

**Operating Variance Report for the Three-Month Period
Ended March 31, 2014**

Date:	April 14, 2014
To:	Budget Committee
From:	Deputy City Manager and Chief Financial Officer
Wards:	All
Reference Number:	P:\2014\Internal Services\Fp\Bc14012Fp (AFS #19100)

SUMMARY

The purpose of this report is to provide Council with the City of Toronto Operating Variance for the three-month period ended March 31, 2014 as well as year-end projections and to request Council's approval for amendments to the 2014 Approved Operating Budget between Programs to ensure accurate reporting and financial accountability with no increase to the 2014 Approved Net Operating Budget.

For the three-month period ended March 31, 2014, Tax Supported Operations reported a favourable net variance of \$53.184 million or 5.7%, as noted in Table 1 below.

Table 1				
Tax Supported Variance Summary (\$ Millions)				
	March 2014		Projected Y/E 2014	
	Over/(Under)		Over/(Under)	
	\$	%	\$	%
Gross Expenditures	(60.3)	-2.7%	(97.2)	-1.0%
Revenues	(7.1)	-0.5%	(99.0)	-1.7%
Net Expenditures	(53.2)	-5.7%	1.8	0.0%

Under-spending was driven largely by salary and benefit savings from vacant positions that were not filled, Shelter, Support and Housing Administration savings in salaries and benefits and higher than planned funding from the Community Homelessness Prevention Initiative, and reduction in caseload for Toronto Employment and Social Services. In addition, higher than budgeted revenue from permit applications for Toronto Building and the Municipal Land Transfer Tax contributed to the favourable net variance.

Projections indicate that the 2014 year-end position will result in a net unfavourable variance of \$1.783 million. The year-end projection is primarily due to under-achieved net revenue from Court Services (\$27.066 million), Toronto Transit Commission conventional service (\$5.0 million) and over-expenditures for Tax Deficiencies of (\$4.038 million).

Table 2 below summarizes Rate Supported Program net variances:

Table 2		
Rate Supported Variance Summary (\$ Thousands)		
	March 2014 Over/(Under)	Projected Y/E 2014 Over/(Under)
Solid Waste Management Services	2,010.0	(5,838.0)
Toronto Parking Authority	(659.3)	2,000.0
Toronto Water	15,490.4	(6,038.3)
Total Variance	16,841.1	(9,876.3)

The year-to-date unfavourable net variance of \$16.841 million was driven by Toronto Water's net over-spending \$15.490 million, primarily due to increased utility costs from the extreme winter weather resulting in fluctuations in hydro use. Rate Supported Programs project a 2014 year-end favourable variance of \$9.876 million.

Table 2a below summarizes the vacancy rate for three months ended March 31, 2014 and projections to year-end.

Table 2.a						
Summary of Approved Complement						
(Includes Capital and Operating Positions)						
Program/Agency	Year to Date			Year End Projections		
	Vacancy %	Budgeted Gapping%	Vacancy after Gapping	Vacancy %	Budgeted Gapping %	Vacancy after Gapping
TOTAL - CITY OPERATIONS	5.6%	2.3%	3.2%	2.5%	2.3%	0.1%
TOTAL - AGENCIES	5.8%	2.1%	3.7%	2.1%	2.1%	0.0%
TOTAL - CORPORATE ACCOUNTS	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL LEVY OPERATIONS	5.7%	2.2%	3.4%	2.3%	2.2%	0.1%
TOTAL RATE SUPPORTED PROGRAMS	8.4%	2.2%	6.1%	7.0%	2.2%	4.8%
GRAND TOTAL	5.8%	2.2%	3.6%	2.6%	2.2%	0.3%

For year-to-date, the City recorded a vacancy rate of 3.6% after gapping under the approved complement of 52,668. The forecasted year-end vacancy rate after gapping is projected to be 0.3% under the approved complement of 52,668. A more detailed analysis is provided in the 'Approved Complement' section.

RECOMMENDATIONS

The Deputy City Manager and Chief Financial Officer recommends that:

1. City Council approve the budget adjustments detailed in Appendix F to amend the 2014 Approved Operating Budget between Programs with no impact to the 2014 Approved Net Operating Budget.

FINANCIAL IMPACT

As shown in Table 3 below, Tax Supported Programs' and Agencies' expenditures were under-spent by \$60.283 million or 2.7% gross and \$53.184 million or 5.7% net for the three-month period ended March 31, 2014. Projections indicate that the 2014 year-end gross expenditures will be under-spent by \$97.249 million or 1.0% with a net deficit of \$1.783 million due largely to lower than expected revenues based on the most current information.

	March 2014 Over/(Under)		Projected Y/E 2014 Over/(Under)	
	Gross	Net	Gross	Net
Citizen Centred Services "A"	(42.8)	(9.9)	(76.8)	19.7
Citizen Centred Services "B"	2.0	(1.0)	(8.3)	(5.8)
Internal Services	(4.6)	(1.9)	(15.8)	(3.2)
City Manager	(1.5)	(1.5)	(1.3)	(0.5)
Other City Programs	(1.2)	(0.7)	0.1	(1.7)
Council Appointed Programs	(0.2)	(0.2)	(0.2)	(0.2)
Total - City Operations	(48.3)	(15.2)	(102.2)	8.3
Agencies	(9.0)	(3.7)	(4.2)	4.9
Corporate Accounts	(2.9)	(34.3)	9.2	(11.4)
Sub-Total	(12.0)	(37.9)	5.0	(6.5)
Total Variance	(60.3)	(53.2)	(97.2)	1.8

City Operations reported gross under-spending of \$48.327 million or 4.4% with a favourable net variance of \$15.248 million or 3.5% as of March 31, 2014. Major contributors of the net variance in the first quarter included:

- \$7.035 million for Toronto Building due to the sustained high volume of permit applications resulting from market anticipation of development charge increases.
- \$2.299 million for Shelter, Support and Housing Administration due to savings in salaries and benefits and higher than planned funding from the Community Homelessness Prevention Initiative.
- \$2.293 million for Toronto Employment and Social Services due to lower caseload, lower special diet expenditures and lower housing stabilization fund expenditures.

- \$1.526 million for the City Manager's Office due to salary and benefit savings from vacant positions that were not filled.
- \$1.393 million for Toronto Fire Services due to fringe benefit savings and lower Workplace Safety Insurance Board payments.
- \$1.132 million for Economic Development and Culture due to timing of incurred salaries and benefits and contracted services, which will occur later in the year than planned.
- (\$1.060 million) for all others.

Current projections indicate that City Operation's 2014 year-end gross expenditures will be \$102.239 million or 2.1% below budget; however this will result in a \$8.269 million or 0.4% unfavourable net variance, largely due to under-achieved net revenue for Court Services of \$27.066 million.

Agencies reported gross under-spending of \$9.024 million or 1.1% and \$3.668 million or 0.9% of planned net expenditures for the three months ended March 31, 2014. The favourable net variance was comprised of:

- \$2.010 million for the Toronto Transit Commission combined services due to the timing of certain non-labour expenses and delays in filling positions coupled with lower than budgeted revenue.
- \$1.284 million for the Toronto Zoo due to operating initiatives being held back from starting until more certainty concerning revenue expectations were determined.
- \$0.373 million for all others.

Agencies collectively project gross under-expenditures of \$4.218 million or 0.1%, however this will result in a \$4.895 million or 0.3% unfavourable net variance at year-end, largely due to currently projected under-achieved net revenue for the Toronto Transit Commission (conventional service) of \$5.0 million or 0.9%.

Corporate Accounts were under-spent by \$2.932 million or 0.8% gross with a favourable net variance of \$34.270 million or 44.1% for the three months ended March 31, 2014. The favourable net variance was largely the result of higher than budgeted net revenue of \$20.956 million from the Municipal Land Transfer Tax due to an abnormal amount of large commercial property sales which closed in the first quarter of 2014, \$5.621 million from Toronto Hydro Dividend Income and savings of \$3.687 million for Solid Waste Management Rebates.

Corporate Accounts collectively are forecast to have year-end gross over-expenditures of \$9.209 million or 0.7% but a favourable net variance of \$11.382 million or 8.7% of the 2014 Approved Operating Budget primarily from increased Municipal Land Transfer Tax net revenue of \$10.000 million and Toronto Hydro Dividend Income of \$5.621 million, partially offset by higher Tax Deficiencies of \$4.038 million.

Rate Supported Programs reported gross under-spending of \$2.743 million or 2.2% and over-spending of \$16.841 million or 29.5% net for the three-month period ended March 31, 2014. The unfavourable variance was driven by Toronto Water which reported net over-spending of \$15.490 million largely from higher than budgeted gross expenditures of \$6.221 million attributed to increased utility costs from the extreme winter weather resulting in fluctuations in hydro use and under-achieved revenues of \$9.269 million predominately due to the reversal of a significant 2013 year-end accrual for the sale of water that has not yet been fully realized or billed in 2014.

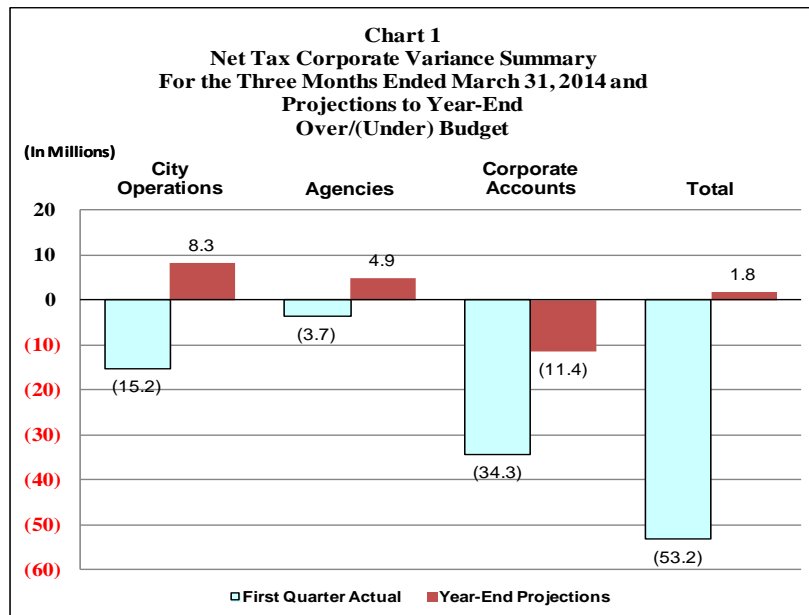
Rate Supported Programs collectively project year-end gross under-spending of \$6.559 million or 0.5% resulting in a \$9.876 million favourable net variance. This net variance is primarily driven by Toronto Water's revenues that are projected to be over-achieved by \$6.470 million by year-end, mainly due to higher than anticipated private water agreements, additional recoveries for new service connections and associated user fees. Solid Waste Management Services is also projecting net under-spending of \$5.838 million, primarily from salaries and benefits savings due to vacancies, lower tax expense due to re-assessment and lower contracted SSO processing costs.

Appendices A, B and C attached summarize net expenditures, gross expenditures, and revenues, respectively. Appendices D and E provide a detailed assessment of the complement and strength for the three months ended March 31, 2014 and year-end projections. Appendix F provides the in-year budget adjustments for the first quarter ended March 31, 2014. Appendix G provides detailed variance explanations for City Programs and Agencies for the three months ended March 31, 2014 as well as projections to year-end.

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 2014 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management principles.

COMMENTS



Tax Supported Programs

City Operations realized net under-spending of \$15.248 million or 3.5% of planned expenditures for the three-month period ended March 31, 2014. Major contributors to net under-spending include the following:

- Toronto Building's net under-spending of \$7.035 million was primarily the result of higher than budgeted revenues of \$7.101 million due to the sustained high volume of permit application intake experienced which in turn was driven by market anticipation of development charge increases.
- Parks, Forestry and Recreation (PF&R) reported a net variance of \$4.351 million or 7.6% below planned expenditures for the three-month period ended March 31, 2014. The variance was mostly due to urban forestry as a result of re-directing contracted resources to the December 2013 ice storm clean up. Ice storm costs are being captured in the Non-Program Expenditure Budget and are not allocated by Division so the expectations reported here do not reflect total costs. Once ice storm clean-up is completed, PF&R will engage additional resources to assist in catching up the deferred work and spending is expected to be on budget at year-end. This assumes that all ice storm costs are fully recovered from the Province.
- Shelter, Support and Housing Administration's net under-spending of \$2.299 million was largely the result of savings in salaries and benefits and higher than planned funding from the Community Homelessness Prevention Initiative (CHPI). CHPI funding is no longer based on actual bed nights, but flows quarterly from the Province.

- Toronto Employment and Social Services' net under-spending of \$2.923 million was primarily attributed to lower year-to-date caseload (93,706 actual versus 101,000 budgeted), lower special diet expenditures and lower housing stabilization fund expenditures.
- City Manager's Office net under-spending of \$1.526 million was due largely to salary and benefit savings arising from vacant positions that were not filled.
- Toronto Fire Services' net under-spending of \$1.393 million consisted mainly of fringe benefit savings and lower Workplace Safety Insurance Board payments.

The year-to-date under-spending outlined above was partially offset by the following:

- Transportation Services' net over-spending of \$6.006 million mainly due to higher than expected costs for winter maintenance as a result of the harsh winter conditions.
- Court Services' net unfavourable variance of \$0.814 million was primarily from unrealized revenues based on lower volumes of tickets issued and filed by the Toronto Police Service and other enforcement agencies in Toronto. The budgeted fine revenues for the first quarter represent 12% of annual fine revenues while 88% are reflected in the latter part of the year. Actual revenues received for the first quarter were lower than budget by \$1.096 million. The number of tickets filed was 74,092 or 44% lower compared to the same period in 2013 (133,749) and 59% lower than 2012 (181,013).
- City Planning's net unfavourable variance of \$0.802 million as revenues were lower than planned by \$0.764 million primarily from lower development application fees.

City Operations forecasts to be above the 2014 Approved Net Operating Budget by \$8.269 million or 0.4% at year-end due largely to Court Services' revenue loss. The Program's forecasting a net over-expenditure of \$27.066 million mainly attributable to lower than budgeted fine revenues arising from lower volume of charges filed by the Toronto Police Service and other enforcement agencies. The projected year-end volume of tickets will be 311,100 or 33% lower than 2013 of 467,565.

The forecasted 2014 Approved Net Operating Budget over-expenditures outlined above are projected to be partially offset by the following:

- Toronto Employment and Social Services' projected a net under-expenditure of \$7.104 million based on continued lower than planned caseload, which is projected to be 6,000 or 5.9% below the budgeted caseload of 101,000 and lower special diet expenditures.
- Toronto Building's projected net under-spending of \$5.0 million primarily based on increased revenues arising from an anticipated high level of permit application intake that will be subject to the deferral of revenue for on-going projects and work that will be completed in the future periods.

- Transportation Services' forecasted net under-spending of \$2.441 million due to full year savings in salaries and benefits from vacant positions, lower contractor costs for road and bridge maintenance and lower discretionary expenditures. These lower expenditures will be partially offset by higher than planned salt usage in the winter maintenance program and lower than budgeted recoveries from Toronto Water and external utilities for cut repairs. The year-end projection assumes that the harsh winter conditions experienced in the first quarter of the year will not repeat itself in November and December. If the experience from earlier in the year repeats itself, this will result in a reduction to the projected year-end under-spending.
- Information and Technology's forecasted net under-spending of \$1.726 million due to vacant positions.
- Legal Services' forecasted a net under-expenditure of \$1.719 million as a result of vacant positions.

Agencies reported net under-spending of \$3.667 million or 0.9% of planned expenditures for the three months ended March 31, 2014. The variance was driven by the Toronto Transit Commission's combined services which reported \$2.010 million in net under-spending. The Commission experienced savings of \$5.288 million largely due to the timing of certain non-labour expenses and delays in filling positions; coupled with lower than budgeted revenue of \$3.278 million from lower than expected ridership of 2.1 million and a slightly lower average fare stemming from marginally higher monthly pass sales. In addition, Toronto Zoo reported net under-spending of \$1.284 million. Operating initiatives were held back from starting until more certainty concerning revenue expectations was determined. These savings partially offset over-expenditures on utility costs and lower attendance revenue due to extreme winter weather.

Agencies are collectively forecasting over-expenditures of \$4.895 million or 0.3% of the 2014 Approved Net Operating Budget by year-end. The Toronto Transit Commission's conventional service is forecasting an unfavourable variance of \$5.0 million or 0.9% by year-end from a shortfall in passenger revenues as the number of customer journeys for the year is expected to be marginally (about 2 million) below target largely due to the severe cold temperatures experienced in January and February. Additionally, as noted throughout 2013, higher than anticipated monthly pass sales continue to cause a slight decline in the average fare.

Corporate Accounts for the first quarter experienced net under-spending of \$34.270 million or 44.1%. Projections to year-end indicate that Corporate Accounts will be \$11.382 million or 8.7% under the 2014 Approved Net Operating Budget.

Capital and Corporate Financing was at budget for the period ended March 31, 2014. At this time, it is forecasted that Capital and Corporate Financing will be in line with the budget at year-end.

Non-Program Expenditures were under-spent by \$5.748 million or 4.5% net for the three-month period ended March 31, 2014. This was driven by under-expenditures for Solid Waste Management Rebates of \$3.687 million or 7.2% due to changes in billing cycle for several large

water accounts converted from flat rate to automated meter reading. Solid Waste Management Rebates are included on the utility bills. Solid Waste Management Rebates are forecast to be at budget by year-end. Parking Tag and Enforcement Operations reported under-spending of \$0.791 million or 5.2% from lower than planned Provincial payments and timing differences in staff hiring.

Non-Program expenditures include ice storm expenditures, which are anticipated to be fully recoverable from the Province, and are therefore shown as net zero budget/cost impact. As noted under the Ice Storm section, the Province will be releasing detailed guidelines for claiming of expenditures in May, and an update will be provided to Budget Committee in August.

Non-Program Expenditures are projected to be over-spent by \$2.544 million or 0.5% net by year-end primarily from Tax Deficiencies of \$4.038 million or 7.8% as a result of new properties becoming eligible for TIEG grants and application timing for these grants. The projected over-expenditures will be partially offset by under-spending for Municipal Property Assessment Corporation fees of \$1.024 million or 2.5%. In addition, net savings from Parking Tag and Enforcement Operations is forecast to be \$0.470 million or 0.8% due to Parking Enforcement Headquarters being relocated and the lease not being renewed on June 30, 2014.

Non-Program Revenues experienced a favourable net variance of \$28.522 million or 13.1% for the period ended March 31, 2014. The year-to-date increase in net revenue was primarily driven by the following:

- Increased Municipal Land Transfer Tax net revenue of \$20.956 million or 34.3% mainly driven by 8 large commercial property sales which occurred in the first quarter.
- Toronto Hydro Dividend Income of \$5.621 million or 15.5% above budget based on better than originally forecasted 2013 operating results for Toronto Hydro. Toronto Hydro received a favourable ruling at the OEB which resulted in a one-time increase for 2013.
- Increased Interest and Investment Earning net revenue of \$0.848 million or 3.1% largely from higher than expected sundry revenue, such as tax repayments, PST/GST rebates, unclaimed cheques, etc.
- Toronto Parking Authority net revenue of \$0.495 million or 4.1%, which was above expectations mostly due to savings in salaries and benefits for part time cashiers and lower maintenance costs.

Non-Program Revenues are projected to be above budget by \$13.926 million or 1.4% at year-end largely from higher than anticipated net revenue from the Municipal Land Transfer Tax of \$10.000 million or 2.9% and Toronto Hydro Dividend Income of \$5.621 million. The projected increase in year-end net revenue will be partially offset by a decline in Toronto Parking Authority net revenue of \$1.500 million or 3.1% due to anticipated lower on-street parking revenue as a result of increased road work levels City wide, in addition to the impact of the large number of snow days experienced during the first three months.

Rate Supported Programs were over-spent by \$16.841 million compared to net planned expenditures for the three-month period ended March 31, 2014. This over-expenditure was driven by Toronto Water's net over-spending of \$15.490 million largely from higher than budgeted gross expenditures of \$6.221 million mainly due to:

- Higher utility costs from the extreme winter weather resulting in fluctuations in hydro use.
- Higher haulage costs for biosolids.

The over-spending was partially offset by savings in salaries and benefits due to vacant positions and lower than expected charges from other Divisions. Under-achieved revenues of \$9.269 million resulted mainly due to the reversal of a significant accrual for the sale of water that has not yet been fully realized or billed in 2014.

Rate Supported Programs collectively project 2014 year-end net under-spending of \$9.876 million. Toronto Water is forecasting to be \$6.038 million under the 2014 Approved Net Operating Budget. Expenditures are projected at \$0.432 million above budget, primarily due to projected continuing impact of higher utility and haulage costs experienced in the first quarter, partially offset by savings in salaries and benefits from vacant positions. Revenues are projected to be over-achieved by \$6.470 million mainly due to higher than anticipated private water agreements, additional recoveries for new service connections and associated user fees.

For year-end 2014, Solid Waste Management Services is projecting net under-spending of \$5.838 million. The year-end projection primarily consists of salary and benefits savings due to vacancies, lower tax expense due to re-assessment and lower contracted SSO processing costs.

Approved Complement

Every year, City Council approves a complement of operating and capital positions for service delivery and capital project delivery, respectively. The strength reflects the number of positions filled at a point in time, which may fluctuate throughout the year. Vacancy which is the difference between strength and complement represents positions not filled mainly due to timing in hiring, as well as gapping, described below.

City Programs and Agencies hold some positions vacant for a certain period of time mainly due to natural turn-over or requirements to control costs without affecting service levels. This type of vacancy is referred to as 'gapping' and is reflected in the approved salary budget. The average budgeted gapping rate for the City is approximately 2.2% in 2014 Approved Salary Budget, with an equivalent 2.2% vacancy rate on average. This means that divisions can never hire to their 'full complement'.

Table 4 shows the strength as at March 31, 2014 and the projected strength at year-end. As of March 31, 2014, the City reported a strength of 49,607.6 positions. The vacancy rate after approved gapping was 3.6%. By year-end, the City is projecting a strength of 51,324.7 positions. After required gapping, the projected year-end vacancy rate is expected to be 0.3%.

Appendices D and E provide a detailed assessment of the approved complement and strength for three months ended March 31, 2014 and projections to year-end.

Program/Agency	Year to Date Positions						Year End Positions					
	Complement	Strength	Vacancy	Vacancy %	Budgeted Gapping%	Vacancy after Gapping	Complement	Strength	Vacancy	Vacancy %	Budgeted Gapping%	Vacancy after Gapping
Citizen Centred Services "A"	12,428.9	12,109.4	(319.5)	2.6%	1.6%	0.9%	12,428.9	12,314.4	(114.5)	0.9%	1.6%	-0.7%
Citizen Centred Services "B"	6,235.1	5,805.7	(429.4)	6.9%	3.0%	3.9%	6,235.1	5,999.4	(235.7)	3.8%	3.0%	0.8%
Internal Services	2,852.2	2,422.5	(429.7)	15.1%	3.9%	11.2%	2,852.2	2,667.2	(185.0)	6.5%	3.9%	2.6%
City Manager Office	447.5	388.0	(59.5)	13.3%	4.0%	9.3%	447.5	424.5	(23.0)	5.1%	4.0%	1.1%
Other City Programs	932.7	895.2	(37.5)	4.0%	2.1%	1.9%	932.7	925.7	(7.0)	0.8%	2.1%	-1.4%
Accountability Offices	50.8	51.0	0.3	-0.5%	0.5%	-1.0%	50.8	49.0	(1.8)	3.4%	0.5%	2.9%
TOTAL - CITY OPERATIONS	22,947.2	21,671.8	(1,275.4)	5.6%	2.3%	3.2%	22,947.2	22,380.2	(567.0)	2.5%	2.3%	0.1%
TOTAL - AGENCIES	26,192.3	24,668.0	(1,524.3)	5.8%	2.1%	3.7%	26,192.3	25,635.4	(556.8)	2.1%	2.1%	0.0%
TOTAL - CORPORATE ACCOUNTS	394.0	395.0	1.0	-0.3%	0.0%	-0.3%	394.0	394.0	0.0	0.0%	0.0%	0.0%
TOTAL LEVY OPERATIONS	49,533.5	46,734.8	(2,798.7)	5.7%	2.2%	3.4%	49,533.4	48,409.7	(1,123.8)	2.3%	2.2%	0.1%
TOTAL RATE SUPPORTED PROGRAMS	3,134.9	2,872.7	(262.2)	8.4%	2.2%	6.1%	3,134.9	2,915.1	(219.9)	7.0%	2.2%	4.8%
GRAND TOTAL	52,668.4	49,607.6	(3,060.8)	5.8%	2.2%	3.6%	52,668.4	51,324.7	(1,343.6)	2.6%	2.2%	0.3%

City Operations

As indicated in Table 4 above, City Operations collectively reported a strength of 21,671.8 positions which was 1,275.4 positions below the complement of 22,947.2 positions for the three-month period ended March 31, 2014. The vacancy rate after approved gapping was 3.2%. By year-end, City Operations are projecting a strength of 22,380.2 positions, representing 567 positions under the complement of 22,947.2 positions. After required gapping, the projected vacancy rate for year-end is 0.1%.

Agencies

As of the first quarter, the strength reported by Agencies totaled 24,668 positions which was 1,524.3 positions below the approved complement of 26,192.3 positions. The vacancy rate after approved gapping was 3.7%. Agencies collectively project a year-end strength of 25,635.4 positions, reflecting 556.8 positions below the complement of 26,192.3 positions. After required gapping, the projected vacancy rate for year-end is 0%.

Rate Supported Programs

Rate Supported Programs collectively reported a strength of 2,872.7 positions, representing 262.2 positions under the complement of 3,134.9 positions, as of March 31, 2014. The vacancy rate after approved gapping was 6.1%. By year-end, Rate Supported Programs are forecasting a complement of 3,134.9 positions with a strength of 2,915.1 positions before gapping. After required gapping, the projected vacancy rate for year-end is 4.8%.

The City Manager's Office will be reporting to Executive Committee at its meeting of May 27, 2014 on the impact of delays in filling vacant positions across City Divisions and plans to expedite the filling of vacant positions.

The December 21 and 22, 2013 Ice Storm

The December 21 and 22, 2013 ice storm has had an ongoing impact on the City, as reported to Committees and Council on a number of occasions, most recently to the March 19, 2014 Executive Committee and April 1, 2 and 3, 2014 City Council. The preliminary indication is that the storm clean up costs will be funded 100% from the Provincial ice storm relief announced in February.

Work continues, particularly in Parks, Forestry and Recreation, regarding hidden hazards, which are anticipated to be addressed by November 30, 2014.

Ice storm costs are being captured in the Non-Program Expenditure Budget and are not allocated by Division. As such, the spending reported for Parks, Forestry and Recreation during the first three months of the year, does not represent total costs. As resources have been applied to the ice storm and normal work is being deferred. During the latter part of the year, additional resources will assist in dealing with deferred work, and spending is expected to be on budget, assuming that the City receives 100% ice storm funding from the Province.

On April 10, 2014 the Province provided summary guidelines to municipalities, and an FAQ sheet, which provides that expenses must be incurred by June 22, 2014, (six months after the storm), in order to be eligible for reimbursement. This mirrors a provision in the Federal Disaster Financial Assistance Arrangements (DFAA) program, which provides the six month deadline, with exceptions to be reviewed on a case-by-case basis. The Province will also be releasing detailed guidelines in May.

Although there are risks that the City may not be able to get an extension of the June 22 deadline for expenditures, or may incur costs that do not meet the detailed guidelines, the impact on the 2014 Budget cannot be determined at this time, the estimated accruals for 2013 are \$46.8 million and the balance of spending for 2014 is estimated at \$36.4 million. An update will be provided to the Budget Committee in August.

Budget Adjustments

Council approval is required for adjustments to the 2014 Approved Operating Budget. These recommended budget adjustments have no impact to the 2014 Approved Net Operating Budget. The major adjustments are outlined below.

Facilities Transformation Project

The City's Facilities Transformation Project (FTP) incorporates the implication of the new Facilities Management Framework established in 2008 and the City-wide Security Plan adopted by Council in 2009. The FTP consolidates key facilities management activities and the City-wide Security Plan within Facilities Management and Real Estate (FM&RE) to ensure standardized and efficient facilities management practices for City of Toronto owned or operated facilities/properties. This report recommends City Council authorize the transfer of \$3.107 million net (including 25 positions) from Emergency Medical Services' 2014 Approved

Operating Budget to FM&RE's 2014 Approved Operating Budget for building maintenance, custodial and security services.

Increase in the 2014 Approved Operating Budget for Emergency Medical Services for the Central Ambulance Communication Centre (CACC)

This report recommends City Council authorize increased funding of \$1.892 million gross and \$0 net from the Ministry of Health and Long Term Care to EMS' 2014 Approved Operating Budget. This additional on-going base funding for the Central Ambulance Communication Centre (CACC) operation will enable EMS to address the increase in call volume for emergency services. The additional funds will result in an increase of 17 positions consisting of 6 Senior Emergency Medical Dispatchers and 11 Emergency Medical Dispatchers to the Program's 2014 approved staff complement.

Increase in the 2014 Approved Operating Budget for Toronto Water to Fund Metrolinx Projects

This report recommends City Council authorize Toronto Water's 2014 Approved Operating Budget be increased by \$0.201 million gross and \$0 net for work on the design, planning and construction of Metrolinx projects. This work will be fully funded by Metrolinx. Based on the current agreement for 2014 and 2015, additional funding of \$0.201 is required to fully fund an increase of 8.85 temporary positions. Included in the previous agreement was funding for contracted professional and other services of approximately \$0.560 million, which will be used to partially offset costs of the additional 8.85 positions requested in this report. The total funding from Metrolinx will be increased from \$1.714 million to \$1.925 million, and will fund a total of 22.35 positions.

Extension of Temporary Assignments for the FPARS Project

This report recommends City Council authorize the increase of \$0.885 million gross and \$0 net to the 2014 Approved Operating Budget in the following City Program's 2014 Approved Operating Budget to provide for an extension of staff on temporary assignments to the Financial Planning Analysis Reporting System (FPARS) project until September 2014, fully recovered from the 2014 Capital Budget with \$0 net impact to the Program:

- Increase in the Office of the Treasurer of \$0.635 million gross and \$0 net for a 6 month extension from April 1 to September 30, 2014 in Accounting Services and Pension, Payroll and Employee Benefits.
- Increase in the Office of the Chief Financial Officer of \$0.250 million gross and \$0 net for a 3 month extension from July 1 to September 30, 2014 for the Financial Planning Division.

The FPARS project team is addressing system and reporting defects experienced with the tool during the 2014 Budget process, developing additional functionality not released with the initial launch and working on improvements and new reports in time for preparation of the 2015 Operating Budget submissions. As a result, core project team members have had their work

engagements extended from March 2014 to September 30, 2014, an additional 6 months. Even with these extensions, the FPARS capital project is expected to remain on budget.

Transfer of Ice Storm Funding from City Program 2014 Approved Operating Budgets to the 2014 Approved Non-Program Budget

This report recommends Council authorize the transfer of \$29.720 million gross and \$0 net to the 2014 Approved Non-Program Expenditure Budget from the following City Program 2014 Approved Operating Budgets for the ice storm:

- Parks, Forestry and Recreation of \$25.030 million gross and \$0 net.
- Transportation Services of \$3.927 million gross and \$0 net.
- Shelter, Support and Housing Administration of \$0.620 million gross and \$0 net.
- Facilities Management and Real Estate of \$0.103 million gross and \$0 net.
- Emergency Management Services of \$0.040 million gross and \$0 net.

The consolidation of the 2014 budgeted ice storm costs will allow for better internal management and satisfy requirements by external auditors from the Provincial government. The consolidation of budgeted ice storm costs is reflected in the year-to-date and year-end 2014 Non-Program Expenditure Budget.

Change to Toronto Public Health's Services

The program map for Toronto Public Health was reviewed and is being refined to 6 services from 14 as approved in the 2014 Approved Operating Budget for Toronto Public Health. The 6 services are consistent with the 5 program areas and the foundational standard administered by the Ontario Ministry of Health and Long-Term Care, the Ministry of Health Promotion and the Ministry of Children and Youth Services as outlined in the Ontario Public Health Standards. This change in the number of services from 14 to 6 will result in a structural change in 2014, which will facilitate the on-going service reporting requirements, and will provide the structure for the 2015 Operating Budget submission. As a result, this report recommends Council authorize Toronto Public Health's 14 services be consolidated into 6 services as outlined below. There are no financial implications resulting from this service budget realignment.

2014 Approved Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Public Health Foundations	19,458.70	6,148.10
Chronic Disease Prevention	31,369.10	7,007.60
Prevention of Injury & Substance Misuse	10,680.30	2,448.10
Reproductive Health	10,986.90	1,835.80
Child Health	79,409.50	16,929.70
Infectious Disease Prevention and Control	17,629.30	1,707.80
Rabies Prevention and Control	1,987.60	434
Sexual Health, Sexually Transmitted Infections & Blood-borne Infections (including HIV)	26,675.30	5,840.80
Tuberculosis Prevention and Control	10,371.90	2,253.20
Vaccine Preventable Diseases	9,635.60	2,090.90
Food Safety	14,440.60	3,045.50
Safe Water	2,342.80	496.9
Health Hazard Prevention and Management	8,400.50	1,881.70
Public Health Emergency Preparedness	2,870.50	644.3
2014 Approved Operating Budget	246,258.60	52,764.20

Revised 2014 Approved Operating Budget by Service

Service	Gross (\$000s)	Net (\$000s)
Public Health Foundational Standard	19,163.57	6,091.47
Chronic Diseases and Injuries	40,962.22	9,173.43
Family Health	90,346.17	18,730.77
Infectious Diseases	68,149.55	12,813.57
Environmental Health	24,635.42	5,278.02
Public Health Emergency Preparedness	3,001.68	676.98
2014 Approved Operating Budget	246,258.61	52,764.24

Consulting Costs

As at March 31, 2014, Tax and Rate Supported Operations reported actual consulting costs of \$1.303 million resulting in under-spending of \$0.014 million or 1.1% of \$1.317 million in planned expenditures.

Utility Costs

As at March 31, 2014, Tax and Rate Supported Operations reported actual utility costs of \$43.004 million (compared to the planned expenditures of \$34.632 million) resulting in an over-expenditure of \$8.372 million or 24.2% compared to plan. The over-expenditure in utility costs was primarily the result of extreme weather conditions. Several Programs report higher than planned utility costs, such as: Toronto Water, Toronto Transit Commission conventional service and Facilities Management and Real Estate.

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SIGNATURE

Roberto Rossini
Deputy City Manager and Chief Financial Officer

ATTACHMENTS

Appendix A – City of Toronto Net Expenditures for Three Months Ended March 31, 2014
Appendix B – City of Toronto Gross Expenditures for Three Months Ended March 31, 2014
Appendix C – City of Toronto Revenues for Three Months Ended March 31, 2014
Appendix D – City of Toronto Complement for Three Months Ended March 31, 2014
Appendix E – City of Toronto Complement Projections for 2014 Year-End
Appendix F – City of Toronto Budget Adjustments for Three Months Ended March 31, 2014
Appendix G – City of Toronto Significant City Programs/Agencies Variance Explanations

Appendix A



CITY OF TORONTO
CONSOLIDATED NET EXPENDITURES VARIANCE
FOR THE THREE MONTHS ENDED MARCH 31, 2014
(\$000s)

	March 31, 2014				December 31, 2014			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Citizen Centred Services "A"								
Affordable Housing Office	595.0	577.8	(17.2)	-2.9%	1,194.8	1,194.8	0.0	0.0%
Children's Services	32,459.1	32,459.1	0.0	0.0%	76,716.4	76,716.4	0.0	0.0%
Court Services	(330.0)	483.9	813.9	-246.6%	(13,783.2)	48,692.9	27,066.4	-196.4%
Economic Development & Culture	11,560.6	10,428.9	(1,131.7)	-9.8%	48,692.9	48,692.9	(0.0)	0.0%
Emergency Medical Services	9,403.1	9,734.3	331.2	3.5%	72,333.8	72,114.2	(219.6)	-0.3%
Long Term Care Homes and Services	5,012.5	4,870.8	(141.7)	-2.8%	45,789.7	45,789.7	0.0	0.0%
Parks, Forestry & Recreation	57,472.2	53,121.6	(4,350.6)	-7.6%	288,878.2	288,878.2	(0.0)	0.0%
Shelter, Support & Housing Administration	42,991.7	40,692.7	(2,299.0)	-5.3%	197,515.8	197,515.8	0.0	0.0%
Social Development, Finance & Administration	3,926.4	3,778.9	(147.5)	-3.8%	29,969.4	29,969.4	0.0	0.0%
Toronto Employment & Social Services	39,679.7	36,756.7	(2,923.0)	-7.4%	172,364.0	165,260.1	(7,104.0)	-4.1%
Sub-Total Citizen Centred Services "A"	202,770.3	192,904.6	(9,865.6)	-4.9%	919,672.0	939,414.8	19,742.8	2.1%
Citizen Centred Services "B"								
City Planning	2,338.3	3,140.0	801.7	34.3%	15,236.6	15,236.6	0.0	0.0%
Fire Services	95,287.0	93,894.2	(1,392.8)	-1.5%	410,101.3	410,101.3	0.0	0.0%
Municipal Licensing & Standards	2,684.3	3,129.8	445.5	16.6%	20,912.9	22,612.9	1,700.0	8.1%
Policy, Planning, Finance and Administration	1,703.7	1,638.5	(65.2)	-3.8%	10,509.9	10,429.4	(80.5)	-0.8%
Engineering and Construction Services	2,068.1	2,295.8	227.7	11.0%	7,604.3	7,604.3	0.0	0.0%
Toronto Building	(3,372.6)	(10,407.6)	(7,035.0)	208.6%	(11,031.3)	(16,031.3)	(5,000.0)	45.3%
Transportation Services	49,782.3	55,788.4	6,006.0	12.1%	206,106.5	203,666.0	(2,440.6)	-1.2%
Sub-Total Citizen Centred Services "B"	150,491.1	149,479.0	(1,012.1)	-0.7%	659,440.3	653,619.3	(5,821.0)	-0.9%
Internal Services								
Office of the Chief Financial Officer	1,871.0	1,608.7	(262.3)	-14.0%	9,445.8	9,050.7	(395.1)	-4.2%
Office of the Treasurer	11,211.4	10,543.1	(668.3)	-6.0%	29,897.9	29,293.4	(604.5)	-2.0%
Facilities Management & Real Estate	16,604.6	16,056.5	(548.1)	-3.3%	63,046.4	62,579.4	(467.0)	-0.7%
Fleet Services	695.8	783.3	87.5	12.6%	0.0	(37.4)	(37.4)	n/a
Information & Technology	22,965.6	22,474.8	(490.8)	-2.1%	69,066.5	67,340.9	(1,725.6)	-2.5%
311 Toronto	2,039.0	1,984.2	(54.8)	-2.7%	10,285.0	10,285.0	0.0	0.0%
Sub-Total Internal Services	55,387.4	53,450.6	(1,936.8)	-3.5%	181,741.6	178,512.0	(3,229.5)	-1.8%
City Manager								
City Manager's Office	11,032.0	9,505.6	(1,526.4)	-13.8%	45,232.8	44,697.8	(535.0)	-1.2%
Sub-Total City Manager	11,032.0	9,505.6	(1,526.4)	-13.8%	45,232.8	44,697.8	(535.0)	-1.2%
Other City Programs								
City Clerk's Office	7,102.4	7,026.3	(76.1)	-1.1%	32,410.6	32,410.6	0.0	0.0%
Legal Services	4,798.3	4,319.5	(478.8)	-10.0%	19,193.2	17,473.9	(1,719.2)	-9.0%
Mayor's Office	219.3	203.6	(15.7)	-7.2%	1,088.5	1,088.5	0.0	0.0%
City Council	4,425.8	4,259.5	(166.3)	-3.8%	19,957.4	19,957.4	0.0	0.0%
Sub-Total Other City Programs	16,545.9	15,808.9	(736.9)	-4.5%	72,649.7	70,930.4	(1,719.2)	-2.4%
Accountability Offices								
Auditor General's Office	988.8	803.4	(185.4)	-18.7%	4,685.1	4,515.9	(169.2)	-3.6%
Integrity Commissioner's Office	54.5	49.2	(5.3)	-9.8%	299.1	299.1	0.0	0.0%
Lobbyist Registrar's Office	228.4	214.6	(13.8)	-6.0%	1,087.4	1,087.4	0.0	0.0%
Ombudsman's Office	351.7	386.5	34.8	9.9%	1,635.8	1,635.8	0.0	0.0%
Sub-Total Council Appointed Programs	1,623.4	1,453.7	(169.7)	-10.5%	7,707.4	7,538.2	(169.2)	-2.2%
TOTAL - CITY OPERATIONS	437,850.1	422,602.5	(15,247.6)	-3.5%	1,886,443.7	1,894,712.6	8,268.8	0.4%



CITY OF TORONTO
CONSOLIDATED NET EXPENDITURES VARIANCE
FOR THE THREE MONTHS ENDED MARCH 31, 2014
(\$000s)

Appendix A

	March 31, 2014				December 31, 2014			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Agencies								
Toronto Public Health	10,030.7	10,065.8	35.1	0.3%	52,764.2	52,648.5	(115.7)	-0.2%
Toronto Public Library	39,086.2	39,075.8	(10.4)	0.0%	167,587.4	167,587.4	0.0	0.0%
Association of Community Centres	1,825.8	1,767.4	(58.4)	-3.2%	7,156.0	7,158.1	2.2	0.0%
Exhibition Place	(993.1)	(1,319.3)	(326.2)	32.8%	(100.0)	(100.0)	0.0	0.0%
Heritage Toronto	69.5	69.5	0.0	0.0%	311.8	311.8	0.0	0.0%
Theatres	1,182.8	1,491.3	308.5	26.1%	4,757.4	4,843.2	85.8	1.8%
Toronto Zoo	6,529.3	5,245.5	(1,283.8)	-19.7%	11,443.4	11,443.4	0.0	0.0%
Arena Boards of Management	(306.9)	(522.1)	(215.1)	70.1%	(95.8)	(95.8)	0.0	0.0%
Yonge Dundas Square	208.4	118.7	(89.7)	-43.1%	392.9	383.9	(9.0)	-2.3%
Toronto & Region Conservation Authority	885.2	885.2	(0.0)	0.0%	3,372.0	3,372.0	0.0	0.0%
Toronto Transit Commission - Conventional	99,319.1	97,873.1	(1,446.0)	-1.5%	431,081.0	436,081.0	5,000.0	1.2%
Toronto Transit Commission - Wheel Trans	27,461.3	26,897.7	(563.6)	-2.1%	106,423.1	106,423.1	0.0	0.0%
Toronto Police Service	228,201.0	228,201.0	0.0	0.0%	957,661.2	957,661.2	0.0	0.0%
Toronto Police Services Board	267.8	250.8	(17.0)	-6.3%	2,358.2	2,290.3	(67.9)	-2.9%
TOTAL - AGENCIES	413,767.0	410,100.3	(3,666.7)	-0.9%	1,745,112.7	1,750,008.1	4,895.4	0.3%
Corporate Accounts								
Capital & Corporate Financing	167,512.8	167,512.8	0.0	0.0%	654,357.7	654,357.7	0.0	0.0%
Non-Program Expenditures								
- Tax Deficiencies/Write-offs	10,701.4	10,696.4	(5.0)	0.0%	52,000.0	56,037.9	4,037.9	7.8%
- Assessment Function (MPAC)	10,092.5	9,836.4	(256.1)	-2.5%	40,370.0	39,345.8	(1,024.2)	-2.5%
- Temporary Borrowing	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Funding of Employee Related Liabilities	18,975.7	18,975.0	(0.6)	0.0%	75,902.6	75,902.6	0.0	0.0%
- 2013 Ice Storm	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Other Corporate Expenditures	14,092.3	13,222.1	(870.2)	-6.2%	32,739.3	32,739.3	0.0	0.0%
- Insurance Premiums & Claims	2,333.3	2,333.3	0.0	0.0%	7,300.0	7,300.0	0.0	0.0%
- Parking Tag Enforcement & Oper.	15,345.8	14,555.1	(790.7)	-5.2%	61,383.2	60,913.4	(469.8)	-0.8%
- Programs Funded from Reserve Funds	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Vacancy Rebate Program	5,500.0	5,362.4	(137.6)	-2.5%	22,000.0	22,000.0	0.0	0.0%
- Heritage Property Taxes Rebate	0.0	0.0	0.0	n/a	2,000.0	2,000.0	0.0	0.0%
- Tax Rebates for Registered Charities	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Solid Waste Management Rebates	51,245.1	47,557.7	(3,687.4)	-7.2%	181,391.9	181,391.9	0.0	0.0%
- Pandemic Influenza Stockpiling	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Non-Program Expenditures	128,286.1	122,538.5	(5,747.6)	-4.5%	475,087.0	477,630.9	2,543.9	0.5%
Non-Program Revenue								
- Payments in Lieu of Taxes	(38,900.3)	(38,895.3)	5.0	0.0%	(94,653.1)	(94,653.1)	0.0	0.0%
- Supplementary Taxes	0.0	0.0	0.0	n/a	(40,000.0)	(40,000.0)	0.0	0.0%
- Tax Penalties	(5,648.2)	(5,792.8)	(144.6)	2.6%	(29,000.0)	(29,000.0)	0.0	0.0%
- Interest/Investment Earnings	(27,627.7)	(28,475.2)	(847.5)	3.1%	(124,254.5)	(124,254.5)	0.0	0.0%
- Prior Year Surplus	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Other Corporate Revenues	(757.7)	(800.1)	(42.4)	5.6%	(7,074.0)	(6,879.1)	194.9	-2.8%
- Toronto Hydro Revenues	(36,250.0)	(41,870.5)	(5,620.5)	15.5%	(55,000.0)	(60,620.5)	(5,620.5)	10.2%
- Provincial Revenue	0.0	0.0	0.0	n/a	(91,600.0)	(91,600.0)	0.0	0.0%
- Municipal Land Transfer Tax	(61,183.8)	(82,139.3)	(20,955.5)	34.3%	(349,621.6)	(359,621.6)	(10,000.0)	2.9%
- Personal Vehicle Tax	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Third Party Sign Tax	0.0	(264.9)	(264.9)	n/a	(10,725.6)	(10,725.6)	0.0	0.0%
- Parking Authority Revenues	(12,106.5)	(12,600.9)	(494.5)	4.1%	(48,425.8)	(46,925.8)	1,500.0	-3.1%
- Administrative Support Recoveries - Water	(4,743.2)	(4,743.3)	(0.0)	0.0%	(18,973.0)	(18,973.0)	0.0	0.0%
- Administrative Support Recoveries - Health & EMS	(4,081.7)	(4,081.7)	0.0	0.0%	(16,326.7)	(16,326.7)	0.0	0.0%
- Parking Tag Enforcement & Oper.	(21,095.1)	(21,231.0)	(135.9)	0.6%	(84,380.2)	(84,380.2)	0.0	0.0%
- Other Tax Revenues	(4,047.2)	(4,035.4)	11.8	-0.3%	(13,877.0)	(13,877.0)	0.0	0.0%
- Woodbine Slots	(1,600.0)	(1,633.0)	(33.0)	2.1%	(15,000.0)	(15,000.0)	0.0	0.0%
Non-Program Revenues	(218,041.4)	(246,563.4)	(28,522.0)	13.1%	(998,911.5)	(1,012,837.1)	(13,925.6)	1.4%
TOTAL - CORPORATE ACCOUNTS	77,757.5	43,487.9	(34,269.6)	-44.1%	130,533.2	119,151.5	(11,381.7)	-8.7%
NET OPERATING TAX LEVY	929,374.6	876,190.8	(53,183.9)	-5.7%	3,762,089.7	3,763,872.2	1,782.5	0.0%
NON LEVY OPERATIONS								
Solid Waste Management Services	17,435.9	19,445.9	2,010.0	11.5%	0.0	(5,838.0)	(5,838.0)	n/a
Toronto Parking Authority	(12,267.2)	(12,926.5)	(659.3)	5.4%	(62,329.8)	(60,329.8)	2,000.0	-3.2%
Toronto Water	(62,298.6)	(46,808.2)	15,490.4	-24.9%	0.0	(6,038.3)	(6,038.3)	n/a
NON LEVY OPERATING NET EXPENDITURES	(57,129.9)	(40,288.8)	16,841.1	-29.5%	(62,329.8)	(72,206.1)	(9,876.3)	n/a



CITY OF TORONTO
CONSOLIDATED GROSS EXPENDITURES VARIANCE
FOR THE THREE MONTHS ENDED MARCH 31, 2014
(\$000s)

	March 31, 2014				December 31, 2014			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Citizen Centred Services "A"								
Affordable Housing Office	616.7	604.3	(12.4)	-2.0%	2,743.2	2,743.2	0.0	0.0%
Children's Services	118,441.7	118,114.4	(327.3)	-0.3%	420,646.7	420,646.7	0.0	0.0%
Court Services	8,280.0	7,998.0	(282.0)	-3.4%	53,814.3	51,233.9	(2,580.4)	-4.8%
Economic Development & Culture	13,245.3	11,898.1	(1,347.2)	-10.2%	71,094.1	71,094.1	0.0	0.0%
Emergency Medical Services	37,584.5	37,981.8	397.3	1.1%	187,849.3	187,629.7	(219.6)	-0.1%
Long Term Care Homes & Services	51,514.5	50,610.8	(903.7)	-1.8%	231,799.5	231,799.5	0.0	0.0%
Parks, Forestry & Recreation	82,672.4	72,669.5	(10,002.9)	-12.1%	412,096.7	407,251.3	(4,845.4)	-1.2%
Shelter, Support & Housing Administration	142,288.6	141,355.8	(932.8)	-0.7%	644,028.3	644,028.3	0.0	0.0%
Social Development, Finance & Administration	5,423.8	5,087.9	(335.9)	-6.2%	40,738.9	40,738.9	0.0	0.0%
Toronto Employment & Social Services	285,075.9	255,988.8	(29,087.1)	-10.2%	1,172,327.6	1,103,202.6	(69,125.0)	-5.9%
Sub-Total Citizen Centred Services "A"	745,143.3	702,309.3	(42,834.0)	-5.7%	3,237,138.5	3,160,368.2	(76,770.4)	-2.4%
Citizen Centred Services "B"								
City Planning	8,161.8	8,199.7	37.9	0.5%	40,853.2	40,526.0	(327.2)	-0.8%
Fire Services	99,235.4	98,229.8	(1,005.6)	-1.0%	424,734.8	424,734.8	(0.0)	0.0%
Municipal Licensing & Standards	9,808.7	9,440.5	(368.2)	-3.8%	49,881.6	49,581.6	(300.0)	-0.6%
Policy, Planning, Finance and Administration	4,696.4	4,115.5	(580.9)	-12.4%	22,225.8	22,054.5	(171.3)	-0.8%
Engineering and Construction Services	13,820.2	12,355.2	(1,465.0)	-10.6%	65,959.0	62,675.0	(3,284.0)	-5.0%
Toronto Buildings	9,310.6	9,376.9	66.3	0.7%	48,321.6	48,321.6	0.0	0.0%
Transportation Services	66,304.5	71,608.0	5,303.5	8.0%	336,084.1	331,843.5	(4,240.6)	-1.3%
Sub-Total Citizen Centred Services "B"	211,337.6	213,325.7	1,988.0	0.9%	988,060.1	979,737.0	(8,323.1)	-0.8%
Internal Services								
Office of the Chief Financial Officer	3,408.5	3,141.4	(267.1)	-7.8%	15,952.5	15,504.5	(448.0)	-2.8%
Office of the Treasurer	15,611.8	14,853.5	(758.3)	-4.9%	73,455.6	70,927.3	(2,528.3)	-3.4%
Facilities Management & Real Estate	37,884.3	36,666.7	(1,217.6)	-3.2%	186,343.5	176,800.5	(9,543.0)	-5.1%
Fleet Services	8,625.7	9,527.2	901.5	10.5%	47,788.9	51,492.7	3,703.8	7.8%
Information & Technology	28,928.8	25,701.0	(3,227.8)	-11.2%	110,962.2	104,602.2	(6,360.0)	-5.7%
311 Toronto	3,779.9	3,723.2	(56.6)	-1.5%	17,800.6	17,141.8	(658.8)	-3.7%
Sub-Total Internal Services	98,239.0	93,613.1	(4,625.9)	-4.7%	452,303.4	436,469.0	(15,834.3)	-3.5%
City Manager								
City Manager's Office	11,737.2	10,214.7	(1,522.5)	-13.0%	53,852.6	52,578.6	(1,274.0)	-2.4%
Sub-Total City Manager	11,737.2	10,214.7	(1,522.5)	-13.0%	53,852.6	52,578.6	(1,274.0)	-2.4%
Other City Programs								
City Clerk's Office	11,160.2	11,051.0	(109.2)	-1.0%	59,649.7	59,649.7	0.0	0.0%
Legal Services	11,761.1	10,895.5	(865.6)	-7.4%	47,044.5	47,176.0	131.6	0.3%
Mayor's Office	219.3	203.6	(15.7)	-7.2%	1,088.5	1,088.5	0.0	0.0%
City Council	4,433.3	4,262.0	(171.3)	-3.9%	22,287.4	22,287.4	0.0	0.0%
Sub-Total Other City Programs	27,574.0	26,412.1	(1,161.9)	-4.2%	130,070.1	130,201.7	131.6	0.1%
Accountability Offices								
Auditor General's Office	988.8	803.4	(185.4)	-18.7%	4,685.1	4,515.9	(169.2)	-3.6%
Integrity Commissioner's Office	54.5	49.2	(5.3)	-9.8%	299.1	299.1	0.0	0.0%
Lobbyist Registrar's Office	228.4	214.6	(13.8)	-6.0%	1,087.4	1,087.4	0.0	0.0%
Ombudsman's Office	351.7	385.3	33.6	9.5%	1,635.8	1,635.8	0.0	0.0%
Sub-Total Council Appointed Programs	1,623.4	1,452.4	(171.0)	-10.5%	7,707.4	7,538.2	(169.2)	-2.2%
TOTAL - CITY OPERATIONS	1,095,654.5	1,047,327.3	(48,327.3)	-4.4%	4,869,132.1	4,766,892.7	(102,239.4)	-2.1%



CITY OF TORONTO
CONSOLIDATED GROSS EXPENDITURES VARIANCE
FOR THE THREE MONTHS ENDED MARCH 31, 2014
(\$000s)

	March 31, 2014				December 31, 2014			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Agencies								
Toronto Public Health	49,268.0	49,296.6	28.6	0.1%	246,258.6	243,536.6	(2,722.0)	-1.1%
Toronto Public Library	43,063.3	43,165.2	101.9	0.2%	184,170.1	184,492.6	322.5	0.2%
Association of Community Centres	1,896.6	1,847.2	(49.4)	-2.6%	7,586.2	7,588.3	2.2	0.0%
Exhibition Place	10,814.3	10,071.7	(742.6)	-6.9%	44,438.1	44,438.1	0.0	0.0%
Heritage Toronto	169.6	169.6	0.0	0.0%	761.3	761.3	0.0	0.0%
Theatres	6,486.5	5,031.1	(1,455.4)	-22.4%	22,161.2	20,394.1	(1,767.1)	-8.0%
Toronto Zoo	9,831.4	8,335.6	(1,495.8)	-15.2%	51,755.8	51,755.8	0.0	0.0%
Arena Boards of Management	2,311.0	2,165.0	(146.0)	-6.3%	8,167.6	8,167.6	0.0	0.0%
Yonge Dundas Square	356.0	296.0	(60.0)	-16.9%	2,215.6	2,229.6	14.0	0.6%
Toronto & Region Conservation Authority	8,732.9	8,832.2	99.3	1.1%	38,906.0	38,906.0	0.0	0.0%
Toronto Transit Commission - Conventional	405,777.1	401,068.7	(4,708.4)	-1.2%	1,597,559.1	1,597,559.1	0.0	0.0%
Toronto Transit Commission - Wheel Trans	28,901.4	28,321.9	(579.5)	-2.0%	112,161.9	112,161.9	0.0	0.0%
Toronto Police Service	240,795.3	240,795.3	0.0	0.0%	1,086,001.7	1,086,001.7	0.0	0.0%
Toronto Police Services Board	267.8	250.8	(17.0)	-6.3%	2,858.2	2,790.3	(67.9)	-2.4%
TOTAL - AGENCIES	808,671.3	799,647.0	(9,024.3)	-1.1%	3,405,001.4	3,400,783.0	(4,218.3)	-0.1%
Corporate Accounts								
Capital & Corporate Financing	176,561.5	176,561.5	0.0	0.0%	690,552.4	690,552.4	0.0	0.0%
Non-Program Expenditures								
- Tax Deficiencies/Write-offs	10,701.4	10,696.4	(5.0)	0.0%	52,000.0	56,037.9	4,037.9	7.8%
- Assessment Function (MPAC)	10,092.5	9,836.4	(256.1)	-2.5%	40,370.0	39,345.8	(1,024.2)	-2.5%
- Temporary Borrowing	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Funding of Employee Related Liabilities	18,975.7	18,975.0	(0.6)	0.0%	75,902.6	75,902.6	0.0	0.0%
- 2013 Ice Storm	0.0	0.0	0.0	n/a	29,719.9	36,400.0	6,680.1	22.5%
- Other Corporate Expenditures	24,393.1	23,667.0	(726.1)	-3.0%	73,942.4	73,942.4	0.0	0.0%
- Insurance Premiums & Claims	2,333.3	2,333.3	0.0	0.0%	7,300.0	7,300.0	0.0	0.0%
- Parking Tag Enforcement & Oper.	15,345.8	14,555.1	(790.7)	-5.2%	61,383.2	60,913.4	(469.8)	-0.8%
- Programs Funded from Reserve Funds	31,356.1	34,160.9	2,804.8	8.9%	136,384.2	136,384.2	0.0	0.0%
- Vacancy Rebate Program	5,500.0	5,362.4	(137.6)	-2.5%	22,000.0	22,000.0	0.0	0.0%
- Heritage Property Taxes Rebate	0.0	0.0	0.0	n/a	2,000.0	2,000.0	0.0	0.0%
- Tax Rebates for Registered Charities	3,046.3	3,046.3	0.0	0.0%	6,579.5	6,579.5	0.0	0.0%
- Solid Waste Management Rebates	51,245.1	47,557.7	(3,687.4)	-7.2%	181,391.9	181,391.9	0.0	0.0%
- Pandemic Influenza Stockpiling	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Non-Program Expenditures	172,989.3	170,190.6	(2,798.7)	-1.6%	688,973.7	698,197.7	9,224.0	1.3%
Non-Program Revenue								
- Interest/Investment Earnings	244.5	218.4	(26.1)	-10.7%	978.0	978.0	0.0	0.0%
- Other Corporate Revenues	192.7	193.6	0.9	0.5%	894.8	879.9	(14.9)	-1.7%
- Municipal Land Transfer Tax	1,168.4	941.5	(226.9)	-19.4%	6,676.5	6,676.5	0.0	0.0%
- Personal Vehicle Tax	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Third Party Sign Tax	0.0	0.0	0.0	n/a	896.1	896.1	0.0	0.0%
- Other Tax Revenues	0.0	119.2	119.2	n/a	0.0	0.0	0.0	n/a
Non-Program Revenues	1,605.6	1,472.7	(132.9)	-8.3%	9,445.4	9,430.5	(14.9)	-0.2%
TOTAL - CORPORATE ACCOUNTS	351,156.4	348,224.8	(2,931.5)	-0.8%	1,388,971.5	1,398,180.6	9,209.1	0.7%
LEVY OPERATING GROSS EXPENDITURES	2,255,482.2	2,195,199.1	(60,283.1)	-2.7%	9,663,104.9	9,565,856.3	(97,248.6)	-1.0%
NON LEVY OPERATIONS								
Solid Waste Management Services	48,175.6	40,111.5	(8,064.1)	-16.7%	353,914.4	347,424.1	(6,490.2)	-1.8%
Toronto Parking Authority	19,333.5	18,433.9	(899.6)	-4.7%	76,106.0	75,606.0	(500.0)	-0.7%
Toronto Water	59,149.6	65,370.5	6,220.9	10.5%	1,021,885.3	1,022,316.9	431.6	0.0%
NON LEVY OPERATING GROSS EXPENDITURES	126,658.7	123,915.9	(2,742.8)	-2.2%	1,451,905.7	1,445,347.0	(6,558.6)	-0.5%



CITY OF TORONTO
CONSOLIDATED REVENUES VARIANCE
FOR THE THREE MONTHS ENDED MARCH 31, 2014
(\$000s)

	March 31, 2014				December 31, 2014			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Citizen Centred Services "A"								
Affordable Housing Office	21.7	26.5	4.8	22.2%	1,548.4	1,548.4	0.0	0.0%
Children's Services	85,982.6	85,655.3	(327.3)	-0.4%	343,930.3	343,930.3	0.0	0.0%
Court Services	8,610.0	7,514.1	(1,095.9)	-12.7%	67,597.5	37,950.6	(29,646.8)	-43.9%
Economic Development & Culture	1,684.7	1,469.2	(215.4)	-12.8%	22,401.2	22,401.2	0.0	0.0%
Emergency Medical Services	28,181.4	28,247.5	66.1	0.2%	115,515.5	115,515.5	0.0	0.0%
Long Term Care Homes and Services	46,502.0	45,740.0	(762.0)	-1.6%	186,009.8	186,009.8	0.0	0.0%
Parks, Forestry & Recreation	25,200.2	19,547.9	(5,652.3)	-22.4%	123,218.5	118,373.1	(4,845.4)	-3.9%
Shelter, Support & Housing Administration	99,296.9	100,663.1	1,366.2	1.4%	446,512.5	446,512.5	0.0	0.0%
Social Development, Finance & Administration	1,497.4	1,309.0	(188.4)	-12.6%	10,769.5	10,769.5	0.0	0.0%
Toronto Employment & Social Services	245,396.2	219,232.1	(26,164.1)	-10.7%	999,963.5	937,942.5	(62,021.0)	-6.2%
Sub-Total Citizen Centred Services "A"	542,373.1	509,404.7	(32,968.4)	-6.1%	2,317,466.5	2,220,953.4	(96,513.2)	-4.2%
Citizen Centred Services "B"								
City Planning	5,823.5	5,059.8	(763.7)	-13.1%	25,616.6	25,289.4	(327.2)	-1.3%
Fire Services	3,948.4	4,335.6	387.2	9.8%	14,633.5	14,633.5	(0.0)	0.0%
Municipal Licensing & Standards	7,124.4	6,310.8	(813.7)	-11.4%	28,968.7	26,968.7	(2,000.0)	-6.9%
Policy, Planning, Finance and Administration	2,992.7	2,477.0	(515.7)	-17.2%	11,715.9	11,625.1	(90.8)	-0.8%
Engineering and Construction Services	11,752.1	10,059.4	(1,692.7)	-14.4%	58,354.6	55,070.6	(3,284.0)	-5.6%
Toronto Building	12,683.2	19,784.5	7,101.3	56.0%	59,352.9	64,352.9	5,000.0	8.4%
Transportation Services	16,522.2	15,819.6	(702.6)	-4.3%	129,977.5	128,177.5	(1,800.0)	-1.4%
Sub-Total Citizen Centred Services "B"	60,846.5	63,846.7	3,000.1	4.9%	328,619.8	326,117.8	(2,502.0)	-0.8%
Internal Services								
Office of the Chief Financial Officer	1,537.5	1,532.7	(4.8)	-0.3%	6,506.8	6,453.8	(53.0)	-0.8%
Office of the Treasurer	4,400.4	4,310.4	(90.0)	-2.0%	43,557.7	41,633.9	(1,923.8)	-4.4%
Facilities Management & Real Estate	21,279.7	20,610.2	(669.5)	-3.1%	123,297.2	114,221.1	(9,076.1)	-7.4%
Fleet Services	7,929.9	8,743.9	814.0	10.3%	47,788.9	51,530.1	3,741.2	7.8%
Information & Technology	5,963.2	3,226.2	(2,737.0)	-45.9%	41,895.7	37,261.3	(4,634.4)	-11.1%
311 Toronto	1,740.8	1,739.0	(1.8)	-0.1%	7,515.6	6,856.8	(658.8)	-8.8%
Sub-Total Internal Services	42,851.6	40,162.4	(2,689.1)	-6.3%	270,561.8	257,957.0	(12,604.8)	-4.7%
City Manager								
City Manager's Office	705.2	709.1	3.9	0.5%	8,619.8	7,880.8	(739.0)	-8.6%
Sub-Total City Manager	705.2	709.1	3.9	0.5%	8,619.8	7,880.8	(739.0)	-8.6%
Other City Programs								
City Clerk's Office	4,057.8	4,024.6	(33.1)	-0.8%	27,239.1	27,239.1	0.0	0.0%
Legal Services	6,962.8	6,576.0	(386.8)	-5.6%	27,851.3	29,702.1	1,850.8	6.6%
Mayor's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
City Council	7.5	2.5	(5.0)	-66.7%	2,330.0	2,330.0	0.0	0.0%
Sub-Total Other City Programs	11,028.1	10,603.2	(424.9)	-3.9%	57,420.4	59,271.2	1,850.8	3.2%
Accountability Offices								
Auditor General's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Integrity Commissioner's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Lobbyist Registrar's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Ombudsman's Office	0.0	(1.2)	(1.2)	n/a	0.0	0.0	0.0	n/a
Sub-Total Council Appointed Programs	0.0	(1.2)	(1.2)	n/a	0.0	0.0	0.0	n/a
TOTAL - CITY OPERATIONS	657,804.5	624,724.8	(33,079.7)	-5.0%	2,982,688.3	2,872,180.1	(110,508.2)	-3.7%



CITY OF TORONTO
CONSOLIDATED REVENUES VARIANCE
FOR THE THREE MONTHS ENDED MARCH 31, 2014
(\$000s)

	March 31, 2014				December 31, 2014			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Agencies								
Toronto Public Health	39,237.3	39,230.8	(6.4)	0.0%	193,494.4	190,888.1	(2,606.2)	-1.3%
Toronto Public Library	3,977.1	4,089.4	112.3	2.8%	16,582.7	16,905.2	322.5	1.9%
Association of Community Centres	70.8	79.8	9.0	12.7%	430.2	430.2	0.0	0.0%
Exhibition Place	11,807.5	11,391.0	(416.5)	-3.5%	44,538.1	44,538.1	0.0	0.0%
Heritage Toronto	100.2	100.2	0.0	0.0%	449.5	449.5	0.0	0.0%
Theatres	5,303.7	3,539.8	(1,763.9)	-33.3%	17,403.8	15,550.9	(1,852.9)	-10.6%
Toronto Zoo	3,302.1	3,090.1	(212.0)	-6.4%	40,312.5	40,312.5	0.0	0.0%
Arena Boards of Management	2,617.9	2,687.1	69.1	2.6%	8,263.4	8,263.4	0.0	0.0%
Yonge Dundas Square	147.6	177.3	29.7	20.1%	1,822.7	1,845.7	23.0	1.3%
Toronto & Region Conservation Authority	7,847.7	7,947.1	99.4	1.3%	35,534.0	35,534.0	0.0	0.0%
Toronto Transit Commission - Conventional	306,458.0	303,195.6	(3,262.4)	-1.1%	1,166,478.1	1,161,478.1	(5,000.0)	-0.4%
Toronto Transit Commission - Wheel Trans	1,440.1	1,424.2	(15.9)	-1.1%	5,738.8	5,738.8	0.0	0.0%
Toronto Police Service	12,594.3	12,594.3	0.0	0.0%	128,340.5	128,340.5	0.0	0.0%
Toronto Police Services Board	0.0	0.0	0.0	n/a	500.0	500.0	0.0	0.0%
TOTAL - AGENCIES	394,904.2	389,546.6	(5,357.6)	-1.4%	1,659,888.6	1,650,774.9	(9,113.7)	-0.5%
Corporate Accounts								
Capital & Corporate Financing	9,048.7	9,048.7	0.0	0.0%	36,194.7	36,194.7	0.0	0.0%
Non-Program Expenditures								
- 2013 Ice Storm	0.0	0.0	0.0	n/a	29,719.9	36,400.0	6,680.1	22.5%
- Other Corporate Expenditures	10,300.8	10,444.9	144.1	1.4%	41,203.1	41,203.1	0.0	0.0%
- Programs Funded from Reserve Funds	31,356.1	34,160.9	2,804.8	8.9%	136,384.2	136,384.2	0.0	0.0%
- Tax Rebates for Registered Charities	3,046.3	3,046.3	0.0	0.0%	6,579.5	6,579.5	0.0	0.0%
- Solid Waste Management Rebates	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Non-Program Expenditures	44,703.2	47,652.1	2,948.9	6.6%	213,886.7	220,566.8	6,680.1	3.1%
Non-Program Revenue								
- Payments in Lieu of Taxes	38,900.3	38,895.3	(5.0)	0.0%	94,653.1	94,653.1	0.0	0.0%
- Supplementary Taxes	0.0	0.0	0.0	n/a	40,000.0	40,000.0	0.0	0.0%
- Tax Penalties	5,648.2	5,792.8	144.6	2.6%	29,000.0	29,000.0	0.0	0.0%
- Interest/Investment Earnings	27,872.2	28,693.6	821.4	2.9%	125,232.4	125,232.4	0.0	0.0%
- Prior Year Surplus	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Other Corporate Revenues	950.4	993.7	43.3	4.6%	7,968.8	7,759.0	(209.8)	-2.6%
- Toronto Hydro Revenues	36,250.0	41,870.5	5,620.5	15.5%	55,000.0	60,620.5	5,620.5	10.2%
- Provincial Revenue	0.0	0.0	0.0	n/a	91,600.0	91,600.0	0.0	0.0%
- Municipal Land Transfer Tax	62,352.2	83,080.8	20,728.6	33.2%	356,298.1	366,298.1	10,000.0	2.8%
- Personal Vehicle Tax	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
- Third Party Sign Tax	0.0	264.9	264.9	n/a	11,621.8	11,621.8	0.0	0.0%
- Parking Authority Revenues	12,106.5	12,600.9	494.5	4.1%	48,425.8	46,925.8	(1,500.0)	-3.1%
- Administrative Support Recoveries - Water	4,743.2	4,743.3	0.0	0.0%	18,973.0	18,973.0	0.0	0.0%
- Administrative Support Recoveries - Health & EMS	4,081.7	4,081.7	0.0	0.0%	16,326.7	16,326.7	0.0	0.0%
- Parking Tag Enforcement & Oper.	21,095.1	21,231.0	135.9	0.6%	84,380.2	84,380.2	0.0	0.0%
- Other Tax Revenues	4,047.2	4,154.6	107.4	2.7%	13,877.0	13,877.0	0.0	0.0%
- Woodbine Slots	1,600.0	1,633.0	33.0	2.1%	15,000.0	15,000.0	0.0	0.0%
Non-Program Revenues	219,647.0	248,036.2	28,389.2	12.9%	1,008,356.9	1,022,267.6	13,910.7	1.4%
TOTAL - CORPORATE ACCOUNTS	273,398.9	304,736.9	31,338.1	11.5%	1,258,438.3	1,279,029.1	20,590.8	1.6%
LEVY OPERATING REVENUES	1,326,107.6	1,319,008.3	(7,099.3)	-0.5%	5,901,015.2	5,801,984.1	(99,031.1)	-1.7%
NON LEVY OPERATIONS								
Solid Waste Management Services	30,739.7	20,665.5	(10,074.1)	-32.8%	353,914.4	353,262.1	(652.3)	-0.2%
Toronto Parking Authority	31,600.7	31,360.4	(240.3)	-0.8%	138,435.8	135,935.8	(2,500.0)	-1.8%
Toronto Water	121,448.2	112,178.7	(9,269.5)	-7.6%	1,021,885.3	1,028,355.2	6,469.9	0.6%
NON LEVY OPERATING REVENUES	183,788.6	164,204.7	(19,583.9)	-10.7%	1,514,235.5	1,517,553.1	3,317.6	0.2%



**CITY OF TORONTO
CONSOLIDATED APPROVED COMPLEMENT
FOR THE THREE MONTHS ENDED MARCH 31, 2014**

Program/Agency	Operating Positions				Capital Positions				Total Positions				Gapping	After Gapping	
	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%			
Citizen Centred Services "A"															
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%	-1.9%	
Children's Services	942.7	942.7	0.0	0.0%	13.0	9.0	(4.0)	30.8%	955.7	951.7	(4.0)	0.4%	0.1%	0.3%	
Court Services	282.0	259.0	(23.0)	8.2%	0.0	0.0	0.0	0.0%	282.0	259.0	(23.0)	8.2%	8.5%	-0.3%	
Economic Development & Culture	289.0	289.0	0.0	0.0%	9.0	9.0	0.0	0.0%	298.0	298.0	0.0	0.0%	3.1%	-3.1%	
Emergency Medical Services	1,325.0	1,244.0	(81.0)	6.1%	1.5	0.5	(1.0)	66.7%	1,326.5	1,244.5	(82.0)	6.2%	1.3%	4.9%	
Long Term Care Homes & Services	2,179.7	2,179.7	0.0	0.0%	0.0	0.0	0.0	0.0%	2,179.7	2,179.7	0.0	0.0%	0.0%	0.0%	
Parks, Forestry & Recreation	4,347.6	4,239.6	(108.0)	2.5%	22.0	22.0	0.0	0.0%	4,369.6	4,261.6	(108.0)	2.5%	2.0%	0.5%	
Shelter, Support & Housing Administration	718.6	701.6	(17.0)	2.4%	0.0	0.0	0.0	0.0%	718.6	701.6	(17.0)	2.4%	3.2%	-0.8%	
Social Development, Finance & Administration	128.3	119.3	(9.0)	7.0%	0.0	0.0	0.0	0.0%	128.3	119.3	(9.0)	7.0%	3.5%	3.5%	
Toronto Employment & Social Services	2,148.5	2,072.0	(76.5)	3.6%	3.0	3.0	0.0	0.0%	2,151.5	2,075.0	(76.5)	3.6%	1.6%	1.9%	
Sub-Total Citizen Centred Services "A"	12,388.4	12,065.9	(312.5)	2.5%	48.5	43.5	(5.0)	10.3%	12,428.9	12,109.4	(319.5)	2.6%	1.6%	0.9%	
Citizen Centred Services "B"															
City Planning	352.0	322.0	(30.0)	8.5%	9.5	8.5	(1.0)	10.5%	361.5	330.5	(31.0)	8.6%	3.8%	4.7%	
Fire Services	3,126.8	3,060.8	(66.0)	2.1%	0.0	0.0	0.0	0.0%	3,126.8	3,060.8	(66.0)	2.1%	2.0%	0.1%	
Municipal Licensing & Standards	456.0	432.0	(24.0)	5.3%	0.0	0.0	0.0	0.0%	456.0	432.0	(24.0)	5.3%	2.3%	2.9%	
Policy, Planning, Finance and Administration	200.4	178.4	(22.0)	11.0%	0.0	0.0	0.0	0.0%	200.4	178.4	(22.0)	11.0%	3.9%	7.1%	
Engineering and Construction Services	133.8	98.0	(35.8)	26.8%	414.3	363.0	(51.3)	12.4%	548.1	461.0	(87.1)	15.9%	4.2%	11.7%	
Toronto Buildings	425.0	408.0	(17.0)	4.0%	6.0	4.0	(2.0)	33.3%	431.0	412.0	(19.0)	4.4%	2.9%	1.5%	
Transportation Services	1,055.3	873.7	(181.6)	17.2%	56.0	57.3	1.3	-2.3%	1,111.3	931.0	(180.3)	16.2%	4.9%	11.4%	
Sub-Total Citizen Centred Services "B"	5,749.3	5,372.9	(376.4)	6.5%	485.8	432.8	(53.0)	10.9%	6,235.1	5,805.7	(429.4)	6.9%	3.8%	3.9%	
Internal Services															
Office of the Chief Financial Officer	100.0	92.0	(8.0)	8.0%	12.0	9.0	(3.0)	25.0%	112.0	101.0	(11.0)	9.8%	1.9%	7.9%	
Office of the Treasurer	684.0	642.3	(41.7)	6.1%	56.0	20.0	(36.0)	64.3%	740.0	662.3	(77.7)	10.5%	-2.7%	13.2%	
Facilities Management & Real Estate	799.7	704.7	(95.0)	11.9%	80.0	59.0	(21.0)	26.3%	879.7	763.7	(116.0)	13.2%	3.1%	10.1%	
Fleet Services	174.0	157.0	(17.0)	9.8%	0.0	0.0	0.0	0.0%	174.0	157.0	(17.0)	9.8%	3.5%	6.3%	
Information & Technology	593.0	497.0	(96.0)	16.2%	174.0	79.0	(95.0)	54.6%	767.0	576.0	(191.0)	24.9%	12.0%	12.9%	
311 Toronto	158.0	148.0	(10.0)	6.3%	21.5	14.5	(7.0)	32.6%	179.5	162.5	(17.0)	9.5%	2.0%	7.4%	
Sub-Total Internal Services	2,508.7	2,241.0	(267.7)	10.7%	343.5	181.5	(162.0)	47.2%	2,852.2	2,422.5	(429.7)	15.1%	3.9%	11.2%	
City Manager															
City Manager's Office	410.5	367.0	(43.5)	10.6%	37.0	21.0	(16.0)	43.2%	447.5	388.0	(59.5)	13.3%	4.0%	9.3%	
Sub-Total City Manager	410.5	367.0	(43.5)	10.6%	37.0	21.0	(16.0)	43.2%	447.5	388.0	(59.5)	13.3%	4.0%	9.3%	
Other City Programs															
City Clerk's Office	439.7	411.5	(28.3)	6.4%	11.0	10.8	(0.3)	2.3%	450.7	422.2	(28.5)	6.3%	2.4%	3.9%	
Legal Services	297.0	288.0	(9.0)	3.0%	0.0	0.0	0.0	0.0%	297.0	288.0	(9.0)	3.0%	2.2%	0.8%	
Mayor's Office	9.0	9.0	0.0	0.0%	0.0	0.0	0.0	0.0%	9.0	9.0	0.0	0.0%	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%	1.3%	-1.3%	
Sub-Total Other City Programs	921.7	884.5	(37.3)	4.0%	11.0	10.8	(0.3)	2.3%	932.7	895.2	(37.5)	4.0%	2.1%	1.9%	
Accountability Offices															
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	2.0	2.0	0.0	0.0%	0.0	0.0	0.0	0.0%	2.0	2.0	0.0	0.0%	0.0%	0.0%	
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.0%	0.0	0.0	0.0	0.0%	8.3	8.0	(0.3)	3.0%	0.0%	3.0%	
Ombudsman's Office	11.0	13.0	2.0	-18.2%	0.0	0.0	0.0	0.0%	11.0	13.0	2.0	-18.2%	0.0%	-18.2%	
Sub-Total Accountability Offices	50.8	51.0	0.3	-0.5%	0.0	0.0	0.0	0.0%	50.8	51.0	0.3	-0.5%	0.5%	-1.0%	
TOTAL - CITY OPERATIONS	22,021.4	20,982.3	(1,039.1)	4.7%	925.8	689.6	(236.3)	25.5%	22,947.2	21,671.8	(1,275.4)	5.6%	2.3%	3.2%	
Agencies															
Toronto Public Health	1,838.7	1,729.0	(109.7)	6.0%	35.7	25.5	(10.2)	28.5%	1,874.4	1,754.5	(119.9)	6.4%	5.1%	1.3%	
Toronto Public Library	1,737.4	1,672.6	(64.8)	3.7%	0.0	0.0	0.0	0.0%	1,737.4	1,672.6	(64.8)	3.7%	2.7%	1.1%	
Association of Community Centres	77.4	76.6	(0.8)	1.0%	0.0	0.0	0.0	0.0%	77.4	76.6	(0.8)	1.0%	0.0%	1.0%	
Exhibition Place	392.5	392.5	0.0	0.0%	5.0	5.0	0.0	0.0%	397.5	397.5	0.0	0.0%	0.0%	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	156.5	108.6	(47.9)	30.6%	0.0	0.0	0.0	0.0%	156.5	108.6	(47.9)	30.6%	0.0%	30.6%	
Toronto Zoo	410.2	402.2	(8.0)	2.0%	0.0	0.0	0.0	0.0%	410.2	402.2	(8.0)	2.0%	2.4%	0.4%	
Arena Boards of Management	67.4	67.4	0.0	0.0%	0.0	0.0	0.0	0.0%	67.4	67.4	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%	
TTC - Conventional & WT	11,736.0	11,306.0	(430.0)	3.7%	1,844.0	1,522.0	(322.0)	17.5%	13,580.0	12,828.0	(752.0)	5.5%	0.0%	5.5%	
Toronto Police Service	7,870.0	7,340.0	(530.0)	6.7%	0.0	0.0	0.0	0.0%	7,870.0	7,340.0	(530.0)	6.7%	5.2%	1.5%	
Toronto Police Services Board	8.0	7.0	(1.0)	12.5%	0.0	0.0	0.0	0.0%	8.0	7.0	(1.0)	12.5%	0.0%	12.5%	
TOTAL - AGENCIES	24,307.6	23,115.5	(1,192.2)	4.9%	1,884.7	1,552.5	(332.2)	17.6%	26,192.3	24,668.0	(1,524.3)	5.8%	2.1%	3.7%	
Corporate Accounts															
Parking Tag Enforcement & Oper.	394.0	395.0	1.0	-0.3%	0.0	0.0	0.0	0.0%	394.0	395.0	1.0	-0.3%	0.0%	-0.3%	
TOTAL - CORPORATE ACCOUNTS	394.0	395.0	1.0	-0.3%	0.0	0.0	0.0	0.0%	394.0	395.0	1.0	-0.3%	0.0%	-0.3%	
TOTAL LEVY OPERATIONS	46,723.0	44,492.8	(2,230.3)	4.8%	2,810.5	2,242.1	(568.4)	20.2%	49,533.5	46,734.8	(2,798.7)	5.7%	2.2%	3.4%	
Non Levy Operations															
Solid Waste Management Services	1,075.7	975.2	(100.5)	9.3%	27.0	20.5	(6.5)	24.1%	1,102.7	995.7	(107.0)	9.7%	1.9%	7.8%	
Toronto Parking Authority	297.4	292.0	(5.4)	1.8%	0.0	0.0	0.0	0.0%	297.4	292.0	(5.4)	1.8%	0.0%	1.8%	
Toronto Water	1,702.3	1,572.0	(130.3)	7.7%	32.5	13.0	(19.5)	60.0%	1,734.8	1,585.0	(149.8)	8.6%	2.8%	5.8%	
TOTAL NON LEVY OPERATIONS	3,075.4	2,839.2	(236.2)	7.7%	59.5	33.5	(26.0)	43.7%	3,134.9	2,872.7	(262.2)	8.4%	2.2%	6.1%	
GRAND TOTAL	49,798.4	47,332.0	(2,466.4)	5.0%	2,870.0	2,275.6	(594.4)	20.7%	52,668.4	49,607.6	(3,060.8)	5.8%	2.2%	3.6%	

CITY OF TORONTO
**CONSOLIDATED APPROVED COMPLEMENT
 PROJECTIONS TO 2014 YEAR END**

Program/Agency	Operating Positions				Capital Positions				Total Positions				Gapping	After Gapping
	Approved Complement	Strength	Over/ (Under)	%	Approved Complement	Strength	Over/ (Under)	%	Approved Complement	Strength	Over/ (Under)	%		
Citizen Centred Services "A"														
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%	-1.9%
Children's Services	942.7	942.7	0.0	0.0%	13.0	13.0	0.0	0.0%	955.7	955.7	0.0	0.0%	0.1%	-0.1%
Court Services	282.0	261.0	(21.0)	7.4%	0.0	0.0	0.0	0.0%	282.0	261.0	(21.0)	7.4%	8.5%	-1.0%
Economic Development & Culture	289.0	289.0	0.0	0.0%	9.0	9.0	0.0	0.0%	298.0	298.0	0.0	0.0%	3.1%	-3.1%
Emergency Medical Services	1,325.0	1,309.0	(16.0)	1.2%	1.5	0.5	(1.0)	66.7%	1,326.5	1,309.5	(17.0)	1.3%	1.3%	0.0%
Long Term Care Homes & Services	2,179.7	2,179.7	0.0	0.0%	0.0	0.0	0.0	0.0%	2,179.7	2,179.7	0.0	0.0%	0.0%	0.0%
Parks, Forestry & Recreation	4,347.6	4,347.6	0.0	0.0%	22.0	22.0	0.0	0.0%	4,369.6	4,369.6	0.0	0.0%	2.0%	-2.0%
Shelter, Support & Housing Administration	718.6	718.6	0.0	0.0%	0.0	0.0	0.0	0.0%	718.6	718.6	0.0	0.0%	3.2%	-3.2%
Social Development, Finance & Administration	128.3	128.3	0.0	0.0%	0.0	0.0	0.0	0.0%	128.3	128.3	0.0	0.0%	3.5%	-3.5%
Toronto Employment & Social Services	2,148.5	2,072.0	(76.5)	3.6%	3.0	3.0	0.0	0.0%	2,151.5	2,075.0	(76.5)	3.6%	1.6%	1.9%
Sub-Total Citizen Centred Services "A"	12,380.4	12,266.9	(113.5)	0.9%	48.5	47.5	(1.0)	2.1%	12,428.9	12,314.4	(114.5)	0.9%	1.6%	0.7%
Citizen Centred Services "B"														
City Planning	352.0	335.4	(16.6)	4.7%	9.5	8.5	(1.0)	10.5%	361.5	343.9	(17.6)	4.9%	3.8%	1.0%
Fire Services	3,126.8	3,102.8	(24.0)	0.8%	0.0	0.0	0.0	0.0%	3,126.8	3,102.8	(24.0)	0.8%	2.0%	-1.2%
Municipal Licensing & Standards	456.0	451.0	(5.0)	1.1%	0.0	0.0	0.0	0.0%	456.0	451.0	(5.0)	1.1%	2.3%	-1.2%
Policy, Planning, Finance and Administration	200.4	192.4	(8.0)	4.0%	0.0	0.0	0.0	0.0%	200.4	192.4	(8.0)	4.0%	3.9%	0.1%
Engineering and Construction Services	133.8	110.0	(23.8)	17.8%	414.3	380.0	(34.3)	8.3%	548.1	490.0	(58.1)	10.6%	4.2%	6.4%
Toronto Buildings	425.0	413.0	(12.0)	2.8%	6.0	6.0	0.0	0.0%	431.0	419.0	(12.0)	2.8%	2.9%	-0.1%
Transportation Services	1,055.3	943.0	(112.3)	10.6%	56.0	57.3	1.3	-2.3%	1,111.3	1,000.3	(111.0)	10.0%	4.9%	5.1%
Sub-Total Citizen Centred Services "B"	5,749.3	5,547.6	(201.7)	3.5%	485.8	451.8	(34.0)	7.0%	6,235.1	5,999.4	(235.7)	3.8%	3.0%	0.8%
Internal Services														
Office of the Chief Financial Officer	100.0	100.0	0.0	0.0%	12.0	10.0	(2.0)	16.7%	112.0	110.0	(2.0)	1.8%	1.9%	-0.1%
Office of the Treasurer	684.0	664.0	(20.0)	2.9%	56.0	43.0	(13.0)	23.2%	740.0	707.0	(33.0)	4.5%	-2.7%	7.2%
Facilities Management & Real Estate	799.7	759.7	(40.0)	5.0%	80.0	76.0	(4.0)	5.0%	879.7	835.7	(44.0)	5.0%	3.1%	1.9%
Fleet Services	174.0	169.0	(5.0)	2.9%	0.0	0.0	0.0	0.0%	174.0	169.0	(5.0)	2.9%	3.5%	-0.6%
Information & Technology	593.0	531.0	(62.0)	10.5%	174.0	144.0	(30.0)	17.2%	767.0	675.0	(92.0)	12.0%	12.0%	0.0%
311 Toronto	158.0	152.0	(6.0)	3.8%	21.5	18.5	(3.0)	14.0%	179.5	170.5	(9.0)	5.0%	2.0%	3.0%
Sub-Total Internal Services	2,508.7	2,375.7	(133.0)	5.3%	343.5	291.5	(52.0)	15.1%	2,852.2	2,667.2	(185.0)	6.5%	3.9%	2.6%
City Manager														
City Manager's Office	410.5	398.5	(12.0)	2.9%	37.0	26.0	(11.0)	29.7%	447.5	424.5	(23.0)	5.1%	4.0%	1.1%
Sub-Total City Manager	410.5	398.5	(12.0)	2.9%	37.0	26.0	(11.0)	29.7%	447.5	424.5	(23.0)	5.1%	4.0%	1.1%
Other City Programs														
City Clerk's Office	439.7	432.7	(7.0)	1.6%	11.0	11.0	0.0	0.0%	450.7	443.7	(7.0)	1.6%	2.4%	-0.9%
Legal Services	297.0	297.0	0.0	0.0%	0.0	0.0	0.0	0.0%	297.0	297.0	0.0	0.0%	2.2%	-2.2%
Mayor's Office	9.0	9.0	0.0	0.0%	0.0	0.0	0.0	0.0%	9.0	9.0	0.0	0.0%	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%	1.3%	-1.3%
Sub-Total Other City Programs	922.7	914.7	(8.0)	0.8%	11.0	11.0	0.0	0.0%	932.7	925.7	(7.0)	0.8%	2.1%	-1.4%
Accountability Offices														
Auditor General's Office	29.5	29.0	(0.5)	1.7%	0.0	0.0	0.0	0.0%	29.5	29.0	(0.5)	1.7%	0.9%	0.8%
Integrity Commissioner's Office	2.0	2.0	0.0	0.0%	0.0	0.0	0.0	0.0%	2.0	2.0	0.0	0.0%	0.0%	0.0%
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.0%	0.0	0.0	0.0	0.0%	8.3	8.0	(0.3)	3.0%	0.0%	3.0%
Ombudsman's Office	11.0	10.0	(1.0)	9.1%	0.0	0.0	0.0	0.0%	11.0	10.0	(1.0)	9.1%	0.0%	9.1%
Sub-Total Accountability Offices	50.8	49.0	(1.8)	3.4%	0.0	0.0	0.0	0.0%	50.8	49.0	(1.8)	3.4%	0.5%	2.9%
TOTAL - CITY OPERATIONS	22,021.4	21,552.4	(469.0)	2.1%	925.8	827.8	(98.0)	10.6%	22,947.2	22,380.2	(567.0)	2.5%	2.3%	0.1%
Agencies														
Toronto Public Health	1,838.7	1,735.7	(103.0)	5.6%	35.7	35.7	0.0	0.0%	1,874.4	1,771.4	(103.0)	5.5%	5.1%	0.4%
Toronto Public Library	1,737.4	1,674.6	(62.8)	3.6%	0.0	0.0	0.0	0.0%	1,737.4	1,674.6	(62.8)	3.6%	2.7%	0.9%
Association of Community Centres	77.4	77.4	0.0	0.0%	0.0	0.0	0.0	0.0%	77.4	77.4	0.0	0.0%	0.0%	0.0%
Exhibition Place	392.5	392.5	0.0	0.0%	5.0	5.0	0.0	0.0%	397.5	397.5	0.0	0.0%	0.0%	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	156.5	156.5	0.0	0.0%	0.0	0.0	0.0	0.0%	156.5	156.5	0.0	0.0%	0.0%	0.0%
Toronto Zoo	410.2	410.2	0.0	0.0%	0.0	0.0	0.0	0.0%	410.2	410.2	0.0	0.0%	2.4%	-2.4%
Arena Boards of Management	67.4	67.4	0.0	0.0%	0.0	0.0	0.0	0.0%	67.4	67.4	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%
TTC - Conventional & WT	11,736.0	11,736.0	0.0	0.0%	1,844.0	1,844.0	0.0	0.0%	13,580.0	13,580.0	0.0	0.0%	0.0%	0.0%
Toronto Police Service	7,870.0	7,480.0	(390.0)	5.0%	0.0	0.0	0.0	0.0%	7,870.0	7,480.0	(390.0)	5.0%	5.2%	-0.2%
Toronto Police Services Board	8.0	7.0	(1.0)	12.5%	0.0	0.0	0.0	0.0%	8.0	7.0	(1.0)	12.5%	0.0%	12.5%
TOTAL - AGENCIES	24,307.6	23,750.8	(556.8)	2.3%	1,884.7	1,884.7	0.0	0.0%	26,192.3	25,635.4	(556.8)	2.1%	2.1%	0.0%
Corporate Accounts														
Parking Tag Enforcement & Oper.	394.0	394.0	0.0	0.0%	0.0	0.0	0.0	0.0%	394.0	394.0	0.0	0.0%	0.0%	0.0%
TOTAL - CORPORATE ACCOUNTS	394.0	394.0	0.0	0.0%	0.0	0.0	0.0	0.0%	394.0	394.0	0.0	0.0%	0.0%	0.0%
TOTAL LEVY OPERATIONS	46,723.0	45,697.2	(1,025.8)	2.2%	2,810.5	2,712.5	(98.0)	3.5%	49,533.4	48,409.7	(1,123.8)	2.3%	2.2%	0.1%
Non Levy Operations														
Solid Waste Management Services	1,075.7	1,000.4	(75.3)	7.0%	27.0	25.1	(1.9)	7.0%	1,102.7	1,025.5	(77.2)	7.0%	1.9%	5.1%
Toronto Parking Authority	297.4	292.0	(5.4)	1.8%	0.0	0.0	0.0	0.0%	297.4	292.0	(5.4)	1.8%	0.0%	1.8%
Toronto Water	1,702.3	1,578.5	(123.8)	7.3%	32.5	19.0	(13.5)	41.5%	1,734.8	1,597.5	(137.3)	7.9%	2.8%	5.1%
TOTAL NON LEVY OPERATIONS	3,075.4	2,871.0	(204.5)	6.6%	59.5	44.1	(15.4)	25.9%	3,134.9	2,915.1	(219.9)	7.0%	2.2%	4.8%
GRAND TOTAL	49,798.4	48,568.2	(1,230.2)	2.5%	2,870.0	2,756.6	(113.4)	4.0%	52,668.4	51,324.7	(1,343.6)	2.6%	2.2%	0.3%

**CITY OF TORONTO
BUDGET ADJUSTMENTS
FOR THE FIRST QUARTER ENDED MARCH 31, 2014
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
Citizen Centred Service "A"				
Emergency Medical Services				
The City's Facilities Transformation Project (FTP) consolidates key facilities management activities and the City-wide Security Plan within Facilities Management and Real Estate Division (FM&RE) to ensure standardized and efficient facilities management practices for City owned or operated facilities/properties. As part of the FTP, it is recommended that funding of \$3.107 million net including 25 positions for building maintenance, custodial and security services currently included in Emergency Medical Services' 2014 Approved Operating Budget be transferred to FM&RE.	(3,106.6)	0.0	(3,106.6)	(25.0)
Increase Emergency Medical Services' 2014 Approved Operating Budget by \$1.892 million gross and \$0 net to reflect the additional on-going base funding for the Central Ambulance Communication Centre (CACC) to enable EMS to address the increase in call volume for emergency services. The additional funds will result in an increase of 17 positions consisting of 6 Senior Emergency Medical Dispatchers and 11 Emergency Medical Dispatchers to the Program's 2014 approved staff complement.	1,892.2	1,892.2	0.0	17.0
Transfer of the 2014 ice storm costs and recoveries budgeted in various Divisions to Non-Program Other Corporate Expenditures (NP3230).	(40.0)	(40.0)	0.0	0.0
Transfer 1.0 temporary Commander Community and Safeguard Services position from the City Emergency and Major Event Mass Casualty Care Service to Emergency Medical Dispatch & Preliminary Care Service. The position manages the coordination of hospital offload nurses with EMS' communication centre and will now be reporting to the Deputy Chief of Emergency Medical Dispatch & Preliminary Care.	132.2	0.0	132.2	1.0
Transfer 1.0 temporary Commander Community and Safeguard Services position from the City Emergency and Major Event Mass Casualty Care Service to Emergency Medical Dispatch & Preliminary Care Service. The position manages the coordination of hospital offload nurses with EMS' communication centre and will now be reporting to the Deputy Chief of Emergency Medical Dispatch & Preliminary Care.	(132.2)	0.0	(132.2)	(1.0)
Addition of 2.3 positions to Emergency Medical Services' 2014 Approved Staff Complement as part of the HR Complement Management Cleanup with no financial impact: 1 Application & Tech Support Specialist 3 position and 1.33 Summer Student positions.	0.0	0.0	0.0	2.3
Total Emergency Medical Services	(1,254.4)	1,852.2	(3,106.6)	(5.7)
Parks, Forestry & Recreation				
Transfer of the 2014 ice storm costs and recoveries budgeted in various Divisions to Non-Program Other Corporate Expenditures (NP3230).	(25,030.0)	(25,030.0)	0.0	0.0
Total Parks, Forestry & Recreation	(25,030.0)	(25,030.0)	0.0	0.0
Shelter, Support & Housing Administration				
Transfer of the 2014 ice storm costs and recoveries budgeted in various Divisions to Non-Program Other Corporate Expenditures (NP3230).	(620.0)	(620.0)	0.0	0.0
Total Shelter, Support & Housing Administration	(620.0)	(620.0)	0.0	0.0
Total Citizen Centred Service "A"	(26,904.4)	(23,797.8)	(3,106.6)	(5.7)

**CITY OF TORONTO
BUDGET ADJUSTMENTS
FOR THE FIRST QUARTER ENDED MARCH 31, 2014
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
Citizen Centred Service "B"				
Transportation				
Transfer of the 2014 ice storm costs and recoveries budgeted in various Divisions to Non-Program Other Corporate Expenditures (NP3230).	(3,926.9)	(3,926.9)	0.0	0.0
Total Transportation	(3,926.9)	(3,926.9)	0.0	0.0
Total Citizen Centred Service "B"	(3,926.9)	(3,926.9)	0.0	0.0
Internal Services				
Office of the Chief Financial Officer				
Increase Office of the Chief Financial Officer's 2014 Approved Operating Budget by \$0.250 million gross and \$0 net to provide for a 3 month extension of staff on temporary assignments to the Financial Planning Analysis Reporting System (FPARS) project from July 1 to September 30, 2014, fully recovered from the Capital Budget with \$0 net impact to the Program.	250.0	250.0	0.0	0.0
Total Office of the Chief Financial Officer	250.0	250.0	0.0	0.0
Office of the Treasurer				
Increase Office of the Treasurer's 2014 Approved Operating Budget by \$0.635 million gross and \$0 net to provide for a 6 month extension of staff on temporary assignments to the Financial Planning Analysis Reporting System (FPARS) project from April 1 to September 30, 2014, fully recovered from the Capital Budget with \$0 net impact to the Program.	635.4	635.4	0.0	0.0
Total Office of the Treasurer	635.4	635.4	0.0	0.0
Facilities Management & Real Estate				
The City's Facilities Transformation Project (FTP) consolidates key facilities management activities and the City-wide Security Plan within Facilities Management and Real Estate (FM&RE) to ensure standardized and efficient facilities management practices for City owned or operated facilities/properties. As part of the FTP, it is recommended that funding of \$3.107 million net including 25 positions for building maintenance, custodial and security services currently included in Emergency Medical Services' 2014 Approved Operating Budget be transferred to FM&RE.	2,780.1	(326.5)	3,106.6	25.0
Transfer of the 2014 ice storm costs and recoveries budgeted in various Divisions to Non-Program Other Corporate Expenditures (NP3230).	(103.0)	(103.0)	0.0	0.0
Total Facilities Management & Real Estate	2,677.1	(429.5)	3,106.6	25.0
Total Internal Services	3,562.5	455.9	3,106.6	25.0

**CITY OF TORONTO
BUDGET ADJUSTMENTS
FOR THE FIRST QUARTER ENDED MARCH 31, 2014
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
City Manager's Office				
City Manager's Office				
Eliminate Inter-divisional charge and recovery arrangement between City Manager's Office (CMO) and Non-Program regarding the 2 Employee Health Consultants currently budgeted in Human Resources within CMO.	0.0	(238.0)	238.0	0.0
Total City Manager's Office	0.0	(238.0)	238.0	0.0
Total City Manager's Office	0.0	(238.0)	238.0	0.0
Agencies				
Toronto Public Health				
The program map for Toronto Public Health was reviewed and is being refined to 6 services from 14 as included in the 2014 Council Approved Operating Budget for Toronto Public Health. The 6 services are consistent with the 5 program areas and the foundational standard administered by the Ontario Ministry of Health and Long-Term Care, the Ministry of Health Promotion and the Ministry of Children and Youth Services as outlined in the Ontario Public Health Standards. This change in the number of services, from 14 to 6, will facilitate on-going reporting requirements and will have no financial implications to the program's budget.	0.0	0.0	0.0	0.0
Total Toronto Public Health	0.0	0.0	0.0	0.0
Total Agencies	0.0	0.0	0.0	0.0
Corporate Accounts				
Other Corporate Expenditures				
Eliminate Inter-divisional charge and recovery arrangement between City Manager's Office (CMO) and Non-Program regarding the 2 Employee Health Consultants currently budgeted in Human Resources within CMO.	(238.0)	0.0	(238.0)	0.0
Transfer of the 2014 ice storm costs and recoveries budgeted in various Divisions to Non-Program Other Corporate Expenditures (NP3230).	29,719.9	29,719.9	0.0	0.0
Total Other Corporate Expenditures	29,481.9	29,719.9	(238.0)	0.0
Total Corporate Accounts	29,481.9	29,719.9	(238.0)	0.0
Total Tax Supported Operations	2,213.1	2,213.1	0.0	19.3
Rate Supported Operations				
Toronto Water				
Increase Toronto Water's 2014 Approved Operating Budget by \$0.201 million gross and \$0 net for work on the design, planning and construction of Metrolinx projects. This work will be fully funded by Metrolinx, based on the current agreement. This adjustment includes the addition of 8.85 temporary positions.	201.1	201.1	0.0	8.9
Total Toronto Water	201.1	201.1	0.0	8.9
Total Rate Supported Operations	201.1	201.1	0.0	8.9
Total	2,414.2	2,414.2	0.0	28.2

**Operating Variance Report
For Three-Month Period Ended March 31, 2014
Significant Variance by Program and Agency**

City Operations

Citizen Centred Services "A"

As shown in Table 5 below, Citizen Centred Services "A" reported a net under-expenditure of \$9.866 million or 4.9% of planned expenditures for the three-month period ended March 31, 2014 and projects year-end over-spending of \$19.743 million or 2.1% compared to the 2014 Approved Net Operating Budget of \$919.672 million. The reasons for these variances are discussed below.

Table 5 Citizen Centred Services "A" Net Expenditure Variance (\$ Million)		
	March 2014 Over/(Under)	Projected Y/E 2014 Over/(Under)
Affordable Housing Office	(0.0)	0.0
Children's Services	0.0	0.0
Court Services	0.8	27.1
Economic Development and Culture	(1.1)	(0.0)
Emergency Medical Services	0.3	(0.2)
Long Term Care Homes and Services	(0.1)	0.0
Parks, Forestry & Recreation	(4.4)	(0.0)
Shelter, Support & Housing Administration	(2.3)	0.0
Social Development, Finance & Administration	(0.1)	0.0
Toronto Employment & Social Services	(2.9)	(7.1)
Total	(9.9)	19.7

Affordable Housing Office reported net under-spending of \$0.017 million or 2.9% for the period ended March 31, 2014. This variance was driven by under-spending in various non-payroll categories.

At this time, it is forecasted that the Affordable Housing Office will be on budget by year-end.

As of March 31, 2014, the Affordable Housing Office reported a strength of 19.0 positions which meets the complement of 19.0 positions. By year-end, the Affordable Housing Office is projecting to be on target with its approved complement of 19.0 positions.

Children's Services was on net budget for the three-month period ended March 31, 2014. The Program's gross expenditures were \$0.327 million or 0.3% lower than planned, offset by \$0.327 million or 0.4% lower revenue. The gross under-spending was attributed to savings in purchased

child care, reflecting the difference in the child mix from the planned mix, with reduced revenues from lower reserve funding.

At this time, Children's Services is projecting to be on budget a year-end.

As of March 31, 2014, Children's Services reported a strength of 951.7 positions which was 4 positions or 0.4% below the complement of 955.7 positions. This represents an actual gapping rate of 0.5%, which is above the budgeted gapping rate of 0.1% (approximately 1 positions). The 4 position vacancy was due to timing, reflecting the difference between Council approval of the Service Efficiency Implementation Project and time required to complete the recruitment process. These vacancies will have no impact on project completion, as the time required to hire additional staff was considered in the project plan.

By year-end, Children's Services projects a strength of 955.7 positions, representing full complement.

Court Services reported net over-spending of \$0.814 million or 246.6% of planned expenditures for the three-month period ended March 31, 2014. The net variance consisted primarily of unfavourable revenues based on lower volumes of tickets issued and filed by enforcement agencies in Toronto.

Fine revenues in the first quarter representing 12% of total revenues resulted in a revenue shortfall of \$1.096 million. This is partially offset by savings of \$0.282 million mainly in contracted services.

With 88% of revenues expected in the latter part of the year, Court Services forecasts a year-end net over-expenditure of \$27.066 million or 196.4% mainly attributable to lower than budgeted fine revenues of \$29.647 million arising from lower volume of charges filed by the Toronto Police Service and other enforcement agencies, partially offset by cost savings of \$2.580 million in salaries and benefits and lower contracted services resulting from the lower volume of tickets processed.

The tickets filed for the period ending March 31, 2014 was 74,092 or 44% lower compared to the same period in 2013 (133,479) and 59% lower than 2012 (181,013). If the declining trend continues, the 2014 projected year-end volume of tickets will be 311,100 or 33% lower than 2013 of 467,565. In 2013, Court Services reported a year-end revenue shortfall of \$19.0 million due to lower tickets filed.

As of March 31, 2014, Court Services reported a strength of 259 positions which was 23 positions or 8.2% below the complement of 282 positions. Court Services is expecting staff changes (returning from leave) during the second half of 2014.

By year-end, Court Services is projecting a strength of 261 positions; 21 positions or 7.4% below the approved complement of 282 positions. Maintaining 21 vacant positions will meet the budgeted gapping rate of 8.5% or \$1.886 million by year-end.

Economic Development and Culture (EDC) reported net under-spending of \$1.132 million or 9.8% of planned expenditures for the three-month period ended March 31, 2014. The under-expenditure was mainly due to timing of incurred salaries and benefits and contracted services, which will occur later in the year than planned (\$1.376 million). This was partially offset by other expenditures (\$0.029 million) and by an unfavourable revenue timing variance due to grants and subsidies that will be received later than initially anticipated in the budget (\$0.215 million).

At this time, it is forecasted that Economic Development and Culture will be on budget at year-end.

Economic Development and Culture reported a strength of 298 positions, the same as its complement of 298 positions at March 31, 2014.

Economic Development and Culture projects a year-end strength of 298 positions, representing full complement, and expects to achieve its budgeted gapping rate of 3.1% (approximately 8 equivalent positions) through savings realized during the year.

Emergency Medical Services (EMS) reported net over-spending of \$0.331 million or 3.5% of planned expenditures for the three-month period ended March 31, 2014. The unfavourable variance consisted mainly of over-expenditures in salaries and benefits of \$0.599 million due to early hiring of paramedics to address anticipated vacancies, partially offset by savings in medical supplies, uniforms and various items totalling \$0.310 million.

Emergency Medical Services forecasts year-end net under-spending of \$0.220 million or 0.3% due to savings in various items such as medical supplies, uniforms, etc.

As of March 31, 2014, EMS reported a strength of 1,244.5 positions which was 82 positions or 6.2% below the approved complement of 1,326.5 positions. Of the 82 vacant positions, 61 positions were approved by City Council effective June 15, 2014. A recruitment class is scheduled in May to fill these positions.

EMS projects a strength of 1,309.5 positions which is 17 positions or 1.3% under the complement of 1,326.5 positions. EMS will maintain an average of 16 non-paramedic positions vacant to meet the 2014 budgeted gapping rate of 1.3% or \$1.972 million.

Long-Term Care Homes and Services (LTCHS) reported net under-spending of \$0.142 million or 2.8% for the three-month period ended March 31, 2014. The favourable variance reflected lower than budgeted gross expenditures of \$0.904 million or 1.8% and under-achieved revenue of \$0.762 million or 1.6%. These variances were primarily due to reduced program delivery of high intensity needs and supportive housing, which are claims-based and 100% Provincially funded services. The under-spending resulted from the Program's policy to receive Provincial subsidy confirmation prior to providing the budgeted services.

At this time, it is forecasted that Long-Term Care Homes and Services will be on budget at year-end.

As of March 31, 2014, Long Term Care Homes and Services reported a strength of 2,179.7 positions which meets the year-to-date complement of 2,179.7 positions.

By year-end, Long Term Care Homes and Services is projecting a strength at 2,179.7 positions which is in line with the 2014 approved complement.

Parks, Forestry and Recreation (PF&R) reported net variance of \$4.351 million or 7.6% of below planned expenditures for the three-month period ended March 31, 2014. However, it is important to note that this does not include all spending as Forestry costs related to the ice storm have been segregated out and are reported in the Non-Program Expenditure Budget. The variance is mostly due to urban forestry as a result of re-directing contracted resources to the December 2013 ice storm clean up. Ice storm costs are being captured in the Non-Program Expenditure Budget and are not allocated by Division. Once ice storm clean-up is completed, PF&R will engage additional resources to assist in catching up the deferred work and spending is expected to be on budget at year-end.

As of March 31, 2014, Parks, Forestry and Recreation reported a strength of 4,261.5 positions which was 108.1 positions or 2.5% below the complement of 4,369.6 positions. The vacancies represent delays in filling seasonal positions through work selection which have been an on-going challenge for Parks, Forestry and Recreation. All permanent vacancies have been filled or backfilled.

By year-end, Parks, Forestry and Recreation is projecting a strength of 4,369.6 positions, which is in line with their complement and is expecting to achieve its budgeted gapping rate of 2% (approximately 100 position equivalents) through savings from delays in filling positions and turn-over experienced throughout the year.

Shelter, Support and Housing Administration (SSHA) reported net under-spending of \$2.299 million or 5.3% for the three-month period ended March 31, 2014. The \$0.933 million gross under-spending was primarily comprised of temporary savings in salaries and benefits due to vacant positions that were not filled and savings in contracted and other administrative services. The favourable revenue of \$1.366 million was primarily due to the uneven distribution of the Community Homelessness Prevention Initiative (CHPI) funding model, as the funding no longer moves with actual bed nights, but flows quarterly from the Province.

Shelter, Support and Housing Administration forecasts to be on budget at year-end, as the Program is anticipating staff vacancies will be filled, and that the homelessness programming throughout the year will require the full CHPI funding allocation to deliver homeless prevention programming.

As of March 31, 2014, Shelter, Support and Housing Administration reported a strength of 701.6 positions, which was 17 positions or 2.4% below the complement of 718.6 positions. This represents an actual gapping rate of 2.3%, which is below the budgeted gapping rate of 3.2% (approximately 23 positions). The 17 vacancies will be filled during the second quarter and third quarters, once the recruitment process has been completed.

By year-end, Shelter, Support and Housing Administration is projecting a strength of 718.61 positions, which is in line with the Program complement.

Social Development, Finance and Administration (SDFA) reported net under-spending of \$0.148 million or 3.8% for the three-month period ended March 31, 2014. Expenditures were \$0.336 million below budget, with the variance mainly attributed to vacant positions that were not filled and general under-spending in various expenditure lines. The subsidy was \$0.188 million or 12.6% lower than planned, reflecting the Program under-spending in salaries and benefits, and services and rents.

At this time, it is forecasted that Social Development, Finance and Administration will be on budget at year-end.

As of March 31, 2014, Social Development Finance and Administration reported a strength of 119.3 positions which was 9 positions or 7.0% below the complement of 128.3 positions. This represented an actual gapping rate of 9.1% which exceeded the budgeted gapping rate of 3.28% (approximately 4.2 equivalent positions). The Program's vacancies are comprised of 4 new positions approved during the 2014 Budget process, as well as 2 staff temporarily assigned to other Divisions providing development opportunities. As the hiring process for the new positions has been initiated, and the backfill for the temporary staff development opportunities is in progress, it is anticipated that these vacancies will be filled during the second quarter. As a result, the Division does not anticipate any impact to service levels.

By year-end, Social Development Finance and Administration is projecting a strength of 128.3 positions, which is in line with their complement.

Toronto Employment and Social Services (TESS) reported net under-spending of \$2.923 million or 7.4% for the three-month period ended March 31, 2014. The variance was due to lower than budgeted gross expenditures of \$29.087 million or 10.2% and lower than budgeted revenue of \$26.164 million or 10.7%. These variances were primarily the result of lower caseload (93,706 actual versus 101,000 budgeted), lower special diet expenditures and lower housing stabilization fund expenditures.

Toronto Employment and Social Services forecasts a year-end net under-expenditure of \$7.104 million or 4.1% based on continued lower than planned caseload, which is projected to be 6,000 or 5.9% below the budgeted caseload of 101,000 and lower special diet expenditures. The caseload will continue to be closely monitored in relation to the current labour market and economic conditions.

As of March 31, 2014, Toronto Employment and Social Services reported a strength of 2,075.0 positions which was 76.5 positions or 3.6% below the complement of 2,151.5 positions. The current staffing level is consistent with TESS' actual average monthly caseload of 93,706 cases to date.

By year-end, Toronto Employment and Social Services is projecting strength of 2,075.0 positions, which is 76.5 positions or 3.6% below the complement of 2,151.5 positions. TESS

will maintain the 76.5 positions vacant based on the projected average monthly caseload of 95,000 cases (6,000 below the budgeted caseload of 101,000) which will result in TESS exceeding the 2014 budgeted gapping rate of 1.6% or \$3.162 million.

Citizen Centred Services “B”

As indicated in Table 6 below, Citizen Centred Services “B” Programs collectively reported net under-spending of \$1.012 million or 0.7% for the three months ended March 31, 2014, and project an under-expenditure of \$5.821 million or 0.9% of the 2014 Approved Net Operating Budget by year-end. Major causes of the variances are discussed below.

Table 6		
Citizen Centred Services "B"		
Net Expenditure Variance (\$ Million)		
	March 2014	Projected Y/E 2014
	Over/(Under)	Over/(Under)
City Planning	0.8	0.0
Fire Services	(1.4)	0.0
Municipal Licensing & Standards	0.4	1.7
Policy, Planning, Finance & Administration	(0.1)	(0.1)
Engineering & Construction Services	0.2	0.0
Toronto Building	(7.0)	(5.0)
Transportation Services	6.0	(2.4)
Total	(1.0)	(5.8)

City Planning reported an unfavourable net variance of \$0.802 million or 34.3% for the three-month period ended March 31, 2014. This variance reflected higher than budgeted gross expenditures of \$0.038 million or 0.5% primarily due to the timing of expenditures for Canada Pension Plan and Employment Insurance benefit premiums which mostly occur in the early part of the year. Revenues were below planned estimates by \$0.764 million or 13.1%, mainly due to lower development application fees.

For year-end, City Planning is projecting spending equal to the 2014 Approved Net Operating Budget of \$15.237 million. Gross expenditures savings are forecasted to be \$0.327 million or 0.8% primarily due to savings in salaries and benefits. The Program is making every effort to fill key positions in order to deliver service levels. Revenues at year-end are projected to be below budget by \$0.327 million or 1.3% due to lower than expected development application revenues.

As of March 31, 2014, the Program reported a strength of 330.5 positions which is 31.0 positions below complement of 361.5 positions. In relation to the salary and benefits expenditure impact, this represents an actual gapping rate of 3.8% which is equal to the budgeted gapping rate (approximately 14 equivalent positions). By year-end, City Planning is projecting strength of 343.9 positions which is 17.6 positions below complement of 361.5 positions.

The current vacancies include 5.0 seasonal positions (May to Sept) for the Toronto Employment Survey, 12.0 new positions as per the Program's Approved 2014 Budget and 14.0 required to meet the gapping budget. The Program is currently undertaking 29 hiring processes.

Toronto Fire Services (TFS) reported net under-spending of \$1.393 million or 1.5% of planned expenditures for the three-month period ended March 31, 2014. The net under-expenditure consisted mainly of fringe benefits savings and lower than planned Workplace Safety Insurance Board (WSIB) payments.

At this time, it is forecasted that Toronto Fire Services will be on budget at year-end.

As of March 31, 2014, Toronto Fire Services reported a strength of 3,060.8 positions which was 66 positions or 2.1% below the complement of 3,126.8 positions. A recruit class of approximately 45 positions is planned for 2014 as part of the Local Union 3888 agreement where TFS will initiate a recruit class once vacancies for firefighter operations reach 40 positions.

Toronto Fire Services is projecting a strength of 3,102.8 positions which is 24 positions or 0.8% under the approved complement of 3,126.8 positions. The 24 positions will remain vacant to partially meet the 2014 budgeted gapping rate of 2.0% or \$7.978 million.

Municipal Licensing and Standards (MLS) reported net over-spending of \$0.446 million or 16.6% of planned expenditures for the three-month period ended March 31, 2014. This first quarter variance reflects lower than planned expenditures of \$0.438 million for salaries and benefits due to staff vacancies as well as non-salary under-spending of \$0.103 million for Toronto Animal Services' contracted services for advertising and promotion and general services and increased costs of \$0.174 million mainly for medical, surgical, chemical and janitorial supplies. Most of the net unfavourable variance of \$0.446 million was due to under-achieved revenue of \$0.814 million which was 11.4% lower than planned mainly due to lower than anticipated volumes for business licences, registration and user fees and for service charges including Sign Bylaw fees.

For year-end, MLS is projecting a \$1.7 million or 8.1% net expenditure variance to the 2014 Approved Operating Budget. While non-salary expenditures are projected to be \$0.300 million under-spent, this will be offset by under-achieved revenue of \$2 million or 7%. The projected net expenditure is mainly the result of overstatement of budgeted revenue for business licences, permits and user fees. As approved by Council, this ongoing revenue issue is currently being addressed by the Program with a comprehensive user fee and revenue review.

As of the first quarter, the Program reported a strength of 432 positions which is 24 positions below the complement of 456 positions. In relation to the salary and benefits expenditure impact, budgeted gapping is 2.3% while current gapping is running at 7.3%. Through an on-going hiring process, MLS is committed to maintaining service levels by reducing this variance to 5 positions to reflect a total strength of 451 positions by year-end.

Policy, Planning, Finance & Administration (PPF&A) reported net under-spending of \$0.065 million or 3.8% of planned net expenditures for the three-month period ended March 31, 2014.

This was the result of lower than planned expenditures of \$0.171 million for salaries and benefits due to vacancies. Non-salary accounts were also under-spent by \$0.410 million which was comprised of low first quarter spending for utilities including hydro and water; delayed interdepartmental charges and cost control savings for contracted services, equipment and material supply accounts. Revenue was under-achieved by \$0.516 million which was 17.2% lower than planned. This was due to lower than planned interdivisional recoveries related to lower gross expenditures.

For year-end, PPF&A is projecting under-spending of \$0.081 million or 0.8% compared to the 2014 Approved Net Operating Budget. This is comprised of under-spending of \$0.171 million in gross expenditures reflecting the impact of staff vacancies and cost control offset by related under-achieved revenue of \$0.091 million. This under-achieved recovery of revenue is directly related to under-spending in salaries and benefits for services to client divisions.

As of the first quarter, the Program reported a strength of 178.4 positions which is 22 positions below the complement of 200.4 positions. In relation to the salary and benefits expenditure impact, budgeted gapping is 3.9%; current gapping is running at 8.1%. By year-end, the Program is projecting a strength of 192 positions which is 8 positions below the approved complement. PPF&A will continue to maintain cost control and is working with HR on an ongoing basis to fill staff vacancies as required.

Engineering and Construction Services reported net over-spending of \$0.228 million or 11.0% of planned net expenditures for the three-month period ended March 31, 2014. Gross expenditures were lower than planned by \$1.465 million or 10.6% due primarily to savings in salaries and benefits from vacant positions that were not filled (\$0.821 million) and lower than planned contracted services (\$0.192 million) as a result of delays in executing third party work. These lower expenditures were more than offset by under-achieved revenues of \$1.693 million or 14.4% mostly attributed to a reduction in capital recoveries resulting from the vacant positions (\$0.904 million) and delays in filling positions for Rapid Transit Implementation (\$0.559 million). The reduced revenues were also driven by under-achieved third party review fee revenue (\$0.396 million) that was offset by lower spending in the contracted services budget by year-end.

Engineering and Construction Services forecasts to be at budget with no year-end variance compared to the 2014 Approved Net Operating Budget. Year-end expenditures are projected to be under-spent (\$3.284 million) in salaries and benefits due to vacant positions and lower than planned contracted services as a result of delays in executing third party work. However, these lower expenditures will be fully offset by lower than budgeted recoveries from client capital projects (\$3.284 million) resulting from vacant positions.

As of March 31, 2014, Engineering and Construction Services reported a strength of 461.0 positions which was 87.1 positions below the complement of 548.1 positions. In relation to the salary and benefits expenditure impact, this represented an actual gapping rate of 11.3% which exceeded the budgeted gapping rate of 4.2% (approximately 24 equivalent positions). By year-end, Engineering and Construction Services is projecting a strength of 490.0 positions which is 58.1 positions below the complement of 548.1 positions.

Engineering and Construction Services is in the midst of a Program-wide restructuring, aimed at improving efficiencies and increasing annual capital delivery rates, to support the forecasted growth in Capital Program needs of Toronto Water and Transportation Services. This also involves the utilization of a program management approach, involving multi-year contracts for engineering and construction services, managed by specialized program management teams.

Once the restructuring plans are finalized, and the specialized project and program management needs identified, the Program plans to launch an aggressive recruitment campaign. However, as experienced in the past, filling of vacancies has been an on-going challenge for Engineering and Construction Services due to competitiveness in the market place.

To further support the longer term staffing and succession planning needs, the Program's hiring strategy includes the training, development and promotion of existing staff, active engagement of student co-op programs with colleges and universities, and recruitment of new graduates.

Toronto Building was under-spent by \$7.035 million or 208.6% of planned net expenditures for the three-month period ended March 31, 2014. The favourable variance was driven by higher than planned revenues of \$7.101 million or 56.0% mainly due to the sustained high volume of permit application intake experienced which in turn was driven by market anticipation of development charge increases. Gross expenditures were nominally higher than planned by \$0.066 million or 0.7% mainly due to higher benefit expense from early charges partially offset by nominal savings in non-salary accounts chiefly for cell phones, rental parking space and computer hardware maintenance.

For year-end, Toronto Building is projecting expenditures to be on budget and a revenue increase of \$5.0 million or 8.4% over the 2014 Approved Revenue Budget of \$59.353 million. The projected revenues is based on an anticipated high level of permit application intake being sustained through 2014 that would be subject to the deferral of revenue for on-going projects and work that will be completed in future periods.

As of the first quarter, the Program reported a strength of 412 positions which is 19 positions below the complement of 431 positions. This first quarter variance includes 2 vacant capital positions. In relation to the salary and benefits expenditure impact, budgeted gapping was 2.9%; current gapping is running at 4.9%. The Program experienced a number of departures at the beginning of the year, increasing the number of vacancies from 14 to 19. Currently, there are 13 positions actively under recruitment at various stages of the hiring process which is expected to reduce the number of vacancies over the next few months.

By year-end, the Program is projecting a strength of 419 positions which is 12 positions below the approved complement.

Transportation Services reported net over-spending of \$6.006 million or 12.1% of planned expenditures for the three-month period ended March 31, 2014. This unfavourable variance was the result of higher than planned gross expenditures of \$5.304 million or 8.0% mainly due to higher than expected costs for winter maintenance as a result of the harsh winter conditions

(\$5.571 million), higher salt usage (\$1.723 million), and higher than planned utility costs for street lighting which will correct by year-end (\$1.163 million). These higher expenditures were partially offset by savings in salaries and benefits from vacancies (\$1.112 million) and lower contractor costs for road and bridge repairs (\$0.965 million). Revenues were \$0.703 million or 4.3% lower than planned primarily due to lower than budgeted recoveries (\$1.442 million) from Toronto Water for utility cut repairs as this work has been assumed by Toronto Water and Engineering and Construction Services. These lower revenues were partially offset by higher temporary parking fee revenue (\$0.290 million) due to greater than expected volumes and higher third party accident recoveries (\$0.388 million).

Transportation Services is forecasting a favourable year-end variance of \$2.441 million or 1.2% under the 2014 Approved Net Operating Budget due to full year savings in salaries and benefits from vacant positions (\$5.179 million), lower contractor costs (\$4.000 million) for road and bridge maintenance, and lower various discretionary expenditures (\$0.300 million). These lower expenditures will be partially offset by higher than planned salt usage in the winter maintenance program (\$4.729 million) and lower than budgeted recoveries (\$2.0 million) from Toronto Water and external utilities for utility cut repairs (due to the assumption of contracts for the permanent cut repair component by Engineering and Construction Services, which reduces the overhead cost recovery). This favourable year-end projection assumes that the harsh winter conditions experienced in the first quarter of the year will not repeat itself in November and December. If the experience from earlier in the year repeats itself, this will result in a reduction to the projected year-end under-spending.

As of March 31, 2014, Transportation Services reported a strength of 931 positions which was 180.3 positions below the complement of 1,111.3 positions. In relation to the salary and benefits expenditure impact, this represents an actual gapping rate of 13.8% which exceeds the budgeted gapping rate of 4.8% (approximately 60 equivalent positions).

By year-end, Transportation Services is projecting a strength of 1,000.3 positions which is 111.0 positions below the complement of 1,111.3 positions. Transportation Services has implemented an accelerated hiring program to address the filling of vacant positions in 2014.

Internal Services

As shown in Table 7 below, during the three months ended March 31, 2014, Internal Services Programs collectively reported a net under-expenditure of \$1.937 million or 3.5% and project year-end under-spending of \$3.230 million or 1.8% compared to the 2014 Approved Net Operating Budget as discussed below.

Table 7		
Internal Services		
Net Expenditure Variance (\$ Million)		
	March 2014	Projected Y/E 2014
	Over/(Under)	Over/(Under)
311 Toronto	(0.1)	0.0
Office of the Chief Financial Officer	(0.3)	(0.4)
Office of the Treasurer	(0.7)	(0.6)
Facilities Management & Real Estate	(0.5)	(0.5)
Fleet Services	0.1	(0.0)
Information & Technology	(0.5)	(1.7)
Total	(1.9)	(3.2)

311 Toronto reported a net under-expenditure of \$0.055 million or 2.7% of planned expenditures for the three-month period ended March 31, 2014, as under-spending from vacancies were partially offset by using part-time staff to assist in meeting service levels during unplanned events. During the first quarter, the number of weather related events was significantly higher than previous years, resulting in higher than anticipated call volumes compared to the same period last year (2014 first quarter: 308,484 vs 2013 first quarter: 262,307). At this time, it is forecasted that Toronto 311 will be on budget at year-end.

As of March 31, 2014, the Program reported a strength of 162.5 positions which was 17.0 or 9.5% below the approved complement of 179.5 positions. Of the 17.0 vacancies, 4 positions are being held vacant to achieve the full year gapping target of 2.0%. The 311 Contact Centre's service level was impacted by the significant increase in winter weather related events, as only 69% of calls were answered within 75 seconds compared to the target of 80% in the first quarter of 2014. To mitigate the impact on service levels, 311 Toronto will fill vacancies and continue to use part-time staff working longer hours during unanticipated events. By year-end, 311 Toronto is projecting a strength of 170.5 positions which is 5.0% below the approved complement of 179.5 positions.

The **Office of the Deputy City Manager and Chief Financial Officer** reported net under-spending of \$0.262 million or 14.0% for the three months ended March 31, 2014 mainly due to savings in salaries and benefits for vacant positions that were not filled. The savings from vacant positions are expected to continue, with a projected net favourable variance of \$0.395 million or 4.2% at year-end.

As of March 31, 2014, the Office of the Chief Financial Officer reported a strength of 101 positions which was 11 positions or 9.8% below the approved complement of 112 positions. Of the 11 positions, 8 are operating vacancies including 2 held for gapping, and 3 are capital positions, which were recently approved through the 2014 Capital Budget. There is no service level impact at this time.

By year-end, a strength of 110 positions is projected, which is 2 positions or 1.8% below the complement of 112 positions. It is anticipated that there will be approximately 2 vacant operating positions at year-end.

To mitigate potential impacts on service levels, overtime has been used to offset the vacant positions. Both Corporate Finance and Financial Planning are currently working with human Resources to fill the vacant positions.

The ***Office of the Treasurer*** reported net under-spending of \$0.668 million or 6.0% for the three-month period ended March 31, 2014. Gross expenditures were lower than planned by \$0.758 million or 4.9%. The favourable variance was due to under-spending from vacant capital positions (\$0.358 million), delays in filling vacant operating positions (\$0.200 million), and lower expenditures related to the Municipal Land Transfer Tax and utility billing operations (\$0.200 million). This under-expenditure was partially offset by under-achieved revenues of \$0.100 million due to lower recoveries from the dedicated staffing arrangements with client Divisions. The Office of the Treasurer is forecasting a favourable year-end variance of \$0.605 million or 4.5% under the 2014 Approved Net Operating Budget mainly due to savings for vacant positions.

As of March 31, 2014, the Office of the Treasurer reported a strength of 662.3 positions which was 77.7 positions or 10.5% below the approved complement of 740 positions. There were 41.7 operating vacancies which represent an actual gapping rate of 6.1% as compared to the full year gapping rate of 3% (equivalent of 20 operating positions held to achieve the gapping target). There were also 36 vacant capital positions, of which 30 were recently approved through the 2014 Capital Budget. There is no impact to the service levels at this time.

By year-end, a strength of 707 positions is projected, which is 33 positions or 4.5% below the complement of 740 positions. Thirteen of the projected vacancies are capital positions mainly due to delay of the RFP for the Cross Application Timesheet Initiative, and 20 operating positions held for gapping. To mitigate potential impacts on service levels, the Program utilized part time staff and overtime to cover front-line service. Recruitment strategies are underway and it is anticipated that most positions will be filled by June 30, 2014.

Facilities Management & Real Estate (FM&RE) reported net under-spending of \$0.548 million or 3.3% of planned expenditures for the three-month period ended March 31, 2014. This was driven largely by vacant positions that were not filled and partially offset by higher than anticipated energy consumption from extreme winter weather.

The Program is projecting under-expenditures of \$0.467 million or 0.7% below the 2014 Approved Net Operating Budget at year-end. The key factors contributing to the favourable variance include savings arising from the large number of vacant positions partially offset by higher energy consumption required to heat the City's buildings as a result of the extreme winter weather. It is anticipated that utility costs will exceed budget by \$0.730 million at year-end.

As of March 31, 2014, the Program reported a strength of 763.7 positions which was 116.0 positions or 13.2% below the approved complement of 879.7 positions. Of the 116.0 vacancies, 27.5 positions are being held vacant to achieve the full year gapping target of 3.1%. The impact of vacancies is being mitigated by having some of the critical work performed by external vendors and staff working extra hours to cover off 24/7 operations. Some delays in executing client work order requests including capital projects, processing vendor invoices, and slower

response time may result in reduced customer services. The Program is working diligently with Human Resources to ensure these vacancies are filled as soon as possible. By year-end, the Program is projecting a strength of 835.7 positions or 5.0% below the approved complement of 879.7 positions.

Fleet Services reported net over-spending of \$0.088 million or 12.6% for the three months ended March 31, 2014. This was primarily due to additional salary savings of \$0.062 million offset by lower than anticipated revenues from auction proceeds of \$0.045 million and consulting costs of \$0.073 million.

At this time, it is projected that Fleet Services will have a year-end net favourable variance of \$0.037 million primarily due to savings from vacant positions.

As of March 31, 2014, the Program reported a strength of 157.0 positions which was 17.0 positions or 9.8% below the approved complement of 174.0 positions. Of the 17.0 vacancies, 7.0 positions are being held vacant in order to achieve the full year gapping target of 3%. The impact of vacancies, which has resulted in longer maintenance turnaround times, is being mitigated by using overtime and external service contracts as short term measures. Fleet Services is projecting a strength of 169.0 positions or 3% below the approved complement of 174.0 positions at year-end. The Program is working diligently with Human Resources to ensure these vacancies are filled on a timely basis.

Information and Technology reported favourable under-spending of \$0.491 million or 2.1% of planned net expenditures for the three-month period ended March 31, 2014. Gross expenditures were lower than planned by \$3.228 million or 11.2%. The favourable variance was mainly due savings from vacant positions that were not filled. Revenues were below budget (\$2.737 million) as a result of the lower recoveries due to the vacant capital funded positions.

Information and Technology is forecasting a favourable year-end variance of \$1.726 million or 2.5% under the 2014 Approved Net Operating Budget. While there is a dedicated process to expedite hiring to fill all urgent operational and capital positions, savings in salaries (\$2.926 million) will continue until the vacancies are filled. These savings will be utilized in part to fund the additional Human Resource professionals who have been hired to expedite the recruitment process. This net under-spending also includes a reduction in revenues of \$1.200 million not recovered from the IT Sustainment Reserve for the vacant Capital pool positions.

As of March 31, 2014, Information and Technology reported a strength of 576 positions which was 191 positions or 24.9% below the approved complement of 767 positions. Excluding the 34 positions held (4%) to achieve its gapping target, there were 157 vacant positions.

By year-end, the Program is projecting a strength of 675 positions which is 92 positions or 12% below the approved complement of 767 positions. The Information and Technology Program continues to face recruiting challenges due to intense competition for qualified IT resources.

The Information and Technology Program is working to ensure that services are maintained to a satisfactory level and the necessary IT support is provided to City Divisions in a timely manner.

The overall delays in recruiting positions primarily impacts the delivery and support for IT business solution capital projects in progress or planned across the City and ongoing service sustainment and support. The City has a large number of business transformation projects that require significant resources from both the Divisions and Information and Technology. Information and Technology is continuing to implement resource planning for IT projects in partnership with the Divisions and Programs (assessing risks and reprioritizing work in alignment with business needs), enhancing IT programs and project management maturity, and focussing on key opportunities for process and performance improvements.

City Manager's Office

The *City Manager's Office* reported a net under-expenditure of \$1.526 million or 13.8% of planned expenditures for the three-month period ended March 31, 2014. This was primarily due to savings of \$1.900 million in salaries and benefits from vacant positions that were not filled.

At this time, it is projected that the City Manager's Office will have a year-end net favourable variance of \$0.535 million or 1.2%, mainly attributable to under-spending in salaries and benefits for vacant positions.

As of March 31, 2014 the City Manager's Office reported a strength of 388 positions which was 59.5 positions or 13.3% below the approved complement of 447.5 positions. Of the 59.5 vacancies, 18 were held to achieve the full year gapping rate of 4.0%. There is no impact to service levels as workload for active staff has increased. The Program is working diligently with Human Resources to ensure these vacancies are filled on a timely basis. By year-end, the City Manager's Office is projecting a strength of 424.5 positions which is 23 positions or 5.1% below the approved complement of 447.5 positions.

Table 8		
City Manager's Office		
Net Expenditure Variance (\$ Million)		
	March 2014	Projected Y/E 2014
	Over/(Under)	Over/(Under)
City Manager's Office	(1.5)	(0.5)

Other City Programs

Other City Programs (see Table 9 below) reported an under-expenditure of \$0.740 million or 4.5% for the three-month period ended March 31, 2014; and projects year-end under-spending of \$1.719 million or 2.4% compared to the 2014 Approved Net Operating Budget.

Table 9		
Other City Programs		
Net Expenditure Variance (\$ Million)		
	March 2014 Over/(Under)	Projected Y/E 2014 Over/(Under)
City Clerk's Office	(0.1)	0.0
Legal Services	(0.5)	(1.7)
Mayor's Office	(0.0)	0.0
City Council	(0.2)	0.0
Total	(0.7)	(1.7)

The *City Clerk's Office* reported a net under-expenditure of \$0.076 million or 1.1% of planned expenditures for the three months ended March 31, 2014. The favourable variance was mainly due to under-spending in materials and supplies partially offset by lower revenues generated from property standard appeals.

At this time, it is forecasted that the City Clerk's Office will be on budget at year-end.

As of March 31, 2014, the City Clerk's Office reported a strength of 422.2 positions which was 28.5 positions or 6.3% below the approved complement of 450.7. Of the 28.5 vacancies, 7 were held to achieve the full year gapping rate of 3.3%. The remaining 21.5 positions are in various stages of being filled.

By year-end, the City Clerk's Office is projecting a strength of 443.7 positions which is 7 positions or 1.6% below the approved complement of 450.7 positions. There is no impact to service levels due to the vacancies as they are being filled as planned.

Legal Services reported under-spending of \$0.479 million or 10.0% of planned net expenditures for the three-month period ended March 31, 2014. The variance consisted of lower than expected gross expenditures of \$0.866 million or 7.4% mainly due to vacant positions that were not filled, partially offset by corresponding lower than planned recoveries from other City Divisions by \$0.387 million or 5.6%.

Legal Services is forecasting a year-end net variance of \$1.719 million or 9.0% under the 2014 Approved Net Operating Budget as a result of vacant positions.

As of March 31, 2014, Legal Services reported a strength of 288 or 9 positions below the approved complement of 297 positions, mainly due to holding 5 positions vacant to meet its gapping rate of 2%. The Division is unable to maintain the level of service required to meet client demands. Increased workload, primarily due to City Council requests to attend Ontario Municipal Board (OMB) meetings does not support maintaining vacant positions. To meet deadlines imposed by the Courts and/or the OMB and to reduce risk to the City, the Division will fill all vacancies and be at full complement of 297 positions by year-end.

The **Mayor's Office** reported net under-spending of \$0.016 million or 7.2% of planned expenditures for the three-month period ended March 31, 2014. This was due largely to under-spending in salaries and benefits of \$0.012 million.

At this time, it is forecasted that the Mayor's Office will be on budget at year-end.

The Mayor's Office reported a strength of 9 positions for the three-month period ended March 31, 2014, representing full complement. The Mayor's Office is expected to maintain its approved complement of 9 positions to year-end.

City Council reported net under-spending of \$0.166 million or 3.8% of planned expenditures for the three-month period ended March 31, 2014. This was mainly attributed to under-spending of \$0.261 million in the Councillors' Constituency Services and Office Budgets as some Council Members did not fully expend their office budgets and under-spending of \$0.059 million in staff salaries and benefits due to different staffing strategies adopted by various Councillors. This was offset with over-spending of \$0.142 million related to staff replacements, parental leave, staff severance pay and other expenses in the Councillors' constituency offices.

At this time, it is forecasted that City Council will be on budget at year-end.

City Council reported a strength of 176 positions for the three-month period ended March 31, 2014, representing full complement. City Council is expected to maintain its approved complement of 176 positions to year-end.

Accountability Offices

Accountability Offices collectively realized net under-spending of \$0.170 million or 10.5% below planned expenditures for the three-month period ended March 31, 2014, as noted in Table 10 below. Overall, these Offices project under-spending of \$0.169 million or 2.2% of their 2014 Approved Net Operating Budget at year-end.

Table 10		
Accountability Offices		
Net Expenditure Variance (\$ Million)		
	March 2014	Projected Y/E 2014
	Over/(Under)	Over/(Under)
Auditor General's Office	(0.2)	(0.2)
Integrity Commissioner's Office	(0.0)	0.0
Lobbyist Registrar's Office	(0.0)	0.0
<u>Ombudsman's Office</u>	<u>0.0</u>	<u>0.0</u>
Total	(0.2)	(0.2)

The **Office of the Auditor General** reported under-spending of \$0.185 million or 18.7% below the 2014 Approved Net Operating Budget for the three-month period ended March 31, 2014. This was mainly due to vacant positions that were not filled.

It is projected the Office of the Auditor General will be under-budget by \$0.169 million or 3.6% at year-end due to vacant positions.

The Office of the Auditor General reported a strength of 28.0 positions or 1.5 positions below the approved complement of 29.5 positions for the three months ended March 31, 2014. The Office of the Auditor General is expected to be at 29.0 positions at year-end with no expected impact to service levels.

The ***Office of the Integrity Commissioner*** reported net under-spending of \$0.005 million or 9.8% below the 2014 Approved Operating Budget for the three months ended March 31, 2014. This was mainly due to under-spending in salaries and benefits.

At this time, it is forecasted that the Office of the Integrity Commissioner will be on budget at year-end.

The Office of the Integrity Commissioner reported a strength of 2 positions for the three-month period ended March 31, 2014, representing full complement, and is expected to maintain its approved complement of 2 positions to year-end.

The ***Office of the Lobbyist Registrar*** reported under-spending of \$0.014 million or 6.0% below the 2014 Approved Net Operating Budget for the three months ended March 31, 2014. This was mainly due to under-spending in salaries and benefits.

At this time, it is forecasted that the Office of the Lobbyist Registrar will be on budget at year-end.

The Office of the Lobbyist Registrar reported a strength of 8.0 positions or 0.3 positions below the approved complement of 8.3 positions for the three-month period ended March 31, 2014, and is expected to be at 8.0 positions at year-end with no expected impact to service levels.

The ***Office of the Ombudsman*** reported over-spending of \$0.035 million or 9.9% above the 2014 Approved Net Operating Budget for the three months ended March 31, 2014. This was due to over-spending for additional temporary staff to support investigations.

At this time, it is forecasted that Office of the Ombudsman will be on budget at year-end.

The Office of the Ombudsman reported a strength of 13 positions, representing 2 positions or 18.2% above the 2014 approved complement of 11 positions for the three months ended March 31, 2014. Currently, the Office has hired 3 temporary staff to help with the investigative workload. The Office of the Ombudsman is forecasting a strength of 10 positions or 1 position below the 2014 approved complement of 11 positions at year-end.

Agencies

Agencies collectively reported under-spending of \$3.667 million or 0.9% below planned net expenditures for the three-month period ended March 31, 2014 and project an over-expenditure at year-end of \$4.895 million or 0.3% compared to their combined 2014 Approved Net Operating Budget, as outlined in Table 11 below.

Table 11		
Agencies		
Net Expenditure Variance (\$ Million)		
	March 2014	Projected Y/E 2014
	Over/(Under)	Over/(Under)
Toronto Public Health	0.0	(0.1)
Toronto Public Library	(0.0)	0.0
Association of Community Centres	(0.1)	0.0
Exhibition Place	(0.3)	0.0
Heritage Toronto	0.0	0.0
Theatres	0.3	0.1
Toronto Zoo	(1.3)	0.0
Arena Boards of Management	(0.2)	0.0
Yonge Dundas Square	(0.1)	(0.0)
Toronto & Region Conservation Authority	(0.0)	0.0
Toronto Transit Commission - Conventional	(1.4)	5.0
Toronto Transit Commission - Wheel Trans	(0.6)	0.0
Toronto Police Service	0.0	0.0
Toronto Police Services Board	(0.0)	(0.1)
Total	(3.7)	4.9

Toronto Public Health (TPH) reported net over-spending of \$0.035 million or 0.3% of planned expenditures for the three-month period ended March 31, 2014. This variance was driven by higher than budgeted gross expenditures of \$0.032 million mainly attributed to over-spending in non-payroll expenditures (\$0.817 million) across various Provincially cost shared and fully funded programs and partially offset by under-spending in salaries and benefits (\$0.785 million) from vacant positions that were not filled and with a reduction in revenues (\$0.006 million).

Toronto Public Health is forecasting a year-end variance of \$0.116 million or 0.2% under the 2014 Approved Net Operating Budget due to savings in salaries and benefits arising from vacant positions.

As of March 31, 2014, Toronto Public Health reported a strength of 1,754.5 positions which was 119.9 positions or 6.4% below the complement of 1,874.4 positions. This represented an actual gapping rate of 7.0% which exceeded the budgeted gapping rate of 5.1% (approximately 95 equivalent positions). By year-end, Toronto Public Health is projecting a strength of 1,771.4 positions which is 103.0 positions or 5.5% below the complement of 1,874.4 positions.

TPH will continue to work with Human Resources to address its recruitment and staffing process issues. An additional three full time staff from Human Resources will be focusing on filling TPH's vacant positions by year-end.

Toronto Public Library (TPL) reported net under-spending of \$0.010 million or 0.03% of planned expenditures for the three-month period ended March 31, 2014. The variance was primarily due to additional revenue of \$0.112 million from grants and donations received for various library initiatives which offset the associated over-expenditures of \$0.038 million in utility costs and \$0.102 million in materials, equipment and services.

At this time, it is forecasted that Toronto Public Library will be on budget at year-end.

As of March 31, 2014, Toronto Public Library reported a strength of 1,672.6 positions which was 64.8 positions or 3.7% below the complement of 1,737.4 positions. This represented an actual gapping rate of 2.8%, which slightly exceeded TPL's budgeted gapping target of 2.7% (approximately 60 equivalent positions).

By year-end, Toronto Public Library is projecting a strength of 1,674.6 positions, which is 62.8 positions or 3.6% below the approved complement of 1,737.4 positions, which will achieve the planned gapping rate of 2.7% or \$3.832 million.

The **Association of Community Centres (AOCCs)** reported net under-spending of \$0.058 million or 3.2% for the three-month period ended March 31, 2014. The variance consisted of lower than planned gross expenditures of \$0.049 million, primarily due to salary and benefit savings, (unplanned gapping), utility savings and delays in the purchase of materials and supplies. Revenues were \$0.009 million higher than planned, with revenues from Swansea Town Hall reflecting an uneven distribution.

The Association of Community Centres forecasts over-spending of \$0.002 million at year-end due to increased contracted service costs.

As of March 31, 2014, the Association of Community Centres reported a strength of 76.6 which was 0.8 positions or 1.0% below the complement of 77.4 positions. The 0.8 vacant positions were due to unplanned gapping. The recruitment process for this position has been initiated, it is anticipated that the vacancy will be filled during the second quarter. As a result, the Association of Community Centres do not anticipate an impact to existing service levels.

By year-end, the Association of Community Centres is projecting a strength of 77.4 positions, representing full complement.

Exhibition Place reported net under-spending of \$0.326 million or 32.8% of planned expenditures for the three-month period ended March 31, 2014. The under-expenditure was primarily attributed to management energy initiatives and savings from energy retrofit projects (\$0.244 million) and timing of net expenditures related to new businesses at Exhibition Place, Direct Energy Centre and Allstream Centre (\$0.082 million).

At this time, it is forecast that Exhibition Place will be on budget at year-end. Exhibition Place reported a strength of 397.5 positions representing the full complement as of March 31, 2014 and projects the same strength by year-end.

Theatres reported an unfavourable net variance of \$0.308 million or 26.1% over planned expenditures for the three-month period ended March 31, 2014. The year-to-date unfavourable variance was primarily attributed to fewer performances and events booked at Sony Centre for the Performing Arts (\$0.229 million) and under-achieved revenue from the Main Stage Theatre at the Toronto Centre for the Arts (\$0.095 million) which was partially offset by savings from re-scheduling crew maintenance during dark weeks at the St. Lawrence Centre for the Arts (\$0.015 million).

Theatres are projecting a year-end unfavourable variance of \$0.086 million or 1.8% above the 2014 Approved Net Operating Budget of \$4.757 million. The Sony Centre for the Performing Arts (\$0.083 million) and St. Lawrence Centre for the Arts (\$0.003 million) are projecting an unfavourable net variance while Toronto Centre for the Arts expects to meet budget.

As of March 31, 2014, Theatres reported a strength of 108.6 positions, which was 47.9 positions or 30.6% below the complement of 156.5 positions. By year-end, each Theatre is projecting strength to be at the approved complement of 156.5 positions, with venues more fully used. Strength for the Theatres varies depending on the number of performances and events held at each venue.

The **Toronto Zoo** reported net under-spending of \$1.284 million or 19.7% for the three-month period ended March 31, 2014. The under-expenditure was primarily attributed to timing of projects (\$1.555 million). Operating initiatives were held back from starting until more certainty concerning revenue expectations was determined. This was partially offset by over-expenditure on utility costs (\$0.059 million) and lower attendance due to extreme winter weather (\$0.212 million).

At this time, it is forecasted that the Toronto Zoo will be on budget at year-end.

The Toronto Zoo reported a strength of 402.2 positions compared to a complement of 410.2 positions, which represents a vacancy of 8 positions or 2.0% for the three-month period ended March 31, 2014 resulting from delays in the recruitment process.

By year-end, the Toronto Zoo is projecting a strength of 410.2 positions, representing full complement, and will achieve its budgeted gapping rate of 2.4% (approximately 9.8 equivalent positions) through savings realized during the year.

The **Arena Boards of Management** reported net under-spending of \$0.215 million or 70.1% for the three months ended March 31, 2014. This was mostly driven by Forest Hill and Moss Park Arenas postponing some maintenance and repair projects to later in the year.

At this time, it is forecasted that the Arena Boards will be on budget at year-end.

The Arena Boards reported a strength of 67.4 positions representing full complement for the three-month period ended March 31, 2014, and projects the same strength by year-end.

The *Yonge-Dundas Square* reported net under-spending of \$0.090 million or 43.1% for the three months ended March 31, 2014. Revenue was \$0.030 million higher than budgeted, mostly due to event permit revenue collected earlier than expected. Gross expenditures were \$0.060 million lower than budgeted as bad weather resulted in various activities being delayed including the maintenance and setting up of the stage and water fountains and minor delays in the contracting of artists.

The Yonge-Dundas Square is projecting an under-spending of \$0.009 million or 2.3% at year-end.

The Yonge-Dundas Square reported a strength of 6.5 positions representing full complement for the three-month period ended March 31, 2014, and projects the same strength by year-end.

Toronto Transit Commission (TTC) reported net under-spending of \$2.010 million or 1.6% (Conventional and Wheel-Trans combined) of planned expenditures for the three-month period ended April 5, 2014. This resulted from gross expenditure savings of \$5.288 million or 1.2% largely due to the timing of certain non-labour expenses and delays in filling positions coupled with lower than budgeted revenue of \$3.278 million or 1.1% from lower than expected ridership results of 2.1 million and a slightly lower average fare stemming from marginally higher monthly pass sales.

The Toronto Transit Commission is forecasting net over-spending of \$5.0 million or 0.9% of the 2014 Approved Net Operating Budget at year-end all due to a shortfall in passenger revenues as the number of customer journeys for the year is expected to be marginally (about 2 million) below target largely due to the severe cold temperatures experienced in January and February. Additionally, as noted throughout 2013, higher than anticipated monthly pass sales continue to cause a slight decline in the average fare. TTC staff continues to monitor both ridership and revenue performance and will provide updates in subsequent variance reports.

As of April 5, 2014, the TTC reported a strength of 12,828.0 positions which is 752.0 positions or 5.5% below the complement of 13,580.0 positions. By year-end, the TTC is projecting a strength of 13,580.0 positions, which is equal to the approved complement and reflects the planned increase of positions that will be filled in step with ridership growth that is projected to steadily increase over the course of the year.

Many of the current vacancies represent new positions added to the 2014 Approved Operating Budget. Most of these positions have not been filled at this time due to the recruitment process which began in February and includes additional time for job evaluations after the completion of a job description and prior to the commencement of the advertising process. In addition, given the number of vacancies due to new positions and the usual spike in retirements early in the year, Human Resources staff are managing a large volume of concurrent recruitment requests. Furthermore, an additional factor that may contribute to the length of time it takes to fill a vacancy is whether it is a highly specialized or difficult to recruit position. In all cases, staff are

actively working on filling all vacant positions as soon as possible and are looking at options and ways to expedite the process.

Toronto Police Service (TPS) reported no variance for expenditures and revenues for the three-month period ended March 31, 2014.

The Toronto Police Service is projected to be on budget at year-end for both expenditures and revenues.

The Service reported that its strength was 530 positions or 6.7% below the complement of 7,870 positions for the three-month period ended March 31, 2014. The 2014 Approved Operating Budget includes funding to resume hiring of both civilians employees and uniformed officers. Uniform officer classes hiring started with a class of 60 recruits in December 2013 and will continue in 2014 with 3 budgeted classes of 100, 80 and 120 recruits.

The Service is projecting that the resumed hiring will result in 390 vacant positions or 5.0% below the complement of 7,870 positions at year-end which includes its budgeted gapping rate of 5% or approximately 390 equivalent positions. The Service expected to be below its approved complement in 2014 and therefore budgeted for increased gapping accordingly. As a result, even though the Service is below its complement, no variances for salaries and benefits are projected at this time.

The **Toronto Police Services Board (TPSB)** reported net under-spending of \$0.017 million or 6.3% of planned expenditures for the three-month period ended March 31, 2014. The variance consisted of lower than budgeted salaries and benefits expenditures from elimination of 1 permanent chauffeur position as of January 27, 2014.

As a result of eliminating this position, TPSB forecasts a year-end net variance of \$0.068 million or 2.9% below the 2014 Approved Net Operating Budget of \$2.358 million. These permanent savings and corresponding reduction of 1 position will be reflected in the 2015 Operating Budget submission.

As of March 31, 2014, Toronto Police Services Board reported a strength of 7 positions which is 1 position (12.5%) below the approved complement of 8 positions and projects the same strength by year-end.

Corporate Accounts

Corporate Accounts for the first quarter experienced net under-spending of \$34.270 million or 44.1%. Projections to year-end indicate that Corporate Accounts will be \$11.382 million or 8.7% under the 2014 Approved Net Operating Budget.

Table 12		
Corporate Accounts		
Net Expenditure Variance (\$ Million)		
	March 2014 Over/(Under)	Projected Y/E 2014 Over/(Under)
Capital & Corporate Financing	0.0	0.0
Non-Program Expenditures	(5.7)	2.5
Non-Program Revenues	(28.5)	(13.9)
Total	(34.3)	(11.4)

Capital and Corporate Financing was at budget for the period ended March 31, 2014. At this time, it is forecast the Capital and Corporate Financing will be in line with the budget at year-end.

Non-Program Expenditures were under-spent by \$5.748 million or 4.5% net for the three-month period ended March 31, 2014. This was driven by under-expenditures for Solid Waste Management Rebates of \$3.687 million or 7.2% due to changes in billing cycle for several large water accounts converted from flat rate to automated meter reading. Solid Waste Management Rebates are included on the utility bills. Solid Waste Management Rebates are forecast to be at budget by year-end. Parking Tag and Enforcement Operations reported under-spending of \$0.791 million or 5.2% from lower than planned Provincial payments and timing differences in staff hiring.

Non-Program expenditures include ice storm expenditures, which are anticipated to be fully recoverable from the Province, and are therefore shown as net zero. As noted under the Ice Storm section, the Province will be releasing detailed guidelines for claiming of expenditures in May, and an update will be provided to Budget Committee in August.

Non-Program Expenditures are projected to be over-spent by \$2.544 million or 0.5% net by year-end primarily from Tax Deficiencies of \$4.038 million or 7.8% as a result of new properties becoming eligible for TIEG grants and application timing for these grants. The projected over-expenditures will be partially offset by under-spending for Municipal Property Assessment Corporation fees of \$1.024 million or 2.5%. In addition, net savings from Parking Tag and Enforcement Operations is forecast to be \$0.470 million or 0.8% due to Parking Enforcement Headquarters being relocated and the lease not being renewed on June 30, 2014.

Non-Program Revenues experienced a favourable net variance of \$28.522 million or 13.1% for the period ended March 31, 2014. The year-to-date increase in net revenue was primarily driven by the following:

- Increased Municipal Land Transfer Tax net revenue of \$20.956 million or 34.3% mainly driven by large commercial property sales.

- Toronto Hydro Dividend Income of \$5.621 million or 15.5% above budget based on better than originally forecasted 2013 operating results for Toronto Hydro. Toronto Hydro received a favourable ruling at the OEB which resulted in a one-time increase for 2013.
- Increased Interest and Investment Earning net revenue of \$0.848 million or 3.1% largely from higher than expected sundry revenue, such as tax repayments, PST/GST rebates, unclaimed cheques, etc.
- Toronto Parking Authority net revenue of \$0.495 million or 4.1%, which was above expectations mostly due to savings in salaries and benefits for part time cashiers and lower maintenance costs.

Non-Program Revenues are projected to be above budget by \$13.926 million or 1.4% at year-end largely from higher than anticipated net revenue from the Municipal Land Transfer Tax of \$10.000 million or 2.9% and Toronto Hydro Dividend Income of \$5.621 million. The projected increase in year-end net revenue will be partially offset by a decline in Toronto Parking Authority net revenue of \$1.500 million or 3.1% due to anticipated lower on-street parking revenue as a result of increased road work levels City wide, in addition to the impact of the large number of snow days experienced during the first three months.

Rate Supported Programs

Rate Supported Programs, which include Solid Waste Management Services, Toronto Parking Authority and Toronto Water, collectively reported net over-spending of \$16.841 million for the three-month period ended March 31, 2014 and are projecting an under-expenditure at year-end of \$9.876 million, as outlined in Table 13 below.

Table 13		
Non Levy Operations		
Net Expenditure Variance (\$ Million)		
	March 2014 Over/(Under)	Projected Y/E 2014 Over/(Under)
Solid Waste Management Services	2.0	(5.8)
Toronto Parking Authority	(0.7)	2.0
Toronto Water	15.5	(6.0)
Total	16.8	(9.9)

Solid Waste Management Services (SWMS) reported net over-spending of \$2.010 million or 11.5% of planned expenditures for the three-month period ended March 31, 2014 primarily due to underachieved revenues. Gross expenditure savings were primarily driven by pending payments for waste disposal in alternate landfills of \$1.980 million, delayed expenditures of \$1.797 million for contracted processing of SSO (due to the on-going commissioning of the Disco Facility) and material recycling and pending contributions to reserves of \$1.755 million. The under-expenditure was also due to lower than planned salary and benefit expenditures of

\$0.845 million caused by various Divisional vacancies including temporary seasonal workers. Revenue was 32.8% or \$10.074 million lower than planned primarily due to pending receipt of residential volume based user fees of \$6.337 million; lower revenue of \$2.444 million from sales of recyclable material partially due to lower commodity prices; as well as pending revenue of \$2.088 million including receipts from Green Lane paid waste disposal, residual disposals from contracted processing, school fees, yellow bag fees and hazardous waste recoveries. This decreased revenue was partially offset by \$0.701 million more revenue due to transfer station tipping fees (\$0.337 million) from higher tonnage and earlier than planned recovery from capital.

For year-end, SWMS is projecting net under-spending of \$5.838 million. The year-end projection primarily consists of salary and benefits under-spending due to vacant positions, lower tax expense due to re-assessment and lower contracted SSO processing costs as the Disco Facility completes the commissioning phase wherein concurrent processing is considered a capital expenditure.

As of the first quarter, the Program reported a strength of 995.7 positions which is 107 positions below the complement of 1,102.7 positions. In relation to the salary and benefits expenditure impact, budgeted gapping is 1.9%; current gapping is running at 6.5%. This will be partially mitigated as seasonal workers will be hired as the weather conditions improve. The Program is also conducting succession planning through a Divisional Talent Management Program (TMP) to develop staff at multiple management and non-management levels utilizing 73 vacant positions. The 18 month TMP began in May 2013. By year-end, the Program is projecting a strength of 1,025.5 positions which is 77.2 positions below the approved complement.

Toronto Parking Authority reported a favourable net expenditure variance of \$0.659 million or 5.4% for the three-month period ended March 31, 2014. The variance consisted of lower than budgeted gross expenditures of \$0.90 million or 4.7%, mostly due to under-spending in salaries and benefits for part time cashiers and lower maintenance costs. These under-expenditures were partially offset by increased utility costs (\$0.130 million) and lower than anticipated revenues from on-street parking (\$0.240 million).

For year-end, the Toronto Parking Authority is projecting an unfavourable variance of \$2.0 million or 3.2% below the 2014 Approved Net Operating Budget of \$62.330 million. The unfavourable net variance projection is primarily due to anticipated lower revenues from on-street parking as a result of increased road work levels City wide, in addition to the impact of the large number of snow days experienced during the first three months.

As of March 31, 2014, the Toronto Parking Authority reported 5.4 vacant positions representing 1.8% of its total complement of 297.4. Toronto Parking Authority does not budget for gapping. By year-end, Toronto Parking Authority is projecting the same strength of 292 positions, which is 1.8% below its complement of 297.4 positions. It is anticipated that 5.4 vacant part time cashiers will not be replaced due to an increase in automated carparks.

Toronto Water reported a net unfavourable variance of \$15.490 million or 24.9% of planned expenditures for the three-month period ended March 31, 2014. The variance consisted of higher than budgeted gross expenditures of \$6.221 million or 10.5%, mainly due to \$6.221 million in

higher utility costs related to colder than expected winter resulting in fluctuations in hydro use associated with wastewater treatment processes, water transmission and maintenance of reservoir levels and \$2.443 million in higher haulage costs of biosolids at Ashbridges Bay Treatment Plant. This over-expenditure was partially offset by under-spending in salaries and benefits (\$1.191 million) due to vacant positions, and lower than expected interdivisional charges for services from other Divisions (\$2.272 million). Revenues were under-achieved by \$9.269 million or 7.6%, mainly due to the reversal of a significant accrual for the sale of water that has not yet been fully realized or billed in 2014.

Toronto Water forecasts a favourable year-end variance of \$6.038 million compared to the 2014 Approved Net Operating Budget. Expenditures are expected to be \$0.432 million above budget. Continuing impact of higher utility (\$6.221 million) and haulage (\$2.443 million) costs experienced in the first quarter, and projected additional costs for cleaning of storm water ponds (\$0.7 million), will be partially offset by savings in salaries and benefits arising from vacant positions (\$8.932 million). Toronto Water is still investigating impacts of colder than expected winter conditions on usage of hydro and effluents, and any changes to the year-end projections will be reported in subsequent variance reports. Revenues are projected to be exceeded mainly due to higher than anticipated revenues from private water agreements (\$2.128 million), additional recoveries for new service connections (\$2.550 million) and associated user fees (\$1.791 million).

Revenues from sale of water and wastewater surcharges are forecasted to be on budget since there is uncertainty in the residential sale of water, and actual water consumption trends will not be known until the summer season with the months of July to September being the peak. These trends will continue to be monitored throughout spring and summer and year-end revenue projections will be revised accordingly, based on actual consumption recorded in the second and third quarters.

As of March 31, 2014, Toronto Water reported a strength of 1,585 positions which was 149.8 positions below the complement of 1,734.8 positions. In relation to the salary and benefits expenditure impact, this represented an actual gapping rate which exceeded the budgeted gapping rate of 3% (approximately 51 positions). By year-end, Toronto Water is projecting a strength of 1,597.5 positions which is 137.3 below complement of 1,734.8 positions.

Toronto Water continues to experience a high rate of vacancies predominately related to the aging workforce / retirements; vacancies resulting from staff promotions and transfers; extended recruitment period for screening and testing prospective candidates for certain positions such as skilled trades and certified operators, and difficulty attracting qualified candidates for key senior positions.

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.

In order to address the above challenges and to ensure continued compliance with legislative requirements, Toronto Water identified and included in its Strategic Plan (2010-2020) two specific strategies: (i) enhance recruiting strategies and improve the ability to fill key vacancies;

and (ii) develop and implement an Enterprise Knowledge Retention Program. To achieve these strategies, Toronto Water has a number of key initiatives in place such as: "On the Job" Training Program, Workforce Development Program and a Leadership Training Program, Career Edge, Career Bridge programs and University Mentorship Programs.