The above year-end under-spending was partially offset by **Transportation Services** of \$9.522 million unfavourable net variance mainly due to under-achieved utility cut repair revenues and lower than expected permit parking fees. In addition, expenditures were higher than budget due to increased traffic signal maintenance contract costs for Ontario One Call, higher street lighting hydro and maintenance costs, as well as unanticipated additional costs related to the implementation of new traffic signalling technology.

## Agencies

City Agencies collectively contributed \$15.908 million net to the 2015 year-end positive position, primarily due to the following Agencies:

- **Toronto Transit Commission's** combined services (Conventional Services and Wheel-Trans) had a favourable net variance of \$8.040 million or 1.4% driven largely by:

- Gross under-spending of \$42.5 million or 2.2% predominantly due to under-spending in departmental non-labour expenses (\$15.4 million), Hydro & Utilities (\$7.1 million), leasing expenses (\$6.1 million), diesel fuel (\$4.5 million) in TTC's Conventional Services.
  - This gross under-spending, however, was partially offset by under-achieved passenger revenues of \$32.4 million or 2.7% stemming from the negative impact of severe cold temperatures and snow, ongoing planned system closures, labour disruptions at two universities in addition to the March 1 fare increases as well as the lower average fare in TTC's Conventional Services. Overall, the number of customer journeys for the year was 538 million which fell 7 million or 1.3% below the ridership target of 545 million.
  - Wheels-Tran reported an unfavourable net expenditure variance of \$2.1 million or 1.9% above the planned budget largely driven by the unprecedented growth in ridership experienced during 2015. An additional 289,000 customer journeys were taken and this was in part due to more resources added to the Reservations area which had effectively reduced the call abandonment rates and allowed for the accommodation of more trip requests than originally contemplated.
- **Toronto Police Service** realized net variance of \$8.363 million or 0.9% of budgeted expenditures for the year ended December 31, 2015. Net expenditures were lower than budget primarily due to lower than planned Pan Am expenditures, as well as the steps taken to reduce planned hiring earlier in the year to mitigate budget pressures.

## Corporate Accounts

Corporate Accounts' net favourable variance of \$100.404 million for the year ended December 31, 2015 was attributed to the following:

- **Capital and Corporate Financing** was under-spent with a favourable variance of \$3.229 million or 0.5% due to a higher than expected collection of recoverable debt. This favourable variance was slightly offset by the additional interest and cost (commission and legal expenses) of issuing \$100 million more debt than forecasted to take advantage of the lower than budgeted interest rates.
- **Non-Program Expenditures** were under-spent by \$12.597 million or 2.9% at year-end. The key contributors to the favourable variance included the following:
  - Favourable expenditure of \$2.699 million including savings from higher than budgeted attrition and reduced overtime costs due to enforcement officers being deployed to Pan Am Games and payments to the Province below target due to lower ticket issuance by Parking Tag Enforcement and Operations.
  - Lower than expected uptake of the Heritage Property Tax program resulting in a favourable net variance of \$1.156 million. This variance was comprised of adjustments to tax years 2008 to 2009 (\$0.6 M), to 2012 (\$0.1 M) and to 2015 (\$0.5 M).

- Under-spending of \$5.0 million in various Other Corporate Expenditure accounts.
  - Lower provision for certain contingencies.
- **Non-Program Revenues** were \$84.578 million or 7.6% higher than budgeted. The positive year-end net revenue variance was attributed to the following:
    - Higher than planned revenue from the Municipal Land Transfer Tax by \$92.122 million or 23.9% due to higher property sales and values during 2015.
    - Supplementary Taxes exceeded the budgeted revenues by \$15.0 million because the number of properties/assessed values being included in the omitted/supplementary rolls generated more than revenues than anticipated.
    - Over-achieved in Parking Authority Revenues in the amount of \$3.869 million largely from higher off-street parking demand for garages in downtown areas.

The favourable year-end Non-Program revenues, as noted above, were partially offset by:

- A delay in the approval of the Toronto Hydro special dividend in the amount of \$11.250 million by the Toronto Hydro Board of Directors.
- Lower parking ticket issuance than budgeted by 166,535 tickets in 2015 due to both higher than anticipated success of traffic initiatives and the Pan Am Games, thus resulting in a shortfall of \$10.495 million net revenues from Parking Tag Enforcement & Operations.
- A decline in Payments in Lieu of Taxes revenue of \$7.643 million as a result of higher than anticipated appeals and other adjustments.

## Rate Supported Programs

Rate Supported Programs were under-spent by \$48.863 million when compared to budgeted net expenditures for the twelve-month period ended December 31, 2015.

- **Solid Waste Management Services (SWMS)** reported a favourable year-end net variance of \$8.222 million at year-end. Gross expenditures were under-spent by \$11.300 million or 3.0% comprised of the following under-expenditures:
  - Processing costs due to lower tonnages of recyclable materials, organics, durable goods and yard waste;
  - Salaries and benefits due to vacancies and lower than planned WSIB costs;
  - Savings from capital financing due to delayed issuance of debt and scheduling of debt charges; and
  - Communication costs due to deferred advertising campaigns.

The above favourable variances, however, were partially offset by over-expenditures in the following activities:

- Collection contracts attributable to higher waste tonnages and higher mattress collection costs;
- Higher tonnages for Toronto waste disposal at Green Lane landfill;
- Municipal Hazardous and Special Waste (MHSW) processing contract incurred higher cost due to more units processed; and
- Higher maintenance and repair costs for fleet vehicles in 2015.

Year-end revenues were \$3.077 million or 0.8% below budget mainly due to lower single and multi-residential volume, adjusted stewardship funding for lower tonnages, lower tonnes of Green Lane waste as well as lower prices for sales of recyclable materials. This was partially offset by additional revenue mainly from tipping fees for high tonnes at Transfer Stations, increased drop and load services, processing residual waste from contractors as well as increased tonnage revenue for City waste at Green Lane.

The surplus of \$8.222 million has been transferred to the Waste Management Reserve Fund to support the SWMS Capital program.

- **Toronto Parking Authority (TPA)** experienced higher than expected net revenue of \$3.923 million or 7.5% at year-end driven largely by higher off-street parking revenues in the downtown garages and surface carparks as a result of higher than anticipated customer volume. Expenditures were lower than planned particularly in utility and snow removal costs due to warmer temperatures, as well as maintenance costs as a result of a deferral of maintenance work for Nathan Phillips Square Carpark and 40 York Street Carpark, and on-street mobile signs refurbishment. TPA recorded net revenues of \$56.168 million for 2015.
- **Toronto Water** reported a favourable net variance of \$36.718 million as at December 31, 2015. Gross expenditures were under-spent by \$23.748 million or 2.2% largely due to underspending in salaries and benefits as a result of vacancies, lower biosolids haulage costs through continued beneficial use for sludge, lower than anticipated demand for usage of chemicals and other costs including utility, professional and technical services. Reported revenues exceeded budget by \$12.971 million or 1.2% due to higher than anticipated volume of water sold, recoveries for new watermain and sewer services connections, and revenues from industrial waste agreements.

## **Allocation of 2015 Surplus – Tax Supported Operations**

The 2015 preliminary year-end operating results for Tax Supported Operations is adjusted for the following Council directives, approved allocation items (i.e. self-sustaining programs), and other legislative requirements:

- a) Adjustments of City Loans to Two Civic Theatres:  
At its meeting on November 3, 2015, Council approved a report entitled "*EX9.10 Adjustments to Various Direct City Loans*" that authorizes a write-off of the capital loans to the Sony Centre for the Performing Arts in the amount of \$7.002

million and to the Toronto Centre for the Performing Arts in the amount of \$10.023 million due to the fact that collections on the theatre loans are unlikely under current and future operating plans. The combined write-off represents a loss to the City of \$17.025 million in expected loan repayments. Funding for this write-off will be provided from the 2015 operating surplus as approved by Council.

- b) **Building Code Act Service Improvement Reserve Fund:**  
In compliance with Section 7 of the Building Code Act, the net operating favourable variance of \$11.701 million for Toronto Building operations must be contributed to the Building Code Act Service Improvement Reserve Fund. Section 7 of the Act stipulates that the total amount of authorized fees collected must not exceed the anticipated reasonable costs to administer and enforce this Act. It also requires the establishment of an obligatory reserve fund to manage fluctuations in volumes of permit activity and allow for investments in service delivery improvements to meet new legislative requirements of the Act regarding the collection of permit fees, expenditures and related reporting requirements.
- c) **Major Special Event Reserve Fund:**  
2017 will be an important milestone in our nation's history as Canada will mark the 150<sup>th</sup> anniversary of Confederation. Toronto will prepare detailed plans and initiatives as Canada's largest and most diverse city. In accordance with a staff report entitled "*Canada150 – Planning for 2017*" adopted by Council at its meeting of December 9 and 10, 2015, City Council directed \$1.50 per capita or \$4.2 million contribution from the 2015 operating surplus towards the Major Special Event Reserve Fund to fund the celebration of Canada's 150<sup>th</sup> birthday.
- d) **Development Application Review Reserve Fund:**  
City Council established the discretionary Development Application Review Reserve Fund to ensure that funds received in the current year but not applied would be available in future years to fund work required to deliver the development review process. In accordance with City Council's direction, City Planning's operating surplus of \$4.102 million from the development review services (Community Planning and Committee Adjustment) will be transferred to the Development Application Review Reserve Fund.
- e) **Council Transition Reserve & Council Furniture and Equipment Reserve Fund:**  
City Council, at its meeting of July 11, 2012, directed that any favourable variances of City Council's annual Operating Budget be contributed to the Council Transition Reserve and the Council Furniture and Equipment Reserve Fund. In accordance with Council's direction, City Council's operating budget surplus of \$0.926 million will be transferred to the Council Transition Reserve (\$0.741 million) and the Council Furniture and Equipment Reserve Fund (\$0.185 million).

- f) **Vehicle and Equipment Replacement – Corporate Fleet Reserve:**  
As part of the 2013 Approved Operating Budget for Fleet Services, City Council authorized the Deputy City Manager & Chief Financial Officer to apply savings realized from fluctuations in fuel prices annually to either the Corporate Vehicle Reserve or the Commodity Price Stabilization Reserve, as deemed appropriate. In compliance with City Council's direction, Fleet Services net operating surplus of \$0.401 million will be transferred to the Vehicle and Equipment Replacement – Corporate Fleet Reserve.
- g) **Exhibition Place Conference Centre Reserve Fund:**  
The 2015 Exhibition Place actuals of \$0.244 million will be contributed to the Exhibition Place Conference Centre Reserve Fund in accordance with a staff report entitled "*Exhibition Place – Disposal of Contaminated Soil on Hotel Site*" adopted by Council at its meeting of October 8, 2013. This report authorized Exhibition Place to borrow up to \$2.6 million from the Exhibition Place Conference Centre Reserve Fund for the purpose of disposing of contaminated soil and repay the Reserve Fund with any operating surpluses commencing in 2014 and future years.

### **Allocation of the 2015 Final Year-End Surplus Available for Distribution**

In accordance with the City's Surplus Management Policy, \$98.196 million or 75% of the 2015 final year-end surplus available for distribution will be allocated to the Capital Financing Reserve to fund the 2016 - 2025 Approved Capital Plan.

### **Operating Allocation – Underfunded Liabilities and/or Reserve Funds**

The remaining \$32.732 million of the 2015 final year-end surplus available for distribution will be allocated to the following underfunded liabilities and/or reserve funds:

- a) **Employee Benefits Reserve Fund:**  
In order to mitigate future funding pressures for employee and retiree benefit costs, \$9.000 million of the operating surplus will be allocated to the Employee Benefit Reserve Fund. This contribution strategy avoided an expenditure increase which resulted in a lower or reduced tax impact to benefit taxpayers in 2016.
- b) **Insurance Reserve Fund:**  
The Insurance Reserve Fund year-end balance for 2015 was \$23.896 million. Insurance and claims costs fluctuate based on insurance market conditions, asset values and claims experience. In recent years, costs have been risen significantly. The historic target for this account is to maintain a balance of \$35.0 million (7 events of \$5.0 million each). To lessen the pressure of anticipated insurance liabilities on future operating budgets and to close the gap on the target balance,

- \$9.000 million of the operating surplus will be transferred to the Insurance Reserve Fund.
- c) Homes for the Aged Reserve:  
Long-Term Care Homes & Services received one-time provincial funding of \$2.200 million which will be transferred to its capital reserve fund for future capital projects.
- d) Innovation Reserve Fund - General:  
To ensure adequate funding for future efficiency studies and in particular, to continue work on Shared Services Review and implementation as well as other key initiatives, \$1.000 million of the operating surplus will be transferred to the Innovation Reserve Fund.
- e) Innovation Reserve Fund – Proposed Real Estate and Facilities Restructuring:  
To further Council direction to the City Manager to undertake a City-wide Real Estate Review that was approved at its meeting on May 5 and 6, 2015, \$3.850 million of the operating surplus will be transferred to the Innovation Reserve Fund to fund the extension of a contract with Deloitte to assist with the review and establish a transition team. A staff report entitled "*City-Wide Real Estate Review*" prepared by the City Manager will be presented to the Executive Committee on June 28, 2016 for Council approval. The report will provide an objective assessment of the City's real estate services delivery model across applicable Programs, Agencies, and Corporations, and outline the City Manager's advice to Council related to the opportunities identified through the real estate review process.
- f) Toronto Police Service:  
The Toronto Police Service operating surplus was \$8.636 million for 2015 year-end. During the 2016 Operating Budget process, the Toronto Police Service had originally intended to increase its reserve contribution budgets for several reserves in order to provide a sustainable funding source to meet current and future obligations and requirements. However, due to current fiscal pressures, this did not occur. To help mitigate the pressures of the reserves, a total of \$4.930 million will be transferred from the operating surplus to the following reserves:
- Police Fleet Reserve - \$2.930 million
  - Police Sick Pay Gratuity Reserve - \$1.000 million
  - Police Legal Reserve - \$1.000 million
- g) Additional Major Special Event Reserve Fund:  
To provide \$2.500 million for the Major Special Event Reserve Fund for future allocation by Council to support important Special Events which are highly ranked according to the City's Bidding and Hosting Strategy for Significant Special Events Criteria.

- h) **Arena Boards Settlement of Operating Results for 2014:**  
The *Arena Boards of Management 2014 Operating Surpluses / Deficits Settlement* report is being considered by Budget Committee at the same meeting on June 22, 2016. The combined audited 2014 operating deficit for the Arena Boards is \$183,334, of which \$106,437 provision has been set aside on the basis of unaudited results in the 2014 year-end Operating Variance. The final 2013 settlement which was forwarded to the 2014 year-end adds \$97,487, thus resulting in a current required provision of \$174,384.
- i) **Association of Community Centres Settlement of Operating Results for 2014:**  
City Council at its meeting of December 9, 2015 adopted a report entitled "Association of Community Centres Settlement of Operating Results for Year 2014". The net operating expenditures payable to Community Centres of \$77,829 primarily related to unbudgeted salary and benefits and expenditures for external services such as elevator repairs.

## **Allocation of Surplus – Rate Supported Operations**

The 2015 year-end operating results for Rate Supported Operations, excluding the Toronto Parking Authority, of \$44.941 million will be allocated based on the following:

### Toronto Water

Toronto's Water's operating surplus of \$36.718 million will be transferred to the Capital Reserve Funds for Water (43%) and Wastewater (57%). The Water and Wastewater Capital Reserve Funds are used to fund the future capital program.

### Solid Waste Management Services

Solid Waste Management Services' operating surplus of \$8.222 million will be transferred to the Waste Management Reserve Fund. Solid Waste Management Services utilizes this Reserve Fund to finance capital projects which include waste diversion initiatives. This Reserve Fund also provides a contingency for operating program stabilization, as required.

## **Approved Complement**

Table 6 provides the approved complement and strength as at December 31, 2015. The City reported a strength of 51,717.2 operating and capital positions representing a vacancy rate, after approved gapping, of 2.2%. Appendix D provides a detailed assessment of the approved complement and strength for the twelve months ended December 31, 2015.



<b>Table 6</b>					
<b>Summary of Approved Complement</b>					
<b>(Includes Capital and Operating Positions)</b>					
Program/Agency	Year-End 2015				
	Approved Complement	Strength	Vacancies	Vacancy %	Vacancy % After Gapping
Citizen Centred Services "A"	12,689.2	12,257.4	(431.8)	3.4%	1.5%
Citizen Centred Services "B"	6,286.1	6,014.9	(271.2)	4.3%	1.1%
Internal Services	3,047.6	2,679.5	(368.1)	12.1%	4.4%
City Manager's Office	445.5	410.0	(35.5)	8.0%	0.0%
Other City Programs	912.8	861.2	(51.7)	5.7%	3.2%
Accountability Offices	52.8	49.0	(3.8)	7.2%	6.7%
<b>Total City Operations</b>	<b>23,434.0</b>	<b>22,272.0</b>	<b>(1,162.1)</b>	<b>5.0%</b>	<b>2.5%</b>
Agencies	27,307.1	26,155.8	(1,151.3)	4.2%	1.6%
Corporate Accounts	394.0	382.0	(12.0)	3.0%	3.0%
<b>Total Levy Operations</b>	<b>51,135.1</b>	<b>48,809.8</b>	<b>(2,325.3)</b>	<b>4.5%</b>	<b>2.0%</b>
Rate Supported Programs	3,169.8	2,907.4	(262.4)	8.3%	6.0%
<b>Grand Total</b>	<b>54,304.9</b>	<b>51,717.2</b>	<b>(2,587.7)</b>	<b>4.8%</b>	<b>2.2%</b>

### City Operations

- As indicated in Table 6 above, City Operations collectively reported a strength of 22,272.0 positions, which was 1,162.1 positions below the complement of 23,434.0 positions for the twelve months ended December 31, 2015. The vacancy rate, after approved gapping, was 2.5%. Key Program areas which contributed to the vacancies included Parks, Forestry and Recreation, Information and Technology followed by Transportation Services.

### Agencies

- As of December 31, 2015, the combined strength reported by Agencies was 26,155.8 positions which was 785.1 positions below the approved complement of 27,307.1 positions representing a vacancy rate, after approved gapping, of 1.6%. The TTC – Conventional Service, Toronto Police Service, and Toronto Public Health were major contributors to the vacancies at year-end.

### Rate Supported Programs

- Rate Supported Programs reported a strength of 2,907.4 positions, representing 262.4 positions under the approved complement of 3,169.8 positions, as of December 31, 2015. The vacancy rate, after approved gapping, was 6.0%. Both Toronto Water and Solid Waste Management Services experienced a number of vacancies for the time period.

## **Budget Adjustments**

City Council approval is required for budget adjustments detailed in Appendix E with no impact to the 2015 Approved Net Operating Budget. The budget adjustments are outlined below:

### *Toronto Pooling Compensation Grant Revenue:*

Consistent with Council adopted the 2016 Operating Budget, the 2015 budget and actuals for Shelter Support and Housing Administration (SSHA), Toronto Employment and Social Services (TESS), and Non-Program Revenues require budget adjustments to reflect the loss of Toronto Pooling Compensation grant revenue.

This report recommends City Council approve the reclassification of \$37.979 million revenue and net and \$5.000 million revenue and net from the 2015 Approved Operating Budgets for SSHA and TESS respectively. This will be reallocated to the 2015 Approved Operating Budget for Non-Program Revenues to better reflect the permanent loss in provincial funding being phased out over a period of 3 years (2014 - 2016). The net impact to the City's 2015 Approved Operating Budget is zero resulting from these reclassification.

## **Utility Costs**

- As at December 31, 2015, Tax and Rate Supported Operations, including Agencies, reported actual utility costs of \$202.293 million resulting in under-expenditure of \$2.785 million or 1.4% compared to budget mainly in Exhibition Place, Toronto Transit Commission and Toronto Water.
- However, City Programs overall reported higher than budgeted utility costs, most notably Transportation Services due to higher than budgeted for street lighting hydro costs, and Facilities, Real Estate, Environment & Energy due to increases in steam and natural gas usage driven by extreme winter weather during the first four months of 2015, coupled with increases in Hydro usage during the summer months and increased usage of utilities overall due to growth.

## **Consulting Costs**

- As at December 31, 2015, Tax and Rate Supported Operations, including Agencies, reported actual consulting costs of \$3.686 million resulting in under-spending of \$0.383 million or 9.4% of \$4.069 million in planned expenditures. The under-expenditures were mainly driven by Agencies including Toronto Police Service, Police Services Board, and Theatres.

## New Dashboard Format

The quarterly operating variance reports for 2015 have been restructured to a dashboard format. The dashboards, set out in Appendix F, provide greater transparency and insight into the financial performance of all City Programs and Agencies, greater accountability with better performance measurement and monitoring to ensure Programs and Agencies are meeting targets, and improved information to enable Councillors to make informed decisions based on easy to understand results.

In the dashboards, the "trend" symbols indicate whether the variance is either "over", "under" or "on budget" for reported and projected gross, revenue and net variances and are measured by dollar amounts. The "alert" indicators with Green or Red colours are measured by percentage with the criteria based on the following net budget variances for City Programs and Agencies:

### Year-End Results

Green – On Budget or Less than 100% Budget Spent  
Red – More than 100% Budget Spent

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## SIGNATURE

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Roberto Rossini  
Deputy City Manager & Chief Financial Officer

## ATTACHMENTS

Appendix A – City of Toronto Net Expenditures for Twelve Months Ended Dec 31, 2015  
Appendix B – City of Toronto Gross Expenditures for Twelve Months Ended Dec 31, 2015  
Appendix C – City of Toronto Revenues for Twelve Months Ended Dec 31, 2015  
Appendix D – City of Toronto Complement for Twelve Months Ended Dec 31, 2015  
Appendix E – City of Toronto Budget Adjustments for Twelve Months Ended Dec 31, 2015  
Appendix F – City of Toronto City Operating Dashboards for City Programs & Agencies

**CITY OF TORONTO**  
**CONSOLIDATED NET EXPENDITURES VARIANCE**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2015**  
**(\$000s)**

	December 31, 2015			
	Year-End		Actual vs Budget	
	Budget	Actual	Over / (Under)	%
<b>Citizen Centred Services "A"</b>				
Affordable Housing Office	1,194.0	1,194.0	0.0	0.0%
Children's Services	76,762.0	76,762.1	0.0	0.0%
Court Services	(5,052.6)	(5,381.4)	(328.8)	6.5%
Economic Development & Culture	53,908.9	53,944.2	35.3	0.1%
Toronto Paramedic Services	74,696.6	73,150.2	(1,546.4)	-2.1%
Long Term Care Homes and Services	46,196.0	43,651.6	(2,544.4)	-5.5%
Parks, Forestry & Recreation	308,209.7	306,566.4	(1,643.3)	-0.5%
Shelter, Support & Housing Administration	321,482.9	321,482.9	0.0	0.0%
Social Development, Finance & Administration	30,962.2	30,865.5	(96.7)	-0.3%
Toronto Employment & Social Services	156,429.2	143,609.7	(12,819.6)	-8.2%
Sub-Total Citizen Centred Services "A"	1,064,788.8	1,045,845.0	(18,943.7)	-1.8%
<b>Citizen Centred Services "B"</b>				
City Planning	15,598.9	11,496.8	(4,102.1)	-26.3%
Fire Services	415,888.5	414,514.0	(1,374.5)	-0.3%
Municipal Licensing & Standards	21,039.2	18,471.7	(2,567.5)	-12.2%
Policy, Planning, Finance and Administration	9,742.7	8,779.0	(963.6)	-9.9%
Engineering and Construction Services	7,545.0	6,301.0	(1,244.0)	-16.5%
Toronto Building	(10,754.5)	(22,455.0)	(11,700.5)	108.8%
Transportation Services	207,516.9	217,039.2	9,522.3	4.6%
Sub-Total Citizen Centred Services "B"	666,576.7	654,146.8	(12,429.9)	-1.9%
<b>Internal Services</b>				
Office of the Chief Financial Officer	9,777.9	8,950.0	(827.9)	-8.5%
Office of the Treasurer	29,927.6	27,877.6	(2,050.1)	-6.9%
Facilities, Real Estate, Environment & Energy	66,317.4	51,375.5	(14,941.9)	-22.5%
Fleet Services	0.0	(401.3)	(401.3)	n/a
Information & Technology	72,298.7	72,124.7	(174.1)	-0.2%
311 Toronto	9,248.6	8,717.7	(530.9)	-5.7%
Sub-Total Internal Services	187,570.2	168,644.1	(18,926.1)	-10.1%
<b>City Manager</b>				
City Manager's Office	47,381.5	45,964.2	(1,417.4)	-3.0%
Sub-Total City Manager	47,381.5	45,964.2	(1,417.4)	-3.0%
<b>Other City Programs</b>				
City Clerk's Office	31,843.3	32,031.8	188.5	0.6%
Legal Services	20,306.7	19,909.8	(396.9)	-2.0%
Mayor's Office	2,297.1	2,207.3	(89.8)	-3.9%
City Council	20,692.6	19,766.7	(925.9)	-4.5%
Sub-Total Other City Programs	75,139.7	73,915.6	(1,224.1)	-1.6%
<b>Accountability Offices</b>				
Auditor General's Office	4,717.3	4,597.5	(119.8)	-2.5%
Integrity Commissioner's Office	427.8	364.7	(63.0)	-14.7%
Lobbyist Registrar's Office	1,124.1	1,052.1	(72.0)	-6.4%
Ombudsman's Office	1,755.4	1,737.8	(17.6)	-1.0%
Sub-Total Council Appointed Programs	8,024.6	7,752.1	(272.5)	-3.4%
<b>TOTAL - CITY OPERATIONS</b>	<b>2,049,481.5</b>	<b>1,996,267.8</b>	<b>(53,213.7)</b>	<b>-2.6%</b>

**CITY OF TORONTO**  
**CONSOLIDATED NET EXPENDITURES VARIANCE**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2015**  
**(\$000s)**

	December 31, 2015			
	Year-End		Actual vs Budget	
	Budget	Actual	Over / (Under)	%
<b>Agencies</b>				
Toronto Public Health	56,927.5	56,887.4	(40.0)	-0.1%
Toronto Public Library	172,192.2	172,178.7	(13.5)	0.0%
Association of Community Centres	7,476.8	7,506.2	29.3	0.4%
Exhibition Place	(252.3)	(496.0)	(243.7)	96.6%
Heritage Toronto	312.0	312.0	0.0	0.0%
Theatres	5,345.3	5,243.3	(102.0)	-1.9%
Toronto Zoo	11,739.0	12,842.3	1,103.3	9.4%
Arena Boards of Management	(6.8)	(44.6)	(37.8)	555.9%
Yonge Dundas Square	393.3	302.1	(91.2)	-23.2%
Toronto & Region Conservation Authority	3,456.0	3,456.0	0.0	0.0%
Toronto Transit Commission - Conventional	473,730.8	463,611.9	(10,118.9)	-2.1%
Toronto Transit Commission - Wheel Trans	108,798.8	110,877.6	2,078.8	1.9%
Toronto Police Service	979,662.9	971,300.2	(8,362.7)	-0.9%
Toronto Police Services Board	2,365.8	2,255.8	(110.0)	-4.6%
<b>TOTAL - AGENCIES</b>	<b>1,822,141.3</b>	<b>1,806,232.9</b>	<b>(15,908.4)</b>	<b>-0.9%</b>
<b>Corporate Accounts</b>				
Capital & Corporate Financing	643,126.1	639,896.9	(3,229.2)	-0.5%
<b>Non-Program Expenditures</b>				
- Tax Deficiencies/Write-offs	47,000.0	47,000.0	0.0	0.0%
- Assessment Function (MPAC)	40,210.4	39,949.7	(260.7)	-0.6%
- Funding of Employee Related Liabilities	65,904.7	65,867.2	(37.4)	-0.1%
- Other Corporate Expenditures	32,585.2	24,681.1	(7,904.1)	-24.3%
- Insurance Premiums & Claims	300.0	300.0	0.0	0.0%
- Parking Tag Enforcement & Oper.	64,219.4	61,520.0	(2,699.4)	-4.2%
- Programs Funded from Reserve Funds	0.0	48.2	48.2	n/a
- Vacancy Rebate Program	23,000.0	22,413.3	(586.7)	-2.6%
- Heritage Property Taxes Rebate	2,000.0	843.5	(1,156.5)	-57.8%
- Tax Rebates for Registered Charities	0.0	0.0	0.0	n/a
- Solid Waste Management Rebates	163,491.9	163,491.9	0.0	0.0%
- Pandemic Influenza Stockpiling	1,030.0	1,030.0	0.0	0.0%
Non-Program Expenditures	439,741.6	427,145.0	(12,596.6)	-2.9%
<b>Non-Program Revenue</b>				
- Payments in Lieu of Taxes	(97,525.2)	(89,882.3)	7,643.0	-7.8%
- Supplementary Taxes	(35,000.0)	(50,002.5)	(15,002.5)	42.9%
- Tax Penalties	(29,000.0)	(30,850.2)	(1,850.2)	6.4%
- Interest/Investment Earnings	(124,254.5)	(124,236.8)	17.7	0.0%
- Other Corporate Revenues	(64,535.4)	(64,765.9)	(230.5)	0.4%
- Toronto Hydro Revenues	(67,500.0)	(56,250.0)	11,250.0	-16.7%
- Provincial Revenue	(91,600.0)	(91,600.0)	0.0	0.0%
- Municipal Land Transfer Tax	(385,000.0)	(477,121.7)	(92,121.7)	23.9%
- Third Party Sign Tax	(10,860.6)	(9,745.6)	1,115.0	-10.3%
- Parking Authority Revenues	(41,786.8)	(45,655.4)	(3,868.6)	9.3%
- Administrative Support Recoveries - Water	(18,973.0)	(18,973.0)	0.0	0.0%
- Administrative Support Recoveries - Health & EMS	(16,326.7)	(16,326.7)	0.0	0.0%
- Parking Tag Enforcement & Oper.	(95,270.0)	(84,774.7)	10,495.3	-11.0%
- Other Tax Revenues	(13,222.9)	(14,074.7)	(851.8)	6.4%
- Woodbine Slots	(15,000.0)	(16,173.6)	(1,173.6)	7.8%
Non-Program Revenues	(1,105,855.2)	(1,190,433.2)	(84,578.1)	7.6%
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>(22,987.5)</b>	<b>(123,391.4)</b>	<b>(100,403.9)</b>	<b>436.8%</b>
<b>NET OPERATING TAX LEVY</b>	<b>3,848,635.4</b>	<b>3,679,109.3</b>	<b>(169,526.1)</b>	<b>-4.4%</b>
<b>COUNCIL DIRECTION/LEGISLATIVE REQUIREMENTS</b>	<b>0.0</b>	<b>38,598.3</b>	<b>38,598.3</b>	<b>1.0%</b>
<b>SURPLUS AVAILABLE FOR DISTRIBUTION</b>	<b>3,848,635.4</b>	<b>3,717,707.6</b>	<b>(130,927.8)</b>	<b>-3.4%</b>
<b>NON LEVY OPERATIONS</b>				
Solid Waste Management Services	(0.0)	(8,222.1)	(8,222.1)	n/a
Toronto Parking Authority	(52,245.7)	(56,168.4)	(3,922.7)	7.5%
Toronto Water	0.0	(36,718.4)	(36,718.4)	n/a
<b>NON LEVY OPERATING NET EXPENDITURES</b>	<b>(52,245.7)</b>	<b>(101,108.9)</b>	<b>(48,863.2)</b>	<b>n/a</b>

**CITY OF TORONTO**  
**CONSOLIDATED GROSS EXPENDITURES VARIANCE**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2015**  
(\$000s)

	December 31, 2015			
	Year-End		Actual vs Budget	
	Budget	Actual	Over / (Under)	%
<b>Citizen Centred Services "A"</b>				
Affordable Housing Office	2,763.5	2,689.0	(74.4)	-2.7%
Children's Services	452,480.2	442,354.2	(10,126.0)	-2.2%
Court Services	49,531.1	44,625.8	(4,905.3)	-9.9%
Economic Development & Culture	78,088.1	78,083.6	(4.5)	0.0%
Toronto Paramedic Services	198,109.0	195,405.9	(2,703.1)	-1.4%
Long Term Care Homes & Services	242,138.6	233,916.6	(8,222.0)	-3.4%
Parks, Forestry & Recreation	438,199.6	437,093.1	(1,106.5)	-0.3%
Shelter, Support & Housing Administration	662,409.3	658,683.5	(3,725.8)	-0.6%
Social Development, Finance & Administration	49,007.7	40,889.6	(8,118.2)	-16.6%
Toronto Employment & Social Services	1,113,252.9	1,055,338.3	(57,914.6)	-5.2%
Sub-Total Citizen Centred Services "A"	3,285,980.0	3,189,079.5	(96,900.5)	-2.9%
<b>Citizen Centred Services "B"</b>				
City Planning	43,076.1	42,590.8	(485.3)	-1.1%
Fire Services	432,888.7	431,385.5	(1,503.2)	-0.3%
Municipal Licensing & Standards	50,858.5	48,616.1	(2,242.3)	-4.4%
Policy, Planning, Finance and Administration	21,957.0	19,812.2	(2,144.8)	-9.8%
Engineering and Construction Services	66,839.0	62,329.2	(4,509.8)	-6.7%
Toronto Buildings	50,445.3	49,495.0	(950.4)	-1.9%
Transportation Services	350,356.5	352,660.8	2,304.2	0.7%
Sub-Total Citizen Centred Services "B"	1,016,421.1	1,006,889.4	(9,531.6)	-0.9%
<b>Internal Services</b>				
Office of the Chief Financial Officer	16,558.6	15,203.9	(1,354.7)	-8.2%
Office of the Treasurer	76,837.6	69,370.4	(7,467.2)	-9.7%
Facilities, Real Estate, Environment & Energy	189,876.4	183,574.4	(6,302.0)	-3.3%
Fleet Services	50,709.0	53,115.9	2,406.9	4.7%
Information & Technology	121,541.0	104,282.2	(17,258.8)	-14.2%
311 Toronto	17,092.7	15,201.4	(1,891.3)	-11.1%
Sub-Total Internal Services	472,615.3	440,748.2	(31,867.1)	-6.7%
<b>City Manager</b>				
City Manager's Office	55,757.2	56,072.1	314.9	0.6%
Sub-Total City Manager	55,757.2	56,072.1	314.9	0.6%
<b>Other City Programs</b>				
City Clerk's Office	49,258.5	49,262.4	3.8	0.0%
Legal Services	49,567.9	46,280.2	(3,287.7)	-6.6%
Mayor's Office	2,297.1	2,207.3	(89.8)	-3.9%
City Council	20,822.6	19,992.5	(830.1)	-4.0%
Sub-Total Other City Programs	121,946.2	117,742.3	(4,203.8)	-3.4%
<b>Accountability Offices</b>				
Auditor General's Office	4,717.3	4,597.6	(119.8)	-2.5%
Integrity Commissioner's Office	427.8	364.7	(63.0)	-14.7%
Lobbyist Registrar's Office	1,124.1	1,052.1	(72.0)	-6.4%
Ombudsman's Office	1,755.4	1,737.9	(17.5)	-1.0%
Sub-Total Council Appointed Programs	8,024.6	7,752.3	(272.3)	-3.4%
<b>TOTAL - CITY OPERATIONS</b>	<b>4,960,744.3</b>	<b>4,818,283.9</b>	<b>(142,460.4)</b>	<b>-2.9%</b>

**CITY OF TORONTO**  
**CONSOLIDATED GROSS EXPENDITURES VARIANCE**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2015**  
**(\$'000s)**

	December 31, 2015			
	Year-End		Actual vs Budget	
	Budget	Actual	Over / (Under)	%
<b>Agencies</b>				
Toronto Public Health	253,979.5	252,182.5	(1,796.9)	-0.7%
Toronto Public Library	188,708.3	190,756.7	2,048.4	1.1%
Association of Community Centres	7,900.1	7,989.3	89.3	1.1%
Exhibition Place	38,178.6	37,944.0	(234.6)	-0.6%
Heritage Toronto	761.5	730.4	(31.1)	-4.1%
Theatres	23,323.7	21,735.7	(1,588.0)	-6.8%
Toronto Zoo	50,594.1	46,836.4	(3,757.7)	-7.4%
Arena Boards of Management	8,400.4	8,236.9	(163.5)	-1.9%
Yonge Dundas Square	2,265.9	2,589.3	323.4	14.3%
Toronto & Region Conservation Authority	40,187.0	40,283.8	96.8	0.2%
Toronto Transit Commission - Conventional	1,693,820.3	1,651,284.7	(42,535.6)	-2.5%
Toronto Transit Commission - Wheel Trans	115,313.1	117,686.5	2,373.4	2.1%
Toronto Police Service	1,168,685.1	1,134,597.1	(34,088.0)	-2.9%
Toronto Police Services Board	3,115.8	2,716.1	(399.7)	-12.8%
<b>TOTAL - AGENCIES</b>	<b>3,595,233.3</b>	<b>3,515,569.5</b>	<b>(79,663.9)</b>	<b>-2.2%</b>
<b>Corporate Accounts</b>				
Capital & Corporate Financing	701,532.0	702,827.1	1,295.1	0.2%
<b>Non-Program Expenditures</b>				
- Tax Deficiencies/Write-offs	79,204.0	50,594.7	(28,609.4)	-36.1%
- Assessment Function (MPAC)	40,210.4	39,949.7	(260.7)	-0.6%
- Funding of Employee Related Liabilities	65,904.7	65,867.2	(37.4)	-0.1%
- Other Corporate Expenditures	38,033.7	29,773.7	(8,260.0)	-21.7%
- Insurance Premiums & Claims	300.0	300.0	0.0	0.0%
- Parking Tag Enforcement & Oper.	64,219.4	61,520.0	(2,699.4)	-4.2%
- Programs Funded from Reserve Funds	124,262.9	135,091.6	10,828.6	8.7%
- Vacancy Rebate Program	23,000.0	22,413.3	(586.7)	-2.6%
- Heritage Property Taxes Rebate	2,000.0	843.5	(1,156.5)	-57.8%
- Tax Rebates for Registered Charities	6,371.3	6,461.2	89.9	1.4%
- Solid Waste Management Rebates	163,491.9	163,491.9	0.0	0.0%
- Pandemic Influenza Stockpiling	1,030.0	1,030.0	0.0	0.0%
<b>Non-Program Expenditures</b>	<b>608,028.3</b>	<b>577,336.7</b>	<b>(30,691.6)</b>	<b>-5.0%</b>
<b>Non-Program Revenue</b>				
- Interest/Investment Earnings	1,089.1	997.0	(92.1)	-8.5%
- Other Corporate Revenues	902.6	913.5	10.9	1.2%
- Municipal Land Transfer Tax	46,524.4	47,027.0	502.6	1.1%
- Third Party Sign Tax	923.8	740.3	(183.5)	-19.9%
- Parking Authority Revenues	67,481.0	67,010.0	(471.0)	-0.7%
<b>Non-Program Revenues</b>	<b>116,921.0</b>	<b>116,687.8</b>	<b>(233.1)</b>	<b>-0.2%</b>
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>1,426,481.3</b>	<b>1,396,851.7</b>	<b>(29,629.6)</b>	<b>-2.1%</b>
<b>LEVY OPERATING GROSS EXPENDITURES</b>	<b>9,982,458.9</b>	<b>9,730,705.0</b>	<b>(251,753.9)</b>	<b>-2.5%</b>
<b>NON LEVY OPERATIONS</b>				
Solid Waste Management Services	370,785.1	359,485.7	(11,299.5)	-3.0%
Toronto Parking Authority	81,983.7	81,355.9	(627.8)	-0.8%
Toronto Water	1,081,135.0	1,057,387.2	(23,747.8)	-2.2%
<b>NON LEVY OPERATING GROSS EXPENDITURES</b>	<b>1,533,903.9</b>	<b>1,498,228.8</b>	<b>(35,675.1)</b>	<b>-2.3%</b>

**CITY OF TORONTO**  
**CONSOLIDATED REVENUES VARIANCE**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2015**  
**(\$000s)**

	December 31, 2015			
	Year-End		Actual vs Budget	
	Budget	Actual	Over / (Under)	%
<b>Citizen Centred Services "A"</b>				
Affordable Housing Office	1,569.5	1,495.1	(74.4)	-4.7%
Children's Services	375,718.2	365,592.1	(10,126.1)	-2.7%
Court Services	54,583.7	50,007.2	(4,576.5)	-8.4%
Economic Development & Culture	24,179.3	24,139.4	(39.9)	-0.2%
Toronto Paramedic Services	123,412.4	122,255.7	(1,156.7)	-0.9%
Long Term Care Homes and Services	195,942.6	190,265.0	(5,677.6)	-2.9%
Parks, Forestry & Recreation	129,989.9	130,526.6	536.8	0.4%
Shelter, Support & Housing Administration	340,926.4	337,200.6	(3,725.8)	-1.1%
Social Development, Finance & Administration	18,045.6	10,024.1	(8,021.5)	-44.5%
Toronto Employment & Social Services	956,823.6	911,728.6	(45,095.0)	-4.7%
Sub-Total Citizen Centred Services "A"	2,221,191.2	2,143,234.4	(77,956.8)	-3.5%
<b>Citizen Centred Services "B"</b>				
City Planning	27,477.2	31,094.0	3,616.7	13.2%
Fire Services	17,000.2	16,871.5	(128.7)	-0.8%
Municipal Licensing & Standards	29,819.2	30,144.4	325.2	1.1%
Policy, Planning, Finance and Administration	12,214.3	11,033.1	(1,181.2)	-9.7%
Engineering and Construction Services	59,294.0	56,028.1	(3,265.8)	-5.5%
Toronto Building	61,199.9	71,950.0	10,750.1	17.6%
Transportation Services	142,839.6	135,621.5	(7,218.1)	-5.1%
Sub-Total Citizen Centred Services "B"	349,844.4	352,742.7	2,898.3	0.8%
<b>Internal Services</b>				
Office of the Chief Financial Officer	6,780.7	6,253.9	(526.8)	-7.8%
Office of the Treasurer	46,910.0	41,492.8	(5,417.1)	-11.5%
Facilities, Real Estate, Environment & Energy	123,559.1	132,198.9	8,639.9	7.0%
Fleet Services	50,709.0	53,517.1	2,808.2	5.5%
Information & Technology	49,242.3	32,157.6	(17,084.7)	-34.7%
311 Toronto	7,844.1	6,483.6	(1,360.4)	-17.3%
Sub-Total Internal Services	285,045.1	272,104.0	(12,941.1)	-4.5%
<b>City Manager</b>				
City Manager's Office	8,375.7	10,108.0	1,732.3	20.7%
Sub-Total City Manager	8,375.7	10,108.0	1,732.3	20.7%
<b>Other City Programs</b>				
City Clerk's Office	17,415.2	17,230.6	(184.6)	-1.1%
Legal Services	29,261.2	26,370.4	(2,890.8)	-9.9%
Mayor's Office	0.0	0.0	0.0	n/a
City Council	130.0	225.7	95.7	73.6%
Sub-Total Other City Programs	46,806.4	43,826.7	(2,979.7)	-6.4%
<b>Accountability Offices</b>				
Auditor General's Office	0.0	0.0	0.0	n/a
Integrity Commissioner's Office	0.0	0.0	0.0	n/a
Lobbyist Registrar's Office	0.0	0.0	0.0	n/a
Ombudsman's Office	0.0	0.2	0.2	n/a
Sub-Total Council Appointed Programs	0.0	0.2	0.2	n/a
<b>TOTAL - CITY OPERATIONS</b>	<b>2,911,262.7</b>	<b>2,822,016.0</b>	<b>(89,246.7)</b>	<b>-3.1%</b>



**CITY OF TORONTO**  
**CONSOLIDATED REVENUES VARIANCE**  
**FOR THE TWELVE MONTHS ENDED DECEMBER 31, 2015**  
**(\$000s)**

	December 31, 2015			
	Year-End		Actual vs Budget	
	Budget	Actual	Over / (Under)	%
<b>Agencies</b>				
Toronto Public Health	197,052.0	195,295.1	(1,756.9)	-0.9%
Toronto Public Library	16,516.1	18,578.0	2,061.9	12.5%
Association of Community Centres	423.2	483.2	60.0	14.2%
Exhibition Place	38,430.9	38,440.0	9.1	0.0%
Heritage Toronto	449.5	418.4	(31.1)	-6.9%
Theatres	17,978.4	16,492.4	(1,486.0)	-8.3%
Toronto Zoo	38,855.1	33,994.1	(4,861.0)	-12.5%
Arena Boards of Management	8,407.2	8,281.5	(125.7)	-1.5%
Yonge Dundas Square	1,872.6	2,287.2	414.6	22.1%
Toronto & Region Conservation Authority	36,731.0	36,827.8	96.8	0.3%
Toronto Transit Commission - Conventional	1,220,089.5	1,187,672.8	(32,416.7)	-2.7%
Toronto Transit Commission - Wheel Trans	6,514.3	6,808.9	294.6	4.5%
Toronto Police Service	189,022.2	163,296.9	(25,725.3)	-13.6%
Toronto Police Services Board	750.0	460.3	(289.7)	-38.6%
<b>TOTAL - AGENCIES</b>	<b>1,773,092.0</b>	<b>1,709,336.6</b>	<b>(63,755.4)</b>	<b>-3.6%</b>
<b>Corporate Accounts</b>				
Capital & Corporate Financing	58,405.9	62,930.2	4,524.3	7.7%
<b>Non-Program Expenditures</b>				
- Tax Deficiencies/Write-offs	32,204.0	3,594.7	(28,609.4)	-88.8%
- Other Corporate Expenditures	5,448.5	5,092.6	(355.9)	-6.5%
- Programs Funded from Reserve Funds	124,262.9	135,043.3	10,780.4	8.7%
- Tax Rebates for Registered Charities	6,371.3	6,461.2	89.9	1.4%
<b>Non-Program Expenditures</b>	<b>168,286.7</b>	<b>150,191.8</b>	<b>(18,095.0)</b>	<b>-10.8%</b>
<b>Non-Program Revenue</b>				
- Payments in Lieu of Taxes	97,525.2	89,882.3	(7,643.0)	-7.8%
- Supplementary Taxes	35,000.0	50,002.5	15,002.5	42.9%
- Tax Penalties	29,000.0	30,850.2	1,850.2	6.4%
- Interest/Investment Earnings	125,343.6	125,233.8	(109.8)	-0.1%
- Other Corporate Revenues	65,437.9	65,679.4	241.5	0.4%
- Toronto Hydro Revenues	67,500.0	56,250.0	(11,250.0)	-16.7%
- Provincial Revenue	91,600.0	91,600.0	0.0	0.0%
- Municipal Land Transfer Tax	431,524.4	524,148.7	92,624.3	21.5%
- Third Party Sign Tax	11,784.5	10,485.9	(1,298.6)	-11.0%
- Parking Authority Revenues	109,267.8	112,665.4	3,397.6	3.1%
- Administrative Support Recoveries - Water	18,973.0	18,973.0	0.0	0.0%
- Administrative Support Recoveries - Health & EMS	16,326.7	16,326.7	0.0	0.0%
- Parking Tag Enforcement & Oper.	95,270.0	84,774.7	(10,495.3)	-11.0%
- Other Tax Revenues	13,222.9	14,074.7	851.8	6.4%
- Woodbine Slots	15,000.0	16,173.6	1,173.6	7.8%
<b>Non-Program Revenues</b>	<b>1,222,776.1</b>	<b>1,307,121.1</b>	<b>84,345.0</b>	<b>6.9%</b>
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>1,449,468.8</b>	<b>1,520,243.1</b>	<b>70,774.3</b>	<b>4.9%</b>
<b>LEVY OPERATING REVENUES</b>	<b>6,133,823.5</b>	<b>6,051,595.7</b>	<b>(82,227.8)</b>	<b>-1.3%</b>
<b>NON LEVY OPERATIONS</b>				
Solid Waste Management Services	370,785.1	367,707.8	(3,077.3)	-0.8%
Toronto Parking Authority	134,229.4	137,524.3	3,294.9	2.5%
Toronto Water	1,081,135.0	1,094,105.6	12,970.6	1.2%
<b>NON LEVY OPERATING REVENUES</b>	<b>1,586,149.6</b>	<b>1,599,337.7</b>	<b>13,188.1</b>	<b>0.8%</b>

**CITY OF TORONTO  
CONSOLIDATED APPROVED COMPLEMENT  
FOR THE YEAR ENDED DECEMBER 31, 2015**

Program/Agency	Operating Positions				Capital Positions				Total Positions				Budgeted Gapping	After Gapping
	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%		
<b>Citizen Centred Services "A"</b>														
Affordable Housing Office	19.0	19.0	0.0	0.0%	0.0	0.0	0.0	0.0%	19.0	19.0	0.0	0.0%	1.9%	0.0%
Children's Services	967.6	920.6	(47.0)	4.9%	15.0	15.0	0.0	0.0%	982.6	935.6	(47.0)	4.8%	0.1%	4.7%
Court Services	282.0	218.0	(64.0)	22.7%	0.0	0.0	0.0	0.0%	282.0	218.0	(64.0)	22.7%	12.3%	10.4%
Economic Development & Culture	300.6	293.6	(7.0)	2.3%	9.0	9.0	0.0	0.0%	309.6	302.6	(7.0)	2.3%	2.9%	0.0%
Toronto Paramedic Services	1,394.3	1,326.3	(68.0)	4.9%	0.0	0.0	0.0	0.0%	1,394.3	1,326.3	(68.0)	4.9%	1.9%	3.0%
Long Term Care Homes & Services	2,225.9	2,225.9	0.0	0.0%	0.0	0.0	0.0	0.0%	2,225.9	2,225.9	0.0	0.0%	0.0%	0.0%
Parks, Forestry & Recreation	4,440.1	4,282.8	(157.3)	3.5%	57.0	50.5	(6.5)	11.4%	4,497.1	4,333.3	(163.8)	3.6%	2.3%	1.4%
Shelter, Support & Housing Administration	756.2	726.2	(30.0)	4.0%	1.0	1.0	0.0	0.0%	757.2	727.2	(30.0)	4.0%	3.2%	0.8%
Social Development, Finance & Administration	130.5	127.5	(3.0)	2.3%	0.0	0.0	0.0	0.0%	130.5	127.5	(3.0)	2.3%	3.4%	0.0%
Toronto Employment & Social Services	2,091.0	2,042.0	(49.0)	2.3%	0.0	0.0	0.0	0.0%	2,091.0	2,042.0	(49.0)	2.3%	1.6%	0.8%
<b>Sub-Total Citizen Centred Services "A"</b>	<b>12,607.2</b>	<b>12,181.9</b>	<b>(425.3)</b>	<b>3.4%</b>	<b>82.0</b>	<b>75.5</b>	<b>(6.5)</b>	<b>7.9%</b>	<b>12,689.2</b>	<b>12,257.4</b>	<b>(431.8)</b>	<b>3.4%</b>	<b>1.9%</b>	<b>1.5%</b>
<b>Citizen Centred Services "B"</b>														
City Planning	366.0	354.0	(12.0)	3.3%	7.0	5.0	(2.0)	28.6%	373.0	359.0	(14.0)	3.8%	3.8%	0.0%
Fire Services	3,153.3	3,117.3	(36.0)	1.1%	2.0	2.0	0.0	0.0%	3,155.3	3,119.3	(36.0)	1.1%	2.0%	0.0%
Municipal Licensing & Standards	460.0	421.0	(39.0)	8.5%	0.0	0.0	0.0	0.0%	460.0	421.0	(39.0)	8.5%	2.2%	6.2%
Policy, Planning, Finance and Administration	196.4	187.4	(9.0)	4.6%	0.0	0.0	0.0	0.0%	196.4	187.4	(9.0)	4.6%	3.9%	0.7%
Engineering and Construction Services	133.0	125.6	(7.4)	5.6%	407.1	372.6	(34.5)	8.5%	540.1	498.2	(41.9)	7.8%	4.2%	3.6%
Toronto Buildings	442.0	413.0	(29.0)	6.6%	6.0	6.0	0.0	0.0%	448.0	419.0	(29.0)	6.5%	2.8%	3.6%
Transportation Services	1,025.1	925.8	(99.3)	9.7%	88.2	85.2	(3.0)	3.4%	1,113.3	1,011.0	(102.3)	9.2%	5.0%	4.2%
<b>Sub-Total Citizen Centred Services "B"</b>	<b>5,775.8</b>	<b>5,544.1</b>	<b>(231.7)</b>	<b>4.0%</b>	<b>510.3</b>	<b>470.8</b>	<b>(39.5)</b>	<b>7.7%</b>	<b>6,286.1</b>	<b>6,014.9</b>	<b>(271.2)</b>	<b>4.3%</b>	<b>3.0%</b>	<b>1.4%</b>
<b>Internal Services</b>														
Office of the Chief Financial Officer	103.0	97.0	(6.0)	5.8%	12.0	9.0	(3.0)	25.0%	115.0	106.0	(9.0)	7.8%	2.3%	5.5%
Office of the Treasurer	691.0	626.5	(64.5)	9.3%	44.0	27.0	(17.0)	38.6%	735.0	653.5	(81.5)	11.1%	3.0%	8.1%
Facilities, Real Estate, Environment & Energy	928.5	849.0	(79.5)	8.6%	87.8	73.0	(14.8)	16.9%	1,016.3	922.0	(94.3)	9.3%	3.6%	5.7%
Fleet Services	176.0	165.0	(11.0)	6.3%	0.0	0.0	0.0	0.0%	176.0	165.0	(11.0)	6.3%	3.5%	2.7%
Information & Technology	602.0	552.0	(50.0)	8.3%	236.0	127.0	(109.0)	46.2%	838.0	679.0	(159.0)	19.0%	5.4%	13.6%
311 Toronto	146.0	140.0	(6.0)	4.1%	21.3	14.0	(7.3)	34.3%	167.3	154.0	(13.3)	7.9%	2.4%	5.5%
<b>Sub-Total Internal Services</b>	<b>2,646.5</b>	<b>2,429.5</b>	<b>(217.0)</b>	<b>8.2%</b>	<b>401.1</b>	<b>250.0</b>	<b>(151.1)</b>	<b>37.7%</b>	<b>3,047.6</b>	<b>2,679.5</b>	<b>(368.1)</b>	<b>12.1%</b>	<b>3.8%</b>	<b>8.2%</b>
<b>City Manager</b>														
City Manager's Office	426.5	399.0	(27.5)	6.4%	19.0	11.0	(8.0)	-42.1%	445.5	410.0	(35.5)	8.0%	5.0%	3.0%
<b>Sub-Total City Manager</b>	<b>426.5</b>	<b>399.0</b>	<b>(27.5)</b>	<b>-6.4%</b>	<b>19.0</b>	<b>11.0</b>	<b>(8.0)</b>	<b>-42.1%</b>	<b>445.5</b>	<b>410.0</b>	<b>(35.5)</b>	<b>8.0%</b>	<b>5.0%</b>	<b>3.0%</b>
<b>Other City Programs</b>														
City Clerk's Office	403.9	373.6	(30.3)	7.5%	11.5	9.2	(2.4)	20.4%	415.4	382.8	(32.7)	7.9%	3.4%	4.5%
Legal Services	301.4	281.4	(20.0)	6.6%	0.0	0.0	0.0	0.0%	301.4	281.4	(20.0)	6.6%	2.1%	4.5%
Mayor's Office	20.0	21.0	1.0	-5.0%	0.0	0.0	0.0	0.0%	20.0	21.0	1.0	-5.0%	0.0%	0.0%
City Council	176.0	176.0	0.0	0.0%	0.0	0.0	0.0	0.0%	176.0	176.0	0.0	0.0%	0.0%	0.0%
<b>Sub-Total Other City Programs</b>	<b>901.3</b>	<b>852.0</b>	<b>(49.3)</b>	<b>5.5%</b>	<b>11.5</b>	<b>9.2</b>	<b>(2.4)</b>	<b>20.4%</b>	<b>912.8</b>	<b>861.2</b>	<b>(51.7)</b>	<b>5.7%</b>	<b>2.2%</b>	<b>3.4%</b>
<b>Accountability Offices</b>														
Auditor General's Office	29.5	28.0	(1.5)	5.1%	0.0	0.0	0.0	0.0%	29.5	28.0	(1.5)	5.1%	0.9%	4.2%
Integrity Commissioner's Office	3.0	3.0	0.0	0.0%	0.0	0.0	0.0	0.0%	3.0	3.0	0.0	0.0%	0.0%	0.0%
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.6%	0.0	0.0	0.0	0.0%	8.3	8.0	(0.3)	3.6%	0.0%	3.6%
Ombudsman's Office	12.0	10.0	(2.0)	16.7%	0.0	0.0	0.0	0.0%	12.0	10.0	(2.0)	16.7%	0.0%	16.7%
<b>Sub-Total Accountability Offices</b>	<b>52.8</b>	<b>49.0</b>	<b>(3.8)</b>	<b>7.2%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>52.8</b>	<b>49.0</b>	<b>(3.8)</b>	<b>7.2%</b>	<b>0.5%</b>	<b>6.7%</b>
<b>TOTAL - CITY OPERATIONS</b>	<b>22,410.1</b>	<b>21,455.5</b>	<b>(954.6)</b>	<b>4.3%</b>	<b>1,023.9</b>	<b>816.5</b>	<b>(207.5)</b>	<b>20.3%</b>	<b>23,434.0</b>	<b>22,272.0</b>	<b>(1,162.1)</b>	<b>5.0%</b>	<b>2.5%</b>	<b>2.5%</b>
<b>Agencies</b>														
Toronto Public Health	1,841.8	1,742.1	(99.7)	5.4%	33.5	27.3	(6.2)	18.5%	1,875.3	1,769.4	(105.9)	5.6%	5.1%	0.5%
Toronto Public Library	1,739.9	1,688.9	(51.0)	2.9%	0.0	0.0	0.0	0.0%	1,739.9	1,688.9	(51.0)	2.9%	2.7%	0.2%
Association of Community Centres	77.9	77.9	0.0	0.0%	0.0	0.0	0.0	0.0%	77.9	77.9	0.0	0.0%	0.0%	0.0%
Exhibition Place	390.0	390.0	0.0	0.0%	5.0	5.0	0.0	0.0%	395.0	395.0	0.0	0.0%	0.5%	0.0%
Heritage Toronto	7.0	7.0	0.0	0.0%	0.0	0.0	0.0	0.0%	7.0	7.0	0.0	0.0%	0.0%	0.0%
Theatres	163.1	167.7	4.6	-2.8%	0.0	0.0	0.0	0.0%	163.1	167.7	4.6	-2.8%	0.0%	0.0%
Toronto Zoo	402.5	386.5	(16.0)	4.0%	0.0	0.0	0.0	0.0%	402.5	386.5	(16.0)	4.0%	2.3%	1.6%
Arena Boards of Management	66.6	66.6	0.0	0.0%	0.0	0.0	0.0	0.0%	66.6	66.6	0.0	0.0%	0.0%	0.0%
Yonge Dundas Square	6.5	6.5	0.0	0.0%	0.0	0.0	0.0	0.0%	6.5	6.5	0.0	0.0%	0.0%	0.0%
Toronto & Region Conservation Authority	409.3	409.3	0.0	0.0%	0.0	0.0	0.0	0.0%	409.3	409.3	0.0	0.0%	0.0%	0.0%
TTC - Conventional	11,691.0	11,470.0	(221.0)	1.9%	2,021.0	1,661.0	(360.0)	17.8%	13,712.0	13,131.0	(581.0)	4.2%	1.2%	3.1%
TTC - WT	562.0	550.0	(12.0)	2.1%	0.0	0.0	0.0	0.0%	562.0	550.0	(12.0)	2.1%	0.8%	1.4%
Toronto Police Service	7,883.0	7,493.0	(390.0)	4.9%	0.0	0.0	0.0	0.0%	7,883.0	7,493.0	(390.0)	4.9%	5.0%	0.0%
Toronto Police Services Board	7.0	7.0	0.0	0.0%	0.0	0.0	0.0	0.0%	7.0	7.0	0.0	0.0%	0.0%	0.0%
<b>TOTAL - AGENCIES</b>	<b>25,247.6</b>	<b>24,462.5</b>	<b>(785.1)</b>	<b>3.1%</b>	<b>2,059.5</b>	<b>1,693.3</b>	<b>(366.2)</b>	<b>17.8%</b>	<b>27,307.1</b>	<b>26,155.8</b>	<b>(1,151.3)</b>	<b>4.2%</b>	<b>2.6%</b>	<b>1.6%</b>
<b>Corporate Accounts</b>														
Parking Tag Enforcement & Oper.	394.0	382.0	(12.0)	3.0%	0.0	0.0	0.0	0.0%	394.0	382.0	(12.0)	3.0%	0.0%	3.0%
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>394.0</b>	<b>382.0</b>	<b>(12.0)</b>	<b>3.0%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>394.0</b>	<b>382.0</b>	<b>(12.0)</b>	<b>3.0%</b>	<b>0.0%</b>	<b>3.0%</b>
<b>TOTAL LEVY OPERATIONS</b>	<b>48,051.7</b>	<b>46,300.0</b>	<b>(1,751.7)</b>	<b>3.6%</b>	<b>3,083.4</b>	<b>2,509.8</b>	<b>(573.7)</b>	<b>18.6%</b>	<b>51,135.1</b>	<b>48,809.8</b>	<b>(2,325.3)</b>	<b>4.5%</b>	<b>2.5%</b>	<b>2.0%</b>
<b>Non Levy Operations</b>														
Solid Waste Management Services	1,081.7	965.7	(116.0)	10.7%	27.0	23.0	(4.0)	14.8%	1,108.7	988.7	(120.0)	10.8%	1.9%	8.9%
Toronto Parking Authority	299.4	294.0	(5.4)	1.8%	0.0	0.0	0.0	0.0%	299.4	294.0	(5.4)	1.8%	0.0%	1.8%
Toronto Water	1,713.3	1,576.3	(137.0)	8.0%	48.4	48.4	0.0	0.0%	1,761.7	1,624.7	(137.0)	7.8%	3.0%	4.8%
<b>TOTAL NON LEVY OPERATIONS</b>	<b>3,094.4</b>	<b>2,836.0</b>	<b>(258.4)</b>	<b>8.4%</b>	<b>75.4</b>	<b>71.4</b>	<b>(4.0)</b>	<b>5.3%</b>	<b>3,169.8</b>	<b>2,907.4</b>	<b>(262.4)</b>	<b>8.3%</b>	<b>2.3%</b>	<b>6.0%</b>
<b>GRAND TOTAL</b>	<b>51,146.1</b>	<b>49,136.0</b>	<b>(2,010.1)</b>	<b>3.9%</b>	<b>3,158.8</b>	<b>2,581.2</b>	<b>(577.7)</b>	<b>18.3%</b>	<b>54,304.9</b>	<b>51,717.2</b>	<b>(2,587.7)</b>	<b>4.8%</b>	<b>2.5%</b>	<b>2.2%</b>

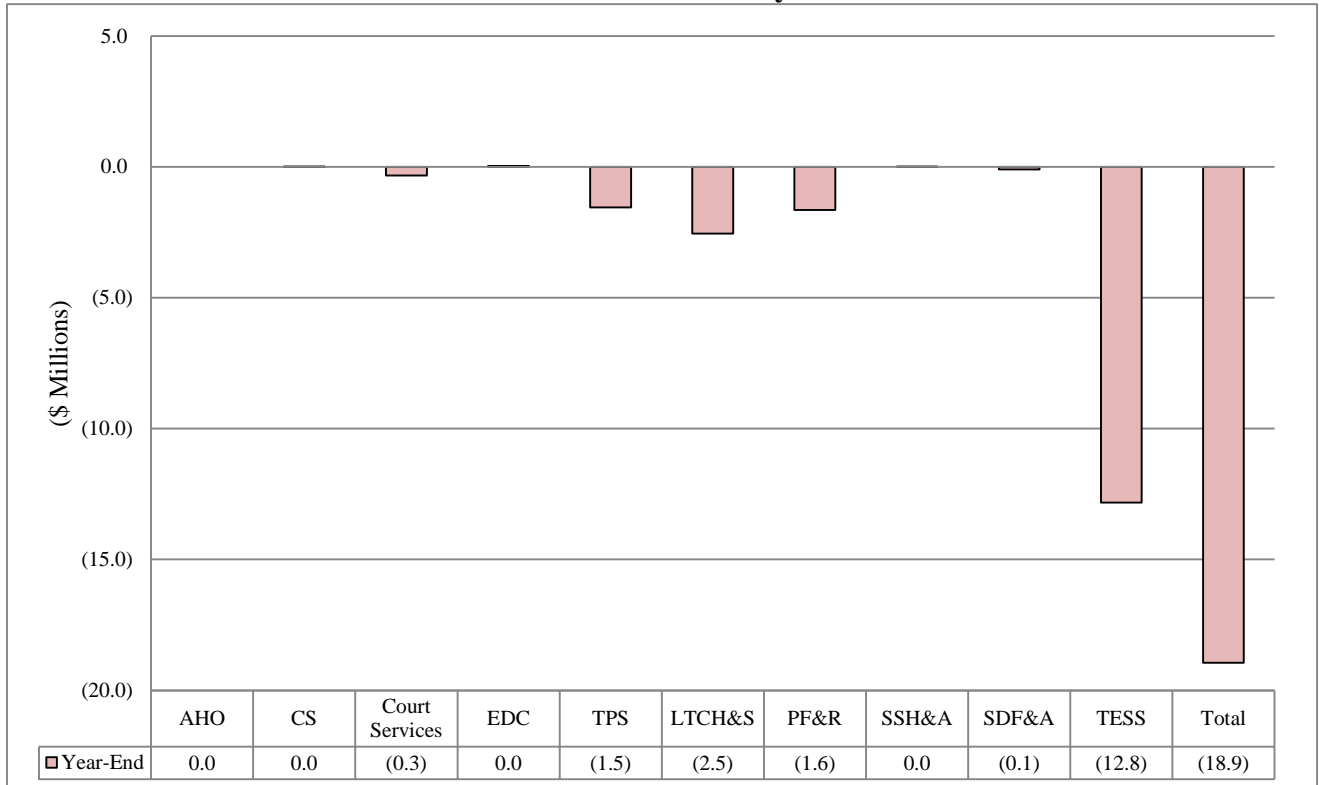
**CITY OF TORONTO  
BUDGET ADJUSTMENTS  
FOR THE YEAR ENDED 2015  
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
<b>Shelter, Support &amp; Housing Administration</b>				
Budget adjustment to move the final tranche of Toronto Pooling Compensation grant revenue of \$37.979 million from Shelter Support and Housing Administration to Non-Program Revenues to better reflect the permanent loss in provincial funding of \$114 million being phased out over a period of 3 years (2014-2016).	0.0	(37,978.5)	37,978.5	0.0
<b>Total Shelter, Support &amp; Housing Administration</b>	<b>0.0</b>	<b>(37,978.5)</b>	<b>37,978.5</b>	<b>0.0</b>
<b>Toronto Employment and Social Services</b>				
Budget adjustment to move the final tranche of Toronto Pooling Compensation grant revenue of \$5.0 million from Toronto Employment and Social Services to Non-Program Revenues to better reflect the permanent loss in provincial funding of \$35.4 million being phased out over a period of 3 years (2014-2016).	0.0	(5,000.0)	5,000.0	0.0
<b>Total Toronto Employment and Social Services</b>	<b>0.0</b>	<b>(5,000.0)</b>	<b>5,000.0</b>	<b>0.0</b>
<b>Non-Program Revenues</b>				
Budget adjustment to move the final tranche of the Toronto Pooling Compensation grant revenue of \$42.979 million from SSHA and TESS to better reflect the permanent loss in provincial funding being phased out over a period of three years (2014-2016).	0.0	42,978.5	(42,978.5)	0.0
<b>Total Non-Program Revenues</b>	<b>0.0</b>	<b>42,978.5</b>	<b>(42,978.5)</b>	<b>0.0</b>

**Operating Variance Report for the Twelve Month Period Ended December 31, 2015  
Operating Dashboards for City Programs and Agencies**

**Citizen Centred Services "A"**

**Chart 2  
Net Variance Summary**



As shown in Chart 2 above, *Citizen Centred Services "A"* reported a net under-expenditure of \$18.944 million or 1.8% of the 2015 Approved Net Operating Budget for the twelve-month period ended December 31, 2015.








**Figure 1**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Affordable Housing Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(0.0)	—	(0.0)	—	(0.0)	—	Ⓞ
	9-Month	(0.0)	—	(0.0)	—	0.0	—	Ⓞ
	12-Month	(0.1)	▼	(0.1)	▼	0.0	—	Ⓞ
Children's Services	4-Month	(4.1)	▼	(4.1)	▼	0.0	—	Ⓞ
	6-Month	(4.1)	▼	(4.1)	▼	0.0	—	Ⓞ
	9-Month	(10.2)	▼	(10.2)	▼	0.0	—	Ⓞ
	12-Month	(10.1)	▼	(10.1)	▼	0.0	—	Ⓞ
Court Services	4-Month	(1.7)	▼	(7.6)	▼	5.9	▲	Ⓡ
	6-Month	(2.2)	▼	(5.4)	▼	3.2	▲	Ⓡ
	9-Month	(3.8)	▼	(5.4)	▼	1.6	▲	Ⓡ
	12-Month	(4.9)	▼	(4.6)	▼	(0.3)	▼	Ⓞ
Economic Development & Culture	4-Month	0.0	—	0.0	—	(0.0)	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	2.5	▲	2.5	▲	0.0	—	Ⓞ
	12-Month	(0.0)	—	(0.0)	—	0.0	—	Ⓞ
Toronto Paramedic Services	4-Month	(1.5)	▼	(1.3)	▼	(0.2)	▼	Ⓞ
	6-Month	(1.6)	▼	(1.3)	▼	(0.2)	▼	Ⓞ
	9-Month	(2.4)	▼	(1.2)	▼	(1.3)	▼	Ⓞ
	12-Month	(2.7)	▼	(1.2)	▼	(1.5)	▼	Ⓞ
Long Term Care Homes and Services	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(3.2)	▼	(2.5)	▼	(0.7)	▼	Ⓞ
	9-Month	(9.3)	▼	(8.4)	▼	(0.9)	▼	Ⓞ
	12-Month	(8.2)	▼	(5.7)	▼	(2.5)	▼	Ⓞ
Year-End Net Variance		Ⓞ	<=100%	Ⓡ	>100%			




**2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Parks, Forestry & Recreation	4-Month	(2.7)	▼	(2.2)	▼	(0.5)	▼	Ⓞ
	6-Month	(2.5)	▼	(2.0)	▼	(0.5)	▼	Ⓞ
	9-Month	(4.0)	▼	(2.0)	▼	(2.0)	▼	Ⓞ
	12-Month	(1.1)	▼	0.5	▲	(1.6)	▼	Ⓞ
Shelter, Support & Housing Administration	4-Month	0.0	—	0.0	—	(0.0)	—	Ⓞ
	6-Month	(4.5)	▼	(2.8)	▼	(1.7)	▼	Ⓞ
	9-Month	(10.2)	▼	(8.7)	▼	(1.5)	▼	Ⓞ
	12-Month	(3.7)	▼	(3.7)	▼	0.0	—	Ⓞ
Social Development, Finance & Administration	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(4.2)	▼	(4.1)	▼	(0.1)	▼	Ⓞ
	9-Month	(6.5)	▼	(6.4)	▼	(0.1)	▼	Ⓞ
	12-Month	(8.1)	▼	(8.0)	▼	(0.1)	▼	Ⓞ
Toronto Employment & Social Services	4-Month	(36.0)	▼	(26.6)	▼	(9.4)	▼	Ⓞ
	6-Month	(42.0)	▼	(32.0)	▼	(10.0)	▼	Ⓞ
	9-Month	(53.8)	▼	(41.6)	▼	(12.2)	▼	Ⓞ
	12-Month	(57.9)	▼	(45.1)	▼	(12.8)	▼	Ⓞ
Total	4-Month	(46.0)	▼	(41.8)	▼	(4.2)	▼	Ⓞ
	6-Month	(64.3)	▼	(54.3)	▼	(10.0)	▼	Ⓞ
	9-Month	(97.8)	▼	(81.5)	▼	(16.3)	▼	Ⓞ
	12-Month	(96.9)	▼	(78.0)	▼	(18.9)	▼	Ⓞ
Year-End Net Variance		Ⓞ	<=100%	Ⓡ	>100%			

## Twelve Month Results

<p><b>Affordable Housing Office:</b></p> <ul style="list-style-type: none"> <li>On budget. Underspending in non-payroll items including meterage and other professional &amp; technical services were offset by a lower-than-planned draw from federal-provincial administration fees.</li> <li>Full complement.</li> </ul>	
<p><b>Children's Services</b></p> <ul style="list-style-type: none"> <li>Under-spending due to case mix difference from plan, delays in hiring staff and lower than planned Wage Enhancement payments.</li> <li>Underspending offset by under achieved revenue, reflecting lower than planned reserve draw and lower Provincial subsidy for Wage Enhancement, resulting in \$0 net variance.</li> <li>47.0 positions below the approved complement due to delays in opening new Toronto Early Learning Child Care Centres (TELCCS); case mix variance requiring lower than budgeted child care workers; and delays in hiring new positions, which after considering gapping was equivalent to a 4.7% vacancy rate.</li> </ul>	
<p><b>Court Service:</b></p> <ul style="list-style-type: none"> <li>Under-achieved revenues of \$4.6 million due to lower volume of tickets issued and filed by the Toronto Police Service (TPS). <ul style="list-style-type: none"> <li>119,000 or 30% lower than planned charges of 400,000.</li> </ul> </li> <li>Offset by under-spending in salary and benefits and other non-salary items.</li> <li>64.0 positions below the approved complement due to reduced staff requirements reflecting lower ticket volumes, which after considering gapping was equivalent to a 10.4% vacancy rate.</li> </ul>	
<p><b>Economic Development &amp; Culture:</b></p> <ul style="list-style-type: none"> <li>Unfavourable net expenditure \$0.035 million largely driven by revenue shortfalls from admissions and lower than expected donations at museums.</li> <li>7.0 positions below approved complement due to delays in filling positions. After considering budgeted gapping, this represented the equivalent of a -0.7% vacancy rate. As a result, the gapping target of 3% was not met.</li> </ul>	
<p><b>Toronto Paramedic Services:</b></p> <ul style="list-style-type: none"> <li>Lower gross expenditures due to delays in hiring of paramedics, underspending in non-salary items and cost containment measures to address the shortfall in provincial base subsidy for the Central Ambulance Communication Centre (CACC).</li> <li>Under-achieved revenues mainly due to CACC grant shortfall for the Communications Centre.</li> <li>68.0 positions below the approved complement which after considering gapping is equivalent to 3.0% vacancy rate.</li> </ul>	
<p><b>Long Term Care Homes &amp; Services:</b></p> <ul style="list-style-type: none"> <li>Lower gross expenditures related to expenditure controls in areas where provincial funding enhancements included in the 2015 Approved Budget were not made available. In addition, under-spending in certain Program services, such as high intensity needs and supporting housing which are claims based and 100% subsidized, resulted in reduced expenditures and lower Provincial subsidies.</li> <li>Under-achieved revenues due to delays and changes to the implementation of certain provincial funding enhancements included in the 2015 Approved Budget, such as funding related to the Personal Support Worker (PSW) Wage Enhancement initiative.</li> <li>Full complement.</li> </ul>	
<p><b>Parks, Forestry and Recreation:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditure variance of \$1.6 million due to delays in the commissioning of new recreation facilities. The majority of the underspending in salaries and benefits was offset by underachieved revenues in permit and programming revenue and overspending in contracted services relating to emergency maintenance and repairs existing facilities.</li> <li>163.8 positions below approved complement due to delays in the opening of parks recreational facilities as well as hiring challenges with "hard-to-fill" classifications in Urban Forestry. In order to maintain services levels, savings in Urban Forestry were used to fund related contracted services. After considering budgeted gapping, this represented the equivalent of a 1.3% vacancy rate.</li> </ul>	

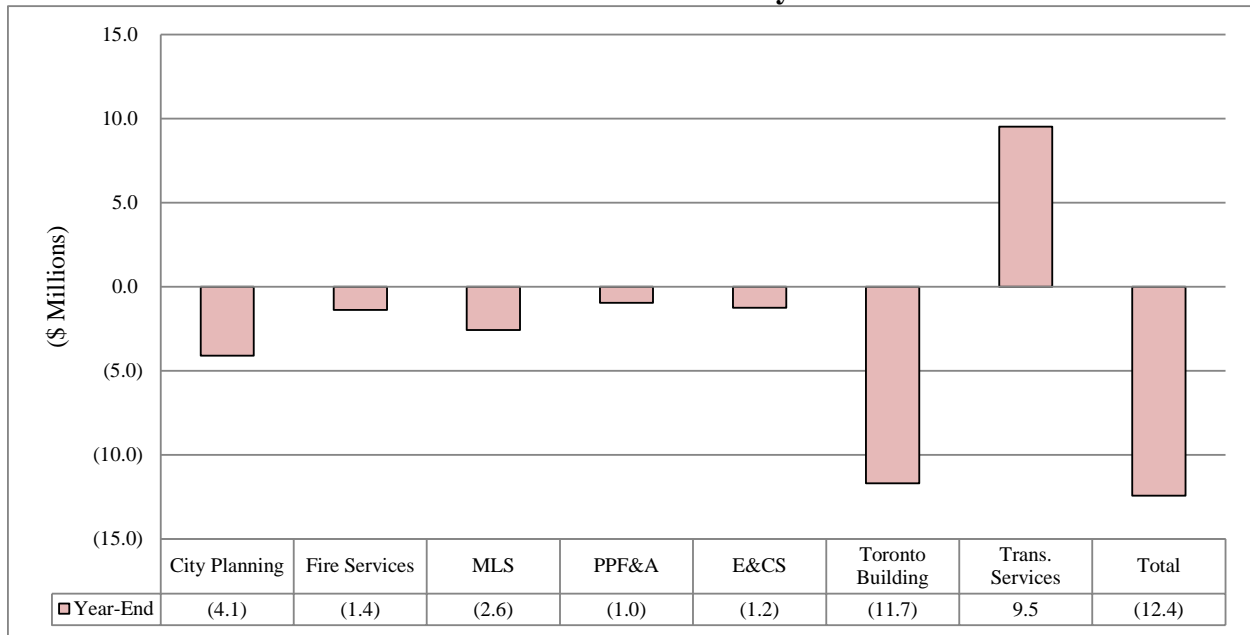
## Twelve Month Results

<p><b>Shelter, Support &amp; Housing Administration:</b></p> <ul style="list-style-type: none"> <li>• On budget. Savings in social housing subsidies, delays in opening of purchase of service locations and under-spending in salaries and benefits were offset by lower than planned draw from reserves.</li> <li>• Under-spending of \$4.86 million due to timing issues related to the project implementation for the Affordable Housing Program with corresponding under-achieved revenues.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 30.0 positions or 4.0% below the approved complement, which after considering gapping was equivalent to a 0.8% vacancy rate.</li> </ul>	
<p><b>Social Development, Finance &amp; Administration:</b></p> <ul style="list-style-type: none"> <li>• Under-spending primarily due to delays in payments for the High-rise Retrofit Improvement Support Program, delays in Pan Am projects and under spending in salary and benefits due to hiring delays.</li> <li>• Partially reduced by a lower than planned draw from reserves and reduced Provincial subsidy as a result of under-spending.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 3.0 positions or 2.3% below the approved complement.</li> </ul>	
<p><b>Toronto Employment &amp; Social Services:</b></p> <ul style="list-style-type: none"> <li>• Lower gross expenditures due to lower than planned financial employment benefits for OW clients mainly due to functionality issues related to the Social Assistance Management System (SAMS) implemented by the Province in 2014.</li> <li>• Under-achieved revenues due to lower cost shared expenditures.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 49.0 positions below the approved complement due to reduced staff requirements resulting from lower than planned OW benefits paid, which after considering gapping was equivalent to 0.8% vacancy rate.</li> </ul>	



**Citizen Centred Services "B"**

**Chart 3  
Net Variance Summary**



As indicated in Chart 3 above, *Citizen Centred Services "B"* collectively reported a net under-expenditures of \$12.430 million or 1.9% of the 2015 Approved Net Operating Budget for the twelve-month period ended December 31, 2015.

**Figure 2**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
City Planning	4-Month	(0.1)	▼	0.8	▲	(0.9)	▼	Ⓞ
	6-Month	0.0	—	1.2	▲	(1.2)	▼	Ⓞ
	9-Month	(0.2)	▼	1.4	▲	(1.6)	▼	Ⓞ
	12-Month	(0.5)	▼	3.6	▲	(4.1)	▼	Ⓞ
Fire Services	4-Month	0.0	—	0.4	▲	(0.4)	▼	Ⓞ
	6-Month	0.5	▲	0.4	▲	0.1	▲	Ⓡ
	9-Month	(1.7)	▼	(0.2)	▼	(1.5)	▼	Ⓞ
	12-Month	(1.5)	▼	(0.1)	▼	(1.4)	▼	Ⓞ
Municipal Licensing & Standards	4-Month	(0.5)	▼	(0.5)	▼	0.0	—	Ⓞ
	6-Month	(0.5)	▼	0.0	—	(0.5)	▼	Ⓞ
	9-Month	(1.4)	▼	(0.0)	—	(1.4)	▼	Ⓞ
	12-Month	(2.2)	▼	0.3	▲	(2.6)	▼	Ⓞ
Policy, Planning, Finance and Administration	4-Month	(0.2)	▼	(0.0)	—	(0.1)	▼	Ⓞ
	6-Month	(0.2)	▼	(0.0)	—	(0.1)	▼	Ⓞ
	9-Month	(1.4)	▼	(1.0)	▼	(0.4)	▼	Ⓞ
	12-Month	(2.1)	▼	(1.2)	▼	(1.0)	▼	Ⓞ
Engineering and Construction Services	4-Month	(4.4)	▼	(4.4)	▼	(0.0)	—	Ⓞ
	6-Month	(4.4)	▼	(4.4)	▼	(0.0)	—	Ⓞ
	9-Month	(3.2)	▼	(3.2)	▼	(0.0)	—	Ⓞ
	12-Month	(4.5)	▼	(3.3)	▼	(1.2)	▼	Ⓞ






Year-End Net Variance      Ⓞ ≤100%      Ⓡ >100%

**2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Toronto Building	4-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(1.0)	▼	6.8	▲	(7.8)	▼	Ⓞ
	12-Month	(1.0)	▼	10.8	▲	(11.7)	▼	Ⓞ
Transportation Services	4-Month	6.8	▲	(1.3)	▼	8.0	▲	Ⓡ
	6-Month	9.6	▲	1.0	▲	8.7	▲	Ⓡ
	9-Month	10.8	▲	3.1	▲	7.7	▲	Ⓡ
	12-Month	2.3	▲	(7.2)	▼	9.5	▲	Ⓡ
Total	4-Month	1.6	▲	(5.0)	▼	6.6	▲	Ⓡ
	6-Month	5.1	▲	(1.8)	▼	6.9	▲	Ⓡ
	9-Month	1.9	▲	6.9	▲	(5.0)	▼	Ⓞ
	12-Month	(9.5)	▼	2.9	▲	(12.4)	▼	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

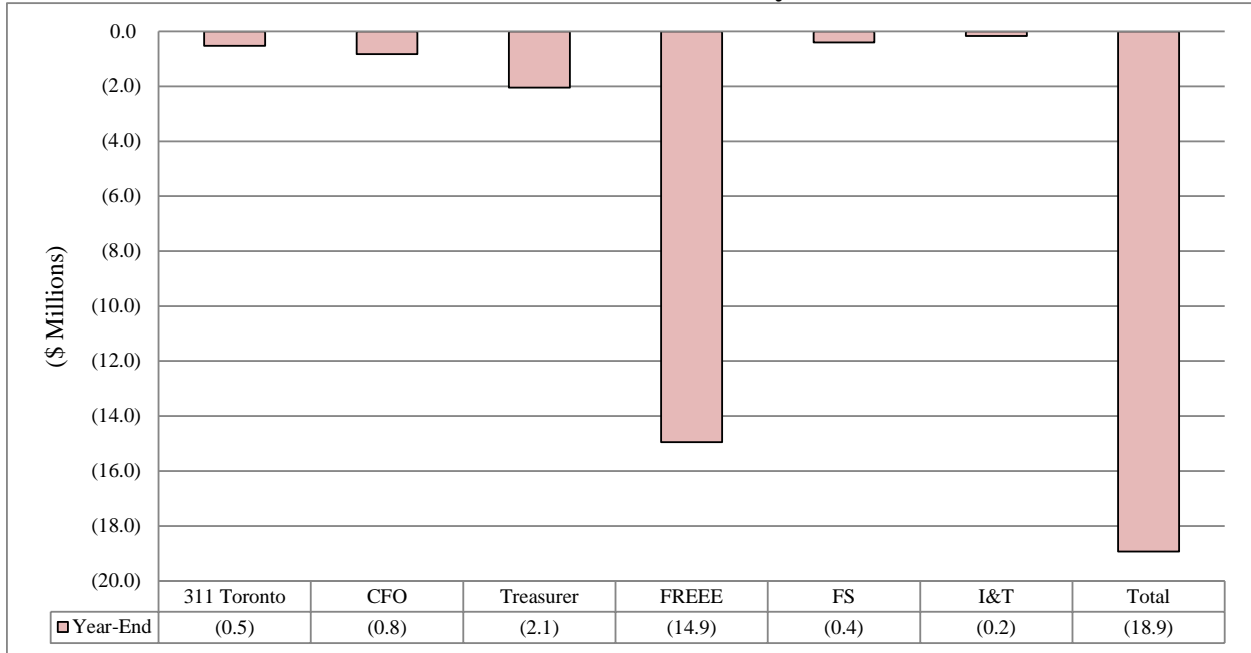
**Twelve Month Results**

<p><b>City Planning:</b></p> <ul style="list-style-type: none"> <li>Higher development applications revenues in Community Planning and Committee of Adjustments contributed to the favourable net variance.</li> <li>14.0 positions below approved complement, which after considering gapping was equal to 0% vacancy rate.</li> </ul>	Ⓞ
<p><b>Toronto Fire Services:</b></p> <ul style="list-style-type: none"> <li>Lower than planned gross expenditures, with savings in salaries and benefits from vacancies, partially offset by increased WSIB costs and over-spending in non-payroll items including machinery and equipment parts, reflecting the cost of maintaining the aging fleet.</li> <li>Under achieved revenue, with revenues derived from false alarm charges higher than plan, partially offset by lower than planned recoveries from the Pan Am games.</li> <li>36.0 positions below approved complement which after considering gapping was equivalent to a 0% vacancy rate.</li> </ul>	Ⓞ

<p><b>Municipal Licensing &amp; Standards:</b></p> <ul style="list-style-type: none"> <li>• Under-expenditures total \$3.02 million mainly arising from a combination of salaries and benefits savings were due to processing time to fill vacancies. Also included was lower spending on Toronto Animal Services contracted construction, more efficient use of wireless services and the delayed procurement of new uniforms.</li> <li>• Partially offset by over-expenditures of \$0.78 million including credit card merchant fees, program advertising and contracted services for consulting costs for the User Fee Review, Rooming House Review and the Taxi/Uber issue. Also included were additional expenses related to commissioning of the new Toronto Animal Services' SNYP (spay/neuter your pet) Mobile Clinic.</li> <li>• Higher than planned net revenue of \$0.33 million driven by the volume of business licenses, particularly for Toronto Taxicab Licence (TTL) and Personal Service Settings. These were offset mainly by under-achieved revenue for licenses and permits, sign by-law enforcement and re-inspection fees.</li> <li>• As a result, Municipal Licensing &amp; Standards recorded a year-end net revenue of \$2.57 million or 12.2%.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 39.0 positions below approved complement due to an on-going recruiting process which, after considering budgeted gapping, was equivalent to a 6.2% vacancy rate.</li> <li>• The Program is in the process of recruiting qualified candidates in order to offset retirements and approach approved complement by year-end 2016.</li> </ul>	
<p><b>Policy, Planning, Finance &amp; Administration:</b></p> <ul style="list-style-type: none"> <li>• Lower inter-divisional recoveries.</li> <li>• Primarily offset by under-spending in salaries and benefits and, other non-salary items such as training, equipment rental, IDC and emergency supplies for the Office of Emergency Management.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 9 positions below approved complement, which after considering gapping was equal to 0.7% vacancy rate.</li> </ul>	
<p><b>Engineering &amp; Construction Services:</b></p> <ul style="list-style-type: none"> <li>• Under-spending in salaries &amp; benefits and related non-salary expenses due to vacant positions.</li> <li>• Lower recoveries from client capital projects resulting from the vacant positions.</li> <li>• Partially offset by higher development / full stream application fees, engineering review / inspection fees, and contract administration fees / contributions (mainly for TTC and Waterfront Toronto projects).</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Significant targeted recruitment efforts were made with the aim of reducing vacancies to 42.0 positions below the approved complement. A combination of issues will continue to pose staffing challenges, including exits (retirements and transfers to other Divisions) and internal promotions which result in no net change to the vacancy rate, difficulties attracting senior technical professionals, and a limited supply of top calibre talent in key business areas.</li> <li>• After considering budgeted gapping, it was equal to a 3.6% vacancy rate.</li> </ul>	
<p><b>Toronto Building:</b></p> <ul style="list-style-type: none"> <li>• Gross expenditures were \$0.9 million under budget mainly due to under spending in salaries and benefits as a result of vacant positions and under-spending in wireless communications services resulting from better inventory and usage management.</li> <li>• Partially offset by higher than expected contracted services – construction due to an increase in scope in the new North York customer service counter project and higher than expected credit card merchant fees due to higher volumes of building applications.</li> <li>• Positive revenue variance of \$10.8 million driven by higher than expected building permit applications.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 29.0 positions below approved complement, which after gapping was equivalent to a 3.6% vacancy rate.</li> </ul>	
<p><b>Transportation Services:</b></p> <ul style="list-style-type: none"> <li>• Increased traffic signal maintenance contract costs due to demand related to Ontario One Call, etc.</li> <li>• Higher street lighting hydro costs and maintenance costs.</li> <li>• Higher data channels/cell phones contract expenditures due to unanticipated additional costs related to the implementation of new traffic signalling technology.</li> <li>• Partially offset by lower than expected volume of road &amp; utility cut repairs; under-spending in salaries and benefits due to vacant positions; and, lower winter maintenance contract costs due to fewer ploughing/salting events as a result of mild weather conditions.</li> <li>• Under-achieved utility cut repair revenue and permit parking fees due to lower than expected volumes.</li> <li>• Partially offset by increased permit revenue resulting from higher volumes of construction activity and higher temporary parking fees due to greater than expected volume.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 102.3 positions below the approved complement due to a combination of events that result in a 'domino effect' within the Program (i.e. retirements and transfers to other Divisions are often then filled through internal promotions which result in no net change to the vacancy rate while the hiring process proceeds).</li> <li>• After considering budgeted gapping, it was equal to a 4.2% vacancy rate.</li> <li>• Transportation Services continues to implement an accelerated hiring program to address the filling of vacant positions.</li> </ul>	

**Internal Services**

**Chart 4  
Net Variance Summary**



As outlined in Chart 4 above, during the twelve months ended December 31, 2015, **Internal Services** Programs collectively reported a net under-expenditure of \$18.926 million or 10.1% of the 2015 Approved Net Operating Budget.

**Figure 3**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Office of the Chief Financial Officer	4-Month	(1.2)	▼	(0.8)	▼	(0.5)	▼	Ⓞ
	6-Month	(0.7)	▼	(0.2)	▼	(0.5)	▼	Ⓞ
	9-Month	(1.2)	▼	(0.3)	▼	(0.9)	▼	Ⓞ
	12-Month	(1.4)	▼	(0.5)	▼	(0.8)	▼	Ⓞ
Office of the Treasurer	4-Month	(4.4)	▼	(3.6)	▼	(0.8)	▼	Ⓞ
	6-Month	(5.0)	▼	(3.4)	▼	(1.5)	▼	Ⓞ
	9-Month	(6.7)	▼	(5.8)	▼	(0.9)	▼	Ⓞ
	12-Month	(7.5)	▼	(5.4)	▼	(2.1)	▼	Ⓞ
Facilities, Real Estate, Environment & Energy	4-Month	(2.5)	▼	(2.3)	▼	(0.2)	▼	Ⓞ
	6-Month	(2.1)	▼	(1.7)	▼	(0.3)	▼	Ⓞ
	9-Month	(3.6)	▼	(3.6)	▼	(0.0)	—	Ⓞ
	12-Month	(6.3)	▼	8.6	▲	(14.9)	▼	Ⓞ
Fleet Services	4-Month	(0.2)	▼	(2.3)	▼	2.1	▲	Ⓡ
	6-Month	1.5	▲	1.4	▲	0.1	▲	Ⓡ
	9-Month	2.8	▲	2.1	▲	0.7	▲	Ⓡ
	12-Month	2.4	▲	2.8	▲	(0.4)	▼	Ⓞ
Information & Technology	4-Month	(10.1)	▼	(10.1)	▼	(0.0)	—	Ⓞ
	6-Month	(14.1)	▼	(13.7)	▼	(0.4)	▼	Ⓞ
	9-Month	(17.0)	▼	(16.7)	▼	(0.3)	▼	Ⓞ
	12-Month	(17.3)	▼	(17.1)	▼	(0.2)	▼	Ⓞ




  

<b>Year-End Net Variance</b>	<span style="background-color: #90EE90; border: 1px solid black; padding: 2px;">Ⓞ</span> <=100%	<span style="background-color: #FF0000; border: 1px solid black; padding: 2px;">Ⓡ</span> >100%
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**Figure 3**  
**2015 Year-End Variance Dashboards**  
**(\$ Millions)**




City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
311 Toronto	4-Month	(1.8)	▼	(1.7)	▼	(0.1)	▼	Ⓞ
	6-Month	(1.4)	▼	(1.3)	▼	(0.1)	▼	Ⓞ
	9-Month	(1.6)	▼	(1.2)	▼	(0.4)	▼	Ⓞ
	12-Month	(1.9)	▼	(1.4)	▼	(0.5)	▼	Ⓞ
Total	4-Month	(20.2)	▼	(20.7)	▼	0.5	▲	Ⓡ
	6-Month	(21.8)	▼	(19.0)	▼	(2.7)	▼	Ⓞ
	9-Month	(27.2)	▼	(25.4)	▼	(1.8)	▼	Ⓞ
	12-Month	(31.9)	▼	(12.9)	▼	(18.9)	▼	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

## Twelve Month Results

<p><b>Office of the Chief Financial Officer:</b></p> <ul style="list-style-type: none"> <li>• Under-spending of \$1.063 million mainly attributed to delays in filling operating and capital vacancies.</li> <li>• The remaining under-spending of \$0.292 million related to lower than expected non salary expenditures.</li> <li>• Expenditures underspending were partially offset by corresponding lower recoveries from capital and reserve/reserve funds.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 9.0 vacant positions or 5.5% below the approved complement after considering budgeted gapping. Positions are in various stages of being filled.</li> <li>• To mitigate potential impacts on service levels, overtime has been used to offset the vacant positions.</li> </ul>	
<p><b>Office of the Treasurer:</b></p> <ul style="list-style-type: none"> <li>• Under-spending of \$6.4 million mainly attributed to delays in filling operating and capital vacancies.</li> <li>• The remaining under-spending of \$1.1 million in non-salary expenditures mainly related to reduced spending in MLTT revenue administration, pandemic influenza expenditures and PMMD program review as well as lower than anticipated postage and printing costs.</li> <li>• Revenue shortfalls of \$5.4 million resulting from: <ul style="list-style-type: none"> <li>➢ Delays in staffing and start-up of capital and reserve initiatives of \$3.1 million that would be recovered from these programs.</li> <li>➢ Dedicated staffing arrangements recovered through inter-departmental recoveries of \$1.9 million.</li> <li>➢ Lower than expected recoveries of \$1.1 million from other internal revenue sources; partially offset by higher than anticipated revenues earned through external revenue programs which provided additional revenues of \$0.700 million to the City.</li> </ul> </li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 81.5 vacant positions or 8.1% below the approved complement after budgeted gapping.</li> <li>• To mitigate potential impacts on service levels, part time and overtime has been used to cover front line service while recruitment strategies are underway.</li> </ul>	
<p><b>Facilities, Real Estate, Environment &amp; Energy:</b></p> <ul style="list-style-type: none"> <li>• Under expenditures in consulting costs relates to the Consolidate City-Wide Real Estate Framework which was approved by Council on May 5, 2015. The unspent portion of the one-time 2015 funding has been added to FREEE's 2016 Operating Budget through the 2016 Q1 Operating Variance Report submission to allow consultants to complete the work.</li> <li>• Over expenditures in utility costs due to increases in steam and natural gas usage driven by extreme winter weather during the first four months of 2015, coupled with increases in Hydro usage during the summer months and increased usage of utilities overall due to growth.</li> <li>• Offsetting under spending in other expenditures is driven by several factors: <ul style="list-style-type: none"> <li>➢ Under spending in salaries and benefits from vacancies;</li> <li>➢ Under spending in environment and energy programs resulting in a net zero impact as they were funded through reserves;</li> <li>➢ Unplanned property tax refunds received in 2015 contributing to a surplus in property tax costs for Real Estate Services; partially offset by</li> <li>➢ Over-spending in contracted services due to higher than planned costs related to demand maintenance requests at various City facilities, enhanced security measures and the use of external contractors to perform work in the absence of internal resources. A portion of these costs were recovered through inter-departmental recoveries (IDRs) and other revenue sources from internal and external clients.</li> </ul> </li> <li>• Higher than forecasted revenues of \$8.640 million resulting from: <ul style="list-style-type: none"> <li>➢ Deferred revenue of \$14.507 million relating to the collection of retroactive lease payments since 2011 from the 2 Bloor Street East arbitration;</li> <li>➢ Higher revenues collected for higher demand maintenance and utility charge backs to divisional clients through IDRs and third party tenants; partially offset by</li> <li>➢ Lack of spending on Environment and Energy programs, as well as vacant positions that would be recovered from these programs;</li> <li>➢ Reconciliation of Common Area Maintenance (CAM) costs completed in Q2 for Old City Hall for the past 2.5 years, resulting in a prior period credit adjustment to the tenant account.</li> </ul> </li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 94.3 positions below the approved complement. Key drivers included staff turnover resulting from retirements, staff taking on new opportunities across the City and general delays in the hiring process. After considering budgeted gapping, current vacancies represent the equivalent of a 5.7% vacancy rate.</li> <li>• The impact was mitigated by having existing staff working overtime, utilizing part-time hours and leveraging external vendors to perform maintenance and work order requests to meet service levels.</li> </ul>	



## Twelve Month Results

<p><b>Fleet Services:</b></p> <ul style="list-style-type: none"> <li>• Favourable net expenditure variance of \$0.401 million mainly due to recoveries for fuel site maintenance and sustainment as well as additional recoveries for vehicle licensing.</li> <li>• Continued increase in demand for maintenance from PF&amp;R, Solid Waste, Toronto Water, and Transportation Services offset by corresponding increases in Revenues resulting in net zero.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 11 positions below the approved complement, and after considering budgeted gapping, this represented the equivalent of 2.7% vacancy rate.</li> <li>• No impact on service levels due to increased overtime and contract work.</li> </ul>	
<p><b>Information &amp; Technology:</b></p> <ul style="list-style-type: none"> <li>• Under-spending in gross expenditures mainly attributed to project vacancies offset by a corresponding recovery from capital.</li> <li>• Under-spending from vacant operating positions partially offset by the higher cost of staff overtime and students incurred to maintain service levels and the dedicated HR team funded by gapping.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• There were 159 vacancies (50.0 operating and 109 capital vacancies) including 30.0 held for gapping, representing a vacancy rate of 13.6% after budgeted gapping.             <ul style="list-style-type: none"> <li>➢ Hiring continued at a positive momentum, the vacancy rate had been steadily reduced in 2015. 67 (35 Operating and 32 Capital) positions were filled in the fiscal year of 2015 and since many of the successful candidates were internal staff, the decrease in the vacancy rate was disproportionate.</li> <li>➢ To mitigate impacts on service levels, overtime were used to provide ongoing services while recruitment strategies are underway.</li> </ul> </li> <li>• Capital vacancies mainly due to the additional 62 positions approved in the 2015 Budget Process.             <ul style="list-style-type: none"> <li>➢ Capital positions and funding were planned to be staged with project readiness and time-lines. Capital vacancies were filled in accordance with the projects phases and milestones to ensure financial projection was aligned with planned project budget, schedules and deliverables.</li> </ul> </li> </ul>	
<p><b>311 Toronto:</b></p> <ul style="list-style-type: none"> <li>• Under-spending mainly attributed to vacancies within the Project Management Office as a result of enterprise-wide capital projects, Payment Module and Citywide Booking and Scheduling Solution still being in their early stages of planning.</li> <li>• The remaining under-spending related to favorable contract negotiation results with vendors for Contact Centre infrastructure support and maintenance expenditures.</li> <li>• Revenues under collected by \$1.360 million as a result of salary underspending on capital projects.</li> <li>• Achieved 83% of calls answered within 75 seconds, higher than the Council Approved service level of 80%.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 13.25 positions (6 operating and 7.25 capital) below the approved complement due to the delays in delivery of enterprise-wide capital projects as noted above, and four out of six operating positions being kept vacant to meet the divisional gapping target. After considering budgeted gapping, this represented the equivalent of 5.5% vacancy rate.</li> <li>• No service level impact resulting from these vacancies which are primarily for the delivery of capital projects. Recruitment is currently in progress for these capital funded positions.</li> </ul>	

**City Manager's Office**

The *City Manager's Office* reported net under-spending of \$1.417 million or 3.0% of planned expenditures for the twelve months ended December 31, 2015.

**Figure 4  
2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
City Manager's Office	4-Month	(1.6)	▼	(0.1)	▼	(1.5)	▼	Ⓞ
	6-Month	(2.0)	▼	(0.4)	▼	(1.7)	▼	Ⓞ
	9-Month	(0.6)	▼	1.1	▲	(1.7)	▼	Ⓞ
	12-Month	0.3	▲	1.7	▲	(1.4)	▼	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

**Twelve Month Results**

<p><b>City Manager's Office</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditures mainly due to under-spending in salaries and benefits as a result of unfilled vacant positions.</li> <li>35.5 positions below the approved complement, and after considering budgeted gapping, this represented the equivalent of 3.0% vacancy rate.</li> <li>These positions are in various stages of being filled.</li> </ul>	Ⓞ
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**Other City Programs**

**Chart 5  
Net Variance Summary**







***Other City Programs*** (refer to Chart 5 above) reported a net under-expenditure of \$1.224 million or 1.6% of the 2015 Approved Net Operating Budget for the twelve months ended December 31, 2015.

**Figure 5**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

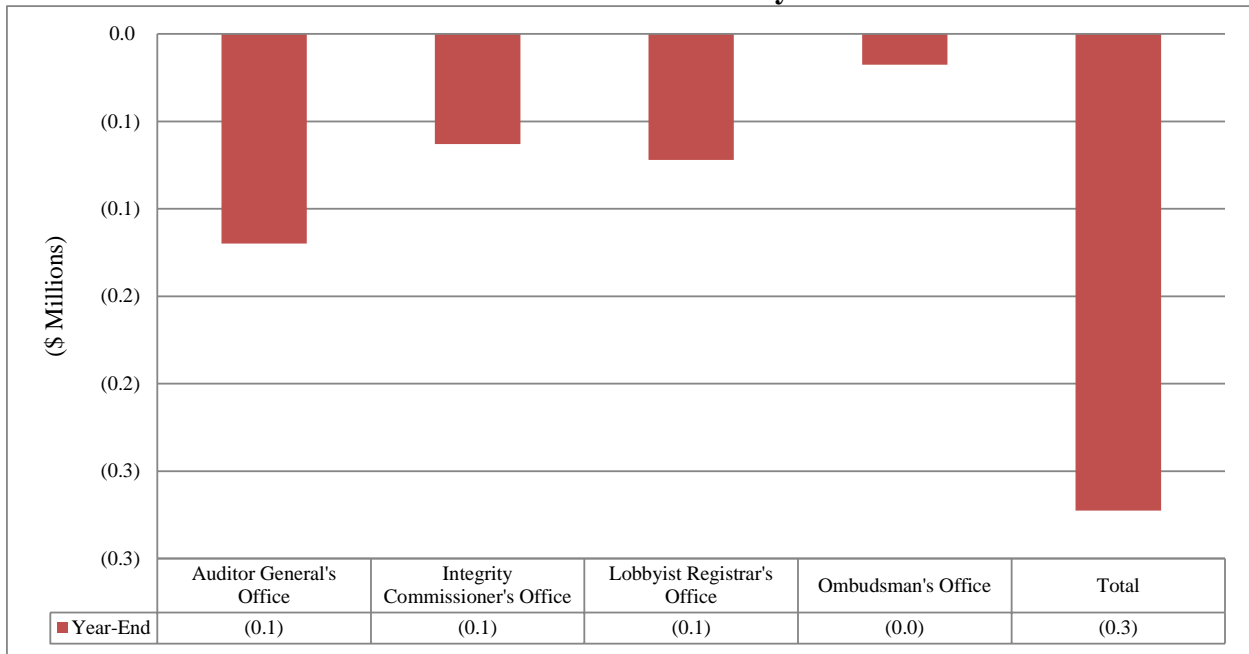
City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
City Clerk's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(1.1)	▼	(1.1)	▼	0.0	—	Ⓞ
	12-Month	0.0	—	(0.2)	▼	0.2	▲	Ⓡ
Legal Services	4-Month	(0.2)	▼	(0.6)	▼	0.4	▲	Ⓡ
	6-Month	(1.5)	▼	(2.0)	▼	0.6	▲	Ⓡ
	9-Month	(4.1)	▼	(4.6)	▼	0.5	▲	Ⓡ
	12-Month	(3.3)	▼	(2.9)	▼	(0.4)	▼	Ⓞ
Mayor's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
City Council	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.4)	▼	0.0	—	(0.4)	▼	Ⓞ
	12-Month	(0.8)	▼	0.1	▲	(0.9)	▼	Ⓞ
Total	4-Month	(0.2)	▼	(0.6)	▼	0.4	▲	Ⓡ
	6-Month	(1.5)	▼	(2.0)	▼	0.6	▲	Ⓡ
	9-Month	(5.5)	▼	(5.6)	▼	0.1	▲	Ⓡ
	12-Month	(4.2)	▼	(3.0)	▼	(1.2)	▼	Ⓞ
Year-End Net Variance		Ⓞ	<=100%	Ⓡ	>100%			

## Twelve Month Results

<p><b>City Clerk's Office:</b></p> <ul style="list-style-type: none"> <li>Slightly unfavourable net expenditures mainly due to higher spending in services and rent related mostly to higher expenditures in mailing, and higher spending on equipment related to workstation remediation required to meet health and safety standards, hardware and software purchases to meet business requirements as well as urgent state of good repair replacement in Information Production.</li> <li>32.7 positions below the approved complement, and after considering budgeted gapping, this represented the equivalent of 3.1% vacancy rate.</li> </ul>	
<p><b>Legal Services:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditures of \$0.397 million or 2.0%.</li> <li>Lower revenues due to less work pertaining to insurance claims, less recovery from Court Services related to prosecution cases, and increase in demand for Planning and Tribunal work.</li> <li>Offset by under-spending in salaries and benefits resulting from delays in filling vacancies</li> <li>Down 20 positions or 4.5% below the approved complement after budgeted gapping.</li> <li>No service level impact as Legal staff worked overtime to maintain service levels. These positions were in various stages of being filled.</li> </ul>	
<p><b>Mayor's Office:</b></p> <ul style="list-style-type: none"> <li>Slight favourable variance mainly due to underspending in salaries and benefits.</li> <li>1.0 position above the approved complement.</li> </ul>	
<p><b>City Council:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditures mainly due to underspending in salaries and benefits due to different staffing strategies adopted by various Councillors.</li> <li>Lower spending in Councillors' Constituency Services and Office Budgets, partly offset by higher spending in Council General Expense Budget, mostly related to general constituency and other expenses.</li> <li>Full complement.</li> </ul>	

**Accountability Offices**

**Chart 6  
Net Variance Summary**







As noted in Chart 6 above, *Accountability Offices* collectively realized net under-spending of \$0.273 million or 3.4% below planned expenditures for the twelve months ended December 31, 2015.

**Figure 6**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Auditor General's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
	12-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
Integrity Commissioner's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
	12-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
Lobbyist Registrar's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
	12-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
Ombudsman's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.0)	—	(0.0)	—	(0.0)	—	Ⓞ
	12-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
Total	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.2)	▼	(0.0)	—	(0.2)	▼	Ⓞ
	12-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

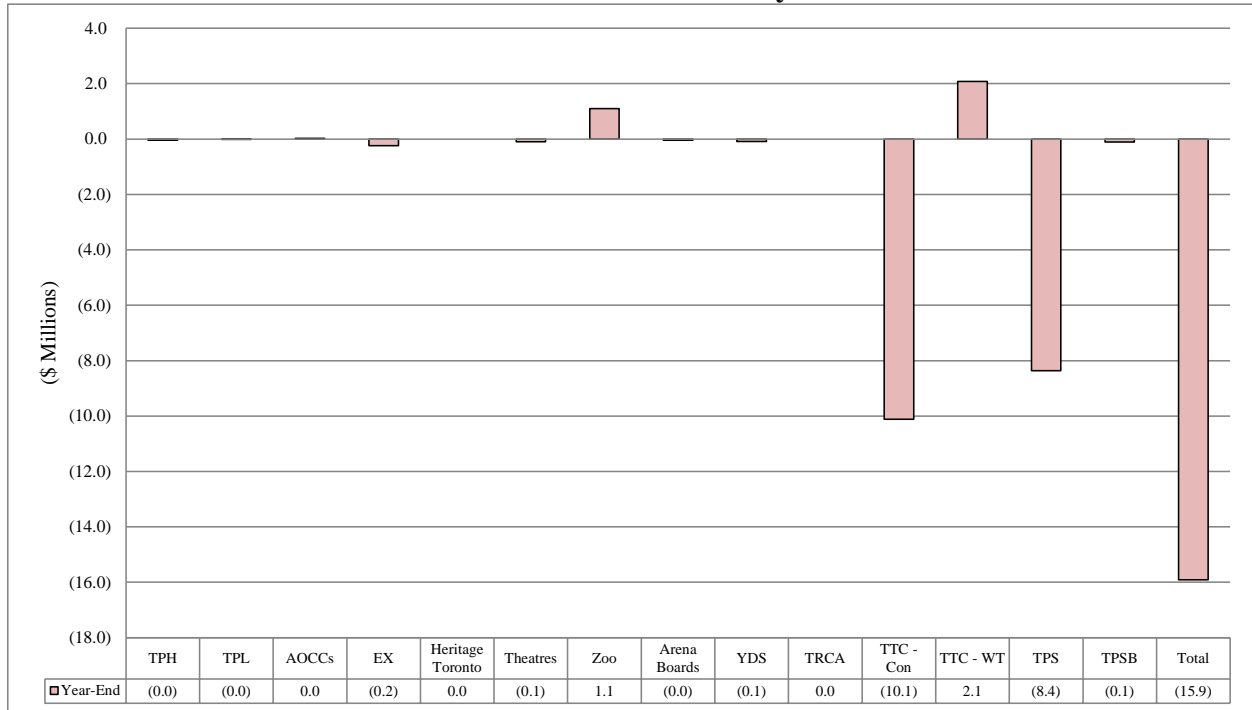
## Twelve Month Results

<p><b>Auditor General's Office:</b></p> <ul style="list-style-type: none"> <li>• Slight favourable variance mainly due to lower spending in salaries and benefits as a result of staff vacancies.</li> <li>• 1.5 positions below the approved complement.</li> <li>• Service pressures have been managed through the hiring of temporary Co-op students to manage workload.</li> </ul>	
<p><b>Integrity Commissioner's Office:</b></p> <ul style="list-style-type: none"> <li>• Favourable variance mainly due to lower spending in salary and benefits as a result of a staff vacancy during the year.</li> <li>• The Office was at full complement.</li> </ul>	
<p><b>Lobbyist Registrar's Office:</b></p> <ul style="list-style-type: none"> <li>• Slight favourable variance mainly due to lower spending in services and rents and salaries and benefits.</li> <li>• 0.3 position or 3.0% below the approved complement. This reflected one temporary position which was only filled if required to manage higher work volumes. The Office was at full complement in terms of the 8 permanent positions.</li> </ul>	
<p><b>Ombudsman's Office:</b></p> <ul style="list-style-type: none"> <li>• Slight favourable variance mainly due to a staff vacancy and lower spending in materials and supplies, and equipment partially offset by higher investigative expenses.</li> <li>• The Office was in the process of hiring to help with the investigative workload.</li> <li>• 2.0 positions below the approved complement.</li> <li>• The filling of a permanent position was delayed to January 2016 in order to mitigate budget pressures related to investigations.</li> </ul>	



**City Agencies**

**Chart 7  
Net Variance Summary**



**Agencies** collectively reported under-expenditures of \$15.908 million or 0.9% below planned net expenditures for the twelve month period ended December 31, 2015, as outlined in Chart 7 above.

**Figure 7**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Toronto Public Health	4-Month	0.1	▲	0.1	▲	0.0	—	Ⓞ
	6-Month	(1.0)	▼	(1.1)	▼	0.1	▲	Ⓡ
	9-Month	(1.4)	▼	(1.3)	▼	(0.0)	—	Ⓞ
	12-Month	(1.8)	▼	(1.8)	▼	(0.0)	—	Ⓞ
Toronto Public Library	4-Month	0.3	▲	0.3	▲	(0.0)	—	Ⓞ
	6-Month	1.2	▲	1.2	▲	(0.0)	—	Ⓞ
	9-Month	1.5	▲	1.5	▲	0.0	—	Ⓞ
	12-Month	2.0	▲	2.1	▲	(0.0)	—	Ⓞ
Association of Community Centres	4-Month	0.0	—	(0.0)	—	0.0	—	Ⓞ
	6-Month	0.0	—	(0.0)	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.1	▲	0.1	▲	0.0	—	Ⓞ
Exhibition Place	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(0.4)	▼	0.9	▲	(1.2)	▼	Ⓞ
	9-Month	0.9	▲	2.1	▲	(1.2)	▼	Ⓞ
	12-Month	(0.2)	▼	0.0	—	(0.2)	▼	Ⓞ
Heritage Toronto	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.1)	▼	(0.1)	▼	(0.0)	—	Ⓞ
	12-Month	(0.0)	—	(0.0)	—	0.0	—	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

**2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Theatres	4-Month	(2.2)	▼	(2.8)	▼	0.6	▲	Ⓡ
	6-Month	(0.5)	▼	(0.8)	▼	0.3	▲	Ⓡ
	9-Month	(1.7)	▼	(1.7)	▼	(0.0)	—	Ⓞ
	12-Month	(1.6)	▼	(1.5)	▼	(0.1)	▼	Ⓞ
Toronto Zoo	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(2.3)	▼	(2.3)	▼	0.0	—	Ⓞ
	9-Month	(3.7)	▼	(4.6)	▼	0.9	▲	Ⓡ
	12-Month	(3.8)	▼	(4.9)	▼	1.1	▲	Ⓡ
Arena Boards of Management	4-Month	(0.1)	▼	(0.1)	▼	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	(0.0)	—	Ⓞ
	9-Month	(0.1)	▼	(0.1)	▼	(0.0)	—	Ⓞ
	12-Month	(0.2)	▼	(0.1)	▼	(0.0)	—	Ⓞ
Yonge Dundas Square	4-Month	0.2	▲	0.2	▲	(0.0)	—	Ⓞ
	6-Month	0.4	▲	0.4	▲	(0.1)	▼	Ⓞ
	9-Month	0.4	▲	0.5	▲	(0.1)	▼	Ⓞ
	12-Month	0.3	▲	0.4	▲	(0.1)	▼	Ⓞ
Toronto & Region Conservation Authority	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.1	▲	0.1	▲	0.0	—	Ⓞ

<b>Year-End Net Variance</b>	<span style="background-color: #90EE90; border: 1px solid black; padding: 2px;">Ⓞ</span> <=100%	<span style="background-color: #FF0000; border: 1px solid black; padding: 2px;">Ⓡ</span> >100%
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**2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Toronto Transit Commission - Conventional	4-Month	(7.5)	▼	(7.5)	▼	0.0	—	Ⓞ
	6-Month	(11.7)	▼	(11.7)	▼	(0.0)	—	Ⓞ
	9-Month	(26.1)	▼	(31.0)	▼	4.9	▲	Ⓡ
	12-Month	(42.5)	▼	(32.4)	▼	(10.1)	▼	Ⓞ
Toronto Transit Commission - Wheel Trans	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	1.1	▲	0.3	▲	0.8	▲	Ⓡ
	12-Month	2.4	▲	0.3	▲	2.1	▲	Ⓡ
Toronto Police Service	4-Month	2.6	▲	0.4	▲	2.2	▲	Ⓡ
	6-Month	3.3	▲	0.0	—	3.3	▲	Ⓡ
	9-Month	(3.2)	▼	(6.0)	▼	2.8	▲	Ⓡ
	12-Month	(34.1)	▼	(25.7)	▼	(8.4)	▼	Ⓞ
Toronto Police Services Board	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	(0.4)	▼	(0.3)	▼	(0.1)	▼	Ⓞ
Total	4-Month	(6.6)	▼	(9.4)	▼	2.8	▲	Ⓡ
	6-Month	(11.0)	▼	(13.3)	▼	2.4	▲	Ⓡ
	9-Month	(32.5)	▼	(40.5)	▼	8.0	▲	Ⓡ
	12-Month	(79.7)	▼	(63.8)	▼	(15.9)	▼	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

## Twelve Month Results

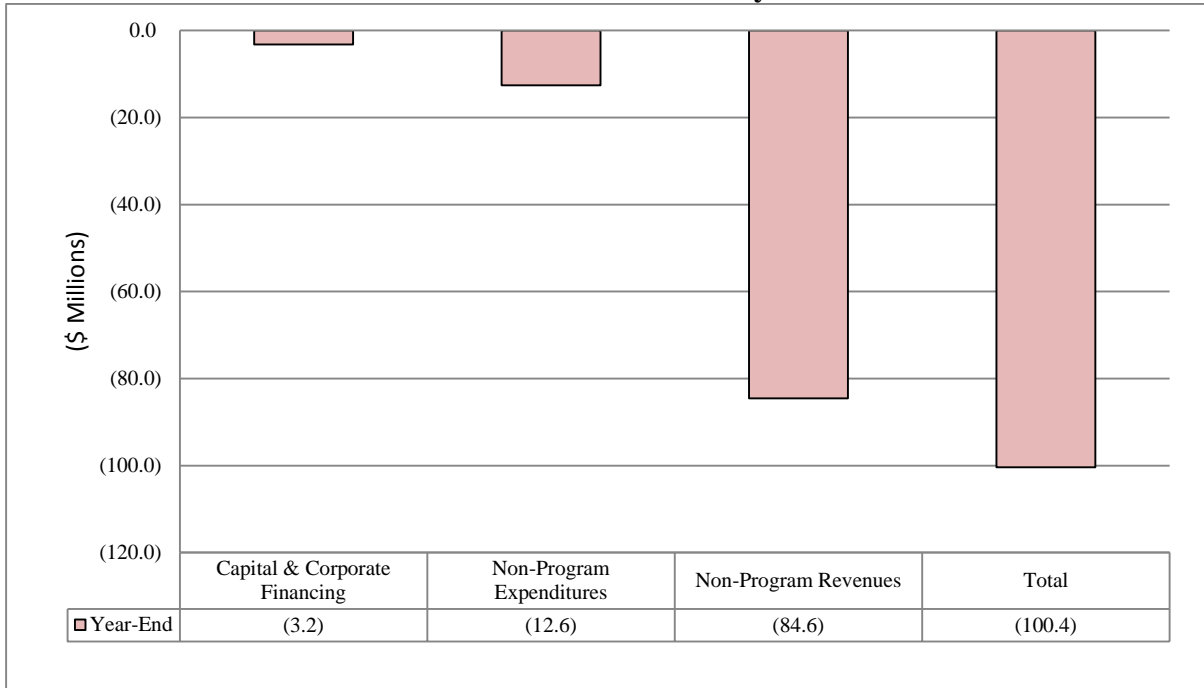
<p><b>Toronto Public Health:</b></p> <ul style="list-style-type: none"> <li>Favourable minor net year-end variance primarily from under-spending in salaries and benefits due to unanticipated retirements and corrective actions taken in the second half of the year to offset overspending in cost shared programs in the first half of the year.</li> </ul>	G
<ul style="list-style-type: none"> <li>105.9 positions below approved complement which after considering gapping was equivalent to a 0.5% vacancy rate.</li> </ul>	
<p><b>Toronto Public Library:</b></p> <ul style="list-style-type: none"> <li>Un-budgeted expenditures associated with specific library initiatives were fully offset by unplanned grants received from the Toronto Public Library Foundation and other organizations.</li> <li>Over-expenditures in utility costs due to the extreme temperatures in early 2015 cold winter partially offset from higher revenues for facilities rentals.</li> </ul>	G
<ul style="list-style-type: none"> <li>51.0 positions below approved complement, which after considering gapping was equivalent to a 0.2% vacancy rate.</li> </ul>	
<p><b>Association of Community Centres:</b></p> <ul style="list-style-type: none"> <li>Over spending in salary costs resulting from Pan Am Pridehouse and increased costs related to building usage at Swansea Town Hall.</li> <li>Over-achieved revenues derived from increased building usage at Swansea Town Hall.</li> </ul>	G
<ul style="list-style-type: none"> <li>Full complement.</li> </ul>	
<p><b>Exhibition Place:</b></p> <ul style="list-style-type: none"> <li>Exhibition Place generated favourable gross expenditure variance due to implementation of management energy initiatives and under-spending in utility costs from Energy Retrofit Projects (ERP), partially offset by unfavourable variance arising from overspending in hotel soil contamination remediation.</li> </ul>	G
<ul style="list-style-type: none"> <li>Full complement.</li> </ul>	
<p><b>Heritage Toronto:</b></p> <ul style="list-style-type: none"> <li>The combined impact of lower than budgeted revenues and under-spending results net expenditures being on budget.</li> </ul>	G
<ul style="list-style-type: none"> <li>Full complement of 7.0 positions.</li> </ul>	
<p><b>Theatres:</b></p> <ul style="list-style-type: none"> <li>The Sony Centre and Toronto Centre for the Arts experienced lower demand for their programming resulting in lower than budgeted revenues, off-set by lower expenditures.</li> <li>The lower demand for the Sony Centre's and Toronto Centre for the Art's programming was more than off-set by increased demand for the St. Lawrence Centre's programming resulting in higher revenues and programming related expenditures. Net expenditures were favourable to budget by \$0.102 million or 1.9% due to the increased demand for the St. Lawrence Centre's programming.</li> </ul>	G
<ul style="list-style-type: none"> <li>4.6 positions above the approved complement of 163.1 primarily due to increased program staffing as a result of increased demand.</li> <li>There was no budgeted gapping; this represented 2.8% above the approved complement.</li> </ul>	
<p><b>Toronto Zoo:</b></p> <ul style="list-style-type: none"> <li>Attendance of 1,141,162 visitors through the end of Dec/15 was below the budgeted figure of 1,400,000 resulting in a revenue shortfall of \$4.861 million compared to budget.</li> <li>This revenue shortfall was primarily attributable to extreme weather. Expenses directly related to visitor attendance levels were held back, partially off-setting the revenue shortfall of \$4.861 million, resulting in an unfavourable net expenditure variance of \$1.103 million, or 9.4%.</li> </ul>	R
<ul style="list-style-type: none"> <li>16.0 positions below approved complement. After considering budgeted gapping, this represented the equivalent of a 1.7% vacancy rate.</li> </ul>	
<p><b>Arena Boards of Management:</b></p> <ul style="list-style-type: none"> <li>Arena Boards of Management generated higher than budgeted net surplus at year-end driven by: <ul style="list-style-type: none"> <li>Bill Bolton and Leaside Gardens Arenas' higher than budgeted sundry and ice rental revenues in addition to underspending in utilities and general equipment repairs.</li> <li>Net surplus was partially offset by McCormick and Moss Park Arenas' minor overspending in snack bar and materials supplies.</li> </ul> </li> </ul>	G
<ul style="list-style-type: none"> <li>Full complement.</li> </ul>	

## Twelve Month Results

<p><b>Yonge-Dundas Square:</b></p> <ul style="list-style-type: none"> <li>• Favourable year-end net expenditures over the 2015 Budget driven by higher than budgeted signage and event support revenue on the Square. <ul style="list-style-type: none"> <li>➤ This additional revenue was partially offset by increased event support costs to accommodate the clients on the Square.</li> </ul> </li> <li>• Full complement</li> </ul>	
<p><b>Toronto and Region Conservation Authority:</b></p> <ul style="list-style-type: none"> <li>• Each year, TRCA receives the City of Toronto funding share which maintained the ratio between TRCA's other funding municipalities. In 2015, TRCA the full funding amount as approved by Council was advanced, resulting in no year-end variance.</li> <li>• Full Complement.</li> </ul>	
<p><b>Toronto Transit Commission – Conventional:</b></p> <ul style="list-style-type: none"> <li>• Toronto Transit Commission (TTC) reported a 2015 year-end net under-spending of \$10.119 million or 2.2%.</li> <li>• The number of customer journeys for the year was 538 million which fell 7 million or 1.3% below the target of 545 million. This resulted in a \$32.4 million decrease in passenger revenues. Most of this shortfall stemmed from the negative impact of severe cold temperatures and snow, ongoing planned system closures, labour disruptions at two universities and the March 1 fare increase as well as the lower average fare.</li> <li>• Primarily offset by under-spending in departmental non-labour expenses (\$15.4 million), Hydro &amp; Utilities (\$7.1 million), leasing expenses (\$6.1 million), diesel fuel (\$4.5 million).</li> <li>• TTC Conventional had a strength of 13,131 positions, which was 581 positions below the approved complement of 13,712 positions. This includes 11,470 operating and 1,661 capital positions which were 221 (1.9%) and 360 (17.8%, respectively) below the total complement of 13,712 positions. This represented an overall vacancy rate of 3% after considering gapping, as the budgeted capping rate of 1.2% was equivalent to approximately 165.0 positions.</li> </ul>	
<p><b>Toronto Transit Commission – Wheel-Trans:</b></p> <ul style="list-style-type: none"> <li>• The \$2.1 million shortfall is largely driven by the unprecedented growth in ridership experienced in 2015. An additional 289K (8.9%) customer journeys were taken and this was in part due to more resources added to the Reservations area which have effectively reduced the call abandonment rates and allowed for the accommodation of more trip requests than originally contemplated.</li> <li>• Wheel-Trans had a strength of 550 positions, which is 12 positions below the approved complement of 562 positions. This represented a vacancy rate of 1.3% after considering gapping, as the budgeted gapping rate of 0.8% was equivalent to approximately 4.0 positions.</li> </ul>	
<p><b>Toronto Police Service:</b></p> <ul style="list-style-type: none"> <li>• Net expenditures were lower than budget by \$8.363 million or 0.9%, primarily as a result of lower than planned Pan Am expenditures, as well as the steps the Service took to reduce planned hiring earlier in the year to mitigate budget pressures.</li> <li>• 390.0 positions below approved complement. After considering budgeted gapping, this represented the equivalent of a 0.0% vacancy rate. The Toronto Police Service was slightly above its budgeted strength of 7,488 but below its authorized strength of 7,883.</li> </ul>	
<p><b>Toronto Police Services Board:</b></p> <ul style="list-style-type: none"> <li>• Net expenditures were lower than budget by \$0.110 million or 4.6% primarily due to lower than budgeted legal and professional expenditures.</li> <li>• Full complement.</li> </ul>	

**Corporate Accounts**

**Chart 8  
Net Variance Summary**



*Corporate Accounts* experienced a net favourable variance of \$100.404 million below the 2015 Approved Net Operating Budget for the twelve month period ended December 31, 2015, as indicated in Chart 8 above.

**Capital & Corporate Financing**

*Capital and Corporate Financing* reported net under-expenditures of \$3.229 million or 0.5% for the twelve month period ended December 31, 2015.

**Figure 8  
2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Capital & Corporate Financing	4-Month	0.8	▲	0.0	—	0.8	▲	Ⓜ
	6-Month	1.1	▲	0.0	—	1.1	▲	Ⓜ
	9-Month	3.0	▲	0.0	—	3.0	▲	Ⓜ
	12-Month	1.3	▲	4.5	▲	(3.2)	▼	Ⓞ
<b>Year-to-Date Net Variance</b>		Ⓞ	<=100%	Ⓜ	>100%			

**Twelve Month Results**

<p><b>Capital &amp; Corporate Financing:</b></p> <ul style="list-style-type: none"> <li>At year-end, the favourable variance was mainly due to a higher than expected collection of recoverable debt. (Recoveries from ABCs Loan)</li> <li>This was slightly offset by the additional interest and cost (commission + Legal) of issuing \$100 million more debt than forecasted which was partially offset by lower than forecasted interest rates in 2015.</li> </ul>	Ⓞ
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**Non-Program Expenditures**

*Non-Program Expenditures* were under-spent by \$12.597 million or 2.9% of planned net expenditures for the twelve month period ended December 31, 2015.

**Figure 9  
2015 Year-End Variance Dashboards  
(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Tax Deficiencies/Write-Offs	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(20.9)	▼	(20.9)	▼	0.0	—	Ⓞ
	12-Month	(28.6)	▼	(28.6)	▼	0.0	—	Ⓞ
Assessment Function (MPAC)	4-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓞ
	6-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓞ
	9-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓞ
	12-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓞ
Funding of Employee Related Liabilities	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
	9-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
	12-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ
Other Corporate Expenditures	4-Month	(6.5)	▼	(0.8)	▼	(5.6)	▼	Ⓞ
	6-Month	(6.0)	▼	(0.2)	▼	(5.8)	▼	Ⓞ
	9-Month	(7.1)	▼	0.5	▲	(7.6)	▼	Ⓞ
	12-Month	(8.3)	▼	(0.4)	▼	(7.9)	▼	Ⓞ
Insurance Premiums & Claims	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.0	—	0.0	—	0.0	—	Ⓞ

**Year-End Net Variance**      Ⓞ ≤100%      Ⓜ >100%

**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Parking Tag Enforcement & Oper.	4-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
	6-Month	(1.0)	▼	0.0	—	(1.0)	▼	Ⓞ
	9-Month	(0.5)	▼	0.0	—	(0.5)	▼	Ⓞ
	12-Month	(2.7)	▼	0.0	—	(2.7)	▼	Ⓞ
Programs Funded from Reserve Funds	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	2.4	▲	2.3	▲	0.1	▲	Ⓜ
	9-Month	3.3	▲	3.3	▲	0.1	▲	Ⓜ
	12-Month	10.8	▲	10.8	▲	0.0	—	Ⓞ
Vacancy Rebate Program	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	(0.6)	▼	0.0	—	(0.6)	▼	Ⓞ
Heritage Property Taxes Rebates	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.5)	▼	0.0	—	(0.5)	▼	Ⓞ
	12-Month	(1.2)	▼	0.0	—	(1.2)	▼	Ⓞ
Tax Rebates for Registered Charities	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.1	▲	0.1	▲	0.0	—	Ⓞ

Year-End Net Variance      Ⓞ ≤100%      Ⓜ >100%

**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Solid Waste Management Rebates	4-Month	0.0	—	0.0	—	0.0	—	ⓐ
	6-Month	0.0	—	0.0	—	0.0	—	ⓐ
	9-Month	0.0	—	0.0	—	0.0	—	ⓐ
	12-Month	0.0	—	0.0	—	0.0	—	ⓐ
Pandemic Influenza Stockpiling	4-Month	0.0	—	0.0	—	0.0	—	ⓐ
	6-Month	0.0	—	0.0	—	0.0	—	ⓐ
	9-Month	0.0	—	0.0	—	0.0	—	ⓐ
	12-Month	0.0	—	0.0	—	0.0	—	ⓐ
Total	4-Month	(6.8)	▼	(0.8)	▼	(6.0)	▼	ⓐ
	6-Month	(4.9)	▼	2.1	▲	(7.0)	▼	ⓐ
	9-Month	(26.0)	▼	(17.1)	▼	(8.9)	▼	ⓐ
	12-Month	(30.7)	▼	(18.1)	▼	(12.6)	▼	ⓐ
<b>Year-End Net Variance</b>		ⓐ ≤100%	ⓑ >100%					

**Twelve Month Results**

<p><b>Tax Deficiencies/Write-Offs:</b></p> <ul style="list-style-type: none"> <li>At year-end, tax deficiencies went on budget as a result of:             <ol style="list-style-type: none"> <li>\$25.97 million favourable - appeals and other adjustments and provision were lower than budgeted, primarily due to the ARB clearing their backlog,</li> <li>\$1.95 million favourable - TIEG grants, due to new properties becoming eligible for these grants and the timing of the applications for these grants,</li> <li>\$0.68 million favourable, as the actual for costs to defend the City's assessment base was below budget and;</li> <li>Offset by a \$28.6 million reduction in the projected draw from the Assessment Appeal Stabilization Reserve.</li> </ol> </li> </ul>	ⓐ
<p><b>Assessment Function (MPAC):</b></p> <ul style="list-style-type: none"> <li>MPAC charges were less than budgeted resulting from a favourable year-end variance of \$0.26 million.</li> </ul>	ⓐ
<p><b>Funding Employee Related Liabilities:</b></p> <ul style="list-style-type: none"> <li>Under-spending on payments to firefighters, surviving spouses and dependants.</li> </ul>	ⓐ

## Twelve Month Results

<b>Other Corporate Expenditures:</b> <ul style="list-style-type: none"> <li>Under-spending largely from lower cost of living allowance provisions for recent settlements.</li> </ul>	G
<b>Insurance Premiums &amp; Claims:</b> <ul style="list-style-type: none"> <li>Insurance Premiums &amp; Claims were on budget.</li> </ul>	G
<b>Parking Tag Enforcement &amp; Operations:</b> <ul style="list-style-type: none"> <li>Favourable gross expenditure of \$2.1 million due to savings from higher than budgeted attrition and reduced overtime costs due to members being deployed to Pan Am Games;</li> <li>Payments to the Province below target by \$0.510 million due to lower ticket issuance.</li> <li>Down 12.0 positions or 3.0% below the approved complement.</li> </ul>	G
<b>Programs Funded from Reserve Funds:</b> <ul style="list-style-type: none"> <li>Higher than planned employee separation costs.</li> </ul>	G
<b>Vacancy Rebate Program:</b> <ul style="list-style-type: none"> <li>At year-end, the favourable variance of \$0.6 M was due to lower than expected rebates processed and pending to be processed.</li> </ul>	G
<b>Heritage Property Tax Rebates:</b> <ul style="list-style-type: none"> <li>At year end, the \$1.2 M favourable budget variance was due to lower than expected uptake of the program. This variance is made up of adjustments to tax years 2008 to 2009 (\$0.6 M), to 2012 (\$0.1 M) and to 2015 (\$0.5 M).</li> </ul>	G
<b>Tax Rebates for Registered Charities:</b> <ul style="list-style-type: none"> <li>At year-end, the variance of 0.089 M was due to the unbudgeted Supplementary/Omits tax levy posted to account in 2015.</li> <li>Because Tax Rebates for Registered Charities was self-funding with its own tax levy and rates, therefore revenue was offset by an equivalent write-off in expenditure.</li> </ul>	G
<b>Solid Waste Management Rebates:</b> <ul style="list-style-type: none"> <li>Solid Waste Management Rebates were on budget.</li> </ul>	G
<b>Pandemic Influenza Stockpiling:</b> <ul style="list-style-type: none"> <li>Planned contribution to the Emergency Planning Reserve was on budget.</li> </ul>	G

**Non-Program Revenues**

*Non-Program Revenues* realized a positive variance of \$84.578 million or 7.6% above the 2015 Approved Net Operating Budget for the period ended December 31, 2015.

**Figure 10**  
**2015 Year-End Variance Dashboards**  
**(\$ Millions)**

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Payments in Lieu of Taxes	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	(10.1)	▼	10.1	▲	Ⓡ
	12-Month	0.0	—	(7.6)	▼	7.6	▲	Ⓡ
Supplementary Taxes	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	12.1	▲	(12.1)	▼	Ⓞ
	12-Month	0.0	—	15.0	▲	(15.0)	▼	Ⓞ
Tax Penalties	4-Month	0.0	—	(0.1)	—	0.1	▲	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	1.2	▲	(1.2)	▼	Ⓞ
	12-Month	0.0	—	1.9	▲	(1.9)	▼	Ⓞ
Interest/Investment Earnings	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	(0.1)	▼	(0.1)	▼	0.0	—	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Other Corporate Revenues	4-Month	0.0	—	0.2	▲	(0.2)	▼	Ⓞ
	6-Month	0.6	▲	0.9	▲	(0.3)	▼	Ⓞ
	9-Month	0.0	—	0.2	▲	(0.2)	▼	Ⓞ
	12-Month	0.0	—	0.2	▲	(0.2)	▼	Ⓞ
Toronto Hydro Revenues	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.0	—	(11.3)	▼	11.3	▲	Ⓜ
Provincial Revenue	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.0	—	0.0	—	0.0	—	Ⓞ
Municipal Land Transfer Tax	4-Month	0.0	—	25.0	▲	(25.0)	▼	Ⓞ
	6-Month	0.5	▲	55.5	▲	(55.0)	▼	Ⓞ
	9-Month	0.5	▲	95.5	▲	(95.0)	▼	Ⓞ
	12-Month	0.5	▲	92.6	▲	(92.1)	▼	Ⓞ
Third Party Sign Tax	4-Month	0.0	—	0.1	▲	(0.1)	▼	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	(0.2)	▼	(1.3)	▼	1.1	▲	Ⓜ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓜ	>100%			

**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Parking Authority Revenues	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.8	▲	(0.8)	▼	Ⓞ
	9-Month	0.0	—	2.0	▲	(2.0)	▼	Ⓞ
	12-Month	(0.5)	▼	3.4	▲	(3.9)	▼	Ⓞ
Administrative Support Recoveries - Water	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.0	—	0.0	—	0.0	—	Ⓞ
Administrative Support Recoveries - Health & EMS	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	12-Month	0.0	—	0.0	—	0.0	—	Ⓞ
Parking Tag Enforcement & Oper.	4-Month	0.0	—	(0.2)	▼	0.2	▲	Ⓡ
	6-Month	0.0	—	(2.2)	▼	2.2	▲	Ⓡ
	9-Month	0.0	—	(2.3)	▼	2.3	▲	Ⓡ
	12-Month	0.0	—	(10.5)	▼	10.5	▲	Ⓡ
Other Tax Revenues	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.2)	▼	0.8	▲	(1.0)	▼	Ⓞ
	12-Month	0.0	—	0.9	▲	(0.9)	▼	Ⓞ
<b>Year-End Net Variance</b>		Ⓞ	<=100%	Ⓡ	>100%			

**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Woodbine Slots	4-Month	0.0	—	0.5	▲	(0.5)	▼	ⓐ
	6-Month	0.0	—	0.5	▲	(0.5)	▼	ⓐ
	9-Month	0.0	—	0.5	▲	(0.5)	▼	ⓐ
	12-Month	0.0	—	1.2	▲	(1.2)	▼	ⓐ
Total	4-Month	0.0	—	25.6	▲	(25.6)	▼	ⓐ
	6-Month	1.1	▲	55.5	▲	(54.5)	▼	ⓐ
	9-Month	0.4	▲	99.9	▲	(99.6)	▼	ⓐ
	12-Month	(0.2)	▼	84.3	▲	(84.6)	▼	ⓐ
<b>Year-End Net Variance</b>		ⓐ	<=100%	ⓑ	>100%			

**Twelve Month Results**

<p><b>Payments In Lieu of Taxes (PILs):</b></p> <ul style="list-style-type: none"> <li>At year-end, a \$7.6 million unfavourable variance was realized, primarily due to: <ul style="list-style-type: none"> <li>\$0.7 million favourable as a result of assessment-based revenues being higher than budgeted and;</li> <li>\$0.5 million favourable as a result of Heads &amp; Beds revenues being higher than budgeted,</li> <li>Offset by \$8.8 million unfavourable as a result of higher than anticipated appeals and other adjustments.</li> </ul> </li> </ul>	ⓑ
<p><b>Supplementary Taxes:</b></p> <ul style="list-style-type: none"> <li>At year end, a favourable variance of \$15.0 million was realized because the number of properties/assessed values that were included on the omitted/supplementary rolls, exceeded the budgeted revenues.</li> </ul>	ⓐ
<p><b>Tax Penalties:</b></p> <ul style="list-style-type: none"> <li>At year-end, there was a favourable variance of \$1.9 M. This is mainly due to the year-end provision adjustment reflecting a large PIL and Tax Interest write-off at Council's Direction.</li> </ul>	ⓐ
<p><b>Interest &amp; Investment Earnings:</b></p> <ul style="list-style-type: none"> <li>At year end, there was a minor favourable variance due to higher than forecasted income allocation to the Reserve Funds which was due to a higher than forecasted Reserve Fund balances.</li> </ul>	ⓐ

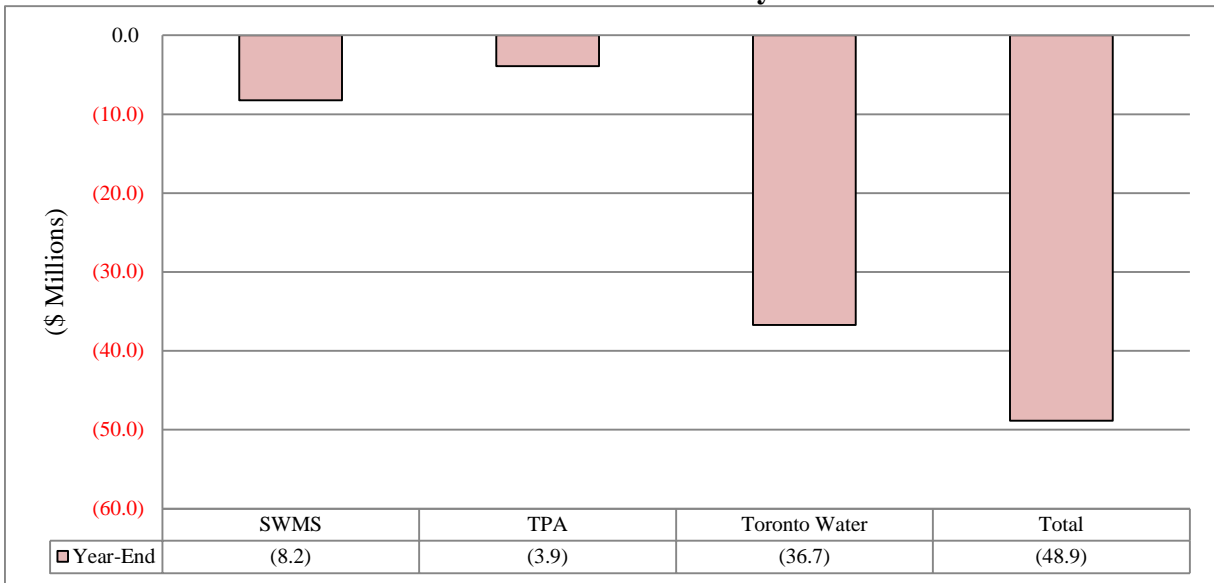


## Twelve Month Results

<p><b>Other Corporate Revenues:</b></p> <ul style="list-style-type: none"> <li>At year end, a slight favourable variance of \$0.231 M was achieved. This was largely due to higher than planned registry and gaming revenues.</li> </ul>	G
<p><b>Toronto Hydro Revenues:</b></p> <ul style="list-style-type: none"> <li>The 2015 Toronto Hydro Revenues Budget included a one-time \$11.25M special dividend. Due to a delay in the approval of the Toronto Hydro 2015 rate application to the Ontario Energy Board, circumstances did not permit this special dividend to be declared by Toronto Hydro Board of Directors.</li> </ul>	R
<p><b>Provincial Revenue:</b></p> <ul style="list-style-type: none"> <li>Provincial revenues were on budget.</li> </ul>	G
<p><b>Municipal Land Transfer Tax (MLTT):</b></p> <ul style="list-style-type: none"> <li>At year end, a favourable variance of \$92.6 million was realized for 2015, due to higher than expected property sales experienced during the year.</li> </ul>	G
<p><b>Third Party Sign Tax:</b></p> <ul style="list-style-type: none"> <li>At year end, the unfavourable variance of \$0.185 M is due to billing adjustments (for changes in sign company inventories) as well as overall reductions in the inventory of third party signs.</li> </ul>	R
<p><b>Parking Authority Revenues:</b></p> <ul style="list-style-type: none"> <li>Over-achieved net revenue largely from higher off-street parking demand for garages in downtown areas.</li> </ul>	G
<p><b>Administrative Support Recoveries – Toronto Water:</b></p> <ul style="list-style-type: none"> <li>Administrative support recoveries from Toronto Water were on budget.</li> </ul>	G
<p><b>Administrative Support Recoveries – Health &amp; EMS:</b></p> <ul style="list-style-type: none"> <li>Administrative support recoveries from Health and EMS were on budget.</li> </ul>	G
<p><b>Parking Tag and Enforcement Operations:</b></p> <ul style="list-style-type: none"> <li>At year-end there is an unfavourable variance of \$10.500 million or 11.0%. <ul style="list-style-type: none"> <li>Ticket issuance down 12.6% from prior year and 7.1% compared to 2015 budget due to both higher than anticipated success of traffic initiatives and the Pan Am Games. The parking tickets issued at year-end was 2.18 million versus the budget of 2.35 million.</li> <li>Drop in ticket issuance was expected during the Pan Am Games however anticipated increases in the autumn and winter months never materialized as compliance remained high.</li> <li>While revenues were lower, overall traffic congestion improved significantly.</li> </ul> </li> </ul>	R
<p><b>Other Tax Revenues:</b></p> <ul style="list-style-type: none"> <li>At year-end, a favourable variance was realized as a result of: <ul style="list-style-type: none"> <li>Hydro properties levies being higher than planned.</li> <li>Appeals and required provision being less than planned</li> <li>Offset by lower than planned acreage levy.</li> </ul> </li> </ul>	G
<p><b>Woodbine Slots:</b></p> <ul style="list-style-type: none"> <li>At year-end, there was a favourable variance due to electronic gaming revenues at OLG Slots were higher than expected, resulting in a higher share for the City according to the funding formula in the OLG Municipality Contribution Agreement</li> </ul>	G

**Rate Supported Programs**

**Chart 9  
Net Variance Summary**






***Rate Supported Programs***, which include Solid Waste Management Services, Toronto Parking Authority and Toronto Water, collectively reported net under-spending of \$48.863 million for the twelve-month period ended December 31, 2015, as outlined in Chart 9 above.

**Figure 11**  
**2015 Year-End Variance Dashboards**  
(\$ Millions)

City Program/Agency	Quarter	Year-End Results						Alert
		Gross Expenditures		Revenue		Net Variance		
		\$	trend	\$	trend	\$	trend	
Solid Waste Management Services	4-Month	(5.9)	▼	(5.4)	▼	(0.6)	▼	Ⓞ
	6-Month	(4.5)	▼	(3.0)	▼	(1.5)	▼	Ⓞ
	9-Month	(4.5)	▼	(6.3)	▼	1.8	▲	Ⓡ
	12-Month	(11.3)	▼	(3.1)	▼	(8.2)	▼	Ⓞ
Toronto Parking Authority	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	1.1	▲	(1.1)	▼	Ⓞ
	9-Month	(0.4)	▼	2.3	▲	(2.7)	▼	Ⓞ
	12-Month	(0.6)	▼	3.3	▲	(3.9)	▼	Ⓞ
Toronto Water	4-Month	9.7	▲	3.9	▲	5.8	▲	Ⓡ
	6-Month	(4.9)	▼	(20.6)	▼	15.7	▲	Ⓡ
	9-Month	(7.6)	▼	(17.2)	▼	9.6	▲	Ⓡ
	12-Month	(23.7)	▼	13.0	▲	(36.7)	▼	Ⓞ
Total	4-Month	3.8	▲	(1.5)	▼	5.3	▲	Ⓡ
	6-Month	(9.4)	▼	(22.5)	▼	13.1	▲	Ⓡ
	9-Month	(12.6)	▼	(21.2)	▼	8.6	▲	Ⓡ
	12-Month	(35.7)	▼	13.2	▲	(48.9)	▼	Ⓞ
Year-End Net Variance		Ⓞ	<=100%	Ⓡ	>100%			

## Twelve Month Results

<p><b>Solid Waste Management Services:</b></p> <ul style="list-style-type: none"> <li>Under-expenditures of \$18.30 million were mainly due to lower processing costs due to lower tonnages of recyclable materials, organics, durable goods and yard waste; salaries and benefits due to vacancies and lower than planned WSIB costs. Debt service costs were also lower than planned due to delayed issuance of debentures. Communication costs were lower due to deferred advertising campaigns.</li> <li>Partially offset by over-expenditures of \$7 million including Collection contracts attributed to higher waste tonnages and higher mattress collection costs. There was also higher cost due to higher tonnages of City of Toronto waste disposal at Green Lane. Municipal Hazardous and Special Waste (MHSW) processing contract incurred higher cost due to more units processed. Charges for Fleet increased due to higher maintenance and repair requirements in 2015.</li> <li>Lower revenue of \$11.07 million mainly due to lower single and multi-res volumes, adjusted stewardship funding for lower tonnages, lower tonnes of Green Lane waste, lower prices for sales of recyclable materials and fewer recoveries for capital positions due to vacancies.</li> <li>This was partially offset with \$8 million in additional revenue mainly from tipping fees at Transfer Stations, increased drop and load service, more revenue from processing residual waste from processing contractors as well as increased tonnage revenue for City waste at Green Lane.</li> <li>As a result, Solid Waste Management Services recorded a year-end net revenue of \$8.22 million or 2.2% of gross expenditures. This amount has been contributed to the Waste Management Reserve Fund to support the SWMS Capital program.</li> </ul>	
<ul style="list-style-type: none"> <li>120.0 positions below approved complement due to on-going hiring, retirements and re-assignments which, after considering budgeted gapping, is equivalent to an 8.9% vacancy rate.</li> <li>Some positions were being held vacant in order to facilitate backfilling for staff participating in the TMP (Talent Management Program). There were also positions that were remaining vacant as the Program is having difficulty recruiting qualified candidates.</li> </ul>	
<p><b>Toronto Parking Authority:</b></p> <ul style="list-style-type: none"> <li>Reported a net surplus of \$3.923 million at December 31, 2015.</li> <li>Lower expenditures of \$0.628 million mainly due to lower utility and snow removal costs as a result of warmer temperatures, as well as a deferral of maintenance work (Nathan Phillips Square Carpark and 40 York Street Carpark) and on-street mobile signs refurbishment. This under expenditure was partially offset by higher rent expenses for managed lots, and higher than budgeted student and attendant wages.</li> <li>Revenues higher by \$3.293 million due to higher off-street parking revenues in the downtown garages and surface carparks as a result of higher than anticipated customer volume.</li> </ul>	
<ul style="list-style-type: none"> <li>5.4 positions or 1.8% below approved complement due to delayed hiring of staff. There is no budgeted gapping.</li> </ul>	
<p><b>Toronto Water:</b></p> <ul style="list-style-type: none"> <li>Reported net under expenditure of \$36.718 million at December 31, 2015.</li> <li>Lower expenditures of \$23.748 million mainly due to underspending in salaries and benefits as a result of vacancies, lower than anticipated demand for chemicals, electricity, professional and technical services, as well as underspending in the transfer costs of bio solids, as a result of continued beneficial use for sludge.</li> <li>Higher revenues of \$12.971 million primarily due to higher than anticipated volume of water sold, increase in new watermain and sewer service connections, and industrial waste agreements.</li> </ul>	
<ul style="list-style-type: none"> <li>137 positions below approved complement at year-end, due to the aging workforce / retirements and extended recruitment period for certain positions such as skilled trades and certified operators. After considering budgeted gapping it equals to 4.8% vacancy rate.</li> <li>As a result, Toronto Water has been unable to completely perform pro-active preventative maintenance resulting in emergency repairs and higher than normal overtime and repair costs.</li> <li>The 2010-2020 Strategic Plan includes enhancement of recruiting strategies and development and implementation of an Enterprise Knowledge Retention Program.</li> </ul>	