



REPORT FOR ACTION

Operating Variance Report for the Five Months Ended May 31, 2018

Date: July 13, 2018
 To: Executive Committee
 From: Interim Chief Financial Officer
 Wards: All

SUMMARY

The purpose of this report is to provide City Council with the Operating Variance for the five months ended May 31, 2018 as well as projections to year-end. This report also requests City Council's approval for amendments to the 2018 Approved Operating Budget that have no impact on the City's 2018 Approved Net Operating Budget.

The following table summarizes the financial position of the City's Tax Supported Operations as of year-to-date and the projection at year-end:

Table 1: Tax Supported Operating Variance Summary

Variance	May 31, 2018 (Favourable) / Unfavourable		Projected Y/E 2018 (Favourable) / Unfavourable	
	\$M	% of Budget	\$M	% of Budget
Gross Expenditures	(137.5)	-3.4%	(70.5)	-0.6%
Revenues	13.4	0.5%	46.0	0.7%
Net Expenditures	(124.2)	-7.6%	(24.5)	-0.6%
Less: Toronto Building	(10.8)	205.7%	(26.3)	245.5%
Net Expenditures (Excl. Toronto Building)	(113.4)	-6.9%	1.7	0.0%

In accordance with the Building Code Act, the surplus from Toronto Building must be contributed to the Building Code Act Service Improvement Reserve Fund. That fund was established to create and maintain systems and processes which enable service delivery timelines and reporting requirements in accordance with the Building Code Act.

Year-to-Date Spending Results:

As noted in Table 1 above, Tax Supported Operations reported a favourable net variance of \$124.167 million or 7.6% of planned expenditures for the five months ended May 31, 2018, and are projecting year-end under spending of \$24.548 million or 0.6% of the 2018 Approved Operating Budget.

The year-to-date net favourable variance was primarily driven by:

- Over-achieved Municipal Land Transfer Tax revenue due to higher than anticipated non-residential market activity in the first quarter (\$18.429 million net).
- Underspending in Parks, Forestry & Recreation, primarily driven by underspending in salaries and benefits due to delays in the hiring process of hard-to-fill job classifications (\$14.626 million net).
- A favourable variance in Transportation Services driven by lower contract costs, road and bridge repair materials, and higher than planned revenue from permit fees (\$13.669 million net).
- Over-achieved revenue in Toronto Building primarily due to higher than planned building permit application activity (\$10.800 million net).
- Underspending by the Toronto Transit Commission of \$21.162 million net primarily as a result of lower than planned PRESTO adoption rate and associated transaction costs, utility costs, labour and material costs of \$16.284 million net within the Conventional Service, and lower net costs of \$4.878 million associated with lower than planned contracted service cost due to lower ridership within the Wheel Trans program.

Favourable variances in other Programs and Agencies are primarily due to underspending in salaries and benefits as a result of vacant positions.

After accounting for Building permit revenue of \$10.800 million, the year-to-date variance is \$113.367 million favourable.

Year-End Spending Projections:

For year-end, the City is projecting a net favourable variance of \$24.548 million or 0.6% of the 2018 Approved Operating Budget. After the Building Code Act legislative requirements are met, the projected year-end variance is anticipated to be \$1.704

million over budget. The key drivers for the expected unfavourable year-end net position are largely due to the following:

- An over expenditure in Shelter, Support and Housing Administration of \$22.119 million net for emergency shelter and motel beds is projected as the City continues to experience strong demand for Hostel Services based on the assumption that the average refugee population in the City's emergency shelter facilities will plateau at the current rate of 41%.
- An unfavourable variance in Fire Services of \$4.740 million net as a result of higher than budgeted WSIB awards for work-related cancers in the presumptive legislation.
- Over spending in Toronto Police Service of \$3.800 million net due to higher than budgeted salary and benefits costs, driven by overtime spending for uniformed officers to meet service demands from extraordinary investigations and an increase in the establishment for Communications Operators in order to meet the standard call centre response times.
- An over expenditure in the Tax Deficiencies / Writeoffs corporate account of \$6.722 million as a result of the number of appeals and associated assessments being higher than provision.
- Lower than budgeted Parking Authority Revenue in the Non- Program Revenue account of \$3.650 million due to earlier than planned closure of surface parking lots, increased discounts provided in support of the King Street Transit Pilot, and lower customer transaction volume.
- The above unfavourable variance, after Council directions and legislative requirements are met, will be partially offset by:
 - Sustained under-spending in Toronto Conventional Service - Wheel Trans programs;
 - A higher Dividend Income from Toronto Hydro based upon better than anticipated 2017 performance;
 - Under-spending in Municipal Licensing & Standards primarily in salaries and benefits from vacant positions and higher than budgeted revenue from Private Transportation Company applications;
 - Favourable variance in Court Services due to under spending in salaries and benefits from vacant positions and higher than budgeted revenue;
 - Lower than budgeted issuance of Tax Increment Equivalent Grants.

City Council, at its meeting of June 26-28th, 2018, adopted a recommendation in the Operating Variance Report for the Three Months ended March 31st, 2018 directing that Heads of City Divisions and Agencies projecting year-end unfavorable variances must implement mitigation strategies effective immediately in conjunction with the Interim Chief Financial Officer.

It should be noted that the projected year-end result does not take into account the allocation of any additional surplus funds to reserves directed by City Council such as the Development Application Review Reserve Fund. Doing so would further increase the projected net unfavourable variance at year-end.

Rate Supported Programs:

As noted in Table 2 below, Rate Supported Operations reported a favourable net variance of \$37.130 million and the programs are projecting a year-end under-expenditure of \$16.172 million for the year ended December 31, 2018.

Table 2: Rate Supported Net Variance Summary

Rate Supported Programs	May 31, 2018 (Favourable) / Unfavourable		Projected Y/E 2018 (Favourable) / Unfavourable	
	\$M	%	\$M	%
Solid Waste Management Services	(4.9)	13.4%	7.2	n/a
Toronto Parking Authority	1.0	-3.9%	4.2	-6.4%
Toronto Water	(33.2)	28.0%	(27.6)	n/a
Total Variance	(37.1)	20.6%	(16.2)	n/a

The key year-to-date net favourable variance in Rate Supported Programs was driven by:

- A favourable variance in Solid Waste Management Services of \$4.940 million net or 13.4% in salaries and benefits due to vacancies in Collections and Litter Operations and higher than planned revenue from collection bin fees. However, due to an anticipated decrease in revenue as a result of changing global market conditions for demand and price of recyclable materials, an unfavourable year-end projection of \$7.194 million net is anticipated.
 - Underachieved revenue in Toronto Parking Authority of \$0.973 million net or 3.9% is primarily due to lower than planned revenue in off-street parking due to maintenance work and delayed customer returns to previously closed carparks, and lower than
- Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

expected revenues for on-street parking due to delays in implementing approved rate increases and reduced customer volume in the downtown core due to the King Street Transit Pilot. Toronto Parking Authority is anticipating a further decrease in revenue for on-street and off-street parking as well as a delay in acquiring sponsorship for the Bike Share Program, resulting in an unfavourable year-end projection of \$4.235 million net.

- A favourable variance in Toronto Water of \$33.163 million net reflecting the sale of water being posted in advance of the five month plan, one-time compensation from 3rd party for damages related to a previously completed capital project, and underspending in salaries and benefits. A favourable year-end variance of \$27.601 million is forecasted on the basis of the current year-to-date trend.

Complement:

As of May 31, 2018, the City recorded an operating vacancy rate of 1.9% after gapping against an approved complement of 51,887 operating (service delivery) positions. The year-to-date vacancy rate for capital positions was 24.6% of an approved complement of 3,718 positions for capital project delivery.

Table 3: 2018 Year-To-Date Vacancy Rate

Program/Agency	2018 Year-to-Date			
	Operating Vacancy %	Capital Vacancy %	Budgeted Gapping %	Operating* Vacancy Rate (After Gapping)
<i>City Operations</i>	4.9%	25.9%	2.4%	2.5%
<i>Agencies</i>	5.6%	24.0%	4.9%	0.7%
<i>Corporate Accounts**</i>	13.8%	0.0%	0.0%	13.8%
Total Levy Operations	5.3%	24.6%	3.7%	1.7%
<i>Rate Supported Programs</i>	8.3%	23.8%	3.3%	4.9%
Grand Total	5.5%	24.6%	3.6%	1.9%

*Vacancy after Gapping % is based on operating positions only.

**Corporate Accounts are largely driven by Parking Enforcement Unit vacancies.

The year-end operating vacancy rate, after gapping, is projected to be on target for an approved complement of 51,682 operating (service delivery) positions. The forecasted

vacancy rate for capital positions is projected to be 12.2% for an approved complement of 3,639 positions for capital project delivery.

Table 4: 2018 Year-End Projected Vacancy Rate

Program/Agency	2018 Year-End Projection			
	Operating Vacancy %	Capital Vacancy %	Budgeted Gapping %	Operating* Vacancy Rate (After Gapping)
<i>City Operations</i>	2.5%	15.3%	2.4%	0.2%
<i>Agencies</i>	2.9%	10.5%	4.9%	0.0%
<i>Corporate Accounts**</i>	0.7%	0.0%	0.0%	0.7%
Total Levy Operations	2.7%	12.1%	3.7%	0.0%
<i>Rate Supported Programs</i>	6.2%	17.2%	3.3%	2.9%
Grand Total	2.9%	12.2%	3.6%	0.0%

*Vacancy after Gapping % is based on operating positions only.

**Corporate Accounts are largely driven by Parking Enforcement Unit vacancies

A detailed overview of the five month complement is provided in the Approved Complement Section of this report.

RECOMMENDATIONS

The Interim Chief Financial Officer recommends that:

1. City Council approve an increase to the TTC's Operating Budget of \$6.900 million gross and \$0 net, to reflect a one-time contribution to TTC's stabilization reserve of \$6.900 million based on a one-time recovery from Metrolinx for future TTC operating costs, with funds to be withdrawn annually over a 15 year period to offset TTC costs.
2. City Council request that all City Programs and Agencies continue to monitor operating expenditures and revenues and submit their respective second quarter operating variance reports to the Interim Chief Financial Officer as a continuation of the budget monitoring process during City Council recess.
3. City Council direct that Heads of City Divisions and Agencies projecting year-end unfavourable variances to continue monitor the year-end projections and implement

mitigation strategies and notify the Interim Chief Financial Officer and City Manager of actions being taken to offset the unfavourable variances.

4. City Council approve the budget adjustments and any associated complement changes detailed in Appendix F to amend the 2018 Approved Operating Budget, such adjustments to have no impact on the 2018 Approved Net Operating Budget of the City.

FINANCIAL IMPACT

Tax Supported Programs and Agencies reported an under-expenditure of \$137.524 million or 3.4% gross; a revenue shortfall of \$13.357 million or 0.5%; and a resultant \$124.167 million or 7.6% net under-expenditure at the end of the May 31, 2018. By year-end, Tax Supported Programs and Agencies are forecasting a favourable gross under-expenditure of \$70.509 million or 0.6%; a revenue shortfall of \$45.962 million or 0.7% and a net favourable variance of \$24.548 million or 0.6%.

As summarized in Table 5 below, actual expenditures are projected to be \$1.704 million net over budget at year-end, after allocating the projected year-end net revenue of \$26.252 million to the Building Code Act Service Improvement Reserve Fund.

Table 5: Net Expenditures as Reported Over/ (Under)

Program	Year-end Projection (\$M)
City Operations	(17.2)
Agencies	(3.3)
Corporate Accounts	(4.1)
Net Operating Tax Levy	(24.5)
Less: Toronto Building	(26.3)
Adjusted Year-End Over-Spending	1.7

It should be noted that the adjusted projected year-end result does not take into account the allocation of any additional surplus funds to reserves directed by City Council such as the Development Application Review Reserve Fund. Doing so would further increase the projected net unfavourable variance at year-end.

Mitigation Strategies

City Council, at its meeting of June 26-28th, 2018, adopted a recommendation in the Operating Variance Report for the Three Months ended March 31st, 2018 that Heads of City Divisions and Agencies projecting year-end unfavorable variances must implement mitigation strategies effective immediately in conjunction with the Interim Chief Financial Officer. Programs and Agencies that projected unfavourable year-end variance in Operating Variance Report for the Three Months ended March 31st, 2018 have identified the following mitigation strategies:

Toronto Paramedics Services

- The pressures will be partially offset by gapping savings and various non-salary expenditures such as stationary, education materials and inter-departmental charges. Toronto Paramedics Services will take all steps necessary to mitigate over spending resulting from the legislative changes, which include increased salaries and benefits costs due to legislative changes (Bill 148) and WSIB costs associated with Bill 163 for new "Chronic Mental Stress Policy". The identified mitigation strategies have not been included in the financial projection to year-end.

Parks, Forestry & Recreation

The program has forecasted \$2.856 million unfavourable variance at year-end as part of the Q1 variance report as a result of the parks & recreation permit and user fee revenue shortfall and additional estimated impacts from Bill 148. After considerable review, Parks, Forestry & Recreation were able to identify the following mitigation strategies to potentially reduce the year-end unfavourable variance projection to \$1.009 million that has not been included in the financial projection of this report:

- One-time revenue due to higher number of construction staging agreements and event licences;
- Restraint in the materials & supplies purchase and contracted service spending.

Shelter, Support & Housing Administration

- The Program continues to monitor shelter occupancy rates and undertake mitigating strategies such as controlling spending on various non-salary expenditure lines, including discretionary spending to address projected shortfalls.
- The Program, in collaboration with senior City management, is also exploring cost sharing and reimbursement possibilities with the provincial and federal governments as well as strategies to leverage resources in surrounding municipalities to help alleviate the occupancy pressures in the City's shelter system.
- With the assistance of the Province of Ontario the City opened two college locations until August 9, 2018 to temporarily house refugee/asylum claimants. The Province

has committed to sharing with the City the Red Cross costs for this program, up to \$3 million (of a total program cost of \$6.3 million).

- The Federal Government has announced an initial amount of \$50 million for immediate assistance to offset temporary housing costs for refugee/asylum claimants. \$11 million of this is allocated to Ontario. The City awaits further details on the rollout of this funding envelope.
- City Council has requested federal and provincial governments to reimburse the direct costs (to date) associated with the City's response to the increased flow of refugee/ asylum claimants (\$64.5 Million). To date, we have not received any formal confirmation of any additional funding beyond the initial \$11 million being allocated to Ontario.
- The identified mitigation strategies have not been included in the financial projection to year-end.

Fire Services

- The division will continue to monitor the WSIB expenditures throughout the year and will identify the impact through the required quarterly reporting. The identified mitigation strategies have not been included in the financial projection to year-end.

Transportation Services

- The Program has forecasted \$9.974 million unfavourable variance at year-end as part of the Q1 variance report that was driven by revenue shortfall in utility cut repair net revenue and utility cut fixed permit fee revenue due to lower than budgeted volumes. In the Five Month report, after considerable review, Transportation Services revised its year-end projection to \$0.106 million favourable that was included in the financial section of this report. The change in forecast from Q1 to Five Month of \$10.080 million is primarily driven by the following factors:
 - An increase for short stream fixed permit fees by \$4.500 million as a result of further analysis which identified utility cut repair work that had not been billed / collected previously.
 - Additional fee revenue from external / internal utilities of \$4.000 million. The Program continues to investigate and bill for utility cut repairs (part of backlog) that had been completed by Engineering & Construction Services
 - Comprehensive review of current accident recovery procedures which will ensure budgeted revenues are collected rather than be under-achieved as projected in Q1 (\$0.729M).
 - The Program anticipates an increase in Development Application Review Project (DARP) revenues of \$0.600 million due to higher volumes.

Toronto Police Service

- The Service will be endeavouring to reduce and defer all other expenditures wherever possible in an attempt to come within the approved budget; however, expenditures are subject to the exigencies of policing and uncontrollable events that have an impact on expenditures. The identified mitigation strategies have not been included in the financial projection to year-end.

DECISION HISTORY

This report is provided pursuant to financial management best practices and budgetary control. As part of the City of Toronto's financial accountability framework, quarterly and year-end operating variance reports are submitted to Committees and City Council, to provide financial monitoring information on operating results to date and projections to year end, and on an exception basis, to identify issues that require direction and/or decisions from City Council. In addition, City Council's approval is requested for budget adjustments that amend the 2018 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management policies.

At its meeting of December 5-8, 2017, Council approved a 2018 Rate-Supported Operating Budget of \$1.794 billion gross and \$0.067 billion net, on February 12, 2018, Council approved a 2018 Tax Supported Operating Budget of \$11.122 billion gross and \$4.176 billion net. Before pending budget adjustments in this report, the 2018 Operating Budget for City Tax and Rate Programs and Agencies is currently \$12.917 billion gross and \$4.110 billion net.

City Council, at its meeting of June 26-28th, 2018, adopted a recommendation in the Operating Variance Report for the Three Months ended March 31st, 2018 that Heads of City Divisions and Agencies projecting year-end unfavorable variances must implement mitigation strategies effective immediately in conjunction with the Interim Chief Financial Officer.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.33>

Dashboard Approach

The "alert" symbols: "R, Y, G" indicate whether the variance is "over", "under" or "on budget" for year-to-date results as well as for projected year-end gross and net expenditures. The "alert" Green, Yellow or Red indicators measure the percentage of the variance from budget with the criteria included in the legend in Figure 1 below. Appendix G includes dashboards and respective narratives explaining individual variances for each City Program and Agency for the five months ended May 31, 2018 as well as projections to year-end.

COMMENTS

The year-to-date favourable variance for Tax Supported Programs and Agencies is \$124.167 million net or 7.6% of the 2018 Approved Operating Budget. After isolating Toronto Building's favourable year-to-date variance of \$10.800 million net, Tax Supported Programs and Agencies adjusted variance to May 31, 2018 is \$113.367 million net.

Figure 1: Tax Supported Expenditure Variance Dashboard (\$ Millions)

	May 31, 2018 Over/(Under)			Projected Y/E 2018 Over/(Under)		
	Gross	Net	Alert	Gross	Net	Alert
Citizen Centred Services "A"	(75.4)	(17.9)	Ⓒ	23.8	23.6	Ⓓ
Citizen Centred Services "B"	(17.4)	(40.0)	Ⓒ	(49.5)	(35.9)	Ⓒ
Internal Corporate Services	(12.6)	(7.2)	Ⓒ	(13.8)	(1.2)	Ⓒ
Chief Financial Officer	(2.2)	(2.4)	Ⓒ	(4.8)	(2.3)	Ⓒ
City Manager	1.7	(0.0)	Ⓒ	1.5	(0.7)	Ⓒ
Other City Programs	(2.0)	(1.3)	Ⓒ	(4.3)	(0.8)	Ⓒ
Council Appointed Programs	(0.2)	(0.2)	Ⓒ	0.0	0.0	Ⓒ
Total - City Operations	(108.1)	(69.1)	Ⓒ	(47.2)	(17.2)	Ⓒ
Total - Agencies	(28.6)	(19.6)	Ⓒ	(21.2)	(3.3)	Ⓒ
Total - Corporate Accounts	(0.8)	(35.5)	Ⓒ	(2.1)	(4.1)	Ⓒ
Total Variance	(137.5)	(124.2)	Ⓒ	(70.5)	(24.5)	Ⓒ
Less: Toronto Building	(1.7)	(10.8)	Ⓒ	(3.3)	(26.3)	Ⓒ
Adjusted Variance	(135.9)	(113.4)		(67.2)	1.7	
(Legend for City Programs & Agencies)						
Year-to-Date Net Variance	Ⓒ	85% to 105%	Ⓐ	0% to 85%	Ⓓ	>105%
Year-End Net Variance	Ⓒ	<=100%	Ⓐ	>100%	Ⓓ	

Based on the five month results, Tax Supported Programs and Agencies are projecting a net favourable year-end variance of \$24.548 million or 0.6% of the 2018 Approved Operating Budget. After allocating the projected \$26.252 million net revenue at year-end to the Building Code Act Service Improvement Reserve Fund, the year-end unfavourable variance for Tax Supported Programs and Agencies is projected to be \$1.704 million net. This projected year-end result does not take into account any additional allocations of surplus funds to reserves directed by City Council such as the Development Application Review Reserve Fund. Doing so would further increase the projected net unfavourable variance at year-end.

Appendices A, B and C provide detailed five month results and projections to year-end by Program and Agency, for the net expenditures, gross expenditures and revenues, respectively. Appendices D and E provide a detailed variance between the complement and strength for the five months ended May 31, 2018 and year-end projections. Appendix F details the recommended in-year budget adjustments to the 2018 Approved Operating Budget.

City Operations

As of May 31, 2018, City Operations reported a favourable gross expenditure variance of \$108.127 million or 5.3% and a revenue shortfall of \$39.045 million or 3.3%, resulting in a favourable net variance of \$69.082 million or 8.0%. The key drivers of this year-to-date favourable net variance are:

- A favourable year-to-date variance in Court Services of \$2.083 million net or 44.1% due to hiring delays and higher than budgeted revenue.
- Underspending in Parks, Forestry & Recreation of \$14.626 million net is primarily driven by underspending in salaries and benefits due to delays in the hiring hard-to-fill job classifications including the seasonal skilled labour requirements.
- Higher than planned revenue in City Planning of \$5.766 million net due to higher than planned volume of applications to the Committee of Adjustment and development application fees for projects in the South, North and West districts.
- A favourable year-to-date variance in Fire Services of \$3.015 million net or 1.7% is mainly driven by higher than planned false alarm fee revenues and HUSAR funding from the Province that has not been spent to date.
- A favourable variance in Municipal Licensing & Standards of \$4.091 million net or 62.4% primarily in salaries and benefits as a result of vacant positions, and over achieved revenue from higher than planned PTC (Private Transportation Company) applications, trip fees, and higher volume for license & permit activity.
- A favourable variance of \$2.428 million net or 55.6% in Engineering and Construction Services in salaries and benefits due to vacant positions, and higher than planned revenue from full stream application fees due to increased volume of applications from utility companies.
- Higher than planned revenue in Toronto Building of \$10.800 million net due to increased volume of building permit application activity.
- An under expenditure in Transportation Services of \$13.669 million net or 14.0% as a result of lower costs for contracts, road and bridge materials, under-spending in salaries and benefits due to vacant positions and higher than planned revenue from right-of-way, boulevard parking permit fees and street occupation application fees as a result of higher than anticipated construction activity.
- Under-spending in Facilities, Real Estate, Environment & Energy of \$5.614 million net or 14.3% due to global adjustment on hydro rates, and under expenditure in salaries and benefits as a result of staffing delays and implementation of the new Facilities Management service delivery model.

In total, City Operations is projecting a year-end gross expenditure favourable variance of \$47.185 million or 0.8% that is partially offset by a revenue shortfall of \$29.993 million or 0.9%. As a result, the year-end favourable net variance is forecasted to be \$17.192 million. The key drivers of the projected favourable net variance include:

- A favourable variance in Court Services of \$3.248 million net as a result of underspending in salaries and benefits from delays in hiring and higher than budgeted revenue related to a revised average payment amount per charge filed.
- An over expenditure in Toronto Paramedic Services of \$1.318 million net due to higher overtime expenditures resulting from anticipated increase in call demand, over spending in salaries and benefits costs due to legislative changes, Bill 148, and WSIB costs associated with Bill 163 for new "Chronic Mental Stress Policy".
- An over-spending in Parks, Forestry & Recreation of \$3.615 million net as a result of the parks & recreation permit and user fee revenue shortfall, and majority of this unfavourable variance is attributed to the pressure from Bill 148 related to minimum wage increase, extended maternity leave and personal emergency leave day's provision.
- An unfavourable year-end projection in Shelter, Support and Housing Administration of \$22.119 million or 4.9% from overspending in Hostel Services for emergency shelter and motel beds as the City continues to experience strong demand for shelter services based on the assumption that the average refugee population in the City's emergency shelter facilities will plateau at the current rate of 41%.
- An unfavourable variance in Fire Services of \$4.740 million or 1.0% due to overspending for WSIB awards, which now provide compensation for 3 additional cancers in the presumptive legislative for a total of 17 cancers.
- Consistent with the Program's year-to-date experience, City Planning is projecting higher than budgeted revenue of \$6.800 million net to year-end, based on the continuation of higher than budgeted application volumes and associated development application fee revenue.
- A favourable year-end forecast in Municipal Licensing & Standards of \$5.016 million or 25.0% net due to under spending in salaries and benefits from vacant positions and higher than budgeted revenue from higher than budgeted Private Transportation Company (PTC) applications.
- A favourable variance in Engineering & Construction Services of \$2.216 million primarily driven by under-spending in salaries and benefits from vacant positions and higher than budgeted revenue from full stream application fees due to increased volume of applications from utility companies.

- The continued trend in building application permit activity, resulting in overachieved revenue and a favourable year-end projection of \$26.252 million net in Toronto Building, to be contributed to the Building Code Act Service Improvement Reserve Fund.

Agencies

As of the five months ended on May 31, 2018, Agencies reported a favourable gross expenditure variance of \$28.578 million or 1.9%, and under-achieved revenue of \$9.018 million or 1.3%, which resulted in a favourable net variance of \$19.560 million or 2.4%.

- An under-expenditure of \$16.284 million net in Toronto Transit Commission - Conventional Service was primarily driven by lower than planned PRESTO adoption rate and associated transaction costs, costs for utilities, departmental material expenditures, labour and employee benefits. An increase in the average fare has been noticed as a result of customers switching from pass-based fare media to single-ride fare media, particularly PRESTO e-purse.
- Toronto Transit Commission - Wheel Trans Service's under-spending of \$4.878 million net or 8.2% on contracted services resulting from lower than anticipated customer journeys.
- An unfavourable year-to-date variance of \$1.583 million net in Toronto Police Service due to increased use of premium pay to meet policing requirements as a result of the reduced staffing levels and recent high profile cases as well as an increased need to hire additional Communications Operators to ensure the ability to deliver emergency call centre services within the acceptable response times.

Agencies are projecting a year-end gross under-expenditure of \$21.193 million or 0.6% and revenue shortfall of \$17.914 million or 1.0%, resulting in a net favourable variance of \$3.278 million.

- Toronto Transit Commission - Conventional Service is projecting a net \$0 variance for year-end due to \$14.0 million stabilization reserve draw not being required this year as a result of under spending in utility costs and employee benefits.
- Toronto Transit Commission - Wheel - Trans Service is projecting a favourable year-end variance of \$7.520 million net or 5.2% as a result of fewer customer journeys than budgeted. The anticipated ridership expected to arise from revised legislative eligibility requirements has not materialized which will result in under-expenditures.
- The unfavourable trend in Toronto Police Services is expected to continue through to year-end and is driven by the higher than planned use of premium pay spending for uniformed officers to meet services demands and the increase in

Communications Operators, expected to remain through to year-end to meet the standard call centre response times, which is expected to result in an unfavourable year-end projection of \$3.800 million net.

Corporate Accounts

As of May 31, 2018, Corporate Accounts experienced a cumulative gross under-expenditure of \$0.820 million or 0.2% and over-achieved revenue of \$34.706 million or 6.3%, which resulted in a favourable net variance of \$35.526 million. The following key drivers have contributed to the year-to-date favourable variance:

- An over-expenditure in Tax Deficiencies / Writeoffs of \$2.908 million due to the number of appeals being higher than planned for this reporting period.
- Lower than planned issuance of Tax Increment Equivalent Grants of \$3.219 million. The estimate for taxation years 2017 and prior was \$0.600 million less than the provision and the estimate for taxation year 2018 was \$2.600 million less than budget.
- An under-expenditure in Parking Tag Enforcement & Operations expenses of \$1.021 million net due to Parking Enforcement Officer vacancies and lower than budgeted tribunal member honorarium costs resulting from lower hearings being requested.
- Underachieved revenue in the Payments in Lieu of Taxes account of \$1.437 million as a result of a higher number of appeals and associated assessment during this reporting period.
- Higher than planned Interest / Investment Earnings revenue of \$13.234 million net primarily due to earlier investment income realization compared to plan. The revenue target for the five months was anticipated to be lower with an increase in investment income in the second half of the year.
- Over-achieved Municipal Land Transfer Tax revenue of \$18.429 million net due to higher than planned non-residential activity in March that partially offset a revenue shortfall in following months. Overall, year-to-date Municipal Land Transfer Tax revenue is lower compared to the same period in 2017.
- Higher than planned revenue from Municipal Accommodation Tax of \$2.149 million that is primarily driven by hotel tax, the short-term rental revenue is being delayed due to pending appeals.

The projected year-end gross under-expenditure of \$2.132 million or 0.1% combined with \$1.946 million or 0.1% in higher than budgeted revenue, is anticipated to result in a net favourable variance of \$4.077 million by year-end.

- The number of appeals and associated assessments are projected to continue to year-end with higher than budgeted Tax Deficiencies / Writeoffs which will result in an unfavourable variance of \$6.722 million.
- The trend in under-spending in Tax Increment Equivalent Grant (TIEG) is expected to continue until year-end which will result in a favourable variance of \$7.726 million net with the estimate for taxation years 2017 and prior to be \$1.400 million less than the provision and the estimate for taxation year 2018 is estimated to be \$6.300 million less than budget.
- Over achieved year-end Dividend Income of \$3.900 million due to higher Toronto Hydro earnings realized in 2017.
- An unfavourable year-end Parking Authority Revenue projection of \$3.650 million net primarily due to earlier than planned closure of surface parking lots, increased discounts provided in support of the King Street Transit Pilot, lower customer transaction volume, and delay in identification of and negotiation with new sponsors for the Bike Share Program.
- Continued trend of higher than budgeted Municipal Accommodation Tax revenue of \$2.806 million is expected at year-end that is driven by receipt of the City's hotel tax, short-term revenue is being delayed due to pending appeals and is not expected to materialize in 2018.

Rate Programs

As per Figure 2 below, Rate Programs reported an under-expenditure of \$15.032 million gross or 3.0% and over-achieved revenue of \$22.098 million or 3.2%, which resulted in a favourable net variance of \$37.130 million.

Figure 2: Rate Supported Expenditure Variance Dashboard (\$ Millions)

	May 31, 2018 Over/(Under)			Projected Y/E 2018 Over/(Under)		
	Gross	Net	Alert	Gross	Net	Alert
Solid Waste Management Services	(4.2)	(4.9)	Ⓞ	(1.0)	7.2	Ⓡ
Toronto Parking Authority	(3.0)	1.0	Ⓞ	(3.0)	4.2	Ⓡ
Toronto Water	(7.8)	(33.2)	Ⓞ	(15.8)	(27.6)	Ⓞ
Total Variance	(15.0)	(37.1)	Ⓞ	(19.8)	(16.2)	Ⓞ
(Legend for Rate Programs)						
Year-to-Date Net Variance	Ⓞ	<=100%		Ⓡ	>100%	
Year-End Net Variance	Ⓞ	<=100%		Ⓡ	>100%	

Collectively, Rate Supported Programs are projecting a net favourable year-end variance of \$16.172 million. It is primarily driven by Toronto Water as a result of under-spending in salaries and benefits due to vacant positions, lower than anticipated hydro rates and usage efficiencies from process changes at wastewater treatment plants and a one-time compensation from 3rd party for damages related to a previously completed

capital project. The favourable variance in Toronto Water fully offsets year-end revenue loss projection in Solid Waste Management Services and Toronto Parking Authority.

- Lower than budgeted revenue in Solid Waste Management Services of \$7.194 million net as a result of changing global market conditions for demand and price of recyclable materials.
- Lower than budgeted revenue in Toronto Parking Authority of \$4.235 million net as a result of a decrease in on-street and off-street parking revenues experienced mainly in the downtown area due to earlier than planned closure of surface parking lots, increased discounts provided in support of the King Street Transit Pilot, and lower customer transaction volume. The anticipated sponsorship identification and negotiation for Bike Share Program will not be completed by year-end.

Approved Complement

At the end of May 31, 2018, the City reported a strength of 51,829 operating and capital positions, representing a vacancy rate for operating (service delivery) positions, after approved gapping of 1.9%. The year-end projected strength is forecasted to be 53,377 positions (capital and operating), reflecting full complement for operating (service delivery) positions, after accounting for budgeted gapping.

Figure 3: Approved Complement and Strength (Includes Capital and Operating Positions) Comparison

Approved Complement and Strength Comparison (Includes Capital and Operating Positions)										
Program/Agency	May 31, 2018					Year-End Projections				
	Approved Complement	Strength	Vacancies	Vacancy %	Operating Vacancy After Gapping	Approved Complement	Strength	Vacancies	Vacancy %	Operating Vacancy After Gapping
Citizen Centred Services "A"	13,031.9	12,564.5	(467.4)	3.6%	1.2%	13,031.9	12,800.2	(231.7)	1.8%	0.0%
Citizen Centred Services "B"	6,520.3	6,112.3	(408.0)	6.3%	2.7%	6,520.3	6,303.4	(216.9)	3.3%	0.0%
Internal Corporate Services	2,250.1	1,910.5	(339.6)	15.1%	7.7%	2,250.1	2,015.1	(235.0)	10.4%	3.8%
Chief Financial Officer	782.7	673.7	(109.0)	13.9%	9.8%	782.7	752.7	(30.0)	3.8%	0.2%
City Manager's Office	450.0	408.0	(42.0)	9.3%	3.0%	450.0	421.0	(29.0)	6.4%	0.0%
Other City Programs	828.1	780.1	(47.9)	5.8%	2.3%	831.1	816.1	(14.9)	1.8%	0.0%
Accountability Offices	59.3	59.0	(0.3)	0.4%	0.4%	59.3	59.0	(0.3)	0.4%	0.4%
Total City Operations	23,922.3	22,508.1	(1,414.2)	5.9%	2.5%	23,925.3	23,167.6	(757.7)	3.2%	0.2%
Agencies	28,070.0	26,043.6	(2,026.4)	7.2%	0.7%	27,783.1	26,809.5	(973.7)	3.5%	0.0%
Corporate Accounts	406.0	350.0	(56.0)	13.8%	13.8%	406.0	403.0	(3.0)	0.7%	0.7%
Total Levy Operations	52,398.4	48,901.8	(3,496.6)	6.7%	1.7%	52,114.4	50,380.1	(1,734.4)	3.3%	0.0%
Rate Supported Programs	3,206.9	2,927.4	(279.5)	8.7%	4.9%	3,206.9	2,996.5	(210.3)	6.6%	2.9%
Grand Total	55,605.2	51,829.2	(3,776.1)	6.8%	1.9%	55,321.3	53,376.6	(1,944.7)	3.5%	0.0%

Appendices D and E provide a detailed overview of the approved operating and capital complement, and strength for the five months ended May 31, 2018 as well as projections to year-end.

City Operations

Year-to-date, City Operations reported a strength of 22,508, resulting in 1,414 positions below the approved complement of 23,922 positions. The vacancy rate for operating (service delivery) positions, after approved gapping, was 2.5%. The key Program areas which contributed to the operating vacancy rate were: Facilities, Real Estate, Environment & Energy, Transportation Services, Shelter, and Support & Housing Administration.

The year-end projection for City Operations is forecasted to be 23,168 positions, or 758 positions under the approved complement of 23,925 positions. After approved gapping, the vacancy rate for operating (service delivery) positions is 0.2%

Agencies

The year-to-date strength reported by Agencies was 26,044 positions which is 2,026 positions below the approved complement of 28,070 positions. After approved gapping, the vacancy rate for operating positions is 0.7%.

The year-end strength projection for Agencies is anticipated to be 26,810 positions, or 974 positions below the approved complement of 27,783 positions. It represents full complement after taking into account the approved gapping for operating positions.

Rate Supported Programs

As of May 31, 2018, Rate Supported Programs reported a strength of 2,927 positions, which is 280 positions under the approved complement of 3,207 positions. The vacancy rate for operating positions, after approved gapping, is 4.9% which is primarily driven by Toronto Water and Solid Waste Management Services.

Rate Supported Programs are forecasting a strength of 2,997 positions by year-end, which is 210 positions under the approved complement of 3,207 positions. After approved gapping, the projected vacancy rate for operating positions is expected to be at 2.9%.

Budget Adjustments

City Council approval is required for the in-year budget adjustments detailed in Appendix F. These recommended adjustments do not impact the 2018 Approved Net Operating Budget. The major adjustments are outlined below.

Parks, Forestry & Recreation

Deferral of capital positions for the Registration, Permitting & Licensing Project

At its meeting on June 26, 2018, City Council adopted the EX35.35 Project Cost Adjustments and Deferrals / Accelerations to the Parks, Forestry and Recreation 2018 Capital Budget and 2019-2027 Capital Plan (Second Quarter) approving the deferral of \$2.023 million of 2018 cashflow to 2019 to adjust for schedule delays with IT capital projects including the Enterprise Work Management System and the Permitting, Licensing and Registration system caused by a delay with the procurement process and delays with the timing of the contract. Given the delays with the project, the related capital delivery positions were not hired.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX35.35>

In addition to the \$2.023 million salary and benefit reduction required as a result of the above deferral, Parks, Forestry and Recreation requires an additional reduction of \$1.667 million to adjust for the balance of capital delivery positions that will remain vacant for majority of the year due to unforeseen delays for a total of \$3.690 million. This magnitude of underspending in salaries and benefits if not reduced, results in the improper representation of variances related to the Operating budget. A technical adjustment of \$3.690 million to reduce capital salaries and benefits along with the corresponding capital recovery reduction, for a net 0 impact is requested in order to normalize the annual variances related to ongoing service level delivery.

Multiple Programs

Transfer of Approved Funding Provision for Bill 148 Minimum Wage Impacts for Toronto Zoo, Toronto Public Library, Parks, Forestry & Recreation, and Toronto Police

At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895 million in the Non-Program Expenditure account to cover the net costs to the City based on this report.

The following City Programs and Agencies were identified to have an immediate financial impact from the legislative change and amendment to Ontario's Employment Standards Act, 2000 and Labour Relations Act, 1995 adopted by the provincial government in the Fair Workplaces, Better Jobs Act, 2017 (Bill 148): Toronto Zoo, Toronto Public Library, Parks, Forestry & Recreation, and Toronto Police. The in-year request is seeking authority to allocate and transfer the \$1.895 million provision associated with Bill 148 to the respective City Programs and Agencies.

City Manager's Office

Transit Expansion

- *Conversion of positions from temporary to permanent*

It is recommended that the City Manager's office convert 7 temporary positions, to be funded from the Corporate Initiatives Transit Expansion Capital project, to permanent positions. These permanent positions are required to provide intergovernmental, policy and decision-support with respect to the transit program which includes City Council's transit expansion program and intergovernmental funded capital projects. The positions will be comprised of; 1 Director, 2 Senior Corporate Management Policy Consultants, 3 Corporate Management Policy Consultants and 1 Research Associate. This is an on-going program of work that is not temporary in nature. Therefore, retaining experienced and knowledgeable full time staff is essential. The City Manager's Office has had difficulty attracting and retaining staff with the required expertise and experience. Converting the positions to permanent will help to address this challenge, and better position Strategic & Corporate Policy to deliver on Council priorities.

- *Temporary Transit Expansion Project Office*

In accordance with previous reporting and City Council direction, a new organizational model within the City is required to enhance coordination over the transit expansion program. City Council has directed staff to review the feasibility of establishing a function with dedicated resources to support the coordination, analysis and implementation of City Council's priority transit expansion projects (EX16.1). To undertake this work a temporary transition team is required to work with internal divisional stakeholders and the TTC. This team will lead the development of the new organizational model, including assessing options, developing required business processes, and supporting the future implementation and change management processes to transition to a new organizational model.

Multiple Programs

Temporary Housing Project Office

The newly established Temporary Housing Project Office will assess how best to support an organizational structure that better coordinates and integrates the full spectrum of housing requirements in Toronto including: homeless prevention; shelter services; supportive, transitional, and social housing; as well as seniors' housing and affordable housing. The Office will also examine and review how best to support Standing Committee on Housing, and assist in the development of a 10-year housing plan to strengthen service system planning and management across the spectrum of housing programs. The 2 temporary positions will be added for a year to undertake this work with funding from the Innovation Reserve Fund and as a contribution from Long-Term Care Homes & Services and Shelter, Support and Housing Administration.

Transportation Services

Management of Contaminated Lands to be Conveyed to the City

The City often requires a land development applicant to convey lands, deemed contaminated, to the City for new roads and road widenings. At its meeting of February 10, 2015, City Council adopted a new policy for such purposes (PW1.6 – 'Policy of Accepting Potential Contaminated Lands to be Conveyed to the City Under the Planning Act'). In addition, the City is required to manage the approval, decommissioning and indemnity agreements of monitoring wells in the right-of-way, that monitor air, soil and groundwater quality with respect to the migration of contaminants of concern from adjacent development. This request increases the 2018 Operating Budget for Transportation Services by \$127,137 gross, \$0 net, and a technical trainee position (0.5 FTE), fully funded by the Management of Contaminated Lands RF (XR3404). The funding will be used for consultant services and the technical trainee position for the management, inspection and maintenance of lands deemed contaminated and subject to the Ministry of Environment and Climate Change (MOECC) Certificate of Property Use (CPU) Requirements or Director's Order and/or Technical Standards and Safety Authority (TSSA) Requirements.

Shelter, Support & Housing Administration

Addition of 5 Capital Delivery positions for Shelter Infrastructure Plan

An adjustment to increase SSHA's 2018 Approved Operating budget by \$0.316 million gross, \$0 net, with an additional \$0.336 million in 2019 annualized cost, fully funded from SSHA's 2018 - 2027 Capital Budget and Plan (CHS044-1000 Shelter beds) to support the creation of 5 temporary Capital Delivery positions required for the delivery of SSHA's 2019 Shelter Infrastructure Plan which includes the addition of 1,000 new shelter beds to the City's Emergency Shelter system over a 3-year period commencing in 2018. The positions will be in place for the duration of the project with funding of \$1.639 million for a 3-year period.

Shelter, Support & Housing Administration

Addition of 13 temporary positions for Central Intake Call Center

Adjustment to increase SSHA's 2018 Approved Operating Budget and complement by \$0.616 million gross, \$0 net and 13 temporary positions, with an additional \$0.632 million in 2019 annualized cost, fully funded from Social Housing Stabilization Reserve (XQ1106). This Adjustment will support the expansion and enhancement of SSHA's Central Intake Call Center to accommodate increased call volumes resulting from the sustained increase in demand for emergency shelter services and is recommended by the City's Ombudsman's report. The new positions are planned to expire in December 2020 requiring funding commitment of \$3.419 million from the Social Housing Stabilization Reserve (XQ1106).

Toronto Transit Commission

One-time recovery from Metrolinx

The recommendation to accept the funds and transfer to the TTC's stabilization reserve has been included in the Recommendation section of this report. The Metrolinx regional terminal, Kipling Mobility Hub, is being built in part on TTC's current owned commuter parking lot at Kipling station. A replacement commuter parking lot will be constructed by Metrolinx on hydro right of way lands. Going forward TTC will be responsible for paying an annual hydro lease fee for this land. In recognition of the added costs, Metrolinx is providing \$6.900 million in one-time compensation to TTC.

Utility Costs

Tax and Rate Supported Operations reported actual utility costs of \$76.293 million resulting in an under expenditure of \$15.908 million or 17.3% compared to the plan for the five months. The year-to-date under expenditures in utilities were primarily experienced by Transportation Services, Facilities, Real Estate, Environment & Energy, Transportation Services, Toronto Transit Commission - Conventional service and Toronto Water. The favourable year-to-date variance in utility costs is primarily due to lower hydro rate in the first five months of the year and change in utility billing practices with the new billing system.

Tax and Rate Supported Operations are projecting an overall under-expenditure in utility costs of \$5.882 million or 2.5% by year-end, primarily driven by Toronto Water as a result of lower than anticipated hydro rates and efficiencies in hydro and water. Similarly, Toronto Transit Commission – Conventional Service is projecting under spending on utility costs due to lower than forecasted rates and consumption.

Consulting Costs

Tax and Rate Supported Operations reported actual year-to-date consulting costs of \$2.071 million, reflecting an under-expenditure of \$0.089 million or 4.1%. The year-end favourable variance projection of \$0.095 million is consistent with year-to-date results. These are sole-sourced consulting contracts greater than \$7,500 which City Council directed staff to report on a quarterly basis.

Donations

The City Donations Policy delegates receipt of donations under \$50,000 to Division Heads and also requires that donations be reported as part of the quarterly variance process. As set out in Figure 4 below, the City received \$0.093 million between April and May of 2018.

Figure 4: Summary of Donations Received Less than \$50,000

Donor	Amount (\$000's)	Purpose
Economic Development And Culture		
Gibson House, PWYC/General Cash/From the Box	0.10	General
Montgomery's Inn, PWYC/General Cash/From the Box	5.06	General
Montgomery's Inn, Individual Donor	0.37	Memorial Gift
Fort York, PWYC/General Cash/From the Box	0.31	General
Mackenzie House, PWYC/General Cash/From the Box	0.36	General
Mackenzie House, Individual Donor	0.54	General
Spadina House, General Cash (Yoga Event)	0.36	General
Spadina House, General Cash/From the Box	0.24	General
Scarborough, PWYC/General Cash/From the Box	0.68	General
Market Gallery, General Cash/From the Box	1.36	General
Nuit Blanche	2.00	General
Assembly Hal	0.85	General
<i>Sub-Total</i>	<i>12.24</i>	
Parks, Forestry And Recreation		
Equitas	2.50	Youth Action Project
Individual Donor	0.31	Anonymous
Beaches Recreation Centre Advisory Council	0.50	Community Youth Event
<i>Sub-Total</i>	<i>3.31</i>	
Shelter, Support & Housing Administration		
Individual Donor	0.05	Use for Shelters
<i>Sub-Total</i>	<i>0.05</i>	
Municipal Licensing & Standards		
Individual Donors	43.50	Care and services related to animals
<i>Sub-Total</i>	<i>43.50</i>	
Toronto Police Service		
Individual Donor	2.00	Police Dog Services
Deloitte	5.00	Sex Crimes Seminar
Individual Donor	0.50	General
<i>Sub-Total</i>	<i>7.50</i>	
Heritage Toronto		
Toronto Community Foundation	10.00	Program Related
Individual Donors	16.12	Program Related
<i>Sub-Total</i>	<i>26.12</i>	
Grand Total	92.71	

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SIGNATURE

Joe Farag
Interim Chief Financial Officer

ATTACHMENTS

Appendix A – City of Toronto Net Expenditures for Five Months Ended May 31, 2018
Appendix B – City of Toronto Gross Expenditures for Five Months Ended May 31, 2018
Appendix C – City of Toronto Revenues for Five Months Ended May 31, 2018
Appendix D – Approved Complement for Five Months Ended May 31, 2018
Appendix E – Approved Complement Projections for 2018 Year-End
Appendix F – Recommended Budget Adjustments
Appendix G – Operating Dashboards for City Programs and Agencies

Appendix A

CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE FIVE MONTHS ENDED MAY 31, 2018 (\$000s)

	May 31, 2018				December 31, 2018			
	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	473.1	346.8	(126.2)	-26.7%	1,170.1	1,120.1	(50.0)	-4.3%
Children's Services	20,116.6	20,116.6	(0.0)	0.0%	82,690.5	82,690.5	0.0	0.0%
Court Services	(4,723.2)	(6,805.8)	(2,082.6)	44.1%	1,640.2	(1,608.2)	(3,248.4)	-198.0%
Economic Development & Culture	34,324.5	34,262.7	(61.8)	-0.2%	69,578.2	69,578.2	(0.0)	0.0%
Toronto Paramedic Services	25,565.2	25,140.4	(424.8)	-1.7%	73,873.1	75,191.4	1,318.3	1.8%
Long Term Care Homes and Services	5,048.0	4,799.1	(248.8)	-4.9%	47,376.1	47,312.0	(64.1)	-0.1%
Parks, Forestry & Recreation	116,507.8	101,881.9	(14,625.9)	-12.6%	322,115.7	325,730.7	3,615.0	1.1%
Shelter, Support & Housing Administration	185,264.8	185,276.3	11.5	0.0%	455,367.1	477,485.8	22,118.7	4.9%
Social Development, Finance & Administration	12,017.4	11,702.4	(315.0)	-2.6%	39,531.0	39,451.2	(79.8)	-0.2%
Toronto Employment & Social Services	24,479.5	24,479.5	0.0	0.0%	90,516.5	90,516.5	0.0	0.0%
Sub-Total Citizen Centred Services "A"	419,073.6	401,199.9	(17,873.7)	-4.3%	1,183,858.5	1,207,468.2	23,609.6	2.0%
Citizen Centred Services "B"								
City Planning	3,424.0	(2,341.5)	(5,765.5)	-168.4%	15,287.2	8,487.6	(6,799.6)	-44.5%
Fire Services	180,566.8	177,551.6	(3,015.2)	-1.7%	461,659.1	466,398.6	4,739.5	1.0%
Municipal Licensing & Standards	6,552.4	2,461.0	(4,091.4)	-62.4%	20,064.4	15,048.7	(5,015.6)	-25.0%
Policy, Planning, Finance and Administration	3,152.1	2,948.1	(204.0)	-6.5%	9,098.6	8,867.4	(231.2)	-2.5%
Engineering and Construction Services	4,367.6	1,939.7	(2,427.9)	-55.6%	4,081.4	1,865.3	(2,216.1)	-54.3%
Toronto Building	(5,249.8)	(16,050.2)	(10,800.4)	205.7%	(10,693.7)	(36,945.2)	(26,251.5)	245.5%
Transportation Services	97,588.1	83,919.3	(13,668.9)	-14.0%	224,820.6	224,714.6	(106.0)	0.0%
Sub-Total Citizen Centred Services "B"	290,401.2	250,427.9	(39,973.3)	-13.8%	724,317.6	688,437.0	(35,880.6)	-5.0%
Chief Financial Officer								
Office of the Chief Financial Officer	4,610.0	3,976.7	(633.3)	-13.7%	10,202.2	9,256.3	(945.9)	-9.3%
Office of the Treasurer	12,457.7	10,669.3	(1,788.4)	-14.4%	28,066.7	26,725.6	(1,341.1)	-4.8%
Sub-Total Chief Financial Officer	17,067.7	14,646.0	(2,421.7)	-14.2%	38,268.9	35,981.9	(2,287.0)	-6.0%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	39,352.0	33,738.4	(5,613.7)	-14.3%	71,699.4	71,443.1	(256.4)	-0.4%
Fleet Services	(854.3)	(725.2)	129.0	-15.1%	(129.7)	(0.0)	129.7	-100.0%
Information & Technology	40,772.1	39,229.2	(1,542.9)	-3.8%	76,423.3	75,415.1	(1,008.2)	-1.3%
311 Toronto	4,319.9	4,107.4	(212.5)	-4.9%	9,920.5	9,904.1	(16.4)	-0.2%
Sub-Total Internal Corporate Services	83,589.8	76,349.7	(7,240.0)	-8.7%	157,913.5	156,762.3	(1,151.2)	-0.7%
City Manager								
City Manager's Office	17,483.6	17,440.7	(42.9)	-0.2%	48,650.1	47,992.6	(657.4)	-1.4%
Sub-Total City Manager	17,483.6	17,440.7	(42.9)	-0.2%	48,650.1	47,992.6	(657.4)	-1.4%
Other City Programs								
City Clerk's Office	11,737.3	11,182.6	(554.8)	-4.7%	32,846.3	32,746.3	(100.0)	-0.3%
Legal Services	10,669.9	9,758.5	(911.4)	-8.5%	19,209.1	18,208.9	(1,000.2)	-5.2%
Mayor's Office	802.8	822.8	20.0	2.5%	2,251.0	2,251.0	0.0	0.0%
City Council	7,530.8	7,692.6	161.8	2.1%	20,471.4	20,746.4	275.0	1.3%
Sub-Total Other City Programs	30,740.9	29,456.5	(1,284.4)	-4.2%	74,777.8	73,952.5	(825.2)	-1.1%
Accountability Offices								
Auditor General's Office	2,230.5	2,078.1	(152.4)	-6.8%	6,444.9	6,444.9	0.0	0.0%
Integrity Commissioner's Office	180.1	182.0	1.9	1.1%	511.7	511.7	0.0	0.0%
Lobbyist Registrar's Office	423.9	398.4	(25.5)	-6.0%	1,189.6	1,189.6	0.0	0.0%
Ombudsman's Office	690.8	620.9	(69.9)	-10.1%	1,912.3	1,912.3	0.0	0.0%
Sub-Total Council Appointed Programs	3,525.3	3,279.4	(245.9)	-7.0%	10,058.4	10,058.4	0.0	0.0%
TOTAL - CITY OPERATIONS	861,882.0	792,800.2	(69,081.9)	-8.0%	2,237,844.8	2,220,652.9	(17,191.9)	-0.8%

Appendix A

CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE FIVE MONTHS ENDED MAY 31, 2018 (\$000s)

	May 31, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Agencies								
Toronto Public Health	16,970.8	16,961.5	(9.3)	-0.1%	63,185.3	63,184.0	(1.3)	0.0%
Toronto Public Library	75,953.1	75,575.1	(378.0)	-0.5%	182,283.1	182,283.2	0.0	0.0%
Association of Community Centres	3,386.8	3,309.6	(77.3)	-2.3%	7,972.2	7,988.6	16.4	0.2%
Exhibition Place	271.1	(186.5)	(457.5)	-168.8%	(150.0)	(150.0)	0.0	0.0%
Heritage Toronto	176.2	158.8	(17.4)	-9.9%	422.9	422.9	(0.0)	0.0%
Theatres	2,196.8	2,672.0	475.2	21.6%	5,274.5	5,274.5	0.0	0.0%
Toronto Zoo	6,655.7	7,450.4	794.7	11.9%	12,082.8	12,483.8	401.0	3.3%
Arena Boards of Management	(255.7)	(527.9)	(272.2)	106.4%	30.6	96.5	65.9	215.3%
Yonge Dundas Square	224.2	184.4	(39.8)	-17.8%	0.0	(40.8)	(40.8)	n/a
CreateTO	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Toronto & Region Conservation Authority	1,520.3	1,520.3	0.0	0.0%	3,650.3	3,650.3	0.0	0.0%
Toronto Transit Commission - Conventional	240,604.2	224,320.6	(16,283.6)	-6.8%	578,841.8	578,841.8	0.0	0.0%
Toronto Transit Commission - Wheel Trans	59,610.3	54,732.2	(4,878.1)	-8.2%	143,424.1	135,904.6	(7,519.5)	-5.2%
Toronto Police Service	401,234.2	402,817.5	1,583.3	0.4%	996,325.5	1,000,125.5	3,800.0	0.4%
Toronto Police Services Board	747.7	747.7	0.0	0.0%	2,309.1	2,309.1	0.0	0.0%
TOTAL - AGENCIES	809,295.7	789,735.7	(19,560.0)	-2.4%	1,995,652.3	1,992,373.9	(3,278.4)	-0.2%
Corporate Accounts								
Capital Financing - Capital from Current	117,637.9	117,637.9	0.0	0.0%	353,462.2	353,462.2	0.0	0.0%
Technology Sustainment	4,977.9	4,977.9	0.0	0.0%	19,911.6	19,911.6	0.0	0.0%
Debt Charges	97,585.5	96,801.7	(783.7)	-0.8%	556,041.5	556,041.5	0.0	0.0%
Capital & Corporate Financing	220,201.3	219,417.6	(783.7)	-0.4%	929,415.3	929,415.3	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	36,829.0	39,736.6	2,907.6	7.9%	82,607.4	89,329.8	6,722.4	8.1%
Tax Increment Equivalent Grants (TIEG)	15,424.5	12,205.5	(3,219.0)	-20.9%	37,018.8	29,293.2	(7,725.6)	-20.9%
Assessment Function (MPAC)	22,020.0	21,927.5	(92.5)	-0.4%	44,040.0	43,855.1	(184.9)	-0.4%
Funding of Employee Related Liabilities	17,731.5	17,731.5	0.0	0.0%	70,828.6	70,828.6	0.0	0.0%
Other Corporate Expenditures	2,702.2	661.3	(2,040.8)	-75.5%	45,155.2	45,139.3	(15.9)	0.0%
Insurance Premiums & Claims	75.0	75.0	0.0	0.0%	300.0	300.0	0.0	0.0%
Parking Tag Enforcement & Oper.	28,080.9	27,059.7	(1,021.2)	-3.6%	72,203.6	72,225.6	22.0	0.0%
Programs Funded from Reserve Funds	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%
Vacancy Rebate Program	2,500.0	2,384.0	(116.0)	-4.6%	6,000.0	6,000.0	0.0	0.0%
Heritage Property Taxes Rebate	729.2	726.7	(2.5)	-0.3%	1,750.0	1,750.0	0.0	0.0%
Tax Rebates for Registered Charities	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%
Solid Waste Management Rebates	67,259.0	67,368.6	109.6	0.2%	144,301.9	144,301.9	0.0	0.0%
Non-Program Expenditures	193,351.2	189,876.4	(3,474.8)	-1.8%	504,205.5	503,023.5	(1,182.0)	-0.2%
Non-Program Revenue								
Payments in Lieu of Taxes	(38,300.3)	(36,863.7)	1,436.6	-3.8%	(95,480.4)	(94,680.3)	800.1	-0.8%
Supplementary Taxes	0.0	0.0	0.0	0.0%	(45,000.0)	(45,000.0)	0.0	0.0%
Tax Penalty Revenue	(11,483.0)	(12,122.9)	(639.9)	5.6%	(29,800.0)	(29,800.0)	0.0	0.0%
Interest/Investment Earnings	(31,537.2)	(44,770.8)	(13,233.6)	42.0%	(104,279.0)	(107,909.2)	(3,630.1)	3.5%
Other Corporate Revenues	(3,040.2)	(1,388.0)	1,652.1	-54.3%	(12,018.7)	(12,244.6)	(225.9)	1.9%
Dividend Income	(21,250.0)	(22,225.0)	(975.0)	4.6%	(85,000.0)	(88,900.0)	(3,900.0)	4.6%
Provincial Revenue	(22,900.0)	(22,900.0)	0.0	0.0%	(91,600.0)	(91,600.0)	0.0	0.0%
Municipal Land Transfer Tax	(219,699.2)	(238,127.7)	(18,428.5)	8.4%	(770,000.0)	(770,000.0)	0.0	0.0%
Third Party Sign Tax	(10,706.6)	(10,752.6)	(46.0)	0.4%	(10,742.5)	(10,146.3)	596.2	-5.6%
Parking Authority Revenues	(23,825.9)	(22,998.8)	827.0	-3.5%	(57,182.1)	(53,532.1)	3,650.0	-6.4%
Administrative Support Recoveries - Water	(4,743.3)	(4,743.3)	0.0	0.0%	(18,973.0)	(18,973.0)	0.0	0.0%
Administrative Support Recoveries - Health & EMS	(2,606.7)	(2,606.7)	0.0	0.0%	(16,326.7)	(16,326.7)	0.0	0.0%
Parking Tag Enforcement & Operations Rev	(45,205.5)	(44,701.6)	503.9	-1.1%	(109,218.0)	(108,547.8)	670.2	-0.6%
Other Tax Revenues	(3,840.9)	(3,981.5)	(140.6)	3.7%	(13,221.1)	(10,771.1)	2,450.0	-18.5%
Municipal Accommodation Tax	(2,682.5)	(4,831.0)	(2,148.5)	80.1%	(16,100.0)	(18,905.8)	(2,805.8)	17.4%
Woodbine Slots Revenues	(850.0)	(924.7)	(74.7)	8.8%	(16,000.0)	(16,500.0)	(500.0)	3.1%
Non-Program Revenues	(442,671.2)	(473,938.3)	(31,267.0)	7.1%	(1,490,941.5)	(1,493,836.9)	(2,895.3)	0.2%
TOTAL - CORPORATE ACCOUNTS	(29,118.7)	(64,644.3)	(35,525.6)	122.0%	(57,320.7)	(61,398.1)	(4,077.3)	7.1%
NET OPERATING TAX LEVY	1,642,059.1	1,517,891.7	(124,167.4)	-7.6%	4,176,176.3	4,151,628.7	(24,547.6)	-0.6%
NON LEVY OPERATIONS								
Solid Waste Management Services	(36,913.8)	(41,853.6)	(4,939.7)	13.4%	0.0	7,193.8	7,193.8	n/a
Toronto Parking Authority	(24,711.0)	(23,738.0)	973.0	-3.9%	(66,538.2)	(62,303.5)	4,234.7	-6.4%
Toronto Water	(118,376.4)	(151,539.6)	(33,163.2)	28.0%	0.0	(27,600.7)	(27,600.7)	n/a
NON LEVY OPERATING NET EXPENDITURES	(180,001.2)	(217,131.2)	(37,130.0)	20.6%	(66,538.2)	(82,710.5)	(16,172.3)	n/a

Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

Appendix B

CITY OF TORONTO CONSOLIDATED GROSS EXPENDITURES VARIANCE FOR THE FIVE MONTHS ENDED MAY 31, 2018 (\$000s)

	May 31, 2018				December 31, 2018			
	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	1,331.3	1,083.6	(247.7)	-18.6%	3,670.5	3,570.5	(100.0)	-2.7%
Children's Services	182,874.7	174,974.6	(7,900.0)	-4.3%	621,409.9	619,509.9	(1,900.0)	-0.3%
Court Services	16,466.8	14,860.2	(1,606.6)	-9.8%	50,488.0	48,620.2	(1,867.8)	-3.7%
Economic Development & Culture	36,411.0	36,603.6	192.6	0.5%	80,212.0	80,557.1	345.2	0.4%
Toronto Paramedic Services	84,108.1	84,396.0	287.9	0.3%	215,449.5	216,803.9	1,354.4	0.6%
Long Term Care Homes and Services	93,671.0	88,439.2	(5,231.8)	-5.6%	260,156.4	257,212.0	(2,944.4)	-1.1%
Parks, Forestry & Recreation	152,293.9	140,355.0	(11,938.9)	-7.8%	467,984.0	462,003.3	(5,980.7)	-1.3%
Shelter, Support & Housing Administration	352,595.2	312,282.9	(40,312.3)	-11.4%	862,605.0	887,892.5	25,287.6	2.9%
Social Development, Finance & Administration	15,906.3	15,954.5	48.2	0.3%	55,466.6	54,830.6	(636.0)	-1.1%
Toronto Employment & Social Services	445,824.5	437,109.6	(8,715.0)	-2.0%	1,096,897.5	1,107,136.4	10,238.9	0.9%
Sub-Total Citizen Centred Services "A"	1,381,482.7	1,306,059.2	(75,423.5)	-5.5%	3,714,339.3	3,738,136.4	23,797.1	0.6%
Citizen Centred Services "B"								
City Planning	17,688.7	17,140.7	(548.1)	-3.1%	51,303.4	50,865.6	(437.8)	-0.9%
Fire Services	187,056.8	186,293.4	(763.4)	-0.4%	479,878.8	484,618.3	4,739.5	1.0%
Municipal Licensing & Standards	19,137.2	16,913.7	(2,223.5)	-11.6%	57,000.8	53,792.1	(3,208.7)	-5.6%
Policy, Planning, Finance and Administration	7,846.1	6,906.7	(939.5)	-12.0%	23,180.6	21,902.3	(1,278.3)	-5.5%
Engineering and Construction Services	25,977.6	21,917.0	(4,060.6)	-15.6%	75,220.1	65,124.9	(10,095.3)	-13.4%
Toronto Building	18,934.2	17,262.1	(1,672.1)	-8.8%	56,346.1	53,054.8	(3,291.3)	-5.8%
Transportation Services	131,175.0	123,942.2	(7,232.8)	-5.5%	409,202.6	373,269.6	(35,933.0)	-8.8%
Sub-Total Citizen Centred Services "B"	407,815.7	390,375.7	(17,440.0)	-4.3%	1,152,132.5	1,102,627.6	(49,504.8)	-4.3%
Chief Financial Officer								
Office of the Chief Financial Officer	6,183.6	5,370.2	(813.4)	-13.2%	17,627.2	15,934.2	(1,693.0)	-9.6%
Office of the Treasurer	25,901.4	24,564.6	(1,336.8)	-5.2%	75,918.7	72,767.0	(3,151.7)	-4.2%
Sub-Total Chief Financial Officer	32,085.0	29,934.8	(2,150.2)	-6.7%	93,545.9	88,701.2	(4,844.7)	-5.2%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	73,230.3	66,605.8	(6,624.5)	-9.0%	197,621.5	196,507.6	(1,113.9)	-0.6%
Fleet Services	18,068.6	17,152.8	(915.8)	-5.1%	57,738.9	60,620.8	2,882.0	5.0%
Information & Technology	54,188.8	49,525.3	(4,663.5)	-8.6%	130,364.8	116,126.0	(14,238.8)	-10.9%
311 Toronto	6,412.6	6,036.4	(376.2)	-5.9%	18,719.2	17,374.5	(1,344.7)	-7.2%
Sub-Total Internal Corporate Services	151,900.3	139,320.4	(12,579.9)	-8.3%	404,444.4	390,628.9	(13,815.5)	-3.4%
City Manager								
City Manager's Office	19,500.9	21,247.5	1,746.7	9.0%	58,051.2	59,529.1	1,477.9	2.5%
Sub-Total City Manager	19,500.9	21,247.5	1,746.7	9.0%	58,051.2	59,529.1	1,477.9	2.5%
Other City Programs								
City Clerk's Office	18,997.6	18,239.1	(758.5)	-4.0%	62,079.3	61,979.3	(100.0)	-0.2%
Legal Services	21,947.6	20,433.3	(1,514.3)	-6.9%	62,476.2	58,006.6	(4,469.6)	-7.2%
Mayor's Office	802.8	822.8	20.0	2.5%	2,251.0	2,251.0	0.0	0.0%
City Council	7,530.8	7,749.2	218.4	2.9%	23,268.4	23,543.4	275.0	1.2%
Sub-Total Other City Programs	49,278.8	47,244.4	(2,034.4)	-4.1%	150,074.9	145,780.2	(4,294.6)	-2.9%
Accountability Offices								
Auditor General's Office	2,230.5	2,078.3	(152.2)	-6.8%	6,444.9	6,444.9	0.0	0.0%
Integrity Commissioner's Office	180.1	182.0	1.9	1.1%	511.7	511.7	0.0	0.0%
Lobbyist Registrar's Office	423.9	398.4	(25.5)	-6.0%	1,189.6	1,189.6	0.0	0.0%
Ombudsman's Office	690.8	620.9	(69.9)	-10.1%	1,912.3	1,912.3	0.0	0.0%
Sub-Total Council Appointed Programs	3,525.3	3,279.6	(245.7)	-7.0%	10,058.4	10,058.4	0.0	0.0%
TOTAL - CITY OPERATIONS	2,045,588.7	1,937,461.7	(108,127.0)	-5.3%	5,582,646.6	5,535,461.9	(47,184.7)	-0.8%

Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

Appendix B

CITY OF TORONTO CONSOLIDATED GROSS EXPENDITURES VARIANCE FOR THE FIVE MONTHS ENDED MAY 31, 2018 (\$000s)

	May 31, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Agencies								
Toronto Public Health	81,688.8	81,190.1	(498.7)	-0.6%	251,292.4	251,088.6	(203.8)	-0.1%
Toronto Public Library	81,325.0	81,845.1	520.2	0.6%	201,606.8	203,267.0	1,660.2	0.8%
Association of Community Centres	3,386.8	3,309.6	(77.3)	-2.3%	8,274.9	8,291.3	16.4	0.2%
Exhibition Place	21,201.7	19,607.8	(1,594.0)	-7.5%	55,110.6	55,110.6	0.0	0.0%
Heritage Toronto	394.2	305.3	(88.9)	-22.6%	946.4	946.4	(0.0)	0.0%
Theatres	13,477.6	10,668.1	(2,809.5)	-20.8%	32,359.1	32,359.1	0.0	0.0%
Toronto Zoo	17,849.0	17,259.5	(589.5)	-3.3%	52,092.0	52,493.0	401.0	0.8%
Arena Boards of Management	3,695.7	3,732.2	36.5	1.0%	9,044.7	8,996.2	(48.5)	-0.5%
Yonge Dundas Square	976.0	1,061.3	85.3	8.7%	3,106.5	3,116.2	9.7	0.3%
CreateTO	4,604.9	4,301.6	(303.3)	-6.6%	11,434.0	11,434.0	0.0	0.0%
Toronto & Region Conservation Authority	19,005.3	19,005.3	0.0	0.0%	45,631.0	45,631.0	0.0	0.0%
Toronto Transit Commission - Conventional	762,299.6	742,735.3	(19,564.3)	-2.6%	1,822,821.4	1,804,321.4	(18,500.0)	-1.0%
Toronto Transit Commission - Wheel Trans	63,171.2	57,852.2	(5,319.0)	-8.4%	152,055.2	143,627.5	(8,427.7)	-5.5%
Toronto Police Service	441,069.8	442,694.8	1,625.0	0.4%	1,136,249.4	1,140,149.4	3,900.0	0.3%
Toronto Police Services Board	747.7	747.7	0.0	0.0%	2,809.1	2,809.1	0.0	0.0%
TOTAL - AGENCIES	1,514,893.4	1,486,315.9	(28,577.5)	-1.9%	3,784,833.6	3,763,640.8	(21,192.8)	-0.6%
Corporate Accounts								
Capital Financing - Capital from Current	117,637.9	117,637.9	0.0	0.0%	353,462.2	353,462.2	0.0	0.0%
Technology Sustainment	4,977.9	4,977.9	0.0	0.0%	19,911.6	19,911.6	0.0	0.0%
Debt Charges	109,649.2	109,284.6	(364.6)	-0.3%	603,870.9	603,870.9	0.0	0.0%
Capital & Corporate Financing	232,265.1	231,900.4	(364.6)	-0.2%	977,244.7	977,244.7	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	36,829.0	39,736.6	2,907.6	7.9%	90,303.5	97,025.9	6,722.4	7.4%
Tax Increment Equivalent Grants (TIEG)	15,424.5	12,205.5	(3,219.0)	-20.9%	37,018.8	29,293.2	(7,725.6)	-20.9%
Assessment Function (MPAC)	22,020.0	21,927.5	(92.5)	-0.4%	44,040.0	43,855.1	(184.9)	-0.4%
Funding of Employee Related Liabilities	17,731.5	17,731.5	0.0	0.0%	70,828.6	70,828.6	0.0	0.0%
Other Corporate Expenditures	14,687.3	12,794.4	(1,893.0)	-12.9%	79,791.5	79,881.8	90.4	0.1%
Insurance Premiums & Claims	75.0	75.0	0.0	0.0%	300.0	300.0	0.0	0.0%
Parking Tag Enforcement & Oper.	28,080.9	27,059.7	(1,021.2)	-3.6%	72,203.6	72,225.6	22.0	0.0%
Programs Funded from Reserve Funds	57,580.8	57,580.8	0.0	0.0%	146,004.9	146,004.9	0.0	0.0%
Vacancy Rebate Program	2,500.0	2,384.0	(116.0)	-4.6%	6,000.0	6,000.0	0.0	0.0%
Heritage Property Taxes Rebate	729.2	726.7	(2.5)	-0.3%	1,750.0	1,750.0	0.0	0.0%
Tax Rebates for Registered Charities	2,609.7	2,958.1	348.4	13.4%	5,502.3	5,502.3	0.0	0.0%
Solid Waste Management Rebates	67,259.0	67,368.6	109.6	0.2%	144,301.9	144,301.9	0.0	0.0%
Non-Program Expenditures	265,526.9	262,548.3	(2,978.5)	-1.1%	698,045.1	696,969.4	(1,075.8)	-0.2%
Non-Program Revenue								
Payments in Lieu of Taxes	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Supplementary Taxes	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Penalty Revenue	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Interest/Investment Earnings	1,065.4	731.6	(333.9)	-31.3%	6,938.5	3,308.4	(3,630.1)	-52.3%
Other Corporate Revenues	280.2	1,278.5	998.4	356.3%	1,323.8	1,370.9	47.1	3.6%
Dividend Income	1,250.0	1,250.0	0.0	0.0%	5,000.0	5,000.0	0.0	0.0%
Provincial Revenue	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Municipal Land Transfer Tax	19,188.1	20,085.9	897.8	4.7%	47,721.4	47,721.4	0.0	0.0%
Third Party Sign Tax	0.0	0.0	0.0	n/a	1,153.7	1,153.7	0.0	0.0%
Parking Authority Revenues	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Administrative Support Recoveries - Water	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Administrative Support Recoveries - Health & EMS	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Parking Tag Enforcement & Operations Rev	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Other Tax Revenues	0.0	155.2	155.2	n/a	0.0	0.0	0.0	n/a
Municipal Accommodation Tax	3,862.9	4,669.0	806.1	20.9%	18,567.0	21,094.2	2,527.2	13.6%
Woodbine Slots Revenues	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Non-Program Revenues	25,646.6	28,170.2	2,523.6	9.8%	80,704.5	79,648.7	(1,055.8)	-1.3%
TOTAL - CORPORATE ACCOUNTS	523,438.6	522,619.0	(819.6)	-0.2%	1,755,994.4	1,753,862.8	(2,131.6)	-0.1%
LEVY OPERATING GROSS EXPENDITURES	4,083,920.6	3,946,396.5	(137,524.1)	-3.4%	11,123,474.6	11,052,965.5	(70,509.1)	-0.6%
NON LEVY OPERATIONS								
Solid Waste Management Services	108,143.1	103,941.5	(4,201.6)	-3.9%	405,188.8	404,185.5	(1,003.3)	-0.2%
Toronto Parking Authority	41,850.0	38,849.0	(3,001.0)	-7.2%	99,662.1	96,630.0	(3,032.1)	-3.0%
Toronto Water	355,394.4	347,565.0	(7,829.4)	-2.2%	1,288,977.1	1,273,225.6	(15,751.5)	-1.2%
NON LEVY OPERATING GROSS EXPENDITURES	505,387.5	490,355.4	(15,032.1)	-3.0%	1,793,828.0	1,774,041.1	(19,786.9)	-1.1%

Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE FIVE MONTHS ENDED MAY 31, 2018 (\$000s)

	May 31, 2018				December 31, 2018			
	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	858.2	736.7	(121.5)	-14.2%	2,500.4	2,450.4	(50.0)	-2.0%
Children's Services	162,758.1	154,858.1	(7,900.0)	-4.9%	538,719.4	536,819.4	(1,900.0)	-0.4%
Court Services	21,190.0	21,666.0	476.0	2.2%	48,847.8	50,228.4	1,380.6	2.8%
Economic Development & Culture	2,086.5	2,340.9	254.4	12.2%	10,633.7	10,978.9	345.2	3.2%
Toronto Paramedic Services	58,542.9	59,255.6	712.7	1.2%	141,576.4	141,612.5	36.1	0.0%
Long Term Care Homes and Services	88,623.0	83,640.1	(4,982.9)	-5.6%	212,780.3	209,900.0	(2,880.3)	-1.4%
Parks, Forestry & Recreation	35,786.1	38,473.2	2,687.0	7.5%	145,868.3	136,272.6	(9,595.7)	-6.6%
Shelter, Support & Housing Administration	167,330.4	127,006.6	(40,323.8)	-24.1%	407,237.8	410,406.7	3,168.9	0.8%
Social Development, Finance & Administration	3,888.9	4,252.1	363.2	9.3%	15,935.6	15,379.4	(556.2)	-3.5%
Toronto Employment & Social Services	421,345.0	412,630.1	(8,715.0)	-2.1%	1,006,381.0	1,016,619.9	10,238.9	1.0%
Sub-Total Citizen Centred Services "A"	962,409.1	904,859.3	(57,549.8)	-6.0%	2,530,480.8	2,530,668.2	187.5	0.0%
Citizen Centred Services "B"								
City Planning	14,264.8	19,482.2	5,217.4	36.6%	36,016.2	42,378.0	6,361.8	17.7%
Fire Services	6,490.0	8,741.8	2,251.8	34.7%	18,219.7	18,219.7	0.0	0.0%
Municipal Licensing & Standards	12,584.8	14,452.7	1,867.9	14.8%	36,936.4	38,743.4	1,807.0	4.9%
Policy, Planning, Finance and Administration	4,694.1	3,958.6	(735.5)	-15.7%	14,082.0	13,035.0	(1,047.0)	-7.4%
Engineering and Construction Services	21,610.0	19,977.3	(1,632.7)	-7.6%	71,138.7	63,259.6	(7,879.1)	-11.1%
Toronto Building	24,184.0	33,312.3	9,128.3	37.7%	67,039.8	90,000.0	22,960.2	34.2%
Transportation Services	33,586.8	40,022.9	6,436.1	19.2%	184,382.0	148,555.0	(35,827.0)	-19.4%
Sub-Total Citizen Centred Services "B"	117,414.5	139,947.8	22,533.3	19.2%	427,814.9	414,190.7	(13,624.2)	-3.2%
Chief Financial Officer								
Office of the Chief Financial Officer	1,573.6	1,393.5	(180.1)	-11.4%	7,425.0	6,677.9	(747.1)	-10.1%
Office of the Treasurer	13,443.7	13,895.3	451.6	3.4%	47,852.0	46,041.4	(1,810.6)	-3.8%
Sub-Total Chief Financial Officer	15,017.3	15,288.8	271.5	1.8%	55,277.0	52,719.3	(2,557.7)	-4.6%
Internal Corporate Services								
Facilities, Real Estate, Environment & Energy	33,878.3	32,867.5	(1,010.8)	-3.0%	125,922.1	125,064.5	(857.6)	-0.7%
Fleet Services	18,922.9	17,878.1	(1,044.8)	-5.5%	57,868.6	60,620.8	2,752.3	4.8%
Information & Technology	13,416.7	10,296.1	(3,120.6)	-23.3%	53,941.5	40,710.9	(13,230.6)	-24.5%
311 Toronto	2,092.7	1,929.0	(163.7)	-7.8%	8,798.8	7,470.4	(1,328.4)	-15.1%
Sub-Total Internal Corporate Services	68,310.6	62,970.6	(5,339.9)	-7.8%	246,530.9	233,866.6	(12,664.3)	-5.1%
City Manager								
City Manager's Office	2,017.2	3,806.8	1,789.6	88.7%	9,401.2	11,536.5	2,135.3	22.7%
Sub-Total City Manager	2,017.2	3,806.8	1,789.6	88.7%	9,401.2	11,536.5	2,135.3	22.7%
Other City Programs								
City Clerk's Office	7,260.3	7,056.5	(203.8)	-2.8%	29,233.0	29,233.0	0.0	0.0%
Legal Services	11,277.7	10,674.8	(602.9)	-5.3%	43,267.1	39,797.7	(3,469.4)	-8.0%
Mayor's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
City Council	0.0	56.6	56.6	n/a	2,797.0	2,797.0	0.0	0.0%
Sub-Total Other City Programs	18,537.9	17,787.9	(750.0)	-4.0%	75,297.1	71,827.7	(3,469.4)	-4.6%
Accountability Offices								
Auditor General's Office	0.0	0.2	0.2	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	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Sub-Total Council Appointed Programs	0.0	0.2	0.2	n/a	0.0	0.0	0.0	n/a
TOTAL - CITY OPERATIONS	1,183,706.6	1,144,661.5	(39,045.1)	-3.3%	3,344,801.9	3,314,809.0	(29,992.8)	-0.9%

Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE FIVE MONTHS ENDED MAY 31, 2018 (\$000s)

	May 31, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Over / (Under)	%	Budget	Projection	Over / (Under)	%
Agencies								
Toronto Public Health	64,718.0	64,228.6	(489.4)	-0.8%	188,107.1	187,904.6	(202.5)	-0.1%
Toronto Public Library	5,371.8	6,270.0	898.2	16.7%	19,323.7	20,983.8	1,660.2	8.6%
Association of Community Centres	0.0	0.0	0.0	n/a	302.7	302.7	0.0	0.0%
Exhibition Place	20,930.7	19,794.3	(1,136.4)	-5.4%	55,260.6	55,260.6	0.0	0.0%
Heritage Toronto	218.0	146.5	(71.5)	-32.8%	523.5	523.5	(0.0)	0.0%
Theatres	11,280.8	7,996.1	(3,284.7)	-29.1%	27,084.6	27,084.6	0.0	0.0%
Toronto Zoo	11,193.4	9,809.1	(1,384.2)	-12.4%	40,009.2	40,009.2	0.0	0.0%
Arena Boards of Management	3,951.5	4,260.1	308.7	7.8%	9,014.1	8,899.7	(114.4)	-1.3%
Yonge Dundas Square	751.8	876.9	125.1	16.6%	3,106.5	3,157.0	50.5	1.6%
CreateTO	4,604.9	4,301.6	(303.3)	-6.6%	11,434.0	11,434.0	0.0	0.0%
Toronto & Region Conservation Authority	17,485.0	17,485.0	0.0	0.0%	41,980.7	41,980.7	0.0	0.0%
Toronto Transit Commission - Conventional	521,695.4	518,414.7	(3,280.7)	-0.6%	1,243,979.6	1,225,479.6	(18,500.0)	-1.5%
Toronto Transit Commission - Wheel Trans	3,560.9	3,120.0	(440.9)	-12.4%	8,631.1	7,722.9	(908.2)	-10.5%
Toronto Police Service	39,835.6	39,877.3	41.7	0.1%	139,923.9	140,023.9	100.0	0.1%
Toronto Police Services Board	0.0	0.0	0.0	n/a	500.0	500.0	0.0	0.0%
TOTAL - AGENCIES	705,597.7	696,580.1	(9,017.6)	-1.3%	1,789,181.3	1,771,266.9	(17,914.4)	-1.0%
Corporate Accounts								
Capital Financing - Capital from Current	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Technology Sustainment	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Debt Charges	12,063.7	12,482.9	419.1	3.5%	47,829.5	47,829.5	0.0	0.0%
Capital & Corporate Financing	12,063.7	12,482.9	419.1	3.5%	47,829.5	47,829.5	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	0.0	0.0	0.0	n/a	7,696.1	7,696.1	0.0	0.0%
Tax Increment Equivalent Grants (TIEG)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Assessment Function (MPAC)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Funding of Employee Related Liabilities	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Other Corporate Expenditures	11,985.2	12,133.0	147.9	1.2%	34,636.3	34,742.5	106.2	0.3%
Insurance Premiums & Claims	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Parking Tag Enforcement & Oper.	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Programs Funded from Reserve Funds	57,580.8	57,580.8	0.0	0.0%	146,004.9	146,004.9	0.0	0.0%
Vacancy Rebate Program	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Heritage Property Taxes Rebate	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Rebates for Registered Charities	2,609.7	2,958.1	348.4	13.4%	5,502.3	5,502.3	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	72,175.6	72,671.9	496.3	0.7%	193,839.6	193,945.8	106.2	0.1%
Non-Program Revenue								
Payments in Lieu of Taxes	38,300.3	36,863.7	(1,436.6)	-3.8%	95,480.4	94,680.3	(800.1)	-0.8%
Supplementary Taxes	0.0	0.0	0.0	n/a	45,000.0	45,000.0	0.0	0.0%
Tax Penalty Revenue	11,483.0	12,122.9	639.9	5.6%	29,800.0	29,800.0	0.0	0.0%
Interest/Investment Earnings	32,602.7	45,502.4	12,899.7	39.6%	111,217.6	111,217.6	0.0	0.0%
Other Corporate Revenues	3,320.3	2,666.6	(653.8)	-19.7%	13,342.5	13,615.5	273.0	2.0%
Dividend Income	22,500.0	23,475.0	975.0	4.3%	90,000.0	93,900.0	3,900.0	4.3%
Provincial Revenue	22,900.0	22,900.0	0.0	0.0%	91,600.0	91,600.0	0.0	0.0%
Municipal Land Transfer Tax	238,887.3	258,213.6	19,326.3	8.1%	817,721.4	817,721.4	0.0	0.0%
Third Party Sign Tax	10,706.6	10,752.6	46.0	0.4%	11,896.2	11,300.0	(596.2)	-5.0%
Parking Authority Revenues	23,825.9	22,998.8	(827.0)	-3.5%	57,182.1	53,532.1	(3,650.0)	-6.4%
Administrative Support Recoveries - Water	4,743.3	4,743.3	0.0	0.0%	18,973.0	18,973.0	0.0	0.0%
Administrative Support Recoveries - Health & EMS	2,606.7	2,606.7	0.0	0.0%	16,326.7	16,326.7	0.0	0.0%
Parking Tag Enforcement & Operations Rev	45,205.5	44,701.6	(503.9)	-1.1%	109,218.0	108,547.8	(670.2)	-0.6%
Other Tax Revenues	3,840.9	4,136.7	295.8	7.7%	13,221.1	10,771.1	(2,450.0)	-18.5%
Municipal Accommodation Tax	6,545.4	9,500.0	2,954.6	45.1%	34,667.0	40,000.0	5,333.0	15.4%
Woodbine Slots Revenues	850.0	924.7	74.7	8.8%	16,000.0	16,500.0	500.0	3.1%
Non-Program Revenues	468,317.8	502,108.5	33,790.6	7.2%	1,571,646.0	1,573,485.5	1,839.5	0.1%
TOTAL - CORPORATE ACCOUNTS	552,557.2	587,263.2	34,706.0	6.3%	1,813,315.1	1,815,260.8	1,945.7	0.1%
LEVY OPERATING REVENUES	2,441,861.5	2,428,504.8	(13,356.7)	-0.5%	6,947,298.3	6,901,336.8	(45,961.5)	-0.7%
NON LEVY OPERATIONS								
Solid Waste Management Services	145,056.9	145,795.0	738.1	0.5%	405,188.8	396,991.8	(8,197.0)	-2.0%
Toronto Parking Authority	66,561.0	62,587.0	(3,974.0)	-6.0%	166,200.3	158,933.5	(7,266.8)	-4.4%
Toronto Water	473,770.8	499,104.6	25,333.8	5.3%	1,288,977.1	1,300,826.3	11,849.3	0.9%
NON LEVY OPERATING REVENUES	685,388.7	707,486.6	22,097.9	3.2%	1,860,366.2	1,856,751.6	(3,614.6)	-0.2%

Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

Appendix D

CITY OF TORONTO CONSOLIDATED APPROVED COMPLEMENT FOR THE FIVE MONTHS ENDED MAY 31, 2018

Program/Agency	Operating Positions				Capital Positions				Total Positions				Operating Vacancy	
	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Budgeted Gapping	After Gapping
Citizen Centred Services "A"														
Affordable Housing Office	25.0	21.0	(4.0)	16.0%					25.0	21.0	(4.0)	16.0%	1.7%	14.3%
Children's Services	1,076.6	1,023.6	(53.0)	4.9%	4.0	0.0	(4.0)	100.0%	1,080.6	1,023.6	(57.0)	5.3%	0.2%	4.8%
Court Services	229.0	215.0	(14.0)	6.1%					229.0	215.0	(14.0)	6.1%	2.7%	3.4%
Economic Development & Culture	290.5	282.1	(8.4)	2.9%	10.0	10.0	0.0	0.0%	300.5	292.1	(8.4)	2.8%	2.9%	0.0%
Toronto Paramedic Services	1,470.3	1,458.3	(12.0)	0.8%	2.0	2.0	0.0	0.0%	1,472.3	1,460.3	(12.0)	0.8%	1.6%	0.0%
Long Term Care Homes & Services	2,389.9	2,389.9	0.0	0.0%					2,389.9	2,389.9	0.0	0.0%	0.0%	0.0%
Parks, Forestry & Recreation	4,378.2	4,262.5	(115.7)	2.6%	144.0	84.0	(60.0)	41.7%	4,522.2	4,346.5	(175.7)	3.9%	2.5%	0.1%
Shelter, Support & Housing Administration	828.4	736.1	(92.3)	11.1%	40.0	17.0	(23.0)	57.5%	868.4	753.1	(115.3)	13.3%	3.2%	7.9%
Social Development, Finance & Administration	159.0	145.0	(14.0)	8.8%					159.0	145.0	(14.0)	8.8%	2.7%	6.1%
Toronto Employment & Social Services	1,974.0	1,915.0	(59.0)	3.0%	11.0	3.0	(8.0)	72.7%	1,985.0	1,918.0	(67.0)	3.4%	2.1%	0.9%
Sub-Total Citizen Centred Services "A"	12,820.9	12,448.5	(372.4)	2.9%	211.0	116.0	(95.0)	45.0%	13,031.9	12,564.5	(467.4)	3.6%	1.7%	1.2%
Citizen Centred Services "B"														
City Planning Division	399.5	360.5	(39.0)	9.8%	12.5	11.5	(1.0)	8.0%	412.0	372.0	(40.0)	9.7%	3.8%	6.0%
Fire Services	3,203.3	3,099.3	(104.0)	3.2%					3,203.3	3,099.3	(104.0)	3.2%	2.0%	1.2%
Municipal Licensing & Standards	490.5	439.5	(51.0)	10.4%	2.0	2.0	0.0	0.0%	492.5	441.5	(51.0)	10.4%	2.0%	8.4%
Policy, Planning, Finance and Administration	189.1	176.1	(13.0)	6.9%	4.0	1.0	(3.0)	75.0%	193.1	177.1	(16.0)	8.3%	3.9%	3.0%
Engineering and Construction Services	128.4	117.6	(10.8)	8.4%	456.7	401.5	(55.2)	12.1%	585.1	519.1	(66.0)	11.3%	4.1%	4.3%
Toronto Building	468.0	438.0	(30.0)	6.4%					468.0	438.0	(30.0)	6.4%	2.9%	3.5%
Transportation Services	1,068.7	977.7	(91.0)	8.5%	97.7	87.6	(10.1)	10.3%	1,166.3	1,065.3	(101.0)	8.7%	5.7%	2.8%
Sub-Total Citizen Centred Services "B"	5,947.4	5,608.7	(338.7)	5.7%	572.9	503.6	(69.3)	12.1%	6,520.3	6,112.3	(408.0)	6.3%	3.0%	2.7%
Chief Financial Officer														
Office of the Chief Financial Officer	111.0	95.0	(16.0)	14.4%	11.0	6.0	(5.0)	45.5%	122.0	101.0	(21.0)	17.2%	2.1%	12.3%
Office of the Treasurer	640.7	561.7	(79.0)	12.3%	20.0	11.0	(9.0)	45.0%	660.7	572.7	(88.0)	13.3%	3.0%	9.3%
Sub-Total Chief Financial Officer	751.7	656.7	(95.0)	12.6%	31.0	17.0	(14.0)	45.2%	782.7	673.7	(109.0)	13.9%	2.9%	9.8%
Internal Corporate Services														
Facilities, Real Estate, Environment & Energy	941.6	804.0	(137.6)	14.6%	91.0	64.0	(27.0)	29.7%	1,032.6	868.0	(164.6)	15.9%	3.3%	11.3%
Fleet Services	179.0	155.0	(24.0)	13.4%	8.0	5.0	(3.0)	37.5%	187.0	160.0	(27.0)	14.4%	2.9%	10.5%
Information & Technology	630.0	573.0	(57.0)	9.0%	220.0	141.0	(79.0)	35.9%	850.0	714.0	(136.0)	16.0%	5.5%	3.5%
311 Toronto	163.5	159.5	(4.0)	2.4%	17.0	9.0	(8.0)	47.1%	180.5	168.5	(12.0)	6.6%	2.1%	0.3%
Sub-Total Internal Corporate Services	1,914.1	1,691.5	(222.6)	11.6%	336.0	219.0	(117.0)	34.8%	2,250.1	1,910.5	(339.6)	15.1%	3.9%	7.7%
City Manager														
City Manager's Office	430.0	395.0	(35.0)	8.1%	20.0	13.0	(7.0)	35.0%	450.0	408.0	(42.0)	9.3%	5.1%	3.0%
Sub-Total City Manager	430.0	395.0	(35.0)	8.1%	20.0	13.0	(7.0)	35.0%	450.0	408.0	(42.0)	9.3%	5.1%	3.0%
Other City Programs														
City Clerk's Office	412.0	402.0	(10.0)	2.4%	6.8	4.8	(1.9)	28.7%	418.8	406.8	(11.9)	2.9%	3.1%	0.0%
Legal Services	352.3	321.3	(31.0)	8.8%	12.0	8.0	(4.0)	33.3%	364.3	329.3	(35.0)	9.6%	2.4%	6.4%
Mayor's Office	1.0	1.0	0.0	0.0%					1.0	1.0	0.0	0.0%	0.8%	0.0%
City Council	44.0	43.0	(1.0)	2.3%					44.0	43.0	(1.0)	2.3%	4.2%	0.0%
Sub-Total Other City Programs	809.3	767.3	(42.0)	5.2%	18.8	12.8	(5.9)	31.6%	828.1	780.1	(47.9)	5.8%	2.9%	2.3%
Accountability Offices														
Auditor General's Office	36.0	36.0	0.0	0.0%					36.0	36.0	0.0	0.0%	0.0%	0.0%
Integrity Commissioner's Office	3.0	3.0	0.0	0.0%					3.0	3.0	0.0	0.0%	0.0%	0.0%
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.0%					8.3	8.0	(0.3)	3.0%	0.0%	3.0%
Ombudsman's Office	12.0	12.0	0.0	0.0%					12.0	12.0	0.0	0.0%	0.0%	0.0%
Sub-Total Accountability Offices	59.3	59.0	(0.3)	0.4%	0.0	0.0	0.0	0.0%	59.3	59.0	(0.3)	0.4%	0.0%	0.4%
TOTAL - CITY OPERATIONS	22,732.7	21,626.7	(1,106.0)	4.9%	1,189.7	881.5	(308.2)	25.9%	23,922.3	22,508.1	(1,414.2)	5.9%	2.4%	2.5%
Agencies														
Toronto Public Health	1,844.9	1,756.0	(88.9)	4.8%	24.0	19.0	(5.0)	20.8%	1,868.9	1,775.0	(93.9)	5.0%	5.1%	0.0%
Toronto Public Library	1,729.8	1,650.8	(79.0)	4.6%	5.0	5.0	0.0	0.0%	1,734.8	1,655.8	(79.0)	4.6%	2.8%	1.8%
Association of Community Centres	80.6	77.8	(2.8)	3.5%					80.6	77.8	(2.8)	3.5%	0.0%	3.5%
Exhibition Place	351.0	351.0	0.0	0.0%	5.0	5.0	0.0	0.0%	356.0	356.0	0.0	0.0%	0.6%	0.0%
Heritage Toronto	7.3	8.0	0.8	-10.3%					7.3	8.0	0.8	-10.3%	0.0%	0.0%
Theatres	232.5	230.5	(2.0)	0.9%					232.5	230.5	(2.0)	0.9%	0.0%	0.9%
Toronto Zoo	396.0	377.0	(19.0)	4.8%					396.0	377.0	(19.0)	4.8%	2.2%	2.6%
Arena Boards of Management	65.0	64.6	(0.5)	0.7%					65.0	64.6	(0.5)	0.7%	0.0%	0.7%
Yonge Dundas Square	8.0	8.0	0.0	0.0%					8.0	8.0	0.0	0.0%	0.0%	0.0%
CreateTO	51.0	51.0	0.0	0.0%					51.0	51.0	0.0	0.0%	0.0%	0.0%
Toronto & Region Conservation Authority	443.5	443.5	0.0	0.0%					443.5	443.5	0.0	0.0%	0.0%	0.0%
Toronto Transit Commission - Conventional	12,380.0	12,129.0	(251.0)	2.0%	2,400.0	1,820.0	(580.0)	24.2%	14,780.0	13,949.0	(831.0)	5.6%	1.4%	0.6%
Toronto Transit Commission - Wheel Trans	602.0	580.0	(22.0)	3.7%					602.0	580.0	(22.0)	3.7%	0.9%	2.8%
Toronto Police Service	7,881.0	6,904.0	(977.0)	12.4%					7,881.0	6,904.0	(977.0)	12.4%	11.7%	0.7%
Toronto Police Services Board	7.0	7.0	0.0	0.0%					7.0	7.0	0.0	0.0%	0.0%	0.0%
TOTAL - AGENCIES	25,636.0	24,194.6	(1,441.4)	5.6%	2,434.0	1,849.0	(585.0)	24.0%	28,070.0	26,043.6	(2,026.4)	7.2%	4.9%	0.7%
Corporate Accounts														
Corporate Accounts	406.0	350.0	(56.0)	13.8%					406.0	350.0	(56.0)	13.8%	0.0%	13.8%
TOTAL - CORPORATE ACCOUNTS	406.0	350.0	(56.0)	13.8%	0.0	0.0	0.0	0.0%	406.0	350.0	(56.0)	13.8%	0.0%	13.8%
TOTAL LEVY OPERATIONS	48,774.7	46,171.3	(2,603.4)	5.3%	3,623.7	2,730.5	(893.2)	24.6%	52,398.4	48,901.8	(3,496.6)	6.7%	3.7%	1.7%
Non Levy Operations														
Solid Waste Management Services	1,078.6	991.7	(86.8)	8.1%	38.2	28.0	(10.2)	26.7%	1,116.7	1,019.7	(97.0)	8.7%	4.0%	4.1%
Toronto Parking Authority	328.5	324.4	(4.1)	1.2%					328.5	324.4	(4.1)	1.2%	3.0%	0.0%
Toronto Water	1,705.3	1,539.3	(166.0)	9.7%	56.4	44.0	(12.4)	21.9%	1,761.7	1,583.3	(178.4)	10.1%	3.0%	6.7%
TOTAL NON LEVY OPERATIONS	3,112.4	2,855.4	(256.9)	8.3%	94.5	72.0	(22.5)	23.8%	3,206.9	2,927.4	(279.5)	8.7%	3.3%	4.9%
GRAND TOTAL	51,887.0	49,026.7	(2,860.3)	5.5%	3,718.2	2,802.5	(915.7)	24.6%	55,605.2	51,829.2	(3,776.1)	6.8%	3.6%	(1.9%)

Appendix E

CITY OF TORONTO CONSOLIDATED APPROVED COMPLEMENT PROJECTIONS TO 2018 YEAR-END

Program/Agency	Operating Positions				Capital Positions				Total Positions				Operating Vacancy	
	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Budgeted Gapping	After Gapping
Citizen Centred Services "A"														
Affordable Housing Office	25.0	25.0	0.0	0.0%					25.0	25.0	0.0	0.0%	1.7%	0.0%
Children's Services	1,076.6	1,076.6	0.0	0.0%	4.0	4.0	0.0	0.0%	1,080.6	1,080.6	0.0	0.0%	0.2%	0.0%
Court Services	229.0	229.0	0.0	0.0%					229.0	229.0	0.0	0.0%	2.7%	0.0%
Economic Development & Culture	290.5	290.5	0.0	0.0%	10.0	10.0	0.0	0.0%	300.5	300.5	0.0	0.0%	2.9%	0.0%
Toronto Paramedic Services	1,470.3	1,463.3	(7.0)	0.5%	2.0	2.0	0.0	0.0%	1,472.3	1,465.3	(7.0)	0.5%	1.6%	0.0%
Long Term Care Homes & Services	2,389.9	2,389.9	0.0	0.0%					2,389.9	2,389.9	0.0	0.0%	0.0%	0.0%
Parks, Forestry & Recreation	4,378.2	4,301.5	(76.7)	1.8%	144.0	124.0	(20.0)	13.9%	4,522.2	4,425.5	(96.7)	2.1%	2.5%	0.0%
Shelter, Support & Housing Administration	828.4	800.4	(28.0)	3.4%	40.0	28.0	(12.0)	30.0%	868.4	828.4	(40.0)	4.6%	3.2%	0.2%
Social Development, Finance & Administration	159.0	159.0	0.0	0.0%					159.0	159.0	0.0	0.0%	2.7%	0.0%
Toronto Employment & Social Services	1,974.0	1,886.0	(88.0)	4.5%	11.0	11.0	0.0	0.0%	1,985.0	1,897.0	(88.0)	4.4%	2.1%	2.4%
Sub-Total Citizen Centred Services "A"	12,820.9	12,621.2	(199.7)	1.6%	211.0	179.0	(32.0)	15.2%	13,031.9	12,800.2	(231.7)	1.8%	1.7%	0.0%
Citizen Centred Services "B"														
City Planning Division	399.5	370.5	(29.0)	7.3%	12.5	12.5	0.0	0.0%	412.0	383.0	(29.0)	7.0%	3.8%	3.5%
Fire Services	3,203.3	3,186.3	(17.0)	0.5%					3,203.3	3,186.3	(17.0)	0.5%	2.0%	0.0%
Municipal Licensing & Standards	490.5	475.5	(15.0)	3.1%	2.0	2.0	0.0	0.0%	492.5	477.5	(15.0)	3.0%	2.0%	1.1%
Policy, Planning, Finance and Administration	189.1	181.1	(8.0)	4.2%	4.0	4.0	0.0	0.0%	193.1	185.1	(8.0)	4.1%	3.9%	0.3%
Engineering and Construction Services	128.4	111.4	(17.0)	13.2%	456.7	421.7	(35.0)	7.7%	585.1	533.1	(52.0)	8.9%	4.1%	9.1%
Toronto Building	468.0	439.0	(29.0)	6.2%					468.0	439.0	(29.0)	6.2%	2.9%	3.3%
Transportation Services	1,068.7	1,007.4	(61.3)	5.7%	97.7	92.1	(5.6)	5.7%	1,166.3	1,099.5	(66.9)	5.7%	5.7%	0.0%
Sub-Total Citizen Centred Services "B"	5,947.4	5,771.2	(176.3)	3.0%	572.9	532.3	(40.6)	7.1%	6,520.3	6,303.4	(216.9)	3.3%	3.0%	0.0%
Chief Financial Officer														
Office of the Chief Financial Officer	111.0	107.0	(4.0)	3.6%	11.0	6.0	(5.0)	45.5%	122.0	113.0	(9.0)	7.4%	2.1%	1.5%
Office of the Treasurer	640.7	621.7	(19.0)	3.0%	20.0	18.0	(2.0)	10.0%	660.7	639.7	(21.0)	3.2%	3.0%	0.0%
Sub-Total Chief Financial Officer	751.7	728.7	(23.0)	3.1%	31.0	24.0	(7.0)	22.6%	782.7	752.7	(30.0)	3.8%	2.9%	0.2%
Internal Corporate Services														
Facilities, Real Estate, Environment & Energy	941.6	857.6	(84.0)	8.9%	91.0	75.0	(16.0)	17.6%	1,032.6	932.6	(100.0)	9.7%	3.3%	5.6%
Fleet Services	179.0	170.0	(9.0)	5.0%	8.0	6.0	(2.0)	25.0%	187.0	176.0	(11.0)	5.9%	2.9%	2.1%
Information & Technology	630.0	580.0	(50.0)	7.9%	220.0	150.0	(70.0)	31.8%	850.0	730.0	(120.0)	14.1%	5.5%	2.4%
311 Toronto	163.5	159.5	(4.0)	2.4%	17.0	17.0	0.0	0.0%	180.5	176.5	(4.0)	2.2%	2.1%	0.3%
Sub-Total Internal Corporate Services	1,914.1	1,767.1	(147.0)	7.7%	336.0	248.0	(88.0)	26.2%	2,250.1	2,015.1	(235.0)	10.4%	3.9%	3.8%
City Manager														
City Manager's Office	430.0	410.0	(20.0)	4.7%	20.0	11.0	(9.0)	45.0%	450.0	421.0	(29.0)	6.4%	5.1%	0.0%
Sub-Total City Manager	430.0	410.0	(20.0)	4.7%	20.0	11.0	(9.0)	45.0%	450.0	421.0	(29.0)	6.4%	5.1%	0.0%
Other City Programs														
City Clerk's Office	412.0	409.0	(3.0)	0.7%	6.8	4.8	(1.9)	28.7%	418.8	413.8	(4.9)	1.2%	3.1%	0.0%
Legal Services	352.3	345.3	(7.0)	2.0%	12.0	9.0	(3.0)	25.0%	364.3	354.3	(10.0)	2.7%	2.4%	0.0%
Mayor's Office	1.0	1.0	0.0	0.0%					1.0	1.0	0.0	0.0%	0.8%	0.0%
City Council	47.0	47.0	0.0	0.0%					47.0	47.0	0.0	0.0%	4.2%	0.0%
Sub-Total Other City Programs	812.3	802.3	(10.0)	1.2%	18.8	13.8	(4.9)	26.3%	831.1	816.1	(14.9)	1.8%	2.9%	0.0%
Accountability Offices														
Auditor General's Office	36.0	36.0	0.0	0.0%					36.0	36.0	0.0	0.0%	0.0%	0.0%
Integrity Commissioner's Office	3.0	3.0	0.0	0.0%					3.0	3.0	0.0	0.0%	0.0%	0.0%
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.0%					8.3	8.0	(0.3)	3.0%	0.0%	3.0%
Ombudsman's Office	12.0	12.0	0.0	0.0%					12.0	12.0	0.0	0.0%	0.0%	0.0%
Sub-Total Accountability Offices	59.3	59.0	(0.3)	0.4%	0.0	0.0	0.0	0.0%	59.3	59.0	(0.3)	0.4%	0.0%	0.4%
TOTAL - CITY OPERATIONS	22,735.7	22,159.5	(576.2)	2.5%	1,189.7	1,008.1	(181.5)	15.3%	23,925.3	23,167.6	(757.7)	3.2%	2.4%	0.2%
Agencies														
Toronto Public Health	1,844.9	1,752.0	(92.9)	5.0%	24.0	23.0	(1.0)	4.2%	1,868.9	1,775.0	(93.9)	5.0%	5.1%	0.0%
Toronto Public Library	1,729.8	1,680.8	(49.0)	2.8%	5.0	5.0	0.0	0.0%	1,734.8	1,685.8	(49.0)	2.8%	2.8%	0.0%
Association of Community Centres	80.6	80.6	0.0	0.0%					80.6	80.6	0.0	0.0%	0.0%	0.0%
Exhibition Place	351.0	351.0	0.0	0.0%	5.0	5.0	0.0	0.0%	356.0	356.0	0.0	0.0%	0.6%	0.0%
Heritage Toronto	7.3	8.0	0.7	-9.6%					7.3	8.0	0.7	-9.6%	0.0%	0.0%
Theatres	232.5	232.5	0.0	0.0%					232.5	232.5	0.0	0.0%	0.0%	0.0%
Toronto Zoo	396.0	392.0	(4.0)	1.0%					396.0	392.0	(4.0)	1.0%	2.2%	0.0%
Arena Boards of Management	65.0	64.6	(0.5)	0.7%					65.0	64.6	(0.5)	0.7%	0.0%	0.7%
Yonge Dundas Square	8.0	8.0	0.0	0.0%					8.0	8.0	0.0	0.0%	0.0%	0.0%
CreateTO	51.0	51.0	0.0	0.0%					51.0	51.0	0.0	0.0%	0.0%	0.0%
Toronto & Region Conservation Authority	443.5	443.5	0.0	0.0%					443.5	443.5	0.0	0.0%	0.0%	0.0%
Toronto Transit Commission - Conventional	12,186.0	12,467.0	281.0	-2.3%	2,321.0	2,075.0	(246.0)	10.6%	14,507.0	14,542.0	35.0	-0.2%	1.4%	0.0%
Toronto Transit Commission - Wheel Trans	588.0	613.0	25.0	-4.3%					588.0	613.0	25.0	-4.3%	0.9%	0.0%
Toronto Police Service	7,881.0	6,994.0	(887.0)	11.3%					7,881.0	6,994.0	(887.0)	11.3%	11.7%	0.0%
Toronto Police Services Board	7.0	7.0	0.0	0.0%					7.0	7.0	0.0	0.0%	0.0%	0.0%
TOTAL - AGENCIES	25,428.1	24,701.5	(726.7)	2.9%	2,355.0	2,108.0	(247.0)	10.5%	27,783.1	26,809.5	(973.7)	3.5%	4.9%	0.0%
Corporate Accounts														
Corporate Accounts	406.0	403.0	(3.0)	0.7%					406.0	403.0	(3.0)	0.7%	0.0%	0.7%
TOTAL - CORPORATE ACCOUNTS	406.0	403.0	(3.0)	0.7%	0.0	0.0	0.0	0.0%	406.0	403.0	(3.0)	0.7%	0.0%	0.7%
TOTAL LEVY OPERATIONS	48,569.8	47,264.0	(1,305.8)	2.7%	3,544.7	3,116.1	(428.5)	12.1%	52,114.4	50,380.1	(1,734.4)	3.3%	3.7%	0.0%
Non Levy Operations														
Solid Waste Management Services	1,078.6	1,009.5	(69.1)	6.4%	38.2	31.3	(6.9)	18.1%	1,116.7	1,040.7	(76.0)	6.8%	4.0%	2.4%
Toronto Parking Authority	328.5	318.5	(10.0)	3.0%					328.5	318.5	(10.0)	3.0%	3.0%	0.0%
Toronto Water	1,705.3	1,590.3	(115.0)	6.7%	56.4	47.0	(9.4)	16.6%	1,761.7	1,637.3	(124.4)	7.1%	3.0%	3.7%
TOTAL NON LEVY OPERATIONS	3,112.4	2,918.3	(194.1)	6.2%	94.5	78.3	(16.3)	17.2%	3,206.9	2,996.5	(210.4)	6.6%	3.3%	2.9%
GRAND TOTAL	51,682.1	50,182.2	(1,499.9)	2.9%	3,639.2	3,194.4	(444.8)	12.2%	55,321.3	53,376.6	(1,944.7)	3.5%	3.6%	(0.0%)

Appendix F

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position
Citizen Centred Services "A"				
Affordable Housing Office				
Adjustment to create one permanent Budget and Financial Analyst position, offset by deletion of one temporary Budget and Financial Analyst position for a net zero financial impact. Both positions are 100% funded through federal-provincial administration funding. This change reflects operational needs to fully deliver federal-provincial housing improvement programs. This is an ongoing and increasing pressure given the federal government's commitment to sustainable, long-term affordable housing funding through to 2028, and the increased volume and complexity of coordinating federal, provincial and City affordable housing investments. The change is also integral to the AHO's succession-planning strategy.	0.0	0.0	0.0	0.0
Total Affordable Housing Office	0.0	0.0	0.0	0.0
Court Services				
Elimination of IDC/IDR agreement between Court Services and Corporate Security for Security services provided at 40 Orchardview Boulevard. This adjustment eliminates Court Services' IDC of \$0.077M and Corporate Security's IDR of \$0.077M. This adjustment will ensure that the salary budget for 1 FTE providing security services at 40 Orchard View Boulevard will remain in Corporate Security's 2018 base budget.	(77.4)	0.0	(77.4)	0.0
Total Court Services	(77.4)	0.0	(77.4)	0.0
Long-Term Care Homes & Services				
Adjustment to transfer \$0.038 million gross to SDFA being LTCHS's share of costs required for the creation of a new Housing Project Office for the City, fully funded by repurposing funding included in the 2018 Approved Operating Budget for LTCHS to support 1 temporary Policy Development Officer position for a 12-month period. The annualized funding of an additional \$0.113 million will be provided equally by Long - Term Care Homes & Services and Shelter, Support and Housing Services subject to the 2019 budget process.	0.0	0.0	0.0	0.0
Total Long-Term Care Homes & Services	0.0	0.0	0.0	0.0
Parks, Forestry & Recreation				
This request is to pool of all Seasonal Temp Marine Captain Grade 1 positions for the Waterfront team to operate 5 ferries for the high season from April to October, from 6:30 a.m. to 11:30 p.m., 7 days a week.	0.0	0.0	0.0	0.0

Appendix F

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position
This in-year request is to defer the start dates of Parks, Forestry & Recreation IT capital positions for the following projects: 1) Registration, Permitting & Licensing Project, 2) Business Performance Management, 3) Enterprise Work Management Systems and 4) Interface CAT/TASS (Kronos). All the positions are vacant and will be filled at a later time. The deferral of these positions will reduce the salaries and benefits budget and is offset by reduction in capital recoveries budget for a net financial impact of 0.	(3,689.7)	(3,689.7)	0.0	0.0
To approve the change in the resource requirements for the Registration, Permitting & Licensing capital project in order to secure the skillset needed to complete the delivery of this project. A temporary Corporate Application Technical Leader and Senior Systems Integrator PF&R, previously approved for this project will be replaced with a temporary Systems Integrator 1 and Management Consultant respectively at the similar wage grades. The financial impact is net 0.	0.0	0.0	0.0	0.0
At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895 million in the Non-Program Expenditure account to cover the net costs to the City based on this report. This in-year request is seeking authority to transfer the approved provision for Bill148 impacts from Non-Program Expenditure account to Parks, Forestry & Recreation for \$1.255 million gross and net.	1,255.2	0.0	1,255.2	0.0
Total Parks, Forestry & Recreation	(2,434.5)	(3,689.7)	1,255.2	0.0
Shelter, Support & Housing Administration				
Adjustment to increase SSHA's 2018 Approved Operating Budget by \$1.182 million gross, \$0 net to reflect the City's allocation from the provincial New Supports and Housing for Survivors of Human Trafficking program, per Recommendation 6 in EX29.5 adopted by City Council at it meeting on December 5,6,7,8, 2017.	1,188.0	1,188.0	0.0	0.0
Adjustment to increase SSHA's 2018 Approved Operating Budget by \$1.211 million gross, \$0 net to recognize increased funding to the City from the Ministry of Health and Long Term Care to support an increase in the funding rate to be paid to Purchase of Service Boarding Home operators.	1,211.2	1,211.2	0.0	0.0

Appendix F

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position
Adjustment to increase SSHA's 2018 Approved Operating Budget by \$0.144 million \$0 net to recognize one-time funding received from the Ministry of Health and Long Term Care to offset transition costs of the Fair Workplaces, Better Jobs Act 2017 incurred by City of Toronto Habitat Services. This legislation took effect on January 1, 2018.	144.1	144.1	0.0	0.0
Adjustment to decrease SSHA's 2018 approved complement by a net of 3 positions through the addition of 14 positions and deletion of 17 positions to better align the complement with the program's operational requirements. There will be no impact to front-line service delivery nor changes to Council approved service levels. However, the changes proposed will enable a more appropriate alignment of job functions across the division.	0.0	0.0	0.0	(3.0)
An adjustment to increase SSHA's 2018 Approved Operating budget by \$0.316 million gross, \$0 net, with an additional \$0.336 million in 2019 annualized cost, fully funded from SSHA's 2018 - 2027 Capital Budget and Plan (CHS044-1000 Shelter beds) to support the creation of 5 temporary Capital Delivery positions required for the delivery of SSHA's 2019 Shelter Infrastructure Plan which includes the addition of 1,000 new shelter beds to the City's Emergency Shelter system over a 3-year period commencing in 2018. The positions will be in place for the duration of the project with funding of \$1.639 million for a 3-year period.	316.5	316.5	0.0	5.0
Adjustment to increase SSHA's 2018 Approved Operating Budget and complement by \$0.616 million gross, \$0 net and 13 temporary positions, with an additional \$0.632 million in 2019 annualized cost, fully funded from Social Housing Stabilization Reserve (XQ1106). This Adjustment will support the expansion and enhancement of SSHA's Central Intake Call Center to accommodate increased call volumes resulting from the sustained increase in demand for emergency shelter services and is recommended by the City's Ombudsman's report. The new positions are planned to expire in December 2020 requiring funding commitment of \$3.419 million from the Social Housing Stabilization Reserve (XQ1106).	616.3	616.3	0.0	13.0
Total Shelter, Support & Housing Administration	3,476.1	3,476.1	0.0	15.0

Appendix F

**CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
Adjustment to increase SSHA's 2018 Approved Operating Budget by \$0.144 million \$0 net to recognize one-time funding received from the Ministry of Health and Long Term Care to offset transition costs of the Fair Workplaces, Better Jobs Act 2017 incurred by City of Toronto Habitat Services. This legislation took effect on January 1, 2018.	144.1	144.1	0.0	0.0
Social Development, Finance & Administration				
To adjust the 2018 Approved Operating Budget for SDFA by \$0.047 million, gross and \$0 net with an additional \$0.140 million for the 2019 annualization to fund 1 new Project Director temporary position for a 12-month period, with funding provided from the Innovation Reserve (XR1713) to create a Housing Unit for the City. Adjust the 2018 Approved Operating Budget for SDFA by \$0.038 million gross, \$0 net for 1 temporary Policy Development Officer position for a 12-month period, by repurposing funding included in the 2018 Approved Operating Budget for Long - Term Care Homes & Services to support the newly established Housing Unit for the City. One third of the annualized funding of an additional \$0.113 million will be funded by Long - Term Care Homes & Services, with the remaining two-thirds funded by Shelter, Support and Housing Services subject to the 2019 budget process.	85.0	85.0	0.0	2.0
Total Social Development, Finance & Administration	85.0	85.0	0.0	2.0
Toronto Paramedic Services				
Adjustment to increase the 2018 Approved Operating Budget for Toronto Paramedic Services by \$0.530 million gross, \$0 net to reflect one-time 100% Provincial Land Grant Funding for PTSD (Post-traumatic Stress Disorder) related expenditures.	530.1	530.1	0.0	0.0
Adjustment to increase the 2018 Approved Operating Budget for Toronto Paramedic Services by \$0.155 million gross, \$0 net to reflect one-time 100% Provincial CACC Grant Funding for PTSD (Post-traumatic Stress Disorder) related expenditures.	155.1	155.1	0.0	0.0
Total Toronto Paramedic Services	685.3	685.3	0.0	0.0
Total Citizen Centred Services "A"	1,734.4	556.6	1,177.8	17.0

Appendix F

**CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
Citizen Centred Services "B"				
Engineering & Construction Services				
To convert a Titles and Status Surveyor (TM0231) position (100% capital funded) to a Supervisor Surveys (TM2042) position (75% capital funded; 25% operating funded). This change is necessary due to the significant increase in demand for and highly technical nature of work on transit-related initiatives in ECS.	(9.3)	(9.3)	0.0	0.0
Total Engineering & Construction Services	(9.3)	(9.3)	0.0	0.0
Policy, Planning, Finance & Administration				
To extend the temporary Engineer position for 12 months to December 2019 to support the ongoing Metrolinx projects in the Major Capital Infrastructure Coordination (MCIC) Office. The position recently became vacant with 6 months remaining in the position duration. The extension will allow MCIC to retain staff for a longer term, with the position fully funded by Metrolinx.	0.0	0.0	0.0	0.0
Total Policy, Planning, Finance & Administration	0.0	0.0	0.0	0.0
Transportation Services				
To increase the 2018 Operating Budget for Transportation Services by \$127,137 gross, \$0 net, and a technical trainee position (0.5 FTE), fully funded by the Management of Contaminated Lands RF (XR3404). The funding will be used for consultant services and the technical trainee position for the management, inspection and maintenance of lands deemed contaminated and subject to the Ministry of Environment and Climate Change (MOECC) Certificate of Property Use (CPU) Requirements or Director's Order and/or Technical Standards and Safety Authority (TSSA) Requirements.	127.1	127.1	0.0	0.5
City Council approved an increase of \$40,000 gross, \$0 net, on a one-time basis, to the 2017 Operating Budget for Transportation Services (MM28.31) in the StreetARToronto Program (TP0409), fully funded by Section 37 contributions (XR3026-3700268), related to heritage interpretive murals in the Dundas Carlaw area of Ward 30. The work was not completed in 2017 and was deferred to 2018. This adjustment amends the 2018 Operating Budget for Transportation Services to complete the work.	40.0	40.0	0.0	0.0
Total Transportation Services	167.1	167.1	0.0	0.5
Total Citizen Centred Services "B"	157.8	157.8	0.0	0.5

Appendix F

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position
Internal Corporate Services				
Facilities, Real Estate, Environment & Energy				
To eliminate Court Services' IDC of \$0.077M and Corporate Security's IDR of \$0.077M for security services provided at 40 Orchard View Boulevard, which will result in a reduction of \$0.077 million gross in Court Services' 2018 Council Approved Operating Budget and an increase \$0.077 million net in FREEE's 2018 Council Approved Operating Budget. This adjustment will ensure that the salary and benefits for the 1 FTE will remain in FREEE's 2018 Council Approved Operating Budget.	0.0	(77.4)	77.4	0.0
To eliminate Revenue Services' IDC of \$0.224M and Real Estate Services' IDR of \$0.224M for 2 Permanent FTEs dedicated to property tax matters, which will result in a reduction of \$0.224 million gross in Revenue Services' 2018 Council Approved Operating Budget and an increase of \$0.224 million net in FREEE's 2018 Council Approved Operating Budget. This adjustment will ensure that the salary and benefits for the 2 FTEs will reside within FREEE's 2018 Council Approved Operating Budget.	0.0	(224.1)	224.1	0.0
Total Facilities, Real Estate, Environment & Energy	0.0	(301.4)	301.4	0.0
Total Internal Corporate Services	0.0	(301.4)	301.4	0.0
City Manager's Office				
Adjustment to increase the 2018 Approved Operating Budget for City Manager's Office by \$0.744 million gross and \$0.742 million net and 7.0 permanent positions reflecting the transfer of the Design Services unit from City Clerk's Office to Strategic Communications.	744.0	2.0	742.0	7.0
To convert 7 temporary positions to permanent positions to be funded from the Corporate Initiatives Transit Expansion Capital project. The positions will be comprised of; 1 Director, 2 Senior Corporate Management Policy Consultants, 3 Corporate Management Policy Consultants and 1 Research Associate. This is an on-going program of work that is not temporary in nature. Converting the positions to permanent will help to address this challenge, and better position Strategic & Corporate Policy to deliver on Council priorities.	0.0	0.0	0.0	0.0

Appendix F

**CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
City Council has directed staff to review the feasibility of establishing a function with dedicated resources to support the coordination, analysis and implementation of City Council's priority transit expansion projects (EX16.1). To undertake this work a temporary transition team is required. This office will be funded by the Innovation Reserve Fund and will increase the 2018 Operating Budget by \$0.237 million gross and \$0 net and 4 positions. the full year impact on 2019 will be \$567.5 gross and \$0 net.	236.5	236.5	0.0	4.0
Total City Manager's Office	980.5	238.5	742.0	11.0
Other City Programs				
City Clerk's Office				
Transfer of Design Services unit from City Clerk's Office to Strategic Communications which results in transfer of 7.0 permanent positions and a 2018 budget decrease in City Clerk's Office of \$0.744 million gross and \$0.742 million net.	(744.0)	(2.0)	(742.0)	(7.0)
Total City Clerk's Office	(744.0)	(2.0)	(742.0)	(7.0)
Total Other City Programs	(744.0)	(2.0)	(742.0)	(7.0)
Total City Programs	2,128.7	649.4	1,479.3	21.5
Agencies				
Theatres				
To increase Civic Theatre Toronto 2018 Operating Budget to account for the receipt of one time revenues from the liquidation of the condominium unit donated to the Sony Centre of \$0.666 million and an unanticipated Livent settlement related to Toronto Centre for the Arts of \$1.657 million. These revenues will be contributed, on a one time basis to the respective Theatres Stabilization Reserves (XQ2031 and XQ1060).	2,323.4	2,323.4	0.0	0.0
Total Theatres	2,323.4	2,323.4	0.0	0.0

Appendix F

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position
Toronto Police Service				
At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895 million in the Non-Program Expenditure account to cover the net costs to the City based on this report. This in-year request is seeking authority to transfer the approved provision for Bill148 impacts from Non-Program Expenditure account to Toronto Police Service for \$0.127 million gross and net.	126.9	0.0	126.9	0.0
Total Toronto Police Service	126.9	0.0	126.9	0.0
Toronto Public Health				
Adjustment to increase the 2018 Approved Operating Budget for Toronto Public Health by \$0.236 million gross, \$0 net and 4 temporary positions to reflect one-time funding from the Ministry of Health and Long-Term care for Healthy Menus Choices Act, 2015 - Enforcement.	236.0	236.0	0.0	4.0
To increase 2018 Approved Operating Budget for Toronto Public Health by \$1.752 million gross, \$0 net and 4.4 permanent positions to reflect the receipt of base funding from the Ministry of Children and Youth Services for preschool speech and language (PSL), infant hearing (IH) and blind low vision (BLV).	1,751.8	1,751.8	0.0	4.4
Total Toronto Public Health	1,987.7	1,987.7	0.0	8.4
Toronto Public Library				
At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895 million in the Non-Program Expenditure account to cover the net costs to the City based on this report. This in-year request is seeking authority to transfer the approved provision for Bill148 impacts from Non-Program Expenditure account to Toronto Public Library for \$0.112 million gross and net.	112.0	0.0	112.0	0.0
Total Toronto Public Library	112.0	0.0	112.0	0.0

Appendix F

**CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
Toronto & Region Conservation Authority				
To increase the Toronto and Region Conservation Authority (TRCA) gross operating expenditures by \$2.457 million and 5.7 permanent positions, fully funded by a corresponding increase in user fee revenue and other revenue sources, for a net zero impact to reflect the decision from TRCA Authority Meeting #4/18 on May 25, 2018.	2,457.0	2,457.0	0.0	5.7
To restate the TRCA Council approved complement to include 366.2 capital positions to align with the 2018 Operating Budget total complement of 812.9 positions as approved by TRCA on May 25, 2018.	0.0	0.0	0.0	366.2
Total Toronto & Region Conservation Authority	2,457.0	2,457.0	0.0	371.9
Toronto Zoo				
At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895 million in the Non-Program Expenditure account to cover the net costs to the City based on this report. This in-year request is seeking authority to transfer the approved provision for Bill148 impacts from Non-Program Expenditure account to Toronto Zoo for \$0.401 million gross and net.	401.0	0.0	401.0	0.0
Total Toronto Zoo	401.0	0.0	401.0	0.0
Total Agencies	7,408.1	6,768.2	639.9	380.3
Corporate Accounts				
Non-Program Expenditures				
To convert one temporary Senior Change Management Consultant position to a temporary Administrative Assistant 1 position. A large part of the Central Change Management Office role is administrative in nature, converting of a Senior Change Management Consultant position to an administrative position is the most effective way to provide this administrative support. This in-year adjustment will reduce the total number of senior management positions in this section by 1 position. The 2019 net impact as a result of this change is a decrease of \$0.025 million net.	0.0	0.0	0.0	0.0

Appendix F

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position
To create a temporary Management Consultant position to support the work of the Chief Transformation Officer (CTO). The CTO is introducing significant changes to how the City does business through a number of key, complex and highly visible projects. The Management Consultant provides strategic and targeted plans, establishes and maintains effective and productive relationships with key stakeholders, solves and manages emerging issues or escalates, implements plans to support the key deliverables and is critical to the ongoing success of the CTO. This adjustment can be accommodated within the 2018 Approved Budget for Chief Transformation Office as a result of under-spending in non-salary expenditures.	0.0	0.0	0.0	1.0
To eliminate Tax Deficiencies IDC for 2 Permanent FTEs dedicated to property tax matters, resulting in a reduction of \$0.224 million gross in Tax Deficiencies' 2018 Council Approved Operating Budget and an increase of \$0.224 million net in FREEE's 2018 Council Approved Operating Budget. This adjustment will ensure that the salary and benefits for the 2 FTEs will reside within FREEE's 2018 Council Approved Operating Budget.	(224.1)	0.0	(224.1)	0.0
To fund exits from position deletions arising from the 2017 Approved Operating Budget decisions, a \$1.800 million gross and 0 net adjustment is needed in 2018. This is a one-time request with a funding source of a reserve withdrawal (Workforce Reduction Reserve Fund).	1,800.0	1,800.0	0.0	0.0
At its meeting on December 5, 2017, City Council adopted item EX29.27 Budget Impacts of New Minimum Wage Policy and Other Proposed Bill 148 Changes, which included a preliminary assessment of financial impacts arising from the implementation of Bill 148. As part of the 2018 Budget process, staff allocated a provision of \$1.895 million in the Non-Program Expenditure account to cover the net costs to the City based on this report. This in-year request is seeking authority to transfer the approved provision for Bill148 impacts from Non-Program Expenditure account to Toronto Zoo, Toronto Public Library, Parks, Forestry & Recreation, and Toronto Police.	(1,895.1)	0.0	(1,895.1)	0.0
Total Non-Program Expenditures	(319.2)	1,800.0	(2,119.2)	1.0
Total Corporate Accounts	(319.2)	1,800.0	(2,119.2)	1.0
Total Tax Supported Operations	9,217.5	9,217.5	(0.0)	402.8

Appendix F

**CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FIVE MONTHS ENDED MAY 31, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position
Toronto Water				
Toronto Water's Water- Infrastructure Management unit requires 2 Senior Project Managers to support the Toronto Water Asset Management (AM) development in line with the proposed Toronto Water Asset Management Strategy that focuses on three different service areas: Water Treatment, Waste Water Treatment and Distribution & Collection. In addition, these positions will enable Toronto Water to meet critical regulatory deadlines for the provision of an Asset Management Policy by July, 2019 and Asset Management Plan by July, 2021. These positions will be provided through conversion/reclassification of the existing 2 vacant positions within the same unit: the Area Supervisor Process Operations and Maintenance position and Water Maintenance Worker 3 position, with no impact on the total approved staff complement. The organizational change will result in conversion of 2 unionized to 2 non-unionized positions, as well as in both position job title change. The overall financial impact is \$31,052 and it will be fully funded from Toronto Water Capital Financing Contribution for a \$0 net impact on the 2018 Approved Operating Budget.	0.0	0.0	0.0	0.0
Toronto Water's Waste Water Treatment (WWT) Operations Coordination unit requires one permanent position, Supervisor Quality Management, to help implementation of a Quality & Environmental Management System (QEMS) for Wastewater Treatment which is currently underway, and to provide the necessary ongoing support, coordination and administration. Other responsibilities of this position include WWT regulatory reporting and developing/implementing special projects and initiatives related to quality, efficiency and effectiveness improvements. This position will be provided through conversion/reclassification of the existing vacant Electrical Instrumentation Control Technician within the same unit with no impact on the total approved staff complement. The organizational change will result in conversion of one unionized to non-unionized position, as well as in the position job title change. The overall financial impact is \$4,361 and it will be fully funded from Toronto Water Capital Financing Contribution for a \$0 net impact on the 2018 Approved Operating Budget.	0.0	0.0	0.0	0.0
Total Toronto Water	0.0	0.0	0.0	0.0
Total Non Levy Operations	0.0	0.0	0.0	0.0
Total City Operations	9,217.5	9,217.5	(0.0)	402.8

Appendix G

Operating Variance report for the Five Months Ended May 31, 2018 Operating Dashboards for City Programs and Agencies

Citizen Centred Services "A"

Figure 5: Net Variance Summary

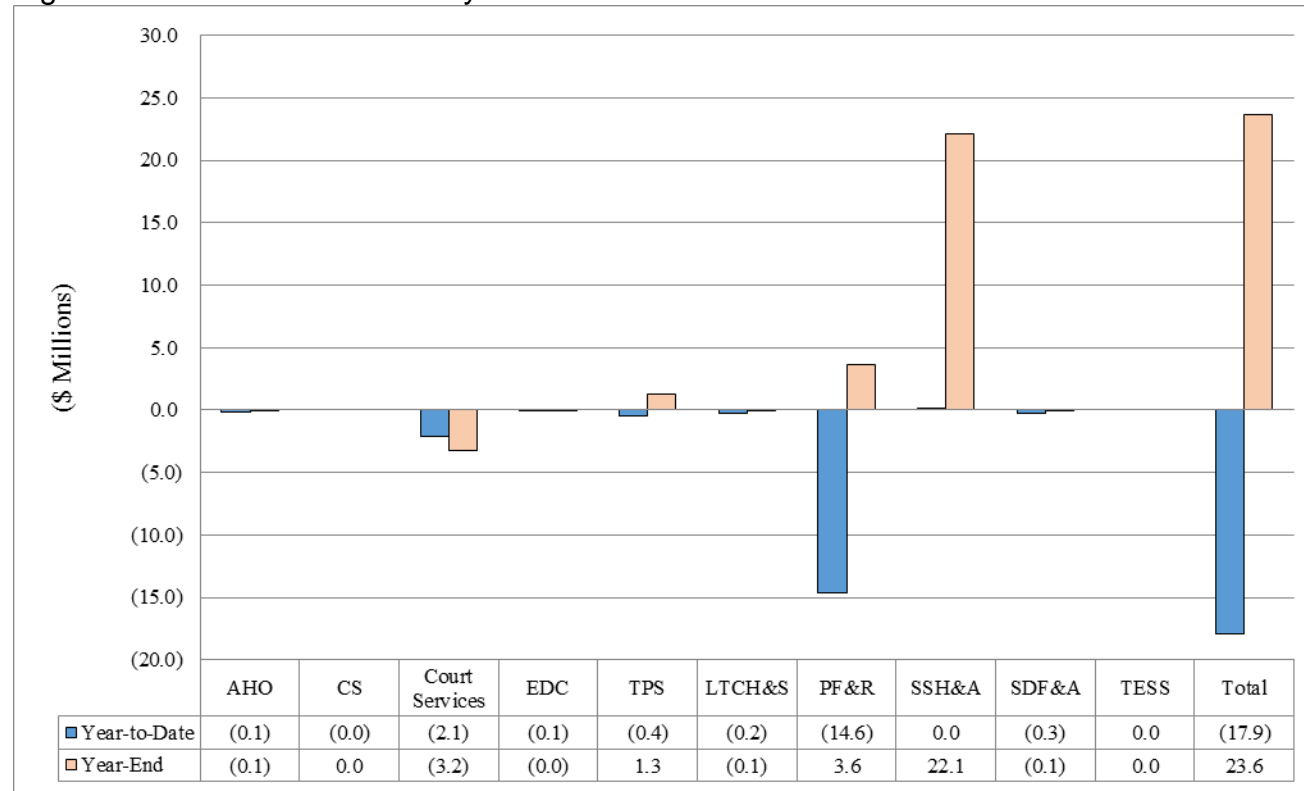


Figure 5 illustrates **Citizen Centred Services "A"** year-to-date and year-end projected net variances. As of May 31, 2018 the Cluster was reporting a net favourable variance of \$17.874 million or 4.3%, and projecting a year-end unfavourable variance of \$23.610 million or 2.0% compared to the 2018 Approved Net Operating Budget.

Staff report for action on Operating Variance Report for the Five Months Ended May 31, 2018

Appendix G

Figure 6: Citizen Centred Services "A" Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
			trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Affordable Housing Office	3-Month	(0.1)	▼	(0.0)	—	(0.1)	▼	Y	(0.1)	▼	(0.1)	▼	0.0	—	Ⓞ
	5-Month	(0.2)	▼	(0.1)	▼	(0.1)	—	Y	(0.1)	—	(0.1)	—	(0.1)	▼	Ⓞ
Children's Services	3-Month	(4.5)	▼	(4.5)	▼	(0.0)	—	Ⓞ	(2.5)	▼	(2.5)	▼	0.0	—	Ⓞ
	5-Month	(7.9)	▼	(7.9)	▼	(0.0)	—	Ⓞ	(1.9)	▲	(1.9)	▲	0.0	—	Ⓞ
Court Services	3-Month	(0.9)	▼	(2.1)	▼	1.2	▲	Y	(1.2)	▼	(1.1)	▼	(0.1)	▼	Ⓞ
	5-Month	(1.6)	▼	0.5	▲	(2.1)	▼	Y	(1.9)	▼	1.4	▲	(3.2)	▼	Ⓞ
Economic Development & Culture	3-Month	(0.1)	▼	0.1	▲	(0.2)	▼	Ⓞ	0.3	▲	0.3	▲	(0.0)	—	Ⓞ
	5-Month	0.2	▲	0.3	▲	(0.1)	▲	Ⓞ	0.3	—	0.3	—	(0.0)	—	Ⓞ
Toronto Paramedic Services	3-Month	(0.1)	▼	0.1	▲	(0.2)	▼	Ⓞ	2.1	▲	(0.1)	▼	2.2	▲	Ⓡ
	5-Month	0.3	▲	0.7	▲	(0.4)	▼	Ⓞ	1.4	▼	0.0	▲	1.3	▼	Ⓡ
Long Term Care Homes and Services	3-Month	(7.4)	▼	(7.4)	▼	(0.0)	—	Ⓞ	(2.9)	▼	(2.9)	▼	(0.1)	▼	Ⓞ
	5-Month	(5.2)	▲	(5.0)	▲	(0.2)	▼	Ⓞ	(2.9)	—	(2.9)	—	(0.1)	—	Ⓞ
Parks, Forestry & Recreation	3-Month	(7.5)	▼	(0.9)	▼	(6.7)	▼	Ⓞ	(6.5)	▼	(9.4)	▼	2.9	▲	Ⓡ
	5-Month	(11.9)	▼	2.7	▲	(14.6)	▼	Ⓞ	(6.0)	▲	(9.6)	▼	3.6	▲	Ⓡ
Shelter, Support & Housing Administration	3-Month	(9.5)	▼	(10.0)	▼	0.6	▲	Ⓞ	23.4	▲	1.1	▲	22.4	▲	Ⓡ
	5-Month	(40.3)	▼	(40.3)	▼	0.0	▼	Ⓞ	25.3	▲	3.2	▲	22.1	▼	Ⓡ
Social Development, Finance & Administration	3-Month	(0.2)	▼	0.0	—	(0.2)	▼	Ⓞ	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ
	5-Month	0.0	▲	0.4	▲	(0.3)	▼	Ⓞ	(0.6)	▼	(0.6)	▼	(0.1)	—	Ⓞ

Appendix G

Figure 7: Citizen Centred Services "A" Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
			trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Toronto Employment & Social Services	3-Month	(6.9)	▼	(6.9)	▼	(0.0)	—	Ⓒ	(3.5)	▼	(3.5)	▼	0.0	—	Ⓒ
	5-Month	(8.7)	▼	(8.7)	▼	0.0	—	Ⓒ	10.2	▲	10.2	▲	0.0	—	Ⓒ
Total	3-Month	(37.2)	▼	(31.6)	▼	(5.5)	▼	Ⓒ	9.0	▲	(18.2)	▼	27.2	▲	Ⓔ
	5-Month	(75.4)	▼	(57.5)	▼	(17.9)	▼	Ⓒ	23.8	▲	0.2	▲	23.6	▼	Ⓔ
Year-to-Date Net Variance		Ⓒ	85% to 105%	Ⓜ	0% to 85%	Ⓔ	>105%	Year-End	Ⓒ	<=100%	Ⓔ	>100%			

Appendix G



Citizen Centred Services "A"



Five Month Results	Year-End Projections
Affordable Housing Office: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.248 million due to underspending in salaries and benefits resulting from delays in filling vacant positions. Underachieved federal-provincial affordable housing grant revenues of \$0.122 million corresponding to underspending in the five months to May 2018. Favourable net variance of \$0.126 million due to underspending in salary and benefits resulting from vacancies and underachieved revenues from federal-provincial social housing programs. 	<div>Y</div> <ul style="list-style-type: none"> Consistent with historical trends, AHO is projecting a net zero variance at the end of 2018 with revenues matched to anticipated program expenditures. <div>G</div>
<ul style="list-style-type: none"> 4.0 positions or 16% below the approved complement, which represents the equivalent of a 14.3% vacancy rate. Key drivers for year-to-date vacancies include; 2 new positions added to AHO's complement with a January 1st start date and delay hiring for 1 position realigned late in 2017 to support the division's operating requirement. 	<ul style="list-style-type: none"> Full complement is projected at the end of 2018.
Children's Services: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$7.900 million is primarily due to underspent salaries and benefits reflecting a delay in hiring new positions; underspent purchased child care due to a difference in budgeted and actual case mix; and a 	<div>G</div> <ul style="list-style-type: none"> Projected underspending of \$1.9 million gross reflects underspending in salaries and benefits due to staff vacancies earlier in the year. <div>G</div>





<p>delay in delivering grants for upgrades and the construction of new child care centres.</p> <ul style="list-style-type: none"> Under achieved revenues of \$7.900 million are primarily due to the delayed receipt of provincial subsidies for delivering purchased child care and the delay in the transfer of capital grants. Children's Services is budgeting \$0 net variance, with underspending in gross expenditures fully offset by underachieved revenues. 		<ul style="list-style-type: none"> Revenues are projected to be underachieved by \$1.9 million, with IDRs below budget for facilities maintenance and for the transfer of capital grants. Children's Services is projecting \$0 net variance, with underspending in gross expenditures fully offset by underachieved revenues. 	
<ul style="list-style-type: none"> 57 positions or 4.9% below the approved complement, which represents the equivalent of 4.7% vacancy rate after budgeted gapping. The key drivers for year-to-date variance include vacancies in the timing of filling the 73 new positions added to the complement through the 2018 Operating Budget, with the new hires approved to manage program expansion, and the difference in case mix in purchased child care to budget. 		<ul style="list-style-type: none"> Full Complement 	
<p>Court Service:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$1.607 million due to delays in hiring and lower than expected expenditures for honorarium for tribunal members, interdivisional charges for legal services, materials and supplies and interpretation services. Favourable revenue variance of \$0.476 million mainly due to increase in Red Light Camera ticket issuance. Favourable net variance of \$2.083 million mainly due to under expenditure in salaries and benefits and non-payroll costs. 	Y	<ul style="list-style-type: none"> Projected favourable gross expenditure variance of \$1.868 million due to delays in hiring and lower other non-payroll expenditures such as honorarium for tribunal members, materials and supplies, interpretation services and interdivisional charges for legal services. Year-end projected revenue surplus of \$1.381 million due to mix of charges and revised average payment amount per charge filed. Projected favourable year-end net variance of \$3.248 million resulting from delays in 	G

		hiring and other non-salary expenses and higher revenue.	
<ul style="list-style-type: none"> 14.0 positions or 6.1% below the approved complement, which represents the equivalent of 3.4% vacancy rate. Key driver for year-to-date vacancies include delays in the hiring process. 		<ul style="list-style-type: none"> Full complement 	
Economic Development & Culture: <ul style="list-style-type: none"> Favourable net expenditures of \$0.062 million or 0.2% below the 2018 Approved Operating Budget is driven by: <ul style="list-style-type: none"> The receipt of provincial grants for the Starter Company program of \$0.056 million and sponsorship funding of \$0.120 million were received earlier than anticipated. DARP revenues received were \$0.058 million higher than budgeted. Unfavorable consulting costs of \$0.056 million due to unbudgeted urgent studies related to the film industry and the Business Growth Services. These are partially offset by delay in other review studies. 	G	<ul style="list-style-type: none"> Economic Development and Culture (EDC) projects that revenues and gross expenditures will increase proportionally with no net significant variance at year-end. Unbudgeted severance costs from 2017 restructuring to be offset by a planned corporate recovery. The loss \$0.500 million of sponsorship support for Nuit Blanche will be accommodated by lower expenditures for the event. 	G
<ul style="list-style-type: none"> 8.4 positions below approved complement due to staff turnover. This meets the 2.9% budgeted gapping rate. 		<ul style="list-style-type: none"> Full complement is projected at year-end. 	
Toronto Paramedic Services: <ul style="list-style-type: none"> Unfavourable gross expenditure variance of \$0.288 million mainly due to the increased overtime costs as a result of increased call volumes (6.5% while emergency transports increased by 3.7%) partially offset by under spending in expenditures such as uniforms, delayed billings from hospitals for Dedicated 	G	<ul style="list-style-type: none"> Projected unfavourable gross expenditure variance of \$1.354 million due to increased overtime expenditures resulting from anticipated call demand increases, increased salaries and benefits costs due to legislative changes (Bill 148) and WSIB costs associated with Bill 163 for new 	R

<p>Offload Nurses (DON) Program and various other savings in non-payroll costs.</p> <ul style="list-style-type: none"> • Favourable revenue variance of \$0.713 million mainly due to increased Provincial Grant funding. • Favourable net variance of \$0.425 million due to increased provincial funding. 		<p>"Chronic Mental Stress Policy". These pressures are projected to be partially offset by gapping savings and various non-salary expenditures such as stationary, education materials and inter-departmental charges.</p> <ul style="list-style-type: none"> • Year-end projected revenue shortfall of \$0.036 million due to lower vehicle auction revenues. • Projected unfavourable year-end net variance of \$1.318 million due to call volume increases and legislative changes. The program will take all steps necessary to mitigate over spending resulting from the legislative changes. 	
<ul style="list-style-type: none"> • 12 positions or 0.8% below the approved complement, which represents the equivalent of 0% vacancy rate. 		<ul style="list-style-type: none"> • 7 positions or 0.5% below the approved complement, which represents the equivalent of 0% vacancy rate. 	
<p>Long-Term Care Homes & Services:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$4.983 underspending from cost-control measures in areas where provincial funding enhancements have been delayed and lower 100% claims-based program spending • Underachieved revenues of \$4.983 million due to lower provincial subsidies corresponding to underspending in 100% claims-based programs • Favourable net variance of \$0.249 million reflecting expenditure underspending that are offset by lower claim-based subsidies. 	G	<ul style="list-style-type: none"> • Projected favourable gross expenditure variance of \$2.944 million due to underspending in 100% claims-based programs. • Revenues are projected to be underachieved by \$2.880 million to reflect lower provincial subsidies on claims-based programs. • Projected under-spending at year-end of \$0.064 million net. 	G
<ul style="list-style-type: none"> • Nil positions below the approved complement, which is equivalent to 0% vacancy rate. 		<ul style="list-style-type: none"> • Full Complement 	

<p>Parks, Forestry & Recreation:</p> <ul style="list-style-type: none"> • Under-spending in salaries and benefits due to due to delayed hiring for hard-to-fill classifications including the timing of skilled seasonal labour requirements. • A total of \$3.690 million in capital salaries and benefits will be deferred to future years to align with Project Cost Adjustments and Deferrals / Accelerations to the Parks, Forestry and Recreation 2018 Capital Budget and 2019-2027 Capital Plan (Second Quarter) adopted by City Council. • This underspending is partially offset by the salary impacts of Bill 148 - Fair Workplaces, Better Jobs Act as well as under-achieved user fee revenue for recreation facilities. • Hydro costs are also overspent by \$0.164 million or 2.2% due colder weather than forecasted. • Revenues are overachieved by \$2.687 million or 7.5% year-to-date mainly due to Urban Forestry receiving higher than planned tree permits and application fees for the construction of major developments across the City. This will be offset be lower activity during the remaining part of the year. 		<ul style="list-style-type: none"> • Underachieved revenues of \$9.596 million related to parks & recreation permit and user fees are projected to year-end. This revenue shortfall will be partially offset by expenditure savings of \$5.981 million, resulting in an unfavourable year end projection of \$3.615 million. • The year-end projection includes an estimate of the potential 2018 impact of Bill 148 of \$2.8 million. This includes \$1.255 million for the impact of increasing the minimum wage and the balance attributable to personal emergency days, maternity leaves and contract escalations. • The approval of the budget adjustment (see Appendix F of this report) to transfer \$1.255 million of the corporate provision for the salary component of Bill 148, as recommended in this variance report, will bring the Parks Forestry and Recreation projected 2018 year-end variance to \$2.36 million. 	
<ul style="list-style-type: none"> • 175.7 positions below approved complement due to delays in filling seasonal and newly created positions. After considering budgeted gapping, this represents the equivalent of a 0.1% vacancy rate. 		<ul style="list-style-type: none"> • 96.7 positions below approved complement. After considering budgeted gapping, this represents full complement. 	

<p>Shelter, Support & Housing Administration:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$40.312 million. Social Housing Administration service experienced under spending in social housing provider subsidies as well as delays in projects funded by federal-provincial social housing programs. The underspending in Social Housing has been partially offset by overspending in Hostel Services for the provision of emergency shelter and motel beds to meet strong demand for emergency shelter services. • Underachieved revenues corresponding to under spending in federal-provincial funded social housing projects. • Unfavourable net variance of \$0.012 million resulting from overspending in Hostel Services offset by under spending in Social Housing Administration. 		<ul style="list-style-type: none"> • Unfavourable net variance of \$22.119 million anticipated from overspending in Hostel Services for emergency shelter and motel beds as the City continues to experience strong demand for shelter services from the influx of new arrivals to the City. • SSHA's continues to monitor shelter occupancy rates and spending trends while seeking appropriate strategies to mitigate the year-end projected overspending. • The program in collaboration with senior City management is also exploring cost share and reimbursement possibilities with the provincial and federal governments as well as strategies to leverage resources in surrounding municipalities to help alleviate the occupancy pressures in the City's shelter system. 	
<ul style="list-style-type: none"> • 115.3 positions or 13.3% below the approved complement, which represents the equivalent of a 7.9% vacancy rate. • Key drivers for year-to-date vacancies include the hiring for 59 new positions added to SSHA's complement through the 2018 Budget Process scheduled to start in Q2 and Q3 of 2018. Twelve (12) capital delivery positions are also vacant due to capital project implementation delays. 		<ul style="list-style-type: none"> • 28 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of 0.2% vacancy rate. • No service level impacts are anticipated from these vacancies as the positions are expected to be filled during the year. While the hiring process to fill vacant positions may result in temporary vacancies throughout the year, SSHA maintains a pool of part-time staff that can be used to mitigate any service level impacts. 	

Social Development, Finance and Administration: <ul style="list-style-type: none"> Unfavourable gross expenditures of \$0.048 million due to accelerated delivery of the provincially funded Healthy Kids Challenge Program, partially offset by underspent salaries and benefits due to delays in filling vacancies. Revenues exceed target due to the acceleration of the Healthy Kids Challenge Program. Favourable net variance of \$0.315 million reflects the under spending in salary & benefits and the acceleration of the Healthy Kids Challenge Program. 		<ul style="list-style-type: none"> Projected favourable year-end gross expenditures of \$0.636 million reflect underspending in salary and benefits and under achievement of the Health Kids Community provincially funded programming. Revenues reflect the under achievement of the provincially funded Health Kids Community programming Projected favourable year-end net variance of \$0.080 million is primarily due to delays in filling vacant positions. 	
<ul style="list-style-type: none"> 14.0 positions or 8.8% below the approved complement, which after gapping represents the equivalent of 6.1% vacancy rate. SDFA is in the process of filling vacancies, including the 11 positions that are budgeted for hire in Q2, which were added to the complement through the 2018 Operating Budget. 		<ul style="list-style-type: none"> Full Complement 	
Toronto Employment & Social Services: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$8.652 million due to lower program delivery expenditures Underachieved revenue variance of \$8.652 due to lower cost-shared expenditures. Net variance is projected to be nil as lower than anticipated Ontario Works (OW) benefits are offset by lower expenditure based provincial subsidies. The average caseload of 83,890 cases is 110 cases lower than budget. 		<ul style="list-style-type: none"> Projected unfavourable gross expenditure variance of \$10.239 million due to changes in caseload mix due to increasing influx of refugee clients. Revenues are projected to be overachieved by \$10.239 million as a result of higher cost-shared expenditures. Projected zero year-end net variance as higher gross expenditures will be fully offset by higher expenditure based provincial subsidies. 	

<ul style="list-style-type: none"> 67.0 positions or 2.1% below the approved complement, which after represents the equivalent of 0.9% operating vacancy rate. 	<ul style="list-style-type: none"> 88.0 positions or 2.1% below the approved complement, which after represents the equivalent of 2.4% operating vacancy rate
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Appendix G

Citizen Centred Services "B"

Figure 8: Net Variance Summary

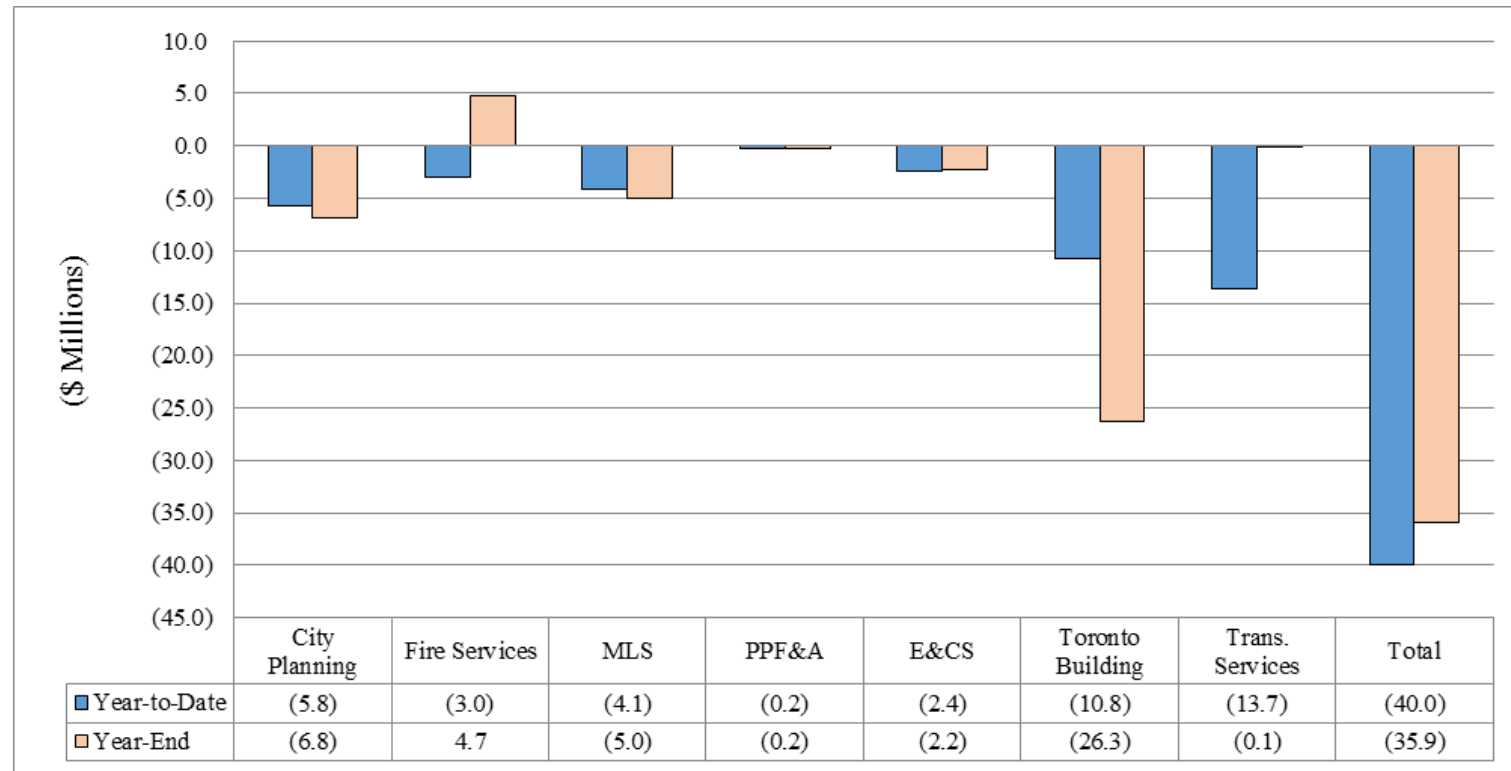


Figure 8 provides an overview of **Citizen Centred Services "B"** is year-to-date and year-end projected net variances. As of May 31, 2018 the Cluster is reporting a net favourable variance of \$39.973 million or 13.8%, and projecting a year-end positive variance of \$35.881 million or 5.0% compared to the 2018 Approved Net Operating Budget.

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Figure 9: Citizen Centred Services "B" Year-to-Date Variance and Year-End Variance Projection Summary





City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Planning	3-Month	(0.6)	▼	1.8	▲	(2.5)	▼	Ⓢ	(1.0)	▼	3.4	▲	(4.4)	▼	Ⓢ
	5-Month	(0.5)	▲	5.2	▲	(5.8)	▼	Ⓨ	(0.4)	▲	6.4	▲	(6.8)	▼	Ⓢ
Fire Services	3-Month	(0.3)	▼	2.5	▲	(2.7)	▼	Ⓢ	0.5	▲	0.0	—	0.5	▲	Ⓡ
	5-Month	(0.8)	▼	2.3	▼	(3.0)	▼	Ⓢ	4.7	▲	0.0	—	4.7	▲	Ⓡ
Municipal Licensing & Standards	3-Month	(1.3)	▼	1.3	▲	(2.6)	▼	Ⓨ	(2.8)	▼	2.2	▲	(5.0)	▼	Ⓢ
	5-Month	(2.2)	▼	1.9	▲	(4.1)	▼	Ⓨ	(3.2)	▼	1.8	▼	(5.0)	—	Ⓢ
Policy, Planning, Finance and Administration	3-Month	(0.5)	▼	(0.3)	▼	(0.2)	▼	Ⓢ	(1.3)	▼	(1.0)	▼	(0.2)	▼	Ⓢ
	5-Month	(0.9)	▼	(0.7)	▼	(0.2)	—	Ⓢ	(1.3)	—	(1.0)	—	(0.2)	—	Ⓢ
Engineering and Construction Services	3-Month	(2.7)	▼	(1.4)	▼	(1.3)	▼	Ⓨ	(9.3)	▼	(8.8)	▼	(0.5)	▼	Ⓢ
	5-Month	(4.1)	▼	(1.6)	▼	(2.4)	▼	Ⓨ	(10.1)	▼	(7.9)	▲	(2.2)	▼	Ⓢ
Toronto Building	3-Month	(1.1)	▼	4.1	▲	(5.1)	▼	Ⓢ	(4.0)	▼	6.0	▲	(9.9)	▼	Ⓢ
	5-Month	(1.7)	▼	9.1	▲	(10.8)	▼	Ⓢ	(3.3)	▲	23.0	▲	(26.3)	▼	Ⓢ
Transportation Services	3-Month	(5.8)	▼	3.2	▲	(9.0)	▼	Ⓢ	(35.9)	▼	(45.8)	▼	10.0	▲	Ⓡ
	5-Month	(7.2)	▼	6.4	▲	(13.7)	▼	Ⓢ	(35.9)	—	(35.8)	▲	(0.1)	▼	Ⓢ
Total	3-Month	(12.3)	▼	11.2	▲	(23.4)	▼	Ⓢ	(53.7)	▼	(44.2)	▼	(9.5)	▼	Ⓢ
	5-Month	(17.4)	▼	22.5	▲	(40.0)	▼	Ⓢ	(49.5)	▲	(13.6)	▲	(35.9)	▼	Ⓢ
Year-to-Date Net Variance	Ⓢ	85% to 105%	Ⓨ	0% to 85%	Ⓡ	>105%	Year-End	Ⓢ	<=100%	Ⓡ	>100%				



Appendix G

Citizen Centred Services "B"

Five Month Results	Year-End Projections
<p>City Planning:</p> <ul style="list-style-type: none"> Favourable gross expenditures of \$548 million mainly due to staff vacancies and underspending in inter-divisional charges due to timing. Favourable revenue of \$5.217 million due to user fees from Community Planning applications for development projects in the South, North and West districts and high volumes of Committee of Adjustment applications. City Planning has a favourable net expenditure variance of \$5.766 million. 	<p>Y</p> <ul style="list-style-type: none"> Favourable projected gross expenditures of \$0.438 million mainly due to staff vacancies. Favourable projected revenue of \$6.362 million due to strong volumes of development applications in Community Planning and the Committee of Adjustment units. Projected net expenditures to be favourable by \$6.800 million.
<ul style="list-style-type: none"> 40.0 positions below approved complement of 412.0, which after considering the budgeted gapping rate, is equivalent to 6.0% operating vacancy rate. 	<p>G</p> <ul style="list-style-type: none"> City Planning is projected to be 29.0 positions below the approved complement, which after considering the budgeted gapping rate, is equivalent to 3.5% operating vacancy rate.
<p>Fire Services:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.763 million primarily due to underspending in salary and benefits. Over achieved revenues of \$2.252 million reflect higher than planned false alarm fee revenues and HUSAR funding from the province. Toronto Fire Services is \$3.015 million below the budgeted net, reflecting the program underspending and over achieved revenues. 	<p>G</p> <ul style="list-style-type: none"> An unfavourable net variance of \$4.740 million is projected, primarily due to overspending for WSIB awards, which now provide compensation for 3 additional cancers in the presumptive legislation for a total of 17 cancers. TFS will continue to monitor and report WSIB expenditures throughout the year. <p>R</p>

<ul style="list-style-type: none"> • 104 positions or 3.2% below the approved complement, which represents the equivalent of 1.2% vacancy rate after budgeted gapping. • The key driver for year-to-date vacancies is the start date for the next graduation class from the Fire Academy to replace retirements and the timing of filling the 29 new positions added to the complement through the 2018 Operating Budget, with the new hires approved to deliver the expansion of the TCHC Safety program and the opening of the Downsview Fire Station (Station B). 		<ul style="list-style-type: none"> • 17 positions or 0.5% below the approved complement, reflecting anticipated retirements which, after considering gapping, represents full complement. 	
<p>Municipal Licensing & Standards:</p> <ul style="list-style-type: none"> • Under-expenditures totaling \$2.625 million mainly arise from salaries and benefits savings due to processing time to fill vacancies, and lower than anticipated expenditures for materials, supplies and other expenses. • Underspending was partially offset by over-expenditures of \$0.401 million due to reserve fund contributions and inter-divisional charges, resulting in a total favourable expenditure variance of \$2.224 million. • Higher than planned revenue of \$1.868 million was comprised of \$1.645 million in higher than expected volumes of PTC (Private Transportation Company) applications, trip fees and higher than planned revenue from licenses & permits (\$0.480 million). This was partially offset by a shortfall of \$0.218 million in animal licensing and adoption fees due to waived fees for low-income individuals. 	Y	<ul style="list-style-type: none"> • Projecting to be under budget by \$5.016 million with net expenditures of \$15.048 million at year-end. • Expenditures of \$57.001 million are projected to be under budget by \$3.209 million or 5.6% at year-end mainly due to staff vacancies. • Revenue of \$36.936 million is estimated to be over-achieved by \$1.807 million or 4.9% at year-end. <ul style="list-style-type: none"> • The Program is anticipating lower than planned revenues from Short Term Rentals and underachievement in Animal Services revenue due to waived fees for low-income individuals. These shortfalls are expected to be offset by higher revenues from PTC. 	G
<ul style="list-style-type: none"> • ML&S is 51 positions below total approved complement of 492.5 positions due to an on-going 		<ul style="list-style-type: none"> • It is anticipated that ML&S will be 15 positions below the total approved 	

<p>recruiting process. After considering budgeted gapping, this is equivalent to an 8.4% vacancy rate.</p> <ul style="list-style-type: none"> The Program is actively filling vacancies and a class of approximately 26 Municipal Standards Officers will be onboarded by the end of the second quarter, reducing the number of vacancies. 		<p>complement of 492.5 due to on-going recruiting issues.</p> <ul style="list-style-type: none"> After considering budgeted gapping, this is equivalent to a 1.1% vacancy rate. 	
<p>Policy, Planning, Finance & Administration:</p> <ul style="list-style-type: none"> Favourable gross expenditures of \$0.940 million mainly due to staff vacancies. Unfavourable revenue of \$0.736 million due to timing of inter-divisional recoveries and lower inter-divisional recoveries from Toronto Water and Solid Waste Management due to vacancies in positions servicing the Divisions. 		<ul style="list-style-type: none"> Favourable gross expenditures of \$1.278 million projected due to project delays with the Metrolinx Regional Express Rail (RER) and reduced expenditures from staff vacancies. Unfavourable revenue of \$1.047 million projected due to timing of recoveries from Metrolinx for the RER project and reduced inter-divisional recoveries due to vacancies in positions servicing Toronto Water and Solid Waste Management. 	
<ul style="list-style-type: none"> 16.0 positions below approved complement of 193.1, which after considering the budgeted gapping rate, is equivalent to a 3.0% operating vacancy rate. 		<ul style="list-style-type: none"> PPF&A is projecting to be 8.0 positions below the approved complement, which after considering the budgeted gapping rate, is equivalent to a 0.3% operating vacancy rate. 	
<p>Engineering and Construction Services:</p> <ul style="list-style-type: none"> Under-spending in salaries and benefits due to vacant positions. Lower recoveries from client capital projects resulting from vacant positions. Partially offset by higher full stream application fees due to higher volume of applications from utility companies. 		<ul style="list-style-type: none"> Under-spending in salaries and benefits expected to continue due to vacant positions. Lower recoveries from client capital projects will also continue as a result of the vacant positions. Partially offset by higher full stream application fees due to projection of higher 	

<ul style="list-style-type: none"> • 66.0 positions below the approved complement due to a combination of challenges, namely exits (retirements and transfers to other Divisions) and internal promotions which result in no net change to the vacancy rate, lack of success attracting and recruiting senior technical professionals, and a limited supply of top calibre talent in key business areas (e.g., bridge engineers). • After considering budgeted gapping, it is equal to a 4.3% operating vacancy rate. 		<p>volume of applications from utility companies.</p> <ul style="list-style-type: none"> • Significant targeted recruitment efforts will continue with the aim of reducing vacancies to 52.0 positions below the approved complement. A combination of issues will continue to pose staffing challenges, including exits (retirements and transfers to other Divisions) and internal promotions which result in no net change to the vacancy rate, difficulties attracting senior technical professionals, and a limited supply of top calibre talent in key business areas. • After considering budgeted gapping, it is equal to a 9.1% operating vacancy rate. 	
<p>Toronto Building:</p> <ul style="list-style-type: none"> • Other gross expenditures are under budget by \$1.620 million mainly due to underspending in salaries and benefits as a result of vacant positions (\$1.342 million). • Under spending in salaries and benefits as a result of vacant positions. • Under-spending in equipment, professional services and inter-divisional charges also contributed to the positive gross expenditure variance. • Revenues were higher than budgeted by \$9.128 million driven by the sustained high volume of building permit applications. 	<p></p>	<ul style="list-style-type: none"> • Toronto Building is projecting positive net expenditures of \$26.252 million at year end. • The projected gross expenditures will be under budget by \$3.291 million mainly due to vacant positions. • The projected positive revenue variance of \$22.960 million is driven by greater volumes of building permit applications than planned. • Toronto Building continues to actively monitor its spending against the Council Approved 2018 Operating Budget. Any year end surplus or deficit will be contributed to or from the Building Code Act Service Improvement Reserve Fund. The fund creates and maintains systems and 	<p></p>

		processes which enable service delivery timelines and reporting requirements of the Province's Bill 124, Building Code Statute Law Amendment Act, and 2002 Legislation to be met.	
<ul style="list-style-type: none"> 30 positions below approved complement, which after gapping is equivalent to a 3.5% vacancy rate. Toronto Building continues to advance on its hiring strategy to fill vacant positions. 		<ul style="list-style-type: none"> 29 positions below approved complement of 468.0 positions. 	
Transportation Services: <ul style="list-style-type: none"> Lower costs for road & bridge repair contracts/materials due to lower than expected volumes, under-spending in salaries and benefits due to vacant positions, and lower traffic signal maintenance contract costs also due to lower than expected volumes. Partially offset by higher costs for salt usage in the winter maintenance program in the 1st quarter of 2018 due to the higher than planned number of salting events. Higher right-of-way permit fees and street occupation application fees due to higher than expected construction activity, and higher boulevard parking permit fees. 	G	<ul style="list-style-type: none"> Under-achieved utility cut repair net revenue and utility cut fixed permit fee revenue due to lower than expected volumes. Fully offset by lower costs for road & bridge repair contracts/materials due to lower than expected volumes, under-spending in salaries and benefits due to vacant positions, higher right-of-way permit fees and street occupation application fees due to higher than expected construction activity, higher boulevard parking permit fees, and additional fee revenue from external utilities as the Program investigates and bills for utility cut repairs (part of backlog) completed by Engineering & Construction Services. 	G
<ul style="list-style-type: none"> 101 positions below the approved complement due to a combination of events that result in a 'domino effect' within the Program (i.e. retirements and transfers to other Divisions are often then filled through internal promotions which result in no net 		<ul style="list-style-type: none"> 66.9 positions below the approved complement, after considering budgeted gapping this essentially reflects full complement. 	

<p>change to the vacancy rate while the hiring process proceeds).</p> <ul style="list-style-type: none"> • After considering budgeted gapping, it is equal to a 2.8% operating vacancy rate. 		<ul style="list-style-type: none"> • Transportation Services continues to implement an accelerated hiring program to address the filling of vacant positions. 	
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Appendix G

Chief Financial Officer

Figure 10: Net Variance Summary



Figure 10 is summarizing Chief Financial Officer year-to-date and year-end projected net variances. As of May 31, 2018 **Chief Financial Officer** reported a net favourable variance of \$2.422 million or 14.2%, and projecting a year-end positive variance of \$2.287 million or 6.0% compared to the 2018 Approved Net Operating Budget.

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Figure 11: Chief Financial Officer Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Office of the Chief Financial Officer	3-Month	(0.5)	▼	(0.2)	▼	(0.3)	▼	Ⓚ	(1.9)	▼	(1.0)	▼	(0.8)	▼	Ⓚ
	5-Month	(0.8)	▼	(0.2)	▼	(0.6)	▼	Ⓚ	(1.7)	▼	(0.7)	▼	(0.9)	▼	Ⓚ
Office of the Treasurer	3-Month	(1.0)	▼	(0.7)	▼	(0.3)	▼	Ⓚ	(1.9)	▼	(1.5)	▼	(0.4)	▼	Ⓚ
	5-Month	(1.3)	▼	0.5	▲	(1.8)	▼	Ⓚ	(3.2)	▼	(1.8)	▼	(1.3)	▼	Ⓚ
Total	3-Month	(1.5)	▼	(0.9)	▼	(0.6)	▼	Ⓚ	(3.8)	▼	(2.5)	▼	(1.2)	▼	Ⓚ
	5-Month	(2.2)	▼	0.3	▲	(2.4)	▼	Ⓚ	(4.8)	▼	(2.6)	▼	(2.3)	▼	Ⓚ
<div> <div>Year-to-Date</div> <div>Ⓚ 85% to 105%</div> <div>Ⓚ 0% to 85%</div> <div>Ⓚ >105%</div> </div> <div> <div>Year-End</div> <div>Ⓚ <=100%</div> <div>Ⓚ >100%</div> </div> <div> <div>Net Variance</div> </div>															

Appendix G

Chief Financial Officer

Five Month Results		Year-End Projections	
Office of the Chief Financial Officer: <ul style="list-style-type: none"> Favourable gross expenditures variance of \$0.813 million, mainly due to delay in filling vacant positions, is offset by resulting \$0.180 million in lower recoveries from Non-Program, Reserves and capital projects. 21.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 12.3% operating vacancy rate. 	G	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$0.946 million due to vacancies. 	G
		<ul style="list-style-type: none"> 9.0 position below the approved complement which, after considering budgeted gapping, represents a 1.5% operating vacancy rate. 	
Office of the Treasurer: <ul style="list-style-type: none"> Favourable variance in gross expenditures of \$1.367 million is primarily attributable to underspent salaries and benefits on vacancies partially offset by over-expenditures in postage and contracted services. Revenues were over-achieved mainly due to higher user fee revenues offset by lower recoveries from divisions and transfers from reserve funds. 88.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 9.3% operating vacancy rate. 	G	<ul style="list-style-type: none"> Projected overall favourable gross expenditures of \$2.152 million includes salary savings related to vacant positions and non-salary underspend due to delay in category management implementation. Revenues are projected to be \$1.811 million under-achieved at year-end mainly due to lower transfers from recoveries from divisions and reserve/reserve funds offset by higher than budgeted user fee revenue. 	G
		<ul style="list-style-type: none"> 21.0 positions below the approved complement which, after considering budgeted gapping, represents a 0% operating vacancy rate. 	

- | | | |
|--|--|--|
| <ul style="list-style-type: none">• Recruitment strategies are underway for vacant positions, including 22 positions recently added through the 2018 operating budget process. | | |
|--|--|--|

Appendix G

Internal Corporate Services

Figure 12: Net Variance Summary

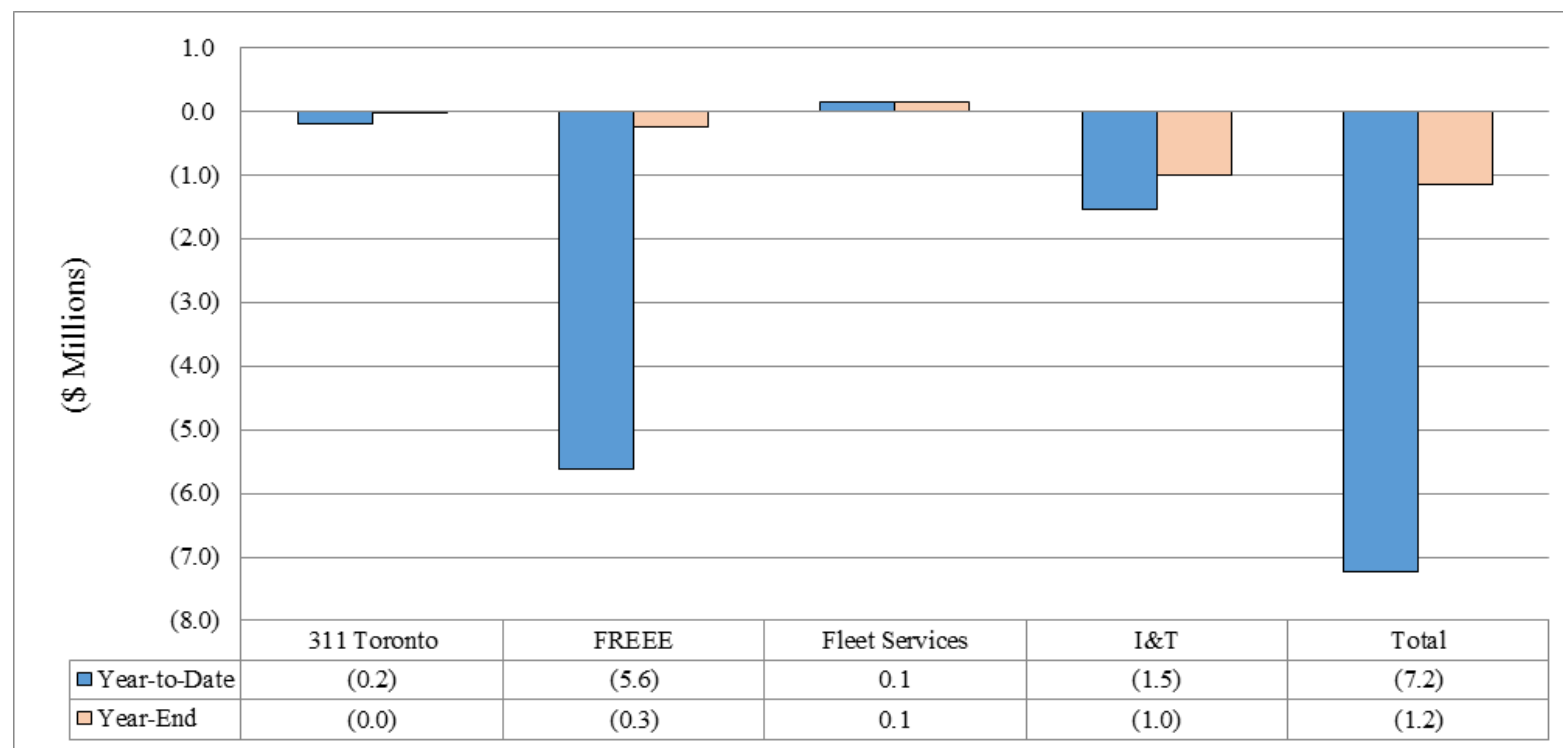


Figure 12 is summarizing Internal Corporate Services year-to-date and year-end projected net variances. As of May 31, 2018 **Internal Corporate Services** reported a net favourable variance of \$7.240 million or 8.7%, and projecting a year-end positive variance of \$1.151 million or 0.7% compared to the 2018 Approved Net Operating Budget.

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Figure 13: Internal Corporate Services Year-to-Date Variance and Year-End Variance Projection Summary





City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Facilities, Real Estate, Environment & Energy	3-Month	(3.6)	▼	(3.3)	▼	(0.3)	▼	Ⓒ	2.1	▲	2.4	▲	(0.4)	▼	Ⓒ
	5-Month	(6.6)	▼	(1.0)	▲	(5.6)	▼	Ⓒ	(1.1)	▼	(0.9)	▼	(0.3)	▲	Ⓒ
Fleet Services	3-Month	(1.0)	▼	(0.6)	▼	(0.4)	▼	Ⓒ	2.3	▲	2.4	▲	(0.1)	▼	Ⓒ
	5-Month	(0.9)	▲	(1.0)	▼	0.1	▲	Ⓐ	2.9	▲	2.8	▲	0.1	▲	Ⓡ
Information & Technology	3-Month	(3.1)	▼	(2.2)	▼	(0.9)	▼	Ⓒ	(13.5)	▼	(12.8)	▼	(0.7)	▼	Ⓒ
	5-Month	(4.7)	▼	(3.1)	▼	(1.5)	▼	Ⓒ	(14.2)	▼	(13.2)	▼	(1.0)	▼	Ⓒ
311 Toronto	3-Month	(0.2)	▼	0.2	▲	(0.4)	▼	Ⓐ	(1.3)	▼	(1.3)	▼	(0.0)	—	Ⓒ
	5-Month	(0.4)	▼	(0.2)	▼	(0.2)	▲	Ⓒ	(1.3)	—	(1.3)	—	(0.0)	—	Ⓒ
Total	3-Month	(7.9)	▼	(6.0)	▼	(1.9)	▼	Ⓒ	(10.4)	▼	(9.2)	▼	(1.2)	▼	Ⓒ
	5-Month	(12.6)	▼	(5.3)	▲	(7.2)	▼	Ⓒ	(13.8)	▼	(12.7)	▼	(1.2)	—	Ⓒ
Year-to-Date Net Variance: Ⓒ 85% to 105% Ⓐ 0% to 85% Ⓡ >105% Year-End: Ⓒ <=100% Ⓡ >100%															

Appendix G

Internal Corporate Services

Five Month Results	Year-End Projections
Facilities, Real Estate, Environment & Energy: <ul style="list-style-type: none"> Favourable variance of \$5.614 million net is primarily attributable to underspending in utilities due to a global adjustment on hydro rates, and operating vacancies as a result of staffing delays and implementation of the new Facilities Management service delivery model. Other underspend in gross expenditures were offset by lower recoveries from reserve funds and clients, contributing to minimal net impact. 	<div>G</div> <ul style="list-style-type: none"> Net favourable variance of \$0.256 million is mainly due to operating vacancies offset by anticipated overspend in utilities and contracted services related to demand maintenance requests. <div>G</div>
<ul style="list-style-type: none"> 164.6 positions below the approved complement mainly driven by staffing delays due to the ongoing implementation of the new Facilities Management service delivery model within the Division. After considering budgeted gapping, current vacancies represent the equivalent of a 11.3% operating vacancy rate. The impacts of vacancies across the program include existing staff working extra hours to cover off 24/7 and critical operations, and a greater reliance on external contractors to support operations. Overall, the program mitigated these impacts by having critical work performed with existing resources to meet service levels. 	<ul style="list-style-type: none"> 100.0 positions below the approved complement. Key drivers of projected vacancies include implementation of Facilities Management service delivery model and general delays in the hiring process. After considering budgeted gapping, this represents the equivalent of a 5.6% operating vacancy rate. The vacancy rate is expected to decrease by the end of 2018 as the new FM structure is implemented and, a number of these positions will be filled. FREEE is working with Corporate HR to ensure vacant positions are filled as soon as possible.
Fleet Services: <ul style="list-style-type: none"> Favourable gross expenditures of \$0.916 million is mainly due to underspending from staff vacancies due to shortage of trade workers in the industry. 	<div>Y</div> <ul style="list-style-type: none"> Projected year-end is anticipated to be on budget, the unfavourable expenditure variance from higher maintenance costs for <div>R</div>

Staff report for action on Operating Variance Report for the Five Months ended May 31, 2018

<ul style="list-style-type: none"> Lower recoveries from client divisions of \$1.045 million is due to lower expenditure for maintenance and fuel costs. 		<p>vehicles and equipment that have passed their optimum life, and higher fuel price; which will be offset by underspend from staff vacancies and draw from the Commodity Price Stabilization Reserve.</p>	
<ul style="list-style-type: none"> 27.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 10.5% operating vacancy rate. Service levels are being maintained through increased overtime. 		<ul style="list-style-type: none"> 11.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 2.1% operating vacancy rate. 	
<p>Information & Technology:</p> <ul style="list-style-type: none"> Favourable gross expenditures of \$4.664 million are mainly attributable to \$3.121 million of vacancies in capital and client-funded positions which are offset by lower capital and interdivisional recoveries, and underspending from operating vacancies and lower software and hardware maintenance, expense resulting in a favourable net expenditure variance of \$1.543 million. 		<ul style="list-style-type: none"> Underspend helps absorb divisional pressures such as unfunded students, co-op recruitments and higher overtime to maintain service levels, as well as funding the unbudgeted IT HR recruitment team offset by office modernization expenditures. Projected year-end net favourable variance of \$1.008 million is primarily due to vacancies. 	
<ul style="list-style-type: none"> 136.0 positions below the approved complement (57 operating and 79 capital). After considering budgeted gapping of 5.5%, this represents the equivalent of a 3.5% operating vacancy rate. 		<ul style="list-style-type: none"> 120.0 positions (50 operating and 70 capital) below the approved complement, and after considering 5.5% budgeted gapping, this represents the equivalent of a 2.4% operating vacancy rate. 	
<p>311 Toronto:</p> <ul style="list-style-type: none"> Favourable net expenditure of \$0.213 million is mainly attributable to underspending in contracts due to various contract negotiations and IT technologies currently being upgraded. 		<ul style="list-style-type: none"> Net favourable variance at year-end of \$0.016 million reflects underspending in contracts. 	

<ul style="list-style-type: none"> Achieved 73% of calls answered within 75 seconds, compared to the 80% Council approved service level. 			
<ul style="list-style-type: none"> 12.0 positions below the approved complement. After considering budgeted gapping, this represents the equivalent of 0.3% operating vacancy rate. There is no service level impact resulting from these vacancies. 		<ul style="list-style-type: none"> 4.0 positions below the approved complement due to 4.0 gapped operating positions expected to be vacant to meet the divisional gapping target. After considering budgeted gapping, this represents the equivalent of 0.3% operating vacancy rate. There is no service level impact resulting from these vacancies. 	

Appendix G

City Manager's Office

The City Manager's Office reported net favourable year-to-date variance of \$0.043 million and is forecasting year-end net \$0.657 million favourable variance compared to the 2018 Approved Net Operating Budget.

Figure 14: City Manager's Office Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Manager's Office	3-Month	0.7	▲	0.2	▲	0.5	▲	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	1.7	▲	1.8	▲	(0.0)	▼	Ⓢ	1.5	▲	2.1	▲	(0.7)	▼	Ⓢ
Year-to-Date Net Variance		Ⓢ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End		Ⓢ	<=100%	Ⓡ	>100%		

Five Month Results

Year-End Projections

City Manager's Office:

- Favourable net variance of \$0.043 million due to higher inter-divisional recoveries from temporary short-term service agreements, offset by overspent salaries and benefits for temporary unbudgeted positions and timing of computer software maintenance costs.
- 42.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 3.0% operating vacancy rate.
- There was no service level impact resulting from these vacancies.

Ⓢ

- Projected year-end net favourable variance is mainly due to underspend from delays in filling vacant positions.

Ⓢ

- 29.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 0% operating vacancy rate.

Staff report for action on Operating Variance Report for the Five Months ended May 31, 2018

Appendix G

Other City Programs

Figure 15: Net Variance Summary

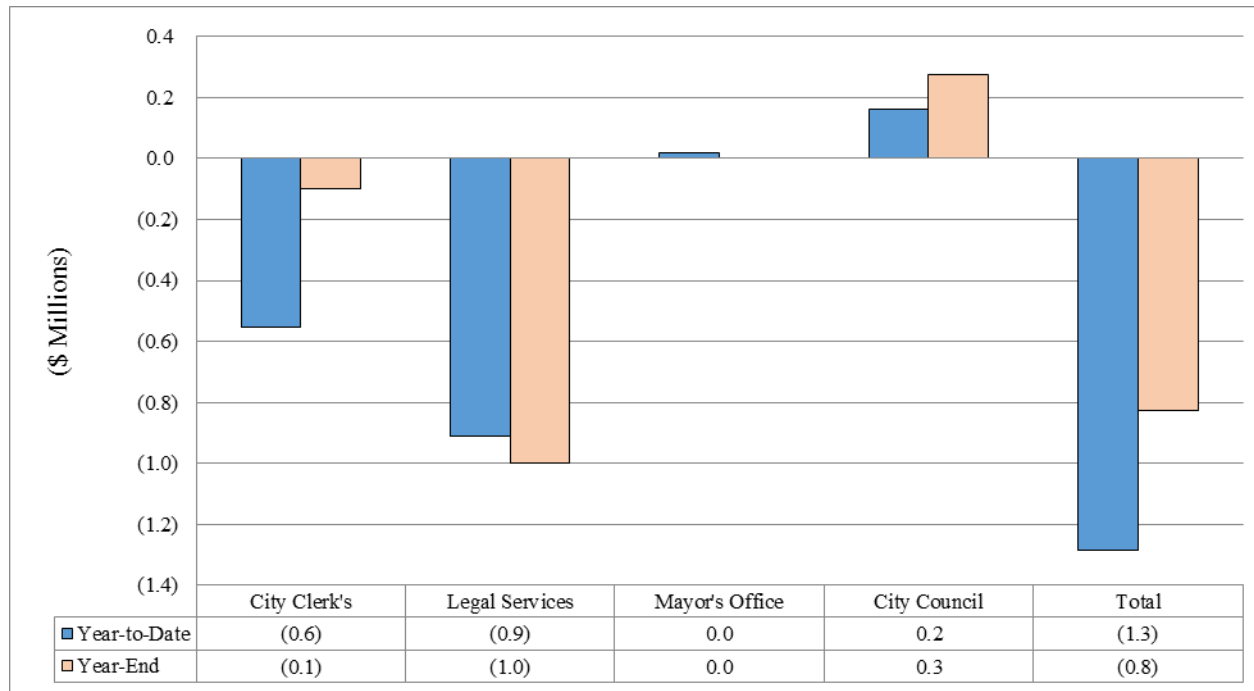


Figure 15 illustrates program specific year-to-date and year-end projected net variances. As of May 31, 2018 **Other City Programs** are reporting a net favourable variance of \$1.284 million or 4.2%, and projecting \$0.825 million favourable variance at year-end.

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Figure 16: Other City Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Clerk's Office	3-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	(0.8)	▼	(0.2)	▼	(0.6)	▼	Ⓢ	(0.1)	▼	0.0	—	(0.1)	▼	Ⓢ
Legal Services	3-Month	0.7	▲	0.7	▲	(0.1)	▼	Ⓢ	0.7	▲	0.7	▲	(0.0)	—	Ⓢ
	5-Month	(1.5)	▼	(0.6)	▼	(0.9)	▼	Ⓢ	(4.5)	▼	(3.5)	▼	(1.0)	▼	Ⓢ
Mayor's Office	3-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
City Council	3-Month	(0.0)	—	0.1	▲	(0.2)	▼	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	0.2	▲	0.1	—	0.2	▲	Ⓢ	0.3	▲	0.0	—	0.3	▲	Ⓡ
Total	3-Month	0.4	▲	0.9	▲	(0.5)	▼	Ⓢ	0.7	▲	0.7	▲	(0.0)	—	Ⓢ
	5-Month	(2.0)	▼	(0.8)	▼	(1.3)	▼	Ⓢ	(4.3)	▼	(3.5)	▼	(0.8)	▼	Ⓢ
Year-to-Date Net Variance		Ⓢ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End	Ⓢ	<=100%	Ⓡ	>100%			

Appendix G

Other City Programs

Five Month Results		Year-End Projections	
City Clerk's Office: <ul style="list-style-type: none"> Favourable net variance of \$0.555 million due to underspend in computer hardware and software, and contracted services and professional services. 	G	<ul style="list-style-type: none"> Projected year-end net favourable variance is mainly due to underspend from delays in filling vacant positions. 	G
<ul style="list-style-type: none"> 11.9 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 0% operating vacancy rate. There was no service level impact resulting from these vacancies. 		<ul style="list-style-type: none"> 4.9 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 0% operating vacancy rate. 	
Legal Services: <ul style="list-style-type: none"> Favourable net expenditure of \$0.911 million is mainly due to lower salaries and benefits resulting from staff vacancies, which is partially offset from lower inter-divisional recoveries. 	G	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$1.000 million is mainly to underspend from delays in filling vacant positions. Legal is actively filling the vacant positions. 	G
<ul style="list-style-type: none"> Down 35 positions or 6.4% below the approved complement after budgeted gapping. Hiring process is underway to fill vacancies. Legal staff are working overtime to maintain service levels. 		<ul style="list-style-type: none"> 10 positions below the approved complement, and after considering budgeted gapping, this represents the full complement. 	
Mayor's Office: <ul style="list-style-type: none"> Unfavourable net variance of \$0.020 million due to overspent salaries and benefits. 	G	<ul style="list-style-type: none"> The projection is to be on budget at year-end. 	G
<ul style="list-style-type: none"> Full complement. 		<ul style="list-style-type: none"> Full complement. 	
City Council: <ul style="list-style-type: none"> Unfavourable net variance of \$0.162 million is the net of overspend in Council General Expense 	G	<ul style="list-style-type: none"> Projected year-end net unfavourable variance is mainly due to overspend in 	R

budget related to staff replacement costs, office leases and Councillor transition costs, offset by underspending in Councillor's Constituency Services and Office budgets, and salaries and benefits.		Council General Expense budget but is dependent on future spending patterns.	
<ul style="list-style-type: none"> • 1.0 position below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 0% operating vacancy rate. • There was no service level impact resulting from these vacancies. 		<ul style="list-style-type: none"> • Full complement. 	

Appendix G

Accountability Offices

Figure 17: Net Variance Summary

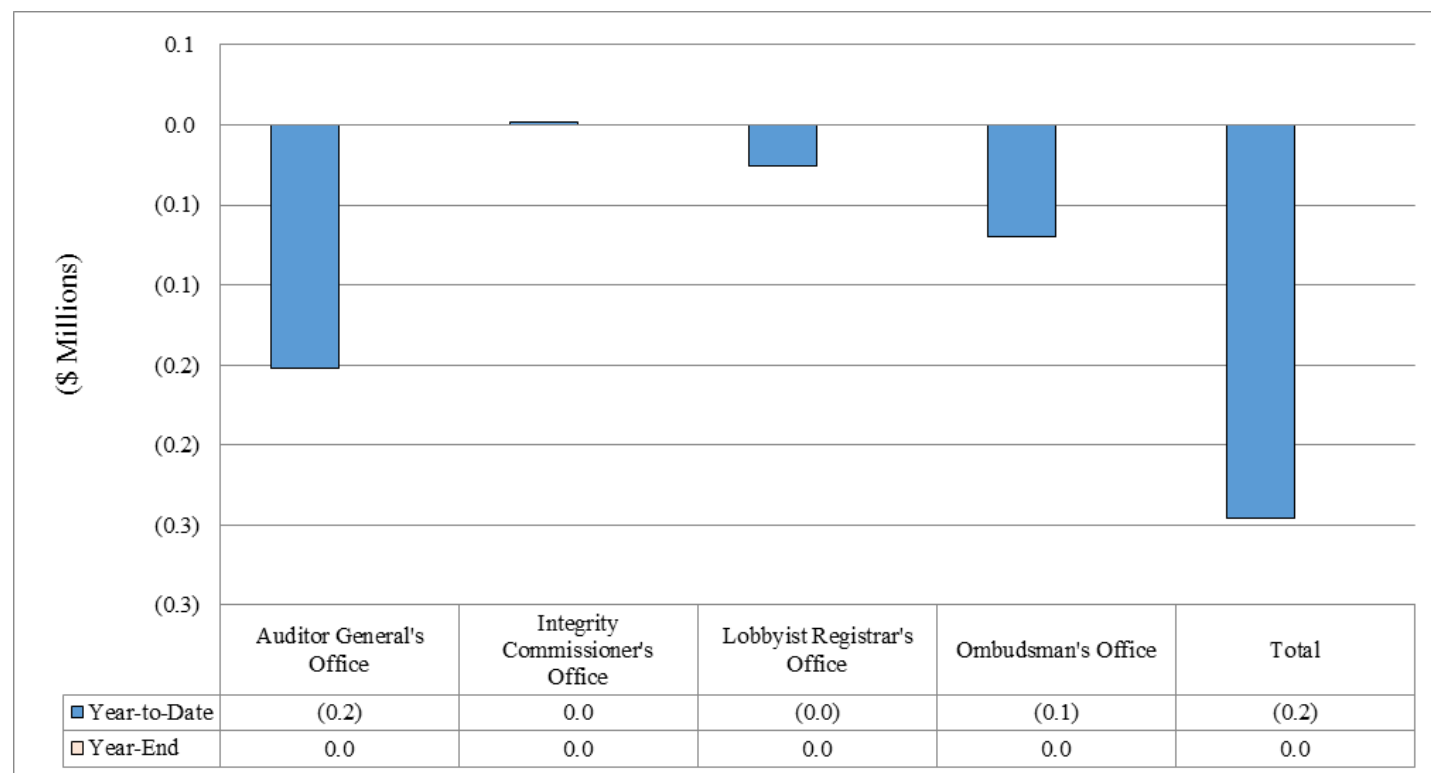


Figure 17 provides an overview of the Accountability Offices year-to-date and year-end projected net variances. As of May 31, 2018 **Accountability Offices** are reporting a net favourable variance of \$0.246 million or 7.0%, and projecting to be on target at year-end.

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Figure 18: Accountability Offices Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Auditor General's Office	3-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.2)	▼	0.0	—	(0.2)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Integrity Commissioner's Office	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Lobbyist Registrar's Office	3-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Ombudsman's Office	3-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.1)	—	0.0	—	(0.1)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	3-Month	(0.2)	▼	0.0	—	(0.2)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.2)	—	0.0	—	(0.2)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Year-to-Date Net Variance	Ⓞ	85% to 105%	Ⓜ	0% to 85%	Ⓡ	>105%	Year-End								
							Ⓞ <=100% Ⓡ >100%								

Appendix G

Accountability Offices

Five Month Results		Year-End Projections	
Auditor General's Office: <ul style="list-style-type: none"> Favourable net variance of \$0.152 million due to underspent salaries and benefits and services and rents. Full complement. 	G	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement. 	G
Integrity Commissioner's Office: <ul style="list-style-type: none"> Unfavourable variance of \$0.002 million due to slight overspend in services and rents, offset by underspent salaries and benefits. Full complement. 	G	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement. 	G
Lobbyist Registrar's Office: <ul style="list-style-type: none"> Favourable variance of \$0.026 million due to underspend in services and rents. 0.3 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 3.0% operating vacancy rate. The 0.3 temporary position is only filled if operational needs arise. 	G	<ul style="list-style-type: none"> The projection is to be on budget at year-end. 0.3 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 3.0% operating vacancy rate. 	G
Ombudsman's Office: <ul style="list-style-type: none"> Favourable variance of \$0.070 million due to underspend in services and rents, partially offset by overspend in salaries and benefits. Full complement. 	G	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement. 	G

Appendix G

Agencies

Figure 19: Net Variance Summary

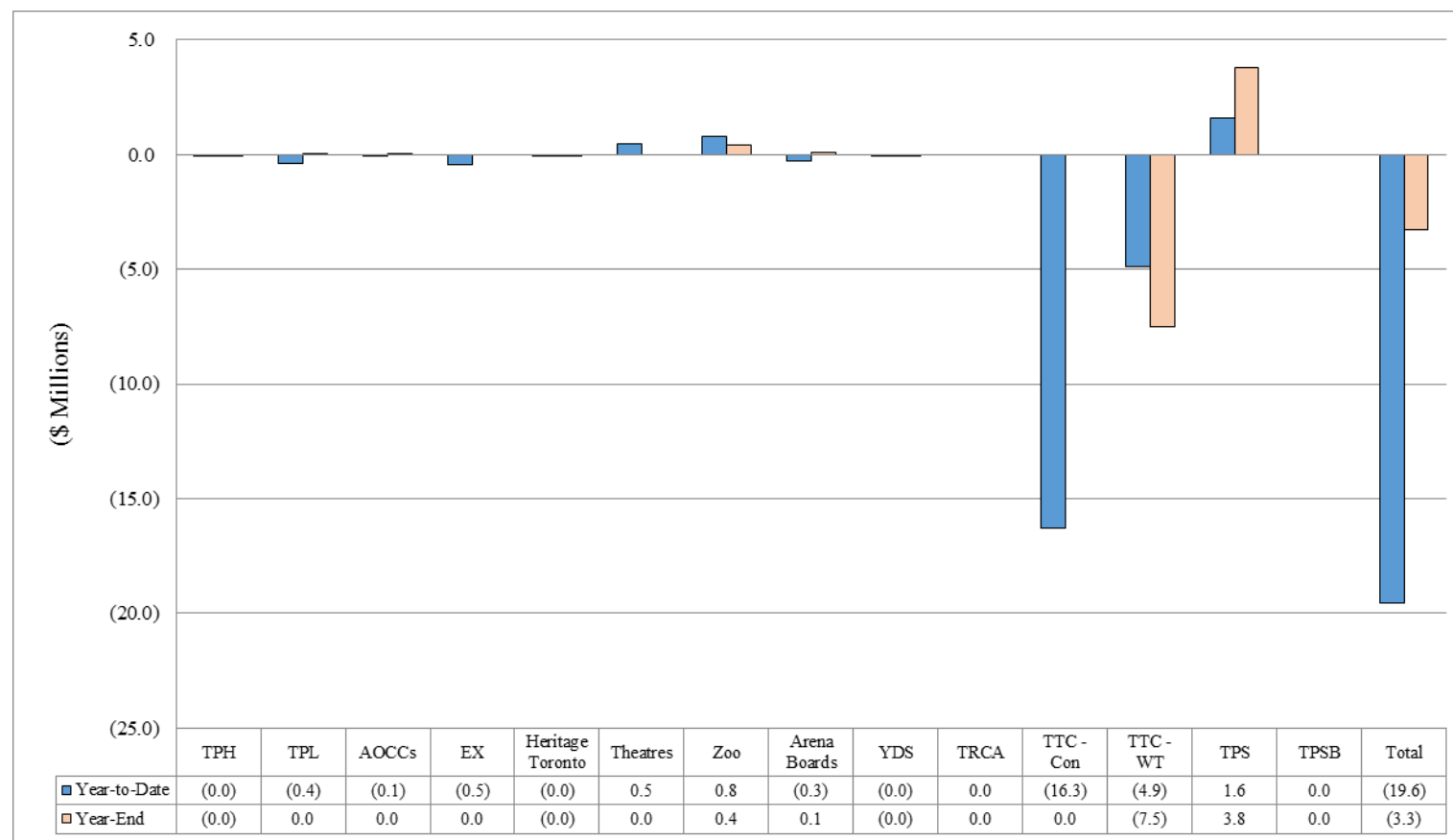


Figure 19 illustrates **Agencies'** specific year-to-date and year-end projected net variances. As of May 31, 2018 **Agencies** are reporting a net favourable variance of \$19.560 million or 2.4%, and are projecting a year-end positive variance of \$3.278 million or 0.2% compared to the 2018 Approved Net Operating Budget.

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Figure 20: Agencies Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Toronto Public Health	3-Month	(0.6)	▼	(0.6)	▼	(0.0)	—	Ⓢ	(0.4)	▼	(0.4)	▼	0.0	—	Ⓢ
	5-Month	(0.5)	▲	(0.5)	▲	(0.0)	—	Ⓢ	(0.2)	▲	(0.2)	▲	(0.0)	—	Ⓢ
Toronto Public Library	3-Month	0.1	▲	0.5	▲	(0.4)	▼	Ⓢ	0.5	▲	0.5	▲	0.0	—	Ⓢ
	5-Month	0.5	▲	0.9	▲	(0.4)	—	Ⓢ	1.7	▲	1.7	▲	0.0	—	Ⓢ
Association of Community Centres	3-Month	(0.1)	▼	(0.0)	—	(0.1)	▼	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	(0.1)	—	0.0	—	(0.1)	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Exhibition Place	3-Month	(1.8)	▼	(1.6)	▼	(0.2)	▼	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	(1.6)	▲	(1.1)	▲	(0.5)	▼	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓢ
Heritage Toronto	3-Month	(0.1)	▼	0.1	▲	(0.2)	▼	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	(0.1)	—	(0.1)	▼	(0.0)	▲	Ⓢ	(0.0)	—	(0.0)	—	(0.0)	—	Ⓢ
Theatres	3-Month	(1.8)	▼	(1.4)	▼	(0.3)	▼	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	(2.8)	▼	(3.3)	▼	0.5	▲	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓢ
Toronto Zoo	3-Month	0.2	▲	0.2	▲	(0.0)	—	Ⓢ	0.4	▲	0.0	—	0.4	▲	Ⓡ
	5-Month	(0.6)	▼	(1.4)	▼	0.8	▲	Ⓡ	0.4	—	0.0	—	0.4	—	Ⓡ
Arena Boards of Management	3-Month	(0.1)	▼	0.2	▲	(0.3)	▼	Ⓢ	(0.0)	—	(0.1)	▼	0.1	▲	Ⓡ
	5-Month	0.0	▲	0.3	▲	(0.3)	—	Ⓢ	(0.0)	—	(0.1)	—	0.1	—	Ⓡ

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Figure 21: Agencies Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Yonge Dundas Square	3-Month	(0.0)	—	(0.1)	▼	0.0	—	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	0.1	▲	0.1	▲	(0.0)	—	Ⓨ	0.0	—	0.1	▲	(0.0)	—	Ⓢ
CreateTO	3-Month	(0.0)	—	(0.0)	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	(0.3)	▼	(0.3)	▼	0.0	—	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓢ
Toronto & Region Conservation Authority	3-Month	0.4	▲	0.4	▲	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	0.0	▼	0.0	▼	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Toronto Transit Commission - Conventional	3-Month	(7.9)	▼	(1.5)	▼	(6.4)	▼	Ⓢ	(16.6)	▼	(16.6)	▼	0.0	—	Ⓢ
	5-Month	(19.6)	▼	(3.3)	▼	(16.3)	▼	Ⓢ	(18.5)	▼	(18.5)	▼	0.0	—	Ⓢ
Toronto Transit Commission - Wheel Trans	3-Month	(3.2)	▼	(0.3)	▼	(2.9)	▼	Ⓢ	(4.5)	▼	(0.6)	▼	(3.9)	▼	Ⓢ
	5-Month	(5.3)	▼	(0.4)	▼	(4.9)	▼	Ⓢ	(8.4)	▼	(0.9)	▼	(7.5)	▼	Ⓢ
Toronto Police Service	3-Month	1.0	▲	0.0	—	1.0	▲	Ⓢ	3.9	▲	0.1	▲	3.8	▲	Ⓜ
	5-Month	1.6	▲	0.0	—	1.6	▲	Ⓢ	3.9	—	0.1	—	3.8	—	Ⓜ
Toronto Police Services Board	3-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Total	3-Month	(13.9)	▼	(4.0)	▼	(9.9)	▼	Ⓢ	(16.7)	▼	(17.2)	▼	0.4	▲	Ⓜ
	5-Month	(28.6)	▼	(9.0)	▼	(19.6)	▼	Ⓢ	(21.2)	▼	(17.9)	▼	(3.3)	▼	Ⓢ
Year-to-Date Net Variance Ⓢ 85% to 105% Ⓨ 0% to 85% Ⓜ >105% Year-End Ⓢ ≤100% Ⓜ >100%															







Staff report for action on Operating Variance Report for the Five Months ended May 31, 2018

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City Agencies

Five Month Results		Year-End Projections	
Toronto Public Health: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.499 million mainly in non-payroll costs such as advertising and promotion, professional and general contracted services. Favourable revenue variance of \$0.489 million mainly due to lower revenue recovery from the Province as a result of reduced expenditures. Favourable net variance of \$0.009 million mainly due to lower than plan expenditures. <hr/> <ul style="list-style-type: none"> 93.9 positions or 5.0% below the approved complement, which represents the equivalent of 0% vacancy rate. 		<ul style="list-style-type: none"> Projected favourable gross expenditure variance of \$0.204 million due to lower than expected non-payroll expenditures. Year-end projected under achieved revenues of \$0.203 million due to lower revenue recovery from the Province as a result of reduced expenditures Projected unfavourable year-end net variance of \$0.001 million due to underachieved revenues from the Province. <hr/> <ul style="list-style-type: none"> 93.9 positions or 5.0% below the approved complement, which represents the equivalent of 0% vacancy rate. 	
Toronto Public Library: <ul style="list-style-type: none"> Toronto Public Library reported favourable year-to-date revenues of \$0.898 million relating to unbudgeted grants received in advance from the TPL Foundation to fund specific library initiatives. This revenue is partially offset by the expenditures incurred to date for the same initiatives. In addition to the additional spending related to the one-time grant received, TPL also experienced underspending in salaries and benefits as a result of temporary branch closures and lower than expected benefit costs. 		<ul style="list-style-type: none"> Toronto Public Library expects to receive additional revenues of \$1.660 million to be fully offset by additional spending in programming initiatives. Toronto Public Library expects no year-end variance at this time. 	

<ul style="list-style-type: none"> At its meeting on June 26th, 2018, City Council has approved that \$2.250 million in branch closure savings be redirected to fund capital expenditures for the North York Central Library renovation. TPL also incurred higher costs for utility costs as a result of the cooler temperatures. 			
<ul style="list-style-type: none"> 79.0 positions below approved complement due the temporary closure of branches for capital works. After budgeted gapping, this represents 1.8% operating vacancy rate. 		<ul style="list-style-type: none"> Year-end complement is forecasted to be 49 positions below the approved complement of 1,734.8 operating positions due to temporary branch closures. 	
Association of Community Centres: <ul style="list-style-type: none"> Favourable gross and net expenditure variance of \$0.077 due to unpaid merit pay and various office administration costs. 	G	<ul style="list-style-type: none"> Projected minor unfavourable gross and net variance of \$0.016 million due to turnover of staff and legislative changes (Bill 148) related to statutory holiday pay for part-time staff. Fully achieved revenues 	G
<ul style="list-style-type: none"> Full complement 		<ul style="list-style-type: none"> Full complement 	
Exhibition Place: <ul style="list-style-type: none"> Exhibition Place reported a favourable net variance of \$0.458 million below the 2018 Approved Operating Budget. Favourable expenditure variance of \$1.594 million driven primarily by variable expenditures of \$0.571 million arising from energy savings initiatives which were offset by a unfavourable revenue variance of \$1.569 million due to the timing of new businesses at Exhibition Place facilities. 	Y	<ul style="list-style-type: none"> Exhibition Place projects to be on target at year-end. 	G
<ul style="list-style-type: none"> Full Complement 		<ul style="list-style-type: none"> Full Complement 	

Heritage Toronto: <ul style="list-style-type: none"> Heritage Toronto reported net favourable variance of \$0.017 million below the 2018 Approved Operating Budget A favourable expenditure variance of \$0.089 million which will be reversed with the deliverance of the Heritage Toronto awards. An unfavourable revenue variance of \$0.072 million is due to the Heritage Toronto awards being held in the 4th quarter. 		<ul style="list-style-type: none"> No variance is expected at year-end at this time. 	
<ul style="list-style-type: none"> Complement was increased from 7.3 to 8 positions due to the conversion of part-time employee to full-time as to deliver increased volume of program activity. 		<ul style="list-style-type: none"> Complement was increased from 7.3 to 8 positions due to the conversion of part-time employee to full-time as to deliver increased volume of program activity. 	
Theatres: <ul style="list-style-type: none"> Civic Theatres Toronto (CTT) reported unfavourable net expenditure of \$0.475 million or 21.6% over the 2018 Approved Operating Budget. <ul style="list-style-type: none"> Unfavorable net expenditure of \$0.304 million due to seasonal fluctuations not accounted for in the current budget calendarization. This impact will even out towards the end of the year. \$0.171 million due to low volume of activity which is partially offset by underspending in expenditures. 		<ul style="list-style-type: none"> Civic Theatres Toronto (CTT) is expected to be on budget by year-end. 	
<ul style="list-style-type: none"> 2.0 positions below approved complement of 232.5 due to vacancies yet to be filled. There is no budgeted gapping for CTT. 		<ul style="list-style-type: none"> Full complement 	
Toronto Zoo: <ul style="list-style-type: none"> Unfavorable net expenditures of \$0.795 million or 11.9% over the 2018 Approved Operating Budget is driven by: 		<ul style="list-style-type: none"> Toronto Zoo projects unfavorable year-end net expenditure of \$0.401M in salaries and benefits due to the introduction of Bill 148. 	



Staff report for action on Operating Variance Report for the Five Months ended May 31, 2018

<ul style="list-style-type: none"> • Shortfall in revenue of \$1.394 million due to extreme weather conditions in January, April and May. This impact was reduced by high attendance due to the final showing of Panda. • \$0.210 million unfavorable in other expenditures due to increased labour cost (introduction of Bill 148) which is partially offset by underspending due to cost containment and implementation of energy efficiency initiatives. 		<p>The approval of the budget adjustment (see Appendix F of this report) will transfer \$0.401 million to the Zoo, reducing its projected year-end variance to zero.</p>	
<ul style="list-style-type: none"> • 19.0 positions below approved complement of 396.0 due to retirements and staff turnovers. This represents a 2.6% vacancy rate compared to that of 2.2% of budgeted gapping rate. 		<ul style="list-style-type: none"> • 4.0 positions below approved complement of 396.0. This represents full complement after budgeted gapping. 	
<p>Arena Boards of Management:</p> <ul style="list-style-type: none"> • The Arena Boards of Management reported net favourable variance of \$0.272 million below the 2018 Approved Operating Budget <ul style="list-style-type: none"> • Favourable revenue variance of \$0.309 million due to prepaid revenues for programs starting in the fall. 	G	<ul style="list-style-type: none"> • The Arena Boards of Management are projecting a net unfavourable variance of \$0.066 million above the 2018 Approved Operating Budget. • A projected unfavourable revenue variance of \$0.068 million due to unpaid receivables to Ted Reeve Arena. 	R
<ul style="list-style-type: none"> • Complement was decreased from 65 to 64.5 positions due to a vacancy of 0.5 from Ted Reeve Arena, which is expected to be filled before Year-End. 		<ul style="list-style-type: none"> • Full Complement 	
<p>Yonge Dundas Square (YDS):</p> <ul style="list-style-type: none"> • Yonge-Dundas Square reported net favourable variance of \$0.040 million below the 2018 Approved Operating Budget <ul style="list-style-type: none"> • Unfavourable expenditure variance of \$0.085 million due to more than budgeted events. 	Y	<ul style="list-style-type: none"> • Yonge-Dundas Square is projecting a net favourable variance of \$0.041 million below the 2018 Approved Operating Budget. <ul style="list-style-type: none"> • A projected favourable revenue variance of \$0.051 million due to increased activity level during the warm seasons. 	G



Staff report for action on Operating Variance Report for the Five Months ended May 31, 2018

<ul style="list-style-type: none"> Favourable revenue variance of \$0.125 million due to the timing of sponsorships and signage revenues received. 			
<ul style="list-style-type: none"> Full Complement 		<ul style="list-style-type: none"> Full Complement 	
CreateTO <ul style="list-style-type: none"> With minimal underspend in other expenditures, CreateTO is on plan. 	G	<ul style="list-style-type: none"> Year-end projection is on plan. 	G
<ul style="list-style-type: none"> Approved complement is on plan, representing a 0% operating vacancy rate. There is no service level impact resulting from these vacancies. 		<ul style="list-style-type: none"> Complement is projected to be on plan, and equivalent to a 0% vacancy rate. There is no service level impact resulting from these vacancies. 	
Toronto & Region Conversation Authority: <ul style="list-style-type: none"> As planned for this period. 	G	<ul style="list-style-type: none"> Each year, TRCA receives the City of Toronto funding share which maintains the ratio between TRCA's other funding partner municipalities. In 2018, TRCA will receive the full funding amount as approved by Council, resulting in no year-end variance 	G
<ul style="list-style-type: none"> Full Complement 		<ul style="list-style-type: none"> Full Complement 	
Toronto Transit Commission – Conventional: Passenger Revenues: \$4.0 million decrease -, passenger revenues were 0.8% below budget. The more favourable revenue position is mainly due to the current trend of customers switching from pass-based fare media to single-ride fare media, particularly PRESTO e-purse, which has resulted in an increase in the average fare. Other Revenues: \$0.7 million increase – an increase in interest revenue is the main driver of this favourable variance.	G	Current forecasts indicate that ridership could fall approximately 8.4 million rides below the target of 539.4 million (or 531.0 million). Passenger revenue. \$5.5 million decrease: <ul style="list-style-type: none"> Year-end ridership is expected to be approximately 1.6% below budget; however, passenger revenues are expected to be only 0.5% below budget. The more favourable revenue projection is mainly due to the current trend of 	G

<p>Operating expenses were under budget, due to the following:</p> <ul style="list-style-type: none"> • Traction Power and Utilities: \$6.3 million decrease - expenses to date have been less than anticipated primarily due to lower than forecasted rates and consumption. • Other Corporate costs: \$5.6 million decrease. lower than budgeted PRESTO adoption rate and associated transaction costs as well as lease savings for TTC facilities • Employee Benefits: \$4.5 million decrease - savings related to lower healthcare expenses. • Departmental Labour: \$2.5 million increase – various items account for this unfavourable variance including the impact of Bill 148 (such as the two paid emergency leave days), and increased requirements for bus replacement service on streetcar routes due to the declining reliability of the legacy streetcar fleet. • Departmental Non-Labour: \$5.8 million decrease – this favourable variance is mostly due to timing differences related to invoices and procurement. • All other variances net to a \$0.1 million favourable variance. 		<p>customers switching from pass-based fare media to single-ride fare media, particularly PRESTO e-purse, which has resulted in a \$0.023 increase in the average fare.</p> <ul style="list-style-type: none"> • All other changes are expected to net to a \$2.7 million favourable variance predominantly from departmental non-labour <p>Projected Expenditures decreases:</p> <ul style="list-style-type: none"> • Traction Power and Utilities: \$10.6 million decrease. Expenses to date have been less than anticipated primarily due to lower than forecasted rates and consumption. • Employee Benefits: \$10.0 million decrease. The year-to-date trend in healthcare expenses indicates that employee benefit expenses will fall below budget by year-end. <p>Other Corporate costs: \$6.6 million decrease. lower than budgeted PRESTO adoption rate and associated transaction costs as well as lease savings for TTC facilities</p> <ul style="list-style-type: none"> • Stabilization Reserve Draw: \$14.0 million decrease. Due to the favourable variances from traction power and employee benefits, the \$14.0 million stabilization reserve draw 	
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		<p>may not be required this year. This is subject to review of risks associated with the impact of Bill 148 (such as the two paid emergency leave days), implementation of planned overcrowding initiatives and increased requirements for bus replacement service on streetcar routes due to the declining reliability of the legacy streetcar fleet.</p> <p>Departmental Labour: \$10.4 million increase. Due to the 48 hour work limit, additional bus operators are being recruited in order to avoid impacts on service and ensure sufficient resources for subway closures.</p> <p>This projection incorporates the impact of additional operator hires planned to address several items including: schedule adjustments required as a result of the 48 hour limit, hires to operate bus service on streetcar routes, coverage requirements for paid emergency leave, and the capacity improvements as approved by the Board on May 8, 2018.</p>	
<ul style="list-style-type: none"> 831 positions below the approved complement primarily due to staffing variances related to capital projects. 		<ul style="list-style-type: none"> Projected strength of 14,542 positions reflects 35 positions above complement, after considering and achieving the gapping target throughout the year. 	
<p>Toronto Transit Commission – Wheel-Trans: Passenger revenue is \$0.4M below budget, mainly due to 153K fewer customer journeys than budgeted.</p>		<p>Customer journeys are projected to be below target at 4.297M vs budget of 4.808M.</p>	

<p>Operating Expenses: The decrease in costs is attributable to contracted services being \$4.5M under budget, due to lower than budgeted ridership and lower cost per passenger trip. All other expense variances net to a savings of \$0.9M</p>		<ul style="list-style-type: none"> Currently, a \$7.5 million (or 5.2%) year-end subsidy surplus is projected, primarily due to lower than budgeted ridership. <p>Contracted Taxi Services: \$10.7 million decrease. The decrease in costs is attributable to a lower projected year-end ridership estimate and a lower cost per passenger trip estimate based on year-to-date experience.</p> <p>Passenger Revenues: \$0.9 million decrease. The decrease is mainly due 511,000 less customer journeys than budgeted offset by a slightly higher average fare.</p> <p>Labour expenses: \$2.3 million increase. Increase is due to adjustments to the amount of planed service on Wheel-Trans buses.</p>	
<ul style="list-style-type: none"> 22.0 positions below approved complement due to hiring challenges. 		<ul style="list-style-type: none"> Projected strength of 613.0 positions reflects a projection of 25 positions above the approved complement. These positions are required to ensure sufficient resources to meet ridership demand given the impacts of Bill 148 (Paid Emergency Leave) and the recent implementation of a 48 hour maximum on the number of operator weekly hours. 	
<p>Toronto Police Service:</p> <ul style="list-style-type: none"> The Service incurred over-spending in salaries of \$1.399 million due to an increased use of premium pay to meet policing requirements as a result of the reduced staffing levels and high-profile cases as well as an increased need to hire additional 	<p>G</p>	<ul style="list-style-type: none"> A net unfavourable variance of \$3.8 million is expected at year end and is driven by the higher than planned use of premium pay spending for uniformed officers to meet services demands and the increase in 	<p>R</p>

<p>Communications Operators to ensure the ability to deliver emergency call centre services within the acceptable response times. The Board has approved an increase of 50 Communication operator positions to achieve the required response standards. The service also incurred overspending in consulting services of \$0.226 million which will be offset by provincial grants.</p> <ul style="list-style-type: none"> • This overspending has been partially offset by \$0.042 million in higher than planned revenues for a net unfavourable variance of \$1.583 million. • While the Toronto Police Service is expected, on average to be below its budgeted strength throughout the year, underspending in salaries and benefits from these vacancies has been fully allocated to support additional service demands. 		<p>Communications Operators, expected to remain through to year-end to meet the standard call centre response times.</p> <ul style="list-style-type: none"> • The Service will be endeavouring to reduce and defer all other expenditures wherever possible in an attempt to come within the approved budget; however, expenditures are subject to the exigencies of policing and uncontrollable events that limit the Service's ability to realize savings. 	
<ul style="list-style-type: none"> • 977 positions below full complement is a result of increased separations and higher than expected attrition rates. After gapping considerations, this represents a 0.7% gapping rate. 		<ul style="list-style-type: none"> • 887 positions below approved complement. After gapping considerations, this represents full complement. 	
<p>Toronto Police Services Board:</p> <ul style="list-style-type: none"> • As the Board is at full complement, there is no year-to-date variance. 		<ul style="list-style-type: none"> • Toronto Police Services Board expects no year-end variance at this time. 	
<ul style="list-style-type: none"> • Full Complement 		<ul style="list-style-type: none"> • Full Complement 	

Appendix G

Corporate Accounts

Figure 22: Net Variance Summary

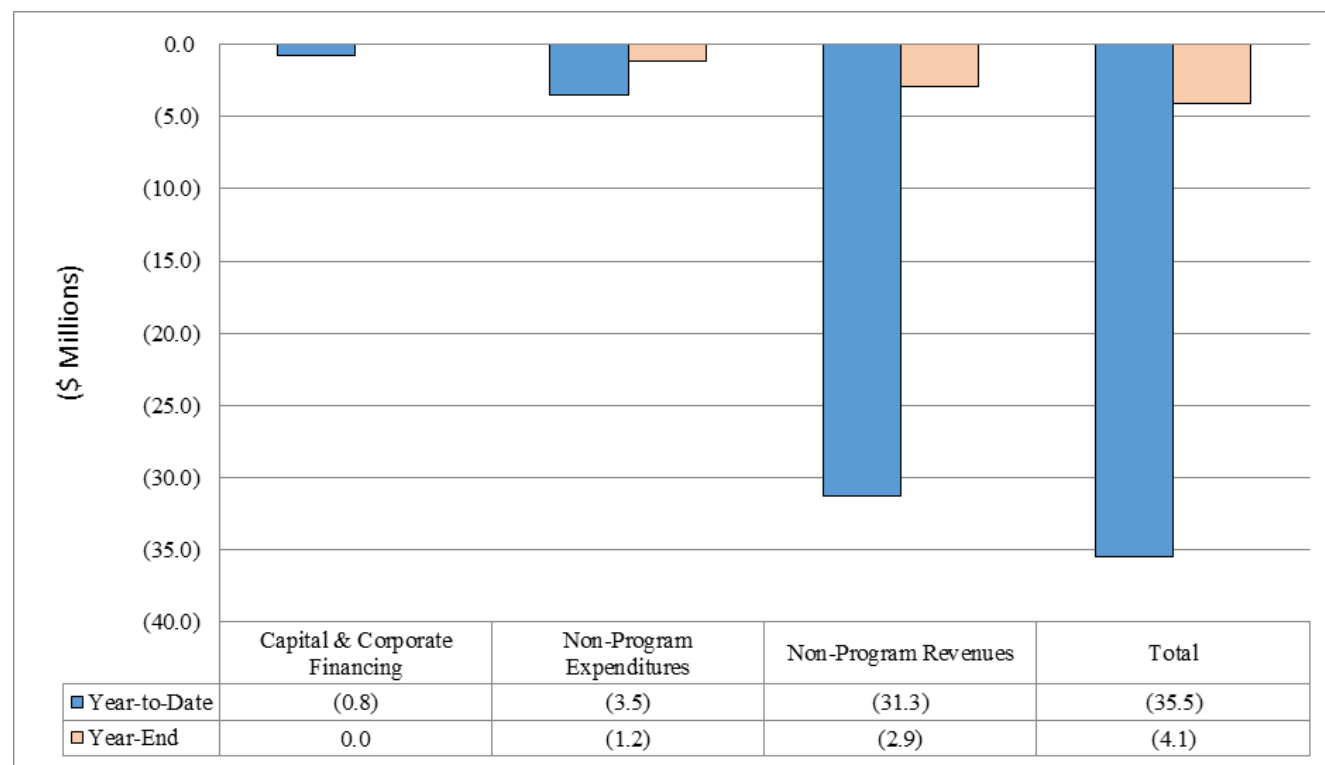


Figure 22 provides an overview of year-to-date and year-end projected net variances. As of May 31, 2018 **Corporate Accounts** have experienced a net favourable variance of \$35.526 million, and are expected to result in a year-end positive variance of \$4.077 million or 7.1% compared to the 2018 Approved Net Operating Budget.

Appendix G

Capital & Corporate Financing

The Capital and Corporate Financing accounts were under-spent by \$0.784 million or 0.4% for the five months ended May 31, 2018 and is expected to be on target at year-end.

Figure 23: Capital & Corporate Financing Year-to-Date Variance and Year-End Variance Projection Summary







City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Capital Financing - Capital from Current	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Technology Sustainment	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Debt Charges	3-Month	(7.8)	▼	0.8	▲	(8.6)	▼	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.4)	▲	0.4	▼	(0.8)	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	3-Month	(7.8)	▼	0.8	▲	(8.6)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.4)	▲	0.4	▼	(0.8)	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Year-to-Date Net Variance	Ⓞ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End		Ⓞ	<=100%	Ⓡ	>100%			

Appendix G

Capital & Corporate Financing

Five Month Results

Year-End Projections

Capital & Corporate Financing: <ul style="list-style-type: none">Actual expenses have been incurred as planned.		<ul style="list-style-type: none">Projected to be on budget at year-end.	
Technology Sustainment: <ul style="list-style-type: none">Actual expenses have been incurred as planned.		<ul style="list-style-type: none">Projected to be on budget at year-end.	
Debt Charges: <ul style="list-style-type: none">Favourable variance of \$0.784 million due to lower interest rate than forecasted for first debt issuance		<ul style="list-style-type: none">Projected to be on budget at year-end.	

Appendix G

Non-Program Expenditures

Non-Program Expenditures have a favourable net year-to-date variance of \$3.475 million or 1.8%, and are forecasted to result in a favourable net variance of \$1.182 million or 0.2% at year-end.

Figure 24: Non-Program Expenditures Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Tax Deficiencies/Writeoffs	3-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	2.9	▲	0.0	—	2.9	▲	Ⓡ	6.7	▲	0.0	—	6.7	▲	Ⓡ
Tax Increment Equivalent Grants (TIEG)	3-Month	(0.9)	▼	0.0	—	(0.9)	▼	Ⓞ	(3.4)	▼	0.0	—	(3.4)	▼	Ⓞ
	5-Month	(3.2)	▼	0.0	—	(3.2)	▼	Ⓨ	(7.7)	▼	0.0	—	(7.7)	▼	Ⓞ
Assessment Function (MPAC)	3-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ	(0.2)	▼	0.0	—	(0.2)	▼	Ⓞ
	5-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ	(0.2)	—	0.0	—	(0.2)	—	Ⓞ
Funding of Employee Related Liabilities	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Other Corporate Expenditures	3-Month	(2.3)	▼	0.2	▲	(2.4)	▼	Ⓨ	(10.3)	▼	(10.5)	▼	0.2	▲	Ⓡ
	5-Month	(1.9)	▲	0.1	▼	(2.0)	▲	Ⓨ	0.1	▲	0.1	▲	(0.0)	▼	Ⓞ
Insurance Premiums & Claims	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Parking Tag Enforcement & Oper.	3-Month	(1.2)	▼	0.0	—	(1.2)	▼	Ⓞ	0.2	▲	0.0	—	0.2	▲	Ⓡ
	5-Month	(1.0)	▲	0.0	—	(1.0)	▲	Ⓞ	0.0	▼	0.0	—	0.0	▼	Ⓞ











Appendix G















Figure 25: Non-Program Expenditures Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Programs Funded from Reserve Funds	3-Month	0.0	—	0.0	—	0.0	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Vacancy Rebate Program	3-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
	5-Month	(0.1)	—	0.0	—	(0.1)	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Heritage Property Taxes Rebate	3-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
	5-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Tax Rebates for Registered Charities	3-Month	0.3	▲	0.3	▲	0.0	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
	5-Month	0.3	—	0.3	—	0.0	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Solid Waste Management Rebates	3-Month	4.3	▲	0.0	—	4.3	▲	Ⓓ	0.0	—	0.0	—	0.0	—	Ⓔ
	5-Month	0.1	▼	0.0	—	0.1	▼	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Total	3-Month	0.2	▲	0.5	▲	(0.3)	▼	Ⓔ	(13.6)	▼	(10.5)	▼	(3.1)	▼	Ⓔ
	5-Month	(3.0)	▼	0.5	—	(3.5)	▼	Ⓔ	(1.1)	▲	0.1	▲	(1.2)	▲	Ⓔ
Year-to-Date Net Variance		Ⓔ	85% to 105%	Ⓕ	0% to 85%	Ⓓ	>105%	Year-End		Ⓔ	<=100%	Ⓓ	>100%		

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Non-Program Expenditures

Five Month Results	Year-End Projections
Tax Deficiencies/Write-Offs: <ul style="list-style-type: none"> As of May 2018, a \$2.908 million unfavourable variance was realized because appeals posted and provision were more than budget. 	 <ul style="list-style-type: none"> By year-end, a \$6.722 million unfavourable variance is projected because appeals posted and provision are estimated to be greater than budget. 
Tax Increment Equivalent Grants (TIEG) <ul style="list-style-type: none"> As of May 2018, a \$3.2 million favourable variance was realized due to: <ul style="list-style-type: none"> the estimate for taxation years 2017 and prior was \$0.6 million less than provision and the estimate for taxation year 2018 was \$2.6 million less than budget. 	 <ul style="list-style-type: none"> As of year-end, a \$7.7 million favourable variance is projected due to: <ul style="list-style-type: none"> the estimate for taxation years 2017 and prior is \$1.4 million less than provision and the estimate for taxation year 2018 is estimated to be \$6.3 million less than budget. 
Assessment Function (MPAC): <ul style="list-style-type: none"> The favourable variance of \$0.093 million for the first five months as a result of MPAC fees being higher than anticipated. 	 <ul style="list-style-type: none"> The favourable variance of \$0.185 million is forecasted by year-end as a result of MPAC fees being higher than anticipated. 
Funding Employee Related Liabilities: <ul style="list-style-type: none"> As planned for this period. 	 <ul style="list-style-type: none"> Projected to be on budget at year-end. 
Other Corporate Expenditures: <ul style="list-style-type: none"> Under-spending is largely attributed to the actual historical billings being lower the plan. 	 <ul style="list-style-type: none"> Projected to be on budget at year-end. 

Insurance Premiums & Claims: <ul style="list-style-type: none"> As planned for this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Parking Tag Enforcement & Operations: <ul style="list-style-type: none"> Favourable gross expenditures of \$1.021 million due to Parking Enforcement Officer vacancies, and lower tribunal member honourarium, which is partially offset by higher MTO Search Fees during the transition period for both POA fines and new APS fines. 		<ul style="list-style-type: none"> The gross expenditures is expected to be on budget due to higher MTO Search Fees, will be offset by Parking Enforcement Officer vacancies savings. 	
<ul style="list-style-type: none"> 52 vacancies or 13.2% below the approved complement. 		<ul style="list-style-type: none"> 3 vacancies or 0.8% below the approved complement. 	
Programs Funded from Reserve Funds: <ul style="list-style-type: none"> As planned for this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Vacancy Rebate Program: <ul style="list-style-type: none"> The vacancy rebates processed and expected to be processed were below the plan by \$0.116 million for the five months of this year. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Heritage Property Tax Rebates: <ul style="list-style-type: none"> For the five months of 2018, the heritage rebates processed and expected to be processed were slightly below budget by \$0.003 million. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Tax Rebates for Registered Charities: <ul style="list-style-type: none"> As planned for this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Solid Waste Management Rebates: <ul style="list-style-type: none"> Higher than planned issuance of Solid Waste Management rebates compared to the historical billing experienced on which the five month plan was based, resulting in over-spending of \$0.110 million net. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	

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Non-Program Revenues are reported to have a favourable variance of \$31.267 million or 7.1% for the five months ended May 31, 2018; and it is projected that Non-Program Revenues will be \$2.895 million or 0.2% above the 2018 Approved Net Operating Budget at year-end.

Figure 26: Non-Program Revenues Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Payments in Lieu of Taxes	3-Month	0.0	—	(0.1)	▼	0.1	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	(1.4)	▼	1.4	▲	Ⓞ	0.0	—	(0.8)	▼	0.8	▲	Ⓡ
Supplementary Taxes	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Tax Penalty Revenue	3-Month	0.0	—	0.2	▲	(0.2)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.6	▲	(0.6)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Interest/Investment Earnings	3-Month	0.0	—	(1.1)	▼	1.1	▲	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.3)	▼	12.9	▲	(13.2)	▼	Ⓞ	(3.6)	▼	0.0	—	(3.6)	▼	Ⓞ
Other Corporate Revenues	3-Month	0.4	▲	0.2	▲	0.3	▲	Ⓡ	0.0	—	0.1	▲	(0.1)	▼	Ⓞ
	5-Month	1.0	▲	(0.7)	▼	1.7	▲	Ⓡ	0.0	—	0.3	▲	(0.2)	▼	Ⓞ
Dividend Income	3-Month	0.0	—	1.0	▲	(1.0)	▼	Ⓞ	0.0	—	3.9	▲	(3.9)	▼	Ⓞ
	5-Month	0.0	—	1.0	▲	(1.0)	▼	Ⓞ	0.0	—	3.9	▲	(3.9)	▼	Ⓞ
Provincial Revenue	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Municipal Land Transfer Tax	3-Month	0.1	▲	30.1	▲	(30.1)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.9	▲	19.3	▲	(18.4)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ

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Figure 27: Non-Program Revenues Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Third Party Sign Tax	3-Month	0.0	—	0.1	▲	(0.1)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	(0.0)	—	Ⓞ	0.0	—	(0.6)	▼	0.6	▲	Ⓡ
Parking Authority Revenues	3-Month	0.0	—	(4.8)	▼	4.8	▲	Ⓡ	0.0	—	(3.2)	▼	3.2	▲	Ⓡ
	5-Month	0.0	—	(0.8)	▼	0.8	▲	Ⓞ	0.0	—	(3.6)	▼	3.6	▲	Ⓡ
Administrative Support Recoveries - Water	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Administrative Support Recoveries - Health & EMS	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Parking Tag Enforcement & Operations Rev	3-Month	0.0	—	(1.1)	▼	1.1	▲	Ⓞ	0.0	—	1.7	▲	(1.7)	▼	Ⓞ
	5-Month	0.0	—	(0.5)	▼	0.5	▲	Ⓞ	0.0	—	(0.7)	▼	0.7	▲	Ⓡ
Other Tax Revenues	3-Month	0.1	▲	0.3	▲	(0.2)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.2	▲	0.3	▲	(0.1)	▼	Ⓞ	0.0	—	(2.5)	▼	2.5	▲	Ⓡ
Municipal Accomodation Tax	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.8	▲	3.0	▲	(2.1)	▼	Ⓞ	2.5	▲	5.3	▲	(2.8)	▼	Ⓞ

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Figure 28: Non-Program Revenues Year-to-Date Variance and Year-End Variance Projection Summary













City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Woodbine Slots Revenues	3-Month	0.0	—	0.1	▲	(0.1)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.1	▲	(0.1)	▼	Ⓞ	0.0	—	0.5	▲	(0.5)	▼	Ⓞ
Total	3-Month	0.6	▲	24.8	▲	(24.2)	▼	Ⓞ	0.0	—	2.5	▲	(2.5)	▼	Ⓞ
	5-Month	2.5	▲	33.8	▲	(31.3)	▼	Ⓞ	(1.1)	—	1.8	▲	(2.9)	▼	Ⓞ
Year-to-Date Net Variance		Ⓞ	>=95%	Ⓡ	<95%	Year-End			Ⓞ	<=100%	Ⓡ	>100%			

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Non-Program Revenues

Five Month Results		Year-End Projections	
Payments In Lieu of Taxes (PILs): <ul style="list-style-type: none"> As of May 2018, \$1.4 million unfavourable variance was realized, primarily because appeals posted and provision were greater than plan. 	G	<ul style="list-style-type: none"> At year-end, a \$0.8 million unfavourable variance is projected, primarily due to: <ul style="list-style-type: none"> \$1.1 million unfavourable due to assessment based levies being less than budgeted, offset by \$0.3 million favourable due to Heads & Beds levies being higher than budgeted. 	R
Supplementary Taxes: <ul style="list-style-type: none"> As of May 2018, no variance was incurred because no supplementary/omit rolls have been received. 	G	<ul style="list-style-type: none"> Projected to be on budget at year-end. 	G
Tax Penalties: <ul style="list-style-type: none"> The favourable variance of \$0.640 million for this period is due to more tax interest\penalties than expected from the historical actuals, but it's projected to be on budget at year-end. 	G	<ul style="list-style-type: none"> Projected to be on budget at year-end. 	G
Interest & Investment Earnings: <ul style="list-style-type: none"> A favourable variance of \$13.234 million due to earlier realizing of investment income than plan. The budget distribution across the year was based on lower income in the first part of the year and higher income in the second half. However, the current trend is indicating higher revenue in the first part of the year and lower revenue in the second half. 	G	<ul style="list-style-type: none"> A favourable year-end variance of \$3.630 million due to delay in hiring investment managers for Investment Board. 	G

Other Corporate Revenues: <ul style="list-style-type: none"> An unfavourable variance of \$1.652 million as the result of lower than planned sundry revenue. 		<ul style="list-style-type: none"> A favourable revenue of \$0.226 million or 1.9% at year-end as a result of net impact of higher revenues from bingo, marriage licenses and death registrations. 	
Dividend Income: <ul style="list-style-type: none"> Higher than planned hydro dividend revenue of \$0.975 million as a result of higher Toronto Hydro earnings in 2017. 		<ul style="list-style-type: none"> Favourable year-end variance of \$3.900 million due to higher Toronto Hydro earnings in 2017. 	
Provincial Revenue: <ul style="list-style-type: none"> As planned for this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Municipal Land Transfer Tax (MLTT): <ul style="list-style-type: none"> A favourable variance of \$18.429 million for the five months of this year. This is mainly due to higher than expected sales revenue during this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Third Party Sign Tax: <ul style="list-style-type: none"> Favourable variance of \$0.046 million as a result of the actual revenue being higher than five month plan, which is based on the historical actuals. 		<ul style="list-style-type: none"> Third Party Sign Tax is projected to be in a negative variance position of \$0.596 million at year-end as a result of a higher than expected reduction in the number of signs due to attrition of sign inventories. 	
Parking Authority Revenues: <ul style="list-style-type: none"> Lower than planned Parking Authority revenue of \$0.827 million net due to revenue shortfall in Toronto Parking Authority from on-street and off-street parking due to maintenance work, delayed customer returns to previously closed carparks, increased discounts provided in support of the King Street Transit Pilot, and lower customer transaction volume. 		<ul style="list-style-type: none"> Consistent with year-to-date experience, Parking Authority Revenues are projected to be lower than budgeted revenue of \$3.650 million net due to earlier than planned closure of surface parking lots, increased discounts provided in support of the King Street Transit Pilot, lower customer transaction volume, and delayed 	

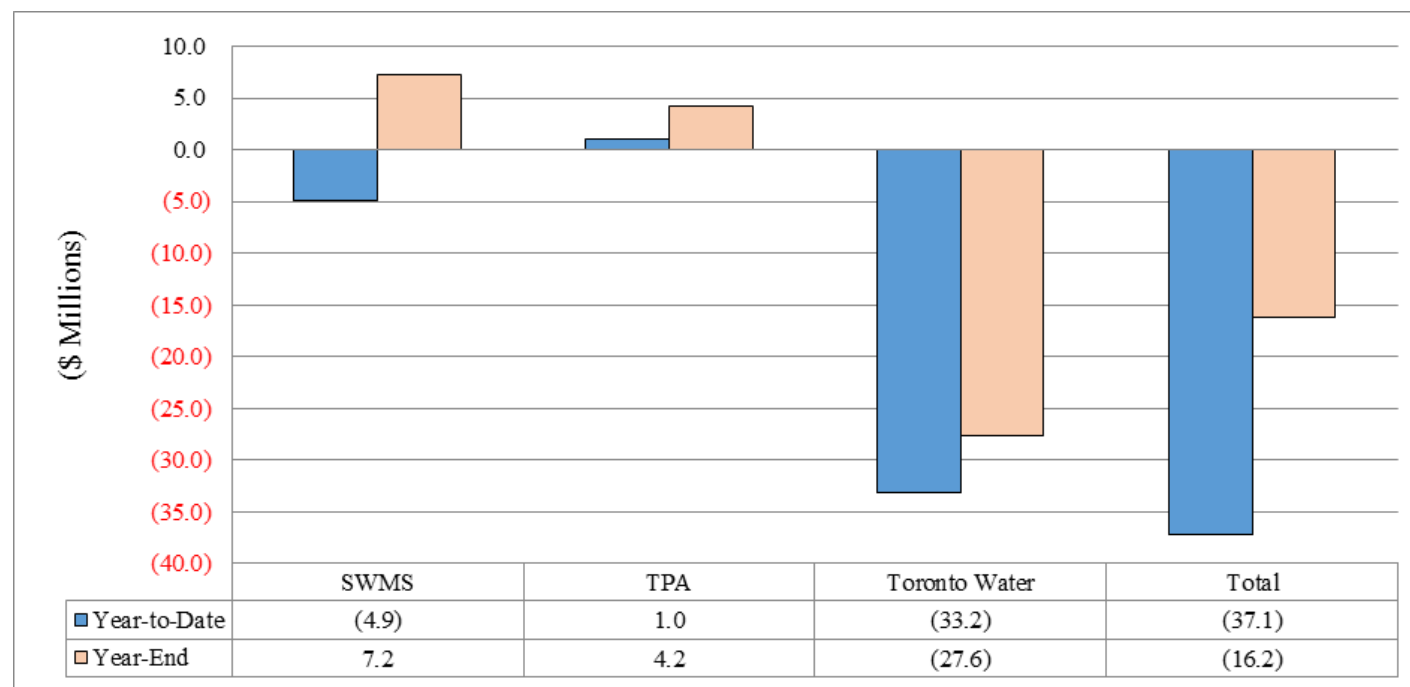
		in sponsorship acquisition for Bike Share Program.	
Administrative Support Recoveries – Toronto Water: <ul style="list-style-type: none"> As planned for this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Administrative Support Recoveries – Health & EMS: <ul style="list-style-type: none"> As planned for this period. 		<ul style="list-style-type: none"> Projected to be on budget at year-end. 	
Parking Tag and Enforcement Operations: <ul style="list-style-type: none"> Revenue is unfavourable by \$0.504 million due to lower ticket issuance. 827,539 parking tickets issued to May 31, 2018. 		<ul style="list-style-type: none"> Revenue is expected to be unfavourable by \$0.670 million by year-end due lower ticket issuance. 	
Other Tax Revenues: <ul style="list-style-type: none"> As of May 2018, \$0.141 million favourable variance was realized, primarily because the 2018 Interim Billing for hydro properties was higher than budgeted. 		<ul style="list-style-type: none"> At year-end, a \$2.450 million unfavourable variance is projected, primarily because the assessment and rates used to calculate hydro properties final levies was less than budgeted. 	
Municipal Accommodation Tax: <ul style="list-style-type: none"> A favourable variance of \$2.149 million driven primarily by higher than planned hotel tax. 		Continued trend of higher than budgeted Municipal Accommodation Tax revenue of \$2.806 million is expected at year-end that is driven by receipt of the City's hotel tax, short-term revenue is being delayed due to pending appeals and is not expected to materialize in 2018.	
Woodbine Slots: <ul style="list-style-type: none"> The year-to-date positive variance of \$0.075 million of 8.8% is due to higher-than-expected gaming revenue at Woodbine slots. 		<ul style="list-style-type: none"> The year-end positive variance of \$0.500 million (or 3.1%) is due to phased-in expansion of gaming at Casino Woodbine. 	

		If renovations at the Grandstand are on schedule, there could be additional slots and new tables beginning 2018Q3. The City's hosting fees could increase by \$0.500 million to \$1.250 million in 2018/19.	
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Rate Supported Programs

Figure 29: Net Variance Summary



Rate Supported Programs, which include Solid Waste Management Services, Toronto Parking Authority and Toronto Water, have reported a favourable net variance \$37.130 million at the end of the five months, and are projecting a positive year-end variance of \$16.172 million as outlined in Figure 29 above.

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Figure 30: Rate Supported Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Solid Waste Management Services	3-Month	(3.4)	▼	(0.7)	▼	(2.7)	▼	Ⓞ	(2.1)	▼	(5.0)	▼	2.9	▲	Ⓡ
	5-Month	(4.2)	▼	0.7	▲	(4.9)	▼	Ⓞ	(1.0)	▲	(8.2)	▼	7.2	▲	Ⓡ
Toronto Parking Authority	3-Month	(2.3)	▼	(2.0)	▼	(0.3)	▼	Ⓞ	(1.0)	▼	(4.8)	▼	3.8	▲	Ⓡ
	5-Month	(3.0)	▼	(4.0)	▼	1.0	▲	Ⓡ	(3.0)	▼	(7.3)	▼	4.2	▲	Ⓡ
Toronto Water	3-Month	(3.0)	▼	20.5	▲	(23.5)	▼	Ⓞ	(9.9)	▼	8.7	▲	(18.6)	▼	Ⓞ
	5-Month	(7.8)	▼	25.3	▲	(33.2)	▼	Ⓞ	(15.8)	▼	11.8	▲	(27.6)	▼	Ⓞ
Total	3-Month	(8.7)	▼	17.9	▲	(26.6)	▼	Ⓞ	(13.0)	▼	(1.0)	▼	(11.9)	▼	Ⓞ
	5-Month	(15.0)	▼	22.1	▲	(37.1)	▼	Ⓞ	(19.8)	▼	(3.6)	▼	(16.2)	▼	Ⓞ
Year-to-Date Net Variance		Ⓞ	<=100%		Ⓡ	>100%		Year-End	Ⓞ	<=100%		Ⓡ	>100%		

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Rate Supported Programs

Five Month Results	Year-End Projections
<p>Solid Waste Management Services (SWMS):</p> <ul style="list-style-type: none"> Under-expenditures totaling \$7.040 million mainly arise from salaries and benefits savings of \$3.008 million due to vacancies in Collections and Litter Operations. There was also year-to-date savings of \$4.032 million including lower than planned tonnage for contracted collection services and underspending on advertising and promotion (\$2.614 million), lower than planned fuel consumption and bin maintenance (\$0.535 million) and lower than anticipated spending on inter-divisional charging (\$0.822 million). These savings are partially offset mainly by higher than planned payments in lieu of taxes and contributions to reserves due to timing resulting in a favourable total gross expenditure variance of \$4.202 million. Higher than planned revenue of \$6.451 million due to the timing of collection bin fees revenue. Partially offset by lower than planned revenue from the sale of recyclable materials due to global market changes (\$4.344 million), lower than budgeted inter-divisional recoveries from Transportation Services and Toronto Water (\$0.955 million), and lower than planned capital recoveries for staff working on capital projects (\$0.363 million). 	<p>Solid Waste Management Services (SWMS):</p> <ul style="list-style-type: none"> Projecting a net capital contribution decrease of \$7.194 million at year end. Expenditures are estimated to be \$1.003 million under-spent primarily related to ongoing staff vacancies (\$6.319 million), partially offset by over-spending of \$5.314 million due to contamination issues and contractor charges related to the quality of recyclable material, and higher volumes of organics. Revenue is anticipated to be under-achieved by \$8.197 million at year-end. <ul style="list-style-type: none"> Changing global markets for recyclables are causing a decline in the demand and prices for recyclable material. Since Q1, more accurate market data has indicated that SWMS will experience lower than expected revenues due to the collapsing fibre market and reduced prices for old corrugated containers and mixed papers. Total net over-expenditures at year-end will reduce the amount to be contributed to the Waste Management Reserve Fund used to support the SWMS Capital program.

<ul style="list-style-type: none"> Combined, this results in a net under-expenditure of \$4.940 million or 13.4% as of the five month period. 97 positions below total approved complement of 1,116.7 positions due to an on-going difficulty in recruiting qualified candidates for Solid Waste Collection Operator positions and staff movements related to the divisions' Talent Growth Plan (TGP). After considering budgeted gapping, this is equivalent to a 4.1% operating vacancy rate. 		<ul style="list-style-type: none"> It is anticipated that SWMS will be 76 positions below the total approved complement of 1,116.7 due to on-going recruiting issues. After considering budgeted gapping, this is equivalent to a 2.4% operating vacancy rate. 	
<p>Toronto Parking Authority:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$3.001 million mainly due to lower than anticipated utility costs, parking equipment repair costs, and municipal taxes, partially offset by higher credit card processing fees. Lower than anticipated revenues of \$3.974 million as a result in reduced revenue in the Off-Street Parking, On-Street Parking and Bike Share services. Off-street parking experiencing lower than expected revenue due to maintenance work and delayed customer returns to previously closed carparks. Lower than expected revenues for on-street parking due to delays in implementing approved rate increases and reduced customer volume in the downtown core due to the King Street Transit Pilot. 		<ul style="list-style-type: none"> Projected favourable gross expenditure variance of \$3.028 million mostly due to lower utility costs, repair costs, maintenance fees, and rent expenses. Projected under-expenditures to be fully offset by lower than anticipated revenues of \$7.262 million, resulting in a net over-expenditure of \$4.234 million by year end. Projected decrease in on-street and off-street parking revenues experienced mainly in the downtown area due to ongoing construction at core carparks, earlier than planned closure of surface parking lots, increased discounts provided in support of the King Street Transit Pilot, and lower customer transaction volume. It is anticipated that the identification of and negotiation with new sponsors for the Bike Share Program will not be completed by year end, resulting in a reduction of \$1.500 million in sponsorship revenue. 	

<ul style="list-style-type: none"> • 4.1 positions or 1.2% below approved complement. There is no budgeted gapping. 		<ul style="list-style-type: none"> • Projecting staff strength of 318.5 is 10 positions or 3% below the approved complement of 328.5 positions. 	
<p>Toronto Water:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$7.829 million. Underspensing in salaries and benefits as a result of vacancies, lower than anticipated demand/dosages for chemicals and hydro billings, lower transfer and haulage expenditure in contracted services due to process changes and lower contract rates negotiated in 2018, and lower payments in-lieu of taxes totalling \$8.971 million, were offset by over expenditure in contracted services a result of extreme cold weather in the early winter months and increased emergency work, higher interdivisional charges and advanced contributions to vehicle reserves previously not planned. • Favourable revenue variance of \$25.334 million primarily due to early postings of sale of water revenues (\$12.565 million) combined with slightly overachieved revenues in this period (\$3.113 million), an overall increase in a volume of water sold to Region of York (\$0.525 million) and other revenues (\$3.373 million), as well as a one-time recovery from 3rd party for damages related to a previously completed capital project (\$8.2 million), partially offset by lower than anticipated revenues from the industrial waste agreements and recoveries for the work on the Metrolinx projects (\$2.442 million) • The resulting net favourable variance is \$33.163 million. 	<p>G</p>	<ul style="list-style-type: none"> • Projected under expenditure of \$15.752 million at year end, mainly because of projected underspending in salaries and benefits due to vacancies, lower than anticipated hydro rates and more efficient usage, underspending in chemicals as a result of efficiencies from process changes at wastewater treatment plants, savings in parts, materials and professional and technical services mostly due to unexpected project delays and lower contract prices, and lower than anticipated payments in-lieu of taxes. • Revenues are projected to be higher than budgeted by \$11.849 million mostly due to a one-time recovery from 3rd party for damages related to a previously completed capital project, as well as an increase in new water and service connections and private water agreements. • The year-end revenues from sale of water are expected to be as planned, reflecting a 2% drop from 2015 actual consumption. Toronto Water will continue to monitor water consumption throughout the peak period (July to September) and address changes in water consumption as appropriate in subsequent variance reports. 	<p>G</p>

<ul style="list-style-type: none"> • It is anticipated that variances resulting from unplanned postings/billings will be reduced gradually by the year-end. 		<ul style="list-style-type: none"> • Projected favourable year-end net variance is \$27.601 million. 	
<ul style="list-style-type: none"> • 178.4 positions below approved complement due to the aging workforce / retirements, staff promotions and transfers, as well as extended recruitment period for certain positions such as skilled trades and certified operators. In addition, Toronto Water's recent Customer Service restructuring resulted in approximately 34 positions being backfilled. The adjusted vacancies once these positions are filled will be 144.4. • After considering budgeted gapping it equals to 6.7 % vacancy rate. • Due to operational vacancies, Toronto Water has been deferring some pro-active preventative maintenance activities causing modest increases to overtime costs. • The 2010-2020 Strategic Plan includes enhancement of recruiting strategies and development and implementation of an Enterprise Knowledge Retention Program 		<ul style="list-style-type: none"> • It is anticipated that there will be 124.4 positions below approved complement, which equals to 3.7% vacancy rate after considering budgeted gapping. 	