



## REPORT FOR ACTION

### Operating Variance Report for the Nine Months Ended September 30, 2019

**Date:** November 20, 2019

**To:** Budget Committee and Executive Committee

**From:** Chief Financial Officer and Treasurer

**Wards:** All

#### SUMMARY

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The purpose of this report is to provide City Council with the Operating Variance for the nine months ended September 30, 2019 as well as projections to year-end. This report also requests City Council's approval for amendments to the 2019 Approved Operating Budget that have no impact on the City's 2019 Approved Net Operating Budget.

The following table summarizes the financial position of the City's Tax Supported Operations as of September 30, 2019 and the projection at year-end:

Table 1: Tax Supported Operating Variance Summary

| Variance (\$M)<br>Favourable /<br>(Unfavourable) | 2019 Q3 YTD    |                |              | 2019 Year-End Projection |                |              |
|--------------------------------------------------|----------------|----------------|--------------|--------------------------|----------------|--------------|
|                                                  | Budget         | Actual         | Var          | Budget                   | Actual         | Var          |
| City Operations                                  | 1,659.6        | 1,605.9        | 53.8         | 2,289.0                  | 2,243.2        | 45.8         |
| Agencies                                         | 1,555.0        | 1,545.3        | 9.7          | 2,142.1                  | 2,138.2        | 3.8          |
| Corporate Accounts                               | (4.8)          | (193.1)        | 188.2        | (75.2)                   | (240.1)        | 165.0        |
| <b>Total Variance</b>                            | <b>3,209.8</b> | <b>2,958.1</b> | <b>251.7</b> | <b>4,355.9</b>           | <b>4,141.3</b> | <b>214.6</b> |
| Less: Toronto Building*                          | (9.0)          | (29.8)         | 20.8         | (16.9)                   | (49.7)         | 32.9         |
| <b>Adjusted Variance</b>                         | <b>3,218.8</b> | <b>2,987.9</b> | <b>230.9</b> | <b>4,372.8</b>           | <b>4,191.0</b> | <b>181.7</b> |
| <b>% of Gross Budget</b>                         |                |                | <b>2.4%</b>  |                          |                | <b>1.3%</b>  |

\* In accordance with the Building Code Act, any surplus from Toronto Building must be contributed to the Building Code Act Service Improvement Reserve Fund.

## **Year-to-Date and Year-End Spending Results:**

As noted in Table 1 above, for the nine months ended September 30, 2019 Tax Supported Operations experienced a favourable net variance of \$251.7 million or 7.8% of planned expenditures. The key factors contributing to the favourable year-to-date variance are:

- Year-to-date net under expenditure in City Operations is primarily due to lower than planned salary and benefits while sustaining current service levels, as well as higher than planned revenue in Fire Services, Municipal Licensing & Standards, and Toronto Building. Favourable year-to-date variance was partially offset by over spending in Shelter, Support & Housing Administration.
- Favourable net expenditures in agencies driven by under expenditures in TO Live and Toronto Transit Commission, as well as higher cost recoveries and miscellaneous revenue for the Toronto Police Service.
- Favourable revenue from Interest/Investment Earnings and Municipal Land Transfer Tax, as well as lower than planned Debt Charges.

For year-end, the City is projecting a net favourable variance of \$181.7 million or 1.9% of the 2019 Gross Operating Budget of \$13,471 million, adjusted for Toronto Building. The favourable variance is partially offset by Shelter, Support & Housing Administration due to continued high demand for Hostel Services.

Excluding the one-time capital gain realized during the transition of investment portfolios in the Corporate Accounts (Interest/Investment Earnings) as well under expenditures for internal loans, the City is projecting a net favourable adjusted variance of \$71.6 million or 0.5% of the 2019 Gross Operating Budget. An overview of the key variance drivers can be found in the "Comments" section of this report as well as in a detailed summary provided in Appendix E.

## **Rate Supported Programs:**

Rate Supported Programs reported a favourable year-to-date variance of \$64.9 million. The favourable variance is attributed to gross under expenditures in salary and benefits while maintaining service levels, earlier than planned receipt of revenue as well as higher consumption volumes, and one-time capital gain from the sale of property. At year-end, a favourable projected variance is anticipated to be \$96.3 million that is primarily driven by gross under spending in Toronto Water and higher revenues from Solid Waste Management.

Rate Supported Programs are funded entirely by the user fees that are used to pay for the services provided and the infrastructure to deliver them. Solid Waste Management Services and Toronto Water's respective year-end surpluses, if any, must be transferred to the Wastewater and Water Stabilization Reserves and Waste Management Reserve Fund, respectively, to finance capital investments and ongoing capital repairs and maintenance.

Table 2: Year-To-Date Rate Supported Operating Variance Summary

| Variance (\$M)<br>Favourable /<br>(Unfavourable) | 2019 Q3 YTD   |                |             | 2019 Year-End Projection |                |             |
|--------------------------------------------------|---------------|----------------|-------------|--------------------------|----------------|-------------|
|                                                  | Budget        | Actual         | Var         | Budget                   | Actual         | Var         |
| Solid Waste Management Services                  | (5.6)         | (23.0)         | 17.4        | 0.0                      | (51.6)         | 51.6        |
| Toronto Parking Authority                        | (49.6)        | (58.5)         | 8.9         | (66.5)                   | (73.3)         | 6.8         |
| Toronto Water                                    | (1.1)         | (39.7)         | 38.6        | 0.0                      | (37.9)         | 37.9        |
| <b>Total Variance</b>                            | <b>(56.4)</b> | <b>(121.3)</b> | <b>64.9</b> | <b>(66.5)</b>            | <b>(162.8)</b> | <b>96.3</b> |

## RECOMMENDATIONS

The Chief Financial Officer and Treasurer recommends that:

1. City Council approve the budget adjustments and any associated complement changes detailed in Appendix D to amend the 2019 Approved Operating Budget, such adjustments to have no impact on the 2019 Approved Net Operating Budget of the City.

## FINANCIAL IMPACT

As of September 30, 2019 the City experienced a favourable variance of net revenues and expenses of \$251.7 million. The City is projecting for December 31, 2019 a favourable variance of net revenues and expenditures of \$214.6 million before reserve contributions.

Appendices A, B and C provide detailed summary of gross expenditures, revenue and net expenditures for the nine month results and projections to year-end by Program and Agency, respectively. Appendix D details the recommended in-year budget adjustments that are fiscally neutral to the 2019 Approved Operating Budget.

## DECISION HISTORY

At its meeting of March 7, 2019, City Council approved a 2019 Rate-Supported Operating Budget of \$1.844 billion gross and \$0.067 billion net revenue and a 2019 Tax Supported Operating Budget of \$11.559 billion gross and \$4.313 billion net.

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 2019 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management policies.

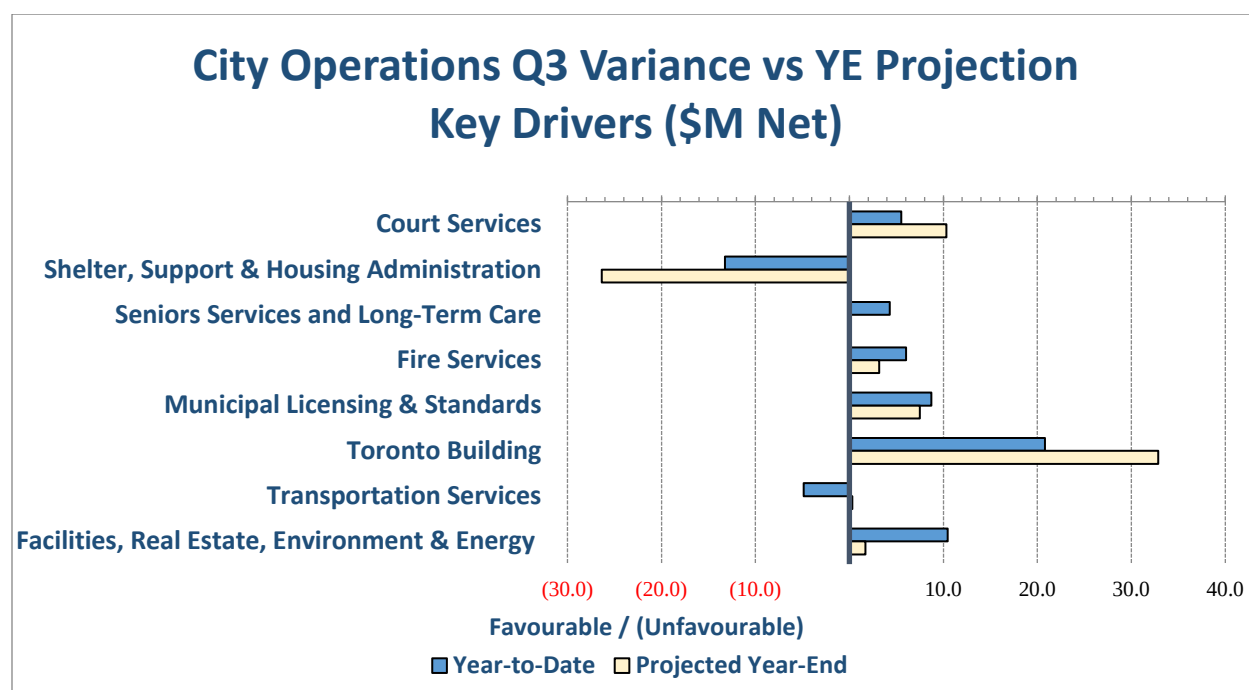
## COMMENTS

### City Operations:

As of September 30, 2019, City Operations reported a favourable gross expenditure variance of \$191.9 million (5%) and a revenue shortfall of \$138.1 million (5%), resulting in a favourable net variance of \$53.8 million (3%).

Year end projections include a favourable year-end gross expenditure variance of \$251.2 million (4%) that is partially offset by revenue shortfall of \$205.4 million (6%). As a result, the year-end favourable net variance is forecasted to be \$45.8 million. The key drivers of the favourable net variances are outlined in Figure 1 below:

Figure 1: City Operations Variance Summary of Key Program Drivers



- Court Services: A favourable \$5.5 million net variance while service levels have been maintained expenditures as labour costs have been lower than anticipated, and under spending has also been experienced for honorarium, interpreter services costs and payments to the province. Consistent with year-to-date results, a \$10.3 million net favourable variance is projected for year end.
- Seniors Services and Long-Term Care: A favourable \$4.3 million net variance due to the timing of recoveries for 100% of costs in claims-based programs such as high intensity needs and Supportive Housing services. By year-end, the program is expected to have favourable net variance of \$0.1 million.
- Shelter, Support & Housing Administration: An unfavourable \$13.2 million net variance due to gross over expenditure year-to-date primarily in Hostel and Respite Services resulting from higher than planned demand for emergency shelter and respite beds and higher costs for motels, meals and support services. As a result of cost escalations in Hostel Services, the year-end variance is projected to be \$26.3 million net unfavourable.
- Fire Services: A favourable \$6.0 million net variance due to higher than planned false alarm fee revenues and the receipt of Heavy Urban Search and Rescue (HUSAR) funding that will be offset once these funds are applied to the HUSAR building expansion project and HUSAR related expenditures. Consistent with ongoing results, a favourable \$3.2 million net variance is projected for year-end.
- Municipal Licensing & Standards: A favourable \$8.7 million net variance due to higher than planned revenue from higher than anticipated PTC (Private Transportation Company) applications and trip fees as well as lower than planned labour costs while maintaining service levels, offset by lower revenue from lower volume of license & permit activity, and Apartment Building Standards registration fees. A similar trend is expected to continue, resulting in a projected favourable net variance of \$7.5 million by year-end.
- Toronto Building: A favourable net variance of \$20.8 million, driven predominantly by higher revenue due to increased volume of building permit applications and lower than planned labour costs, while continuing to deliver on its committed service levels. As the volume trend persists, a favourable variance of \$32.9 million net is anticipated for year-end.
- Transportation Services: A net unfavourable \$4.9 million variance due to gross over expenditure in winter maintenance program for the first half of 2019 and higher than planned utility cut repair costs that will be offset through corresponding revenue recovery by year-end. As such, the year-end variance is projected to be \$0.3 million net favourable.
- Facilities, Real Estate, Environment & Energy: A favourable \$10.4 million net variance due to underspending in utilities as a result of lower consumption and hydro

rates, coupled with under spending in labour costs while continuing to maintain service levels. Consistent with year-to-date results, a favourable variance of \$1.7 million is projected for year-end.

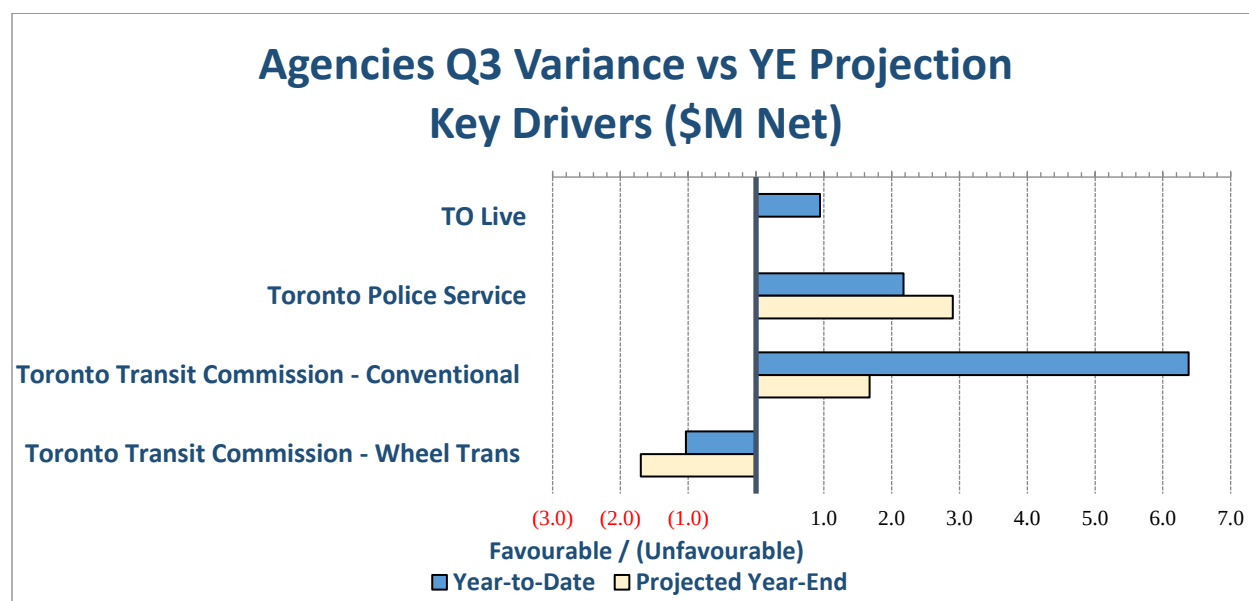
## Agencies:

As of the ninth months ended on September 30, 2019, Agencies reported a favourable gross expenditure variance of \$14.9 million (1%), and under-achieved revenue of \$5.2 million, which resulted in a favourable net variance of \$9.7 million (1%).

Agencies are projecting a year-end gross under-expenditure of \$4.7 million and unfavourable revenue of \$0.8 million, resulting in a net favourable variance of \$3.8 million.

The key drivers of the favourable net variances are outlined below:

Figure 2: Agencies Variance Summary of Key Program Drivers



- TO Live: A favourable \$0.9 million net variance due to lower than anticipated programming offset by lower costs associated with the programming and overhead. By year-end, TO Live anticipates to be on budget.
- Toronto Police Service: A \$2.2 million net favourable variance due to higher cost recoveries, in-year grants, and high volumes of vulnerable sector checks and paid duties, offset by higher labour costs to address critical workload and major unplanned events. Consistent with year-to-date results, a \$2.9 million net favourable variance is projected.

- **Toronto Transit Commission - Conventional Service:** A favourable \$6.4 million net variance due to under expenditure in vehicle maintenance costs, corporate costs related to lease expenses and commission payments, labour costs due to timing of new hires while sustaining service levels, utilities and diesel costs that partially offset passenger revenue shortfall due to significant inclement weather events and growing trend of users using the two-hour transfer with the PRESTO card. As the volume of ridership is projected to be 1 million or 0.2% below budget, TTC anticipates the trend of lower operating costs experienced year-to-date will result in a net favourable year-end projection of \$1.7 million.
- **Toronto Transit Commission - Wheel Trans Service:** An unfavourable \$1.0 million variance due to higher costs from contracted taxi services as average distance per trip has increased, offset by lower labour costs from delays in hiring, and lower costs for eligibility appeals. Consistent with year-to-date results, a \$1.7 million net unfavourable variance is projected for year-end.

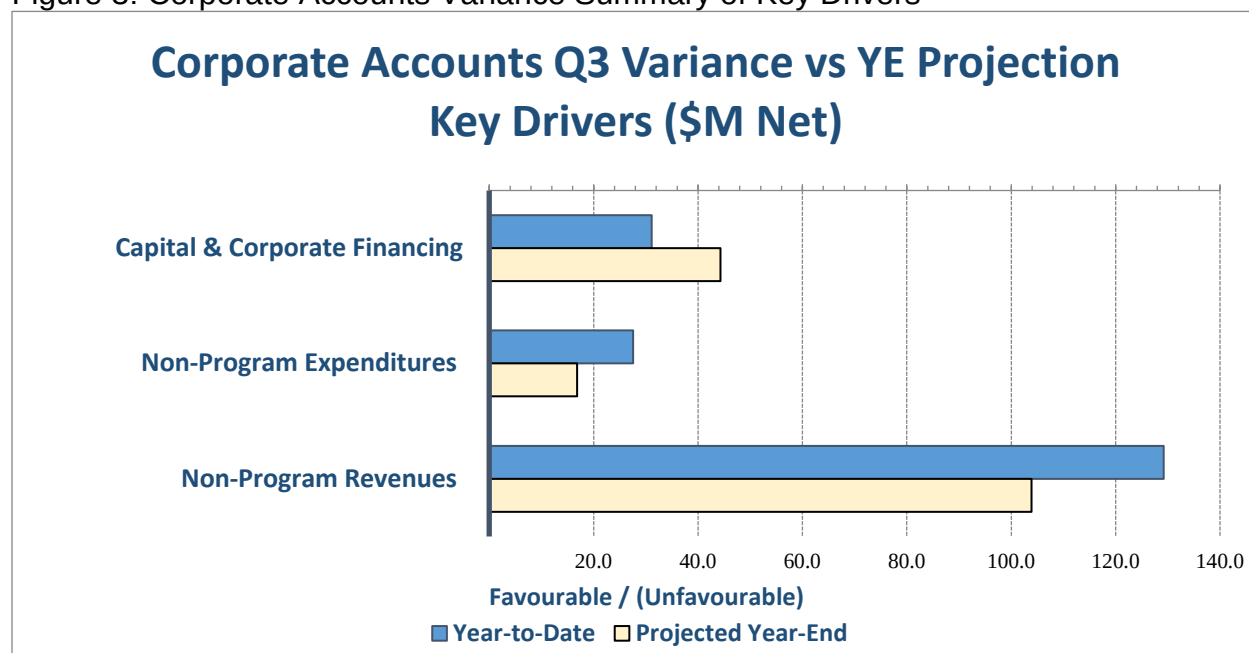
### Corporate Accounts:

As of September 30, 2019, Corporate Accounts experienced a cumulative gross under expenditure of \$51.1 million (4%) and higher than planned revenue of \$137.1 million (10%), which resulted in a favourable net variance of \$188.2 million.

The projected year-end gross under expenditure of \$73.8 million (4%) combined with \$91.2 million (5%) in higher than budgeted revenue, is anticipated to result in a net favourable variance of \$165.0 million by year-end.

The following key drivers have contributed to the favourable net variances:

Figure 3: Corporate Accounts Variance Summary of Key Drivers



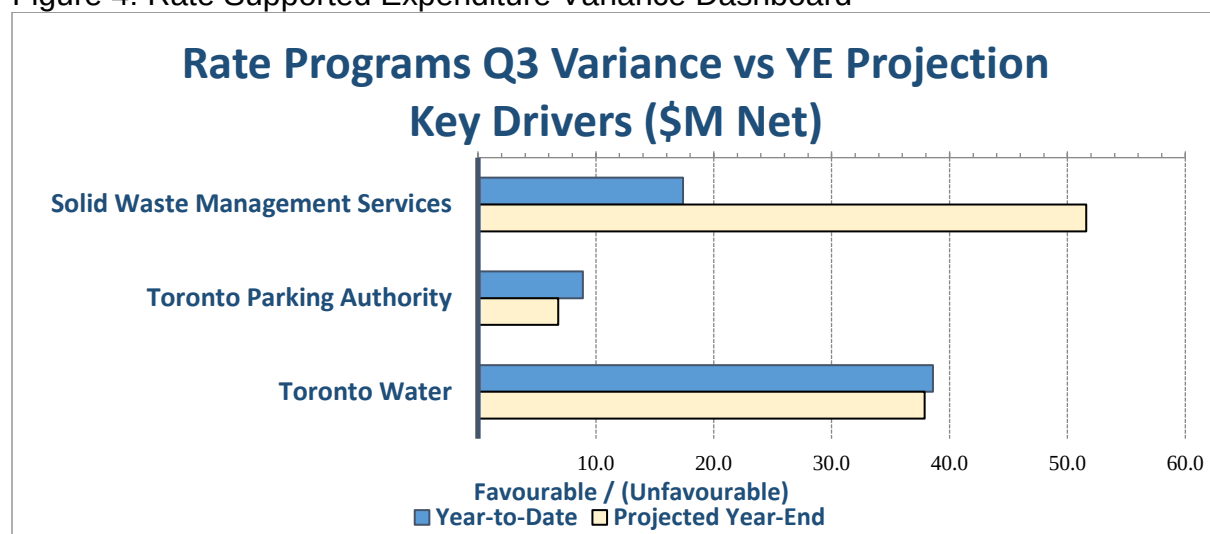
Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2019

- **Capital & Corporate Financing:** A favourable net variance of \$31.1 million due to gross under expenditure in Debt Charges for internal loans to address future capital requirements. A favourable year-end net favourable variance of \$44.3 million is projected.
- **Non-Program Expenditures:** A favourable net variance of \$27.9 million due to under expenditure from Parking Enforcement Officer vacant positions, lower than budgeted tax appeals and provision, under spending in Solid Waste Management Services Rebate program due to the actual historical billings being lower the plan, and lower than planned other corporate expenditures. In addition to year-to-date results, under expenditure on Tax Increment Equivalent Grants (TIEG) based on the latest available information for eligible properties result in a year-end net favourable projection of \$16.8 million.
- **Non-Program Revenues:** A favourable net variance of \$129.2 million due to higher than planned one-time Interest/Investment Earnings revenue from realized capital gains, higher than planned Municipal Land Transfer Tax revenue from increased sales activity, higher than planned parking ticket revenue due to higher late fees, penalty charges and fine values, and Supplementary Tax revenue based on the latest tax roll received from Municipal Property Assessment Corporation (MPAC). In addition to year-to-date results, higher than budgeted Toronto Hydro Dividend Income based on the earnings realized in 2018 result in a year-end net favourable projection of \$103.9 million.

## Rate Programs

As per Figure 4 below, Rate Programs reported an under-expenditure of \$36.7 million gross (3%) and over-achieved revenue of \$28.1 million (2%), which resulted in a favourable net variance of \$64.8 million.

Figure 4: Rate Supported Expenditure Variance Dashboard



- Solid Waste Management Services: year-to-date favourable variance of \$17.4 million net primarily from lower than planned labour costs while maintaining service levels, and higher than planned collection revenues for oversized bin fees and commercial bags and tags, timing of provincial blue box funding resulting in a one-time increase in revenue, as well as volume driven higher tipping fees at Transfer Stations. A favourable year-end projection of \$51.6 million net is anticipated primarily due to the one time catch up on provincial blue box funding recovery.
- Toronto Parking Authority: favourable year-to-date revenue of \$8.9 million net is primarily due to lower than planned labour costs while maintaining service levels, lower maintenance and administration expenditures, and unanticipated one-time capital gain from the sale of property. Toronto Parking Authority is projecting a favourable variance of \$6.8 million net primarily driven by unanticipated one-time capital gain that is partially offset by lower than budgeted revenue from transaction volume in the Off-Street Parking service.
- Toronto Water: a favourable variance of \$38.6 million net due to lower than planned labour costs that has been experienced while maintaining service levels, hydro rates and lower water consumption due to continued efficiency initiatives. Overall, revenues are over achieved due to higher than anticipated water consumption and overall increased volume of watermain connections and associated fee revenue. Consistent with year-to-date results, a favourable year-end variance of \$37.9 million net is forecasted mainly from underspending in salaries and benefits, lower hydro rates and under spending in chemicals due from efficient usage, and higher than budgeted revenues.

## Approved Complement

At the end of September 30, 2019, the City reported a strength of 53,144 operating and capital positions. The year-end projected strength is forecasted to be 54,386 positions (capital and operating).

Figure 5: Approved Complement and Strength Comparison (Includes Capital and Operating Positions)

| Approved Complement and Strength Comparison<br>(Includes Capital and Operating Positions) |                     |                 |                  |             |                      |                 |                  |             |
|-------------------------------------------------------------------------------------------|---------------------|-----------------|------------------|-------------|----------------------|-----------------|------------------|-------------|
| Program/Agency                                                                            | September 30, 2019  |                 |                  |             | Year-End Projections |                 |                  |             |
|                                                                                           | Approved Complement | Strength        | Vacancies        | Vacancy %   | Approved Complement  | Strength        | Vacancies        | Vacancy %   |
| Community and Social Services                                                             | 13,120.8            | 12,675.4        | (445.4)          | 3.4%        | 13,154.8             | 12,846.9        | (307.9)          | 2.3%        |
| Infrastructure and Development Services                                                   | 6,664.3             | 6,264.9         | (399.4)          | 6.0%        | 6,677.3              | 6,354.4         | (322.9)          | 4.8%        |
| Corporate Services                                                                        | 2,300.5             | 1,991.1         | (309.4)          | 13.4%       | 2,295.5              | 2,015.5         | (280.0)          | 12.2%       |
| Finance and Treasury Services                                                             | 823.0               | 718.1           | (104.9)          | 12.7%       | 825.0                | 738.1           | (86.9)           | 10.5%       |
| City Manager's Office                                                                     | 434.0               | 417.0           | (17.0)           | 3.9%        | 444.0                | 438.0           | (6.0)            | 1.4%        |
| Other City Programs                                                                       | 804.4               | 744.0           | (60.3)           | 7.5%        | 798.4                | 781.0           | (17.3)           | 2.2%        |
| Accountability Offices                                                                    | 59.3                | 58.3            | (1.0)            | 1.6%        | 59.3                 | 59.0            | (0.3)            | 0.4%        |
| <b>Total City Operations</b>                                                              | <b>24,206.2</b>     | <b>22,868.8</b> | <b>(1,337.4)</b> | <b>5.5%</b> | <b>24,254.2</b>      | <b>23,232.9</b> | <b>(1,021.2)</b> | <b>4.2%</b> |
| Agencies                                                                                  | 28,583.4            | 26,884.7        | (1,698.7)        | 5.9%        | 28,696.3             | 27,676.7        | (1,019.5)        | 3.6%        |
| Corporate Accounts                                                                        | 406.0               | 370.0           | (36.0)           | 8.9%        | 406.0                | 406.0           | 0.0              | 0.0%        |
| <b>Total Tax Supported Programs and Agencies</b>                                          | <b>53,195.6</b>     | <b>50,123.5</b> | <b>(3,072.1)</b> | <b>5.8%</b> | <b>53,356.4</b>      | <b>51,315.7</b> | <b>(2,040.8)</b> | <b>3.8%</b> |
| Rate Supported Programs                                                                   | 3,256.9             | 3,020.4         | (236.5)          | 7.3%        | 3,256.9              | 3,070.6         | (186.4)          | 5.7%        |
| <b>Grand Total</b>                                                                        | <b>56,452.5</b>     | <b>53,143.9</b> | <b>(3,308.6)</b> | <b>5.9%</b> | <b>56,613.3</b>      | <b>54,386.2</b> | <b>(2,227.1)</b> | <b>3.9%</b> |

Management continues to focus on providing and meeting service levels, program delivery and outcomes while managing vacancies created by turnovers and retirements. The vacancy rate is a reflection of a moment in time. For an organization with an approved complement of more 56,000, a vacancy rate of 4-6% is deemed reasonable comparing to organizations including other levels of government.

## 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 6 below, the City received \$0.2 million in donations during Q3 of 2019.

Figure 6: Summary of Donations Received Less than \$50,000

| Donor                                                      | Amount (\$000s) | Purpose                                                        |
|------------------------------------------------------------|-----------------|----------------------------------------------------------------|
| <b>Economic Development &amp; Culture</b>                  |                 |                                                                |
| Colborne Lodge, Donations From the Box                     | 1.20            | General                                                        |
| Gibson House, Individual Donor                             | 0.74            | General                                                        |
| Gibson House, PWYC/General Cash/From the Box               | 0.72            | General                                                        |
| Montgomery's Inn, Individual Donor                         | 0.08            | General                                                        |
| Montgomery's Inn, PWYC/General Cash/From the Box           | 2.00            | General                                                        |
| Fort York, PWYC/General Cash/From the Box                  | 0.43            | General                                                        |
| Fort York, Indigenous Arts Festival (Individual)           | 0.75            | General                                                        |
| Fort York, Government of Canada                            | 3.10            | General                                                        |
| Mackenzie House, PWYC/General Cash/From the Box            | 0.36            | General                                                        |
| Mackenzie House, Individual Donor                          | 0.04            | General                                                        |
| Spadina House, General Cash (Yoga Event)                   | 0.35            | General                                                        |
| Spadina House, General Cash/From the Box                   | 0.81            | General                                                        |
| Spadina House, General Cash (Big Picnic)                   | 0.18            | General                                                        |
| Spadina House, General Cash (Music from the Orchard Event) | 1.03            | General                                                        |
| Spadina House, Individual Donor                            | 0.67            | General                                                        |
| Scarborough, PWYC/General Cash/From the Box                | 1.35            | General                                                        |
| Market Gallery, General Cash/From the Box                  | 0.04            | General                                                        |
| <i>Sub-Total</i>                                           | <i>13.86</i>    |                                                                |
| <b>Toronto Paramedic Services</b>                          |                 |                                                                |
| Individual Donor                                           | 0.61            | Individual donors to Safe City - First Aid, CPR, AED trainings |
| <i>Sub-Total</i>                                           | <i>0.61</i>     |                                                                |
| <b>Parks, Forestry &amp; Recreation</b>                    |                 |                                                                |
| Canadian Tire Jumpstart                                    | 2.00            | Masseygrove Park Improvements                                  |
| Canadian Tire Jumpstart                                    | 8.00            | Woburn, Cornell, Tall Pines, McGregor Park Improvements        |
| Canadian Tire Jumpstart                                    | 15.00           | Various Outdoor Basketball Court Lighting Improvements         |
| DUCA Credit Union Ltd.                                     | 1.50            | Edithvale Community Centre Program Improvements                |
| Pegasus Toronto                                            | 1.00            | Matty Eckler Community Centre Program Improvements             |
| Triple M Metal LP                                          | 1.95            | Sunnybrook Parks Improvement                                   |
| United Way Greater Toronto                                 | 6.06            | Flemingdon Community Centre Program Improvements               |
| <i>Sub-Total</i>                                           | <i>35.51</i>    |                                                                |
| <b>City Planning</b>                                       |                 |                                                                |
| Urban Design Awards 5200-UR0033                            | 43.50           | Toronto Urban Design Awards                                    |
| <i>Sub-Total</i>                                           | <i>43.50</i>    |                                                                |
| <b>Municipal Licensing &amp; Standards</b>                 |                 |                                                                |
| Individual Donors (multiple donations of small value)      | 20.48           | Care and services related to animals                           |
| <i>Sub-Total</i>                                           | <i>20.48</i>    |                                                                |
| <b>Heritage Toronto</b>                                    |                 |                                                                |
| Individual Donors (multiple donations of small value)      | 18.00           | Plaque Funding                                                 |
| CTS Alumni Association                                     | 1.00            | Plaque Funding                                                 |
| Metro Toronto Condo Corp                                   | 1.00            | Plaque Funding                                                 |
| Individual Donor                                           | 0.20            | General                                                        |
| Timmins Martelle                                           | 0.05            | General                                                        |
| Wawanesa                                                   | 3.50            | General                                                        |
| <i>Sub-Total</i>                                           | <i>23.75</i>    |                                                                |
| <b>Toronto Police Service</b>                              |                 |                                                                |
| Citizen Donation                                           | 1.00            | Police dog funding                                             |
| Citizen Donation                                           | 30.90           | Memorial Fund                                                  |
| <i>Sub-Total</i>                                           | <i>31.90</i>    |                                                                |
| <b>Grand Total</b>                                         | <b>169.60</b>   |                                                                |

## **CONTACT**

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## **SIGNATURE**

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Heather Taylor  
Chief Financial Officer and Treasurer

## **ATTACHMENTS**

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Appendix A – City of Toronto Net Expenditures for Nine Months Ended September 30, 2019  
Appendix B – City of Toronto Gross Expenditures for Nine Months Ended September 30, 2019  
Appendix C – City of Toronto Revenues for Nine Months Ended September 30, 2019  
Appendix D – Pending Budget Adjustments  
Appendix E – Operating Variance Dashboard for City Programs and Agencies

## Appendix A

### CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019 (\$000s)

|                                                   | September 30, 2019 |                  |                                |           | December 31, 2019 |                  |                                |           |
|---------------------------------------------------|--------------------|------------------|--------------------------------|-----------|-------------------|------------------|--------------------------------|-----------|
|                                                   | Year-To-Date       |                  | Actual vs Budget               |           | Year-End          |                  | Projection vs Budget           |           |
|                                                   | Budget             | Actual           | Favourable /<br>(Unfavourable) | %         | Budget            | Projection       | Favourable /<br>(Unfavourable) | %         |
| <b>Community and Social Services</b>              |                    |                  |                                |           |                   |                  |                                |           |
| Housing Secretariat                               | 754                | 754              | 0                              | 0%        | 1,180             | 1,180            | 0                              | 0%        |
| Children's Services                               | 61,131             | 59,475           | 1,656                          | 3%        | 85,877            | 84,377           | 1,500                          | 2%        |
| Court Services                                    | (7,353)            | (12,856)         | 5,504                          | -75%      | (6,625)           | (16,960)         | 10,336                         | -156%     |
| Economic Development & Culture                    | 62,088             | 59,807           | 2,281                          | 4%        | 73,275            | 73,379           | (104)                          | 0%        |
| Toronto Paramedic Services                        | 55,363             | 58,904           | (3,541)                        | -6%       | 85,880            | 86,356           | (477)                          | -1%       |
| Seniors Services and Long-Term Care               | 27,875             | 23,570           | 4,306                          | 15%       | 46,741            | 46,617           | 124                            | 0%        |
| Parks, Forestry & Recreation                      | 239,946            | 240,773          | (827)                          | 0%        | 326,560           | 325,863          | 697                            | 0%        |
| Shelter, Support & Housing Administration         | 339,281            | 352,508          | (13,227)                       | -4%       | 463,258           | 489,596          | (26,338)                       | -6%       |
| Social Development, Finance & Administration      | 32,398             | 28,686           | 3,712                          | 11%       | 47,750            | 45,208           | 2,542                          | 5%        |
| Toronto Employment & Social Services              | 63,091             | 62,692           | 399                            | 1%        | 91,362            | 88,392           | 2,970                          | 3%        |
| Sub-Total Community and Social Services           | 874,576            | 874,313          | 263                            | 0%        | 1,215,258         | 1,224,008        | (8,750)                        | -1%       |
| <b>Infrastructure and Development Services</b>    |                    |                  |                                |           |                   |                  |                                |           |
| City Planning                                     | 8,718              | 7,791            | 927                            | 11%       | 15,425            | 14,443           | 982                            | 6%        |
| Fire Services                                     | 345,212            | 339,188          | 6,024                          | 2%        | 475,665           | 472,485          | 3,180                          | 1%        |
| Office of Emergency Management                    | 1,814              | 1,803            | 11                             | 1%        | 2,877             | 2,786            | 91                             | 3%        |
| Municipal Licensing & Standards                   | 10,618             | 1,905            | 8,713                          | 82%       | 18,285            | 10,782           | 7,503                          | 41%       |
| Policy, Planning, Finance and Administration      | 4,281              | 3,598            | 683                            | 16%       | 6,115             | 5,758            | 357                            | 6%        |
| Engineering and Construction Services             | 2,391              | 1,601            | 790                            | 33%       | 4,148             | 3,015            | 1,132                          | 27%       |
| Toronto Building                                  | (9,003)            | (29,826)         | 20,824                         | -231%     | (16,891)          | (49,747)         | 32,855                         | -195%     |
| Transportation Services                           | 168,252            | 173,117          | (4,866)                        | -3%       | 230,478           | 230,185          | 293                            | 0%        |
| Sub-Total Infrastructure and Development Services | 532,283            | 499,177          | 33,106                         | 6%        | 736,101           | 689,708          | 46,393                         | 6%        |
| <b>Finance and Treasury Services</b>              |                    |                  |                                |           |                   |                  |                                |           |
| Office of the Chief Financial Officer             | 7,713              | 7,500            | 213                            | 3%        | 11,453            | 10,921           | 532                            | 5%        |
| Office of the Controller                          | 18,417             | 16,912           | 1,505                          | 8%        | 28,369            | 27,335           | 1,033                          | 4%        |
| Sub-Total Finance and Treasury Services           | 26,130             | 24,411           | 1,719                          | 7%        | 39,822            | 38,256           | 1,566                          | 4%        |
| <b>Corporate Services</b>                         |                    |                  |                                |           |                   |                  |                                |           |
| Facilities, Real Estate, Environment & Energy     | 64,507             | 54,063           | 10,444                         | 16%       | 72,911            | 71,220           | 1,691                          | 2%        |
| Fleet Services                                    | (2,420)            | (4,715)          | 2,295                          | -95%      | 313               | 251              | 61                             | 20%       |
| Information & Technology                          | 63,565             | 62,903           | 662                            | 1%        | 78,588            | 78,150           | 438                            | 1%        |
| 311 Toronto                                       | 6,455              | 6,519            | (64)                           | -1%       | 10,148            | 10,134           | 14                             | 0%        |
| Sub-Total Corporate Services                      | 132,106            | 118,769          | 13,337                         | 10%       | 161,960           | 159,755          | 2,205                          | 1%        |
| <b>City Manager</b>                               |                    |                  |                                |           |                   |                  |                                |           |
| City Manager's Office                             | 32,924             | 32,571           | 353                            | 1%        | 49,873            | 49,019           | 854                            | 2%        |
| Sub-Total City Manager                            | 32,924             | 32,571           | 353                            | 1%        | 49,873            | 49,019           | 854                            | 2%        |
| <b>Other City Programs</b>                        |                    |                  |                                |           |                   |                  |                                |           |
| City Clerk's Office                               | 23,091             | 22,231           | 860                            | 4%        | 31,729            | 31,368           | 361                            | 1%        |
| Legal Services                                    | 13,954             | 13,397           | 557                            | 4%        | 19,627            | 17,928           | 1,699                          | 9%        |
| Mayor's Office                                    | 1,789              | 1,740            | 49                             | 3%        | 2,567             | 2,567            | 0                              | 0%        |
| City Council                                      | 15,528             | 12,690           | 2,838                          | 18%       | 21,572            | 20,272           | 1,300                          | 6%        |
| Sub-Total Other City Programs                     | 54,362             | 50,058           | 4,304                          | 8%        | 75,495            | 72,134           | 3,360                          | 4%        |
| <b>Accountability Offices</b>                     |                    |                  |                                |           |                   |                  |                                |           |
| Auditor General's Office                          | 4,582              | 4,099            | 482                            | 11%       | 6,641             | 6,641            | 0                              | 0%        |
| Integrity Commissioner's Office                   | 402                | 293              | 109                            | 27%       | 573               | 448              | 125                            | 22%       |
| Lobbyist Registrar's Office                       | 871                | 829              | 42                             | 5%        | 1,235             | 1,235            | 0                              | 0%        |
| Ombudsman's Office                                | 1,399              | 1,362            | 36                             | 3%        | 1,999             | 1,979            | 20                             | 1%        |
| Sub-Total Accountability Offices                  | 7,253              | 6,584            | 669                            | 9%        | 10,447            | 10,302           | 145                            | 1%        |
| <b>TOTAL - CITY OPERATIONS</b>                    | <b>1,659,635</b>   | <b>1,605,883</b> | <b>53,752</b>                  | <b>3%</b> | <b>2,288,956</b>  | <b>2,243,183</b> | <b>45,773</b>                  | <b>2%</b> |

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

# Appendix A

## CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019

(\$000s)

|                                                        | September 30, 2019 |                    |                                |              | December 31, 2019  |                    |                                |              |
|--------------------------------------------------------|--------------------|--------------------|--------------------------------|--------------|--------------------|--------------------|--------------------------------|--------------|
|                                                        | Year-To-Date       |                    | Actual vs Budget               |              | Year-End           |                    | Projection vs Budget           |              |
|                                                        | Budget             | Actual             | Favourable /<br>(Unfavourable) | %            | Budget             | Projection         | Favourable /<br>(Unfavourable) | %            |
| <b>Agencies</b>                                        |                    |                    |                                |              |                    |                    |                                |              |
| Toronto Public Health                                  | 41,454             | 41,057             | 397                            | 1%           | 63,877             | 63,579             | 298                            | 0%           |
| Toronto Public Library                                 | 141,095            | 141,061            | 34                             | 0%           | 188,093            | 188,093            | 0                              | 0%           |
| Association of Community Centres                       | 6,200              | 5,884              | 316                            | 5%           | 8,265              | 8,309              | (44)                           | -1%          |
| Exhibition Place                                       | (1,772)            | (2,708)            | 936                            | -53%         | (173)              | (1,800)            | 1,627                          | -943%        |
| Heritage Toronto                                       | 260                | 216                | 44                             | 17%          | 401                | 401                | 0                              | 0%           |
| TO Live                                                | 4,066              | 3,124              | 942                            | 23%          | 5,599              | 5,599              | 0                              | 0%           |
| Toronto Zoo                                            | 5,421              | 5,970              | (549)                          | -10%         | 12,462             | 13,346             | (884)                          | -7%          |
| Arena Boards of Management                             | 160                | (35)               | 195                            | 122%         | (18)               | (12)               | (6)                            | 34%          |
| Yonge Dundas Square                                    | (87)               | 43                 | (130)                          | 150%         | 23                 | 53                 | (30)                           | -134%        |
| CreateTO                                               | 0                  | 0                  | 0                              | n/a          | 0                  | 0                  | 0                              | n/a          |
| Toronto & Region Conservation Authority                | 3,136              | 3,136              | (0)                            | 0%           | 3,833              | 3,833              | 0                              | 0%           |
| Toronto Transit Commission - Conventional              | 491,987            | 485,607            | 6,380                          | 1%           | 664,850            | 663,174            | 1,676                          | 0%           |
| Toronto Transit Commission - Wheel Trans               | 107,151            | 108,184            | (1,033)                        | -1%          | 140,908            | 142,609            | (1,701)                        | -1%          |
| Toronto Police Service                                 | 754,387            | 752,212            | 2,175                          | 0%           | 1,051,463          | 1,048,563          | 2,900                          | 0%           |
| Toronto Police Services Board                          | 1,511              | 1,511              | 0                              | 0%           | 2,484              | 2,484              | 0                              | 0%           |
| <b>TOTAL - AGENCIES</b>                                | <b>1,554,969</b>   | <b>1,545,261</b>   | <b>9,708</b>                   | <b>1%</b>    | <b>2,142,069</b>   | <b>2,138,233</b>   | <b>3,836</b>                   | <b>0%</b>    |
| <b>Corporate Accounts</b>                              |                    |                    |                                |              |                    |                    |                                |              |
| Capital Financing - Capital from Current               | 340,382            | 340,382            | 0                              | 0%           | 340,836            | 340,836            | 0                              | 0%           |
| Technology Sustainment                                 | 14,934             | 14,934             | 0                              | 0%           | 19,912             | 19,912             | 0                              | 0%           |
| Debt Charges                                           | 393,799            | 362,698            | 31,101                         | 8%           | 568,026            | 523,743            | 44,283                         | 8%           |
| Capital & Corporate Financing                          | 749,115            | 718,014            | 31,101                         | 4%           | 928,774            | 884,490            | 44,283                         | 5%           |
| <b>Non-Program Expenditures</b>                        |                    |                    |                                |              |                    |                    |                                |              |
| Tax Deficiencies/Writeoffs                             | 58,303             | 45,517             | 12,786                         | 22%          | 68,529             | 61,075             | 7,455                          | 11%          |
| Tax Increment Equivalent Grants (TIEG)                 | 23,388             | 22,409             | 980                            | 4%           | 31,184             | 29,538             | 1,646                          | 5%           |
| Assessment Function (MPAC)                             | 33,745             | 33,745             | 0                              | 0%           | 44,993             | 44,993             | 0                              | 0%           |
| Funding of Employee Related Liabilities                | 53,129             | 53,098             | 31                             | 0%           | 70,833             | 70,833             | 0                              | 0%           |
| Other Corporate Expenditures                           | 821                | (2,703)            | 3,524                          | 429%         | 17,642             | 13,031             | 4,612                          | 26%          |
| Insurance Premiums & Claims                            | 225                | 225                | 0                              | 0%           | 300                | 300                | 0                              | 0%           |
| Parking Tag Enforcement & Oper.                        | 50,123             | 43,936             | 6,187                          | 12%          | 71,729             | 69,935             | 1,794                          | 3%           |
| Programs Funded from Reserve Funds                     | (116)              | (116)              | 0                              | 0%           | 0                  | 0                  | 0                              | 0%           |
| Distressed Retail Areas & Transit Fare Equity Phase 1* | 2,097              | 1,395              | 703                            | 34%          | 2,466              | 1,150              | 1,316                          | 53%          |
| Heritage Property Taxes Rebate                         | 1,557              | 1,557              | 0                              | 0%           | 2,076              | 2,076              | 0                              | 0%           |
| Tax Rebates for Registered Charities                   | 0                  | 0                  | 0                              | 0%           | 0                  | 0                  | 0                              | 0%           |
| Solid Waste Management Rebates                         | 85,002             | 81,290             | 3,713                          | 4%           | 109,680            | 109,680            | 0                              | 0%           |
| Tax Increment Funding (TIF)                            | 0                  | 0                  | 0                              | n/a          | 935                | 935                | 0                              | 0%           |
| <b>Non-Program Expenditures</b>                        | <b>308,276</b>     | <b>280,352</b>     | <b>27,923</b>                  | <b>9%</b>    | <b>420,369</b>     | <b>403,545</b>     | <b>16,824</b>                  | <b>4%</b>    |
| <b>Non-Program Revenue</b>                             |                    |                    |                                |              |                    |                    |                                |              |
| Payments in Lieu of Taxes                              | (93,453)           | (95,119)           | 1,665                          | -2%          | (93,453)           | (95,119)           | 1,665                          | -2%          |
| Supplementary Taxes                                    | (21,910)           | (27,162)           | 5,252                          | -24%         | (35,000)           | (34,000)           | (1,000)                        | 3%           |
| Tax Penalty Revenue                                    | (23,770)           | (25,555)           | 1,786                          | -8%          | (31,000)           | (32,000)           | 1,000                          | -3%          |
| Interest/Investment Earnings                           | (71,742)           | (167,374)          | 95,633                         | -133%        | (110,320)          | (185,752)          | 75,432                         | -68%         |
| Other Corporate Revenues                               | (3,709)            | (2,221)            | (1,488)                        | 40%          | (10,495)           | (10,529)           | 34                             | 0%           |
| Dividend Income                                        | (67,650)           | (69,585)           | 1,935                          | -3%          | (90,200)           | (92,780)           | 2,580                          | -3%          |
| Provincial Revenue                                     | (68,700)           | (68,700)           | 0                              | 0%           | (91,600)           | (91,600)           | 0                              | 0%           |
| Municipal Land Transfer Tax                            | (518,223)          | (538,155)          | 19,932                         | -4%          | (687,146)          | (707,146)          | 20,000                         | -3%          |
| Third Party Sign Tax                                   | (10,911)           | (9,880)            | (1,031)                        | 9%           | (9,758)            | (8,746)            | (1,011)                        | 10%          |
| Parking Authority Revenues                             | (23,824)           | (23,824)           | 0                              | 0%           | (51,712)           | (57,478)           | 5,766                          | -11%         |
| Administrative Support Recoveries - Water              | (14,230)           | (14,230)           | 0                              | 0%           | (18,973)           | (18,973)           | 0                              | 0%           |
| Administrative Support Recoveries - Health & EMS       | (12,245)           | (12,245)           | 0                              | 0%           | (16,327)           | (16,327)           | 0                              | 0%           |
| Parking Tag Enforcement & Operations Rev               | (77,925)           | (82,790)           | 4,865                          | -6%          | (113,072)          | (113,072)          | 0                              | 0%           |
| Other Tax Revenues                                     | (10,431)           | (10,839)           | 408                            | -4%          | (10,431)           | (10,839)           | 408                            | -4%          |
| Municipal Accommodation Tax                            | (21,740)           | (23,448)           | 1,708                          | -8%          | (27,378)           | (27,378)           | 0                              | 0%           |
| Casino Woodbine                                        | (21,755)           | (20,311)           | (1,444)                        | 7%           | (27,442)           | (26,442)           | (1,000)                        | 4%           |
| <b>Non-Program Revenues</b>                            | <b>(1,062,217)</b> | <b>(1,191,437)</b> | <b>129,220</b>                 | <b>-12%</b>  | <b>(1,424,305)</b> | <b>(1,528,179)</b> | <b>103,875</b>                 | <b>-7%</b>   |
| <b>TOTAL - CORPORATE ACCOUNTS</b>                      | <b>(4,826.7)</b>   | <b>(193,071)</b>   | <b>188,244</b>                 | <b>-390%</b> | <b>(75,163)</b>    | <b>(240,144)</b>   | <b>164,981</b>                 | <b>-219%</b> |
| <b>TOTAL TAX SUPPORTED PROGRAMS / AGENCIES</b>         | <b>3,209,777</b>   | <b>2,958,073</b>   | <b>251,704</b>                 | <b>8%</b>    | <b>4,355,862</b>   | <b>4,141,272</b>   | <b>214,590</b>                 | <b>5%</b>    |
| <b>RATE SUPPORTED PROGRAMS</b>                         |                    |                    |                                |              |                    |                    |                                |              |
| Solid Waste Management Services                        | (5,639)            | (23,036)           | 17,397                         | -308%        | 0                  | (51,593)           | 51,593                         | n/a          |
| Toronto Parking Authority                              | (49,624)           | (58,532)           | 8,908                          | -18%         | (66,538)           | (73,340)           | 6,802                          | -10%         |
| Toronto Water                                          | (1,148)            | (39,732)           | 38,584                         | -3360%       | 0                  | (37,877)           | 37,877                         | n/a          |
| <b>TOTAL RATE SUPPORTED PROGRAMS</b>                   | <b>(56,412)</b>    | <b>(121,300)</b>   | <b>64,888</b>                  | <b>-115%</b> | <b>(66,538)</b>    | <b>(162,810)</b>   | <b>96,272</b>                  | <b>n/a</b>   |

\* In 2019, City Council approved reinvestment of funds from the discontinued Vacancy Rebate Program's budget into Transit Fare Equity Phase 1 and Distressed Retail Areas.

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

## Appendix B

**CITY OF TORONTO**  
**CONSOLIDATED GROSS EXPENDITURES VARIANCE**  
**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019**  
**(\$000s)**

|                                                          | September 30, 2019 |                  |                                |            | December 31, 2019 |                  |                                |            |
|----------------------------------------------------------|--------------------|------------------|--------------------------------|------------|-------------------|------------------|--------------------------------|------------|
|                                                          | Year-To-Date       |                  | Actual vs Budget               |            | Year-End          |                  | Projection vs Budget           |            |
|                                                          | Budget             | Actual           | Favourable /<br>(Unfavourable) | %          | Budget            | Projection       | Favourable /<br>(Unfavourable) | %          |
| <b>Community and Social Services</b>                     |                    |                  |                                |            |                   |                  |                                |            |
| Housing Secretariat                                      | 7,923              | 5,243            | 2,680                          | 34%        | 11,087            | 11,087           | 0                              | 0%         |
| Children's Services                                      | 458,246            | 450,511          | 7,735                          | 2%         | 656,515           | 631,515          | 25,000                         | 4%         |
| Court Services                                           | 37,307             | 33,181           | 4,126                          | 11%        | 52,178            | 47,570           | 4,608                          | 9%         |
| Economic Development & Culture                           | 66,885             | 65,255           | 1,630                          | 2%         | 86,542            | 85,879           | 663                            | 1%         |
| Toronto Paramedic Services                               | 166,516            | 166,964          | (448)                          | 0%         | 238,234           | 237,964          | 270                            | 0%         |
| Seniors Services and Long-Term Care                      | 185,406            | 184,422          | 985                            | 1%         | 265,812           | 270,486          | (4,674)                        | -2%        |
| Parks, Forestry & Recreation                             | 337,079            | 328,693          | 8,386                          | 2%         | 478,150           | 461,583          | 16,567                         | 3%         |
| Shelter, Support & Housing Administration                | 703,653            | 661,313          | 42,340                         | 6%         | 1,005,897         | 961,863          | 44,034                         | 4%         |
| Social Development, Finance & Administration             | 49,562             | 38,850           | 10,712                         | 22%        | 73,823            | 62,537           | 11,286                         | 15%        |
| Toronto Employment & Social Services                     | 849,824            | 782,905          | 66,918                         | 8%         | 1,147,941         | 1,065,312        | 82,630                         | 7%         |
| <b>Sub-Total Community and Social Services</b>           | <b>2,862,401</b>   | <b>2,717,336</b> | <b>145,065</b>                 | <b>5%</b>  | <b>4,016,178</b>  | <b>3,835,796</b> | <b>180,382</b>                 | <b>4%</b>  |
| <b>Infrastructure and Development Services</b>           |                    |                  |                                |            |                   |                  |                                |            |
| City Planning                                            | 37,374             | 35,878           | 1,496                          | 4%         | 55,326            | 53,243           | 2,083                          | 4%         |
| Fire Services                                            | 358,538            | 358,172          | 366                            | 0%         | 493,951           | 494,771          | (821)                          | 0%         |
| Office of Emergency Management                           | 2,181              | 2,028            | 152                            | 7%         | 3,254             | 3,153            | 100                            | 3%         |
| Municipal Licensing & Standards                          | 42,047             | 39,132           | 2,915                          | 7%         | 67,947            | 60,342           | 7,604                          | 11%        |
| Policy, Planning, Finance and Administration             | 13,963             | 11,824           | 2,139                          | 15%        | 21,652            | 19,009           | 2,643                          | 12%        |
| Engineering and Construction Services                    | 54,122             | 48,417           | 5,705                          | 11%        | 77,607            | 69,580           | 8,027                          | 10%        |
| Toronto Building                                         | 41,002             | 36,007           | 4,995                          | 12%        | 58,804            | 53,027           | 5,777                          | 10%        |
| Transportation Services                                  | 271,873            | 275,652          | (3,780)                        | -1%        | 401,566           | 392,670          | 8,896                          | 2%         |
| <b>Sub-Total Infrastructure and Development Services</b> | <b>821,100</b>     | <b>807,111</b>   | <b>13,989</b>                  | <b>2%</b>  | <b>1,180,107</b>  | <b>1,145,797</b> | <b>34,310</b>                  | <b>3%</b>  |
| <b>Finance and Treasury Services</b>                     |                    |                  |                                |            |                   |                  |                                |            |
| Office of the Chief Financial Officer                    | 14,427             | 12,113           | 2,315                          | 16%        | 20,953            | 17,294           | 3,660                          | 17%        |
| Office of the Controller                                 | 56,368             | 53,424           | 2,943                          | 5%         | 80,597            | 76,197           | 4,400                          | 5%         |
| <b>Sub-Total Finance and Treasury Services</b>           | <b>70,795</b>      | <b>65,537</b>    | <b>5,258</b>                   | <b>7%</b>  | <b>101,550</b>    | <b>93,491</b>    | <b>8,059</b>                   | <b>8%</b>  |
| <b>Corporate Services</b>                                |                    |                  |                                |            |                   |                  |                                |            |
| Facilities, Real Estate, Environment & Energy            | 142,169            | 134,128          | 8,042                          | 6%         | 207,922           | 202,176          | 5,745                          | 3%         |
| Fleet Services                                           | 41,660             | 39,957           | 1,703                          | 4%         | 58,727            | 59,188           | (461)                          | -1%        |
| Information & Technology                                 | 97,292             | 88,137           | 9,154                          | 9%         | 132,678           | 118,867          | 13,811                         | 10%        |
| 311 Toronto                                              | 13,248             | 12,942           | 305                            | 2%         | 19,329            | 18,437           | 892                            | 5%         |
| <b>Sub-Total Corporate Services</b>                      | <b>294,368</b>     | <b>275,164</b>   | <b>19,204</b>                  | <b>7%</b>  | <b>418,655</b>    | <b>398,669</b>   | <b>19,987</b>                  | <b>5%</b>  |
| <b>City Manager</b>                                      |                    |                  |                                |            |                   |                  |                                |            |
| City Manager's Office                                    | 39,627             | 41,946           | (2,319)                        | -6%        | 58,829            | 60,189           | (1,361)                        | -2%        |
| <b>Sub-Total City Manager</b>                            | <b>39,627</b>      | <b>41,946</b>    | <b>(2,319)</b>                 | <b>-6%</b> | <b>58,829</b>     | <b>60,189</b>    | <b>(1,361)</b>                 | <b>-2%</b> |
| <b>Other City Programs</b>                               |                    |                  |                                |            |                   |                  |                                |            |
| City Clerk's Office                                      | 36,772             | 34,518           | 2,255                          | 6%         | 51,700            | 49,217           | 2,483                          | 5%         |
| Legal Services                                           | 46,242             | 41,440           | 4,803                          | 10%        | 65,694            | 59,848           | 5,845                          | 9%         |
| Mayor's Office                                           | 1,789              | 1,740            | 49                             | 3%         | 2,567             | 2,567            | 0                              | 0%         |
| City Council                                             | 15,573             | 12,690           | 2,883                          | 19%        | 22,157            | 20,857           | 1,300                          | 6%         |
| <b>Sub-Total Other City Programs</b>                     | <b>100,377</b>     | <b>90,387</b>    | <b>9,990</b>                   | <b>10%</b> | <b>142,118</b>    | <b>132,489</b>   | <b>9,629</b>                   | <b>7%</b>  |
| <b>Accountability Offices</b>                            |                    |                  |                                |            |                   |                  |                                |            |
| Auditor General's Office                                 | 4,582              | 4,099            | 482                            | 11%        | 6,641             | 6,641            | 0                              | 0%         |
| Integrity Commissioner's Office                          | 402                | 293              | 109                            | 27%        | 573               | 448              | 125                            | 22%        |
| Lobbyist Registrar's Office                              | 871                | 829              | 42                             | 5%         | 1,235             | 1,235            | 0                              | 0%         |
| Ombudsman's Office                                       | 1,399              | 1,362            | 36                             | 3%         | 1,999             | 1,979            | 20                             | 1%         |
| <b>Sub-Total Accountability Offices</b>                  | <b>7,253</b>       | <b>6,584</b>     | <b>669</b>                     | <b>9%</b>  | <b>10,447</b>     | <b>10,302</b>    | <b>145</b>                     | <b>1%</b>  |
| <b>TOTAL - CITY OPERATIONS</b>                           | <b>4,195,921</b>   | <b>4,004,066</b> | <b>191,855</b>                 | <b>5%</b>  | <b>5,927,884</b>  | <b>5,676,734</b> | <b>251,151</b>                 | <b>4%</b>  |

Staff report for action on Operating Variance Report for the Nine Months  
 Ended September 30, 2019

## Appendix B

**CITY OF TORONTO**  
**CONSOLIDATED GROSS EXPENDITURES VARIANCE**  
**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019**  
**(\$000s)**

|                                                        | September 30, 2019 |                  |                                |           | December 31, 2019 |                   |                                |           |
|--------------------------------------------------------|--------------------|------------------|--------------------------------|-----------|-------------------|-------------------|--------------------------------|-----------|
|                                                        | Year-To-Date       |                  | Actual vs Budget               |           | Year-End          |                   | Projection vs Budget           |           |
|                                                        | Budget             | Actual           | Favourable /<br>(Unfavourable) | %         | Budget            | Projection        | Favourable /<br>(Unfavourable) | %         |
| <b>Agencies</b>                                        |                    |                  |                                |           |                   |                   |                                |           |
| Toronto Public Health                                  | 174,585            | 170,795          | 3,790                          | 2%        | 256,729           | 251,206           | 5,523                          | 2%        |
| Toronto Public Library                                 | 154,342            | 156,210          | (1,868)                        | -1%       | 207,314           | 210,159           | (2,845)                        | -1%       |
| Association of Community Centres                       | 6,392              | 6,154            | 238                            | 4%        | 8,581             | 8,625             | (44)                           | -1%       |
| Exhibition Place                                       | 42,470             | 45,715           | (3,245)                        | -8%       | 56,582            | 58,955            | (2,373)                        | -4%       |
| Heritage Toronto                                       | 793                | 813              | (20)                           | -3%       | 1,146             | 1,146             | 0                              | 0%        |
| TO Live                                                | 28,410             | 22,626           | 5,783                          | 20%       | 42,258            | 40,189            | 2,070                          | 5%        |
| Toronto Zoo                                            | 40,819             | 37,599           | 3,220                          | 8%        | 53,092            | 50,204            | 2,888                          | 5%        |
| Arena Boards of Management                             | 6,703              | 6,506            | 198                            | 3%        | 9,782             | 9,782             | 1                              | 0%        |
| Yonge Dundas Square                                    | 2,503              | 2,527            | (24)                           | -1%       | 3,465             | 3,400             | 65                             | 2%        |
| CreateTO                                               | 9,625              | 8,810            | 815                            | 8%        | 12,940            | 12,940            | (0)                            | 0%        |
| Toronto & Region Conservation Authority                | 35,368             | 35,434           | (66)                           | 0%        | 51,365            | 51,365            | 0                              | 0%        |
| Toronto Transit Commission - Conventional              | 1,454,442          | 1,430,896        | 23,546                         | 2%        | 1,953,432         | 1,930,557         | 22,876                         | 1%        |
| Toronto Transit Commission - Wheel Trans               | 113,309            | 115,080          | (1,771)                        | -2%       | 149,019           | 151,600           | (2,582)                        | -2%       |
| Toronto Police Service                                 | 820,926            | 836,601          | (15,675)                       | -2%       | 1,201,940         | 1,222,840         | (20,900)                       | -2%       |
| Toronto Police Services Board                          | 2,314              | 2,314            | 0                              | 0%        | 4,784             | 4,784             | 0                              | 0%        |
| <b>TOTAL - AGENCIES</b>                                | <b>2,893,000</b>   | <b>2,878,079</b> | <b>14,921</b>                  | <b>1%</b> | <b>4,012,431</b>  | <b>4,007,752</b>  | <b>4,679</b>                   | <b>0%</b> |
| <b>Corporate Accounts</b>                              |                    |                  |                                |           |                   |                   |                                |           |
| Capital Financing - Capital from Current               | 340,382            | 340,382          | 0                              | 0%        | 340,836           | 340,836           | 0                              | 0%        |
| Technology Sustainment                                 | 14,934             | 14,934           | 0                              | 0%        | 19,912            | 19,912            | 0                              | 0%        |
| Debt Charges                                           | 445,044            | 411,725          | 33,319                         | 7%        | 634,683           | 590,400           | 44,283                         | 7%        |
| Capital & Corporate Financing                          | 800,360            | 767,041          | 33,319                         | 4%        | 995,431           | 951,148           | 44,283                         | 4%        |
| <b>Non-Program Expenditures</b>                        |                    |                  |                                |           |                   |                   |                                |           |
| Tax Deficiencies/Writeoffs                             | 58,303             | 45,517           | 12,786                         | 22%       | 78,529            | 61,075            | 17,455                         | 22%       |
| Tax Increment Equivalent Grants (TIEG)                 | 23,388             | 22,409           | 980                            | 4%        | 31,184            | 29,538            | 1,646                          | 5%        |
| Assessment Function (MPAC)                             | 33,745             | 33,745           | 0                              | 0%        | 44,993            | 44,993            | 0                              | 0%        |
| Funding of Employee Related Liabilities                | 53,129             | 53,098           | 31                             | 0%        | 70,833            | 70,833            | 0                              | 0%        |
| Other Corporate Expenditures                           | 5,441              | 15,628           | (10,186)                       | -187%     | 25,845            | 20,566            | 5,278                          | 20%       |
| Insurance Premiums & Claims                            | 225                | 225              | 0                              | 0%        | 300               | 300               | 0                              | 0%        |
| Parking Tag Enforcement & Oper.                        | 50,123             | 43,936           | 6,187                          | 12%       | 71,729            | 69,935            | 1,794                          | 3%        |
| Programs Funded from Reserve Funds                     | 112,226            | 112,226          | 0                              | 0%        | 149,791           | 149,791           | 0                              | 0%        |
| Distressed Retail Areas & Transit Fare Equity Phase 1* | 2,097              | 1,395            | 703                            | 34%       | 2,466             | 1,150             | 1,316                          | 53%       |
| Heritage Property Taxes Rebate                         | 1,557              | 1,557            | 0                              | 0%        | 2,076             | 2,076             | 0                              | 0%        |
| Tax Rebates for Registered Charities                   | 4,616              | 4,627            | (11)                           | 0%        | 4,616             | 4,627             | (11)                           | 0%        |
| Solid Waste Management Rebates                         | 85,002             | 81,290           | 3,713                          | 4%        | 109,680           | 109,680           | 0                              | 0%        |
| Tax Increment Funding (TIF)                            | 0                  | 0                | 0                              | n/a       | 935               | 935               | 0                              | 0%        |
| <b>Non-Program Expenditures</b>                        | <b>429,855</b>     | <b>415,653</b>   | <b>14,202</b>                  | <b>3%</b> | <b>592,978</b>    | <b>565,499</b>    | <b>27,479</b>                  | <b>5%</b> |
| <b>Non-Program Revenue</b>                             |                    |                  |                                |           |                   |                   |                                |           |
| Payments in Lieu of Taxes                              | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Supplementary Taxes                                    | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Tax Penalty Revenue                                    | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Interest/Investment Earnings                           | 6,518              | 1,999            | 4,518                          | 69%       | 9,898             | 7,011             | 2,887                          | 29%       |
| Other Corporate Revenues                               | 3,020              | 4,244            | (1,224)                        | -41%      | 4,044             | 4,072             | (27)                           | -1%       |
| Dividend Income                                        | 5,700              | 5,700            | 0                              | 0%        | 7,600             | 7,600             | 0                              | 0%        |
| Provincial Revenue                                     | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Municipal Land Transfer Tax                            | 34,471             | 34,400           | 71                             | 0%        | 46,045            | 46,211            | (166)                          | 0%        |
| Third Party Sign Tax                                   | 0                  | 0                | 0                              | n/a       | 1,154             | 1,154             | 0                              | 0%        |
| Parking Authority Revenues                             | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Administrative Support Recoveries - Water              | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Administrative Support Recoveries - Health & EMS       | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Parking Tag Enforcement & Operations Rev               | 0                  | 0                | 0                              | n/a       | 0                 | 0                 | 0                              | n/a       |
| Other Tax Revenues                                     | 0                  | 692              | (692)                          | n/a       | 0                 | 692               | (692)                          | n/a       |
| Municipal Accommodation Tax                            | 21,861             | 21,022           | 839                            | 4%        | 29,422            | 29,422            | 0                              | 0%        |
| Casino Woodbine                                        | 312                | 223              | 89                             | 29%       | 458               | 458               | 0                              | 0%        |
| <b>Non-Program Revenues</b>                            | <b>71,880</b>      | <b>68,280</b>    | <b>3,601</b>                   | <b>5%</b> | <b>98,621</b>     | <b>96,620</b>     | <b>2,001</b>                   | <b>2%</b> |
| <b>TOTAL - CORPORATE ACCOUNTS</b>                      | <b>1,302,095</b>   | <b>1,250,973</b> | <b>51,122</b>                  | <b>4%</b> | <b>1,687,030</b>  | <b>1,613,266</b>  | <b>73,763</b>                  | <b>4%</b> |
| <b>TOTAL TAX SUPPORTED PROGRAMS / AGENCIES</b>         | <b>8,391,017</b>   | <b>8,133,119</b> | <b>257,898</b>                 | <b>3%</b> | <b>11,627,345</b> | <b>11,297,752</b> | <b>329,593</b>                 | <b>3%</b> |
| <b>RATE SUPPORTED PROGRAMS</b>                         |                    |                  |                                |           |                   |                   |                                |           |
| Solid Waste Management Services                        | 258,518            | 251,929          | 6,589                          | 3%        | 411,620           | 401,954           | 9,666                          | 2%        |
| Toronto Parking Authority                              | 74,004             | 68,290           | 5,715                          | 8%        | 100,599           | 96,394            | 4,205                          | 4%        |
| Toronto Water                                          | 978,519            | 954,081          | 24,438                         | 2%        | 1,331,390         | 1,303,681         | 27,709                         | 2%        |
| <b>TOTAL RATE SUPPORTED PROGRAMS</b>                   | <b>1,311,041</b>   | <b>1,274,300</b> | <b>36,742</b>                  | <b>3%</b> | <b>1,843,609</b>  | <b>1,802,029</b>  | <b>41,580</b>                  | <b>2%</b> |

Staff report for action on Operating Variance Report for the Nine Months  
 Ended September 30, 2019

## Appendix C

**CITY OF TORONTO**  
**CONSOLIDATED REVENUE VARIANCE**  
**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019**  
**(\$000s)**

|                                                   | September 30, 2019 |                  |                                |            | December 31, 2019 |                  |                                |            |
|---------------------------------------------------|--------------------|------------------|--------------------------------|------------|-------------------|------------------|--------------------------------|------------|
|                                                   | Year-To-Date       |                  | Actual vs Budget               |            | Year-End          |                  | Projection vs Budget           |            |
|                                                   | Budget             | Actual           | Favourable /<br>(Unfavourable) | %          | Budget            | Projection       | Favourable /<br>(Unfavourable) | %          |
| <b>Community and Social Services</b>              |                    |                  |                                |            |                   |                  |                                |            |
| Housing Secretariat                               | 7,169              | 4,489            | (2,680)                        | -37%       | 9,907             | 9,907            | 0                              | 0%         |
| Children's Services                               | 397,114            | 391,036          | (6,079)                        | -2%        | 570,638           | 547,138          | (23,500)                       | -4%        |
| Court Services                                    | 44,660             | 46,037           | 1,378                          | 3%         | 58,803            | 64,530           | 5,728                          | 10%        |
| Economic Development & Culture                    | 4,797              | 5,448            | 651                            | 14%        | 13,267            | 12,501           | (766)                          | -6%        |
| Toronto Paramedic Services                        | 111,153            | 108,060          | (3,093)                        | -3%        | 152,355           | 151,608          | (747)                          | 0%         |
| Seniors Services and Long-Term Care               | 157,531            | 160,852          | 3,321                          | 2%         | 219,071           | 223,870          | 4,799                          | 2%         |
| Parks, Forestry & Recreation                      | 97,134             | 87,920           | (9,214)                        | -9%        | 151,590           | 135,720          | (15,870)                       | -10%       |
| Shelter, Support & Housing Administration         | 364,371            | 308,804          | (55,567)                       | -15%       | 542,638           | 472,267          | (70,372)                       | -13%       |
| Social Development, Finance & Administration      | 17,164             | 10,163           | (7,000)                        | -41%       | 26,073            | 17,329           | (8,744)                        | -34%       |
| Toronto Employment & Social Services              | 786,733            | 720,214          | (66,519)                       | -8%        | 1,056,580         | 976,920          | (79,660)                       | -8%        |
| Sub-Total Community and Social Services           | 1,987,825          | 1,843,023        | (144,802)                      | -7%        | 2,800,920         | 2,611,788        | (189,132)                      | -7%        |
| <b>Infrastructure and Development Services</b>    |                    |                  |                                |            |                   |                  |                                |            |
| City Planning                                     | 28,656             | 28,087           | (568)                          | -2%        | 39,902            | 38,800           | (1,102)                        | -3%        |
| Fire Services                                     | 13,326             | 18,984           | 5,658                          | 42%        | 18,286            | 22,286           | 4,000                          | 22%        |
| Office of Emergency Management                    | 367                | 226              | (141)                          | -38%       | 377               | 367              | (9)                            | -3%        |
| Municipal Licensing & Standards                   | 31,429             | 37,227           | 5,798                          | 18%        | 49,661            | 49,560           | (101)                          | 0%         |
| Policy, Planning, Finance and Administration      | 9,682              | 8,226            | (1,456)                        | -15%       | 15,537            | 13,251           | (2,286)                        | -15%       |
| Engineering and Construction Services             | 51,732             | 46,816           | (4,916)                        | -10%       | 73,460            | 66,565           | (6,895)                        | -9%        |
| Toronto Building                                  | 50,005             | 65,833           | 15,828                         | 32%        | 75,695            | 102,774          | 27,079                         | 36%        |
| Transportation Services                           | 103,621            | 102,535          | (1,086)                        | -1%        | 171,088           | 162,485          | (8,603)                        | -5%        |
| Sub-Total Infrastructure and Development Services | 288,817            | 307,934          | 19,117                         | 7%         | 444,006           | 456,089          | 12,083                         | 3%         |
| <b>Finance and Treasury Services</b>              |                    |                  |                                |            |                   |                  |                                |            |
| Office of the Chief Financial Officer             | 6,714              | 4,613            | (2,101)                        | -31%       | 9,501             | 6,373            | (3,128)                        | -33%       |
| Office of the Controller                          | 37,951             | 36,513           | (1,438)                        | -4%        | 52,228            | 48,862           | (3,366)                        | -6%        |
| Sub-Total Finance and Treasury Services           | 44,665             | 41,126           | (3,539)                        | -8%        | 61,728            | 55,235           | (6,494)                        | -11%       |
| <b>Corporate Services</b>                         |                    |                  |                                |            |                   |                  |                                |            |
| Facilities, Real Estate, Environment & Energy     | 77,663             | 80,065           | 2,402                          | 3%         | 135,011           | 130,956          | (4,054)                        | -3%        |
| Fleet Services                                    | 44,079             | 44,672           | 592                            | 1%         | 58,414            | 58,937           | 523                            | 1%         |
| Information & Technology                          | 33,727             | 25,235           | (8,492)                        | -25%       | 54,090            | 40,717           | (13,372)                       | -25%       |
| 311 Toronto                                       | 6,793              | 6,423            | (370)                          | -5%        | 9,181             | 8,303            | (877)                          | -10%       |
| Sub-Total Corporate Services                      | 162,262            | 156,395          | (5,867)                        | -4%        | 256,695           | 238,913          | (17,782)                       | -7%        |
| <b>City Manager</b>                               |                    |                  |                                |            |                   |                  |                                |            |
| City Manager's Office                             | 6,703              | 9,376            | 2,673                          | 40%        | 8,955             | 11,170           | 2,215                          | 25%        |
| Sub-Total City Manager                            | 6,703              | 9,376            | 2,673                          | 40%        | 8,955             | 11,170           | 2,215                          | 25%        |
| <b>Other City Programs</b>                        |                    |                  |                                |            |                   |                  |                                |            |
| City Clerk's Office                               | 13,681             | 12,286           | (1,395)                        | -10%       | 19,971            | 17,849           | (2,122)                        | -11%       |
| Legal Services                                    | 32,288             | 28,042           | (4,246)                        | -13%       | 46,067            | 41,921           | (4,146)                        | -9%        |
| Mayor's Office                                    | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| City Council                                      | 45                 | 0                | (45)                           | -100%      | 585               | 585              | 0                              | 0%         |
| Sub-Total Other City Programs                     | 46,014             | 40,329           | (5,685)                        | -12%       | 66,623            | 60,355           | (6,269)                        | -9%        |
| <b>Accountability Offices</b>                     |                    |                  |                                |            |                   |                  |                                |            |
| Auditor General's Office                          | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Integrity Commissioner's Office                   | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Lobbyist Registrar's Office                       | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Ombudsman's Office                                | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Sub-Total Accountability Offices                  | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| <b>TOTAL - CITY OPERATIONS</b>                    | <b>2,536,286</b>   | <b>2,398,183</b> | <b>(138,103)</b>               | <b>-5%</b> | <b>3,638,928</b>  | <b>3,433,551</b> | <b>(205,377)</b>               | <b>-6%</b> |

Staff report for action on Operating Variance Report for the Nine Months  
 Ended September 30, 2019

## Appendix C

### CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019 (\$000s)

|                                                        | September 30, 2019 |                  |                                |            | December 31, 2019 |                  |                                |            |
|--------------------------------------------------------|--------------------|------------------|--------------------------------|------------|-------------------|------------------|--------------------------------|------------|
|                                                        | Year-To-Date       |                  | Actual vs Budget               |            | Year-End          |                  | Projection vs Budget           |            |
|                                                        | Budget             | Actual           | Favourable /<br>(Unfavourable) | %          | Budget            | Projection       | Favourable /<br>(Unfavourable) | %          |
| <b>Agencies</b>                                        |                    |                  |                                |            |                   |                  |                                |            |
| Toronto Public Health                                  | 133,131            | 129,738          | (3,393)                        | -3%        | 192,853           | 187,627          | (5,226)                        | -3%        |
| Toronto Public Library                                 | 13,247             | 15,149           | 1,902                          | 14%        | 19,221            | 22,066           | 2,845                          | 15%        |
| Association of Community Centres                       | 191                | 269              | 78                             | 41%        | 316               | 316              | 0                              | 0%         |
| Exhibition Place                                       | 44,242             | 48,424           | 4,181                          | 9%         | 56,755            | 60,755           | 4,000                          | 7%         |
| Heritage Toronto                                       | 533                | 597              | 64                             | 12%        | 744               | 744              | 0                              | 0%         |
| TO Live                                                | 24,344             | 19,503           | (4,841)                        | -20%       | 36,659            | 34,589           | (2,070)                        | -6%        |
| Toronto Zoo                                            | 35,398             | 31,629           | (3,769)                        | -11%       | 40,631            | 36,858           | (3,772)                        | -9%        |
| Arena Boards of Management                             | 6,543              | 6,540            | (3)                            | 0%         | 9,800             | 9,793            | (7)                            | 0%         |
| Yonge Dundas Square                                    | 2,590              | 2,484            | (106)                          | -4%        | 3,442             | 3,347            | (95)                           | -3%        |
| CreateTO                                               | 9,625              | 8,810            | (815)                          | -8%        | 12,940            | 12,940           | 0                              | 0%         |
| Toronto & Region Conservation Authority                | 32,232             | 32,298           | 66                             | 0%         | 47,532            | 47,532           | 0                              | 0%         |
| Toronto Transit Commission - Conventional              | 962,455            | 945,289          | (17,166)                       | -2%        | 1,288,583         | 1,267,383        | (21,200)                       | -2%        |
| Toronto Transit Commission - Wheel Trans               | 6,158              | 6,897            | 738                            | 12%        | 8,111             | 8,991            | 881                            | 11%        |
| Toronto Police Service                                 | 66,539             | 84,389           | 17,850                         | 27%        | 150,477           | 174,277          | 23,800                         | 16%        |
| Toronto Police Services Board                          | 803                | 803              | 0                              | 0%         | 2,300             | 2,300            | 0                              | 0%         |
| <b>TOTAL - AGENCIES</b>                                | <b>1,338,031</b>   | <b>1,332,818</b> | <b>(5,213)</b>                 | <b>0%</b>  | <b>1,870,362</b>  | <b>1,869,518</b> | <b>(844)</b>                   | <b>0%</b>  |
| <b>Corporate Accounts</b>                              |                    |                  |                                |            |                   |                  |                                |            |
| Capital Financing - Capital from Current               | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Technology Sustainment                                 | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Debt Charges                                           | 51,245             | 49,027           | (2,218)                        | -4%        | 66,657            | 66,657           | 0                              | 0%         |
| Capital & Corporate Financing                          | 51,245             | 49,027           | (2,218)                        | -4%        | 66,657            | 66,657           | 0                              | 0%         |
| <b>Non-Program Expenditures</b>                        |                    |                  |                                |            |                   |                  |                                |            |
| Tax Deficiencies/Writeoffs                             | 0                  | 0                | 0                              | n/a        | 10,000            | 0                | (10,000)                       | -100%      |
| Tax Increment Equivalent Grants (TIEG)                 | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Assessment Function (MPAC)                             | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Funding of Employee Related Liabilities                | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Other Corporate Expenditures                           | 4,620              | 18,331           | 13,710                         | 297%       | 8,202             | 7,536            | (667)                          | -8%        |
| Insurance Premiums & Claims                            | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Parking Tag Enforcement & Oper.                        | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Programs Funded from Reserve Funds                     | 112,343            | 112,343          | 0                              | 0%         | 149,791           | 149,791          | 0                              | 0%         |
| Distressed Retail Areas & Transit Fare Equity Phase 1* | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Heritage Property Taxes Rebate                         | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Tax Rebates for Registered Charities                   | 4,616              | 4,627            | 11                             | 0%         | 4,616             | 4,627            | 11                             | 0%         |
| Solid Waste Management Rebates                         | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| Tax Increment Funding (TIF)                            | 0                  | 0                | 0                              | n/a        | 0                 | 0                | 0                              | n/a        |
| <b>Non-Program Expenditures</b>                        | <b>121,579</b>     | <b>135,300</b>   | <b>13,721</b>                  | <b>11%</b> | <b>172,609</b>    | <b>161,954</b>   | <b>(10,655)</b>                | <b>-6%</b> |
| <b>Non-Program Revenue</b>                             |                    |                  |                                |            |                   |                  |                                |            |
| Payments in Lieu of Taxes                              | 93,453             | 95,119           | 1,665                          | 2%         | 93,453            | 95,119           | 1,665                          | 2%         |
| Supplementary Taxes                                    | 21,910             | 27,162           | 5,252                          | 24%        | 35,000            | 34,000           | (1,000)                        | -3%        |
| Tax Penalty Revenue                                    | 23,770             | 25,555           | 1,786                          | 8%         | 31,000            | 32,000           | 1,000                          | 3%         |
| Interest/Investment Earnings                           | 78,259             | 169,374          | 91,114                         | 116%       | 120,218           | 192,763          | 72,546                         | 60%        |
| Other Corporate Revenues                               | 6,729              | 6,465            | (264)                          | -4%        | 14,539            | 14,601           | 62                             | 0%         |
| Dividend Income                                        | 73,350             | 75,285           | 1,935                          | 3%         | 97,800            | 100,380          | 2,580                          | 3%         |
| Provincial Revenue                                     | 68,700             | 68,700           | 0                              | 0%         | 91,600            | 91,600           | 0                              | 0%         |
| Municipal Land Transfer Tax                            | 552,694            | 572,554          | 19,861                         | 4%         | 733,191           | 753,357          | 20,166                         | 3%         |
| Third Party Sign Tax                                   | 10,911             | 9,880            | (1,031)                        | -9%        | 10,911            | 9,900            | (1,011)                        | -9%        |
| Parking Authority Revenues                             | 23,824             | 23,824           | 0                              | 0%         | 51,712            | 57,478           | 5,766                          | 11%        |
| Administrative Support Recoveries - Water              | 14,230             | 14,230           | 0                              | 0%         | 18,973            | 18,973           | 0                              | 0%         |
| Administrative Support Recoveries - Health & EMS       | 12,245             | 12,245           | 0                              | 0%         | 16,327            | 16,327           | 0                              | 0%         |
| Parking Tag Enforcement & Operations Rev               | 77,925             | 82,790           | 4,865                          | 6%         | 113,072           | 113,072          | 0                              | 0%         |
| Other Tax Revenues                                     | 10,431             | 11,532           | 1,100                          | 11%        | 10,431            | 11,532           | 1,100                          | 11%        |
| Municipal Accommodation Tax                            | 43,600             | 44,469           | 869                            | 2%         | 56,800            | 56,800           | 0                              | 0%         |
| Casino Woodbine                                        | 22,067             | 20,534           | (1,533)                        | -7%        | 27,900            | 26,900           | (1,000)                        | -4%        |
| <b>Non-Program Revenues</b>                            | <b>1,134,098</b>   | <b>1,259,717</b> | <b>125,619</b>                 | <b>11%</b> | <b>1,522,926</b>  | <b>1,624,799</b> | <b>101,873</b>                 | <b>7%</b>  |
| <b>TOTAL - CORPORATE ACCOUNTS</b>                      | <b>1,306,922</b>   | <b>1,444,045</b> | <b>137,122</b>                 | <b>10%</b> | <b>1,762,192</b>  | <b>1,853,410</b> | <b>91,218</b>                  | <b>5%</b>  |
| <b>TOTAL TAX SUPPORTED PROGRAMS / AGENCIES</b>         | <b>5,181,240</b>   | <b>5,175,046</b> | <b>(6,194)</b>                 | <b>0%</b>  | <b>7,271,483</b>  | <b>7,156,480</b> | <b>(115,003)</b>               | <b>-2%</b> |
| <b>RATE SUPPORTED PROGRAMS</b>                         |                    |                  |                                |            |                   |                  |                                |            |
| Solid Waste Management Services                        | 264,157            | 274,965          | 10,808                         | 4%         | 411,620           | 453,547          | 41,927                         | 10%        |
| Toronto Parking Authority                              | 123,629            | 126,822          | 3,194                          | 3%         | 167,138           | 169,734          | 2,596                          | 2%         |
| Toronto Water                                          | 979,668            | 993,813          | 14,146                         | 1%         | 1,331,390         | 1,341,558        | 10,168                         | 1%         |
| <b>TOTAL RATE SUPPORTED PROGRAMS</b>                   | <b>1,367,453</b>   | <b>1,395,600</b> | <b>28,147</b>                  | <b>2%</b>  | <b>1,910,147</b>  | <b>1,964,839</b> | <b>54,691</b>                  | <b>3%</b>  |

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

## Appendix D

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019**  
**(\$000s)**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Gross<br>Expenditure | Revenue        | Net<br>Expenditure | Position   | 2020<br>Incremental<br>Outlook (Net) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------|--------------------|------------|--------------------------------------|
| <b>Community and Social Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |                |                    |            |                                      |
| <b>Economic Development &amp; Culture</b>                                                                                                                                                                                                                                                                                                                                                                                                                     |                      |                |                    |            |                                      |
| To reallocate \$0.021 million to the Contribution to the Insurance Reserve Fund within EDC to fund the Nuit Blanche insurance premium which has become part of the City's property and casualty insurance program.                                                                                                                                                                                                                                            | 0.0                  | 0.0            | 0.0                | 0.0        | 0.0                                  |
| To increase the Budget for EDC by \$0.208 million gross and \$0 net to reflect the receipt of the deferred revenues. These revenues together with an additional \$0.342 million reallocated from underspending in other expenditures will be contributed to the Public Arts Reserve (XQ4002) to fund the new capital project Toronto Sign with total project cost of \$0.550 million which is being requested as part of the 2019 Q3 Capital Variance Report. | 208.0                | 208.0          | 0.0                | 0.0        | 0.0                                  |
| <b>Total Economic Development &amp; Culture</b>                                                                                                                                                                                                                                                                                                                                                                                                               | <b>208.0</b>         | <b>208.0</b>   | <b>0.0</b>         | <b>0.0</b> | <b>0.0</b>                           |
| <b>Total Community and Social Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>208.0</b>         | <b>208.0</b>   | <b>0.0</b>         | <b>0.0</b> | <b>0.0</b>                           |
| <b>Infrastructure and Development Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                |                    |            |                                      |
| <b>City Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |                |                    |            |                                      |
| To increase the City Planning budget by \$0.415M gross, \$0 net for the End to End Development Review, funded by the Development Application Review Reserve Fund.                                                                                                                                                                                                                                                                                             | 415.0                | 415.0          | 0.0                | 0.0        | 0.0                                  |
| <b>Total City Planning</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>415.0</b>         | <b>415.0</b>   | <b>0.0</b>         | <b>0.0</b> | <b>0.0</b>                           |
| <b>Municipal Licensing &amp; Standards</b>                                                                                                                                                                                                                                                                                                                                                                                                                    |                      |                |                    |            |                                      |
| To reallocate \$0.005 million from MLS's 2019 Council Approved budget to the Insurance Reserve Fund for deductible charges.                                                                                                                                                                                                                                                                                                                                   | 0.0                  | 0.0            | 0.0                | 0.0        | 0.0                                  |
| To transfer \$0.536 million gross, -\$0.892 million net and 6.0 permanent positions for the transfer of Gaming Services from City Clerk's Office and Non-Program to Municipal Licensing & Standards.                                                                                                                                                                                                                                                          | 536.4                | 1,428.4        | (892.0)            | 6.0        | 0.0                                  |
| <b>Total Municipal Licensing &amp; Standards</b>                                                                                                                                                                                                                                                                                                                                                                                                              | <b>536.4</b>         | <b>1,428.4</b> | <b>(892.0)</b>     | <b>6.0</b> | <b>0.0</b>                           |
| <b>Transit Expansion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                      |                      |                |                    |            |                                      |
| To add one Director - Transit Expansion to provide strategic direction and oversight to lead the capital implementation team, funded by the Transit Expansion capital project (CCI100-01).                                                                                                                                                                                                                                                                    | 17.3                 | 17.3           | 0.0                | 1.0        | 0.0                                  |
| <b>Total Transit Expansion</b>                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>17.3</b>          | <b>17.3</b>    | <b>0.0</b>         | <b>1.0</b> | <b>0.0</b>                           |
| <b>Total Infrastructure and Development Services</b>                                                                                                                                                                                                                                                                                                                                                                                                          | <b>968.7</b>         | <b>1,860.7</b> | <b>(892.0)</b>     | <b>7.0</b> | <b>0.0</b>                           |

## Appendix D

**CITY OF TORONTO  
PENDING BUDGET ADJUSTMENTS  
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019  
( \$000s )**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Gross<br>Expenditure | Revenue     | Net<br>Expenditure | Position   | 2020<br>Incremental<br>Outlook<br>(Net) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------|--------------------|------------|-----------------------------------------|
| <b>Corporate Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                      |             |                    |            |                                         |
| <b>Facilities, Real Estate, Environment &amp; Energy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                          |                      |             |                    |            |                                         |
| To effect the reorganization of the Facilities, Real Estate, and Environment & Energy (FREEE) Division into the Corporate Real Estate Management (CREM) Division and the Environment & Energy Division (EED) in 2020, operations and programs related to the management of the City's corporate real estate assets are being transferred from EED to CREM, including staff and budgets related to utilities & billing management, building energy retrofits, and Solar Photovoltaic (PV) systems. | 0.0                  | 0.0         | 0.0                | 0.0        | 9.2                                     |
| Addition of 1.0 full-time, permanent Project Manager position within CREM, funded by capital recovery from Transportation Services capital projects. This position is required to support real estate transactions related to a number of capital projects over the next ten years. Some of these initiatives include the Gardiner Rehabilitation Project, Major Intersection Reconstruction Projects, and New Road Way Construction. This position will be effective as of November 1, 2019.     | 22.4                 | 22.4        | 0.0                | 1.0        | 0.0                                     |
| <b>Total Facilities, Real Estate, Environment &amp; Energy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>22.4</b>          | <b>22.4</b> | <b>0.0</b>         | <b>1.0</b> | <b>9.2</b>                              |
| <b>Fleet Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                      |             |                    |            |                                         |
| To add 1.0 position, funded by Solid Waste Management, to provide additional mechanic support for heavy duty equipment repair and lifecycle cost management in haulage and transfer station operations in response to the report Fleet Services Operational Review - Phase One: Lengthy Downtime Requires Immediate Attention (AU2.2).                                                                                                                                                            | 12.0                 | 12.0        | 0.0                | 1.0        | (12.0)                                  |
| <b>Total Fleet Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>12.0</b>          | <b>12.0</b> | <b>0.0</b>         | <b>1.0</b> | <b>(12.0)</b>                           |
| <b>Total Corporate Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>34.4</b>          | <b>34.4</b> | <b>0.0</b>         | <b>2.0</b> | <b>(2.8)</b>                            |

## Appendix D

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019**  
**( \$000s )**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Gross<br>Expenditure | Revenue        | Net<br>Expenditure | Position     | 2020<br>Incremental<br>Outlook (Net) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------|--------------------|--------------|--------------------------------------|
| <b>Other City Programs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                |                    |              |                                      |
| <b>City Clerk's Office</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                      |                |                    |              |                                      |
| To transfer Gaming Services expenditures of \$0.536 million and 6 positions from City Clerk's Office to Municipal Licensing & Standards.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | (536.4)              | 0.0            | (536.4)            | (6.0)        | (10.5)                               |
| <b>Total City Clerk's Office</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(536.4)</b>       | <b>0.0</b>     | <b>(536.4)</b>     | <b>(6.0)</b> | <b>(10.5)</b>                        |
| <b>Total Other City Programs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>(536.4)</b>       | <b>0.0</b>     | <b>(536.4)</b>     | <b>(6.0)</b> | <b>(10.5)</b>                        |
| <b>Total City Programs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>674.6</b>         | <b>2,103.0</b> | <b>(1,428.4)</b>   | <b>3.0</b>   | <b>(13.3)</b>                        |
| <b>Agencies</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                      |                |                    |              |                                      |
| <b>Arena Boards of Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                      |                |                    |              |                                      |
| To reallocate \$0.005 million within the 2019 Council Approved Operating Budget for Moss Park Arena to the Sick Leave Reserve Fund XR1007 as part of the Arena Boards of Management contribution to reserve.                                                                                                                                                                                                                                                                                                                                                                              | 0.0                  | 0.0            | 0.0                | 0.0          | 0.0                                  |
| <b>Total Arena Boards of Management</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>0.0</b>           | <b>0.0</b>     | <b>0.0</b>         | <b>0.0</b>   | <b>0.0</b>                           |
| <b>CreateTO</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                      |                |                    |              |                                      |
| Transfer of 1.0 vacant Toronto Parking Authority (TPA) position (VP Real Estate/Development) to CreateTO to allow for the creation of 2.0 full-time, permanent positions (Director, Real Estate/ Development and an Analyst) to support TPA Real Estate and Development activities as part of the City-wide Real Estate initiative. These positions will be effective as of October 1, 2019 with an anticipated end date of December 31, 2023. The positions will be funded in-year by CreateTO through year-to-date and projected year-end underspending in project investigation costs. | 0.0                  | 0.0            | 0.0                | 2.0          | 0.0                                  |
| <b>Total CreateTO</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>0.0</b>           | <b>0.0</b>     | <b>0.0</b>         | <b>2.0</b>   | <b>0.0</b>                           |

## Appendix D

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019**  
**( \$000s )**

|                                                                                                                                                                                                                                                    | Gross<br>Expenditure | Revenue          | Net<br>Expenditure | Position   | 2020<br>Incremental<br>Outlook (Net) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------------|--------------------|------------|--------------------------------------|
| <b>Toronto Police Service</b>                                                                                                                                                                                                                      |                      |                  |                    |            |                                      |
| To transfer COLA funding of \$0.855 million gross and net from 2019 Non-Program Expenditure budget to Toronto Police Service, based on the ratified collective bargaining settlements with the Toronto Police Senior Officers' Organization.       | 855.1                | 0.0              | 855.1              | 0.0        | (855.1)                              |
| <b>Total Toronto Police Service</b>                                                                                                                                                                                                                | <b>855.1</b>         | <b>0.0</b>       | <b>855.1</b>       | <b>0.0</b> | <b>(855.1)</b>                       |
| <b>Toronto Police Services Board</b>                                                                                                                                                                                                               |                      |                  |                    |            |                                      |
| To transfer COLA funding of \$0.023 million gross and net from 2019 Non-Program Expenditure budget to Toronto Police Service Board, based on the ratified collective bargaining settlements with the Toronto Police Senior Officers' Organization. | 23.4                 | 0.0              | 23.4               | 0.0        | (23.4)                               |
| <b>Total Toronto Police Services Board</b>                                                                                                                                                                                                         | <b>23.4</b>          | <b>0.0</b>       | <b>23.4</b>        | <b>0.0</b> | <b>(23.4)</b>                        |
| <b>Total Agencies</b>                                                                                                                                                                                                                              | <b>878.5</b>         | <b>0.0</b>       | <b>878.5</b>       | <b>2.0</b> | <b>(878.5)</b>                       |
| <b>Corporate Accounts</b>                                                                                                                                                                                                                          |                      |                  |                    |            |                                      |
| <b>Non-Program Expenditures</b>                                                                                                                                                                                                                    |                      |                  |                    |            |                                      |
| To transfer COLA funding from Non-Program Expenditure budget, based on the ratified collective bargaining settlements for Toronto Police Association (T.P.A.) board members and SOO of \$0.878 million gross and net.                              | (878.5)              | 0.0              | (878.5)            | 0.0        | 878.5                                |
| <b>Total Non-Program Expenditures</b>                                                                                                                                                                                                              | <b>(878.5)</b>       | <b>0.0</b>       | <b>(878.5)</b>     | <b>0.0</b> | <b>878.5</b>                         |
| <b>Non-Program Revenues</b>                                                                                                                                                                                                                        |                      |                  |                    |            |                                      |
| To transfer \$1.428 million of Gaming Services revenue in Non-Program to Municipal Licensing & Standards.                                                                                                                                          | 0.0                  | (1,428.4)        | 1,428.4            | 0.0        | 0.0                                  |
| <b>Total Non-Program Revenues</b>                                                                                                                                                                                                                  | <b>0.0</b>           | <b>(1,428.4)</b> | <b>1,428.4</b>     | <b>0.0</b> | <b>0.0</b>                           |
| <b>Total Corporate Accounts</b>                                                                                                                                                                                                                    | <b>(878.5)</b>       | <b>(1,428.4)</b> | <b>549.9</b>       | <b>0.0</b> | <b>878.5</b>                         |
| <b>Total Tax Supported Operations</b>                                                                                                                                                                                                              | <b>674.6</b>         | <b>674.6</b>     | <b>0.0</b>         | <b>5.0</b> | <b>(13.3)</b>                        |

## Appendix D

**CITY OF TORONTO  
PENDING BUDGET ADJUSTMENTS  
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2019  
( \$000s )**

|                                                                                                                                                                                                        | Gross<br>Expenditure | Revenue      | Net<br>Expenditure | Position   | 2020<br>Incremental<br>Outlook (Net) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------|--------------------|------------|--------------------------------------|
| <b>Solid Waste Management Services</b>                                                                                                                                                                 |                      |              |                    |            |                                      |
| To reallocate \$0.274 million from Solid Waste Management's 2019 Council Approved budget for deductible charges and to align with increased costs resulting from actual claims.                        | 0.0                  | 0.0          | 0.0                | 0.0        | 0.0                                  |
| <b>Total Solid Waste Management Services</b>                                                                                                                                                           | <b>0.0</b>           | <b>0.0</b>   | <b>0.0</b>         | <b>0.0</b> | <b>0.0</b>                           |
| <b>Toronto Water</b>                                                                                                                                                                                   |                      |              |                    |            |                                      |
| To contribute \$0.530 million towards the Insurance Reserve Fund to align with increased costs resulting from actual claims, funded by the Toronto Water's Capital Financing Reserves, netting to \$0. | 0.0                  | 0.0          | 0.0                | 0.0        | 0.0                                  |
| To reallocate \$0.014 million from Toronto Water's 2019 Council Approved budget to the Insurance Reserve Fund for deductible charges.                                                                  | 0.0                  | 0.0          | 0.0                | 0.0        | 0.0                                  |
| <b>Total Toronto Water</b>                                                                                                                                                                             | <b>0.0</b>           | <b>0.0</b>   | <b>0.0</b>         | <b>0.0</b> | <b>0.0</b>                           |
| <b>Total Non Levy Operations</b>                                                                                                                                                                       | <b>0.0</b>           | <b>0.0</b>   | <b>0.0</b>         | <b>0.0</b> | <b>0.0</b>                           |
| <b>Total City</b>                                                                                                                                                                                      | <b>674.6</b>         | <b>674.6</b> | <b>0.0</b>         | <b>5.0</b> | <b>(13.3)</b>                        |

## Appendix E

Figure 7: Community and Social 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 |       |
| Housing Secretariat                 | 4-Month | 0.2                | ▲     | (0.2)   | ▼     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                     | 6-Month | 2.9                | ▲     | (2.9)   | ▼     | (0.0)        | —     | Ⓡ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                     | 9-Month | 2.7                | ▼     | (2.7)   | ▲     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Children's Services                 | 4-Month | 20.3               | ▲     | (20.3)  | ▼     | 0.0          | —     | Ⓞ     | 16.1                | ▲     | (15.1)  | ▼     | 1.0          | ▲     | Ⓞ     |
|                                     | 6-Month | 21.0               | ▲     | (19.8)  | ▲     | 1.2          | ▲     | Ⓞ     | 25.0                | ▲     | (24.0)  | ▼     | 1.0          | —     | Ⓞ     |
|                                     | 9-Month | 7.7                | ▼     | (6.1)   | ▲     | 1.7          | ▲     | Ⓞ     | 25.0                | ▲     | (23.5)  | ▼     | 1.5          | ▲     | Ⓞ     |
| Court Services                      | 4-Month | 1.6                | ▲     | (0.3)   | ▼     | 1.2          | ▲     | Ⓨ     | 2.0                 | ▲     | 1.6     | ▲     | 3.6          | ▲     | Ⓞ     |
|                                     | 6-Month | 2.8                | ▲     | (0.1)   | ▲     | 2.7          | ▲     | Ⓨ     | 2.5                 | ▲     | 1.3     | ▼     | 3.8          | ▲     | Ⓞ     |
|                                     | 9-Month | 4.1                | ▲     | 1.4     | ▲     | 5.5          | ▲     | Ⓨ     | 4.6                 | ▲     | 5.7     | ▲     | 10.3         | ▲     | Ⓞ     |
| Economic Development & Culture      | 4-Month | 0.7                | ▲     | 0.1     | ▲     | 0.8          | ▲     | Ⓞ     | 0.8                 | ▲     | (1.5)   | ▼     | (0.7)        | ▼     | Ⓡ     |
|                                     | 6-Month | 0.8                | ▲     | 0.7     | ▲     | 1.4          | ▲     | Ⓞ     | (0.7)               | ▼     | 0.0     | ▲     | (0.7)        | —     | Ⓡ     |
|                                     | 9-Month | 1.6                | ▲     | 0.7     | —     | 2.3          | ▲     | Ⓞ     | 0.7                 | ▲     | (0.8)   | ▼     | (0.1)        | ▲     | Ⓡ     |
| Toronto Paramedic Services          | 4-Month | (0.4)              | ▼     | (0.9)   | ▼     | (1.3)        | ▼     | Ⓡ     | (4.2)               | ▼     | (4.3)   | ▼     | (8.5)        | ▼     | Ⓡ     |
|                                     | 6-Month | (1.9)              | ▼     | 0.1     | ▲     | (1.8)        | ▼     | Ⓞ     | (0.2)               | ▲     | (0.7)   | ▲     | (0.9)        | ▲     | Ⓡ     |
|                                     | 9-Month | (0.4)              | ▲     | (3.1)   | ▼     | (3.5)        | ▼     | Ⓡ     | 0.3                 | ▲     | (0.7)   | —     | (0.5)        | ▲     | Ⓡ     |
| Seniors Services and Long-Term Care | 4-Month | 1.8                | ▲     | (0.8)   | ▼     | 1.1          | ▲     | Ⓞ     | 0.9                 | ▲     | 0.0     | —     | 0.9          | ▲     | Ⓞ     |
|                                     | 6-Month | (1.2)              | ▼     | 2.1     | ▲     | 0.9          | ▼     | Ⓞ     | 0.0                 | ▼     | 0.0     | —     | 0.0          | ▼     | Ⓞ     |
|                                     | 9-Month | 1.0                | ▲     | 3.3     | ▲     | 4.3          | ▲     | Ⓨ     | (4.7)               | ▼     | 4.8     | ▲     | 0.1          | ▲     | Ⓞ     |

## Appendix E

Figure 8: Community and Social 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 |       |
| Parks, Forestry & Recreation                 | 4-Month | 5.8                | ▲           | (3.3)   | ▼         | 2.5          | ▲     | Ⓞ        | 12.7                | ▲      | (12.7)  | ▼     | 0.0          | —     | Ⓞ     |
|                                              | 6-Month | 4.3                | ▼           | (4.2)   | ▼         | 0.0          | ▼     | Ⓞ        | 16.9                | ▲      | (16.9)  | ▼     | 0.0          | —     | Ⓞ     |
|                                              | 9-Month | 8.4                | ▲           | (9.2)   | ▼         | (0.8)        | ▼     | Ⓞ        | 16.6                | ▼      | (15.9)  | ▲     | 0.7          | ▲     | Ⓞ     |
| Shelter, Support & Housing Administration    | 4-Month | 43.6               | ▲           | (49.0)  | ▼         | (5.5)        | ▼     | Ⓞ        | 1.9                 | ▲      | (1.9)   | ▼     | (0.0)        | —     | Ⓡ     |
|                                              | 6-Month | 8.6                | ▼           | (19.5)  | ▲         | (10.9)       | ▼     | Ⓞ        | 42.5                | ▲      | (69.9)  | ▼     | (27.4)       | ▼     | Ⓡ     |
|                                              | 9-Month | 42.3               | ▲           | (55.6)  | ▼         | (13.2)       | ▼     | Ⓞ        | 44.0                | ▲      | (70.4)  | ▼     | (26.3)       | ▲     | Ⓡ     |
| Social Development, Finance & Administration | 4-Month | 2.3                | ▲           | (0.8)   | ▼         | 1.6          | ▲     | Ⓞ        | 3.1                 | ▲      | (3.3)   | ▼     | (0.2)        | ▼     | Ⓡ     |
|                                              | 6-Month | 3.9                | ▲           | (2.6)   | ▼         | 1.3          | ▼     | Ⓞ        | 8.5                 | ▲      | (8.5)   | ▼     | 0.0          | ▲     | Ⓞ     |
|                                              | 9-Month | 10.7               | ▲           | (7.0)   | ▼         | 3.7          | ▲     | Ⓞ        | 11.3                | ▲      | (8.7)   | ▼     | 2.5          | ▲     | Ⓞ     |
| Toronto Employment & Social Services         | 4-Month | 33.5               | ▲           | (33.5)  | ▼         | 0.0          | —     | Ⓞ        | 54.7                | ▲      | (54.7)  | ▼     | 0.0          | —     | Ⓞ     |
|                                              | 6-Month | 39.2               | ▲           | (39.3)  | ▼         | (0.1)        | ▼     | Ⓞ        | 68.1                | ▲      | (68.1)  | ▼     | 0.0          | —     | Ⓞ     |
|                                              | 9-Month | 66.9               | ▲           | (66.5)  | ▼         | 0.4          | ▲     | Ⓞ        | 82.6                | ▲      | (79.7)  | ▼     | 3.0          | ▲     | Ⓞ     |
| Total                                        | 4-Month | 109.4              | ▲           | (109.0) | ▼         | 0.4          | ▲     | Ⓞ        | 88.2                | ▲      | (92.0)  | ▼     | (3.8)        | ▼     | Ⓡ     |
|                                              | 6-Month | 80.3               | ▼           | (85.6)  | ▲         | (5.2)        | ▼     | Ⓞ        | 162.6               | ▲      | (186.8) | ▼     | (24.2)       | ▼     | Ⓡ     |
|                                              | 9-Month | 145.1              | ▲           | (144.8) | ▼         | 0.3          | ▲     | Ⓞ        | 180.4               | ▲      | (189.1) | ▼     | (8.7)        | ▲     | Ⓡ     |
| Year-to-Date Net Variance                    |         | Ⓞ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End | Ⓞ                   | <=100% | Ⓡ       | >100% |              |       |       |

## Appendix E

### Community and Social Services

#### Nine Month Results

#### Year-End Projections

##### **Housing Secretariat:**

- Favourable net variance of \$0.020 million, primarily due to timing differences in year-to-date budget versus actual on consulting fees for projects under the "Housing Now" initiative as well as underspending in salaries and benefits experienced while maintaining service levels, offset by underachieved revenues of \$2.7 million resulting from timing differences in the transfer and recognition of budgeted reserve draws required to fund affordable housing development projects.

- Consistent with historical trends, the Housing Secretariat is projecting a net zero variance at the end of 2019 with revenues matched to anticipated program expenditures. Underspending in labour costs will be offset by higher than plan pre-development expenses which is expected to accelerate in the second half of 2019.

##### **Children's Services:**

- Favourable net variance of \$1.7 million reflects lower than planned labour costs while maintaining current service levels and the past implementation cost control measures in anticipation of a reduction in funding through the 2019 provincial budget allocation.
- Favourable gross expenditure variance of \$7.7 million is primarily attributable to the delay in implementing certain provincially and federally funded programs (Wage Enhancement Grant and Fee Stabilization), and to the implementation of cost containment measures in anticipation of the release of the updated provincial funding allocation details that reflect the 2019 changes included in the provincial budget, as well as underspending due to lower than planned labour costs.

- Consistent with year-to-date results, a favourable year-end net variance of \$1.5 million is projected.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Under achieved revenues of \$6.1 million correspond to underspending in the delivery of provincially and federally funded programs.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Court Services:</b></p> <ul style="list-style-type: none"> <li>Favourable net variance of \$5.5 million primarily due to under spending in labour costs while maintaining service levels and non-payroll costs as well as overachieved revenue resulting from a change in revenue recognition for fine revenue, partially offset by underachieved revenue from ticket issuance (plan of 281,263 tickets vs. actuals of 254,361).</li> </ul>                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, a favourable year-end net variance of \$10.3 million is projected resulting from lower than budgeted labour costs and other non-salary expenses and higher than plan revenues.</li> </ul>                                                                                                                                                    |
| <p><b>Economic Development &amp; Culture:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditures of \$2.3 million or 3.7% below the 2019 Approved Operating Budget is driven by: <ul style="list-style-type: none"> <li>Favorable gross expenditure of \$1.6 million is due to lower labour costs while maintaining service levels, deferral of funding disbursement and underspending in other expenditures which offset pressures arising from the unanticipated sponsorship of the Collision Conference.</li> <li>Favorable revenue of \$0.7 million is primarily due to sponsorship funding for City events and other initiatives secured earlier than anticipated.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Economic Development and Culture (EDC) projects an unfavorable net expenditures of \$0.1 million by year-end primarily due to a shortfall in sponsorship revenue for cultural event and unanticipated requests including Collision Conference, Raptors celebration, Winter Tourism events and Black History Month, partially offset by lower than planned labour costs.</li> </ul> |
| <p><b>Toronto Paramedic Services:</b></p> <ul style="list-style-type: none"> <li>Unfavourable net variance of \$3.5 million due to service demand pressures from increased call volumes in addition to the timing of the provincial funding and lower than planned other revenues.</li> <li>The program expects that the outstanding Land Grant revenues will be fully received in Q4.</li> </ul>                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Projected unfavourable year-end net expenditure variance of \$0.5 million, driven by underspending in equipment and contracted services, partially offset by lower than anticipated provincial funding in combination with lower than planned Metrolinx, insurance loss recoveries and auction revenues.</li> </ul>                                                                |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Seniors Services and Long-Term Care:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$4.3 million reflecting timing of recovering 100% of costs in claims-based programs such as high intensity needs and Supportive Housing services.</li> <li>• In addition to the timing of revenue, a favourable expenditure variance of \$1.0 million is mainly due to underspending in general equipment and contracted services for interior minor renovations throughout the ten homes, anticipated to be utilized in Q4, which is offset by higher than planned in labour costs and increased facility maintenance costs for aging buildings.</li> </ul>                                                                                                                                                                               | <ul style="list-style-type: none"> <li>• Projected net favourable variance of \$0.1 million.</li> <li>• Projected unfavourable gross expenditure variance of \$4.7 million due to higher labour costs and increased contract costs for elevators, plumbing and electronics.</li> <li>• Revenues are projected to be overachieved by \$4.8 million due to additional provincial subsidies and client revenue.</li> </ul> |
| <p><b>Parks, Forestry &amp; Recreation:</b></p> <ul style="list-style-type: none"> <li>• An unfavourable year-to-date net variance of \$0.8 million, consisting of a favourable gross expenditure variance of \$8.4 million that is fully offset by an unfavourable revenue variance of \$9.2 million.</li> <li>• Favourable expenditure variance is a result of underspending in salaries and benefits due to timing of capital projects of \$6.6 million and lower than anticipated utility costs of \$1.7 million due to lower than expected usage.</li> <li>• Unfavourable revenue variance is mainly due to lower grant and subsidy amounts of \$3.2 million, less than anticipated capital recoveries due to delayed project implementation of \$2.7 million, and reduced registration sales due to temporary location closures of \$2.9 million.</li> </ul> | <ul style="list-style-type: none"> <li>• Consistent with year to date results, PFR is projecting a favourable net variance of \$0.7 million by year-end with a favourable gross expenditure variance of \$16.6 million and an unfavourable revenue variance of \$15.9 million.</li> </ul>                                                                                                                               |
| <p><b>Shelter, Support &amp; Housing Administration:</b></p> <ul style="list-style-type: none"> <li>• SSHA's year-to-date favourable gross expenditure variance is \$42.3 million. This is comprised of overspending of \$25.4 million in Hostel and Respite</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• SSHA is projecting a favourable gross expenditure variance of \$44.0 million for the year-end. This is comprised of underspending of \$71.3 million gross, \$0 net, in capital projects for Social and Affordable</li> </ul>                                                                                                                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Services resulting from higher than planned demand for emergency shelter and respite beds and higher costs for motels, meals and support services for refugee claimants. The overspending in Hostels and Respite Services has been offset by underspending of \$9.0 million in Social Housing System Management primarily due to savings associated with lower mortgage payments for social housing providers. Capital projects in Social and Affordable Housing were also underspent by \$57.370 million gross, \$0 net, at the end of Q2.</p> <ul style="list-style-type: none"> <li>• SSHA's overall revenue is underachieved by \$55.6 million, mainly due to the \$57.4 million gross expenditure underspending in capital projects offset by \$1.8 million higher revenue from other services.</li> <li>• Unfavourable net expenditure variance of \$13.2 million is primarily due to overspending in Hostels and Respite Services.</li> </ul> | <p>Housing; underspending of \$10.4 million in Social Housing administration mainly due to savings related to lower mortgage payments and overspending of \$37.6 million mainly in Hostel and Respite Services resulting from higher than planned demand for emergency shelter and respite beds and higher costs for motels, meals and support services for refugees.</p> <ul style="list-style-type: none"> <li>• Year-end overall revenue is projected to be underachieved by \$70.4 million primarily due to corresponding gross underspending in capital projects.</li> <li>• SSHA projects a net unfavourable expenditure variance of \$26.3 million mainly due to overspending in Hostel and Respite services.</li> </ul>                   |
| <p><b>Social Development, Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$3.7 million is primarily from delayed billings from TTC for the Transit Fair Equity program and general underspending in other expenditure lines.</li> <li>• Favourable gross expenditure variance of \$10.7 million is primarily from delayed billings from TTC for the Transit Fair Equity program and delayed spending for the Tower Renewal Hi-RIS program. The 2019 Gross Expenditure Budget also included federal National Crime Prevention expenditures totaling \$2.3 million and provincial TCHC Gun Violence Reduction Strategy expenditures totaling \$3.3 million. The Federal and Provincial governments did not approve the funding of these two programs.</li> </ul>                                                                                                                                 | <ul style="list-style-type: none"> <li>• Projected favourable year-end gross expenditure variance of \$11.3 million, driven by similar trends year-to-date as well as lower than expected ridership for the Transit Fair Equity program. The favourable variance is partially offset by unbudgeted additional costs to expand the Focus and Crisis Response gun violence prevention programs as directed by Council as part of the 2019 Approved Budget to accommodate within the base budget (EX2.5: 2019 Capital and Operating Budgets).</li> <li>• Underachieved revenues of \$8.7 million corresponds mainly to unfunded National Crime Prevention and TCHC Gun Violence Reduction Strategy programming as the funding requests to</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Underachieved revenue of \$7 million corresponds mainly to unfunded National Crime Prevention and TCHC Gun Violence Reduction Strategy programming, as well as underspending in the Tower Renewal Hi-RIS program.</li> </ul>                                                                                              | <p>the Federal and Provincial governments were not approved.</p> <ul style="list-style-type: none"> <li>A favourable net variance of \$2.5 million is projected mainly due to the Transit Fare Equity program.</li> </ul> |
| <p><b>Toronto Employment &amp; Social Services:</b></p> <ul style="list-style-type: none"> <li>Favourable net variance of \$0.4 million due to lower caseload driven Ontario Works (OW) benefits offset by lower expenditure-based provincial subsidies. The year-to-date average monthly caseload was 82,229; 3,771 cases or 4.4% lower than budget.</li> </ul> | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, a favourable net variance of \$3.0 million is projected.</li> </ul>                                                                          |

## Appendix E

Figure 9: Infrastructure and Development 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 |       |
| City Planning                                | 4-Month | 0.8                | ▲     | (0.5)   | ▼     | 0.3          | ▲     | Ⓢ     | 1.2                 | ▲     | (0.7)   | ▼     | 0.5          | ▲     | Ⓢ     |
|                                              | 6-Month | 1.5                | ▲     | (2.1)   | ▼     | (0.6)        | ▼     | Ⓡ     | 2.1                 | ▲     | (1.5)   | ▼     | 0.6          | ▲     | Ⓢ     |
|                                              | 9-Month | 1.5                | ▬     | (0.6)   | ▲     | 0.9          | ▲     | Ⓢ     | 2.1                 | ▬     | (1.1)   | ▲     | 1.0          | ▲     | Ⓢ     |
| Fire Services                                | 4-Month | 0.9                | ▲     | 4.6     | ▲     | 5.5          | ▲     | Ⓢ     | (2.2)               | ▼     | 2.1     | ▲     | (0.1)        | ▼     | Ⓡ     |
|                                              | 6-Month | 0.6                | ▼     | 5.3     | ▲     | 5.9          | ▲     | Ⓢ     | (1.6)               | ▲     | 2.7     | ▲     | 1.1          | ▲     | Ⓢ     |
|                                              | 9-Month | 0.4                | ▼     | 5.7     | ▲     | 6.0          | ▲     | Ⓢ     | (0.8)               | ▲     | 4.0     | ▲     | 3.2          | ▲     | Ⓢ     |
| Office of Emergency Management               | 4-Month | 0.0                | ▬     | 0.0     | ▬     | 0.0          | ▬     | Ⓢ     | 0.0                 | ▬     | 0.0     | ▬     | 0.0          | ▬     | Ⓢ     |
|                                              | 6-Month | 0.0                | ▬     | 0.0     | ▬     | 0.0          | ▬     | Ⓢ     | 0.0                 | ▬     | 0.0     | ▬     | 0.0          | ▬     | Ⓢ     |
|                                              | 9-Month | 0.2                | ▲     | (0.1)   | ▼     | 0.0          | ▬     | Ⓢ     | 0.1                 | ▲     | (0.0)   | ▬     | 0.1          | ▲     | Ⓢ     |
| Municipal Licensing & Standards              | 4-Month | 1.6                | ▲     | 3.4     | ▲     | 5.1          | ▲     | Ⓢ     | 2.6                 | ▲     | 3.9     | ▲     | 6.5          | ▲     | Ⓢ     |
|                                              | 6-Month | 2.4                | ▲     | 6.4     | ▲     | 8.8          | ▲     | Ⓢ     | 5.1                 | ▲     | (0.1)   | ▼     | 5.0          | ▼     | Ⓢ     |
|                                              | 9-Month | 2.9                | ▲     | 5.8     | ▼     | 8.7          | ▼     | Ⓢ     | 7.6                 | ▲     | (0.1)   | ▬     | 7.5          | ▲     | Ⓢ     |
| Policy, Planning, Finance and Administration | 4-Month | 1.5                | ▲     | (1.0)   | ▼     | 0.4          | ▲     | Ⓢ     | 1.9                 | ▲     | (1.5)   | ▼     | 0.4          | ▲     | Ⓢ     |
|                                              | 6-Month | 1.9                | ▲     | (1.3)   | ▼     | 0.6          | ▲     | Ⓢ     | 2.0                 | ▲     | (1.8)   | ▼     | 0.2          | ▼     | Ⓢ     |
|                                              | 9-Month | 2.1                | ▲     | (1.5)   | ▼     | 0.7          | ▲     | Ⓢ     | 2.6                 | ▲     | (2.3)   | ▼     | 0.4          | ▲     | Ⓢ     |

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

## Appendix E

Figure 10: Infrastructure and Development 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 |       |
| Engineering and Construction Services | 4-Month | 2.8                | ▲           | (2.0)   | ▼         | 0.7          | ▲     | Ⓢ        | 7.6                 | ▲      | (6.1)   | ▼     | 1.5          | ▲     | Ⓢ     |
|                                       | 6-Month | 4.4                | ▲           | (3.4)   | ▼         | 1.1          | ▲     | Ⓢ        | 7.7                 | ▲      | (6.2)   | ▼     | 1.5          | —     | Ⓢ     |
|                                       | 9-Month | 5.7                | ▲           | (4.9)   | ▼         | 0.8          | ▼     | Ⓢ        | 8.0                 | ▲      | (6.9)   | ▼     | 1.1          | ▼     | Ⓢ     |
| Toronto Building                      | 4-Month | 1.7                | ▲           | 2.1     | ▲         | 3.8          | ▲     | Ⓢ        | 4.6                 | ▲      | 7.3     | ▲     | 11.9         | ▲     | Ⓢ     |
|                                       | 6-Month | 4.5                | ▲           | 13.1    | ▲         | 17.6         | ▲     | Ⓢ        | 5.8                 | ▲      | 18.9    | ▲     | 24.7         | ▲     | Ⓢ     |
|                                       | 9-Month | 5.0                | ▲           | 15.8    | ▲         | 20.8         | ▲     | Ⓢ        | 5.8                 | —      | 27.1    | ▲     | 32.9         | ▲     | Ⓢ     |
| Transportation Services               | 4-Month | (2.9)              | ▼           | 2.6     | ▲         | (0.4)        | ▼     | Ⓢ        | 7.0                 | ▲      | (3.9)   | ▼     | 3.1          | ▲     | Ⓢ     |
|                                       | 6-Month | (8.6)              | ▼           | 2.2     | ▼         | (6.4)        | ▼     | Ⓢ        | 6.1                 | ▼      | (2.6)   | ▲     | 3.5          | ▲     | Ⓢ     |
|                                       | 9-Month | (3.8)              | ▲           | (1.1)   | ▼         | (4.9)        | ▲     | Ⓢ        | 8.9                 | ▲      | (8.6)   | ▼     | 0.3          | ▼     | Ⓢ     |
| Total                                 | 4-Month | 6.4                | ▲           | 9.1     | ▲         | 15.5         | ▲     | Ⓢ        | 22.8                | ▲      | 1.1     | ▲     | 23.9         | ▲     | Ⓢ     |
|                                       | 6-Month | 6.8                | ▲           | 20.2    | ▲         | 27.0         | ▲     | Ⓢ        | 27.2                | ▲      | 9.4     | ▲     | 36.6         | ▲     | Ⓢ     |
|                                       | 9-Month | 14.0               | ▲           | 19.1    | ▼         | 33.1         | ▲     | Ⓢ        | 34.1                | ▲      | 12.3    | ▲     | 46.4         | ▲     | Ⓢ     |
| Year-to-Date Net Variance             |         | Ⓢ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓢ            | >105% | Year-End | Ⓢ                   | <=100% | Ⓢ       | >100% |              |       |       |

## Appendix E

### Infrastructure and Development Services

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Year-End Projections                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>City Planning:</b> <ul style="list-style-type: none"> <li>City Planning has an unfavourable net expenditure variance of \$0.9 million as a result of lower than planned labour costs experienced while continuing to maintain service levels, and the timing of invoice and position recoveries.</li> </ul>                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, City Planning is projecting a favourable net expenditure variance of \$1.0 million.</li> </ul>                                                                                                                      |
| <b>Fire Services:</b> <ul style="list-style-type: none"> <li>Favourable net variance of \$6.0 million primarily driven by higher than planned false alarm fees of \$4.3 million, the receipt of HUSAR funding of \$1.1 million greater than budget, and other revenues of \$0.3 million that exceed the budget.</li> <li>Partially offsetting the favourable net variance is higher than planned WSIB costs and other operational costs, offset partially by underspending in salaries and benefits while maintaining service levels.</li> </ul> | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, a \$3.2 million favourable net variance is projected, with gross overspending fully offset by overachieved revenues.</li> </ul>                                                                                     |
| <b>Office of Emergency Management:</b> <ul style="list-style-type: none"> <li>Favourable net of \$0.011 million, due to lower than planned labour costs while maintaining service levels and professional/investigative services of \$0.1 million, offset by a delay in grant funding from the Ontario Power Generation (OPG).</li> </ul>                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Favourable net variance of \$0.1 million, reflecting the gross underspending and the underachieved achieved revenues.</li> </ul>                                                                                                                          |
| <b>Municipal Licensing &amp; Standards:</b> <ul style="list-style-type: none"> <li>Favourable net variance of \$8.7 million.</li> <li>Favourable gross expenditure variance of \$2.9 million due to vacant positions, partially offset by higher than planned construction, furniture and equipment costs due to office</li> </ul>                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>In addition to year-to-date results, a deferred grant distribution to the Toronto Wildlife Centre, delayed implementation of the short-term rental by-law which consists of a 4% MAT (Municipal Accommodation Tax), and waived animal services</li> </ul> |

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>renovations, higher than planned costs for cannabis enforcement as well as new uniforms.</p> <ul style="list-style-type: none"> <li>• Favourable revenue variance of \$5.8 million due to higher volumes of Private Transportation Companies driver applications, partially offset by lower volumes of business licenses and building re-inspections/audits.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      | <p>fees for low-income individuals, a net variance of \$7.5 million is projected for year-end.</p>                                                 |
| <p><b>Policy, Planning, Finance &amp; Administration:</b></p> <ul style="list-style-type: none"> <li>• PPF&amp;A has a favourable net expenditure variance of \$0.7 million as a result of lower demand for supplies, utilities, furniture, and equipment.</li> <li>• Lower than planned labour costs were partially offset by lower capital recoveries and interdivisional recoveries of the vacant positions as service levels were maintained.</li> <li>• Lower professional services fees due to a slower than anticipated project pace for the Regional Express Rail were offset by lower Metrolinx recoveries for the project.</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>• Consistent with year to date results, resulting in a net favourable variance of \$0.4 million.</li> </ul> |
| <p><b>Engineering and Construction Services:</b></p> <ul style="list-style-type: none"> <li>• Lower than planned labour costs and related non-salary expenses as a result of the highly competitive market for engineering professionals.</li> <li>• Lower recoveries from client capital projects, and lower user fees/recoveries mostly due to TTC project delays.</li> <li>• The under-spending and lower recoveries from client capital projects are partially offset by higher development application review fees and full stream application fees due to higher volume of applications from utility companies, and higher development engineering review and inspection revenue due to a larger than expected volume of work.</li> </ul> | <ul style="list-style-type: none"> <li>• Consistent with year-to-date results, a favourable variance of \$1.1 million is projected.</li> </ul>     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Toronto Building:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$20.8 million primarily due to higher volumes of building permit applications, underspending labour costs due to vacancies while maintaining service levels through overtime, and underspending in contracted and professional services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Favourable gross expenditure variance of \$5.8 million projected as a result of vacancies and the delayed Toronto Building Program Review.</li> <li>• Consistent with year to date results, revenue variance is projected to be favourable by \$27.1 million.</li> <li>• Toronto Building continues to actively monitor its spending against the Council Approved 2019 Operating Budget. Any year end surplus or deficit will be contributed to or from the Building Code Act Service Improvement Reserve Fund. The fund is to create and maintain systems and processes enabling service delivery timelines and reporting requirements of the Province's Bill 124, Building Code Statute Law Amendment Act, and 2002 Legislation to be met.</li> </ul> |
| <p><b>Transportation Services:</b></p> <ul style="list-style-type: none"> <li>• Higher costs for the winter maintenance program in the first half of 2019 due to the cost of snow removal activities and higher than planned number of plowing and salting events, and increased utility cut repair costs due to accelerated work to address the backlog in permanent restorations.</li> <li>• Partially offset by lower street lighting costs due to lower than expected hydro rates, lower labour costs while maintaining service levels, and lower contract costs for graffiti management as portions of the program have transitioned to community groups.</li> <li>• Lower capital recoveries, lower Public Realm Reserve Fund recoveries as net costs incurred were lower than planned, and lower boulevard parking &amp; street event permit fees due to lower application volumes.</li> </ul> | <ul style="list-style-type: none"> <li>• Under-spending in salaries &amp; benefits and related non-salary expenses due to vacant positions, and lower street lighting costs due to lower than expected hydro rates.</li> <li>• Partially offset by higher costs for the winter maintenance program in the first half of 2019 due to the cost of snow removal activities and higher than planned number of plowing and salting events.</li> <li>• Lower recoveries from capital projects resulting from vacant positions, lower Public Realm Reserve Fund recoveries as net costs incurred are expected to be lower than planned, and under-achieved street event permit fees due to lower application volumes.</li> </ul>                                                                        |

|                                                                                                                                                                                                                                                     |                                                                                                                                                                       |
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| <ul style="list-style-type: none"> <li>Partially offset by higher right-of-way permit fees due to higher than expected construction activity, and higher permit revenues received sooner than expected for short-stream inspection fees.</li> </ul> | <ul style="list-style-type: none"> <li>Partially offset by higher short-stream revenues due to continued increased efforts to recover fees from utilities.</li> </ul> |
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## Appendix E

Figure 11: Finance and Treasury Services Year-to-Date Variance and Year-End Variance Projection Summary

| City<br>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<br>Financial Officer | 4-Month | 0.7                | ▲           | (0.4)   | ▼         | 0.3          | ▲     | Ⓞ        | 2.1                 | ▲     | (1.7)   | ▼     | 0.5          | ▲     | Ⓞ     |
|                                          | 6-Month | 1.4                | ▲           | (1.1)   | ▼         | 0.3          | —     | Ⓞ        | 2.1                 | —     | (1.7)   | —     | 0.4          | ▼     | Ⓞ     |
|                                          | 9-Month | 2.3                | ▲           | (2.1)   | ▼         | 0.2          | ▼     | Ⓞ        | 3.7                 | ▲     | (3.1)   | ▼     | 0.5          | ▲     | Ⓞ     |
| Office of the<br>Controller              | 4-Month | 1.9                | ▲           | (1.2)   | ▼         | 0.6          | ▲     | Ⓞ        | 2.3                 | ▲     | (1.7)   | ▼     | 0.5          | ▲     | Ⓞ     |
|                                          | 6-Month | 3.1                | ▲           | (1.9)   | ▼         | 1.2          | ▲     | Ⓞ        | 2.3                 | —     | (1.8)   | ▼     | 0.5          | —     | Ⓞ     |
|                                          | 9-Month | 2.9                | ▼           | (1.4)   | ▲         | 1.5          | ▲     | Ⓞ        | 4.4                 | ▲     | (3.4)   | ▼     | 1.0          | ▲     | Ⓞ     |
| Total                                    | 4-Month | 2.6                | ▲           | (1.7)   | ▼         | 0.9          | ▲     | Ⓞ        | 4.4                 | ▲     | (3.4)   | ▼     | 1.0          | ▲     | Ⓞ     |
|                                          | 6-Month | 4.5                | ▲           | (3.0)   | ▼         | 1.5          | ▲     | Ⓞ        | 4.4                 | —     | (3.5)   | ▼     | 0.9          | ▼     | Ⓞ     |
|                                          | 9-Month | 5.3                | ▲           | (3.5)   | ▼         | 1.7          | ▲     | Ⓞ        | 8.1                 | ▲     | (6.5)   | ▼     | 1.6          | ▲     | Ⓞ     |
| Year-to-Date<br>Net Variance             |         | Ⓞ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End |                     | Ⓞ     | <=100%  | Ⓡ     | >100%        |       |       |

## Appendix E

### Finance and Treasury Services

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                      | Year-End Projections                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Office of the Chief Financial Officer &amp; Treasurer:</b> <ul style="list-style-type: none"><li>Favourable gross expenditure variance of \$2.3 million, while service levels have been maintained expenditures in salaries and benefits are lower than plan that are offset by \$2.1 million in lower recoveries from Reserves Fund and capital projects.</li></ul> | <ul style="list-style-type: none"><li>Projected year-end net favourable variance of \$0.5 million due to lower than budgeted labour costs.</li></ul>                                                                                                                                                                                                                                                                                                                      |
| <b>Office of the Controller:</b> <ul style="list-style-type: none"><li>Favourable variance in gross expenditures of \$2.9 million is primarily attributable to underspent salaries and benefits while continuing to maintain service levels, partially offset by \$1.4 million lower recoveries from Divisions and Reserve Funds.</li></ul>                             | <ul style="list-style-type: none"><li>Projected favourable gross expenditures of \$4.4 million mainly from lower than budgeted labour costs, which will be partially offset by the renovation costs of \$0.5 million for the Employee Service Centre initiative and dedicated HR support.</li><li>Revenues are projected to be \$3.4 million under-achieved at year-end mainly due to lower transfers from recoveries from divisions and reserve/reserve funds.</li></ul> |

## Appendix E

Figure 12: 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 | 4-Month | 5.7                | ▲           | (0.1)   | ▼         | 5.6          | ▲     | Y        | 4.5                 | ▲     | (4.0)   | ▼     | 0.5          | ▲     | Ⓢ     |
|                                               | 6-Month | 1.3                | ▼           | 1.7     | ▲         | 3.0          | ▼     | Ⓢ        | 5.7                 | ▲     | (5.6)   | ▼     | 0.1          | ▼     | Ⓢ     |
|                                               | 9-Month | 8.0                | ▲           | 2.4     | ▲         | 10.4         | ▲     | Y        | 5.7                 | —     | (4.1)   | ▲     | 1.7          | ▲     | Ⓢ     |
| Fleet Services                                | 4-Month | (0.1)              | ▼           | (0.3)   | ▼         | (0.4)        | ▼     | R        | (1.3)               | ▼     | 1.3     | ▲     | 0.0          | —     | Ⓢ     |
|                                               | 6-Month | (0.4)              | ▼           | 0.7     | ▲         | 0.3          | ▲     | Ⓢ        | (1.8)               | ▼     | 1.8     | ▲     | 0.1          | ▲     | Ⓢ     |
|                                               | 9-Month | 1.7                | ▲           | 0.6     | ▼         | 2.3          | ▲     | Ⓢ        | (0.5)               | ▲     | 0.5     | ▼     | 0.1          | —     | Ⓢ     |
| Information & Technology                      | 4-Month | 3.9                | ▲           | (2.7)   | ▼         | 1.3          | ▲     | Ⓢ        | 11.8                | ▲     | (11.8)  | ▼     | 0.0          | —     | Ⓢ     |
|                                               | 6-Month | 5.6                | ▲           | (4.8)   | ▼         | 0.8          | ▼     | Ⓢ        | 12.7                | ▲     | (12.5)  | ▼     | 0.0          | —     | Ⓢ     |
|                                               | 9-Month | 9.2                | ▲           | (8.5)   | ▼         | 0.7          | ▼     | Ⓢ        | 13.8                | ▲     | (13.4)  | ▼     | 0.0          | —     | Ⓢ     |
| 311 Toronto                                   | 4-Month | 0.1                | ▲           | (0.1)   | ▼         | 0.0          | —     | Ⓢ        | 1.1                 | ▲     | (1.1)   | ▼     | 0.0          | —     | Ⓢ     |
|                                               | 6-Month | 0.5                | ▲           | (0.5)   | ▼         | 0.0          | —     | Ⓢ        | 0.9                 | ▼     | (0.9)   | ▲     | 0.0          | —     | Ⓢ     |
|                                               | 9-Month | 0.3                | ▼           | (0.4)   | ▲         | (0.1)        | ▼     | Ⓢ        | 0.9                 | —     | (0.9)   | —     | 0.0          | —     | Ⓢ     |
| Total                                         | 4-Month | 9.7                | ▲           | (3.2)   | ▼         | 6.5          | ▲     | Ⓢ        | 16.1                | ▲     | (15.6)  | ▼     | 0.6          | ▲     | Ⓢ     |
|                                               | 6-Month | 7.1                | ▼           | (2.9)   | ▲         | 4.1          | ▼     | Ⓢ        | 17.5                | ▲     | (17.1)  | ▼     | 0.4          | ▼     | Ⓢ     |
|                                               | 9-Month | 19.2               | ▲           | (5.9)   | ▼         | 13.3         | ▲     | Ⓢ        | 20.0                | ▲     | (17.8)  | ▼     | 2.2          | ▲     | Ⓢ     |
| Year-to-Date Net Variance                     |         | Ⓢ                  | 85% to 105% | Y       | 0% to 85% | R            | >105% | Year-End |                     |       |         |       |              |       |       |
|                                               |         | Ⓢ                  |             | Ⓢ       |           | R            |       |          |                     | Ⓢ     | <=100%  | R     | >100%        |       |       |

Staff report for action on Operating Variance Report for the Nine Months  
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## Appendix E

### Corporate Services

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Year-End Projections                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Facilities, Real Estate, Environment &amp; Energy:</b> <ul style="list-style-type: none"><li>• Favourable net variance of \$10.4 million is primarily attributable to lower labour costs while continuing to maintain service levels, coupled with under spending in utilities due to lower consumption and hydro rates resulting from global adjustments and positive impact of completed energy retrofits on several Toronto Police buildings. There was additional underspending in Contributions and Transfers in Environment &amp; Energy programs funded through reserves, and recoverable debt repayments related to Solar Photovoltaic (PV) systems on City buildings, both of which are expected to be fully spent by year-end.</li><li>• Favourable net variance is further supplemented by the higher revenues collected from Toronto Hydro related to the Solar FIT program and from Metrolinx for the Smart Commute Program.</li></ul> | <ul style="list-style-type: none"><li>• Net favourable variance of \$1.7 million is expected as year-to-date results are expected to continue to year-end.</li></ul> |
| <b>Fleet Services:</b> <ul style="list-style-type: none"><li>• Favourable net variance of \$2.3 million.</li><li>• Favourable gross expenditure variance of \$1.7 million due to lower than budgeted labour costs as a result of vacancies while service levels are maintained, partially offset by increased costs to maintain the City's fleet due to vehicles and equipment that have passed their optimum life and higher short-term vehicle rental cost due to higher volume.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"><li>• Projected year-end is anticipated to be on budget.</li></ul>                                                                 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                        |
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| <ul style="list-style-type: none"> <li>Favourable gross revenues are offset by higher recoveries from agencies of \$0.6 million mainly attributed to higher revenues from agencies due to higher fuel volume. Fleet Services anticipates the year-end net expenditure will be in line with the budget.</li> </ul>                                                                                                                                                                                                                                         |                                                                                                                                                                        |
| <p><b>Information &amp; Technology:</b></p> <ul style="list-style-type: none"> <li>Favourable net variance of \$0.7 million.</li> <li>Of the favourable gross expenditures of \$9.2 million, \$8.5 million is attributable to capital and client-funded labour costs that are offset in recoveries.</li> <li>A favourable net expenditure variance of \$0.7 million is primarily due to operating vacancies, partially offset by higher materials costs and unbudgeted costs for a senior corporate buyer and a dedicated HR recruitment team.</li> </ul> | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, projected year-end net favourable variance is anticipated to be \$0.4 million.</li> </ul> |
| <p><b>311 Toronto:</b></p> <ul style="list-style-type: none"> <li>Unfavourable net expenditure of \$0.1 million is primarily attributable to the timing of budgeted recoveries. Vacancies in the Project Management Office (\$0.250 million) underlie the gross expenditure favourability which is offset by lower recoveries from capital.</li> <li>Achieved 80% of calls answered within 75 seconds, meeting the 80% Council approved service level.</li> </ul>                                                                                         | <ul style="list-style-type: none"> <li>Net favourable variance expected at year-end of \$0.014 million reflects lower than budgeted labour costs.</li> </ul>           |

## Appendix E

### City Manager's Office

Figure 13: 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     | 4-Month | (1.8)              | ▼           | 1.4     | ▲         | (0.4)        | ▼     | Ⓞ        | (1.3)               | ▼      | 1.3     | ▲     | 0.0          | —     | Ⓞ     |
|                           | 6-Month | (2.1)              | ▼           | 2.0     | ▲         | (0.1)        | ▲     | Ⓞ        | (3.2)               | ▼      | 3.2     | ▲     | 0.0          | —     | Ⓞ     |
|                           | 9-Month | (2.3)              | ▼           | 2.7     | ▲         | 0.4          | ▲     | Ⓞ        | (1.4)               | ▲      | 2.2     | ▼     | 0.9          | ▲     | Ⓞ     |
| Year-to-Date Net Variance |         | Ⓞ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End | Ⓞ                   | <=100% | Ⓡ       | >100% |              |       |       |

#### Nine Month Results

##### City Manager's Office:

- Gross expenditure overspend of \$2.3 million primarily on salaries and benefits is offset by higher revenues of \$2.7 million due to recoveries on unbudgeted service agreements with City divisions, for initiatives such as the Toronto Urban Fellows, resulting in a net expenditure favourability of \$0.4 million.

#### Year-End Projections

- The projected year-end net favourable variance of \$0.9 million is due mainly to staff vacancies.

## Appendix E

Figure 14: 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       | 4-Month | 0.8                | ▲           | (0.3)   | ▼         | 0.5          | ▲     | Ⓞ        | 0.1                 | ▲     | 0.0     | —     | 0.1          | ▲     | Ⓞ     |
|                           | 6-Month | 1.0                | ▲           | (0.5)   | ▼         | 0.4          | ▼     | Ⓞ        | 0.1                 | —     | 0.0     | —     | 0.1          | —     | Ⓞ     |
|                           | 9-Month | 2.3                | ▲           | (1.4)   | ▼         | 0.9          | ▲     | Ⓞ        | 2.5                 | ▲     | (2.1)   | ▼     | 0.4          | ▲     | Ⓞ     |
| Legal Services            | 4-Month | 1.9                | ▲           | (0.6)   | ▼         | 1.3          | ▲     | Ⓞ        | 4.6                 | ▲     | (4.2)   | ▼     | 0.4          | ▲     | Ⓞ     |
|                           | 6-Month | 4.6                | ▲           | (7.1)   | ▼         | (2.5)        | ▼     | Ⓡ        | 5.6                 | ▲     | (4.2)   | —     | 1.5          | ▲     | Ⓞ     |
|                           | 9-Month | 4.8                | ▲           | (4.2)   | ▲         | 0.6          | ▲     | Ⓡ        | 5.8                 | ▲     | (4.1)   | ▲     | 1.7          | ▲     | Ⓞ     |
| Mayor's Office            | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                           | 6-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                           | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| City Council              | 4-Month | 1.5                | ▲           | 0.0     | —         | 1.5          | ▲     | Ⓨ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                           | 6-Month | 2.0                | ▲           | (0.0)   | —         | 2.0          | ▲     | Ⓨ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                           | 9-Month | 2.9                | ▲           | (0.0)   | —         | 2.8          | ▲     | Ⓨ        | 1.3                 | ▲     | 0.0     | —     | 1.3          | ▲     | Ⓞ     |
| Total                     | 4-Month | 4.2                | ▲           | (0.9)   | ▼         | 3.3          | ▲     | Ⓞ        | 4.7                 | ▲     | (4.2)   | ▼     | 0.5          | ▲     | Ⓞ     |
|                           | 6-Month | 7.6                | ▲           | (7.7)   | ▼         | (0.1)        | ▼     | Ⓞ        | 5.7                 | ▲     | (4.2)   | —     | 1.6          | ▲     | Ⓞ     |
|                           | 9-Month | 10.0               | ▲           | (5.7)   | ▲         | 4.3          | ▲     | Ⓞ        | 9.6                 | ▲     | (6.3)   | ▼     | 3.4          | ▲     | Ⓞ     |
| 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 Nine Months  
Ended September 30, 2019

## Appendix E

### Other City Programs

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                                         | Year-End Projections                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>City Clerk's Office:</b> <ul style="list-style-type: none"><li>Favourable variance of \$0.9 million in net expenditures for the period due mainly to delays in staff hiring, lower spending in statutory notices, lower closed captioning requirements related to Council and Committee meetings, and lower spending on protocol support for the Toronto International Trade.</li></ul> | <ul style="list-style-type: none"><li>Projected year-end net favourable variance of \$0.4 million is due to staff vacancies resulting from delays in filling vacant positions.</li></ul>              |
| <b>Legal Services:</b> <ul style="list-style-type: none"><li>Favourable net expenditure of \$0.6 million is mainly due to lower than planned labour costs while continuing to maintain service levels, which is partially offset by lower interdivisional recoveries.</li></ul>                                                                                                            | <ul style="list-style-type: none"><li>Projected year-end net favourable variance of \$1.7 million is mainly due to underspend from vacant positions that Legal is actively working to fill.</li></ul> |
| <b>Mayor's Office:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$0.049 million due to lower than planned labour costs for the period.</li></ul>                                                                                                                                                                                                                   | <ul style="list-style-type: none"><li>The projection is to be on budget at year-end.</li></ul>                                                                                                        |
| <b>City Council:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$2.8 million due to lower than planned labour costs, underspending in Councillor's Constituency Services and Office budgets, and Council's general budget from constituency office leases for this period.</li></ul>                                                                                | <ul style="list-style-type: none"><li>Projected year-end net favourable variance is dependent on future spending patterns.</li></ul>                                                                  |

## Appendix E

Figure 15: 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        | 4-Month | 0.2                | ▲           | 0.0     | —         | 0.2          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 6-Month | 0.5                | ▲           | 0.0     | —         | 0.5          | ▲     | Ⓢ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 9-Month | 0.5                | —           | 0.0     | —         | 0.5          | —     | Ⓢ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Integrity Commissioner's Office | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓢ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 6-Month | 0.1                | ▲           | 0.0     | —         | 0.1          | ▲     | Ⓢ        | 0.1                 | ▲      | 0.0     | —     | 0.1          | ▲     | Ⓞ     |
|                                 | 9-Month | 0.1                | —           | 0.0     | —         | 0.1          | —     | Ⓢ        | 0.1                 | —      | 0.0     | —     | 0.1          | —     | Ⓞ     |
| Lobbyist Registrar's Office     | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 6-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Ombudsman's Office              | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 6-Month | (0.0)              | —           | 0.0     | —         | (0.0)        | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Total                           | 4-Month | 0.2                | ▲           | 0.0     | —         | 0.2          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                 | 6-Month | 0.6                | ▲           | 0.0     | —         | 0.6          | ▲     | Ⓞ        | 0.1                 | ▲      | 0.0     | —     | 0.1          | ▲     | Ⓞ     |
|                                 | 9-Month | 0.7                | ▲           | 0.0     | —         | 0.7          | ▲     | Ⓞ        | 0.1                 | —      | 0.0     | —     | 0.1          | —     | Ⓞ     |
| 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 Nine Months  
Ended September 30, 2019

## Appendix E

### Accountability Offices

#### Nine Month Results

#### Year-End Projections

|                                                                                                                                                                                                                               |                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Auditor General's Office:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$0.5 million due to lower than planned labour costs.</li></ul>                                                             | <ul style="list-style-type: none"><li>The projection is to be on budget at year-end.</li></ul>      |
| <b>Integrity Commissioner's Office:</b> <ul style="list-style-type: none"><li>Favourable variance of \$0.1 million due to lower than planned labour costs.</li></ul>                                                          | <ul style="list-style-type: none"><li>Projection is consistent with year to date results.</li></ul> |
| <b>Lobbyist Registrar's Office:</b> <ul style="list-style-type: none"><li>Favourable variance of \$0.042 million due to underspend in services and rents and partially offset by higher labour cost for the period.</li></ul> | <ul style="list-style-type: none"><li>The projection is to be on budget at year-end.</li></ul>      |
| <b>Ombudsman's Office:</b> <ul style="list-style-type: none"><li>Favourable variance of \$0.036 million due to underspent services and rent, offset by overspending in labour costs.</li></ul>                                | <ul style="list-style-type: none"><li>The projection is to be on budget at year-end.</li></ul>      |

## Appendix E

Figure 16: 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            | 4-Month | 0.7                | ▲     | (0.7)   | ▼     | 0.0          | —     | Ⓞ     | 3.5                 | ▲     | (3.3)   | ▼     | 0.2          | ▲     | Ⓞ     |
|                                  | 6-Month | 1.4                | ▲     | (1.3)   | ▼     | 0.1          | ▲     | Ⓞ     | 2.5                 | ▼     | (2.5)   | ▲     | 0.0          | ▼     | Ⓞ     |
|                                  | 9-Month | 3.8                | ▲     | (3.4)   | ▼     | 0.4          | ▲     | Ⓞ     | 5.5                 | ▲     | (5.2)   | ▼     | 0.3          | ▲     | Ⓞ     |
| Toronto Public Library           | 4-Month | (1.5)              | ▼     | 1.0     | ▲     | (0.5)        | ▼     | Ⓞ     | (2.2)               | ▼     | 2.2     | ▲     | 0.0          | —     | Ⓞ     |
|                                  | 6-Month | (1.6)              | ▼     | 1.2     | ▲     | (0.4)        | ▲     | Ⓞ     | (2.5)               | ▼     | 2.5     | ▲     | 0.0          | —     | Ⓞ     |
|                                  | 9-Month | (1.9)              | ▼     | 1.9     | ▲     | 0.0          | ▲     | Ⓞ     | (2.8)               | ▼     | 2.8     | ▲     | 0.0          | —     | Ⓞ     |
| Association of Community Centres | 4-Month | 0.2                | ▲     | 0.0     | —     | 0.2          | ▲     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                  | 6-Month | 0.3                | ▲     | 0.0     | —     | 0.3          | ▲     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                  | 9-Month | 0.2                | ▼     | 0.1     | ▲     | 0.3          | —     | Ⓞ     | (0.0)               | —     | 0.0     | —     | (0.0)        | —     | Ⓜ     |
| Exhibition Place                 | 4-Month | 0.1                | ▲     | 0.1     | ▲     | 0.3          | ▲     | Ⓨ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                  | 6-Month | (1.5)              | ▼     | 2.9     | ▲     | 1.4          | ▲     | Ⓨ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                  | 9-Month | (3.2)              | ▼     | 4.2     | ▲     | 0.9          | ▼     | Ⓨ     | (2.4)               | ▼     | 4.0     | ▲     | 1.6          | ▲     | Ⓞ     |
| Heritage Toronto                 | 4-Month | (0.0)              | —     | 0.0     | —     | 0.0          | —     | Ⓨ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                  | 6-Month | (0.0)              | —     | (0.2)   | ▼     | (0.2)        | ▼     | Ⓨ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                  | 9-Month | (0.0)              | —     | 0.1     | ▲     | 0.0          | ▲     | Ⓨ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |

## Appendix E

Figure 17: 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 |       |
| TO Live                    | 4-Month | 1.5                | ▲     | (0.8)   | ▼     | 0.7          | ▲     | Ⓢ     | 0.8                 | ▲     | (0.8)   | ▼     | 0.0          | —     | Ⓢ     |
|                            | 6-Month | 3.2                | ▲     | (3.0)   | ▼     | 0.3          | ▼     | Ⓢ     | 0.8                 | —     | (0.8)   | —     | 0.0          | —     | Ⓢ     |
|                            | 9-Month | 5.8                | ▲     | (4.8)   | ▼     | 0.9          | ▲     | Ⓢ     | 2.1                 | ▲     | (2.1)   | ▼     | 0.0          | —     | Ⓢ     |
| Toronto Zoo                | 4-Month | 2.6                | ▲     | (0.9)   | ▼     | 1.7          | ▲     | Ⓢ     | 0.9                 | ▲     | (0.9)   | ▼     | 0.0          | —     | Ⓢ     |
|                            | 6-Month | 3.2                | ▲     | (0.1)   | ▲     | 3.1          | ▲     | Ⓢ     | 1.0                 | ▲     | (0.9)   | —     | 0.1          | ▲     | Ⓢ     |
|                            | 9-Month | 3.2                | —     | (3.8)   | ▼     | (0.5)        | ▼     | Ⓢ     | 2.9                 | ▲     | (3.8)   | ▼     | (0.9)        | ▼     | Ⓢ     |
| Arena Boards of Management | 4-Month | 0.1                | ▲     | 0.4     | ▲     | 0.5          | ▲     | Ⓢ     | (0.0)               | —     | 0.1     | ▲     | 0.0          | —     | Ⓢ     |
|                            | 6-Month | 0.2                | ▲     | 0.3     | ▼     | 0.6          | ▲     | Ⓢ     | (0.0)               | —     | 0.0     | ▼     | 0.0          | —     | Ⓢ     |
|                            | 9-Month | 0.2                | —     | (0.0)   | ▼     | 0.2          | ▼     | Ⓢ     | 0.0                 | —     | (0.0)   | —     | (0.0)        | —     | Ⓢ     |
| Yonge Dundas Square        | 4-Month | 0.0                | —     | 0.1     | ▲     | 0.1          | ▲     | Ⓢ     | (0.1)               | ▼     | 0.1     | ▲     | 0.0          | —     | Ⓢ     |
|                            | 6-Month | (0.1)              | ▼     | 0.3     | ▲     | 0.2          | ▲     | Ⓢ     | 0.1                 | ▲     | (0.1)   | ▼     | (0.0)        | —     | Ⓢ     |
|                            | 9-Month | (0.0)              | ▲     | (0.1)   | ▼     | (0.1)        | ▼     | Ⓢ     | 0.1                 | —     | (0.1)   | —     | (0.0)        | —     | Ⓢ     |
| CreateTO                   | 4-Month | 0.7                | ▲     | (0.7)   | ▼     | 0.0          | —     | Ⓢ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |
|                            | 6-Month | 0.5                | ▼     | (0.5)   | ▲     | 0.0          | —     | Ⓢ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |
|                            | 9-Month | 0.8                | ▲     | (0.8)   | ▼     | 0.0          | —     | Ⓢ     | (0.0)               | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |

## Appendix E

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

| City<br>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 & Region<br>Conservation<br>Authority   | 4-Month | (0.0)              | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                 | 6-Month | 0.4                | ▲     | (0.4)   | ▼     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                 | 9-Month | (0.1)              | ▼     | 0.1     | ▲     | (0.0)        | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Toronto Transit<br>Commission -<br>Conventional | 4-Month | 11.0               | ▲     | (12.1)  | ▼     | (1.1)        | ▼     | Ⓞ     | 15.5                | ▲     | (20.0)  | ▼     | (4.5)        | ▼     | Ⓡ     |
|                                                 | 6-Month | 14.8               | ▲     | (11.6)  | ▲     | 3.2          | ▲     | Ⓞ     | 16.0                | ▲     | (19.0)  | ▲     | (3.0)        | ▲     | Ⓡ     |
|                                                 | 9-Month | 20.5               | ▲     | (14.1)  | ▼     | 6.4          | ▲     | Ⓞ     | 24.7                | ▲     | (23.0)  | ▼     | 1.7          | ▲     | Ⓞ     |
| Toronto Transit<br>Commission -<br>Wheel Trans  | 4-Month | 1.9                | ▲     | 0.3     | ▲     | 2.2          | ▲     | Ⓞ     | 0.8                 | ▲     | 0.8     | ▲     | 1.5          | ▲     | Ⓞ     |
|                                                 | 6-Month | 1.2                | ▼     | 0.4     | ▲     | 1.6          | ▼     | Ⓞ     | (0.0)               | ▼     | 1.0     | ▲     | 1.0          | ▼     | Ⓞ     |
|                                                 | 9-Month | (1.8)              | ▼     | 0.7     | ▲     | (1.0)        | ▼     | Ⓞ     | (2.6)               | ▼     | 0.9     | ▼     | (1.7)        | ▼     | Ⓡ     |

## Appendix E

Figure 19: Agencies Year-to-Date Variance and Year-End Variance Projection Summary

| City<br>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 Police Service        | 4-Month | (3.1)              | ▼           | 3.1     | ▲         | 0.0          | —     | Ⓞ        | (9.2)               | ▼     | 9.2     | ▲     | 0.0          | —     | Ⓞ     |
|                               | 6-Month | (7.7)              | ▼           | 7.7     | ▲         | 0.0          | —     | Ⓞ        | (15.4)              | ▼     | 15.4    | ▲     | 0.0          | —     | Ⓞ     |
|                               | 9-Month | (15.7)             | ▼           | 17.9    | ▲         | 2.2          | ▲     | Ⓞ        | (20.9)              | ▼     | 23.8    | ▲     | 2.9          | ▲     | Ⓞ     |
| Toronto Police Services Board | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                               | 6-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                               | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Total                         | 4-Month | 14.2               | ▲           | (10.1)  | ▼         | 4.1          | ▲     | Ⓞ        | 9.9                 | ▲     | (12.6)  | ▼     | (2.7)        | ▼     | Ⓡ     |
|                               | 6-Month | 14.3               | ▲           | (4.2)   | ▲         | 10.1         | ▲     | Ⓞ        | 2.5                 | ▼     | (4.3)   | ▲     | (1.9)        | ▲     | Ⓡ     |
|                               | 9-Month | 11.9               | ▼           | (2.1)   | ▲         | 9.7          | ▼     | Ⓞ        | 6.5                 | ▲     | (2.6)   | ▲     | 3.8          | ▲     | Ⓞ     |
| Year-to-Date Net Variance     |         | Ⓞ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End |                     | Ⓞ     | <=100%  | Ⓡ     | >100%        |       |       |

## Appendix E

### City Agencies

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Year-End Projections                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Toronto Public Health:</b> <ul style="list-style-type: none"><li>• Favourable net variance of \$0.4 million attributed to underspending in programs funded by the Province partially offset by overspending in City funded programs.</li><li>• Favourable gross expenditure variance of \$3.8 million mainly attributed to \$2.3 million of lower than anticipated labour costs while continuing to maintain service levels, coupled with lower than planned non-payroll expenditures of \$1.5 million resulting from the divisional cost containment measures put in place earlier in the year in response to the Provincial funding uncertainties.</li><li>• Underachieved revenues of \$3.4 million are mainly due to lower provincial revenue recovered as a result of lower expenditures.</li></ul> | <ul style="list-style-type: none"><li>• Consistent with year-to-date results, a net favourable year-end net variance of \$0.3 million is projected.</li></ul>                                                 |
| <b>Toronto Public Library:</b> <ul style="list-style-type: none"><li>• Toronto Public Library (TPL) reported an unfavorable net variance of \$0.030 million, consisting of an unfavorable gross expenditure variance of \$1.9 million and a favourable revenue variance of \$1.9 million.</li><li>• Expenditures were higher than budget mainly attributed to increased spending of \$2.1 million for specific initiatives funded by the TPL Foundation and additional spending on branch security and infrastructure maintenance.</li><li>• Revenues were higher than budget due to supplementary grant revenues from the TPL Foundation to fund the costs of specific library initiatives, partially offset by lower than budgeted fine revenues due to continued growth in the</li></ul>                 | <ul style="list-style-type: none"><li>• Toronto Public Library is projected to be on budget at year-end. The financial performance is being monitored to ensure the net expenditures are on budget.</li></ul> |

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                        |
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| usage of e-materials, and introduction of additional on-line notifications for patrons of pending fines.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                        |
| <b>Association of Community Centres:</b> <ul style="list-style-type: none"> <li>Favourable net variance of \$0.3 million mainly driven by staff vacancies and various administration costs to be expensed by year end.</li> <li>Favourable gross variance of \$0.2 million as a result of lower than planned labour costs due to staff vacancies and timing of various office administration costs, partially offset by temporary professional services required to assist with the job duties of a vacant Finance Director position.</li> <li>Overachieved revenues of \$0.1 million due to seasonality of revenue flows.</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Projected unfavourable gross variance of \$0.044 million primarily due to higher than anticipated professional services and labour costs.</li> <li>Fully achieved revenues.</li> <li>Projected unfavourable net variance of \$0.044 million due to overspent professional services and labour costs.</li> </ul> |
| <b>Exhibition Place:</b> <ul style="list-style-type: none"> <li>Exhibition Place reported net favourable variance of \$0.9 million above the 2019 Approved Operating Budget <ul style="list-style-type: none"> <li>An unfavourable expenditure variance of \$3.2 million from additional replacement costs for aging equipment, additional costs for the District Energy expenses and additional costs to service events.</li> <li>A favourable revenue variance of \$4.2 million from cost recoveries to servicing events, energy sold from the District Energy System, additional rent from billboard advertising, and additional revenue from one-off large events.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, Exhibition Place projects a net favourable variance of \$1.6 million.</li> </ul>                                                                                                                                                                                          |
| <b>Heritage Toronto:</b> <ul style="list-style-type: none"> <li>Heritage Toronto reported net favourable variance of \$0.044 million above the 2019 Approved Operating Budget <ul style="list-style-type: none"> <li>A favourable revenue variance of \$0.064 million from ticket sales for the Heritage Awards event in October,</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>No variance is expected at year-end.</li> </ul>                                                                                                                                                                                                                                                                 |

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| <p>and plaque projects which are set to take place later in the year.</p> <ul style="list-style-type: none"> <li>• An unfavourable expenditure variance of \$0.020 million from expenses incurred for the Heritage Awards event.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>TO Live:</b></p> <ul style="list-style-type: none"> <li>• TO Live reported favourable net expenditure of \$0.9 million or 23.2% below the 2019 Approved Operating Budget, consisting of a favourable gross expenditure variance of \$5.8 million offset by an unfavourable revenue variance of \$4.8 million.</li> <li>• Expenditures and revenues were lower than budget mainly attributed to less than anticipated programming activities as well as underspending (\$1.982 million) in equipment repairs and chattel asset purchases funded from the Facility Fee Reserve Fund.</li> <li>• Despite lower than anticipated volume of activity, TO Live achieved favorable net expenditure due to savings in overhead expenses.</li> </ul> | <ul style="list-style-type: none"> <li>• TO Live projects to achieve budget by year-end.</li> </ul>                                                                                                                                                                                                                                                                                                       |
| <p><b>Toronto Zoo:</b></p> <ul style="list-style-type: none"> <li>• Unfavorable net expenditure of \$0.5 million or 10.1% above the 2019 Approved Operating Budget is driven by: <ul style="list-style-type: none"> <li>• Weather conditions continue to impact operations and guest attendance which resulted in \$3.8 million shortfall in revenue.</li> <li>• Due to management of expenditures to mitigate revenue shortfall and underspending in labour costs while maintaining service levels, gross expenditures are under budget by \$3.2 million.</li> <li>• The Zoo attracted 1.064 million visitors, representing 7% decrease from attendance target of 1.147 million as of Q3.</li> </ul> </li> </ul>                                 | <ul style="list-style-type: none"> <li>• Toronto Zoo is projecting an unfavorable net expenditure of \$0.9 million or 7.1% above the 2019 Approved Operating Budget by the end of year.</li> <li>• The Zoo is projecting attendance at 1.2 million compared to the budget of 1.295 million.</li> <li>• The Zoo will continue to monitor and manage expenditures to mitigate revenue shortfall.</li> </ul> |

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| <b>Arena Boards of Management:</b> <ul style="list-style-type: none"> <li>The Arena Boards of Management reported net favourable variance of \$0.2 million below the 2019 Approved Operating Budget as the Ted Reeve Community Arena maintenance was not done in the summer offseason.</li> </ul>                                                                                                                  | <ul style="list-style-type: none"> <li>The Arena Boards of Management are projecting an unfavourable net variance of \$0.006 million below the 2019 Approved Operating Budget due to unsold summer ice from the George Bell projects.</li> </ul>                                                          |
| <b>Yonge Dundas Square (YDS):</b> <ul style="list-style-type: none"> <li>Yonge-Dundas Square reported net unfavourable variance of \$0.1 million below the 2019 Approved Operating Budget <ul style="list-style-type: none"> <li>An unfavourable revenue variance of \$0.1 million due to a downturn in events on the Square.</li> </ul> </li> </ul>                                                               | <ul style="list-style-type: none"> <li>Consistent with year to date results, Yonge-Dundas Square projects an unfavourable net expenditure variance of \$0.030 million.</li> </ul>                                                                                                                         |
| <b>CreateTO:</b> <ul style="list-style-type: none"> <li>Favourable gross expenditure of \$0.8 million is primarily attributable to delayed labour and marketing costs, as well as underspending in project investigative costs due to the focus on Housing Now Initiatives.</li> <li>Funding recovery from Build Toronto and TPLC aligns with expenditures, resulting in a net zero variance to Budget.</li> </ul> | <ul style="list-style-type: none"> <li>CreateTO is projecting to be on budget by year-end.</li> </ul>                                                                                                                                                                                                     |
| <b>Toronto &amp; Region Conversation Authority:</b> <ul style="list-style-type: none"> <li>As planned for this period.</li> </ul>                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>Each year, TRCA receives the City of Toronto funding share which maintains the ratio between TRCA's other funding partner municipalities. In 2019, TRCA will receive the full funding amount as approved by Council, resulting in no year-end variance.</li> </ul> |
| <b>Toronto Transit Commission – Conventional:</b> <ul style="list-style-type: none"> <li>Favourable net variance of \$6.4 million.</li> <li>Favourable gross expenditure of \$20.5 million primarily driven by lower diesel consumption rates, lower maintenance expenditures due to improved bus and subway car vehicle reliability, lower labour costs due to</li> </ul>                                         | <ul style="list-style-type: none"> <li>Ridership projection of 1 million or 0.2% below budget is partially offset by lower diesel usage, lower maintenance expenditures and labour costs. A net favourable variance of \$1.7 million is projected.</li> </ul>                                             |

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| <p>timing of hiring while continuing to maintain service delivery, lower leasing costs and lower PRESTO commissions.</p> <ul style="list-style-type: none"> <li>Unfavourable revenue of \$14.1 million as ridership volumes trend below budget due to inclement weather and riders utilizing the two hour transfer.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>Toronto Transit Commission – Wheel-Trans:</b></p> <ul style="list-style-type: none"> <li>Unfavourable net variance of \$1.0 million.</li> <li>Unfavourable gross expenditures of \$1.8 million due to higher volumes of long distance trips that have been assigned to contracted taxi services costs to enable TTC to meet CBA requirements to schedule 38% of trips on Wheel Trans buses. Offsetting the over-expenditures are lower labour costs, lower maintenance expenses due to newer vehicles, lower costs for eligibility appeals and lower Family of Services implementation costs.</li> <li>Favourable revenue of \$0.7 million as a result of an adjusted methodology for the allocation of PRESTO monthly pass revenue between Wheel-Trans and TTC Conventional.</li> </ul> | <ul style="list-style-type: none"> <li>Currently, a \$1.7 million (or 1.2%) year-end overspend is projected, consistent with year-to-date results.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Toronto Police Service:</b></p> <ul style="list-style-type: none"> <li>Toronto Police Service (TPS) reported a net favourable variance of \$2.2 million.</li> <li>Gross expenditures are \$15.7 million unfavourable mainly due to premium pay, increased overtime and call-backs to address critical workload and major unplanned events. Majority of the expenditure pressures are primarily related to lower than expected average number of deployed uniform officers, causing an ongoing need to supplement resources through premium pay to meet policing demands on the frontline and investigative activities.</li> </ul>                                                                                                                                                        | <ul style="list-style-type: none"> <li>Consistent with year-to-date results, Toronto Police Service is projecting a favourable net variance of \$2.9 million at year-end.</li> <li>It is important to note that the Service is having to manage significant premium pay spending pressures due to reduced staffing levels, unanticipated special events (e.g. Raptors) and cannabis legislation impacts.</li> <li>In an effort to stay within the approved budget, TPS continues to scrutinize premium pay spending.</li> </ul> |

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| <ul style="list-style-type: none"> <li>Favourable revenue variance of \$17.9 million is attributed to increased cost recoveries, in-year grants, and greater than anticipated volumes for vulnerable sector checks and paid duties.</li> </ul> | <ul style="list-style-type: none"> <li>Included in the 2019 budget is \$0.855 million gross and net a recommended budget transfer from Non Program to fund the cost of 2019-2023 salary increase for Excluded members, based on the ratified collective bargaining settlement, for 2019.</li> </ul>                                                          |
| <p><b>Toronto Police Services Board:</b></p> <ul style="list-style-type: none"> <li>Toronto Police Services Board (TPSB)'s spending was on budget.</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>TPSB expects no year-end variance at this time.</li> <li>Included in the 2019 budget is \$0.023 million gross and net a recommended budget transfer from Non Program to fund the cost of 2019-2023 salary increase for Excluded members, based on the ratified collective bargaining settlement, for 2019.</li> </ul> |

## Appendix E

### Capital & Corporate Financing

The Capital and Corporate Financing accounts reported favourable variance of \$31.1 million for the nine months ended September 30, 2019. Consistent with year-to-date results, year-end favourable projection is anticipated to be \$44.3 million.

Figure 20: 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 | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Technology Sustainment                   | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Debt Charges                             | 4-Month | 1.1                | ▲           | (1.3)   | ▼         | (0.2)        | ▼     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 28.0               | ▲           | (1.8)   | ▼         | 26.3         | ▲     | Ⓞ        | 25.6                | ▲      | 0.0     | —     | 25.6         | ▲     | Ⓞ     |
|                                          | 9-Month | 33.3               | ▲           | (2.2)   | ▼         | 31.1         | ▲     | Ⓞ        | 44.3                | ▲      | 0.0     | —     | 44.3         | ▲     | Ⓞ     |
| Total                                    | 4-Month | 1.1                | ▲           | (1.3)   | ▼         | (0.2)        | ▼     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 28.0               | ▲           | (1.8)   | ▼         | 26.3         | ▲     | Ⓞ        | 25.6                | ▲      | 0.0     | —     | 25.6         | ▲     | Ⓞ     |
|                                          | 9-Month | 33.3               | ▲           | (2.2)   | ▼         | 31.1         | ▲     | Ⓞ        | 44.3                | ▲      | 0.0     | —     | 44.3         | ▲     | Ⓞ     |
| 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 Nine Months Ended September 30, 2019

## Appendix E

### Capital & Corporate Financing

| Nine Month Results                                                                                                                                                                                               | Year-End Projections                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Capital &amp; Corporate Financing:</b> <ul style="list-style-type: none"><li>On budget</li></ul>                                                                                                              | <ul style="list-style-type: none"><li>On budget</li></ul>                                                                                                                                                     |
| <b>Technology Sustainment:</b> <ul style="list-style-type: none"><li>On budget</li></ul>                                                                                                                         | <ul style="list-style-type: none"><li>On budget</li></ul>                                                                                                                                                     |
| <b>Debt Charges:</b> <ul style="list-style-type: none"><li>Lower than planned gross debt charges of \$31.1 million net due to under spending on internal loans to address future capital requirements.</li></ul> | <ul style="list-style-type: none"><li>Consistent with year-to-date results, gross under expenditure of \$44.3 million net is anticipated for internal loans to address future capital requirements.</li></ul> |

## Appendix E

### Non-Program Expenditures

Figure 21: 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              | 4-Month | (0.1)              | ▼     | 0.0     | —     | (0.1)        | ▼     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                         | 6-Month | 0.4                | ▲     | 0.0     | —     | 0.4          | ▲     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                         | 9-Month | 12.8               | ▲     | 0.0     | —     | 12.8         | ▲     | Ⓞ     | 17.5                | ▲     | (10.0)  | ▼     | 7.5          | ▲     | Ⓞ     |
| Tax Increment Equivalent Grants (TIEG)  | 4-Month | (0.2)              | ▼     | 0.0     | —     | (0.2)        | ▼     | Ⓞ     | (0.5)               | ▼     | 0.0     | —     | (0.5)        | ▼     | Ⓜ     |
|                                         | 6-Month | (0.0)              | ▲     | 0.0     | —     | (0.0)        | ▲     | Ⓞ     | 1.6                 | ▲     | 0.0     | —     | 1.6          | ▲     | Ⓞ     |
|                                         | 9-Month | 1.0                | ▲     | 0.0     | —     | 1.0          | ▲     | Ⓞ     | 1.6                 | —     | 0.0     | —     | 1.6          | —     | Ⓞ     |
| Assessment Function (MPAC)              | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                         | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                         | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Funding of Employee Related Liabilities | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓜ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                         | 6-Month | 0.1                | ▲     | 0.0     | —     | 0.1          | ▲     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                         | 9-Month | 0.0                | ▼     | 0.0     | —     | 0.0          | ▼     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Other Corporate Expenditures            | 4-Month | 0.9                | ▲     | 0.4     | ▲     | 1.3          | ▲     | Ⓞ     | (0.0)               | —     | 0.0     | —     | (0.0)        | —     | Ⓜ     |
|                                         | 6-Month | (11.1)             | ▼     | 13.3    | ▲     | 2.2          | ▲     | Ⓞ     | 4.3                 | ▲     | 0.1     | ▲     | 4.4          | ▲     | Ⓞ     |
|                                         | 9-Month | (10.2)             | ▲     | 13.7    | ▲     | 3.5          | ▲     | Ⓞ     | 5.3                 | ▲     | (0.7)   | ▼     | 4.6          | ▲     | Ⓞ     |

## Appendix E

Figure 22: 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 |       |
| Insurance Premiums & Claims                            | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                        | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                        | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Parking Tag Enforcement & Oper.                        | 4-Month | 1.9                | ▲     | 0.0     | —     | 1.9          | ▲     | Ⓞ     | 0.6                 | ▲     | 0.0     | —     | 0.6          | ▲     | Ⓞ     |
|                                                        | 6-Month | 4.9                | ▲     | 0.0     | —     | 4.9          | ▲     | Ⓞ     | 0.6                 | —     | 0.0     | —     | 0.6          | —     | Ⓞ     |
|                                                        | 9-Month | 6.2                | ▲     | 0.0     | —     | 6.2          | ▲     | Ⓞ     | 1.8                 | ▲     | 0.0     | —     | 1.8          | ▲     | Ⓞ     |
| Programs Funded from Reserve Funds                     | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                        | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                        | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Distressed Retail Areas & Transit Fare Equity Phase 1* | 4-Month | 1.0                | ▲     | 0.0     | —     | 1.0          | ▲     | Ⓨ     | 1.3                 | ▲     | 0.0     | —     | 1.3          | ▲     | Ⓞ     |
|                                                        | 6-Month | 1.4                | ▲     | 0.0     | —     | 1.4          | ▲     | Ⓨ     | 1.3                 | —     | 0.0     | —     | 1.3          | —     | Ⓞ     |
|                                                        | 9-Month | 0.7                | ▼     | 0.0     | —     | 0.7          | ▼     | Ⓨ     | 1.3                 | —     | 0.0     | —     | 1.3          | —     | Ⓞ     |
| Heritage Property Taxes Rebate                         | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                        | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                        | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |

## Appendix E

Figure 23: 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 Rebates for Registered Charities | 4-Month | (0.5)              | ▼           | 0.5     | ▲         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                      | 6-Month | (0.0)              | ▲           | 0.0     | ▼         | 0.0          | —     | Ⓞ        | (0.0)               | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                      | 9-Month | (0.0)              | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | (0.0)               | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Solid Waste Management Rebates       | 4-Month | 4.8                | ▲           | 0.0     | —         | 4.8          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                      | 6-Month | 6.0                | ▲           | 0.0     | —         | 6.0          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                      | 9-Month | 3.7                | ▼           | 0.0     | —         | 3.7          | ▼     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Tax Increment Funding (TIF)          | 4-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                      | 6-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                      | 9-Month | 0.0                | —           | 0.0     | —         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Total                                | 4-Month | 7.8                | ▲           | 0.9     | ▲         | 8.7          | ▲     | Ⓞ        | 1.4                 | ▲      | 0.0     | —     | 1.4          | ▲     | Ⓞ     |
|                                      | 6-Month | 7.9                | ▲           | 0.9     | —         | 8.8          | ▲     | Ⓞ        | 1.4                 | —      | 0.0     | —     | 1.4          | —     | Ⓞ     |
|                                      | 9-Month | 14.2               | ▲           | 13.7    | ▲         | 27.9         | ▲     | Ⓞ        | 27.5                | ▲      | (10.7)  | ▼     | 16.8         | ▲     | Ⓞ     |
| Year-to-Date Net Variance            |         | Ⓞ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End | Ⓞ                   | <=100% | Ⓡ       | >100% |              |       |       |

## Appendix E

### Non-Program Expenditures

| Nine Month Results                                                                                                                                                                                                                                                                                                                          | Year-End Projections                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Tax Deficiencies/Write-Offs:</b> <ul style="list-style-type: none"> <li>Favourable gross expenditures of \$12.8 million mainly due to appeals posted and provision adjustments being less than budget.</li> </ul>                                                                                                                        | <ul style="list-style-type: none"> <li>Favourable net expenditure of \$7.5 million as a result of a favourable gross expenditure variance of \$17.5 million due to appeals posted and provision adjustments being less than budget, offset by a revenue variance of \$10 million as a draw from the Assessment Appeal Stabilization Reserve is not anticipated.</li> </ul> |
| <b>Tax Increment Equivalent Grants (TIEG)</b> <ul style="list-style-type: none"> <li>Lower than budgeted grant issuance of \$1 million due updated estimates for eligible properties.</li> </ul>                                                                                                                                            | <ul style="list-style-type: none"> <li>Consistent with year to date results, a favourable variance of \$1.6 million net is projected.</li> </ul>                                                                                                                                                                                                                           |
| <b>Assessment Function (MPAC):</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                |
| <b>Funding Employee Related Liabilities:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                |
| <b>Other Corporate Expenditures:</b> <ul style="list-style-type: none"> <li>Under-spending is largely attributed to the actual historical billings being lower the plan and a favourable adjustment to a provision.</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>Lower than budgeted gross expenditures of \$4.6 million primarily on corporate studies and reviews.</li> </ul>                                                                                                                                                                                                                      |
| <b>Insurance Premiums &amp; Claims:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                |
| <b>Parking Tag Enforcement &amp; Operations:</b> <ul style="list-style-type: none"> <li>Favourable gross expenditures of \$6.2 million due to lower than planned labour costs, lower expenditure for Legal Services' operating costs, tribunal member honoraria, and MTO Search Fees for MTO vehicle owner information searches.</li> </ul> | <ul style="list-style-type: none"> <li>Gross expenditures are expected to be lower than budget due to lower than budget labour costs and lower tribunal member honoraria.</li> </ul>                                                                                                                                                                                       |

|                                                                                                                                                                                                              |                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>Programs Funded from Reserve Funds:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                       | <ul style="list-style-type: none"> <li>Projected to be on budget at year-end.</li> </ul> |
| <b>Distressed Retail Areas &amp; Transit Fare Equity Phase 1*:</b> <ul style="list-style-type: none"> <li>Under spending as a result of pending allocation of this budget towards new initiatives</li> </ul> | <ul style="list-style-type: none"> <li>Consistent with year-to-date results</li> </ul>   |
| <b>Heritage Property Tax Rebates:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                            | <ul style="list-style-type: none"> <li>On budget</li> </ul>                              |
| <b>Tax Rebates for Registered Charities:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>On budget</li> </ul>                              |
| <b>Solid Waste Management Rebates:</b> <ul style="list-style-type: none"> <li>Favourable variance of \$3.7 million is mainly attributable to the actual historical billings being lower the plan.</li> </ul> | <ul style="list-style-type: none"> <li>On budget</li> </ul>                              |
| <b>Tax Increment Funding (TIF):</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>On budget</li> </ul>                              |

## Appendix E

Figure 24: 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    | 4-Month | 0.0                | —     | 0.8     | ▲     | 0.8          | ▲     | Ⓢ     | 0.0                 | —     | 0.8     | ▲     | 0.8          | ▲     | Ⓢ     |
|                              | 6-Month | 0.0                | —     | 0.6     | ▼     | 0.6          | ▼     | Ⓢ     | 0.0                 | —     | 1.3     | ▲     | 1.3          | ▲     | Ⓢ     |
|                              | 9-Month | 0.0                | —     | 1.7     | ▲     | 1.7          | ▲     | Ⓢ     | 0.0                 | —     | 1.7     | ▲     | 1.7          | ▲     | Ⓢ     |
| Supplementary Taxes          | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓢ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |
|                              | 6-Month | 0.0                | —     | 5.5     | ▲     | 5.5          | ▲     | Ⓢ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |
|                              | 9-Month | 0.0                | —     | 5.3     | ▼     | 5.3          | ▼     | Ⓢ     | 0.0                 | —     | (1.0)   | ▼     | (1.0)        | ▼     | Ⓢ     |
| Tax Penalty Revenue          | 4-Month | 0.0                | —     | 0.1     | ▲     | 0.1          | ▲     | Ⓢ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |
|                              | 6-Month | 0.0                | —     | 1.0     | ▲     | 1.0          | ▲     | Ⓢ     | 0.0                 | —     | 1.0     | ▲     | 1.0          | ▲     | Ⓢ     |
|                              | 9-Month | 0.0                | —     | 1.8     | ▲     | 1.8          | ▲     | Ⓢ     | 0.0                 | —     | 1.0     | —     | 1.0          | —     | Ⓢ     |
| Interest/Investment Earnings | 4-Month | 0.4                | ▲     | 12.2    | ▲     | 12.6         | ▲     | Ⓢ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓢ     |
|                              | 6-Month | 1.9                | ▲     | 84.4    | ▲     | 86.3         | ▲     | Ⓢ     | 2.9                 | ▲     | 55.8    | ▲     | 58.7         | ▲     | Ⓢ     |
|                              | 9-Month | 4.5                | ▲     | 91.1    | ▲     | 95.6         | ▲     | Ⓢ     | 2.9                 | —     | 72.5    | ▲     | 75.4         | ▲     | Ⓢ     |
| Other Corporate Revenues     | 4-Month | 0.5                | ▲     | (0.3)   | ▼     | 0.2          | ▲     | Ⓢ     | (0.0)               | —     | (0.1)   | ▼     | (0.1)        | ▼     | Ⓢ     |
|                              | 6-Month | 0.6                | ▲     | (0.3)   | —     | 0.3          | ▲     | Ⓢ     | (0.0)               | —     | 0.0     | ▲     | (0.0)        | ▲     | Ⓢ     |
|                              | 9-Month | (1.2)              | ▼     | (0.3)   | —     | (1.5)        | ▼     | Ⓢ     | (0.0)               | —     | 0.1     | ▲     | 0.0          | —     | Ⓢ     |
| Dividend Income              | 4-Month | 0.0                | —     | 0.6     | ▲     | 0.6          | ▲     | Ⓢ     | 0.0                 | —     | 2.6     | ▲     | 2.6          | ▲     | Ⓢ     |
|                              | 6-Month | 0.0                | —     | 1.3     | ▲     | 1.3          | ▲     | Ⓢ     | 0.0                 | —     | 2.6     | —     | 2.6          | —     | Ⓢ     |
|                              | 9-Month | 0.0                | —     | 1.9     | ▲     | 1.9          | ▲     | Ⓢ     | 0.0                 | —     | 2.6     | —     | 2.6          | —     | Ⓢ     |

## Appendix E

Figure 25: 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 |       |
| Provincial Revenue                               | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Municipal Land Transfer Tax                      | 4-Month | (0.2)              | ▼     | 15.6    | ▲     | 15.4         | ▲     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 6-Month | (0.5)              | ▼     | 12.4    | ▼     | 11.9         | ▼     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 9-Month | 0.1                | ▲     | 19.9    | ▲     | 19.9         | ▲     | Ⓞ     | (0.2)               | ▼     | 20.2    | ▲     | 20.0         | ▲     | Ⓞ     |
| Third Party Sign Tax                             | 4-Month | 0.0                | —     | (1.1)   | ▼     | (1.1)        | ▼     | Ⓞ     | 0.0                 | —     | (1.0)   | ▼     | (1.0)        | ▼     | Ⓜ     |
|                                                  | 6-Month | 0.0                | —     | (1.1)   | —     | (1.1)        | —     | Ⓞ     | 0.0                 | —     | (1.0)   | —     | (1.0)        | —     | Ⓜ     |
|                                                  | 9-Month | 0.0                | —     | (1.0)   | ▲     | (1.0)        | ▲     | Ⓞ     | 0.0                 | —     | (1.0)   | —     | (1.0)        | —     | Ⓜ     |
| Parking Authority Revenues                       | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | (1.3)   | ▼     | (1.3)        | ▼     | Ⓜ     |
|                                                  | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 2.1     | ▲     | 2.1          | ▲     | Ⓞ     |
|                                                  | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 5.8     | ▲     | 5.8          | ▲     | Ⓞ     |
| Administrative Support Recoveries - Water        | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Administrative Support Recoveries - Health & EMS | 4-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 6-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                                  | 9-Month | 0.0                | —     | 0.0     | —     | 0.0          | —     | Ⓞ     | 0.0                 | —     | 0.0     | —     | 0.0          | —     | Ⓞ     |

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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 |       |
| Parking Tag Enforcement & Operations Rev | 4-Month | 0.0                | —           | 0.6     | ▲         | 0.6          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 0.0                | —           | 2.3     | ▲         | 2.3          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 9-Month | 0.0                | —           | 4.9     | ▲         | 4.9          | ▲     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Other Tax Revenues                       | 4-Month | (0.2)              | ▼           | 0.2     | ▲         | 0.0          | —     | Ⓞ        | 0.0                 | —      | 0.5     | ▲     | 0.5          | ▲     | Ⓞ     |
|                                          | 6-Month | (0.7)              | ▼           | 1.1     | ▲         | 0.4          | ▲     | Ⓞ        | (0.7)               | ▼      | 1.1     | ▲     | 0.4          | ▼     | Ⓞ     |
|                                          | 9-Month | (0.7)              | —           | 1.1     | —         | 0.4          | —     | Ⓞ        | (0.7)               | —      | 1.1     | —     | 0.4          | —     | Ⓞ     |
| Municipal Accommodation Tax              | 4-Month | 0.0                | —           | 0.8     | ▲         | 0.8          | ▲     | Ⓢ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 0.3                | ▲           | 1.5     | ▲         | 1.8          | ▲     | Ⓢ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 9-Month | 0.8                | ▲           | 0.9     | ▼         | 1.7          | ▼     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
| Casino Woodbine                          | 4-Month | 0.1                | ▲           | (0.4)   | ▼         | (0.3)        | ▼     | Ⓞ        | 0.0                 | —      | 0.0     | —     | 0.0          | —     | Ⓞ     |
|                                          | 6-Month | 0.0                | ▼           | (1.1)   | ▼         | (1.0)        | ▼     | Ⓞ        | 0.1                 | ▲      | 0.0     | —     | 0.1          | ▲     | Ⓞ     |
|                                          | 9-Month | 0.1                | ▲           | (1.5)   | ▼         | (1.4)        | ▼     | Ⓞ        | 0.0                 | ▼      | (1.0)   | ▼     | (1.0)        | ▼     | Ⓡ     |
| Total                                    | 4-Month | 0.5                | ▲           | 29.1    | ▲         | 29.6         | ▲     | Ⓞ        | (0.0)               | —      | 1.4     | ▲     | 1.4          | ▲     | Ⓞ     |
|                                          | 6-Month | 1.7                | ▲           | 107.7   | ▲         | 109.3        | ▲     | Ⓢ        | 2.3                 | ▲      | 62.9    | ▲     | 65.1         | ▲     | Ⓞ     |
|                                          | 9-Month | 3.6                | ▲           | 125.6   | ▲         | 129.2        | ▲     | Ⓢ        | 2.0                 | ▼      | 101.9   | ▲     | 103.9        | ▲     | Ⓞ     |
| Year-to-Date Net Variance                |         | Ⓞ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End | Ⓞ                   | <=100% | Ⓡ       | >100% |              |       |       |

## Appendix E

### Non-Program Revenues

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Year-End Projections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Payments In Lieu of Taxes (PILs):</b> <ul style="list-style-type: none"> <li>A \$1.7 million favourable variance was realized, primarily due to:               <ul style="list-style-type: none"> <li>\$0.7 million favourable arising from assessment based levies being greater than budget</li> <li>\$1.0 million favourable as a result of greater Heads and Beds levies.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>At year-end, a \$1.7 million favourable variance is projected, arising from:               <ul style="list-style-type: none"> <li>\$0.7 million favourable due to assessment based levies being greater than budget, and</li> <li>\$1.0 million favourable as a result of Heads and Beds levies projected to be greater than budget.</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                            |
| <b>Supplementary Taxes:</b> <ul style="list-style-type: none"> <li>The supplementary/omit roll received from MPAC was higher than plan.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>An unfavourable variance of \$1.0 million projected for yearend based on historical pattern and assessment forecast.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Tax Penalties:</b> <ul style="list-style-type: none"> <li>The \$1.8 million variance for the first three quarters is due to more tax interest/penalties earned than expected.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Consistent with year-to-date and increased bailiff collection efforts, a \$1.0 million favourable variance is anticipated.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Interest &amp; Investment Earnings:</b> <ul style="list-style-type: none"> <li>Favourable gross expenditure variance of \$4.5 million mainly attributed to:               <ul style="list-style-type: none"> <li>Lower investment manager fees than anticipated due to a delay with the agreement negotiation for the Fixed Income and Equities managers and a delay in the Board's decision for Real Assets allocation. Therefore, the actual fees for these Investment managers are lower than expected.</li> <li>Fewer Investment Board meetings were held than forecasted, and fewer than expected members attended meetings.</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Favourable gross expenditure variance of \$2.9 million mainly attributed to lower investment manager's fees due to the delay in agreement negotiation and the delay in the Board's decision for Real Assets allocation. Real asset managers fees are no longer expected to occur this year, and Equity managers are not expected to start until November, so their fees will be lower than previously budgeted.</li> <li>Favourable revenue variance of \$72.5 million mainly attributed to the one-time non-recurring realized capital gains. Investment managers were selling the securities transferred to them from the</li> </ul> |

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|                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Favourable revenue variance of \$91.1 million mainly attributed to: <ul style="list-style-type: none"> <li>A one-time non-recurring realized capital gains for May and June. This is due to the fixed income investment managers transitioning the portfolios (selling existing securities transferred to them to build a new portfolio).</li> <li>Higher than expected returns in the short term fund.</li> </ul> </li> </ul> | <p>City to compose a new portfolio. These types of trading activities were expected although the volume was higher than expected. Also, market prices of these securities were significantly higher than expected, comparing to the budget preparation time in 2018. In contrary to what the market census forecasted (75 bps increase in 2019), interest rates dropped by about 90 bps since the Fall of 2018.</p> |
| <b>Other Corporate Revenues:</b> <ul style="list-style-type: none"> <li>Unfavourable variance of \$1.5 million net due to timing of the reserve draw of provincial funds to cover the implementation costs of legalizing recreational cannabis.</li> </ul>                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                                                         |
| <b>Dividend Income:</b> <ul style="list-style-type: none"> <li>Higher than planned hydro dividend revenue of \$1.9 million as a result of higher Toronto Hydro earnings in 2018.</li> </ul>                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Favourable year-end variance of \$2.6 million due to higher Toronto Hydro earnings in 2018.</li> </ul>                                                                                                                                                                                                                                                                       |
| <b>Provincial Revenue:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                                                         |
| <b>Municipal Land Transfer Tax (MLTT):</b> <ul style="list-style-type: none"> <li>Higher than planned revenue of \$20 million net due to higher than expected sales revenue during this fiscal period.</li> </ul>                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Favourable variance projection of \$20 million net due to higher than expected sales revenue during this fiscal period.</li> </ul>                                                                                                                                                                                                                                           |
| <b>Third Party Sign Tax:</b> <ul style="list-style-type: none"> <li>Revenue is \$1.0 million under budget resulting from an above average reduction in the number of taxable static signs attributed to a shift in the industry from static copy signs to digital signs.</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Third Party Sign Tax revenue is expected to below budget by \$1.0 million due to the larger than expected reduction in the taxable sign inventory attributed to the sign industry shifting away from static copy signs to digital signs.</li> </ul>                                                                                                                          |
| <b>Parking Authority Revenues:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Favourable revenue projection of \$5.8 million net due to one-time sale of parking property.</li> </ul>                                                                                                                                                                                                                                                                      |
| <b>Administrative Support Recoveries – Toronto Water:</b>                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>On budget</li> </ul>                                                                                                                                                                                                                                                                                                                                                         |

Staff report for action on Operating Variance Report for the Nine Months  
Ended September 30, 2019

|                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                           |
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| <ul style="list-style-type: none"> <li>• On budget</li> </ul>                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                           |
| <b>Administrative Support Recoveries – Health &amp; EMS:</b> <ul style="list-style-type: none"> <li>• On budget</li> </ul>                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• On budget</li> </ul>                                                                                                                             |
| <b>Parking Tag and Enforcement Operations:</b> <ul style="list-style-type: none"> <li>• Revenue is favourable by \$4.9 million mainly due to higher late fees and penalty charges for late payments, and higher fine value for ticket issuance.</li> <li>• 1,633,707 parking tickets issued to September 30, 2019.</li> </ul>                           | <ul style="list-style-type: none"> <li>• Revenue is expected to be on budget at year-end.</li> </ul>                                                                                      |
| <b>Other Tax Revenues:</b> <ul style="list-style-type: none"> <li>• \$0.4 million favourable variance, primarily due to the hydro properties levies were higher than planned.</li> </ul>                                                                                                                                                                | <ul style="list-style-type: none"> <li>• At year-end, a \$0.4 million favourable variance is projected, primarily because the hydro property levies were higher than budgeted.</li> </ul> |
| <b>Municipal Accommodation Tax:</b> <ul style="list-style-type: none"> <li>• Favourable variance of \$1.7 million is due to higher than expected MAT revenues to date. As MAT is a new program which commenced on June 1, 2018 and given it is still early in the year, the year-end revenue is expected to meet current budget projections.</li> </ul> | <ul style="list-style-type: none"> <li>• On budget</li> </ul>                                                                                                                             |
| <b>Casino Woodbine:</b> <ul style="list-style-type: none"> <li>• Revenue shortfall of \$1.5 million due to fewer actual numbers of electronic games and live tables than planned for more than half the year. At the end of Q3, the number of live tables increased to exceed the planned amounts.</li> </ul>                                           | <ul style="list-style-type: none"> <li>• At year end, a \$1.0 million shortfall is projected due to the lower numbers of slots and live tables than planned.</li> </ul>                   |

## Appendix E

Figure 27: 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 | 4-Month | 6.0                | ▲           | 8.1     | ▲         | 14.1         | ▲     | Ⓢ        | 0.9                 | ▲     | (1.9)   | ▼     | (1.0)        | ▼     | Ⓡ     |
|                                 | 6-Month | 2.5                | ▼           | 14.3    | ▲         | 16.8         | ▲     | Ⓢ        | 3.3                 | ▲     | (2.1)   | ▼     | 1.1          | ▲     | Ⓢ     |
|                                 | 9-Month | 6.6                | ▲           | 10.8    | ▼         | 17.4         | ▲     | Ⓢ        | 9.7                 | ▲     | 41.9    | ▲     | 51.6         | ▲     | Ⓢ     |
| Toronto Parking Authority       | 4-Month | 2.2                | ▲           | (1.4)   | ▼         | 0.8          | ▲     | Ⓢ        | 0.8                 | ▲     | (2.4)   | ▼     | (1.6)        | ▼     | Ⓡ     |
|                                 | 6-Month | 3.6                | ▲           | 4.5     | ▲         | 8.1          | ▲     | Ⓢ        | 1.6                 | ▲     | 0.9     | ▲     | 2.4          | ▲     | Ⓢ     |
|                                 | 9-Month | 5.7                | ▲           | 3.2     | ▼         | 8.9          | ▲     | Ⓢ        | 4.2                 | ▲     | 2.6     | ▲     | 6.8          | ▲     | Ⓢ     |
| Toronto Water                   | 4-Month | 8.8                | ▲           | (1.2)   | ▼         | 7.6          | ▲     | Ⓢ        | 20.9                | ▲     | 2.3     | ▲     | 23.2         | ▲     | Ⓢ     |
|                                 | 6-Month | 16.8               | ▲           | 5.5     | ▲         | 22.4         | ▲     | Ⓢ        | 23.5                | ▲     | 5.5     | ▲     | 29.0         | ▲     | Ⓢ     |
|                                 | 9-Month | 24.4               | ▲           | 14.1    | ▲         | 38.6         | ▲     | Ⓢ        | 27.7                | ▲     | 10.2    | ▲     | 37.9         | ▲     | Ⓢ     |
| Total                           | 4-Month | 17.0               | ▲           | 5.5     | ▲         | 22.5         | ▲     | Ⓢ        | 22.6                | ▲     | (2.0)   | ▼     | 20.6         | ▲     | Ⓢ     |
|                                 | 6-Month | 22.9               | ▲           | 24.4    | ▲         | 47.3         | ▲     | Ⓢ        | 28.3                | ▲     | 4.3     | ▲     | 32.6         | ▲     | Ⓢ     |
|                                 | 9-Month | 36.7               | ▲           | 28.1    | ▲         | 64.9         | ▲     | Ⓢ        | 41.6                | ▲     | 54.7    | ▲     | 96.3         | ▲     | Ⓢ     |
| Year-to-Date Net Variance       |         | Ⓢ                  | 85% to 105% | Ⓢ       | 0% to 85% | Ⓡ            | >105% | Year-End |                     | Ⓢ     | <=100%  | Ⓡ     | >100%        |       |       |

## Appendix E

### Rate Supported Programs

| Nine Month Results                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Year-End Projections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p><b>Solid Waste Management Services (SWMS):</b></p> <ul style="list-style-type: none"> <li>• Net favourable variance of \$17.4 million.</li> <li>• Under-expenditures totaling \$6.6 million mainly arise from lower labour costs due to vacancies in Collections and Litter Operations, Skilled Trades and Diversion Program Analysts, while maintaining service levels.</li> <li>• Processing costs of organics and haulage costs were lower than planned by \$2.6 million due to the delayed commissioning of the Dufferin OPF so that processing costs were still being capitalized.</li> <li>• Savings were also offset by increase in the processing costs of recyclables (\$1.9 million) primarily due to a higher contamination rate of 29.7% compared to a plan of 27%.</li> <li>• Higher than planned revenue of \$10.8 million is mainly attributable to Blue Box funding of \$6.0 million, collection services \$3.6 million, as well as volume driven higher tipping fees at Transfer Stations \$1.0 million and higher than planned residual disposal fees based on contamination rate (\$0.7 million).</li> <li>• Lower than planned revenue of \$1.2 million is primarily due to capital recoveries for staff working on capital projects due to capital project delays.</li> </ul> | <ul style="list-style-type: none"> <li>• The total net surplus at year-end will increase the amount to be contributed to the Waste Management Reserve Fund used to support the SWMS Capital program by \$51.63 million from a planned \$20 million to \$71.6 million.</li> <li>• Projecting a net capital contribution increase (surplus) of \$51.6 million or 12.5% over the total approved budget at year end.</li> <li>• Expenditures are estimated to be \$9.7 million under-spent with similar trends year to date.</li> <li>• Revenue is anticipated to be over-achieved by \$41.9 million at year-end mainly due to one-time Blue Box funding accruals from 2018 and 2019 as prior period revenues (47.0 million).</li> <li>• Partially offsetting the favourable revenue are similar year-to-date trends as well as losses due to Drop and Load fees at Transfer Stations rate increase in 2019 of 5.2% (\$0.7 million) and due to loss of Multi Residential Customers which received a 1% rate increase in 2019 (\$1.1 million).</li> </ul> |
| <p><b>Toronto Parking Authority:</b></p> <ul style="list-style-type: none"> <li>• Favourable gross expenditure variance of \$5.7 million primarily due to timing of maintenance expenses, underspending in labour costs as service levels are</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Projected favourable gross expenditure variance of \$4.2 million by year-end. An ongoing operational review of maintenance work programs and procurement planning has seen favourable</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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| <p>maintained, and favourable administrative expenses due to timing of spending on advertising and additional financial audit work, including PCI and SAP implementation.</p> <ul style="list-style-type: none"> <li>• Increased adoption of the GreenP mobile payment app has seen increased payment transaction fees, which have been offset by lower ticketing expenses and pay and display machine expenses due to machine rationalization.</li> <li>• TPA has experienced a favourable total revenue variance of \$3.2 million attributable to a one-time gain on sale of property, partially offset by lower volumes of revenue due to nearby construction impacting car park activity.</li> <li>• Bike Share Toronto has increased ridership and membership over the prior year, however heavy rain in Q1 and early Q2 has seen an unfavourable revenue variance from user fees. A long-term sponsor has not yet been identified for the Bike Share Program.</li> </ul> | <p>maintenance expenditures during year-to-date. Timing of RFPs are expected to result in higher spending during Q4.</p> <ul style="list-style-type: none"> <li>• Projected favourable revenue variance of \$2.6 million due to the one time sale of property, partially offset by lower revenues from off-street parking.</li> <li>• Overall, a favourable net variance is anticipated of \$6.8 million, or 10.2%.</li> </ul>                                                                                                                                                                                                                                                                                                           |
| <p><b>Toronto Water:</b></p> <ul style="list-style-type: none"> <li>• Favourable gross expenditure variance of \$24.4 million. Lower than planned labour costs as a result of vacancies while maintaining service levels (\$5.0 million), lower than planned hydro rates and consumption of water due to continued efficiency initiatives (\$6.1 million), underspending in equipment, materials and supplies due delayed deliveries and lower than anticipated demand in chemicals and unused contingencies (\$3.4 million), underspending in contracted services due to mild winter temperatures, unused contingencies and delayed spending resulting from transitioning to new contracts (\$9.1 million), and lower than anticipated payments in-lieu of taxes due to lower MPAC assessments and other</li> </ul>                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Projected under expenditure of \$27.7 million at year end, mainly because of projected underspending in labour costs due to vacancies, lower than anticipated utility costs as a result of continued efficiencies in hydro and water usage, underspending in chemicals as a result of change in dosage requirements and unused contingencies, lower than anticipated spending in contracted services due to project and contract delays, efficiencies in processes and mild winter resulting in unused contingencies, and lower than anticipated payments in-lieu of taxes as a result of MPAC reassessments, partially offset by overspending in interdivisional charges related to</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| <p>transfers (\$1.8 million) totalling \$25.4 million, were partially offset by over expenditure from higher interdivisional charges mostly related to increased delivery of permanent restoration of utility cuts during this period.</p> <ul style="list-style-type: none"> <li>• Favourable revenue variance of \$14.1 million primarily due to higher than anticipated water consumption and timing (\$10.4 million), an overall increase in volume of watermain connections and higher recognition of revenues (\$4.1 million), higher private water agreements and other revenues (\$3.7 million), partially offset by lower than anticipated revenues from the industrial waste agreements and recoveries for the work on the Metrolinx projects (\$4.0 million).</li> <li>• The resulting net favourable variance is \$38.6 million</li> </ul> | <p>increased delivery of permanent restoration of utility cuts.</p> <ul style="list-style-type: none"> <li>• Revenues are projected to be higher than budgeted by \$10.2 mostly due higher than planned consumption of water, including sale of water to Region of York, an increase in new water and service connections, private water agreements, capital recoveries from unplanned work and sundry revenues, to be partially offset by lower revenues from industrial waste agreements and recoveries from Metrolinx due to project delays.</li> <li>• Projected favourable year-end net variance is \$37.9 million.</li> </ul> |
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