



Toronto Atmospheric Fund 2014 OPERATING BUDGET OVERVIEW

What We Do

The Toronto Atmospheric Fund (TAF) provides support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with nongovernment organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities and public and private schools.

2014 Budget Highlights

The total cost to deliver this Program for the City of Toronto in 2014 is \$2.425 million as shown below.

(In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	2,218.0	2,425.0	207.0	9.3%
Gross Revenue	2,218.0	2,425.0	207.0	9.3%
Net Expenditures				

For 2014, the Toronto Atmospheric Fund was confronting a net pressure of \$0.207 million as a result of inflation, cost of living increases for staff and project implementation. Through analysis, review of gross expenditures and fundraising initiatives TAF was able to realign the budget to offset this pressure.

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Fast Facts

- The Toronto Atmospheric Fund's direct investments over the past five years has leveraged additional funds at a 1:4 ratio.
- The Toronto Atmospheric Fund is increasingly being recognized for its low-carbon innovation work including:
 - Runner Up, Social Finance Award;
 - Finalist, Scotiabank EcoLiving Innovation Award; and,
 - Clean50 Honouree.

Trends

- The Toronto Atmospheric Fund's investment portfolio is earning record returns in 2013 primarily attributable to global equities.
- The Toronto Atmospheric Fund has annually increased external revenues through fundraising initiatives.

Our Service Deliverables for 2014

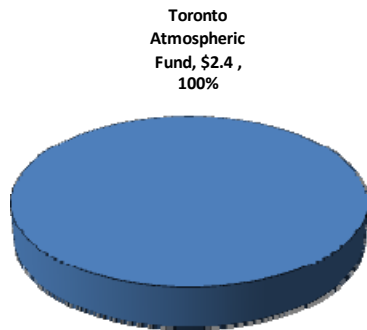
The Toronto Atmospheric fund is responsible for the promotion of global climate stabilization by the reduction of emissions of greenhouse gases and greenhouse gas precursors into the atmosphere through public education, scientific research and technology development. The 2014 Operating Budget will provide funding to:

- Administer and manage a diversified investment portfolio with oversight by the Toronto Atmospheric Fund Board (TAF) and the appointed Investment Committee.
- Design, develop and implement three core programs, specifically:
 - Incubate Climate Solutions;
 - Mobilize Financial Capital;
 - Mobilize Social Capital.
- Provide support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities, and public and private schools.
- Build and expand the TAF Grants Program to generate ideas, stimulate collaborations, and engage more people in discovering and implementing low-carbon solutions in Toronto.
- Build fundraising capacity and revenue while advancing opportunities for earned income through securing additional pro bono services to offset core costs.
- Develop effective strategies to reduce emissions from natural gas used for space heating, water heating, industrial process heating, and from transportation fuels, both for commercial and personal purposes.
- Enhance TAF's external outreach by mobilizing more partners and attracting more public and private resources to fund local energy efficiency investments.

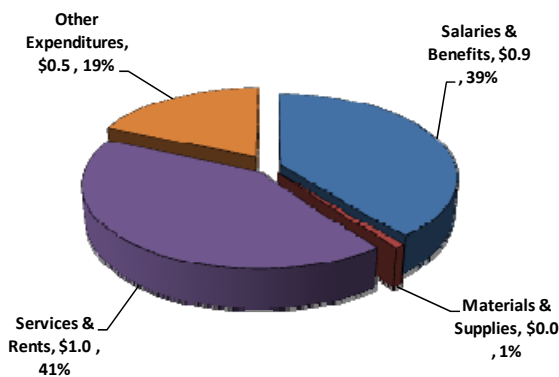
2014 Budget Expenditures & Funding

Where the money goes:

2014 Operating Budget by Service
\$2.245 Million

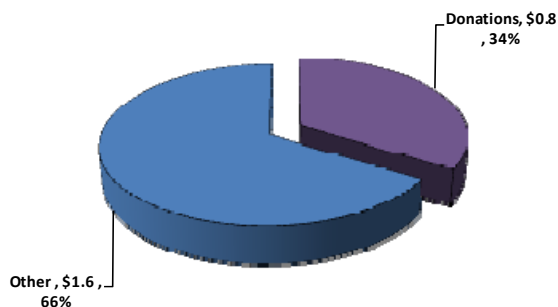


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source
\$2.425 Million



Our Key Challenges & Priority Actions

- Achieving the City of Toronto Green House Gas reduction targets, from the 1990 baseline of 22 Mega Tonnes per year: 6% in 2012, 30% by 2020 and 80% by 2050.

 - Incubate and advance new low-carbon approaches and technologies through pilot testing, policy changes, social engagement and innovative financing.
- Effectively managing fundraising and other various revenue generating initiatives for the expansion of various program deliverables.

 - Contribute to innovative, high-impact emission reduction projects undertaken by Toronto-based non-profit organizations, the Toronto Atmospheric Fund and strategic partners, and City of Toronto.
 - Prudently manage a diversified investment portfolio with Board and Investment Committee oversight, in addition to increasing fundraising initiatives to generate corporate investment.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Operating Budget for the Toronto Atmospheric Fund of \$2.425 million gross and \$0 net, comprised of the following service:

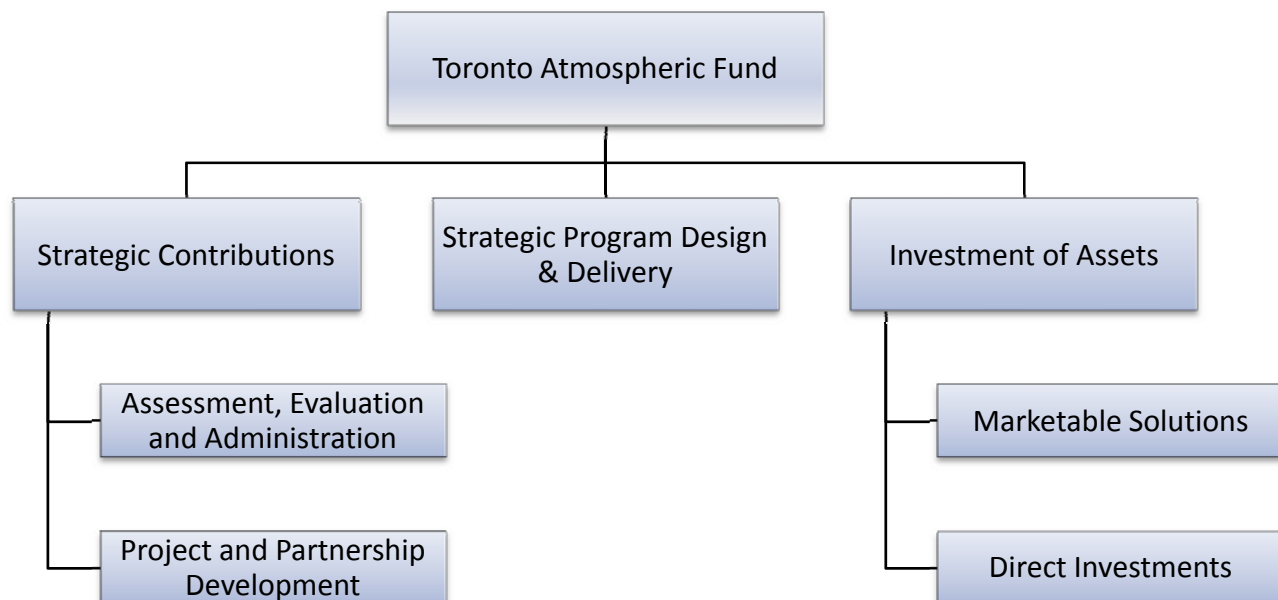
<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Toronto Atmospheric Fund	2.425	0
Total Program Budget	<u>2.425</u>	<u>0</u>

2. City Council approve the Toronto Atmospheric Fund's services complement of 8.0 positions.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map

The Toronto Atmospheric Fund assists in slowing global climate change and improving local air quality by advancing local solutions that reduce the production of greenhouse gas (GHG) emissions and air pollution. The Toronto Atmospheric Fund collaborates with partners from businesses, community organizations, building owners, and all orders of government to develop services, policies, investments and advancement of new technologies that create a vibrant green economy through the following services:



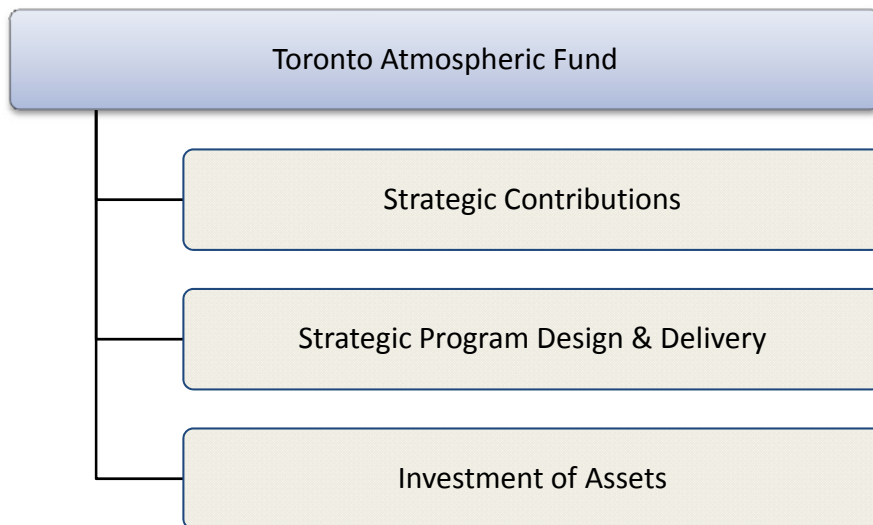
2014 Service Deliverables

The 2014 Recommended Operating Budget of \$2.425 million gross and \$0 million net for the Toronto Atmospheric Fund will provide funding to:

- Administer and manage a diversified investment portfolio with oversight by the Toronto Atmospheric Fund Board (TAF) and the appointed Investment Committee.
- Design, develop and implement three core programs, specifically:
 - Incubate Climate Solutions;
 - Mobilize Financial Capital;
 - Mobilize Social Capital.
- Provide support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities, and public and private schools.

- Build and expand the TAF Grants Program to generate ideas, stimulate collaborations, and engage more people in finding and implementing low-carbon solutions in Toronto.
- Develop effective strategies to reduce emissions from natural gas used for space heating, water heating, industrial process heating, and from transportation fuels, both for commercial and personal purposes.
- Enhance TAF's external outreach by mobilizing more partners and attracting more public and private resources to fund local energy efficiency investments.
- Enhance new approaches and technologies that reduce greenhouse gas (GHG) emissions to improve air quality and create a vibrant green economy by using a customized package of tools and techniques including: policy changes, social engagement, innovative financing and renewable energy technologies.

Service Profile: Toronto Atmospheric Fund



What we do

- Identify new and better approaches and technologies, such as solar water heating, advanced lighting, electric vehicles in fleets and energy systems saving in residential high rises.
- Test new approaches and products, and assess performance barriers and readiness for the market to address reluctance and resistance to adopt energy efficient initiatives.
- Leverage funding to help attract large private and public investments in the emissions reduction activities.
- Engage groups and partners in innovative ways by leveraging its relationships within and outside the City Corporation to significantly increase the support available to local climate initiatives.

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec.dd vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/Enhanced	2014 Rec'd Budget	\$	%	2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Toronto Atmospheric Fund											
Gross Expenditures	2,218.0	2,218.0	1,975.0	450.0	2,425.0	207.0	9.3%	202.5	8.4%	62.5	2.4%
Revenue	2,218.0	2,218.0	1,975.0	450.0	2,425.0	207.0	9.3%	202.5	8.4%	62.5	2.4%
Net Expenditures											2.4%
Total											
Gross Expenditures	2,218.0	2,218.0	1,975.0	450.0	2,425.0	207.0	9.3%	202.5	8.4%	62.5	2.4%
Revenue	2,218.0	2,218.0	1,975.0	450.0	2,425.0	207.0	9.3%	202.5	8.4%	62.5	2.4%
Total Net Expenditures											
Approved Positions	7.0	6.6	7.0	1.0	8.0	1.0	14.3%				

The 2014 Recommended Operating Budget for the Toronto Atmospheric Fund of \$2.425 million gross and \$0 net is comprised of the following services:

- The **Toronto Atmospheric Fund service** with a 2014 Recommended Total Operating Budget of \$2.425 million gross and \$0 million net reflects a gross expenditure increase of \$0.207 million or 9.3% over the 2013 Approved Toronto Atmospheric Fund Budget.
 - The 2014 Recommended Gross Operating Base Budget for the Toronto Atmospheric Fund is lower than the 2013 Approved Budget by \$0.243 million. The completion of projects funded in part by the endowment fund and the alignment of budgeted expenditures to experience resulted in a reduction of (\$0.450 million). An increase of \$0.207 in gross expenditures (detailed on page 10) was primarily a result of salary and benefit increases of \$0.147 million and are offset by projected donations and fundraising activities.
 - With significantly stronger market and equity performance, the Toronto Atmospheric Fund will contribute to the stabilization fund and will review prospectuses and new projects for implementation.
 - The 2014 Recommended Operating Budget provides funding of \$0.450 million gross, \$0 net for the Manager, Revenue Diversification who will assist with obtaining additional external funding through a variety of fundraising initiatives and corporate relations work. Specifics regarding New and Enhanced Services can be found on page 14.
 - Future year incremental costs are mainly attributable to increases in salaries and benefits and expansion of greenhouse gas initiatives (\$0.203 million in 2015 and \$0.063 million in 2016).

Approval of the 2014 Recommended Budget will result in no change to the Agency's approved staff complement as highlighted in the table below:

2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	7.0	8.0	9.0
In-year Adjustments			
Adjusted Staff Complement	7.0	8.0	9.0
Recommended Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects			
- Service Change Adjustments			
- New / Enhanced	1.0	1.0	
Total	8.0	9.0	9.0
% Change over prior year	14.3%	12.5%	

- An additional increase of a 1.0 full time equivalent position in 2014 is recommended to provide additional support for revenue diversification that includes a variety of fundraising initiatives and corporate relations work. The position will enhance TAF's ability to attract external partners and promote energy efficiency, renewable energy, and reduction of greenhouse gas emissions in the City of Toronto.

2014 Recommended Base Budget (In \$000s)

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Toronto Atmospheric Fund								
Gross Expenditures	2,218.0	1,975.0	(243.0)	(11.0%)	69.5	3.5%	126.1	6.2%
Revenue	2,218.0	1,975.0	(243.0)	(11.0%)	69.5	3.5%	126.1	6.2%
Net Expenditures								
Total								
Gross Expenditures	2,218.0	1,975.0	(243.0)	(11.0%)	69.5	3.5%	126.1	6.2%
Revenue	2,218.0	1,975.0	(243.0)	(11.0%)	69.5	3.5%	126.1	6.2%
Net Expenditures								
Approved Positions	7.0	7.0			7.0		7.0	

The 2014 Recommended Base Budget of \$1.975 million gross and \$0 million net is \$0.243 million under the 2013 Approved Budget of \$0 million net. The Toronto Atmospheric Fund budget is funded from the investment of an endowment fund and other external sources. It is not funded from the City's tax base.

- The 2014 Recommended Operating Base Budget for the Toronto Atmospheric Fund service is lower than the Approved 2013 Budget as a result of the completion of projects funded in part by the endowment fund. Significantly stronger market performance will enhance TAF's contribute to the stabilization fund and will permit additional resource allocation for new projects in the 2014 Recommended Operating Budget.

Key cost drivers resulting in budget pressures of \$0.207 million are detailed in the table below:

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Economic Factors	
Professional and Technical Service Requisition	59.5
Increase in Materials and Supplies associated costs	0.4
COLA and Progression Pay	
Progression Pay, COLA and Fringe Benefits	147.1
Total Changes	207.0
Revenue Changes	
Increase in Donations Received	116.0
Revenue Streams from Past Project Implementation	91.0
Total Changes	207.0
Net Expenditures	

**2014 Recommended Service Change Summary by Program
(In \$000s)**

Description (\$000s)	2014 Recommended Service Changes					Net Incremental Impact			
	Position Change	Gross Exp.	Revenue	Net Expense	% Change over 2014 Budget	2015		2016	
						Net Expense	Pos. #	Net Expense	Pos. #
	#	\$		\$	%	\$	#	\$	#
Base Changes:									
Base Expenditure Changes									
<i>Alignment to Actual Experience</i>		(450.0)			0.0%				
Base Revenue Change		(450.0)			0.0%				
Base Revenue Changes									
<i>Alignment to Actual Experience</i>			(450.0)		0.0%				
Base Revenue Change			(450.0)		0.0%				
Total Changes		(450.0)	(450.0)		0.0%				

The 2014 recommended service changes consist of base revenue changes of (\$0.450 million) gross and \$0 net, bringing the 2014 Recommended Base Budget to \$0.243 million or 11.0% under the 2013 Approved Budget of \$2.218 million gross.

There is no net incremental impact on the 2015 and 2016 Operating budgets. The 2014 recommended service changes are discussed on the next page:

Base Expenditure and Revenue Changes: (\$0.450) million gross, \$0 net)*Realignment of Revenues Based on Actual Experience*

The 2013 Approved Operating Budget included expected fundraising revenue for the Manager, Revenue Diversification position which was not approved by City Council at its meeting on January 15 and 16, 2013. The amount of \$0.450 million gross and \$0 net is removed as a base expenditure and revenue change in TAF's 2014 Base Budget and has been incorporated as a new and enhanced service priority again for 2014.

2014 Recommended New / Enhanced Service Priority Actions**(In \$000s)**

Description	2014 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
Enhanced Services Priorities							
Revenue Diversification	450.0		1.0		1.0		
Total	450.0		1.0		1.0		

Recommended Enhanced Service Priorities

- The Toronto Atmospheric Fund requires the addition of 1.0 full time equivalent that will assist with obtaining additional external funding through a variety of fundraising initiatives and corporate relations work. The position is expected to be effective immediately following approval of the 2014 Operating Budget, requiring \$0.099 million in gross expenditures in 2014. It is anticipated that the position will raise \$0.450 million in revenue to fund itself and provide \$0.351 million to support current and new TAF projects through research, proposal development and donor stewardship.
 - In 2015, the incremental impacts of this position include progression pay (\$0.003 million), cost of living adjustment (\$0.002 million) and a \$0.001 million increase in benefits. In addition, the Toronto Atmospheric Fund expects to hire an additional full time staff to assist with the management of fundraising accounts and support the Finance Director with accounting and budgeting processes. The position is expected to raise an approximate \$0.133 million in additional revenues which will be used to support ongoing TAF initiatives.
- The position will enhance TAF's ability to attract external partners and promote energy efficiency, renewable energy, and greenhouse gas emissions reduction in the City of Toronto.
- Currently the Toronto Atmospheric Fund relies on fundraising campaigns as a supplementary funding source for the provision of services. The Toronto Atmospheric Fund has obtained strong financial support and been able to leverage additional funds from corporate partners through fundraising activities. As a core function of the Agency, fundraising enables TAF to expand its influence on global climate stabilization.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	1.6		1.6	0.1%		1.6		1.6	0.1%	
COLA and Fringe Benefits	49.4		49.4	2.0%		52.5		52.5	2.2%	
Sub-Total	50.9		50.9	2.1%		54.1		54.1	2.2%	
Anticipated Impacts:										
Changes in Program Delivery	151.2		151.2	6.2%		8.0		8.0	0.3%	
Increases in Materials and Supplies	0.4					0.4				
Projected revenue stream from implemented projects		202.5		8.4%			62.5		2.6%	
Sub-Total	151.6	202.5	(50.9)	(2.1%)		8.4	62.5	(54.1)	(2.2%)	
Total Incremental Impact	202.5	202.5				62.5	62.5			

Approval of the 2014 Recommended Budget for the Toronto Atmospheric Fund will result in an incremental cost of \$0.203 million gross and \$0 net in 2015 and \$0.063 million gross and \$0 net in 2016.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- For 2015, the incremental gross expenditures are projected to be \$0.051 million. This includes:
 - Salary and benefit increases including progression pay at \$0.002 million or 0.1% and cost of living adjustments at \$0.001 million or 0.1%. The fringe benefit percentage is expected to remain at 24.0%, increasing by \$0.048 million based on increased 2014 salary costs.
- For 2016, the incremental expenditures are projected to be \$0.054 million. This includes:
 - Salary and benefit increases are for progression pay at \$0.002 million or 0.1% and cost of living adjustments at \$0.001 million or 0.01%. The associated fringe benefit percentage is expected to remain at 24.0%, increasing by \$0.052.

Anticipated Impacts

- For 2015, the incremental revenues are projected to be (\$0.51) million. This includes:
 - An increase of \$0.151 million in funding is included for new projects incubated by the Toronto Atmospheric Fund. These projects are contingent on the approval of the Manager, Revenue Diversification in 2014.
 - Incremental revenues are projected to be \$0.203 million. This includes an increase in investment income and contributions accumulated through fundraising initiatives and expected savings from implemented energy projects.
- For 2016, the incremental revenues are projected to be (\$0.054) million. This includes:

- Incremental revenues are projected to be \$0.063 million. This includes an increase in investment income and savings accumulated through fundraising initiatives and expected savings from implemented energy projects.

V: ISSUES FOR DISCUSSION

2014 Issues

Community Based Green Energy Project Implementation

- At its meeting on January 15 and 16, 2013, City Council approved the motion for the Sustainable Energy Plan to include Community-Based (including not-for-profit) Green Energy projects that demonstrate energy savings and/or revenue generation that meet the program's eligibility criteria, to be financed through recoverable debt and repayable with payback periods ranging from 3 years to a maximum of 20 years.
- Furthermore, at its meeting on November 13, 14 and 15, 2013, City Council adopted the motion to direct the Chief Corporate Officer to ensure that the Toronto Atmospheric Fund is considered as a delivery agent for the element of the Sustainable Energy Plan targeting Community-Based Green Energy Projects.
- The integration of Community-Based Green Energy Projects would enhance the Toronto Atmospheric Fund's ability to:
 - Identify and deliver community projects that engage influential constituencies in the non-profit sector;
 - Generate potential, beyond our current and almost fully committed asset, to demonstrate and reduce risks associated with energy efficiency retrofit projects in the community sector;
 - Ensure projects are rigorously monitored which provides the opportunity to expand business practices. Through proper documentation, the Toronto Atmospheric Fund is able to attract and maintain strong corporate relations and expand their environmental influence;
 - Incubate a low-risk methodology for the City to support the non-profit community and/or identify other and larger investors.
 - Collaborate with nonprofit organizations regarding the incubation of any innovative approaches.
- In consultation with the Chief Corporate Officer, the Toronto Atmospheric Fund will be incorporated as a service delivery agent under the Community Based Green Energy Program within the 2015 Sustainable Energy Capital Budget and 2016 – 2024 Capital Plan.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2014, the Toronto Atmospheric Fund achieved the following results:

- ✓ Helped update the Toronto Green Standard requiring new construction to exceed the Ontario Building Code by 15% with additional incentives for developers that exceed code by 25%, by demonstrating that minimal incremental generates significant savings for owners.
- ✓ Convened CHEERIO, the Collaboration on Home Energy Efficiency Retrofits in Ontario; involving over 20 municipalities (including Toronto) to understand and plan how to implement new private Local Improvement Charge (LIC) financing, attracting federal, provincial and municipal funding.
- ✓ Initiated \$0.200 million in financial support for Toronto's Local Improvement Charge pilot project for 1,000 single family and 10 multi-residential properties leveraging an additional \$0.550 million for implementation.
- ✓ Commercialized innovative Energy Savings Purchase Agreement (ESPA) with the signing of several contracts.
 - The Robert Cooke Cooperative Housing Retrofit has generated over \$0.070 million per year in energy savings through improvements in building infrastructure.
- ✓ Enhanced Energy Savings Purchase Agreement financing potential by attracting external investors to further demonstrate, reduce risk, and transform the retrofit financing marketplace.
- ✓ Attracted \$2.600 million in loans and \$0.500 million in grants from FCM's Green Municipal Fund to finance energy retrofits for seven Toronto Community Housing buildings.
- ✓ Secured new funding commitments totalling \$0.672 million through implementation of Income Diversification Strategy focused on key foundation and government contributions for priority programs.
- ✓ Consulted key experts and reviewed best practices to redesign the Toronto Atmospheric Fund community grants program in order to improve outcomes and ensure alignment with City objectives.

2013 Financial Performance

**2013 Budget Variance Analysis
(In \$000s)**

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	2,236.2	2,283.9	2,218.0	2,218.0		
Revenues	2,236.2	2,283.9	2,218.0	2,218.0		
Net Expenditures						
Approved Positions	7.0	6.6	7.0	6.6	(0.4)	(5.7)

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- The third quarter variance for the Toronto Atmospheric Fund projects that the Agency will be on target with the 2013 Approved Operating Budget of \$2.218 million net by year-end.
- There is no variance projected for the Toronto Atmospheric Fund.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- There is no impact of the 2013 Operating Variance on the 2014 Budget.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved	%	Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	713.2	782.1	801.8	801.8	948.9	147.1	18.3%	1,101.4	1,162.0
Materials and Supplies	89.0	31.1	19.6	19.6	20.0	0.4	2.2%	20.4	20.8
Equipment									
Services & Rents	43.0	121.2	167.0	167.0	1,006.1	839.1	502.4%	1,024.2	1,026.2
Contributions to Capital		301.6							
Contributions to Reserve/Res Funds		550.3							
Other Expenditures	1,391.0	497.6	1,229.6	1,229.6	450.0	(779.6)	-63.4%	481.5	481.0
Interdivisional Charges									
Total Gross Expenditures	2,236.2	2,283.9	2,218.0	2,218.0	2,425.0	207.0	9.3%	2,627.5	2,690.0
Interdivisional Recoveries									
Provincial Subsidies									
Federal Subsidies									
Other Subsidies	500.0								
User Fees & Donations		365.8	700.0	700.0	816.0	116.0	16.6%	980.5	985.9
Transfers from Capital Fund	233.9								
Contribution from Reserve Funds									
Contribution from Reserve									
Sundry Revenues	1,502.3	1,918.1	1,518.0	1,518.0	1,609.0	91.0	6.0%	1,647.0	1,704.1
Required Adjustments									
Total Revenues	2,236.2	2,283.9	2,218.0	2,218.0	2,425.0	207.0	9.3%	2,627.5	2,690.0
Total Net Expenditures									
Approved Positions	7.0	6.6	7.0	6.6	8.0	1.0	14.3%	9.0	9.0

2014 Key Cost Drivers

- Services and Rents is the largest expenditure category and accounts for 41.5% of the total expenditures, followed by Salaries and Benefits at 39.1% and Other Expenditures at 18.6%.
- Approximately \$1.609 million or 66.4% of the Agency's gross operating budget is funded through Sundry revenues.

Salaries and Benefits

- The 2014 Recommended Budget for Salaries and Benefits of \$0.949 million is \$0.147 million or 18.3% higher than the 2013 Approved Operating Budget.
 - This increase is partially attributable to progression pay (\$0.026 million), cost of living adjustments (\$0.013 million), maintaining fringe benefits rate (\$0.166 million).
 - In addition, the Toronto Atmospheric Fund staff complement is recommended to be increased by 1.0 full time permanent position, resulting in an increase to salaries and benefits by \$0.099 million.

- A line by line review conducted reduced the salary and benefit amount by \$0.157 million.

Services and Rents

- The 2014 Recommended Budget for Services and Rents of \$1.006 million is \$0.839 million or 502.4% higher than the 2013 Approved Operating Budget.
 - This increase is attributable to the alignment of expenditures to past experience, with the reallocation of funding from Other Expenditures to Services and Rents.

Other Expenditures

- The 2014 Recommended Budget for other expenditures of \$0.450 million is \$0.780 million or 63.4% lower than the 2013 Approved Operating Budget.
 - This is attributable to an alignment of the 2014 budgeted amount to actual experience, with the reallocation of funding to Services and Rents, mentioned above.

Donations

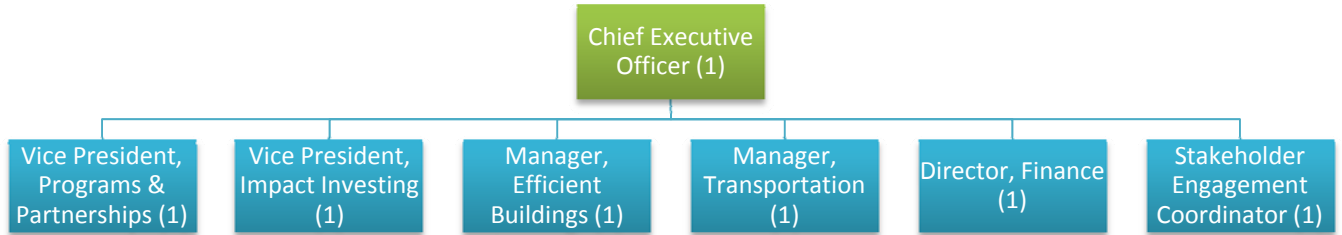
- Donations account for \$0.816 million or 33.6% of the 2014 Recommended Budget and reflect an increase of \$0.116 million; due to additional fundraising initiatives undertaken by the new Manager, Revenue Diversification.

Sundry Revenue

- The increase in sundry revenues, \$0.091 million or 6.0% reflect savings and/or revenue generated through past project implementation.

Appendix 2 - Continued

2014 Organization Chart



2013 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	4.0	1.0		6.0
Part-Time		1.0			
Total	1.0	5.0	1.0		6.0

Appendix 4

Summary of 2014 Recommended New / Enhanced Service Changes

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Agencies - Cluster Program: Toronto Atmospheric Fund	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2734 TAF - Add One Self-Funded Position (Revenue Generation

72 0 Description:

TAF is proposing to add a new position, Manager, Revenue Diversification, to enable TAF to attract additional external contributions/grants to support implementation of TAF's ambitious strategic plan goals. Over the past five years, as TAF's air and climate pollution programs have grown, even without dedicated fundraising capacity, significant external funding has been attracted, for instance external funding nearly doubled from \$315k in 2010 to \$597k in 2011. Since TAF is self-funded (net-zero to city budget) TAF's Board has indicated that reliance on endowment revenues must be reduced and income diversification enhanced. Fundraising targets are indicated at \$816k for 2014 and \$850k for each of 2015 and 2016. This position is fundamental to achieving TAF's fundraising targets and mission in 2014 to 2016 and beyond.

Service Level Impact:

Enabling the Manager, Revenue Diversification position will enhance the Toronto Atmospheric Fund's ability to obtain additional external funding through a variety of fundraising initiatives and corporate relations work. The position will further enhance the Toronto Atmospheric Fund's ability to attract external partners and magnify its positive impact on energy efficiency, renewable energy, and greenhouse gas emissions reduction in the City of Toronto.

Service: Toronto Atmospheric Fund

Total Staff Recommended:	450.0	450.0	0.0	1.0	0.0	0.0
Staff Recommended New/Enhanced Services:	450.0	450.0	0.0	1.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Agencies - Cluster Program: Toronto Atmospheric Fund	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended New/Enhanced Services:	450.0	450.0	0.0	1.0	0.0	0.0
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Category:

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