



REPORT FOR ACTION

Operating Variance Report for the Nine-Month Period Ended September 30, 2018

Date: December 6, 2018

To: City Council

From: Chief Financial Officer

Wards: All

SUMMARY

The purpose of this report is to provide City Council with the Operating Variance for the nine months ended September 30, 2018 as well as projections to year-end. This report also requests City Council's approval for amendments to the 2018 Approved Operating Budget that have no impact on the City's 2018 Approved Net Operating Budget.

At its meeting on July 23, 2018 City Council provided delegated authority to the Chief Financial Officer to approve operating budget adjustments in the amount of not more than \$1 million, and directed City Manager or designate to report back to the appropriate standing committee on the exercise of any delegated authority adjustments. A list of in-year budget adjustments approved as part of the Chief Financial Officer's delegated authority can be found in Appendix F2 of this report.

As of September 30, 2018 the City experienced a favourable variance of net revenues and expenses of \$99.549 million. The City is projecting for December 31, 2018 a favourable variance of net revenues and expenditures of \$14.668 million.

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

Table 1: Year-To-Date Tax Supported Operating Variance Summary

Variance (\$M) Favourable / (Unfavourable)	2018 Q3 YTD			2018 Year-End		
	Budget	Actual	Var	Budget	Actual	Var
City Operations	1,639.7	1,531.0	108.7	2,254.2	2,193.1	61.1
Agencies	1,495.5	1,433.9	61.6	1,997.0	1,973.4	23.6
Corporate Accounts	(27.4)	20.3	(47.8)	(75.0)	(30.7)	(44.2)
Total Variance	3,107.8	2,985.2	122.6	4,176.2	4,135.7	40.4
Less: Toronto Building*	(7.6)	(30.6)	23.0	(10.7)	(36.5)	25.8
Adjusted Variance	3,115.4	3,015.9	99.5	4,186.9	4,172.2	14.7
% of Gross Budget			1.2%			0.1%

* 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, 2018 Tax Supported Operations experienced a favourable net variance of \$122.555 million or 3.9% of planned expenditures. The key factors contributing to the favourable year-to-date variance are lower than planned salary and benefits from vacant positions in City Operations, utility costs, non-labour costs, and accident claims experienced by Toronto Transit Commission. For year-end, the City is projecting a net favourable variance of \$40.438 million or 1.0% of the 2018 Approved Operating Budget.

There has been overspending of \$18.610 million in Hostel Services as a result of the demand for shelter beds. The ongoing expenditure pressure for emergency shelter beds in Shelter, Support & Housing Administration is expected to continue to year-end. The federal-provincial assistance funding of \$16.000 million received in the 2nd quarter of 2018 has partially offset this demand, as well as the overall under spending in Social Housing. Continued pressure is expected to the end of the year.

The year-to-date revenue is under achieved by \$115.362 million which is mainly attributed to the decline in Municipal Land Transfer Tax revenue receipts. It is primarily driven by lower residential market activity. Based on the current trend, Municipal Land Transfer Tax revenue is expected to continue to decline by year-end, resulting in an unfavourable variance of \$99.241 million net.

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 G.

At its meeting of July 23, 2018 City Council adopted item EX36.17 "Operating Variance Report for the Five Months Ended May 31, 2018" with a recommendation directing that Heads of City Divisions and Agencies projecting year-end unfavorable variances must continue to monitor the year-end projections and implement mitigation strategies.

Rate Supported Programs:

Rate Supported Programs reported a favourable year-to-date variance of \$32.829 million. The favourable variance is attributed to over achieved revenue in Toronto Water that more than fully offsets revenue pressures in Solid Waste Management Services and Toronto Parking Authority. Consistent with year-to-date results, the favourable year-end projected variance of \$34.543 million is primarily driven by Toronto Water.

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

Variance (\$M) Favourable / (Unfavourable)	2018 Q3 YTD			2018 Year-End		
	Budget	Actual	Var	Budget	Actual	Var
Solid Waste Management Services	(15.2)	4.7	(19.8)	0.0	10.6	(10.6)
Toronto Parking Authority	(49.1)	(47.6)	(1.5)	(66.5)	(62.3)	(4.2)
Toronto Water	(3.7)	(57.8)	54.1	0.0	(49.3)	49.3
Total Variance	(67.9)	(100.8)	32.8	(66.5)	(101.1)	34.5

Solid Waste Management Services is experiencing a decline in revenue from the sale of recyclable materials due to global market changes, resulting in a \$5.478 million year-to-date shortfall. Solid Waste Management Services is forecasting a continued revenue decline for recyclable materials of \$8.208 million due to changing global markets causing a decline in the demand and prices of recyclables. The remaining year-to-date revenue shortfall is attributed to the delay in the receipt of collection fees and Stewardship Ontario funding, which will be reflected in the year-end projection.

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 operations.

RECOMMENDATIONS

The Chief Financial Officer recommends that:

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

FINANCIAL IMPACT

As of September 30, 2018 the City experienced a favourable variance of net revenues and expenses of \$99.549 million. The City is projecting for December 31, 2018 a favourable variance of net revenues and expenditures of \$14.668 million.

Appendices A, B and C provide detailed gross expenditure, revenue and net nine month results and projections to year-end by Program and Agency, respectively. Appendices D and E provide a detailed variance between the complement and strength for the nine months ended September 30, 2018 and year-end projections. Appendix F1 details the recommended in-year budget adjustments to the 2018 Approved Operating Budget, and Appendix F2 summarizes all in-year adjustments approved as part of the Chief Financial Officer's delegated authority during the Council recess period.

DECISION HISTORY

At its meeting of December 5-8, 2017, Council approved a 2018 Rate-Supported Operating Budget of \$1.794 billion gross and \$0.067 billion net, on February 12, 2018, Council approved a 2018 Tax Supported Operating Budget of \$11.122 billion gross and \$4.176 billion net.

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

At its meeting on July 23, 2018 City Council adopted item EX36.4 "Delegation of Authority for the Remainder of the 2014-2018 Council Term" that provided delegated authority to the Chief Financial Officer to approve operating budget adjustments in the amount of not more than \$1 million, and directed the City Manager or designate to

Staff report for action on Operating Variance Report for the Nine Months
Ended September 30, 2018

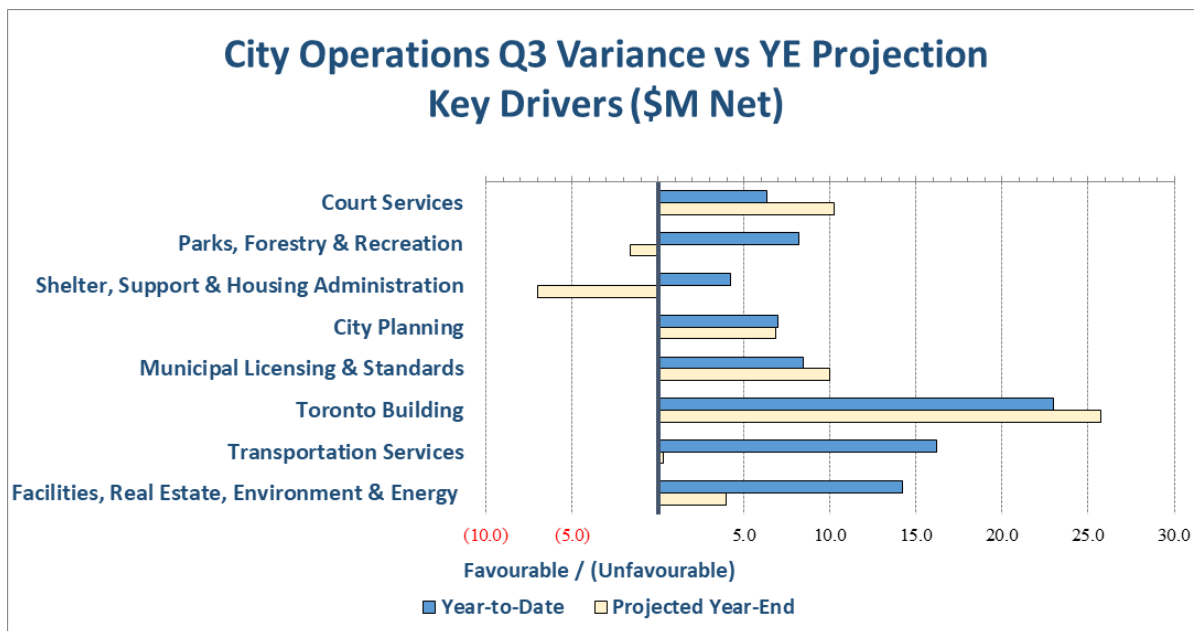
report back to the appropriate standing committee on the exercise of any delegated authority items. As part of the report back to City Council, a list of in-year budget adjustments approved as part of the Chief Financial Officer's delegated authority can be found in Appendix F2 of this report.

COMMENTS

City Operations

As of September 30, 2018, City Operations reported a favourable gross expenditure variance of \$118.120 million or 3.0% and a revenue shortfall of \$9.432 million or 0.4%, resulting in a favourable net variance of \$108.688 million or 6.6%. The key drivers of this year-to-date favourable net variance are outlined in Figure 1 below:

Figure 1: City Operations Variance Summary of Key Program Drivers



- Court Services (\$6.351 million net favourable): gross under expenditure in salaries and benefits from vacant positions and higher than planned revenue from red light camera ticket issuance.
- Parks, Forestry & Recreation (\$8.184 million net favourable): gross under expenditure in salaries and benefits due to delays in hiring hard-to-fill job classifications including seasonal skilled labour requirements, longer than expected times to fill vacancies as they occur as well as temporary facility closures for major rehabilitation works.

- City Planning (\$6.975 million net favourable): higher than planned revenue due to greater than anticipated volume of applications to the Committee of Adjustment and development application fees for projects in the South, North and West districts.
- Municipal Licensing & Standards (\$8.445 million net favourable): gross under expenditure in salaries and benefits from vacant positions, and higher than planned revenue from higher than anticipated PTC (Private Transportation Company) applications, trip fees, and higher volume for license & permit activity.
- Toronto Building (\$23.006 million net favourable): higher than planned revenue due to increased volume of building permit application activity.
- Transportation Services (\$16.216 million net favourable): gross under expenditure in salaries and benefits from vacant positions, lower costs for contracted services, and higher than planned revenue from right-of-way permit fees and parking permit fees.
- Facilities, Real Estate, Environment & Energy (\$14.224 million net favourable): gross under expenditure in salaries and benefits as a result of staffing delays, ongoing implementation of the new Facilities Management service delivery model, and lower than planned utility costs.

In total, City Operations is projecting a favourable year-end gross expenditure variance of \$80.480 million or 1.4% that is partially offset by a revenue shortfall of \$19.372 million or 0.6%. As a result, the year-end favourable net variance is forecasted to be \$61.108 million. The key drivers of the projected favourable net variance include:

- Court Services (\$10.220 million net favourable): gross under expenditure in salaries and benefits from delays in hiring, and higher than budgeted revenue related to the mix of charges and a revised average payment amount per charge filed.
- City Planning (\$6.862 million net favourable): higher than budgeted revenue projection to year-end, based on the continuation of higher than budgeted application volumes and associated development application fee revenue.
- Municipal Licensing & Standards (\$10.009 million net favourable): gross under expenditure in salaries and benefits from vacant positions and higher than budgeted revenue from higher than anticipated Private Transportation Company (PTC) applications.
- Toronto Building (\$25.770 million net favourable): higher than budgeted revenue from continued trend of increased building application permit activity, to be contributed to the Building Code Act Service Improvement Reserve Fund.

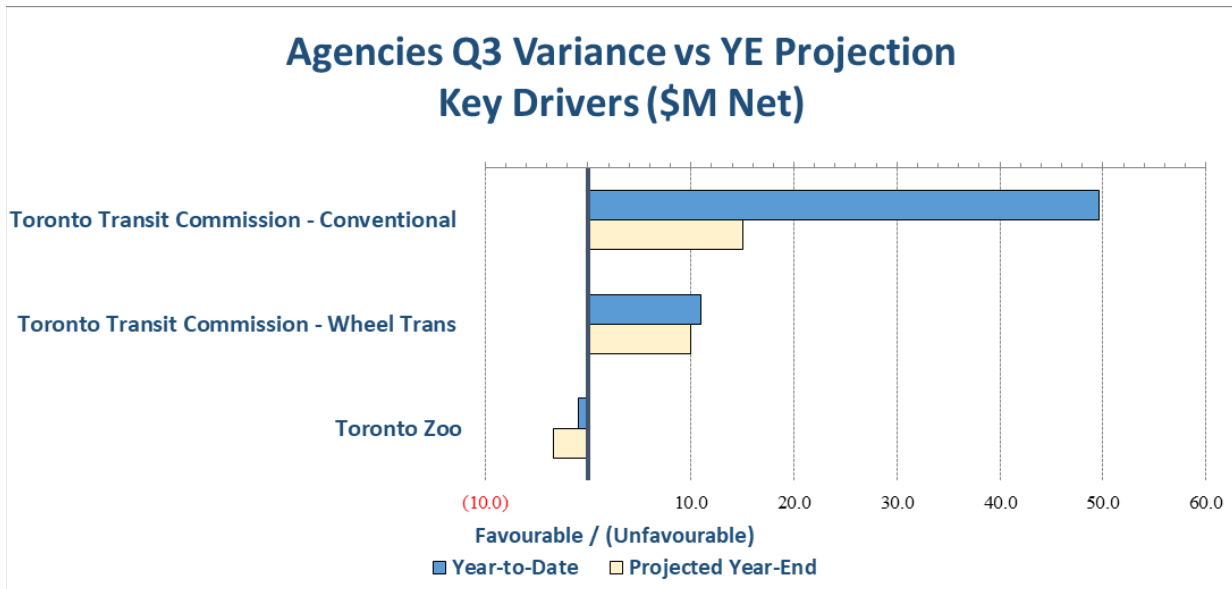
- Facilities, Real Estate, Environment & Energy (\$3.970 million net favourable): under expenditure in utility costs due to lower consumption and global adjustment on hydro rates as well as underspending in salaries and benefits from vacant positions.

The above mentioned projected favourable variance will offset over spending in Shelter, Support and Housing Administration due to the continued demand in Hostel Services. The projected over expenditures in Hostel Services of \$33.100 million are expected to be managed by a combination of the Social Housing under spending and \$16.000 million in federal-provincial assistance.

Agencies

As of the nine months ended on September 30, 2018, Agencies reported a favourable gross expenditure variance of \$104.661 million or 3.7%, and under-achieved revenue of \$43.035 million or 3.3%, which resulted in a favourable net variance of \$61.627 million or 4.1%. The key drivers of this year-to-date favourable net variance are outlined in Figure 2 below:

Figure 2: Agencies Variance Summary of Key Program Drivers



- Toronto Transit Commission - Conventional Service (\$49.677 million net favourable): under expenditure in utility costs, employee benefits, material costs, accident claims, PRESTO adoption rate and associated transaction costs.
- Toronto Transit Commission - Wheel Trans Service (\$11.023 million net favourable): under expenditure in contracted services resulting from lower than anticipated customer journeys.

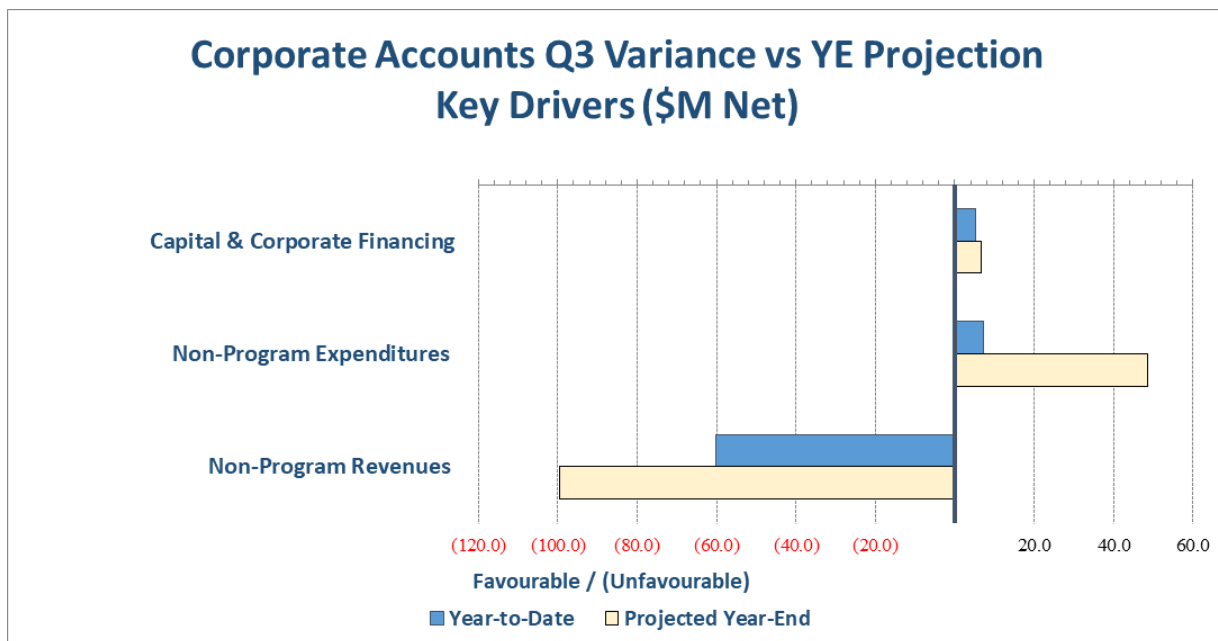
Agencies are projecting a year-end gross under-expenditure of \$55.756 million or 1.5% and revenue shortfall of \$32.188 million or 1.8%, resulting in a net favourable variance of \$23.568 million.

- Toronto Transit Commission - Conventional Service (\$15.000 million net favourable): under expenditure in utility costs, employee benefits, non-labour expenditures, PRESTO adoption rate and associated transaction costs. Year-end ridership is expected to be approximately 2.7% below budget, and passenger revenues are expected to be only 0.9% below budget.
- Toronto Transit Commission - Wheel - Trans Service (\$10.032 million net favourable): gross under expenditure due to a decrease in contracted costs attributable to a lower projected year-end ridership estimate and a lower cost per passenger trip estimate based on year-to-date experience.
- Toronto Zoo (\$3.312 million net unfavourable): lower than budgeted revenue due to poor weather conditions, including extreme cold weather, unexpected ice storms and extreme heat warnings which resulted in decreased attendance.

Corporate Accounts

As of September 30, 2018, Corporate Accounts experienced a cumulative gross under-expenditure of \$15.135 million or 1.1% and lower than planned revenue of \$62.896 million or 4.7%, which resulted in an unfavourable net variance of \$47.760 million. The following key drivers have contributed to the year-to-date favourable net variance:

Figure 3: Corporate Accounts Variance Summary of Key Drivers



- Capital & Corporate Financing (\$5.192 million net favourable): gross under expenditure in Debt Charges as a result of lower than forecasted interest rates and a delay of the third planned debt issuance in 2018.
- Non-Program Expenditures (\$7.140 million net favourable): lower than planned issuance of Tax Increment Equivalent Grants (TIEG), and provision for collective agreement arbitration results. The favourable variance in Non-Program Expenditures was partially offset by gross over expenditure in Tax Deficiencies / Writeoffs due to the higher number of appeals to date.
- Non-Program Revenues (\$60.091 million net unfavourable): lower than planned Supplementary Tax revenue due to a reduction in residential assessment, and lower than planned Municipal Land Transfer Tax revenue due to lower residential market activity. The year-to-date unfavourable variance was partially offset by higher than planned Interest / Investment Earnings revenue from bond investments and deposits; lower than planned gross expenditures in Toronto Investment Board, and higher Municipal Accommodation Tax revenue that is driven by higher than planned hotel tax remittances.

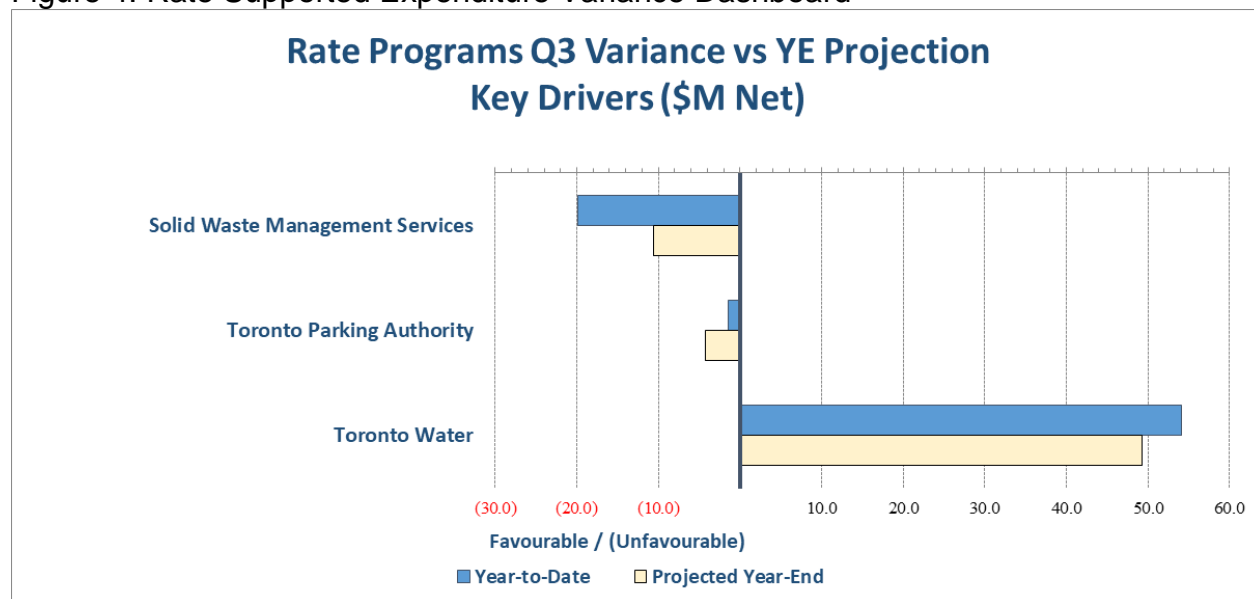
The projected year-end gross under expenditure of \$67.201 million or 3.8% combined with \$111.439 million or 6.1% in lower than budgeted revenue, is anticipated to result in a net unfavourable variance of \$44.238 million by year-end.

- Capital & Corporate Financing (\$6.798 million net favourable): consistent with year-to-date results, driven by gross under expenditure in Debt Charges.
- Non-Program Expenditures (\$48.564 million net favourable): lower than budgeted Tax Deficiencies / Writeoffs expenditures, lower issuance of Tax Increment Equivalent Grants (TIEG), and lower than budgeted collective agreement arbitration costs.
- Non-Program Revenues (\$99.600 million net unfavourable): consistent with year-to-date results, lower than budgeted Supplementary Tax revenue due to reduced residential assessment provided from MPAC, Municipal Land Transfer Tax revenue shortfall of \$99.241 million net due to lower residential market activity, and unfavourable revenue from Parking Tag Enforcement and Operations. The unfavourable revenue variance is projected to be partially offset by higher Dividend Income Toronto Hydro earnings realized in 2017, the continued trend of higher than budgeted Municipal Accommodation Tax revenue, higher Interest / Investment Earnings from a combination of higher revenue and lower expenditures. For the full list of detailed variance breakdown, please refer to Appendix A on page 18 of the report.

Rate Programs

As per Figure 4 below, Rate Programs reported an under-expenditure of \$23.667 million gross or 1.9% and over-achieved revenue of \$9.162 million or 0.7%, which resulted in a favourable net variance of \$32.829 million.

Figure 4: Rate Supported Expenditure Variance Dashboard



- **Solid Waste Management Services:** an unfavourable variance as of the 3rd quarter of \$19.816 million is primarily from higher than planned expenditures for contracted collection and processing, delayed receipt of collection bin fees revenue, lower than planned revenue from the sale of recyclable materials, and delayed receipt of Stewardship Ontario funding. This variance includes partial offsets from under spending in salaries & benefits, materials, supplies and services. An unfavourable year-end projection of \$10.563 million net is anticipated mainly due to changing global markets for recyclable materials, causing a decline in their demand and price.
- **Toronto Parking Authority:** an unfavourable year-to-date revenue of \$1.496 million net or 3.0% is primarily due to lower than planned revenue in off-street parking due to maintenance work and delayed customer returns to previously closed carparks, and lower than planned revenues for on-street parking due to delays in implementing approved rate increases and reduced customer volume in the downtown core due to the King Street Transit Pilot. Toronto Parking Authority is anticipating a further decrease in revenue for on-street and off-street parking as well as a delay in acquiring sponsorship for the Bike Share Program, resulting in an unfavourable year-end projection of \$4.235 million net.
- **Toronto Water:** a favourable variance of \$54.142 million net due to underspending in salaries and benefits from vacant positions, lower than planned demand for

chemicals and lower hydro costs, higher water revenue as a result of hot and dry weather in the summer, and one-time compensation from 3rd party for damages related to a previously completed capital project. A favourable year-end variance of \$49.341 million net is forecasted on the basis of the current year-to-date trend.

Approved Complement

At the end of September 30, 2018, the City reported a strength of 52,531 operating and capital positions. The year-end projected strength is forecasted to be 53,251 positions (capital and operating).

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

Approved Complement and Strength Comparison (Includes Capital and Operating Positions)								
Program/Agency	September 30, 2018				Year-End Projections			
	Approved Complement	Strength	Vacancies	Vacancy %	Approved Complement	Strength	Vacancies	Vacancy %
Community and Social Services	13,064.9	12,603.2	(461.7)	3.5%	13,064.9	12,761.3	(303.7)	2.3%
Infrastructure and Development Services	6,569.8	6,181.7	(388.1)	5.9%	6,569.8	6,284.7	(285.1)	4.3%
Corporate Services	2,258.6	1,924.2	(334.4)	14.8%	2,258.6	1,974.2	(284.4)	12.6%
Finance and Treasury Services	786.7	687.8	(98.9)	12.6%	786.7	692.6	(94.1)	12.0%
City Manager's Office	467.0	421.0	(46.0)	9.9%	467.0	448.0	(19.0)	4.1%
Other City Programs	836.1	790.8	(45.3)	5.4%	817.1	797.0	(20.1)	2.5%
Accountability Offices	59.3	56.0	(3.3)	5.5%	59.3	59.0	(0.3)	0.4%
Total City Operations	24,042.4	22,664.7	(1,377.7)	5.7%	24,023.4	23,016.8	(1,006.6)	4.2%
Agencies	28,366.5	26,555.7	(1,810.8)	6.4%	28,000.4	26,830.1	(1,170.3)	4.2%
Corporate Accounts	406.0	358.0	(48.0)	11.8%	406.0	400.0	(6.0)	1.5%
Total Tax Supported Programs and Agencies	52,814.8	49,578.4	(3,236.5)	6.1%	52,429.8	50,246.9	(2,182.9)	4.2%
Rate Supported Programs	3,209.9	2,953.0	(256.8)	8.0%	3,209.9	3,003.9	(206.0)	6.4%
Grand Total	56,024.7	52,531.4	(3,493.3)	6.2%	55,639.7	53,250.8	(2,388.9)	4.3%

Appendices D and E provide a detailed summary of the approved operating (service delivery) and capital (project delivery) complement and strength comparison for the nine months ended September 30, 2018 as well as projections to year-end.

City Operations

As at September 30, City Operations reported a strength of 22,665, resulting in 1,378 positions below the approved complement of 24,042 positions. The key Program areas which contributed to the operating vacancy rate were: Shelter Support & Housing Administration, Transportation Services, Facilities, Real Estate, Environment & Energy, and Information & Technology.

Management focused on 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 Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

more 56,000, a vacancy rate of 4-6% is deemed reasonable comparing to organizations including other levels of government.

The year-end projection for City Operations is forecasted to be 23,017 positions, or 1,007 positions under the approved complement of 24,023 positions.

Agencies

The year-to-date strength reported by Agencies was 26,556 positions which is 1,811 positions below the approved complement of 28,367 positions.

The year-end strength projection for Agencies is anticipated to be 26,830 positions, or 1,170 positions below the approved complement of 28,000 positions.

Rate Supported Programs

As of September 30, 2018, Rate Supported Programs reported a strength of 2,953 positions, which is 257 positions under the approved complement of 3,210 positions.

Rate Supported Programs are forecasting a strength of 3,004 positions by year-end, which is 206 positions under the approved complement of 3,210 positions.

Recommended In-Year Budget Adjustments

City Council approval is required for in-year budget adjustments detailed in Appendix F1. These recommended adjustments are fiscally neutral to the 2018 Approved Net Operating Budget. The major adjustments are outlined below.

Parks, Forestry & Recreation

- Increase Contribution to the Tree Canopy Reserve

The 2018 Parks, Forestry and Recreation Operating Budget includes a budgeted contribution of \$3.3 million to the Tree Canopy Reserve funded from the above sources. As a result of the increased development activity in the City, Parks, Forestry and Recreation has collected higher replacement funds than planned and requires an adjustment to increase the budgeted contribution to the Tree Canopy Reserve and the matching revenue estimate, from \$3.3 million to \$4.1 million for 2018. It is expected that for 2019 and going forward, \$3.6 million will be collected annually.

- Capital Project Delivery - Community and Stakeholder Engagement

Parks Forestry and Recreation (PFR) is responsible for developing and implementing a Capital Infrastructure Program estimated at approximately \$1.8 billion over the next 10 years. This program includes the planning, design and delivery of a range of community recreation facilities, parks, the state-of-good-repair (SOGR) program for existing

Staff report for action on Operating Variance Report for the Nine Months
Ended September 30, 2018

facilities and parks, as well as managing the delivery of developer provided parks and recreation facilities.

To meet the growing demand from the community and stakeholders for increased opportunities to engage in the planning, design and be regularly informed of the delivery of parks and recreation facilities, PFR requires a change in resources for the delivery of the Council Approved Capital Budget & Plan. A total of 5 existing vacant temporary capital positions will be repurposed from project co-ordination activities to community and stakeholder engagement. This specialized skillset is needed to collaborate with the capital project delivery teams and stakeholders on engagement initiatives for capital projects that will:

- Align PFR's capital project community and stakeholder engagement to corporate and sector expectations, addressing a longstanding deficiency in delivery capacity;
- Increase the consistency of capital project engagement activities, ensuring spending is rational and relative to project scope and priority;
- Increase efficiency and cost-effectiveness through increased internal capacity and effective contract management.
- Complete a comprehensive review of the timing of capital projects with the community's expectation; and
- Engage with the local communities impacted on the implementation of the Facilities Master Plan and the Parkland Strategy.

This request requires no change to the number of approved positions, as these repurposed positions will continue to be funded from the existing Parks, Forestry and Recreation Capital Budget project management resources. There is sufficient project funding in the 2018-2027 Capital Budget and Plan to accommodate this request.

City Manager's Office and Office of the Chief Financial Officer

- Transfer of Internal Audit

In his memo of October 23, 2018, the City Manager announced that: "Internal Audit will be joining Finance and Treasury Services immediately to provide further focus on organizational compliance, performance and accountability." An In-Year Budget transfer of \$1,040.1 million net is included to effect this change.

Toronto Transit Commission

- Transfer of Collective Bargaining Agreement Provision

The Toronto Transit Commission has recently completed arbitration of their collective bargaining agreement (CBA). The amount in the non-program budget was based on a 2% 'all-in' settlement. The arbitrator awarded a 2% wage increase in each year, and

also awarded some benefit improvements and an increase in the skilled trade premium. The total transfer from Non Program to Wheel Trans and Conventional Service is \$18.600 million in 2018. The 2019 CBA impact is included in Toronto Transit Commission's 2019 Budget submission.

Toronto Police Service

- Toronto Police Service Modernization Plan

The Toronto Police Service is moving forward with its modernization plan and requires a \$3.000 million increase to its 2018 Operating Budget, funded from the Toronto Police Service Modernization Reserve. This allocation will support one-time costs for management services providing technological, strategic, financial and procurement expertise; feasibility and due diligence studies; and initial investments to move change programs forward during 2018.

- Withdrawal from Sick Leave Reserve to Fund Sick Pay Gratuity Payments

The Toronto Police Service has experienced significantly higher than forecast staff separations in 2018. Although the Sick Pay Gratuity payment was eliminated as part of the 2015 collective agreement, employees hired before ratification with 10 years of service remain entitled sick leave gratuity payments. The budget the for the Police Service draw from the Sick Leave Reserve must be increased by \$2.5 million to a total of \$16.530 million to fund these sick pay gratuities to departing employees.

In-Year Budget Adjustments Approved during Council Election Recess

In addition, on July 23, 2018 City Council adopted item EX36.4 "Delegation of Authority for the Remainder of the 2014-2018 Council Term" that provided delegated authority to the Chief Financial Officer to approve operating budget adjustments in the amount of not more than \$1 million, and directed the City Manager or designate to report back to the appropriate standing committee on the exercise of any delegated authority items. As part of the report back to City Council, a list of in-year budget adjustments approved as part of the Chief Financial Officer's delegated authority can be found in Appendix F2.

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 \$0.163 million between June and September of 2018.

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

Donor	Amount (\$000s)	Purpose
Economic Development And Culture		
Colborne Lodge, Donations From the Box	0.02	General
Gibson House, PWYC/General Cash/From the Box	0.83	General
Montgomery's Inn, PWYC/General Cash/From the Box	9.18	General
Montgomery's Inn, Individual Donor	3.14	Youth Program
Fort York, PWYC/General Cash/From the Box	0.39	General
Mackenzie House, PWYC/General Cash/From the Box	0.83	General
Mackenzie House, Individual Donor	0.54	General
Spadina House, General Cash (Yoga Event)	0.53	General
Spadina House, General Cash/From the Box	0.81	General
Spadina House, General Cash (Music from the Orchard Event)	0.81	General
Spadina House, Individual Donor	0.50	General
Scarborough, PWYC/General Cash/From the Box	2.44	General
Market Gallery, General Cash/From the Box	1.40	General
Nuit Blanche	2.00	General
Assembly Hall, Donation Box	0.01	General
Assembly Hall, Individual Donor	0.83	Tis the Season' Art Show Sponsorship
<i>Sub-Total</i>	<i>24.26</i>	
Parks, Forestry And Recreation		
DUCA Credit Union Ltd.	1.50	Edithvale Community Center Social Event
Individual Donor	0.11	High Park Teaching Centre
Pegasus Toronto	1.50	Matty Eckler Community Centre Upgrades
Etobicoke Girls Softball League	4.80	Eringate Park Baseball Diamond Upgrades
West Hill Baseball League	10.00	Scarborough Village Park Baseball Diamond Upgrades
Skin and Bones Film Company	1.00	Milliken Park Upgrades
SUNEEVA Ltd.	0.40	Rouge Valley Park Upgrades
Individual Donor	0.10	St. Lawrence Community Centre Recreation Program
Epitome Pictures	0.35	Sunnybrook Park Upgrades
Second Bedford Productions Inc.	4.00	E.T Seton Park Upgrades
Second Bedford Productions Inc.	8.00	Sunnybrook Park Upgrades
Second Bedford Productions Inc.	4.00	Wilket Creek Park Upgrades
Second Bedford Productions Inc.	1.77	Sunnybrook Park Upgrades
Epitome Pictures	0.50	Rouge Park Upgrades
Princessa Productions Ltd.	2.00	Chorley Park Upgrades
Toronto Parks and Trees Foundation	17.57	Greenwood Dog Park Upgrades
Partners Film	0.50	Eastern Beaches Park Upgrades
Spy Films	1.00	Rouge Beaches Park Upgrades
<i>Sub-Total</i>	<i>59.09</i>	
Shelter, Support & Housing Administration		
Individual Donor	0.05	Use for Shelters
<i>Sub-Total</i>	<i>0.05</i>	
Municipal Licensing & Standards		
Individual Donors (multiple donations of small value)	71.88	Care and services for animals
<i>Sub-Total</i>	<i>71.88</i>	
City Council		
Roadsport Honda	5.00	Ward 38 Community Event
<i>Sub-Total</i>	<i>5.00</i>	
Heritage Toronto		
International Brotherhood of Electrical Workers	1.00	General Programming
United Way	2.00	General Programming
<i>Sub-Total</i>	<i>3.00</i>	
Grand Total	163.27	

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

CONTACT

Josie La Vita, Executive Director, Financial Planning
Tel: 416-397-4229, Fax: 416-397-4465, Email: Josie.Lavita@toronto.ca

Andy Cui, Manager, Financial Planning
Tel: 416-397-4207, Fax: 416-397-4465, Email: Andy.Cui@toronto.ca

SIGNATURE

Heather Taylor
Chief Financial Officer

ATTACHMENTS

Appendix A – City of Toronto Net Expenditures for Nine Months Ended September 30, 2018
Appendix B – City of Toronto Gross Expenditures for Nine Months Ended September 30, 2018
Appendix C – City of Toronto Revenues for Nine Months Ended September 30, 2018
Appendix D – Approved Complement for Nine Months Ended September 30, 2018
Appendix E – Approved Complement Projections for 2018 Year-End
Appendix F1 – Recommended Budget Adjustments
Appendix F2 – Budget Adjustments under Delegated Authority
Appendix G – Operating Variance Dashboard for City Programs and Agencies

Appendix A

CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 (\$000s)

	September 30, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Community and Social Services								
Affordable Housing Office	943.7	791.4	152.3	16.1%	1,170.1	1,095.1	75.0	6.4%
Children's Services	56,619.6	56,619.6	(0.0)	0.0%	83,017.4	83,017.4	0.0	0.0%
Court Services	(1,845.3)	(8,196.2)	6,350.9	-344.2%	1,607.0	(8,613.1)	10,220.1	636.0%
Economic Development & Culture	59,956.3	59,832.6	123.7	0.2%	69,745.6	70,636.8	(891.2)	-1.3%
Toronto Paramedic Services	51,207.3	51,084.2	123.0	0.2%	81,183.7	81,304.3	(120.6)	-0.1%
Long Term Care Homes and Services	26,256.3	27,345.9	(1,089.6)	-4.1%	49,835.5	47,412.0	2,423.5	4.9%
Parks, Forestry & Recreation	244,881.2	236,697.6	8,183.6	3.3%	323,487.3	325,093.6	(1,606.3)	-0.5%
Shelter, Support & Housing Administration	320,368.5	316,173.1	4,195.4	1.3%	455,696.4	462,696.4	(7,000.0)	-1.5%
Social Development, Finance & Administration	29,743.1	29,541.9	201.2	0.7%	39,669.8	38,852.5	817.3	2.1%
Toronto Employment & Social Services	57,271.2	57,567.0	(295.8)	-0.5%	91,003.1	91,003.1	0.0	0.0%
Sub-Total Community and Social Services	845,401.9	827,457.1	17,944.8	2.1%	1,196,415.8	1,192,498.0	3,917.8	0.3%
Infrastructure and Development Services								
City Planning	11,017.6	4,042.6	6,975.0	63.3%	15,437.6	8,575.9	6,861.6	44.4%
Fire Services	336,547.7	332,081.0	4,466.7	1.3%	461,790.6	462,360.6	(570.0)	-0.1%
Municipal Licensing & Standards	11,379.0	2,933.6	8,445.4	74.2%	20,201.0	10,191.8	10,009.2	49.5%
Policy, Planning, Finance and Administration	6,363.2	5,684.9	678.3	10.7%	9,207.0	8,663.4	543.6	5.9%
Engineering and Construction Services	5,868.5	1,403.0	4,465.5	76.1%	4,102.7	269.4	3,833.3	93.4%
Toronto Building	(7,631.9)	(30,638.0)	23,006.1	-301.4%	(10,694.2)	(36,464.6)	25,770.4	-241.0%
Transportation Services	177,333.2	161,117.6	16,215.6	9.1%	225,079.8	224,775.2	304.6	0.1%
Sub-Total Infrastructure and Development Services	540,877.2	476,624.6	64,252.6	11.9%	725,124.5	678,371.7	46,752.8	6.4%
Finance and Treasury Services								
Office of the Chief Financial Officer	7,172.9	6,215.8	957.1	13.3%	10,361.1	8,978.0	1,383.1	13.3%
Office of the Treasurer	20,178.7	15,427.6	4,751.1	23.5%	28,263.6	26,110.4	2,153.2	7.6%
Sub-Total Finance and Treasury Services	27,351.6	21,643.4	5,708.2	20.9%	38,624.7	35,088.4	3,536.3	9.2%
Corporate Services								
Facilities, Real Estate, Environment & Energy	62,430.5	48,206.6	14,224.0	22.8%	72,109.5	68,139.2	3,970.3	5.5%
Fleet Services	(1,630.9)	(906.0)	(725.0)	44.5%	164.6	164.6	0.0	0.0%
Information & Technology	62,372.7	59,745.9	2,626.7	4.2%	76,825.4	75,911.3	914.2	1.2%
311 Toronto	6,499.7	6,477.2	22.5	0.3%	9,959.5	9,870.5	89.0	0.9%
Sub-Total Corporate Services	129,672.0	113,523.7	16,148.2	12.5%	159,059.0	154,085.5	4,973.5	3.1%
City Manager								
City Manager's Office	34,803.9	33,512.4	1,291.5	3.7%	49,981.9	49,405.7	576.2	1.2%
Sub-Total City Manager	34,803.9	33,512.4	1,291.5	3.7%	49,981.9	49,405.7	576.2	1.2%
Other City Programs								
City Clerk's Office	22,717.1	21,886.8	830.3	3.7%	32,319.3	31,519.3	800.0	2.5%
Legal Services	15,293.1	12,894.0	2,399.1	15.7%	19,602.0	17,274.6	2,327.4	11.9%
Mayor's Office	1,595.0	1,564.6	30.4	1.9%	2,274.6	2,274.6	0.0	0.0%
City Council	14,823.7	15,225.9	(402.2)	-2.7%	20,620.1	22,436.1	(1,815.9)	-8.8%
Sub-Total Other City Programs	54,428.9	51,571.3	2,857.6	5.3%	74,815.9	73,504.5	1,311.4	1.8%
Accountability Offices								
Auditor General's Office	4,603.8	4,286.2	317.6	6.9%	6,503.5	6,488.5	15.0	0.2%
Integrity Commissioner's Office	363.3	362.9	0.5	0.1%	517.6	517.6	0.0	0.0%
Lobbyist Registrar's Office	843.3	780.8	62.6	7.4%	1,202.5	1,187.5	15.0	1.2%
Ombudsman's Office	1,363.9	1,259.5	104.4	7.7%	1,931.7	1,921.7	10.0	0.5%
Sub-Total Accountability Offices	7,174.3	6,689.3	485.0	6.8%	10,155.3	10,115.3	40.0	0.4%
TOTAL - CITY OPERATIONS	1,639,709.7	1,531,021.9	108,687.9	6.6%	2,254,177.1	2,193,069.1	61,108.0	2.7%

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix A

CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 (\$000s)

	September 30, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	41,862.1	41,988.1	(126.0)	-0.3%	63,796.7	63,731.0	65.7	0.1%
Toronto Public Library	137,863.0	137,783.5	79.5	0.1%	182,393.0	182,393.0	0.0	0.0%
Association of Community Centres	6,010.5	5,816.9	193.6	3.2%	8,027.1	8,006.2	20.9	0.3%
Exhibition Place	194.2	(890.7)	1,084.9	558.6%	(150.0)	(1,650.0)	1,500.0	-1000.0%
Heritage Toronto	317.1	128.6	188.5	59.4%	422.9	422.9	0.0	0.0%
Theatres	3,954.2	3,944.4	9.8	0.2%	5,274.5	5,275.0	(0.5)	0.0%
Toronto Zoo	6,284.1	7,171.6	(887.5)	-14.1%	12,483.8	15,795.6	(3,311.9)	-26.5%
Arena Boards of Management	287.6	(147.1)	434.7	151.1%	30.6	102.0	(71.4)	-233.3%
Yonge Dundas Square	(29.2)	171.5	(200.7)	686.4%	0.0	(133.4)	133.4	n/a
CreateTO	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Toronto & Region Conservation Authority	2,986.6	2,986.6	(0.0)	0.0%	3,650.3	3,650.3	0.0	0.0%
Toronto Transit Commission - Conventional	453,251.9	403,575.0	49,676.9	11.0%	578,841.8	563,841.8	15,000.0	2.6%
Toronto Transit Commission - Wheel Trans	108,636.9	97,613.5	11,023.4	10.1%	143,424.1	133,392.0	10,032.1	7.0%
Toronto Police Service	732,487.8	732,337.8	150.0	0.0%	996,452.4	996,252.4	200.0	0.0%
Toronto Police Services Board	1,399.0	1,399.0	0.0	0.0%	2,309.1	2,309.1	0.0	0.0%
TOTAL - AGENCIES	1,495,505.8	1,433,878.8	61,627.0	4.1%	1,996,956.3	1,973,388.0	23,568.3	1.2%
Corporate Accounts								
Capital Financing - Capital from Current	352,987.6	352,817.1	170.4	0.0%	353,462.2	353,262.2	200.0	0.1%
Technology Sustainment	14,933.7	14,933.7	0.0	0.0%	19,911.6	19,911.6	0.0	0.0%
Debt Charges	385,354.6	380,333.5	5,021.2	1.3%	556,041.5	549,443.9	6,597.6	1.2%
Capital & Corporate Financing	753,275.9	748,084.3	5,191.6	0.7%	929,415.3	922,617.7	6,797.6	0.7%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	67,081.1	82,975.8	(15,894.7)	-23.7%	82,383.3	61,845.1	20,538.2	24.9%
Tax Increment Equivalent Grants (TIEG)	27,764.1	21,658.9	6,105.2	22.0%	37,018.8	28,878.5	8,140.3	22.0%
Assessment Function (MPAC)	33,030.0	32,891.3	138.7	0.4%	44,040.0	43,855.1	184.9	0.4%
Funding of Employee Related Liabilities	53,121.5	53,120.2	1.3	0.0%	70,828.6	70,828.6	0.0	0.0%
Other Corporate Expenditures	(425.6)	(11,901.9)	11,476.2	-2696.4%	27,742.8	11,845.4	15,897.4	57.3%
Insurance Premiums & Claims	225.0	225.0	0.0	0.0%	300.0	300.0	0.0	0.0%
Parking Tag Enforcement & Oper.	52,661.1	47,987.1	4,674.0	8.9%	72,203.6	68,400.3	3,803.3	5.3%
Programs Funded from Reserve Funds	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%
Vacancy Rebate Program	4,500.0	4,328.7	171.3	3.8%	6,000.0	6,000.0	0.0	0.0%
Heritage Property Taxes Rebate	1,312.5	1,308.0	4.5	0.3%	1,750.0	1,750.0	0.0	0.0%
Tax Rebates for Registered Charities	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%
Solid Waste Management Rebates	110,435.9	109,972.8	463.1	0.4%	144,301.9	144,301.9	0.0	0.0%
Non-Program Expenditures	349,705.5	342,565.9	7,139.5	2.0%	486,569.1	438,004.9	48,564.2	10.0%
Non-Program Revenue								
Payments in Lieu of Taxes	(95,480.4)	(94,498.8)	(981.6)	1.0%	(95,480.4)	(94,498.8)	(981.6)	1.0%
Supplementary Taxes	(29,970.0)	(20,786.6)	(9,183.4)	30.6%	(45,000.0)	(35,000.0)	(10,000.0)	22.2%
Tax Penalty Revenue	(22,845.5)	(23,783.5)	938.0	-4.1%	(29,800.0)	(31,000.0)	1,200.0	-4.0%
Interest/Investment Earnings	(71,503.4)	(85,367.7)	13,864.3	-19.4%	(104,279.0)	(116,278.8)	11,999.8	-11.5%
Other Corporate Revenues	(5,842.3)	(5,460.6)	(381.7)	6.5%	(12,018.7)	(12,370.9)	352.2	-2.9%
Dividend Income	(63,750.0)	(66,650.0)	2,900.0	-4.5%	(85,000.0)	(88,900.0)	3,900.0	-4.6%
Provincial Revenue	(68,700.0)	(68,700.0)	0.0	0.0%	(91,600.0)	(91,600.0)	0.0	0.0%
Municipal Land Transfer Tax	(570,946.9)	(511,478.2)	(59,468.7)	10.4%	(770,000.0)	(670,758.6)	(99,241.4)	12.9%
Third Party Sign Tax	(11,896.2)	(10,598.3)	(1,297.9)	10.9%	(10,742.5)	(9,546.3)	(1,196.2)	11.1%
Parking Authority Revenues	(42,886.6)	(40,435.4)	(2,451.2)	5.7%	(57,182.1)	(53,532.1)	(3,650.0)	6.4%
Administrative Support Recoveries - Water	(14,229.8)	(14,229.8)	0.0	0.0%	(18,973.0)	(18,973.0)	0.0	0.0%
Administrative Support Recoveries - Health & EMS	(13,720.0)	(13,720.0)	0.0	0.0%	(16,326.7)	(16,326.7)	0.0	0.0%
Parking Tag Enforcement & Operations Rev	(81,369.9)	(74,638.4)	(6,731.5)	8.3%	(109,218.0)	(100,606.0)	(8,612.0)	7.9%
Other Tax Revenues	(13,221.1)	(10,869.5)	(2,351.6)	17.8%	(13,221.1)	(10,776.4)	(2,444.7)	18.5%
Municipal Accommodation Tax	(11,814.5)	(15,050.4)	3,235.9	-27.4%	(16,100.0)	(22,290.0)	6,190.0	-38.4%
Woodbine Slots Revenues	(12,250.0)	(14,068.2)	1,818.2	-14.8%	(16,000.0)	(18,884.0)	2,884.0	-18.0%
Non-Program Revenues	(1,130,426.6)	(1,070,335.4)	(60,091.3)	5.3%	(1,490,941.5)	(1,391,341.5)	(99,600.0)	6.7%
TOTAL - CORPORATE ACCOUNTS	(27,445.2)	20,314.9	(47,760.2)	174.0%	(74,957.2)	(30,718.9)	(44,238.2)	59.0%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	3,107,770.2	2,985,215.6	122,554.7	3.9%	4,176,176.2	4,135,738.2	40,438.1	1.0%
RATE SUPPORTED PROGRAMS								
Solid Waste Management Services	(15,158.5)	4,657.9	(19,816.4)	130.7%	0.0	10,563.3	(10,563.3)	n/a
Toronto Parking Authority	(49,067.0)	(47,571.0)	(1,496.0)	3.0%	(66,538.2)	(62,303.5)	(4,234.7)	6.4%
Toronto Water	(3,707.3)	(57,849.0)	54,141.7	-1460.4%	0.0	(49,341.4)	49,341.4	n/a
TOTAL RATE SUPPORTED PROGRAMS	(67,932.8)	(100,762.1)	32,829.3	-48.3%	(66,538.2)	(101,081.5)	34,543.3	n/a

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix B

CITY OF TORONTO
CONSOLIDATED GROSS EXPENDITURES VARIANCE
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	September 30, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Community and Social Services								
Affordable Housing Office	2,640.5	2,341.0	299.5	11.3%	3,687.4	3,487.4	200.0	5.4%
Children's Services	437,960.6	431,964.4	5,996.2	1.4%	663,066.1	650,786.2	12,279.8	1.9%
Court Services	36,472.1	32,950.4	3,521.7	9.7%	50,454.8	46,314.0	4,140.8	8.2%
Economic Development & Culture	66,315.2	66,073.2	242.0	0.4%	81,257.8	82,218.8	(961.0)	-1.2%
Toronto Paramedic Services	158,287.8	158,911.0	(623.2)	-0.4%	224,452.2	224,810.6	(358.4)	-0.2%
Long Term Care Homes and Services	185,777.7	183,075.4	2,702.3	1.5%	262,615.8	257,312.0	5,303.8	2.0%
Parks, Forestry & Recreation	332,841.9	322,749.0	10,092.9	3.0%	465,731.7	457,747.0	7,984.7	1.7%
Shelter, Support & Housing Administration	611,437.1	597,856.0	13,581.1	2.2%	866,358.1	904,247.0	(37,888.9)	-4.4%
Social Development, Finance & Administration	40,069.9	38,865.2	1,204.7	3.0%	56,685.4	55,499.2	1,186.2	2.1%
Toronto Employment & Social Services	812,423.0	808,431.3	3,991.6	0.5%	1,097,384.2	1,100,438.8	(3,054.6)	-0.3%
Sub-Total Community and Social Services	2,684,225.7	2,643,216.9	41,008.8	1.5%	3,771,693.5	3,782,861.0	(11,167.5)	-0.3%
Infrastructure and Development Services								
City Planning	35,647.7	34,312.0	1,335.7	3.7%	52,503.1	51,592.7	910.4	1.7%
Fire Services	349,734.7	348,184.0	1,550.7	0.4%	480,403.2	482,773.2	(2,370.0)	-0.5%
Municipal Licensing & Standards	39,054.3	34,878.4	4,175.9	10.7%	57,139.9	53,220.4	3,919.5	6.9%
Policy, Planning, Finance and Administration	16,299.7	13,941.4	2,358.3	14.5%	23,931.6	20,679.7	3,251.9	13.6%
Engineering and Construction Services	52,539.2	45,426.6	7,112.6	13.5%	75,886.1	66,990.1	8,896.0	11.7%
Toronto Building	39,166.3	35,743.8	3,422.6	8.7%	56,465.4	53,535.4	2,930.0	5.2%
Transportation Services	265,009.8	238,741.3	26,268.4	9.9%	410,728.2	368,405.6	42,322.6	10.3%
Sub-Total Infrastructure and Development Services	797,451.7	751,227.5	46,224.2	5.8%	1,157,057.5	1,097,197.1	59,860.4	5.2%
Finance and Treasury Services								
Office of the Chief Financial Officer	12,431.2	10,431.2	2,000.0	16.1%	17,786.1	14,973.8	2,812.3	15.8%
Office of the Treasurer	53,472.7	48,757.6	4,715.1	8.8%	76,555.6	69,273.3	7,282.3	9.5%
Sub-Total Finance and Treasury Services	65,903.9	59,188.8	6,715.1	10.2%	94,341.7	84,247.1	10,094.6	10.7%
Corporate Services								
Facilities, Real Estate, Environment & Energy	139,425.2	130,166.7	9,258.5	6.6%	198,219.2	192,495.4	5,723.8	2.9%
Fleet Services	42,042.8	42,528.2	(485.3)	-1.2%	58,033.1	60,767.9	(2,734.8)	-4.7%
Information & Technology	94,154.6	84,491.9	9,662.7	10.3%	130,788.2	116,661.8	14,126.4	10.8%
311 Toronto	12,918.5	12,234.0	684.5	5.3%	18,758.3	17,408.1	1,350.2	7.2%
Sub-Total Corporate Services	288,541.1	269,420.7	19,120.3	6.6%	405,798.8	387,333.2	18,465.6	4.6%
City Manager								
City Manager's Office	41,355.7	42,395.8	(1,040.1)	-2.5%	60,513.8	62,088.8	(1,575.0)	-2.6%
Sub-Total City Manager	41,355.7	42,395.8	(1,040.1)	-2.5%	60,513.8	62,088.8	(1,575.0)	-2.6%
Other City Programs								
City Clerk's Office	40,102.4	36,539.1	3,563.2	8.9%	63,620.3	62,820.3	800.0	1.3%
Legal Services	44,568.3	42,129.6	2,438.7	5.5%	63,888.7	58,152.2	5,736.5	9.0%
Mayor's Office	1,595.0	1,564.6	30.4	1.9%	2,274.6	2,274.6	0.0	0.0%
City Council	14,823.7	15,241.2	(417.5)	-2.8%	23,417.1	25,183.2	(1,766.1)	-7.5%
Sub-Total Other City Programs	101,089.4	95,474.5	5,614.9	5.6%	153,200.7	148,430.3	4,770.4	3.1%
Accountability Offices								
Auditor General's Office	4,603.8	4,286.4	317.4	6.9%	6,503.5	6,488.5	15.0	0.2%
Integrity Commissioner's Office	363.3	362.9	0.5	0.1%	517.6	517.6	0.0	0.0%
Lobbyist Registrar's Office	843.3	789.3	54.0	6.4%	1,202.5	1,196.1	6.5	0.5%
Ombudsman's Office	1,363.9	1,259.5	104.4	7.7%	1,931.7	1,921.7	10.0	0.5%
Sub-Total Accountability Offices	7,174.3	6,698.0	476.3	6.6%	10,155.3	10,123.8	31.5	0.3%
TOTAL - CITY OPERATIONS	3,985,741.8	3,867,622.2	118,119.6	3.0%	5,652,761.2	5,572,281.3	80,479.9	1.4%

Staff report for action on Operating Variance Report for the Nine Months
 Ended September 30, 2018

Appendix B

CITY OF TORONTO
CONSOLIDATED GROSS EXPENDITURES VARIANCE
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	September 30, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	173,976.1	171,743.1	2,233.0	1.3%	253,775.5	252,033.5	1,742.0	0.7%
Toronto Public Library	147,721.9	149,273.7	(1,551.8)	-1.1%	201,716.7	203,379.6	(1,662.9)	-0.8%
Association of Community Centres	6,237.4	6,091.0	146.4	2.3%	8,329.8	8,308.9	20.9	0.3%
Exhibition Place	41,681.4	39,010.9	2,670.5	6.4%	55,110.6	54,360.6	750.0	1.4%
Heritage Toronto	824.9	660.7	164.2	19.9%	1,094.3	1,094.3	0.0	0.0%
Theatres	24,259.6	18,345.3	5,914.3	24.4%	34,682.5	28,910.2	5,772.3	16.6%
Toronto Zoo	40,783.8	36,876.2	3,907.6	9.6%	52,493.0	48,345.0	4,148.0	7.9%
Arena Boards of Management	6,354.5	6,135.4	219.1	3.4%	9,044.7	9,121.7	(77.0)	-0.9%
Yonge Dundas Square	2,308.6	2,395.3	(86.7)	-3.8%	3,106.5	3,182.7	(76.2)	-2.5%
CreateTO	8,468.8	8,398.1	70.7	0.8%	11,434.0	11,434.0	0.0	0.0%
Toronto & Region Conservation Authority	36,558.4	36,822.1	(263.7)	-0.7%	45,631.0	45,631.0	0.0	0.0%
Toronto Transit Commission - Conventional	1,400,252.3	1,318,983.0	81,269.3	5.8%	1,822,821.4	1,786,192.3	36,629.1	2.0%
Toronto Transit Commission - Wheel Trans	115,123.0	103,279.5	11,843.5	10.3%	152,055.2	141,045.0	11,010.2	7.2%
Toronto Police Service	807,427.7	809,302.7	(1,875.0)	-0.2%	1,136,376.3	1,138,876.3	(2,500.0)	-0.2%
Toronto Police Services Board	1,399.0	1,399.0	0.0	0.0%	3,434.1	3,434.1	0.0	0.0%
TOTAL - AGENCIES	2,813,377.4	2,708,716.0	104,661.4	3.7%	3,791,105.5	3,735,349.2	55,756.4	1.5%
Corporate Accounts								
Capital Financing - Capital from Current	352,987.6	352,817.1	170.4	0.0%	353,462.2	353,262.2	200.0	0.1%
Technology Sustainment	14,933.7	14,933.7	0.0	0.0%	19,911.6	19,911.6	0.0	0.0%
Debt Charges	418,295.7	411,650.2	6,645.5	1.6%	603,870.9	597,273.4	6,597.6	1.1%
Capital & Corporate Financing	786,216.9	779,401.0	6,815.9	0.9%	977,244.7	970,447.2	6,797.6	0.7%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	67,081.1	82,975.8	(15,894.7)	-23.7%	90,079.4	61,845.1	28,234.3	31.3%
Tax Increment Equivalent Grants (TIEG)	27,764.1	21,658.9	6,105.2	22.0%	37,018.8	28,878.5	8,140.3	22.0%
Assessment Function (MPAC)	33,030.0	32,891.3	138.7	0.4%	44,040.0	43,855.1	184.9	0.4%
Funding of Employee Related Liabilities	53,121.5	53,120.2	1.3	0.0%	70,828.6	70,828.6	0.0	0.0%
Other Corporate Expenditures	15,310.2	7,068.7	8,241.5	53.8%	70,889.6	55,265.9	15,623.7	22.0%
Insurance Premiums & Claims	225.0	225.0	0.0	0.0%	300.0	300.0	0.0	0.0%
Parking Tag Enforcement & Oper.	52,661.1	47,987.1	4,674.0	8.9%	72,203.6	68,400.3	3,803.3	5.3%
Programs Funded from Reserve Funds	108,034.7	104,734.8	3,299.9	3.1%	146,004.9	146,004.9	0.0	0.0%
Vacancy Rebate Program	4,500.0	4,328.7	171.3	3.8%	6,000.0	6,000.0	0.0	0.0%
Heritage Property Taxes Rebate	1,312.5	1,308.0	4.5	0.3%	1,750.0	1,750.0	0.0	0.0%
Tax Rebates for Registered Charities	5,502.3	5,528.2	(25.9)	-0.5%	5,502.3	5,528.2	(25.9)	-0.5%
Solid Waste Management Rebates	110,435.9	109,972.8	463.1	0.4%	144,301.9	144,301.9	0.0	0.0%
Non-Program Expenditures	478,978.3	471,799.5	7,178.8	1.5%	688,919.2	632,958.5	55,960.7	8.1%
Non-Program Revenue								
Payments in Lieu of Taxes	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Supplementary Taxes	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Penalty Revenue	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Interest/Investment Earnings	4,192.5	986.6	3,205.9	76.5%	6,938.5	2,938.8	3,999.8	57.6%
Other Corporate Revenues	727.9	2,427.5	(1,699.7)	-233.5%	1,323.8	1,401.9	(78.1)	-5.9%
Dividend Income	3,750.0	3,750.0	0.0	0.0%	5,000.0	5,000.0	0.0	0.0%
Provincial Revenue	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Municipal Land Transfer Tax	35,774.1	34,208.8	1,565.3	4.4%	47,721.4	44,741.4	2,980.0	6.2%
Third Party Sign Tax	0.0	0.0	0.0	n/a	1,153.7	1,153.7	0.0	0.0%
Parking Authority Revenues	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Administrative Support Recoveries - Water	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Administrative Support Recoveries - Health & EMS	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Parking Tag Enforcement & Operations Rev	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Other Tax Revenues	0.0	279.3	(279.3)	n/a	0.0	0.0	0.0	n/a
Municipal Accommodation Tax	12,363.8	14,015.3	(1,651.5)	-13.4%	18,567.0	21,010.0	(2,443.0)	-13.2%
Woodbine Slots Revenues	0.0	0.0	0.0	n/a	0.0	16.0	(16.0)	n/a
Non-Program Revenues	56,808.3	55,667.6	1,140.7	2.0%	80,704.5	76,261.8	4,442.7	5.5%
TOTAL - CORPORATE ACCOUNTS	1,322,003.6	1,306,868.1	15,135.4	1.1%	1,746,868.4	1,679,667.5	67,200.9	3.8%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	8,121,122.8	7,883,206.3	237,916.5	2.9%	11,190,735.2	10,987,298.0	203,437.2	1.8%
RATE SUPPORTED PROGRAMS								
Solid Waste Management Services	255,977.9	259,544.0	(3,566.1)	-1.4%	405,188.8	404,434.0	754.9	0.2%
Toronto Parking Authority	74,480.0	69,679.0	4,801.0	6.4%	99,662.1	96,630.0	3,032.1	3.0%
Toronto Water	948,336.2	925,903.9	22,432.3	2.4%	1,289,287.0	1,263,805.0	25,482.0	2.0%
TOTAL RATE SUPPORTED PROGRAMS	1,278,794.1	1,255,126.9	23,667.2	1.9%	1,794,137.9	1,764,869.0	29,269.0	1.6%

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 (\$000s)

	September 30, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Community and Social Services								
Affordable Housing Office	1,696.8	1,549.6	(147.2)	-8.7%	2,517.3	2,392.3	(125.0)	-5.0%
Children's Services	381,341.0	375,344.8	(5,996.2)	-1.6%	580,048.7	567,768.9	(12,279.8)	-2.1%
Court Services	38,317.4	41,146.7	2,829.3	7.4%	48,847.8	54,927.1	6,079.3	12.4%
Economic Development & Culture	6,358.9	6,240.6	(118.3)	-1.9%	11,512.2	11,582.0	69.8	0.6%
Toronto Paramedic Services	107,080.5	107,826.8	746.2	0.7%	143,268.5	143,506.2	237.8	0.2%
Long Term Care Homes and Services	159,521.4	155,729.5	(3,791.9)	-2.4%	212,780.3	209,900.0	(2,880.3)	-1.4%
Parks, Forestry & Recreation	87,960.7	86,051.5	(1,909.3)	-2.2%	142,244.4	132,653.4	(9,591.0)	-6.7%
Shelter, Support & Housing Administration	291,068.6	281,682.9	(9,385.7)	-3.2%	410,661.7	441,550.6	30,888.9	7.5%
Social Development, Finance & Administration	10,326.8	9,323.3	(1,003.5)	-9.7%	17,015.6	16,646.7	(368.9)	-2.2%
Toronto Employment & Social Services	755,151.7	750,864.3	(4,287.4)	-0.6%	1,006,381.1	1,009,435.7	3,054.6	0.3%
Sub-Total Community and Social Services	1,838,823.9	1,815,759.8	(23,064.0)	-1.3%	2,575,277.7	2,590,363.0	15,085.3	0.6%
Infrastructure and Development Services								
City Planning	24,630.1	30,269.4	5,639.3	22.9%	37,065.5	43,016.8	5,951.3	16.1%
Fire Services	13,187.0	16,103.0	2,916.0	22.1%	18,612.6	20,412.6	1,800.0	9.7%
Municipal Licensing & Standards	27,675.3	31,944.8	4,269.5	15.4%	36,938.9	43,028.6	6,089.7	16.5%
Policy, Planning, Finance and Administration	9,936.5	8,256.5	(1,680.0)	-16.9%	14,724.5	12,016.2	(2,708.3)	-18.4%
Engineering and Construction Services	46,670.7	44,023.6	(2,647.1)	-5.7%	71,783.4	66,720.8	(5,062.6)	-7.1%
Toronto Building	46,798.2	66,381.8	19,583.6	41.8%	67,159.7	90,000.0	22,840.3	34.0%
Transportation Services	87,676.6	77,623.8	(10,052.9)	-11.5%	185,648.5	143,630.5	(42,018.0)	-22.6%
Sub-Total Infrastructure and Development Services	256,574.5	274,602.9	18,028.3	7.0%	431,933.0	418,825.4	(13,107.6)	-3.0%
Finance and Treasury Services								
Office of the Chief Financial Officer	5,258.3	4,215.4	(1,042.9)	-19.8%	7,425.0	5,995.8	(1,429.2)	-19.2%
Office of the Treasurer	33,294.0	33,330.0	36.0	0.1%	48,292.0	43,162.9	(5,129.1)	-10.6%
Sub-Total Finance and Treasury Services	38,552.3	37,545.4	(1,006.9)	-2.6%	55,717.0	49,158.7	(6,558.3)	-11.8%
Corporate Services								
Facilities, Real Estate, Environment & Energy	76,994.7	81,960.1	4,965.4	6.4%	126,109.7	124,356.2	(1,753.5)	-1.4%
Fleet Services	43,673.8	43,434.2	(239.6)	-0.5%	57,868.6	60,603.4	2,734.8	4.7%
Information & Technology	31,781.9	24,745.9	(7,036.0)	-22.1%	53,962.8	40,750.5	(13,212.3)	-24.5%
311 Toronto	6,418.8	5,756.8	(662.0)	-10.3%	8,798.8	7,537.6	(1,261.2)	-14.3%
Sub-Total Corporate Services	158,869.1	155,897.0	(2,972.1)	-1.9%	246,739.8	233,247.7	(13,492.1)	-5.5%
City Manager								
City Manager's Office	6,551.8	8,883.3	2,331.5	35.6%	10,531.9	12,683.1	2,151.2	20.4%
Sub-Total City Manager	6,551.8	8,883.3	2,331.5	35.6%	10,531.9	12,683.1	2,151.2	20.4%
Other City Programs								
City Clerk's Office	17,385.3	14,652.3	(2,733.0)	-15.7%	31,301.0	31,301.0	0.0	0.0%
Legal Services	29,275.2	29,235.6	(39.7)	-0.1%	44,286.8	40,877.6	(3,409.2)	-7.7%
Mayor's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
City Council	0.0	15.3	15.3	n/a	2,797.0	2,747.2	(49.8)	-1.8%
Sub-Total Other City Programs	46,660.5	43,903.2	(2,757.3)	-5.9%	78,384.8	74,925.8	(3,459.0)	-4.4%
Accountability Offices								
Auditor General's Office	0.0	0.2	0.2	n/a	0.0	0.0	0.0	n/a
Integrity Commissioner's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Lobbyist Registrar's Office	0.0	8.6	8.6	n/a	0.0	8.6	8.6	n/a
Ombudsman's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Sub-Total Accountability Offices	0.0	8.7	8.7	n/a	0.0	8.6	8.6	n/a
TOTAL - CITY OPERATIONS	2,346,032.1	2,336,600.3	(9,431.8)	-0.4%	3,398,584.2	3,379,212.2	(19,372.0)	-0.6%

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018 (\$000s)

	September 30, 2018				December 31, 2018			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	132,113.9	129,755.0	(2,359.0)	-1.8%	189,978.8	188,302.5	(1,676.3)	-0.9%
Toronto Public Library	9,858.9	11,490.1	1,631.2	16.5%	19,323.7	20,986.6	1,662.9	8.6%
Association of Community Centres	226.9	274.1	47.2	20.8%	302.7	302.7	0.0	0.0%
Exhibition Place	41,487.2	39,901.6	(1,585.6)	-3.8%	55,260.6	56,010.6	750.0	1.4%
Heritage Toronto	507.8	532.1	24.3	4.8%	671.3	671.3	0.0	0.0%
Theatres	20,305.4	14,400.9	(5,904.5)	-29.1%	29,408.0	23,635.2	(5,772.8)	-19.6%
Toronto Zoo	34,499.7	29,704.6	(4,795.1)	-13.9%	40,009.2	32,549.3	(7,459.9)	-18.6%
Arena Boards of Management	6,066.9	6,282.5	215.6	3.6%	9,014.1	9,019.7	5.7	0.1%
Yonge Dundas Square	2,337.8	2,223.8	(114.0)	-4.9%	3,106.5	3,316.1	209.6	6.7%
CreateTO	8,468.8	8,398.1	(70.7)	-0.8%	11,434.0	11,434.0	0.0	0.0%
Toronto & Region Conservation Authority	33,571.8	33,835.5	263.7	0.8%	41,980.7	41,980.7	0.0	0.0%
Toronto Transit Commission - Conventional	947,000.4	915,408.0	(31,592.4)	-3.3%	1,243,979.6	1,222,350.5	(21,629.1)	-1.7%
Toronto Transit Commission - Wheel Trans	6,486.1	5,666.0	(820.1)	-12.6%	8,631.1	7,653.0	(978.1)	-11.3%
Toronto Police Service	74,939.9	76,964.9	2,025.0	2.7%	139,923.9	142,623.9	2,700.0	1.9%
Toronto Police Services Board	0.0	0.0	0.0	n/a	1,125.0	1,125.0	0.0	0.0%
TOTAL - AGENCIES	1,317,871.7	1,274,837.2	(43,034.5)	-3.3%	1,794,149.2	1,761,961.2	(32,188.0)	-1.8%
Corporate Accounts								
Capital Financing - Capital from Current	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Technology Sustainment	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Debt Charges	32,941.0	31,316.7	(1,624.3)	-4.9%	47,829.5	47,829.5	0.0	0.0%
Capital & Corporate Financing	32,941.0	31,316.7	(1,624.3)	-4.9%	47,829.5	47,829.5	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	0.0	0.0	0.0	n/a	7,696.1	0.0	(7,696.1)	-100.0%
Tax Increment Equivalent Grants (TIEG)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Assessment Function (MPAC)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Funding of Employee Related Liabilities	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Other Corporate Expenditures	15,735.8	18,970.6	3,234.7	20.6%	43,146.8	43,420.5	273.7	0.6%
Insurance Premiums & Claims	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Parking Tag Enforcement & Oper.	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Programs Funded from Reserve Funds	108,034.7	104,734.8	(3,299.9)	-3.1%	146,004.9	146,004.9	0.0	0.0%
Vacancy Rebate Program	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Heritage Property Taxes Rebate	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Rebates for Registered Charities	5,502.3	5,528.2	25.9	0.5%	5,502.3	5,528.2	25.9	0.5%
Solid Waste Management Rebates	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Non-Program Expenditures	129,272.9	129,233.6	(39.3)	0.0%	202,350.1	194,953.6	(7,396.5)	-3.7%
Non-Program Revenue								
Payments in Lieu of Taxes	95,480.4	94,498.8	(981.6)	-1.0%	95,480.4	94,498.8	(981.6)	-1.0%
Supplementary Taxes	29,970.0	20,786.6	(9,183.4)	-30.6%	45,000.0	35,000.0	(10,000.0)	-22.2%
Tax Penalty Revenue	22,845.5	23,783.5	938.0	4.1%	29,800.0	31,000.0	1,200.0	4.0%
Interest/Investment Earnings	75,696.0	86,354.4	10,658.4	14.1%	111,217.6	119,217.6	8,000.0	7.2%
Other Corporate Revenues	6,570.2	7,888.1	1,317.9	20.1%	13,342.5	13,772.8	430.3	3.2%
Dividend Income	67,500.0	70,400.0	2,900.0	4.3%	90,000.0	93,900.0	3,900.0	4.3%
Provincial Revenue	68,700.0	68,700.0	0.0	0.0%	91,600.0	91,600.0	0.0	0.0%
Municipal Land Transfer Tax	606,721.0	545,687.0	(61,034.0)	-10.1%	817,721.4	715,500.0	(102,221.4)	-12.5%
Third Party Sign Tax	11,896.2	10,598.3	(1,297.9)	-10.9%	11,896.2	10,700.0	(1,196.2)	-10.1%
Parking Authority Revenues	42,886.6	40,435.4	(2,451.2)	-5.7%	57,182.1	53,532.1	(3,650.0)	-6.4%
Administrative Support Recoveries - Water	14,229.8	14,229.8	0.0	0.0%	18,973.0	18,973.0	0.0	0.0%
Administrative Support Recoveries - Health & EMS	13,720.0	13,720.0	0.0	0.0%	16,326.7	16,326.7	0.0	0.0%
Parking Tag Enforcement & Operations Rev	81,369.9	74,638.4	(6,731.5)	-8.3%	109,218.0	100,606.0	(8,612.0)	-7.9%
Other Tax Revenues	13,221.1	11,148.8	(2,072.3)	-15.7%	13,221.1	10,776.4	(2,444.7)	-18.5%
Municipal Accommodation Tax	24,178.3	29,065.7	4,887.4	20.2%	34,667.0	43,300.0	8,633.0	24.9%
Woodbine Slots Revenues	12,250.0	14,068.2	1,818.2	14.8%	16,000.0	18,900.0	2,900.0	18.1%
Non-Program Revenues	1,187,234.9	1,126,002.9	(61,232.0)	-5.2%	1,571,646.0	1,467,603.4	(104,042.6)	-6.6%
TOTAL - CORPORATE ACCOUNTS	1,349,448.8	1,286,553.2	(62,895.6)	-4.7%	1,821,825.6	1,710,386.4	(111,439.1)	-6.1%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	5,013,352.6	4,897,990.7	(115,361.9)	-2.3%	7,014,559.0	6,851,559.8	(162,999.1)	-2.3%
RATE SUPPORTED PROGRAMS								
Solid Waste Management Services	271,136.4	254,886.1	(16,250.3)	-6.0%	405,188.8	393,870.6	(11,318.2)	-2.8%
Toronto Parking Authority	123,547.0	117,250.0	(6,297.0)	-5.1%	166,200.3	158,933.5	(7,266.8)	-4.4%
Toronto Water	952,043.5	983,752.9	31,709.4	3.3%	1,289,287.0	1,313,146.4	23,859.4	1.9%
TOTAL RATE SUPPORTED PROGRAMS	1,346,726.9	1,355,889.0	9,162.1	0.7%	1,860,676.1	1,865,950.5	5,274.4	0.3%

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix D

CITY OF TORONTO CONSOLIDATED APPROVED COMPLEMENT FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018

Program/Agency	Operating Positions				Capital Positions				Total Positions				Operating Vacancy	
	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Budgeted Gapping	After Gapping
Community and Social Services														
Affordable Housing Office	25.0	23.0	(2.0)	8.0%	4.0	0.0	(4.0)	100.0%	25.0	23.0	(2.0)	8.0%	1.7%	6.3%
Children's Services	1,076.6	1,035.6	(41.0)	3.8%					1,080.6	1,035.6	(45.0)	4.2%	0.2%	3.6%
Court Services	229.0	212.0	(17.0)	7.4%					229.0	212.0	(17.0)	7.4%	2.7%	4.8%
Economic Development & Culture	290.5	282.1	(8.4)	2.9%	12.0	10.0	(2.0)	16.7%	302.5	292.1	(10.4)	3.4%	2.9%	0.0%
Toronto Paramedic Services	1,475.3	1,456.3	(19.0)	1.3%	2.0	2.0	0.0	0.0%	1,477.3	1,458.3	(19.0)	1.3%	1.6%	0.0%
Long Term Care Homes & Services	2,389.9	2,389.9	0.0	0.0%					2,389.9	2,389.9	0.0	0.0%	0.0%	0.0%
Parks, Forestry & Recreation	4,375.2	4,270.9	(104.3)	2.4%	145.0	89.0	(56.0)	38.6%	4,520.2	4,359.9	(160.3)	3.5%	2.5%	0.0%
Shelter, Support & Housing Administration	841.4	754.4	(87.0)	10.3%	45.0	16.0	(29.0)	64.4%	886.4	770.4	(116.0)	13.1%	3.2%	7.1%
Social Development, Finance & Administration	169.0	154.0	(15.0)	8.9%					169.0	154.0	(15.0)	8.9%	2.7%	6.2%
Toronto Employment & Social Services	1,974.0	1,902.0	(72.0)	3.6%	11.0	6.0	(5.0)	45.5%	1,985.0	1,908.0	(77.0)	3.9%	2.1%	1.5%
Sub-Total Community and Social Services	12,845.9	12,480.2	(365.7)	2.8%	219.0	123.0	(96.0)	43.8%	13,064.9	12,603.2	(461.7)	3.5%	1.7%	1.1%
Infrastructure and Development Services														
City Planning Division	404.5	363.9	(40.6)	10.0%	18.5	16.1	(2.4)	13.0%	423.0	380.0	(43.0)	10.2%	3.8%	6.2%
Fire Services	3,214.3	3,148.3	(66.0)	2.1%					3,214.3	3,148.3	(66.0)	2.1%	2.0%	0.1%
Municipal Licensing & Standards	490.5	449.5	(41.0)	8.4%	2.0	2.0	0.0	0.0%	492.5	451.5	(41.0)	8.3%	2.0%	6.4%
Policy, Planning, Finance and Administration	187.1	177.1	(10.0)	5.3%	13.0	3.0	(10.0)	76.9%	200.1	180.1	(20.0)	10.0%	3.9%	1.4%
Engineering and Construction Services	128.6	115.8	(12.8)	10.0%	463.5	407.3	(56.2)	12.1%	592.1	523.1	(69.0)	11.7%	4.1%	5.8%
Toronto Building	468.0	427.0	(41.0)	8.8%					468.0	427.0	(41.0)	8.8%	2.9%	5.9%
Transportation Services	1,068.6	977.8	(90.8)	8.5%	111.3	94.0	(17.3)	15.5%	1,179.8	1,071.7	(108.1)	9.2%	5.7%	2.8%
Sub-Total Infrastructure and Development Services	5,961.6	5,659.3	(302.2)	5.1%	608.2	522.4	(85.9)	14.1%	6,569.8	6,181.7	(388.1)	5.9%	3.0%	2.1%
Finance and Treasury Services														
Office of the Chief Financial Officer	111.0	100.0	(11.0)	9.9%	11.0	6.0	(5.0)	45.5%	122.0	106.0	(16.0)	13.1%	2.1%	7.8%
Office of the Treasurer	641.7	569.8	(71.9)	11.2%	23.0	12.0	(11.0)	47.8%	664.7	581.8	(82.9)	12.5%	3.0%	8.2%
Sub-Total Finance and Treasury Services	752.7	669.8	(82.9)	11.0%	34.0	18.0	(16.0)	47.1%	786.7	687.8	(98.9)	12.6%	2.9%	8.1%
Corporate Services														
Facilities, Real Estate, Environment & Energy	943.6	798.2	(145.4)	15.4%	98.5	69.5	(29.0)	29.4%	1,042.1	867.7	(174.4)	16.7%	3.3%	12.1%
Fleet Services	179.0	159.0	(20.0)	11.2%	8.0	3.0	(5.0)	62.5%	187.0	162.0	(25.0)	13.4%	2.9%	8.3%
Information & Technology	629.0	572.0	(57.0)	9.1%	220.0	153.0	(67.0)	30.5%	849.0	725.0	(124.0)	14.6%	5.5%	3.6%
311 Toronto	163.5	159.5	(4.0)	2.4%	17.0	10.0	(7.0)	41.2%	180.5	169.5	(11.0)	6.1%	2.1%	0.3%
Sub-Total Corporate Services	1,915.1	1,688.7	(226.4)	11.8%	343.5	235.5	(108.0)	31.4%	2,258.6	1,924.2	(334.4)	14.8%	3.9%	7.9%
City Manager														
City Manager's Office	441.0	400.0	(41.0)	9.3%	26.0	21.0	(5.0)	19.2%	467.0	421.0	(46.0)	9.9%	5.1%	4.2%
Sub-Total City Manager	441.0	400.0	(41.0)	9.3%	26.0	21.0	(5.0)	19.2%	467.0	421.0	(46.0)	9.9%	5.1%	4.2%
Other City Programs														
City Clerk's Office	407.0	399.2	(7.8)	1.9%	6.8	4.8	(2.0)	29.4%	413.8	404.0	(9.8)	2.4%	3.1%	0.0%
Legal Services	376.8	341.3	(35.5)	9.4%	0.5	0.5	0.0	0.0%	377.3	341.8	(35.5)	9.4%	2.4%	7.0%
Mayor's Office	1.0	1.0	0.0	0.0%					1.0	1.0	0.0	0.0%	0.8%	0.0%
City Council	44.0	44.0	0.0	0.0%					44.0	44.0	0.0	0.0%	4.2%	0.0%
Sub-Total Other City Programs	828.8	785.5	(43.3)	5.2%	7.3	5.3	(2.0)	27.4%	836.1	790.8	(45.3)	5.4%	2.8%	2.4%
Accountability Offices														
Auditor General's Office	36.0	33.0	(3.0)	8.3%					36.0	33.0	(3.0)	8.3%	0.0%	8.3%
Integrity Commissioner's Office	3.0	3.0	0.0	0.0%					3.0	3.0	0.0	0.0%	0.0%	0.0%
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.0%					8.3	8.0	(0.3)	3.0%	0.0%	3.0%
Ombudsman's Office	12.0	12.0	0.0	0.0%					12.0	12.0	0.0	0.0%	0.0%	0.0%
Sub-Total Accountability Offices	59.3	56.0	(3.3)	5.5%	0.0	0.0	0.0	0.0%	59.3	56.0	(3.3)	5.5%	0.0%	5.5%
TOTAL - CITY OPERATIONS	22,804.3	21,739.5	(1,064.8)	4.7%	1,238.0	925.2	(312.9)	25.3%	24,042.4	22,664.7	(1,377.7)	5.7%	2.4%	2.3%
Agencies														
Toronto Public Health	1,853.0	1,793.5	(59.5)	3.2%	24.0	21.0	(3.0)	12.5%	1,877.0	1,814.5	(62.5)	3.3%	5.1%	0.0%
Toronto Public Library	1,729.8	1,670.8	(59.0)	3.4%	5.0	5.0	0.0	0.0%	1,734.8	1,675.8	(59.0)	3.4%	2.8%	0.6%
Association of Community Centres	72.7	71.7	(1.0)	1.4%					72.7	71.7	(1.0)	1.4%	0.0%	1.4%
Exhibition Place	351.0	351.0	0.0	0.0%	5.0	5.0	0.0	0.0%	356.0	356.0	0.0	0.0%	0.6%	0.0%
Heritage Toronto	7.5	7.5	0.0	0.0%					7.5	7.5	0.0	0.0%	0.0%	0.0%
Theatres	232.5	211.2	(21.3)	9.2%					232.5	211.2	(21.3)	9.2%	0.0%	9.2%
Toronto Zoo	396.0	375.0	(21.0)	5.3%					396.0	375.0	(21.0)	5.3%	2.2%	3.1%
Arena Boards of Management	65.0	64.5	(0.5)	0.8%					65.0	64.5	(0.5)	0.8%	0.0%	0.8%
Yonge Dundas Square	8.0	8.0	0.0	0.0%					8.0	8.0	0.0	0.0%	0.0%	0.0%
CreateTO	51.0	53.5	2.5	-4.9%					51.0	53.5	2.5	-4.9%	0.0%	0.0%
Toronto & Region Conservation Authority	446.7	446.7	0.0	0.0%	366.2	366.2	0.0	0.0%	812.9	812.9	0.0	0.0%	0.0%	0.0%
Toronto Transit Commission - Conventional	12,590.0	12,479.0	(111.0)	0.9%	2,473.0	1,995.0	(478.0)	19.3%	15,063.0	14,474.0	(589.0)	3.9%	1.4%	0.0%
Toronto Transit Commission - Wheel Trans	615.0	582.0	(33.0)	5.4%					615.0	582.0	(33.0)	5.4%	0.9%	4.5%
Toronto Police Service	7,881.0	6,855.0	(1,026.0)	13.0%					7,881.0	6,855.0	(1,026.0)	13.0%	11.7%	1.4%
Toronto Police Services Board	7.0	7.0	0.0	0.0%					7.0	7.0	0.0	0.0%	0.0%	0.0%
TOTAL - AGENCIES	25,859.5	24,529.7	(1,329.8)	5.1%	2,873.2	2,392.2	(481.0)	16.7%	28,366.5	26,555.7	(1,810.8)	6.4%	4.8%	0.3%
Corporate Accounts														
Corporate Accounts	406.0	358.0	(48.0)	11.8%					406.0	358.0	(48.0)	11.8%	0.0%	11.8%
TOTAL - CORPORATE ACCOUNTS	406.0	358.0	(48.0)	11.8%	0.0	0.0	0.0	0.0%	406.0	358.0	(48.0)	11.8%	0.0%	11.8%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	49,069.8	46,627.2	(2,442.6)	5.0%	4,111.2	3,317.4	(793.9)	19.3%	52,814.8	49,578.4	(3,236.5)	6.1%	3.7%	1.3%
Rate Supported Programs														
Solid Waste Management Services	1,078.6	1,024.9	(53.7)	5.0%	38.2	29.9	(8.3)	21.8%	1,116.7	1,054.7	(62.0)	5.6%	4.0%	1.0%
Toronto Parking Authority	328.5	312.0	(16.5)	5.0%					328.5	312.0	(16.5)	5.0%	3.0%	2.0%
Toronto Water	1,705.3	1,542.3	(163.0)	9.6%	59.4	44.0	(15.4)	25.9%	1,764.7	1,586.3	(178.4)	10.1%	3.0%	6.6%
TOTAL RATE SUPPORTED PROGRAMS	3,112.4	2,879.2	(233.2)	7.5%	97.5	73.9	(23.7)	24.3%	3,209.9	2,953.0	(256.8)	8.0%	3.3%	4.1%
GRAND TOTAL	52,182.1	49,506.4	(2,675.8)	5.1%	4,208.8	3,391.2	(817.5)	19.4%	56,024.7	52,531.4	(3,493.3)	6.2%	3.6%	1.5%

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix E

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

Program/Agency	Operating Positions				Capital Positions				Total Positions				Operating Vacancy	
	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Approved Complement	Strength	Over / (Under)	%	Budgeted Gapping	After Gapping
Community and Social Services														
Affordable Housing Office	25.0	24.0	(1.0)	4.0%					25.0	24.0	(1.0)	4.0%	1.7%	2.3%
Children's Services	1,076.6	1,046.6	(30.0)	2.8%	4.0	4.0	0.0	0.0%	1,080.6	1,050.6	(30.0)	2.8%	0.2%	2.6%
Court Services	229.0	229.0	0.0	0.0%					229.0	229.0	0.0	0.0%	2.7%	0.0%
Economic Development & Culture	290.5	288.1	(2.4)	0.8%					302.5	300.1	(2.4)	0.8%	2.9%	0.0%
Toronto Paramedic Services	1,475.3	1,468.3	(7.0)	0.5%	2.0	2.0	0.0	0.0%	1,477.3	1,470.3	(7.0)	0.5%	1.6%	0.0%
Long Term Care Homes & Services	2,389.9	2,389.9	0.0	0.0%					2,389.9	2,389.9	0.0	0.0%	0.0%	0.0%
Parks, Forestry & Recreation	4,375.2	4,287.9	(87.3)	2.0%	145.0	95.0	(50.0)	34.5%	4,520.2	4,382.9	(137.3)	3.0%	2.5%	0.0%
Shelter, Support & Housing Administration	841.4	813.4	(28.0)	3.3%	45.0	31.0	(14.0)	31.1%	886.4	844.4	(42.0)	4.7%	3.2%	0.1%
Social Development, Finance & Administration	169.0	169.0	0.0	0.0%					169.0	169.0	0.0	0.0%	2.7%	0.0%
Toronto Employment & Social Services	1,974.0	1,893.0	(81.0)	4.1%	11.0	8.0	(3.0)	27.3%	1,985.0	1,901.0	(84.0)	4.2%	2.1%	2.0%
Sub-Total Community and Social Services	12,845.9	12,609.3	(236.7)	1.8%	219.0	152.0	(67.0)	30.6%	13,064.9	12,761.3	(303.7)	2.3%	1.7%	0.1%
Infrastructure and Development Services														
City Planning Division	404.5	370.5	(34.0)	8.4%	18.5	18.5	0.0	0.0%	423.0	389.0	(34.0)	8.0%	3.8%	4.6%
Fire Services	3,214.3	3,178.3	(36.0)	1.1%					3,214.3	3,178.3	(36.0)	1.1%	2.0%	0.0%
Municipal Licensing & Standards	490.5	475.5	(15.0)	3.1%	2.0	2.0	0.0	0.0%	492.5	477.5	(15.0)	3.0%	2.0%	1.1%
Policy, Planning, Finance and Administration	187.1	183.1	(4.0)	2.1%	13.0	6.0	(7.0)	53.8%	200.1	189.1	(11.0)	5.5%	3.9%	0.0%
Engineering and Construction Services	128.6	111.6	(17.0)	13.2%	463.5	428.5	(35.0)	7.6%	592.1	540.1	(52.0)	8.8%	4.1%	9.1%
Toronto Building	468.0	445.0	(23.0)	4.9%					468.0	445.0	(23.0)	4.9%	2.9%	2.0%
Transportation Services	1,068.6	971.8	(96.8)	9.1%	111.3	94.0	(17.3)	15.5%	1,179.8	1,065.7	(114.1)	9.7%	5.7%	3.3%
Sub-Total Infrastructure and Development Services	5,961.6	5,735.8	(225.8)	3.8%	608.2	548.9	(59.3)	9.7%	6,569.8	6,284.7	(285.1)	4.3%	3.0%	0.8%
Finance and Treasury Services														
Office of the Chief Financial Officer	111.0	100.0	(11.0)	9.9%	11.0	6.0	(5.0)	45.5%	122.0	106.0	(16.0)	13.1%	2.1%	7.8%
Office of the Treasurer	641.7	570.6	(71.1)	11.1%	23.0	16.0	(7.0)	30.4%	664.7	586.6	(78.1)	11.7%	3.0%	8.1%
Sub-Total Finance and Treasury Services	752.7	670.6	(82.1)	10.9%	34.0	22.0	(12.0)	35.3%	786.7	692.6	(94.1)	12.0%	2.9%	8.0%
Corporate Services														
Facilities, Real Estate, Environment & Energy	943.6	818.2	(125.4)	13.3%	98.5	74.5	(24.0)	24.4%	1,042.1	892.7	(149.4)	14.3%	3.3%	10.0%
Fleet Services	179.0	168.0	(11.0)	6.1%	8.0	3.0	(5.0)	62.5%	187.0	171.0	(16.0)	8.6%	2.9%	3.2%
Information & Technology	629.0	577.0	(52.0)	8.3%	220.0	160.0	(60.0)	27.3%	849.0	737.0	(112.0)	13.2%	5.5%	2.8%
311 Toronto	163.5	159.5	(4.0)	2.4%	17.0	14.0	(3.0)	17.6%	180.5	173.5	(7.0)	3.9%	2.1%	0.3%
Sub-Total Corporate Services	1,915.1	1,722.7	(192.4)	10.0%	343.5	251.5	(92.0)	26.8%	2,258.6	1,974.2	(284.4)	12.6%	3.9%	6.2%
City Manager														
City Manager's Office	441.0	427.0	(14.0)	3.2%	26.0	21.0	(5.0)	19.2%	467.0	448.0	(19.0)	4.1%	5.1%	0.0%
Sub-Total City Manager	441.0	427.0	(14.0)	3.2%	26.0	21.0	(5.0)	19.2%	467.0	448.0	(19.0)	4.1%	5.1%	0.0%
Other City Programs														
City Clerk's Office	407.0	404.2	(2.8)	0.7%	6.8	4.8	(2.0)	29.4%	413.8	409.0	(4.8)	1.2%	3.1%	0.0%
Legal Services	376.8	361.5	(15.3)	4.1%	0.5	0.5	0.0	0.0%	377.3	362.0	(15.3)	4.1%	2.4%	1.7%
Mayor's Office	1.0	1.0	0.0	0.0%					1.0	1.0	0.0	0.0%	0.8%	0.0%
City Council	25.0	25.0	0.0	0.0%					25.0	25.0	0.0	0.0%	4.2%	0.0%
Sub-Total Other City Programs	809.8	791.7	(18.1)	2.2%	7.3	5.3	(2.0)	27.4%	817.1	797.0	(20.1)	2.5%	2.8%	0.0%
Accountability Offices														
Auditor General's Office	36.0	36.0	0.0	0.0%					36.0	36.0	0.0	0.0%	0.0%	0.0%
Integrity Commissioner's Office	3.0	3.0	0.0	0.0%					3.0	3.0	0.0	0.0%	0.0%	0.0%
Lobbyist Registrar's Office	8.3	8.0	(0.3)	3.0%					8.3	8.0	(0.3)	3.0%	0.0%	3.0%
Ombudsman's Office	12.0	12.0	0.0	0.0%					12.0	12.0	0.0	0.0%	0.0%	0.0%
Sub-Total Accountability Offices	59.3	59.0	(0.3)	0.4%	0.0	0.0	0.0	0.0%	59.3	59.0	(0.3)	0.4%	0.0%	0.4%
TOTAL - CITY OPERATIONS	22,785.3	22,016.0	(769.3)	3.4%	1,238.0	1,000.7	(237.3)	19.2%	24,023.4	23,016.8	(1,006.6)	4.2%	2.4%	1.0%
Agencies														
Toronto Public Health	1,853.0	1,793.5	(59.5)	3.2%	24.0	23.0	(1.0)	4.2%	1,877.0	1,816.5	(60.5)	3.2%	5.1%	0.0%
Toronto Public Library	1,729.8	1,680.8	(49.0)	2.8%	5.0	5.0	0.0	0.0%	1,734.8	1,685.8	(49.0)	2.8%	2.8%	0.0%
Association of Community Centres	80.6	79.6	(1.0)	1.2%					80.6	79.6	(1.0)	1.2%	0.0%	1.2%
Exhibition Place	351.0	351.0	0.0	0.0%	5.0	5.0	0.0	0.0%	356.0	356.0	0.0	0.0%	0.6%	0.0%
Heritage Toronto	7.5	7.5	0.0	0.0%					7.5	7.5	0.0	0.0%	0.0%	0.0%
Theatres	232.5	211.2	(21.3)	9.2%					232.5	211.2	(21.3)	9.2%	0.0%	9.2%
Toronto Zoo	396.0	384.0	(12.0)	3.0%					396.0	384.0	(12.0)	3.0%	2.2%	0.8%
Arena Boards of Management	65.0	65.0	0.0	0.0%					65.0	65.0	0.0	0.0%	0.0%	0.0%
Yonge Dundas Square	8.0	8.0	0.0	0.0%					8.0	8.0	0.0	0.0%	0.0%	0.0%
CreateTO	51.0	53.5	2.5	-4.9%					51.0	53.5	2.5	-4.9%	0.0%	0.0%
Toronto & Region Conservation Authority	446.7	446.7	0.0	0.0%	366.2	366.2	0.0	0.0%	812.9	812.9	0.0	0.0%	0.0%	0.0%
Toronto Transit Commission - Conventional	12,318.0	12,527.0	209.0	-1.7%	2,373.0	2,099.0	(274.0)	11.5%	14,691.0	14,626.0	(65.0)	0.4%	1.4%	0.0%
Toronto Transit Commission - Wheel Trans	613.0	613.0	0.0	0.0%					613.0	613.0	0.0	0.0%	0.9%	0.0%
Toronto Police Service	7,881.0	6,917.0	(964.0)	12.2%					7,881.0	6,917.0	(964.0)	12.2%	11.7%	0.6%
Toronto Police Services Board	7.0	7.0	0.0	0.0%					7.0	7.0	0.0	0.0%	0.0%	0.0%
TOTAL - AGENCIES	25,593.4	24,698.1	(895.3)	3.5%	2,773.2	2,498.2	(275.0)	9.9%	28,000.4	26,830.1	(1,170.3)	4.2%	4.8%	0.0%
Corporate Accounts														
Corporate Accounts	406.0	400.0	(6.0)	1.5%					406.0	400.0	(6.0)	1.5%	0.0%	1.5%
TOTAL - CORPORATE ACCOUNTS	406.0	400.0	(6.0)	1.5%	0.0	0.0	0.0	0.0%	406.0	400.0	(6.0)	1.5%	0.0%	1.5%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	48,784.7	47,114.1	(1,670.6)	3.4%	4,011.2	3,498.9	(512.3)	12.8%	52,429.8	50,246.9	(2,182.9)	4.2%	3.7%	0.0%
Rate Supported Programs														
Solid Waste Management Services	1,078.6	1,024.2	(54.3)	5.0%	38.2	29.9	(8.3)	21.8%	1,116.7	1,054.1	(62.7)	5.6%	4.0%	1.0%
Toronto Parking Authority	328.5	323.5	(5.0)	1.5%					328.5	323.5	(5.0)	1.5%	3.0%	0.0%
Toronto Water	1,705.3	1,580.3	(125.0)	7.3%	59.4	46.0	(13.4)	22.5%	1,764.7	1,626.3	(138.4)	7.8%	3.0%	4.3%
TOTAL RATE SUPPORTED PROGRAMS	3,112.4	2,928.0	(184.3)	5.9%	97.5	75.9	(21.7)	22.2%	3,209.9	3,003.9	(206.0)	6.4%	3.3%	2.6%
GRAND TOTAL	51,897.1	50,042.2	(1,854.9)	3.6%	4,108.8	3,574.8	(534.0)	13.0%	55,639.7	53,250.8	(2,388.9)	4.3%	3.6%	0.0%

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Community and Social Services					
Parks, Forestry & Recreation					
To increase the revenue estimate for the replacement tree planting funds collected under the Street Tree and Private Tree By-laws (City of Toronto Municipal Code, Chapter 813, Articles II and III) from \$3.3 million to \$4.1 million and that these funds be contributed to the Tree Canopy Reserve (XR1220) to fund future expenditures for the Urban Forestry Tree Planting Strategy.	800.0	800.0	0.0	0.0	0.0
To approve a change in resource requirements for the delivery of the Parks, Forestry and Recreation Capital Budget and Plan in order to secure skillsets related to community and stakeholder engagement needed to collaborate with the capital project delivery teams and stakeholders on engagement initiatives for the delivery of the capital plan including the implementation of the Parks and Recreation Facilities Master Plan and Parkland Strategy. There is no financial impact or approved position change.	19.1	19.1	(0.0)	0.0	(0.0)
Total Parks, Forestry & Recreation	819.1	819.1	(0.0)	0.0	(500.0)
Shelter, Support & Housing Administration					
Adjustment to increase SSHA's 2018 Operating Budget by \$0.075 million gross, \$0 net to complete due diligence activities pursuant to the acquisition and redevelopment of the property at 11 Brock Avenue for Affordable Rental Housing as approved by Council on July 23, 2018 in EX36.50 "Next Steps to Acquire Surplus LCBO Site at 11 Brock Avenue for Affordable Rental Housing".	75.0	75.0	0.0	0.0	0.0

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Adjustment to increase SSHA's 2018 Operating Budget by \$0.157 million gross, \$0 net fully funded by the City's allocation from the provincial Bridges to Housing Program to support 25 homeless and street involved individuals living with development disabilities to creatively engage them in the process of finding and maintaining housing. This provincial funding stream also provides funding for direct linkages to specialized supports to address ongoing issues with street involved individuals related to self reliance, mental health, wellness and stability in the community.	157.0	157.0	0.0	0.0	0.0
Adjustment to increase SSHA's 2018 Operating Budget by \$0.847 million \$0 net to realign Federal/Provincial grant funding for approved 2018 projects resulting from changes in construction and renovation schedules. Planned expenditures have been realigned between 2018 and 2019 fully offset by a corresponding increase in grant revenue to be recognized from federal, provincial and City funded programs.	836.9	836.9	0.0	0.0	0.0
Adjustment to increase SSHA's 2018 Operating Budget by \$1.007 million gross \$0 net, fully funded from Section 37 Community Benefits for transfer to TCHC to undertake capital improvements including safety and lighting upgrades at various TCHC properties situated in Ward 27 authorized by City Council per MM43.24 "Authorization to release section 37 (Planning Act) Funds from Various Developments for Capital Improvements to TCHC Properties".	1,006.5	1,006.5	0.0	0.0	0.0
Total Shelter, Support & Housing Administration	2,075.4	2,075.4	0.0	0.0	0.0
Toronto Employment & Social Services					
To adjust the 2018 Operating Budget for Toronto Employment & Social Services by reducing the budgeted draw from the Ontario Works (OW) Reserve by \$6.110 million and replacing it by the Provincial Claim settlement amount received for the November 2014 to March 2016 period. The first part of the adjustment will reduce the planned draw from the OW Reserve from \$8.2 million to \$2.2 million.	0.0	(6,110.0)	6,110.0	0.0	0.0

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
To adjust the 2018 Operating Budget for Toronto Employment & Social Services by \$6.110 million net revenue representing the Provincial Claim settlement amount received for November 2014 to March 2016 period.	0.0	6,110.0	(6,110.0)	0.0	0.0
To adjust the 2018 Operating Budget for Toronto Employment & Social Services by \$4.122 million gross representing the unbudgeted leasehold improvement costs associated with the new lease at 3660 Kingston Rd. authorized by City Council in its meeting on July 2016, fully funded from the Ontario Works (OW) Reserve. The opportunity for the City to pay for the retrofit costs upfront will help avoid the interest payments of approximately \$2.4 million that would have been incurred over the term of the lease.	4,122.0	4,122.0	0.0	0.0	0.0
Total Toronto Employment & Social Services	4,122.0	4,122.0	0.0	0.0	0.0
Total Community and Social Services	7,016.5	7,016.5	(0.0)	0.0	(500.0)
Infrastructure and Development Services					
Toronto Building					
To establish the spending authority to allow for payment of demolition services associated with remedial work at 13 Rebecca St., relates to an issue of not being able to pay or establish a contract for these services without an established budget.	83.0	83.0	0.0	0.0	0.0
Total Toronto Building	83.0	83.0	0.0	0.0	0.0
Total Infrastructure and Development Services	83.0	83.0	0.0	0.0	0.0

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Corporate Services					
Fleet Services					
To reflect Toronto Community Housing Corporation (TCHC) provision of \$0.450 million funding for 10 Community Safety Unit (CSU) vehicles required to address operational needs. Fleet Services Division's (FSD) 2018 Operating Budget needs to be adjusted to include the \$0.450 million additional Contribution to Vehicle & Equipment Reserve and the offsetting recovery in the same amount, which will result a zero net impact to FSD's 2018 Operating Budget.	450.0	450.0	0.0	0.0	0.0
Total Fleet Services	450.0	450.0	0.0	0.0	0.0
Information & Technology					
To extend three temporary capital positions to provide support and continuity across various IT capital projects. The positions being extended include a Project Coordinator with an end date of December 2021, funded by the Electronic Document and Records Management System project; a Business Transformation Consultant with an end date of December 2019 and an Enterprise IT Training Designer Developer with an end date of December 2019, both funded by the Capital Resource Requirements project.	(0.0)	0.0	(0.0)	0.0	(0.0)
Total Information & Technology	(0.0)	0.0	(0.0)	0.0	(0.0)
Total Corporate Services	450.0	450.0	(0.0)	0.0	(0.0)
Finance and Treasury Services					
Office of the Chief Financial Officer					
To transfer Internal Audit Services to Finance and Treasury Services from the City Manager's Office in accordance with and outlined in the City Manager's Reorganization memorandum of October 23, 2018.	1,703.7	663.7	1,040.1	11.0	0.0
Total Office of the Chief Financial Officer	1,703.7	663.7	1,040.1	11.0	0.0
Total Finance and Treasury Services	1,703.7	663.7	1,040.1	11.0	0.0

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
City Manager's Office					
To transfer Internal Audit Services to Finance and Treasury Services from the City Manager's Office in accordance with and outlined in the City Manager's Reorganization memorandum of October 23, 2018.	(1,703.7)	(663.7)	(1,040.1)	(11.0)	0.0
Total City Manager's Office	(1,703.7)	(663.7)	(1,040.1)	(11.0)	0.0
Total City Manager	(1,703.7)	(663.7)	(1,040.1)	(11.0)	0.0
Total City Programs	7,549.5	7,549.5	(0.0)	0.0	(500.0)
Agencies					
Toronto Police Service					
To increase the Toronto Police Service's 2018 Operating Budget by \$3 million, funded from the Toronto Police Service Modernization Reserve (XQ1903), to provide up to \$3 million to pay for actual modernization costs in 2018, including project management services; technological, strategic, financial and procurement expertise at various stages of implementation; feasibility and due diligence studies; and any initial investments for changes in programs. Thus adjustment was not previously budgeted as the available reserve funding was not known.	3,000.0	3,000.0	0.0	0.0	0.0
To increase the Toronto Police Service's 2018 Operating Budget by \$2.5 million, funded from the Sick Leave Reserve (XR1007). The reserve draw will increase from \$14.030 million to \$16.530 million. Upon the ratification of the 2015 to 2018 collective agreement, the Sick Pay Gratuity was eliminated for new employees; however, employees hired before ratification are still entitled to sick pay gratuity upon retirement or resignation after ten years of service. Due to the extremely high number of separations, Sick Pay Gratuity payments are projected to be up to \$2.5 million greater than budgeted. In order to offset this over expenditure, the Service requires Council approval to draw up to an additional \$2.5 million from the Sick Pay Gratuity Reserve.	2,500.0	2,500.0	0.0	0.0	0.0
Total Toronto Police Service	5,500.0	5,500.0	0.0	0.0	0.0

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Toronto Transit Commission - Conventional					
Technical Adjustment to reflect 494 existing FTE positions. The 2018 and prior year budgets included approved funding for these positions. Positions not currently reflected in year-end headcount are required to be included to align with City policy.	0.0	0.0	0.0	494.0	0.0
The TTC 2018 Council Approved Operating Budget did not include the impact of the TTC's Collective Bargaining Agreement (CBA) beyond March 31, 2018, the CBA provision for the remainder of the year was included in the Non-Program budget. TTC's CBA was recently negotiated resulting in the required transfer of the 2018 Non Union COLA transfer from Non Program to the TTC.	17,800.0	0.0	17,800.0	0.0	0.0
Total Toronto Transit Commission - Conventional	17,800.0	0.0	17,800.0	494.0	0.0
Toronto Transit Commission - Wheel Trans					
Wheel-Trans 2018 Council Approved Operating Budget did not include the impact of the Wheel-Trans Collective Bargaining Agreement (CBA) beyond March 31, 2018, the CBA provision for the remainder of the year was included in the Non-Program budget. Wheel-Trans CBA was recently negotiated resulting in the required transfer of the 2018 Non Union COLA transfer from Non Program to WheelTrans.	800.0	0.0	800.0	0.0	0.0
Technical Adjustment to reflect 7 existing FTE positions. The 2018 and prior year budgets included approved funding for these positions. Positions not currently reflected in year-end headcount are required to be included to align with City policy.	0.0	0.0	0.0	7.0	0.0
Total Toronto Transit Commission - Wheel Trans	800.0	0.0	800.0	7.0	0.0
Total Agencies	24,100.0	5,500.0	18,600.0	501.0	0.0

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Corporate Accounts					
Non-Program Expenditures					
Toronto Transit Commission 2018 Council Approved Operating Budget did not include the impact of the Collective Bargaining Agreement (CBA) beyond March 31, 2018, the CBA provision for the remainder of the year was included in the Non-Program budget. Toronto Transit Commissions CBA was recently negotiated resulting in the required transfer of the 2018 Non Union COLA transfer from Non Program to Toronto Transit Commission.	(18,600.0)	0.0	(18,600.0)	0.0	0.0
Total Non-Program Expenditures	(18,600.0)	0.0	(18,600.0)	0.0	0.0
Total Corporate Accounts	(18,600.0)	0.0	(18,600.0)	0.0	0.0
Total Tax Supported Operations	13,049.5	13,049.5	0.0	501.0	(500.0)
Solid Waste Management Services					
Request is to delete one (1) Engineering Technologist and create one (1) Budget Analyst position and to delete one (1) Support Assist C position and create one (1) Research Analyst 1 position. One (1) Financial Trainee position which is no longer required will also be deleted. This will result in a decrease in salaries and benefits by \$8,059 and increase the contribution to the Waste Management reserve fund by the same amount as well as reducing FTEs by 0.44. These adjustments change the budget by functional service area and reduce FTEs from the approved budget.	0.0	0.0	0.0	(0.4)	3.0

Appendix F1

**CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Adjustment will correct the 2018 budget by consolidating Fleet/Heavy Equipment charges and rationalizing funds centres by moving funding from funds centre SW0012 (Heavy Equipment) to SW0709 (Transfer Station Recycle Haulage). These adjustments change the budget by functional service area.	0.0	0.0	0.0	0.0	0.0
Total Solid Waste Management Services	0.0	0.0	0.0	(0.4)	3.0
Total Rate Supported Operations	0.0	0.0	0.0	(0.4)	3.0
Total City Operations	13,049.5	13,049.5	0.0	500.6	(497.0)

Appendix F2

CITY OF TORONTO
BUDGET ADJUSTMENTS UNDER DELEGATED AUTHORITY
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Community and Social Services					
Court Services					
Adjustment to reflect receipt of \$0.500 million from the landlord at 481 University Avenue upon termination of the lease at this premises for a one-time transfer from Court Services Operating Account CT 2001-9415 to Provincial Offenses Act Stabilization Reserve-XQ0704 to support the future relocation of Court Services Offices and Courtrooms at 70 Center Avenue to a new location.	500.0	500.0	0.0	0.0	0.0
Total Court Services	500.0	500.0	0.0	0.0	0.0
Economic Development & Culture					
Funds in the amount of \$0.200 million from the Construction Hoarding Sign Fee Reserve Fund (XR1219) were transferred to the 2018 Economic Development and Culture operating budget, for a net \$0 impact. These funds will be allocated to the 2018 Toronto Arts Council program for costs related to arts programming in the public realm.	200.0	200.0	0.0	0.0	0.0
Total Economic Development & Culture	200.0	200.0	0.0	0.0	0.0
Toronto Paramedic Services					
Addition of 1 FTE Paramedic Level 3 following written confirmation of base funding from Central LHIN at a cost of \$91,733 for 2018-2019 and an annualized cost of \$138,900 for 2019-2020.	57.0	57.0	0.0	1.0	0.0
Total Toronto Paramedic Services	57.0	57.0	0.0	1.0	0.0
Total Community and Social Services	757.0	757.0	0.0	1.0	0.0

Appendix F2

CITY OF TORONTO
BUDGET ADJUSTMENTS UNDER DELEGATED AUTHORITY
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$'000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Infrastructure and Development Services					
Engineering & Construction Services					
To transfer two permanent Sr. Engineer positions from the Land & Property Surveys Unit, Engineering Support Services to the Trunk Sewers & Transmission Unit, Linear Underground Infrastructure, and to transfer a temporary Engineer in Training position from the Bridges Structures & Expressways Unit, Transportation Infrastructure to the Basement Flooding Protection Program Unit, Linear Underground Infrastructure. These changes reflect operational needs to fully deliver City services. The funding source for the two Sr. Engineer positions will change from tax levy to capital recovery, while the funding source for the Engineer in Training remains as capital recovery.	0.0	0.0	0.0	0.0	(289.4)
To transfer three positions (Engineering Technologist Technician 1, Engineering Technologist Technician 4 and Support Assistant C) from the Engineering Surveys Unit to the Land & Property Surveys Unit. These changes reflect resources needed to undertake the initiative to digitize legal survey records. Only the Engineering Technologist Technician 4 position has a change in funding source, from 100% capital recovery to 75% capital recovery and 25% tax levy.	0.0	0.0	0.0	0.0	19.4
Total Engineering & Construction Services	0.0	0.0	0.0	0.0	(270.0)
Total Infrastructure and Development Services	0.0	0.0	0.0	0.0	(270.0)
Corporate Services					
Information & Technology					
To delete 3 (unionized) Administrative Assistant positions, and create 3 (non-union) Administrative Assistant 2 (AA2) positions. The AA2 positions are required to support the Deputy Chief Information Officer positions, to work with a senior management team member regularly, and to deal with information directly related to labour relation information upwards of 75% of any business day.	0.0	0.0	0.0	0.0	0.0

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F2

CITY OF TORONTO
BUDGET ADJUSTMENTS UNDER DELEGATED AUTHORITY
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
To convert three (3) permanent positions for operational needs supporting the Service Desk, Cloud technologies and Enterprise Technical Support. The conversion results in no net change to I&T council approved complement and has no net budget impact. The adjustment includes converting one Technical Support Specialist to an Enterprise Technical Support Specialist, one Technology Analyst 1 to a Service Desk Analyst 1, and one Enterprise Technical Support Specialist to a Corporate Application Technical Leader.	0.0	0.0	0.0	0.0	0.0
To delete 4 temporary positions from the Enterprise Business Intelligence Foundation project and create 4 new temporary positions for the Enterprise Business Intelligence Implementation project. The 4 new temporary positions have been redesigned with HR to attract the right staff to the project and will continue their work as part of the implementation of the Enterprise BI Framework. To convert 1 Senior Systems Integrator position to a Management Consultant position, reporting to the director of Business Solutions Services (BSS). The position is needed to provide services in BSS Management Sustainment and Project reporting on BSS work plans, service requests and performance/backlog monitoring.	21.2	21.2	0.0	0.0	(0.0)
Total Information & Technology	21.2	21.2	0.0	0.0	0.0
Total Corporate Services	21.2	21.2	0.0	0.0	0.0

Appendix F2

CITY OF TORONTO
BUDGET ADJUSTMENTS UNDER DELEGATED AUTHORITY
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Other City Programs					
City Clerk's Office					
Adjustment to increase City Clerk's Operating Budget by \$2.0 million, as part of the \$2.5 million financial impact identified in the supplementary report CC45.1b "The Impact of the Better Local Government Act, 2018 (Bill 5) on Toronto's 2018 Municipal Election" that was considered by City Council on August 20, 2018.	2,000.0	2,000.0	0.0	0.0	0.0
Total City Clerk's Office	2,000.0	2,000.0	0.0	0.0	0.0
Total Other City Programs	2,000.0	2,000.0	0.0	0.0	0.0
Other Accountability Offices					
Auditor General's Office					
To convert an Audit Analyst position to an Auditor position to meet operational needs. There are no net position and financial impacts. A technical budget adjustment will be undertaken to reallocate budget from Alternate Rate to fund the salary and benefit pressure. There will be no changes to the total Salaries and Benefits budget.	0.0	0.0	0.0	0.0	0.0
Total Auditor General's Office	0.0	0.0	0.0	0.0	0.0
Total Other Accountability Offices	0.0	0.0	0.0	0.0	0.0
Total City Programs	2,778.2	2,778.2	0.0	1.0	(270.0)

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix F2

CITY OF TORONTO
BUDGET ADJUSTMENTS UNDER DELEGATED AUTHORITY
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
Agencies					
Exhibition Place					
To increase the Exhibition Place's 2018 Operating Budget on a one-time basis by \$0.112 million gross and \$0 net, to account for sick bank paid out to retiring employees above what was original budgeted in 2018. Exhibition Place budgets an annual contribution of \$0.050 million to the Sick Leave Reserve Fund (XR1007) and annual withdrawal of \$0.100 million from the same reserve. As of Q3 Exhibition has had to pay out \$0.212 million for retiring employees with sick bank balances.	112.0	112.0	0.0	0.0	0.0
To utilize \$0.370 million of funds available in the Vehicle Reserve - Exhibition Non-Motorized Equipment (XQ1902) to replace equipment in 2018. Exhibition Place makes annual contributions of \$0.200 million to this reserve and withdraws from it to replace equipment for everyday operations on an as needed basis. As of January 1, 2018 the balance for the reserve is \$0.398 million.	370.0	370.0	0.0	0.0	0.0
Total Exhibition Place	482.0	482.0	0.0	0.0	0.0
Total Agencies	482.0	482.0	0.0	0.0	0.0
Total Tax Supported Operations	3,260.2	3,260.2	0.0	1.0	(270.0)
Solid Waste Management Services					
Correction to balance the 2018 IDC/IDR between Policy, Planning, Finance and Administration (PPFA) and SWMS. The correction will result in a savings of \$0.179M annually which will be offset by an increased contribution to the Waste Management reserve fund.	0.0	0.0	0.0	0.0	0.0

Appendix F2

**CITY OF TORONTO
BUDGET ADJUSTMENTS UNDER DELEGATED AUTHORITY
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2018
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position	2019 Incremental Outlook (Net)
To re-purpose 24 various permanent positions in order to create (24) positions to support the Diversion Program. Given the significant increase in the amount of contamination in the recycling stream, which results in extra processing cost to remove this contamination, these new positions are required to inspect and reject contaminated bins at source and to provide the necessary outreach to change behaviour to curtail contamination in the recycling stream. This change will result in an annual reduction of \$0.104M with no change to the FTE count and a corresponding increase to the Waste Management reserve fund contribution.	(0.0)	0.0	(0.0)	0.0	20.5
Total Solid Waste Management Services	(0.0)	0.0	(0.0)	0.0	20.5
Total Rate Supported Operations	(0.0)	0.0	(0.0)	0.0	20.5
Total City Operations	3,260.2	3,260.2	(0.0)	1.0	(249.5)

Appendix G

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	
Affordable Housing Office	3-Month	0.1	▼	(0.0)	—	0.1	▼	Ⓢ	0.1	▼	(0.1)	▼	0.0	—	Ⓢ
	5-Month	0.2	▲	(0.1)	▼	0.1	—	Ⓢ	0.1	—	(0.1)	—	0.1	▲	Ⓢ
	9-Month	0.3	▲	(0.1)	—	0.2	▲	Ⓢ	0.2	▲	(0.1)	—	0.1	—	Ⓢ
Children's Services	3-Month	4.5	▼	(4.5)	▼	0.0	—	Ⓢ	2.5	▼	(2.5)	▼	0.0	—	Ⓢ
	5-Month	7.9	▲	(7.9)	▼	0.0	—	Ⓢ	1.9	▼	(1.9)	▲	0.0	—	Ⓢ
	9-Month	6.0	▼	(6.0)	▲	(0.0)	—	Ⓢ	12.3	▲	(12.3)	▼	0.0	—	Ⓢ
Court Services	3-Month	0.9	▼	(2.1)	▼	(1.2)	▲	Ⓢ	1.2	▼	(1.1)	▼	0.1	▼	Ⓢ
	5-Month	1.6	▲	0.5	▲	2.1	▲	Ⓢ	1.9	▲	1.4	▲	3.2	▲	Ⓢ
	9-Month	3.5	▲	2.8	▲	6.4	▲	Ⓢ	4.1	▲	6.1	▲	10.2	▲	Ⓢ
Economic Development & Culture	3-Month	0.1	▼	0.1	▲	0.2	▼	Ⓢ	(0.3)	▲	0.3	▲	0.0	—	Ⓢ
	5-Month	(0.2)	▼	0.3	▲	0.1	▼	Ⓢ	(0.3)	—	0.3	—	0.0	—	Ⓢ
	9-Month	0.2	▲	(0.1)	▼	0.1	—	Ⓢ	(1.0)	▼	0.1	▼	(0.9)	▼	Ⓢ
Toronto Paramedic Services	3-Month	0.1	▼	0.1	▲	0.2	▼	Ⓢ	(2.1)	▲	(0.1)	▼	(2.2)	▲	Ⓢ
	5-Month	(0.3)	▼	0.7	▲	0.4	▲	Ⓢ	(1.4)	▲	0.0	▲	(1.3)	▲	Ⓢ
	9-Month	(0.6)	▼	0.7	—	0.1	▼	Ⓢ	(0.4)	▲	0.2	▲	(0.1)	▲	Ⓢ

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

Appendix G

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	
Long Term Care Homes and Services	3-Month	7.4	▼	(7.4)	▼	0.0	—	⊙	2.9	▼	(2.9)	▼	0.1	▼	⊙
	5-Month	5.2	▼	(5.0)	▲	0.2	▲	⊙	2.9	—	(2.9)	—	0.1	—	⊙
	9-Month	2.7	▼	(3.8)	▲	(1.1)	▼	⊙	5.3	▲	(2.9)	—	2.4	▲	⊙
Parks, Forestry & Recreation	3-Month	7.5	▼	(0.9)	▼	6.7	▼	⊙	6.5	▼	(9.4)	▼	(2.9)	▲	Ⓡ
	5-Month	11.9	▲	2.7	▲	14.6	▲	⊙	6.0	▼	(9.6)	▼	(3.6)	▼	Ⓡ
	9-Month	10.1	▼	(1.9)	▼	8.2	▼	⊙	8.0	▲	(9.6)	—	(1.6)	▲	Ⓡ
Shelter, Support & Housing Administration	3-Month	9.5	▼	(10.0)	▼	(0.6)	▲	⊙	(23.4)	▲	1.1	▲	(22.4)	▲	Ⓡ
	5-Month	40.3	▲	(40.3)	▼	(0.0)	▲	⊙	(25.3)	▼	3.2	▲	(22.1)	▲	Ⓡ
	9-Month	13.6	▼	(9.4)	▲	4.2	▲	⊙	(37.9)	▼	30.9	▲	(7.0)	▲	Ⓡ
Social Development, Finance & Administration	3-Month	0.2	▼	0.0	—	0.2	▼	⊙	0.1	▼	0.0	—	0.1	▼	⊙
	5-Month	(0.0)	▼	0.4	▲	0.3	▲	⊙	0.6	▲	(0.6)	▼	0.1	—	⊙
	9-Month	1.2	▲	(1.0)	▼	0.2	▼	⊙	1.2	▲	(0.4)	▲	0.8	▲	⊙
Toronto Employment & Social Services	3-Month	6.9	▼	(6.9)	▼	0.0	—	⊙	3.5	▼	(3.5)	▼	0.0	—	⊙
	5-Month	8.7	▲	(8.7)	▼	(0.0)	—	⊙	(10.2)	▼	10.2	▲	0.0	—	⊙
	9-Month	4.0	▼	(4.3)	▲	(0.3)	▼	⊙	(3.1)	▲	3.1	▼	0.0	—	⊙
Total	3-Month	37.2	▼	(31.6)	▼	5.5	▼	⊙	(9.0)	▲	(18.2)	▼	(27.2)	▲	Ⓡ
	5-Month	75.4	▲	(57.5)	▼	17.9	▲	⊙	(23.8)	▼	0.2	▲	(23.6)	▲	Ⓡ
	9-Month	41.0	▼	(23.1)	▲	17.9	—	⊙	(11.2)	▲	15.1	▲	3.9	▲	⊙
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, 2018

Appendix G

Community and Social Services

Nine Month Results	Year-End Projections
<p>Affordable Housing Office:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$0.300 million due to underspending in salaries and benefits resulting from delays in filling vacant positions. • Underachieved federal-provincial affordable housing grant revenues of \$0.147 million corresponding to underspending in federal-provincial affordable housing grant funded programs. • Favourable net variance of \$0.152 million due to underspending in salary and benefits resulting from vacancies and underachieved revenues from federal-provincial affordable housing programs. 	<ul style="list-style-type: none"> • Consistent with historical trends, AHO is projecting a net zero variance at the end of 2018 with revenues matched to anticipated program expenditures.
<ul style="list-style-type: none"> • 2.0 positions below the approved complement, which represents 6.3% operating vacancy rate after budgeted gapping. • Hiring process is underway to fill the vacancies with one position to be filled by the end of October 2018. 	<ul style="list-style-type: none"> • 1.0 position below the approved complement is projected at year-end, which represents 2.3% operating vacancy rate after budgeted gapping.
<p>Children's Services:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$5.996 million is primarily due to underspending in salaries and benefits reflecting a delay in hiring new positions added in 2018 as well as underspending in the purchased child care due to a difference in budgeted and actual case mix. • Under achieved revenues of \$5.996 million are primarily due to the difference in the budgeted cost of child care and actuals, reflective of the difference in case mix. 	<ul style="list-style-type: none"> • Projected underspending of \$12.3 million gross reflects underspending in salaries and benefits due to staff vacancies earlier in the year, and a delay in the receipt of provincial expansion funding, with no impact on the number of subsidies delivered, reflecting a difference in case mix to budget. • Revenues are projected to be underachieved by \$12.3 million, reflecting a change in the timing of provincial transfers for the previously committed

Staff report for action on Operating Variance Report for the Nine Months Ended September 30, 2018

<ul style="list-style-type: none"> Children's Services is budgeting \$0 net variance, with underspending in gross expenditures fully offset by underachieved revenues. 	<p>growth and expansion programming, and in funding for the dedicated, Journey Together program envelope.</p> <ul style="list-style-type: none"> \$0 net variance, with underspending in gross expenditures fully offset by underachieved revenues.
<ul style="list-style-type: none"> 45 positions or 4.2% below the approved complement, which represents the equivalent of 3.6% vacancy rate after budgeted gapping. The key drivers for the year-to-date variance include vacancies resulting from the timing of filling the new positions approved in 2018, required to manage program expansion, and to administer the Child Care and Family Centres programming transferred from the Province. 	<ul style="list-style-type: none"> 30 positions or 2.8% below the approved complement, which is equivalent to 2.6% operating vacancy rate after budgeted gapping.
<p>Court Services:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$3.522 million due to delays in hiring and lower than anticipated expenditures for honorarium for tribunal members, lower than planned interdivisional charges from legal services, materials and supplies and equipment. Overachieved revenues of \$2.829 million primarily due to higher than anticipated Red Light Camera ticket issuance. Favourable net variance of \$6.351 million mainly due to under spending in salaries and benefits and non-payroll costs as well as overachieved revenue from ticket issuance. 	<ul style="list-style-type: none"> Projected favourable gross expenditure variance of \$4.141 million due to delays in hiring and lower other non-payroll expenditures such as honorarium for tribunal members, materials and supplies, equipment and interdivisional charges for legal services. Year-end projected revenue surplus of \$6.079 million due to a mix of charges and revised average payment amount per charge filed. Projected favourable year-end net variance of \$10.220 million resulting from delays in hiring and other non-salary expenses and higher revenue.
<ul style="list-style-type: none"> 17.0 positions or 7.4% below the approved complement, which after considering budgeted gapping represents the equivalent of a 4.8% vacancy rate. 	<ul style="list-style-type: none"> Full complement.

<ul style="list-style-type: none"> • Key driver for year-to-date vacancies are delays in the hiring process. 	
<p>Economic Development & Culture:</p> <ul style="list-style-type: none"> • Favourable net expenditures of \$0.124 million or 0.2% below the 2018 Approved Operating Budget is driven by: <ul style="list-style-type: none"> • Unfavorable revenue due to loss of funding of \$0.700 million from Tourism Toronto. This is partially offset by higher than budgeted DARP revenues, unanticipated sponsorships from the LA Film Mission and additional revenue from film shoots and rentals at Museums. • Underspending of 0.139 million in consulting costs due to delays in study of the current and future states of City's retail and construction mitigation study • Deferral of TSEIP grant disbursement of \$0.665 million, until October. 	<ul style="list-style-type: none"> • Economic Development and Culture (EDC) projects unfavorable net expenditures of \$0.891 million by year-end: <ul style="list-style-type: none"> • Loss of funding from Tourism Toronto \$0.700 million • Unanticipated requested supports of \$0.117 million for the Danforth BIA as a result of a recent tragic event. • Unbudgeted severance costs from 2017 restructuring to be offset by a planned corporate recovery.
<ul style="list-style-type: none"> • 10.4 positions below approved complement due to staff turnover. This represents full complement. 	<ul style="list-style-type: none"> • Full complement is projected at year-end.

<p>Toronto Paramedic Services:</p> <ul style="list-style-type: none"> • Unfavourable gross expenditure variance of \$0.623 million primarily due to increased overtime as a result of increased call volume, increased salaries and benefits costs due to legislative changes (Bill 148) and WSIB costs associated with Bill 163 for new "Chronic Mental Stress Policy" and increased fuel costs in interdivisional charges partially offset by savings in various non-salary expenditures. • Overachieved revenues of \$0.746 million as a result of higher than planned Local Health Integration Network (LHIN) funding, Central Ambulance Communications Centre (CACC) funding, Safe City revenues and interdivisional revenue from Shelter for extreme weather assistance. • Favourable net variance of \$0.123 million due to higher than planned provincial funding and interdivisional revenues. 	<ul style="list-style-type: none"> • Projected unfavourable gross expenditure variance of \$0.358 million due to increased overtime resulting from anticipated increase in call volume, over-expenditures in salaries and benefits costs due to legislative changes, Bill 148, and WSIB costs associated with Bill 163 for new "Chronic Mental Stress Policy" and over-expenditures in interdivisional charges for fuel costs. These pressures are projected to be partially offset by various non-salary expenditures. • Revenues are projected to be overachieved by \$0.238 million due to higher than planned provincial funding and interdivisional revenue. • Projected unfavourable year-end net expenditure variance of \$0.121 million primarily due to call volume increases and legislative changes.
<ul style="list-style-type: none"> • 19 positions or 1.3% below the approved complement, which, after considering gapping, represents full complement. 	<ul style="list-style-type: none"> • 7 positions or 0.5% below the approved complement, which, after considering gapping, represents full complement.
<p>Long-Term Care Homes & Services:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$2.702 million due to the implementation of cost-control measures in areas where provincial funding enhancements have been delayed and lower 100% claims-based program spending. • Underachieved revenues of \$3.792 million representing lower provincial subsidies for 100% claims-based programs and small delay in claims recovery for expenses incurred. 	<ul style="list-style-type: none"> • Projected favourable gross expenditure variance of \$5.304 million due to underspending in 100% claims-based programs. • Revenues are projected to be underachieved by \$2.880 million to reflect lower than planned provincial subsidies for 100% claims-based programs. • Projected net favourable variance of \$2.423 million.

<ul style="list-style-type: none"> • Unfavourable net variance of \$1.090 million reflecting timing delays in recovering 100% of costs in claims-based programs such as high intensity needs and Supportive Housing services. 	
<ul style="list-style-type: none"> • Full Complement 	<ul style="list-style-type: none"> • Full Complement
<p>Parks, Forestry & Recreation:</p> <ul style="list-style-type: none"> • Under-spending in salaries and benefits due to delayed hiring for hard-to-fill classifications including the timing of skilled seasonal labour requirements, temporary facility closures for major rehabilitation works, as well longer than expected times to fill vacancies as they occur. • This underspending is partially higher than expected hydro costs of \$0.978 million or 7.1% primarily due to colder weather than planned. • Revenues are underachieved by \$1.909 million or 2.2% year-to-date mainly due to shortfalls with parks and recreation user fees including golf operations. These shortfalls are partially offset by Urban Forestry receiving higher than planned tree permits and application fees for the construction of major developments across the City. 	<ul style="list-style-type: none"> • Underachieved revenues of \$9.591 million are forecasted to year-end. • This revenue shortfall is comprised of a combination of lower permit and recreation user fees together with expenditures related to tree maintenance and extreme weather response incurred by Urban Forestry that are not eligible for recoveries from the Federal government or reserves as originally planned. • Urban Forestry will offset these unplanned expenditures with savings from salaries and benefits of \$3.0 million and an additional \$3.0 million application fees resulting in no net financial impact for the Service. • Underspending of \$7.985 million comprised of underspending in salaries and benefits of \$9.745 million related to delayed hiring, partially offset by overspending in urban forestry and fleet services. • This results in an unfavourable year-end projection of \$1.606 million. • The projection includes cost constraints and mitigating actions to minimize the overspending.

<ul style="list-style-type: none"> • 160.3 positions below approved complement due to delays in filling seasonal and newly created positions. After considering budgeted gapping, this represents full complement. 	<ul style="list-style-type: none"> • 137.3 positions below approved complement. After considering budgeted gapping, this represents full complement.
<p>Shelter, Support & Housing Administration:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$13.581 million. Overspending in Hostel Services of \$18.61 million resulting from the influx of newcomers to the City has been more than offset by federal-provincial assistance funds as noted below augmented by underspending in Social Housing resulting from hiring delays, lower than plan utilities costs and savings in social housing provider subsidies. • Underachieved revenues of \$9.986 million. Underachieved revenues in Social Housing for 100% federal-provincial funded social housing programs and revenue recognition timing differences was partially offset by \$16 million in federal-provincial assistance to support the Human Services Response initiative. • Favourable net expenditure variance of \$4.195 million. Overspending in Hostel Services resulting from the newcomer influx has been offset by federal-provincial assistance funding and underspending in Social Housing due to hiring delays, lower than anticipated utilities costs and savings in social housing provider subsidies. 	<ul style="list-style-type: none"> • Unfavourable gross expenditure variance of \$37.889 million. Overspending in Hostels Services of \$33.1 million is projected at the end of 2018 due to continuing strong demand for emergency shelter beds that has been partially mitigated by the federal-provincial assistance funding of \$16 million and underspending of \$10.51 million in Social Housing due to lower than plan utilities costs, savings in salaries and benefit costs and social housing provider subsidies. • Over achieved revenues of \$30.889 million resulting from unplanned federal-provincial assistance funding of \$16.0 million and recognition of higher revenues from federal-provincial social housing retrofit programs fully matched to higher spending on projects funded by these programs. • Unfavourable net expenditure variance of \$7.0 million is driven by overspending of \$33.1 million in Hostels Services due to increasing demand for shelter beds that has been partially offset by federal-provincial assistance funding of \$16.0 million and savings in Social Housing of \$9 million. Absent federal-provincial assistance funding, the projected yearend unfavourable variance would have been approximately \$23.0 million.

<ul style="list-style-type: none"> • 116 positions or 13.1% below the approved complement, which after considering budgeted gapping represents the equivalent of a 7.1% vacancy rate. • Key drivers for the year-to-date vacancies include hiring delays for 44 new positions added to SSHA's complement during the 2018 Budget Process which were scheduled to start on July 1st. SSHA anticipates filling these position during Q4 of 2018. Further, twenty-nine (29) capital delivery positions are vacant due to capital project implementation delays and will be filled as spending on these projects accelerate. 	<ul style="list-style-type: none"> • 42 positions or 4.7% below the approved complement, which after considering budgeted gapping represents the equivalent of a 0.1% vacancy rate.
<p>Social Development, Finance and Administration:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$1.205 million with underspending of \$0.744 million in non-salary accounts, including the Transit Fair Equity program and provincially funded Hi-RIS and Healthy Kids Community Challenge programs, and underspending of \$0.461 million in salaries and benefits due to staff turnover and delays in hiring positions approved for federally funded gun violence initiatives. • Underachieved revenues of \$1.004 million corresponding to underspending in provincially funded programs and lower than planned recoveries from replacement card fees for the Transit Fare Equity program. • Favourable net variance of \$0.201 million reflects underspending in the Transit Fare Equity program and salaries and benefits. 	<ul style="list-style-type: none"> • Projected favourable year-end gross expenditures of \$1.186 million reflect underspending in salary and benefits and under achievement of the Transit Fare Equity and Healthy Kids Community Challenge programs. • Underachieved revenues of \$0.369 million reflect the underspending in provincially funded Healthy Kids Community Challenge program. • Projected favourable year-end net variance of \$0.817 million is due to underspending in the Transit Fare Equity programs of \$0.711 million, as well as savings in salaries and benefits of \$0.106 million.
<ul style="list-style-type: none"> • 15.0 positions or 8.9% below the approved complement, which represents the equivalent of 6.2% vacancy rate after budgeted gapping. S DFA is in the process of filling vacancies, including 10 positions 	<ul style="list-style-type: none"> • Full Complement

<p>added for the National Crime Prevention program and the New Housing Unit.</p>	
<p>Toronto Employment & Social Services:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$3.992 million is primarily due to lower than planned program administration costs, partly offset by higher financial benefits for clients. • Underachieved revenues of \$4.287 million can be attributed to lower than planned expenditure based provincial subsidies. • Unfavourable net expenditure variance of \$0.296 million is primarily due to year-to-date average monthly caseload of 83,948 cases, which is 52 cases or 0.1% lower than the planned. 	<ul style="list-style-type: none"> • Projected unfavourable year-end gross expenditures variance of \$3.055 million is due to higher than planned Ontario Works financial benefits for clients. • Revenues are projected to be overachieved by \$3.055 million as a result of higher expenditure based provincial subsidies. • Projected zero year-end net variance as higher gross expenditures will be offset by higher expenditure based provincial subsidies.
<ul style="list-style-type: none"> • 77 positions or 3.9% below the approved complement, which represents the equivalent of 1.5% vacancy rate after budgeted gapping. 	<ul style="list-style-type: none"> • 84 positions or 4.2% below the approved complement, which represents the equivalent of 2.0% vacancy rate after budgeted gapping.

Appendix G

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	3-Month	0.6	▼	1.8	▲	2.5	▼	⊙	1.0	▼	3.4	▲	4.4	▼	⊙
	5-Month	0.5	▼	5.2	▲	5.8	▲	⊙	0.4	▼	6.4	▲	6.8	▲	⊙
	9-Month	1.3	▲	5.6	▲	7.0	▲	⊙	0.9	▲	6.0	▼	6.9	▲	⊙
Fire Services	3-Month	0.3	▼	2.5	▲	2.7	▼	⊙	(0.5)	▲	0.0	—	(0.5)	▲	Ⓡ
	5-Month	0.8	▲	2.3	▼	3.0	▲	⊙	(4.7)	▼	0.0	—	(4.7)	▼	Ⓡ
	9-Month	1.6	▲	2.9	▲	4.5	▲	⊙	(2.4)	▲	1.8	▲	(0.6)	▲	Ⓡ
Municipal Licensing & Standards	3-Month	1.3	▼	1.3	▲	2.6	▼	Ⓨ	2.8	▼	2.2	▲	5.0	▼	⊙
	5-Month	2.2	▲	1.9	▲	4.1	▲	Ⓨ	3.2	▲	1.8	▼	5.0	—	⊙
	9-Month	4.2	▲	4.3	▲	8.4	▲	Ⓨ	3.9	▲	6.1	▲	10.0	▲	⊙
Policy, Planning, Finance and Administration	3-Month	0.5	▼	(0.3)	▼	0.2	▼	⊙	1.3	▼	(1.0)	▼	0.2	▼	⊙
	5-Month	0.9	▲	(0.7)	▼	0.2	—	⊙	1.3	—	(1.0)	—	0.2	—	⊙
	9-Month	2.4	▲	(1.7)	▼	0.7	▲	⊙	3.3	▲	(2.7)	▼	0.5	▲	⊙
Engineering and Construction Services	3-Month	2.7	▼	(1.4)	▼	1.3	▼	Ⓨ	9.3	▼	(8.8)	▼	0.5	▼	⊙
	5-Month	4.1	▲	(1.6)	▼	2.4	▲	Ⓨ	10.1	▲	(7.9)	▲	2.2	▲	⊙
	9-Month	7.1	▲	(2.6)	▼	4.5	▲	Ⓨ	8.9	▼	(5.1)	▲	3.8	▲	⊙

Appendix G

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	
Toronto Building	3-Month	1.1	▼	4.1	▲	5.1	▼	⊙	4.0	▼	6.0	▲	9.9	▼	⊙
	5-Month	1.7	▲	9.1	▲	10.8	▲	⊙	3.3	▼	23.0	▲	26.3	▲	⊙
	9-Month	3.4	▲	19.6	▲	23.0	▲	⊙	2.9	▼	22.8	▼	25.8	▼	⊙
Transportation Services	3-Month	5.8	▼	3.2	▲	9.0	▼	⊙	35.9	▼	(45.8)	▼	(10.0)	▲	Ⓡ
	5-Month	7.2	▲	6.4	▲	13.7	▲	⊙	35.9	—	(35.8)	▲	0.1	▲	⊙
	9-Month	26.3	▲	(10.1)	▼	16.2	▲	⊙	42.3	▲	(42.0)	▼	0.3	▲	⊙
Total	3-Month	12.3	▼	11.2	▲	23.4	▼	⊙	53.7	▼	(44.2)	▼	9.5	▼	⊙
	5-Month	17.4	▲	22.5	▲	40.0	▲	⊙	49.5	▼	(13.6)	▲	35.9	▲	⊙
	9-Month	46.2	▲	18.0	▼	64.3	▲	⊙	59.9	▲	(13.1)	▲	46.8	▲	⊙
Year-to-Date Net Variance	⊙	85% to 105%	Ⓜ	0% to 85%	Ⓡ	>105%	Year-End	⊙	<=100%	Ⓡ	>100%				

Appendix G

Infrastructure and Development Services

Nine Month Results	Year-End Projections
<p>City Planning:</p> <ul style="list-style-type: none"> • Favourable gross expenditures of \$1.336 million mainly due to staff vacancies, offset by higher advertising expenditures for public notices of transit initiatives as well as higher postage costs due to higher development review and study activity. • Favourable revenue of \$5.639 million due to higher user fees from Community Planning applications for development projects in the South, North and West districts, offset by lower capital recoveries as a result of staff vacancies • City Planning has a favourable net expenditure variance of \$6.975 million. 	<ul style="list-style-type: none"> • Favourable projected gross expenditures of \$0.910 million mainly due to staff vacancies, offset by increased costs from higher development review and study activity. • Favourable projected revenue of \$5.951 million due to higher user fees from Community Planning and the Committee of Adjustment units. • Projected net expenditures to be favourable by \$6.862 million.
<ul style="list-style-type: none"> • City Planning is 43.0 positions below approved complement of 423.0, which after considering the budgeted gapping rate, is equivalent to 6.2% operating vacancy rate. 	<ul style="list-style-type: none"> • City Planning is projected to be 34.0 positions below the approved complement, which after considering the budgeted gapping rate, is equivalent to 4.6% operating vacancy rate.
<p>Fire Services:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance is mainly due to general underspending in salary and benefits of \$3.6 million due to hiring delays and attrition which offsets the year to date overspending for the WSIB costs of \$1.9 million. • Over achieved revenues of \$2.916 million reflect higher than planned false alarm fee revenues and HUSAR funding from the province. 	<ul style="list-style-type: none"> • Projected overspending of \$2.370 million gross is primarily due underspent salaries and benefits of \$4.465 million (due to vacancies earlier in the year; the timing of start date of the new recruit class; the delay in opening Downsview); offset by overspending for WSIB of \$6.034 million, which now provides compensation for 17 designated cancers identified in the presumptive legislation; as well as \$1.800 million in non-salary expenditures.

Staff report for action on Operating Variance Report for the Nine Months Ended September, 2018.

<ul style="list-style-type: none"> Toronto Fire Services is \$4.467 million net below the budgeted, reflecting the program gross expenditure underspending and over achieved revenues. 	<ul style="list-style-type: none"> Revenues are projected to be over achieved by \$1.800 million, primarily due to false alarm claims that exceed budget. \$0.570 million unfavourable net projection at year-end is anticipated.
<ul style="list-style-type: none"> 66 positions or 2.1% below the approved complement, which after considering gapping, represents full complement. The key driver for year-to-date vacancies is the start date for the next recruit class to replace retirements and the timing of the new positions for the Downsview Fire Station (Station B) planned to start on December 1st. 	<ul style="list-style-type: none"> 36 positions or 1.1% below the approved complement, reflecting anticipated retirements which, after considering gapping, represents full complement.
<p>Municipal Licensing & Standards:</p> <ul style="list-style-type: none"> Under-expenditures totaling \$5.218 million mainly arise from salaries and benefits savings due to processing time to fill vacancies (\$4.137 million), and lower than anticipated expenditures (\$1.081 million) for materials, supplies and other expenses. This includes delayed spending on uniforms, consultants and the deferral of grant disbursement to the Toronto Wildlife Center. <ul style="list-style-type: none"> These under-expenditures were partially offset by over-expenditures of \$1.042 million mainly due to earlier than planned inter-divisional charges (\$0.402 million), higher than planned contracted services including office construction, professional medical, office lease, remedial grass cutting and replacement of cellphones (\$0.368 million) as well as general equipment and supplies for office renovations, furnishings, animal care and hardware (\$0.078 million). The resulting gross expenditures reflect a total favourable variance of \$4.176 million. 	<ul style="list-style-type: none"> Projecting to be under budget at year-end with a favourable net expenditure variance (surplus) of \$10.009 million. Expenditures of \$57.140 million are projected to be under budget by \$3.920 million or 6.9% at year-end primarily due to staff vacancies and includes: <ul style="list-style-type: none"> Vacancy related underspending in salaries and benefits (\$4.609 million) is due to the length of time it takes to fill staff positions; Deferral of grant distribution to Toronto Wildlife Center (\$0.750 million). Higher spending in services and rents (\$0.895 million) mainly for office renovation to accommodate additional employees at the 1530 Markham location; Higher than budgeted spending in Interdivisional Charges for additional services (\$0.510 million) primarily for Postage, Legal

<ul style="list-style-type: none"> Higher than planned revenue of \$4.270 million was primarily comprised of higher than expected volumes of PTC (Private Transportation Company) applications, trip fees and higher than planned revenue from licenses & permits as well as insurance recoveries. <ul style="list-style-type: none"> Lower revenue of \$1.203 million was received mainly as a result of delayed apartment building inspection fees (\$0.626 million); waived animal licensing and adoption fees for low-income individuals (\$0.222 million), IT capital recoveries (\$0.099 million) and deferral of grant funding for the Toronto Wildlife Center (\$0.256 million). The resulting net expenditures reflect a total favourable variance (surplus) of \$8.445 million as of the third quarter. 	<p>Services, Fleet Services, Facilities and other inter-divisional support.</p> <ul style="list-style-type: none"> Revenue of \$36.939 million is projected to be over-achieved by \$6.090 million or 16.5% at year-end. The Program is anticipating: <ul style="list-style-type: none"> Lower than planned revenues mainly from Short Term Rentals due to delayed implementation and on-going underachievement in Animal Services revenue due to waived fees. (\$1.455 million); Higher than planned revenues from the volume of PTC applications and trip fees (\$7.545 million);
<ul style="list-style-type: none"> ML&S is 41 positions below total approved complement of 492.5 positions due to an on-going recruiting process. After considering budgeted gapping, this is equivalent to a 6.4% vacancy rate. The Program is actively filling vacancies and working with HROM to reduce the number of vacancies by year-end. 	<ul style="list-style-type: none"> It is projected that ML&S will be 15 positions below the total approved complement of 492.5 due to on-going recruiting issues. After considering budgeted gapping, this is equivalent to a 1.1% vacancy rate.
<p>Policy, Planning, Finance & Administration:</p> <ul style="list-style-type: none"> Favourable gross expenditures of \$2.358 million mainly due to staff vacancies and project delays with the Metrolinx Regional Express Rail (RER). Unfavourable revenue of \$1.680 million due to the timing of capital recoveries for transit initiatives and lower inter-divisional recoveries from Toronto Water and Solid Waste Management due to vacancies in positions servicing the Divisions. 	<ul style="list-style-type: none"> Favourable gross expenditures of \$3.252 million projected due to project delays with the Metrolinx Regional Express Rail (RER) and reduced expenditures from staff vacancies. Unfavourable revenue of \$2.708 million projected due to timing of recoveries from Metrolinx for the RER project and reduced inter-divisional recoveries due to vacancies in positions servicing Toronto Water and Solid Waste Management.
<ul style="list-style-type: none"> 20.0 positions below approved complement of 200.1, which after considering the budgeted operating gapping rate, is equivalent to a 1.4% operating vacancy rate. 	<ul style="list-style-type: none"> PPF&A is projecting to be 11.0 positions below the approved complement, which after considering

	the budgeted operating gapping rate, is equivalent to full complement.
<p>Engineering and Construction Services:</p> <ul style="list-style-type: none"> • Under-spending in salaries and benefits due to vacant positions. • Lower recoveries from client capital projects resulting from vacant positions. • Partially offset by higher development application review fees and full stream application fees due to higher volume of applications from utility companies. 	<ul style="list-style-type: none"> • Under-spending in salaries and benefits expected to continue due to vacant positions. • Lower recoveries from client capital projects will also continue as a result of the vacant positions. • Partially offset by higher development application review fees and full stream application fees due to projection of higher volume of applications from utility companies.
<ul style="list-style-type: none"> • 69.0 positions below the approved complement due to a combination of challenges, namely exits (retirements and transfers to other Divisions) and internal promotions which result in no net change to the vacancy rate, lack of success attracting and recruiting senior technical professionals, and a limited supply of top calibre talent in key business areas (e.g., bridge engineers). • After considering budgeted gapping, it is equal to a 5.8% operating vacancy rate. 	<ul style="list-style-type: none"> • Significant targeted recruitment efforts will continue with the aim of reducing vacancies to 52.0 positions below the approved complement. A combination of issues will continue to pose staffing challenges, including exits (retirements and transfers to other Divisions) and internal promotions which result in no net change to the vacancy rate, difficulties attracting senior technical professionals, and a limited supply of top calibre talent in key business areas. • After considering budgeted gapping, it is equal to a 9.1% operating vacancy rate.
<p>Toronto Building:</p> <ul style="list-style-type: none"> • Other gross expenditures are under budget by \$3.308 million mainly due to underspending in salaries and benefits as a result of vacant positions (\$2.611 million). • Under-spending in equipment, professional services and inter-divisional charges also contributed to the positive gross expenditure variance. • Revenues were higher than budgeted by \$19.584 million driven by the sustained high volume of building permit 	<ul style="list-style-type: none"> • Toronto Building is projecting positive net expenditures of \$25.770 million at year-end. • The projected gross expenditures will be under budget by \$2.930 million mainly due to vacant positions. • The projected positive revenue variance of \$22.840 million is driven by greater volumes of building permit applications than planned.

<p>applications, including an uptick in activity in advance of the November 1st increase to development charges.</p>	<ul style="list-style-type: none"> • Toronto Building continues to actively monitor its spending against the Council Approved 2018 Operating Budget. Any year-end surplus or deficit will be contributed to or from the Building Code Act Service Improvement Reserve Fund. The fund 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.
<ul style="list-style-type: none"> • 41 positions below approved complement, after considering budgeted gapping, equivalent to 5.8% vacancy rate. • Toronto Building continues to advance on its hiring strategy to fill vacant positions. 	<ul style="list-style-type: none"> • 23 positions below approved complement of 468.0 positions.
<p>Transportation Services:</p> <ul style="list-style-type: none"> • Lower costs for utility cut repair contracts due to lower than expected volumes, under-spending in salaries and benefits due to vacant positions, and lower traffic signal maintenance contract costs also due to lower than expected volumes. • Partially offset by higher costs for salt usage in the winter maintenance program in the 1st quarter of 2018 due to the higher than planned number of salting events. • Under-achieved external utility cut repair revenues due to lower than expected volumes. • Partially offset by higher right-of-way permit fees due to higher than expected construction activity, and higher parking permit fees due to increased volume. 	<ul style="list-style-type: none"> • Lower costs for utility cut repair contracts due to lower than expected volumes, under-spending in salaries and benefits due to vacant positions, and lower traffic signal maintenance contract costs also due to lower than expected volumes. • Partially offset by estimated under-spending in the winter maintenance program based on average spend in recent years. • Under-achieved utility cut repair revenue and short stream permit fee revenue due to lower than expected volumes. • Partially offset by higher right-of-way permit fees due to higher than expected construction activity, and higher permit parking fees and higher boulevard parking permit fees due to higher volumes.

<ul style="list-style-type: none"> • 108.1 positions below the approved complement due to a combination of events that result in a 'domino effect' within the Program (i.e. retirements and transfers to other Divisions are often then filled through internal promotions which result in no net change to the vacancy rate while the hiring process proceeds). • After considering budgeted gapping, it is equal to a 2.8% operating vacancy rate. 	<ul style="list-style-type: none"> • 114.1 positions below the approved complement due to a combination of events that result in a 'domino effect' within the Program (i.e. retirements and transfers to other Divisions are often then filled through internal promotions which result in no net change to the vacancy rate while the hiring process proceeds). • In addition, Transportation Services anticipates a greater 'churn' of staff in positions as the new organizational structure is created and positions are filled. • After considering budgeted gapping, it is equal to a 3.3% operating vacancy rate.
--	---

Appendix G

Figure 11: Finance and Treasury 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	
Office of the Chief Financial Officer	3-Month	0.5	▼	(0.2)	▼	0.3	▼	Ⓢ	1.9	▼	(1.0)	▼	0.8	▼	Ⓢ
	5-Month	0.8	▲	(0.2)	—	0.6	▲	Ⓢ	1.7	▼	(0.7)	▲	0.9	▲	Ⓢ
	9-Month	2.0	▲	(1.0)	▼	1.0	▲	Ⓢ	2.8	▲	(1.4)	▼	1.4	▲	Ⓢ
Office of the Treasurer	3-Month	1.0	▼	(0.7)	▼	0.3	▼	Ⓢ	1.9	▼	(1.5)	▼	0.4	▼	Ⓢ
	5-Month	1.3	▲	0.5	▲	1.8	▲	Ⓢ	3.2	▲	(1.8)	▼	1.3	▲	Ⓢ
	9-Month	4.7	▲	0.0	▼	4.8	▲	Ⓢ	7.3	▲	(5.1)	▼	2.2	▲	Ⓢ
Total	3-Month	1.5	▼	(0.9)	▼	0.6	▼	Ⓢ	3.8	▼	(2.5)	▼	1.2	▼	Ⓢ
	5-Month	2.2	▲	0.3	▲	2.4	▲	Ⓢ	4.8	▲	(2.6)	▼	2.3	▲	Ⓢ
	9-Month	6.7	▲	(1.0)	▼	5.7	▲	Ⓢ	10.1	▲	(6.6)	▼	3.5	▲	Ⓢ

Year-to-Date Net Variance Ⓢ 85% to 105% Ⓢ 0% to 85% Ⓢ >105% **Year-End Net Variance** Ⓢ ≤100% Ⓢ >100%

Appendix G

Finance and Treasury Services

Nine Month Results	Year-End Projections
<p>Office of the Chief Financial Officer:</p> <ul style="list-style-type: none"> Favourable gross expenditures variance of \$2.000 million, mainly due to delay in filling vacant positions, is offset by \$1.043 million in lower recoveries from Non-Program, Reserves and capital projects which resulted in a favourable net expenditure of 0.957 million. 11 positions below the approved operating complement, and after considering budgeted gapping, this represents the equivalent of a 7.8% operating vacancy rate. 	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$1.383 million due to vacancies. 11.0 positions below the approved complement which, after considering budgeted gapping, represents a 7.8% operating vacancy rate.
<p>Office of the Treasurer:</p> <ul style="list-style-type: none"> Favourable gross expenditures of \$4.715 million is primarily attributable to underspent salaries and benefits on vacancies, underspent Consulting costs due to delay in the Category Management project, partially offset by over-expenditure in postage. Revenues were over-achieved mainly due to user fee revenue timing offset by lower recoveries from divisions and reserve funds. 	<ul style="list-style-type: none"> Projected overall favourable gross expenditures of \$7.282 million includes underspent salaries and benefits related to vacant positions and non-salary underspend due to delay in category management implementation. Revenues are projected to be \$5.129 million under-achieved at year-end mainly due to lower recoveries from capital, divisions and reserve/reserve funds partially offset by higher than budgeted user fee revenue.
<ul style="list-style-type: none"> 71.9 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of 8.2% operating vacancy rate. Recruitment strategies are underway for vacant positions. 	<ul style="list-style-type: none"> 71.1 positions below the approved complement which, after considering budgeted gapping, represents an 8.1% operating vacancy rate.

Appendix G

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	3-Month	3.6	▼	(3.3)	▼	0.3	▼	⊕	(2.1)	▲	2.4	▲	0.4	▼	⊕
	5-Month	6.6	▲	(1.0)	▲	5.6	▲	⊕	1.1	▲	(0.9)	▼	0.3	▼	⊕
	9-Month	9.3	▲	5.0	▲	14.2	▲	⊕	5.7	▲	(1.8)	▼	4.0	▲	⊕
Fleet Services	3-Month	1.0	▼	(0.6)	▼	0.4	▼	⊕	(2.3)	▲	2.4	▲	0.1	▼	⊕
	5-Month	0.9	▼	(1.0)	▼	(0.1)	▼	⊕	(2.9)	▼	2.8	▲	(0.1)	▼	Ⓡ
	9-Month	(0.5)	▼	(0.2)	▲	(0.7)	▼	Ⓡ	(2.7)	▲	2.7	▼	0.0	▲	⊕
Information & Technology	3-Month	3.1	▼	(2.2)	▼	0.9	▼	⊕	13.5	▼	(12.8)	▼	0.7	▼	⊕
	5-Month	4.7	▲	(3.1)	▼	1.5	▲	⊕	14.2	▲	(13.2)	▼	1.0	▲	⊕
	9-Month	9.7	▲	(7.0)	▼	2.6	▲	⊕	14.1	▼	(13.2)	—	0.9	▼	⊕
311 Toronto	3-Month	0.2	▼	0.2	▲	0.4	▼	⊕	1.3	▼	(1.3)	▼	0.0	—	⊕
	5-Month	0.4	▲	(0.2)	▼	0.2	▼	⊕	1.3	—	(1.3)	—	0.0	—	⊕
	9-Month	0.7	▲	(0.7)	▼	0.0	▼	⊕	1.4	▲	(1.3)	—	0.1	▲	⊕
Total	3-Month	7.9	▼	(6.0)	▼	1.9	▼	⊕	10.4	▼	(9.2)	▼	1.2	▼	⊕
	5-Month	12.6	▲	(5.3)	▲	7.2	▲	⊕	13.8	▲	(12.7)	▼	1.2	—	⊕
	9-Month	19.1	▲	(3.0)	▲	16.1	▲	⊕	18.5	▲	(13.5)	▼	5.0	▲	⊕

Year-to-Date	⊕	85% to 105%	⊕	0% to 85%	Ⓡ	>105%	Year-End	⊕	<=100%	Ⓡ	>100%
Net Variance											

Appendix G

Corporate Services

Nine Month Results	Year-End Projections
<p>Facilities, Real Estate, Environment & Energy:</p> <ul style="list-style-type: none"> Favourable variance of \$14.224 million net is primarily attributable to underspending in utilities due to lower consumption and hydro rates resulting from global adjustments, as well as operating vacancies due to staffing delays and ongoing implementation of the new Facilities Management service delivery model. 174.4 positions below the approved complement mainly driven by staffing delays due to the ongoing implementation of the new Facilities Program Management service delivery model within the program. After considering budgeted gapping, current vacancies represent the equivalent of a 12.1% operating vacancy rate. The impact of vacancies across the program include existing staff working extra hours to cover off 24/7 and critical operations, and a greater reliance on external contractors to support operations. Overall, the program mitigated these impacts by having critical work performed with existing resources to meet service levels. 	<ul style="list-style-type: none"> Net favourable variance of \$3.970 million is mainly due to underspend in utilities due to lower consumption and global adjustment on hydro rates as well as operating vacancies offset by anticipated overspend contracted services related to demand maintenance requests. 149.4 positions below the approved complement. Key drivers of projected vacancies include implementation of Facilities Management service delivery model and general delays in the hiring process. After considering budgeted gapping, this represents the equivalent of a 10.0% operating vacancy rate.
<p>Fleet Services:</p> <ul style="list-style-type: none"> Unfavourable gross expenditure variance of \$0.485 million is mainly due to higher maintenance costs for vehicles and equipment that have passed their optimum life, and higher fuel price partially offset by lower fuel usage and overspent short term vehicle rental cost; partially offset by underspend salaries and benefits due to staff vacancies. 	<ul style="list-style-type: none"> Projected year-end is anticipated to be on budget, with projected unfavourable fuel cost variance to be covered by a draw from the Commodity Price Stabilization Reserve with expected justification.

Staff report for action on Operating Variance Report for the Nine Months Ended September, 2018.

<ul style="list-style-type: none"> • Lower recoveries from client divisions and reserves of \$0.240 million is due to lower fuel recovery from clients due to lower fuel usage and lower capital recovery due to capital vacancies partially offset by higher short-term vehicle rental recovery. 	
<ul style="list-style-type: none"> • 25.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of an 8.3% operating vacancy rate. • Service levels are being maintained through increased overtime. 	<ul style="list-style-type: none"> • 16.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 3.2% operating vacancy rate.
<p>Information & Technology:</p> <ul style="list-style-type: none"> • Favourable gross expenditures of \$9.663 million are attributable to vacancies in capital and client-funded positions, which are offset by lower capital and interdivisional recoveries, and operating vacancies and lower software and hardware maintenance expense which results in a favourable net expenditure variance of \$2.627 million. • Underspend is used to fund students/co-op recruitments and higher overtime to maintain service levels, unbudgeted dedicated HR staff support , office modernization expenditures and one-time priority investments. 	<ul style="list-style-type: none"> • Projected year-end net favourable variance of \$0.914 million is primarily due to operating vacancies.
<ul style="list-style-type: none"> • 124.0 positions below the approved complement (57 operating and 67 capital). After considering budgeted gapping of 5.5%, this represents the equivalent of a 3.6% operating vacancy rate. 	<ul style="list-style-type: none"> • 112.0 positions (52 operating and 60 capital) below the approved complement, and after considering 5.5% budgeted gapping, this represents the equivalent of a 2.8% operating vacancy rate.
<p>311 Toronto:</p> <ul style="list-style-type: none"> • Favourable net expenditure of \$0.023 million is mainly attributable to underspending in contracts due to contract negotiations and IT technologies being upgraded. 	<ul style="list-style-type: none"> • Net favourable variance at year-end of \$0.089 million reflects underspending in contracts.

<ul style="list-style-type: none"> • Achieved 72% of calls answered within 75 seconds, compared to the 80% Council approved service level. 	
<ul style="list-style-type: none"> • 11.0 positions below the approved complement. After considering budgeted gapping, this represents the equivalent of a 0.3% operating vacancy rate. • There is no service level impact resulting from these vacancies. 	<ul style="list-style-type: none"> • 7.0 positions below the approved complement due to 4.0 gapped operating positions expected to be vacant to meet the divisional gapping target. After considering budgeted gapping, this represents the equivalent of a 0.3% operating vacancy rate. • There is no service level impact resulting from these vacancies.

Appendix G

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	3-Month	(0.7)	▲	0.2	▲	(0.5)	▲	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(1.7)	▼	1.8	▲	0.0	▲	Ⓞ	(1.5)	▼	2.1	▲	0.7	▲	Ⓞ
	9-Month	(1.0)	▲	2.3	▲	1.3	▲	Ⓞ	(1.6)	▼	2.2	▲	0.6	▼	Ⓞ
Year-to-Date Net Variance		Ⓞ	85% to 105%	Ⓜ	0% to 85%	Ⓜ	>105%	Year-End	Ⓞ	<=100%	Ⓜ	>100%			

Nine Month Results

City Manager's Office:

- Overspent salaries and benefits for temporary unbudgeted positions for short-term service agreements with City divisions together with overspent Services and Rents for arbitration costs and workplace investigations more than offset underspent salaries and benefits on operating vacancies and result in a gross over-expenditure of \$1.040 million. The recoveries on the temporary unbudgeted positions for those short-term service agreements result in higher than budgeted Revenues of \$2.332 million, yielding favourability in net expenditures of \$1.292 million.

Year-End Projections

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

<ul style="list-style-type: none">• 46.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 4.2% operating vacancy rate.• There was no service level impact resulting from these vacancies.	<ul style="list-style-type: none">• 19.0 positions below the approved complement, and after considering budgeted gapping, this represents the full complement.
--	--

Appendix G

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	3-Month	0.3	▼	0.0	—	0.3	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.8	▲	(0.2)	▼	0.6	▲	⊙	0.1	▲	0.0	—	0.1	▲	⊙
	9-Month	3.6	▲	(2.7)	▼	0.8	▲	⊙	0.8	▲	0.0	—	0.8	▲	⊙
Legal Services	3-Month	(0.7)	▲	0.7	▲	0.1	▼	⊙	(0.7)	▲	0.7	▲	0.0	—	⊙
	5-Month	1.5	▲	(0.6)	▼	0.9	▲	⊙	4.5	▲	(3.5)	▼	1.0	▲	⊙
	9-Month	2.4	▲	(0.0)	▲	2.4	▲	⊙	5.7	▲	(3.4)	▲	2.3	▲	⊙
Mayor's Office	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
City Council	3-Month	0.0	—	0.1	▲	0.2	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	(0.2)	▼	0.1	—	(0.2)	▼	⊙	(0.3)	▼	0.0	—	(0.3)	▼	Ⓡ
	9-Month	(0.4)	▼	0.0	▼	(0.4)	▼	⊙	(1.8)	▼	(0.0)	—	(1.8)	▼	Ⓡ
Total	3-Month	(0.4)	▲	0.9	▲	0.5	▼	⊙	(0.7)	▲	0.7	▲	0.0	—	⊙
	5-Month	2.1	▲	(0.8)	▼	1.3	▲	⊙	4.3	▲	(3.5)	▼	0.8	▲	⊙
	9-Month	5.6	▲	(2.8)	▼	2.9	▲	⊙	4.8	▲	(3.5)	—	1.3	▲	⊙
Year-to-Date Net Variance		⊙	85% to 105%	⊙	0% to 85%	Ⓡ	>105%	Year-End	⊙	<=100%	Ⓡ	>100%			

Appendix G

Other City Programs

Nine Month Results	Year-End Projections
<p>City Clerk's Office:</p> <ul style="list-style-type: none"> Favourable net variance of \$0.830 million is attributable to underspent salaries and benefits due to delay in staff hiring, and higher demand for mailing services. 	<ul style="list-style-type: none"> Projected year-end net favourable variance is mainly due to underspend from delays in filling vacant positions.
<ul style="list-style-type: none"> 9.8 positions below the approved complement, and after considering budgeted gapping, this represents full complement. There was no service level impact resulting from these vacancies. 	<ul style="list-style-type: none"> 4.8 positions below the approved complement, and after considering budgeted gapping, this represents full complement.
<p>Legal Services:</p> <ul style="list-style-type: none"> Favourable gross expenditure of \$2.439 million is mainly due to underspent salaries and benefits resulting from staff vacancies. Lower recoveries from client divisions due to vacancies are largely being offset by higher revenues from DARP to yield a favourability in revenues of \$0.040 million. 	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$2.327 million is mainly to underspend from delays in filling vacant positions.
<ul style="list-style-type: none"> 35.5 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 7.0% operating vacancy rate. Hiring process is underway to fill vacancies. Legal staff are working overtime to maintain service levels. 	<ul style="list-style-type: none"> 15.3 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 1.7% operating vacancy rate. Legal is actively recruiting to fill positions.
<p>Mayor's Office:</p> <ul style="list-style-type: none"> Favourable net variance of \$0.030 million due to underspent salaries and benefits. 	<ul style="list-style-type: none"> The projection is to be on budget at year-end.
<ul style="list-style-type: none"> Full complement. 	<ul style="list-style-type: none"> Full complement.

<p>City Council:</p> <ul style="list-style-type: none"> • Unfavourable net variance of \$0.402 million is the net of overspend in Council General Expense budget related to higher general staffing costs, office leases and Councillor transition costs, partially offset by underspending in Councillors' Constituency Services and Office budgets, and salaries and benefits. 	<ul style="list-style-type: none"> • Projected year-end net unfavourable variance is mainly due to overspend in Council transition costs and general staffing costs, which includes the impacts of Bill 5 which reduced the size of Council in the new term from 47 to 25 wards.
<ul style="list-style-type: none"> • Full complement. 	<ul style="list-style-type: none"> • Full complement.

Appendix G

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	3-Month	0.1	▼	0.0	—	0.1	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.2	▲	0.0	—	0.2	▲	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.3	▲	0.0	—	0.3	▲	⊙	0.0	—	0.0	—	0.0	—	⊙
Integrity Commissioner's Office	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
Lobbyist Registrar's Office	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.1	▲	0.0	—	0.1	▲	⊙	0.0	—	0.0	—	0.0	—	⊙
Ombudsman's Office	3-Month	0.1	▼	0.0	—	0.1	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.1	—	0.0	—	0.1	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.1	—	0.0	—	0.1	—	⊙	0.0	—	0.0	—	0.0	—	⊙
Total	3-Month	0.2	▼	0.0	—	0.2	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.2	—	0.0	—	0.2	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.5	▲	0.0	—	0.5	▲	⊙	0.0	—	0.0	—	0.0	—	⊙
Year-to-Date Net Variance	⊙	85% to 105%	Ⓜ	0% to 85%	Ⓡ	>105%	Year-End	⊙	<=100%	Ⓡ	>100%				

Appendix G

Accountability Offices

Nine Month Results	Year-End Projections
<p>Auditor General's Office:</p> <ul style="list-style-type: none"> Favourable net variance of \$0.318 million due to underspent salaries and benefits and contracted services now expected to be rendered in Q4 2018. 3.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of an 8.3% operating vacancy rate. There was no service level impact resulting from these vacancies. 	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$0.015 million is mainly due to underspend from delays in filling vacant positions. Full complement.
<p>Integrity Commissioner's Office:</p> <ul style="list-style-type: none"> Favourable variance due to underspent salaries and benefits, partially offset by overspent services and rents. Full complement. 	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement.
<p>Lobbyist Registrar's Office:</p> <ul style="list-style-type: none"> Favourable variance of \$0.063 million due to underspend in services and rents. 0.3 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 3.0% operating vacancy rate. The 0.3 temporary position is only filled if operational needs arise. 	<ul style="list-style-type: none"> Projected year-end net favourable variance is mainly due to underspend in services and rents. 0.3 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 3.0% operating vacancy rate.
<p>Ombudsman's Office:</p> <ul style="list-style-type: none"> Favourable variance of \$0.104 million due to underspend in services and rents, partially offset by overspent salaries and benefits and equipment Full complement. 	<ul style="list-style-type: none"> Projected year-end net favourable variance is mainly due to underspend in services and rents. Full complement.

Appendix G

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	3-Month	0.6	▼	(0.6)	▼	0.0	—	⊙	0.4	▼	(0.4)	▼	(0.0)	—	Ⓡ
	5-Month	0.5	▼	(0.5)	▲	0.0	—	⊙	0.2	▼	(0.2)	▲	0.0	—	⊙
	9-Month	2.2	▲	(2.4)	▼	(0.1)	▼	⊙	1.7	▲	(1.7)	▼	0.1	▲	⊙
Toronto Public Library	3-Month	(0.1)	▲	0.5	▲	0.4	▼	⊙	(0.5)	▲	0.5	▲	0.0	—	⊙
	5-Month	(0.5)	▼	0.9	▲	0.4	—	⊙	(1.7)	▼	1.7	▲	(0.0)	—	Ⓡ
	9-Month	(1.6)	▼	1.6	▲	0.1	▼	⊙	(1.7)	—	1.7	—	0.0	—	⊙
Association of Community Centres	3-Month	0.1	▼	(0.0)	—	0.1	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.1	—	0.0	—	0.1	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.1	—	0.0	—	0.2	▲	⊙	0.0	—	0.0	—	0.0	—	⊙
Exhibition Place	3-Month	1.8	▼	(1.6)	▼	0.2	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	1.6	▼	(1.1)	▲	0.5	▲	Ⓨ	0.0	—	0.0	—	0.0	—	⊙
	9-Month	2.7	▲	(1.6)	▼	1.1	▲	Ⓨ	0.7	▲	0.8	▲	1.5	▲	⊙
Heritage Toronto	3-Month	0.1	▼	0.1	▲	0.2	▼	Ⓨ	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.1	—	(0.1)	▼	0.0	▼	⊙	0.0	—	(0.0)	—	0.0	—	⊙
	9-Month	0.2	▲	0.0	▲	0.2	▲	Ⓨ	0.0	—	0.0	—	0.0	—	⊙

Appendix G

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	
Theatres	3-Month	1.8	▼	(1.4)	▼	0.3	▼	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	5-Month	2.8	▲	(3.3)	▼	(0.5)	▼	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	9-Month	5.9	▲	(5.9)	▼	0.0	▲	Ⓚ	5.8	▲	(5.8)	▼	(0.0)	—	Ⓚ
Toronto Zoo	3-Month	(0.2)	▲	0.2	▲	0.0	—	Ⓚ	(0.4)	▲	0.0	—	(0.4)	▲	Ⓚ
	5-Month	0.6	▲	(1.4)	▼	(0.8)	▼	Ⓚ	(0.4)	—	0.0	—	(0.4)	—	Ⓚ
	9-Month	3.9	▲	(4.8)	▼	(0.9)	▼	Ⓚ	4.1	▲	(7.5)	▼	(3.3)	▼	Ⓚ
Arena Boards of Management	3-Month	0.1	▼	0.2	▲	0.3	▼	Ⓚ	0.0	—	(0.1)	▼	(0.1)	▲	Ⓚ
	5-Month	0.0	▼	0.3	▲	0.3	—	Ⓚ	0.0	—	(0.1)	—	(0.1)	—	Ⓚ
	9-Month	0.2	▲	0.2	▼	0.4	▲	Ⓚ	(0.1)	▼	0.0	▲	(0.1)	—	Ⓚ
Yonge Dundas Square	3-Month	0.0	—	(0.1)	▼	(0.0)	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	5-Month	(0.1)	▼	0.1	▲	0.0	—	Ⓚ	(0.0)	—	0.1	▲	0.0	—	Ⓚ
	9-Month	(0.1)	—	(0.1)	▼	(0.2)	▼	Ⓚ	(0.1)	▼	0.2	▲	0.1	▲	Ⓚ
CreateTO	3-Month	0.0	—	(0.0)	—	0.0	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	5-Month	0.3	▲	(0.3)	▼	(0.0)	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	9-Month	0.1	▼	(0.1)	▲	0.0	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ

Appendix G

Figure 18: 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 & Region Conservation Authority	3-Month	(0.4)	▲	0.4	▲	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	▲	0.0	▼	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.3)	▼	0.3	▲	(0.0)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Toronto Transit Commission - Conventional	3-Month	7.9	▼	(1.5)	▼	6.4	▼	Ⓞ	16.6	▼	(16.6)	▼	0.0	—	Ⓞ
	5-Month	19.6	▲	(3.3)	▼	16.3	▲	Ⓞ	18.5	▲	(18.5)	▼	0.0	—	Ⓞ
	9-Month	81.3	▲	(31.6)	▼	49.7	▲	Ⓞ	36.6	▲	(21.6)	▼	15.0	▲	Ⓞ
Toronto Transit Commission - Wheel Trans	3-Month	3.2	▼	(0.3)	▼	2.9	▼	Ⓞ	4.5	▼	(0.6)	▼	3.9	▼	Ⓞ
	5-Month	5.3	▲	(0.4)	▼	4.9	▲	Ⓞ	8.4	▲	(0.9)	▼	7.5	▲	Ⓞ
	9-Month	11.8	▲	(0.8)	▼	11.0	▲	Ⓞ	11.0	▲	(1.0)	▼	10.0	▲	Ⓞ
Toronto Police Service	3-Month	(1.0)	▲	0.0	—	(1.0)	▲	Ⓞ	(3.9)	▲	0.1	▲	(3.8)	▲	Ⓜ
	5-Month	(1.6)	▼	0.0	—	(1.6)	▼	Ⓞ	(3.9)	—	0.1	—	(3.8)	—	Ⓜ
	9-Month	(1.9)	▼	2.0	▲	0.1	▲	Ⓞ	(2.5)	▲	2.7	▲	0.2	▲	Ⓞ

Appendix G

Figure 19: 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 Police Services Board	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	3-Month	13.9	▼	(4.0)	▼	9.9	▼	Ⓞ	16.8	▼	(17.2)	▼	(0.4)	▲	Ⓡ
	5-Month	28.7	▲	(9.0)	▼	19.6	▲	Ⓞ	21.2	▲	(17.9)	▼	3.3	▲	Ⓞ
	9-Month	104.7	▲	(43.0)	▼	61.6	▲	Ⓞ	55.8	▲	(32.2)	▼	23.6	▲	Ⓞ
Year-to-Date Net Variance		Ⓞ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End		Ⓞ	<=100%	Ⓡ	>100%		

Appendix G

City Agencies

Nine Month Results	Year-End Projections
<p>Toronto Public Health:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$2.233 million mainly from \$1.784 million of underspending in salary and benefits and non-payroll expenditures of \$0.449 million. The program received in-year provincial funding to support the response to the health needs of homeless individuals and the shelter system and are currently experiencing delays in hiring the positions to support this effort. Unfavourable revenue variance of \$2.359 million is mainly due to lower provincial revenue recovered as a result of lower expenditures. Unfavourable net variance of \$0.126 million reflects a slight timing delay in recovering costs from the province. 	<ul style="list-style-type: none"> Projected net favourable variance of \$0.066 million from underspending of \$1,742 million mainly from salaries and benefits mostly in 100% Provincial and other funded programs is offset by the corresponding underachieved revenues of \$1.676 million.
<ul style="list-style-type: none"> 63 positions or 3.3% below the approved complement, which represents the equivalent of 0% vacancy rate after budgeted gapping. 	<ul style="list-style-type: none"> 61 positions or 3.2% below the approved complement, which represents the equivalent of 0% vacancy rate after budgeted gapping.
<p>Toronto Public Library:</p> <ul style="list-style-type: none"> Toronto Public Library reported favorable year-to-date revenues of \$0.080 million arising from lower consulting costs mainly due to timing of expenditures, which will occur in Q4 and lower utility costs relating to two branch closures and milder September weather. Unbudgeted grant revenues of \$1.663 M from the TPL Foundation were received to fund specific library initiatives. This revenue is partially offset by the expenditures incurred to date for the same initiatives. 	<ul style="list-style-type: none"> Toronto Public Library expects no year-end variance at this time.

<ul style="list-style-type: none"> 59.0 positions below approved complement due the temporary closure of branches for capital works. After budgeted gapping, this represents 0.6% operating vacancy rate. 	<ul style="list-style-type: none"> Year-end complement is forecasted to be 49.0 positions below the approved complement of 1,734.8 operating positions due to temporary branch closures.
<p>Association of Community Centres:</p> <ul style="list-style-type: none"> Favourable gross variance of \$0.146 million as a result of underspending in salaries and benefits from staff vacancy and timing of various office administration costs offset by higher than planned building maintenance costs. Overachieved revenues of \$0.047 million due to seasonality of revenue flows. Favourable net variance of \$0.194 million mainly driven by staff vacancy and various administration costs to be expensed by year-end. 	<ul style="list-style-type: none"> Projected favourable gross variance of \$0.021 million primarily due to underspending in salaries and benefits from staff vacancy, partially offset by legislative changes (Bill 148) related to statutory holiday pay for part-time staff and higher than planned building maintenance and administration costs. Fully achieved revenues. Projected favourable net variance of \$0.021 million due to underspending in salaries and benefits.
<ul style="list-style-type: none"> 1 position or 1.4% below approved complement. 	<ul style="list-style-type: none"> 1 position or 1.2% below approved complement.
<p>Exhibition Place:</p> <ul style="list-style-type: none"> Exhibition Place reported a favourable net variance of \$1.085 million below the 2018 Approved Operating Budget. <ul style="list-style-type: none"> Exhibition Place was underspent for total gross expenditures by \$2.671 million, driven by lower wages and benefits costs due to labour disruptions from the IATSE Local 58 lock out. The labour disruptions also negatively impacted the revenue variance by \$1.586 million due to lost revenues from the labour disruptions. 	<ul style="list-style-type: none"> Exhibition Place is projecting year-end total gross expenditures to decrease by \$0.750 million and year-end total revenues to increase by \$0.750 million resulting in a net surplus above the 2018 Approved Operating Budget of \$1.500 million. <ul style="list-style-type: none"> Due to IATSE Local 58 labour disruptions from July 20th to November 14th, Exhibition Place projects savings from salary and benefits of \$0.750 million. Exhibition Place is projecting additional revenue of \$0.750 million from one-time events in the fourth quarter.
<ul style="list-style-type: none"> Full Complement 	<ul style="list-style-type: none"> Full Complement

<p>Heritage Toronto:</p> <ul style="list-style-type: none"> Heritage Toronto reported a favourable net variance of \$0.189 million above the 2018 Approved Operating Budget. <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.164 million arose from the deferral of expenditure for significant programs into the fourth quarter. Favourable revenue variance of \$0.024 million due prepayments for plaque projects not yet completed. 	<ul style="list-style-type: none"> Civic Theatres Toronto (CTT) projects an unfavorable net expenditures of \$0.005 million at year-end.
<ul style="list-style-type: none"> Full complement 	<ul style="list-style-type: none"> Full complement
<p>Theatres:</p> <ul style="list-style-type: none"> Civic Theatres Toronto (CTT) reported favourable net expenditure of \$0.010 million or 0.2% below the 2018 Approved Operating Budget. <ul style="list-style-type: none"> Unfavorable revenue of \$4.663 million is due to low volume of activity which is partially offset by underspending in expenditures of \$4.673 million. Underspending in small capital expenditures of \$1.242 million offset by lower than budget contributions of \$1.242 million from the Facility Fee Reserve Fund. 	<ul style="list-style-type: none"> Civic Theatres Toronto (CTT) projects an unfavorable net expenditures of \$0.005 million by year-end.
<ul style="list-style-type: none"> 21.3 positions below approved complement of 232.5 due to vacancies yet to be filled. There is no budgeted gapping for CTT. 	<ul style="list-style-type: none"> 21.3 positions below approved complement of 232.5 due to vacancies yet to be filled.
<p>Toronto Zoo:</p> <ul style="list-style-type: none"> Unfavorable net expenditures of \$0.888 million or 14.1% over the 2018 Approved Operating Budget is driven by: <ul style="list-style-type: none"> Shortfall in revenue of \$4.795 million due to weather conditions (including extreme cold weather, unexpected ice storms and extreme heat warnings) in January, April to August which resulted in decreased attendance. This is partially offset by spending restraints. 	<ul style="list-style-type: none"> Toronto Zoo is projecting an unfavorable net expenditures of \$3.312 million by year-end due to poor weather condition in October and November which has resulted in further decrease in attendance. The Zoo is projecting attendance at 1.109 million compare to budget of \$1.295 million. The Zoo continues to implement cost containment and hold back measures but these are not sustainable solutions. Further reductions in

<ul style="list-style-type: none"> • \$3.908 million underspending has been achieved by cost containment actions and implementation of energy efficiency initiatives. 	<p>expenditure will impact the Zoo's ability to provide appropriate standards of care for animals and noticeably impact its operational abilities.</p>
<ul style="list-style-type: none"> • 21.0 positions below approved complement of 396.0 due to retirements, staff turnovers and timing of hiring. • Due to holdback requirements, many positions are being gapped for the remainder of the year. • This represents a 3.1% vacancy rate after consideration of budgeted gapping. 	<ul style="list-style-type: none"> • 12.0 positions below approved complement of 396.0. This represents 0.8% vacancy after consideration of budgeted gapping.
<p>Arena Boards of Management:</p> <ul style="list-style-type: none"> • Arena Boards of Management reported a favourable net expenditure variance of \$0.435 million arising from prepaid revenues from user groups received at the beginning of the season, which will be reversed by the end of the year. • Ted Reeve Arena's unfavourable net expenditure variance of \$0.110 million is included in this overall variance, arising from unpaid receivables and with the Ted Reeve Bubble Arena included in its operations. 	<ul style="list-style-type: none"> • Arena Boards of Management project an unfavourable year-end net variance of \$0.071 million above the 2018 Approved Operating Budget, arising primarily from an unfavourable net variance of \$0.070 at Ted Reeve Arena.
<ul style="list-style-type: none"> • 0.5 positions below approved complement is attributable to a vacancy at Ted Reeve Arena. 	<ul style="list-style-type: none"> • Full Complement
<p>Yonge Dundas Square (YDS):</p> <ul style="list-style-type: none"> • Yonge-Dundas Square reported an unfavourable net variance of \$0.201 million below the 2018 Approved Operating Budget. <ul style="list-style-type: none"> • Unfavourable expenditure variance of \$0.087 million driven by seasonal business fluctuations. • Unfavourable revenue variance of \$0.114 million due to lost revenues from event cancellations. 	<ul style="list-style-type: none"> • Yonge-Dundas Square projects a positive year-end net variance of \$0.133 million from the 2018 Approved Operating Budget. <ul style="list-style-type: none"> • Yonge-Dundas Square projects a favourable year-end revenue variance of \$0.210 million arising from increased events in the fourth quarter which will be offset by an unfavourable year-end expenditure variance of \$0.076 million in event costs.
<ul style="list-style-type: none"> • Full Complement 	<ul style="list-style-type: none"> • Full Complement

<p>CreateTO</p> <ul style="list-style-type: none"> • With minimal underspend in Other Expenditures, CreateTO is at budget. 	<ul style="list-style-type: none"> • Year-end projection is to be at budget.
<ul style="list-style-type: none"> • YTD complement exceeds approved complement by 2.5 positions due to in-year staffing additions to meet the operational needs of the Agency. This represents a 0% operating vacancy rate. 	<ul style="list-style-type: none"> • Year-end complement is projected to exceed approved complement by 2.5 positions due to in-year staffing additions to meet increased operational needs of the Agency. This represents a 0% operating vacancy rate.
<p>Toronto & Region Conversation Authority:</p> <ul style="list-style-type: none"> • As planned for this period. 	<ul style="list-style-type: none"> • Each year, TRCA receives the City of Toronto funding share which maintains the ratio between TRCA's other funding partner municipalities. In 2018, TRCA will receive the full funding amount as approved by Council, resulting in no year-end variance
<ul style="list-style-type: none"> • Full Complement 	<ul style="list-style-type: none"> • Full Complement
<p>Toronto Transit Commission – Conventional:</p> <ul style="list-style-type: none"> • Ridership to September 29th was 12.7 million rides or 3.1% below budget. <p>Passenger Revenues: \$6.9 million decrease.</p> <ul style="list-style-type: none"> • Ridership was approximately 3.1% below budget; however, passenger revenues were only 0.9% below budget. The more favourable revenue position is mainly due to the current trend of customers switching from pass-based fare media to single-ride fare media, particularly PRESTO e-purse, which has resulted in an increase in the average fare. <p>Non-passenger Revenue: \$2.2 million increase.</p> <ul style="list-style-type: none"> • An increase in interest revenue is the main driver of this favourable variance. 	<p>Current forecasts indicate that ridership could fall approximately 14.4 million rides below the target of 539.4million (or 525.0 million).</p> <p>Passenger revenue. \$10.0 million decrease:</p> <ul style="list-style-type: none"> • Year-end ridership is expected to be approximately 2.7% below budget; however, passenger revenues are expected to be only 0.9% below budget. • The more favourable revenue projection is mainly due to the current trend of customers switching from pass-based fare media to single-ride fare media, particularly PRESTO e-purse, which has resulted in a \$0.04 increase in the average fare.

Traction Power and Utilities: \$9.6 million decrease.

- Expenses to date have been less than anticipated primarily due to favourable price variances. The price variance is due to three key factors:
 1. Lower than forecast global adjustment. (\$4.6 million)
 2. A time limited and unbudgeted rate rider credit from Toronto Hydro. (\$1.7 million)
 3. Preferential pricing for Class A accounts with relatively low peak demand factors extending throughout the year, rather than the budgeted end date of June 30. (\$2.3 million)
- The balance of the favourable variance (\$1.0 million) is due to favourable price and consumption variances related to natural gas.

Employee Benefits: \$8.9 million decrease

- Savings primarily related to lower healthcare and dental expenses. Higher than expected new hire levels have contributed to this variance as new employees are not eligible for health and dental coverage for the first 3 months and there are no matching TTC Pension contributions for the first 6 months.

Material, Supply and Service Requirements: \$14.3 million decrease:

- This favourable variance is mostly due to lower than expected vehicle maintenance expenses, as a result of improved vehicle reliability as well as lower than budgeted costs associated with legacy fare media production and distribution.

Accident Claims: \$9.6 million decrease.

Non-passenger Revenue: \$4.5 million increase:

- A favourable variance is expected due to construction license revenue of \$2.0 million related to the construction of the Metrolinx inter-regional terminal at Kipling Station. The balance of this variance is primarily due to higher interest earned on bank balances.

Projected Expenditures decreases:

Traction Power and Utilities: \$16.5 million decrease:

- Traction power & utilities favourable variance is primarily due to \$13.5 million in favourable price variances. The price variance is due to three key factors:
 1. Lower than forecast global adjustment. (\$7.5 million)
 2. A time limited and unbudgeted rate rider credit from Toronto Hydro. (\$2 million)
 3. Preferential pricing for Class A accounts with relatively low peak demand factors extending throughout the year, rather than the budgeted end date of June 30. (\$4 million)
- The balance of the favourable variance (\$3 million) is due to consumption being 2.5% lower than budget (\$2 million) and favourable variances related to natural gas (\$1 million).

Employee Benefits: \$13.0 million decrease.

- The year-to-date trend in healthcare and dental expenses indicates that employee benefit

<ul style="list-style-type: none"> This favourable variance is due to delayed settlement of pending large accident claim cases. Should these cases not be settled before year-end, the TTC will make a contribution to the long-term liability reserve to ensure funds are available in 2019 to make these anticipated payments. <p>PRESTO Commissions: \$1.5 million decrease:</p> <ul style="list-style-type: none"> PRESTO fees are expected to be below budget primarily due to the projected take up rate for pass users being lower than initially anticipated in 2018. The original target for fare products available on PRESTO for fall 2018 was not met and contributed to the lower adoption rates. 	<p>expenses will fall below budget by year-end. Higher than expected new hire levels have contributed to this variance as new employees are not eligible for health and dental coverage for the first 3 months and there are no matching TTC Pension contributions for the first 6 months.</p> <p>Material, Supply and Service Requirements: \$12.0 million decrease:</p> <ul style="list-style-type: none"> Lower spending on materials, supplies and services is anticipated as a result of: <ol style="list-style-type: none"> Lower than expected vehicle maintenance expenses, primarily as a result of improved vehicle reliability. (\$7 million) Lower than budgeted costs associated with legacy fare media production and distribution. (\$3 million) Various other under-expenditures (\$2 million) <p>PRESTO Commissions: \$5.0 million decrease:</p> <ul style="list-style-type: none"> PRESTO fees are expected to be below budget primarily due to the projected take up rate for pass users being lower than initially anticipated in 2018. The original target for fare products available on PRESTO for fall 2018 was not met and contributed to the lower adoption rates. Stabilization Reserve Draw: \$14.0 million decrease. Based on the projected subsidy surplus, it is anticipated that the \$14.0 million stabilization reserve draw will not be required this year.
--	---

	<p>Eglinton Bus Supplemental Service: \$11.0 million increase</p> <ul style="list-style-type: none"> As part of the Eglinton Crosstown construction, TTC has been operating supplemental bus service on Eglinton Avenue and on intersecting routes to mitigate the impact of construction related delays. The cost of this service should be paid as part of the project budget, however concerns exist regarding the ability to collect these funds. As a result, a provision will be established. TTC staff will continue to bill and pursue collection of this amount. All other changes are expected to net to a \$1.0 million favourable variance.
<ul style="list-style-type: none"> Current strength of 14,474 positions reflects 589 positions below complement, after considering and achieving the gapping target throughout the year. 	<ul style="list-style-type: none"> Projected strength of 14,691 positions reflects 65 positions above complement, after considering and achieving the gapping target throughout the year.
<p>Toronto Transit Commission – Wheel-Trans: Passenger revenue is \$0.7 million below budget, mainly due to 434K fewer customer journeys than budgeted.</p> <p>The decrease in costs is attributable to contracted services being \$7 million under budget, due to lower than budgeted ridership, as noted above.</p> <p>All other expense variances net to a savings of \$2 million and include the delayed payment of costs related to the Wheel-Trans transformation program and savings related to benefits expenses.</p>	<p>Customer journeys are projected to be below target at 4.2M vs budget of 4.8M.</p> <ul style="list-style-type: none"> Currently, a \$10 million (or 7%) year-end subsidy surplus is projected, primarily due to lower than budgeted ridership. <p>Contracted Taxi Services: \$10.7 million decrease. The decrease in costs is attributable to a lower projected year-end ridership estimate and a lower cost per passenger trip estimate based on year-to-date experience.</p>

	<p>Passenger Revenues: \$1 million decrease. The decrease is mainly due 623K less customer journeys than budgeted offset by a slightly higher average fare.</p> <p>All other changes are expected to net to a \$0.3 million favourable variance.</p>
<ul style="list-style-type: none"> • Projected strength of 582.0 positions reflects 33 position below complement. 	<ul style="list-style-type: none"> • Projected strength of 613.0 positions reflects a projection that is at the approved complement.
<p>Toronto Police Service: The Services reported favourable net variance of \$0.15 million below the 2018 Approved Operating Budget.</p> <ul style="list-style-type: none"> • Unfavorable overspending in consulting services of \$0.410 million, driven by consulting costs to support necessary activities relating to the Transformational Task Force modernization initiatives. These costs are offset by provincial grant funding and reserve funds. • Overspending in other expenditures of \$1.466 million, driven by: <ul style="list-style-type: none"> • an increased use of premium pay to meet policing requirements as a result of the reduced staffing levels and high-profile cases • unbudgeted in-year board approved hiring requests to increase the communication operator establishment by 53 positions (20 hired to date), and 40 new special constable positions (14 hired to date) • Favourable revenues of \$2.025 due to increased cost recoveries for attendance at Provincial Offences Act courts, and greater than anticipated volumes for reference checks and paid duties. 	<ul style="list-style-type: none"> • A favourable variance of \$0.2 million is expected at year-end. Premium pay pressures have been offset by increased separations, longer than anticipated backfilling of vacancies and increased revenues. • The Service will be endeavouring to reduce and defer all other expenditures wherever possible in an attempt to come within the approved budget; however, expenditures are subject to the exigencies of policing and uncontrollable events that limit the Service’s ability to realize savings.

<p>While the Toronto Police Service is expected, on average to be below its budgeted strength throughout the year, underspending in salaries and benefits from these vacancies has been fully allocated to support additional service demands.</p>	
<ul style="list-style-type: none"> • 1,026 positions below full complement is a result of increased separations and longer times to fill civilian vacancies than anticipated. There is no budgeted gapping for TPS. 	<ul style="list-style-type: none"> • 964 positions below approved complement.
<p>Toronto Police Services Board:</p> <ul style="list-style-type: none"> • As the Board is at full complement, there is no year-to-date variance. 	<ul style="list-style-type: none"> • Toronto Police Services Board expects no year-end variance at this time.
<ul style="list-style-type: none"> • Full Complement 	<ul style="list-style-type: none"> • Full Complement

Appendix G

Capital & Corporate Financing

The Capital and Corporate Financing accounts were under-spent by \$5.192 million or 0.7% for the nine months ended September 30, 2018 and is expected to be \$6.798 million favourable at year-end.

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	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.2	▲	0.0	—	0.2	▲	⊙	0.2	▲	0.0	—	0.2	▲	⊙
Technology Sustainment	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
Debt Charges	3-Month	7.8	▼	0.8	▲	8.6	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.4	▼	0.4	▼	0.8	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	6.6	▲	(1.6)	▼	5.0	▲	⊙	6.6	▲	0.0	—	6.6	▲	⊙
Total	3-Month	7.8	▼	0.8	▲	8.6	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.4	▼	0.4	▼	0.8	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	6.8	▲	(1.6)	▼	5.2	▲	⊙	6.8	▲	0.0	—	6.8	▲	⊙
Year-to-Date Net Variance	⊙	85% to 105%	⊙	0% to 85%	Ⓡ	>105%	Year-End	⊙	<=100%	Ⓡ	>100%				

Appendix G

Capital & Corporate Financing

Nine Month Results

Year-End Projections

Capital & Corporate Financing: <ul style="list-style-type: none">Favourable variance primarily driven by lower than planned recovery from Financial Planning.	<ul style="list-style-type: none">Year-end forecast is consistent with year-to-date results.
Technology Sustainment: <ul style="list-style-type: none">Actual expenses have been incurred as planned.	<ul style="list-style-type: none">Projected to be on budget at year-end.
Debt Charges: <ul style="list-style-type: none">Lower than planned interest ratesThird debt issuance was issued in October (period 10) instead of September (period 9) in the plan.	<ul style="list-style-type: none">Year-end forecast is consistent with year-to-date results.<ul style="list-style-type: none">\$4 million from lower than planned interest rates\$2.6 million from timing of the third debt issuance

Appendix G

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	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	(2.9)	▼	0.0	—	(2.9)	▼	Ⓡ	(6.7)	▼	0.0	—	(6.7)	▼	Ⓡ
	9-Month	(15.9)	▼	0.0	—	(15.9)	▼	Ⓡ	28.2	▲	(7.7)	▼	20.5	▲	⊙
Tax Increment Equivalent Grants (TIEG)	3-Month	0.9	▼	0.0	—	0.9	▼	⊙	3.4	▼	0.0	—	3.4	▼	⊙
	5-Month	3.2	▲	0.0	—	3.2	▲	Ⓨ	7.7	▲	0.0	—	7.7	▲	⊙
	9-Month	6.1	▲	0.0	—	6.1	▲	Ⓨ	8.1	▲	0.0	—	8.1	▲	⊙
Assessment Function (MPAC)	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.2	▼	0.0	—	0.2	▼	⊙
	5-Month	0.1	▲	0.0	—	0.1	▲	⊙	0.2	—	0.0	—	0.2	—	⊙
	9-Month	0.1	—	0.0	—	0.1	—	⊙	0.2	—	0.0	—	0.2	—	⊙
Funding of Employee Related Liabilities	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
Other Corporate Expenditures	3-Month	2.3	▼	0.2	▲	2.4	▼	Ⓨ	10.3	▼	(10.5)	▼	(0.2)	▲	Ⓡ
	5-Month	1.9	▼	0.1	▼	2.0	▼	Ⓨ	(0.1)	▼	0.1	▲	0.0	▲	⊙
	9-Month	8.2	▲	3.2	▲	11.5	▲	Ⓨ	15.6	▲	0.3	▲	15.9	▲	⊙

Appendix G

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	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
Parking Tag Enforcement & Oper.	3-Month	1.2	▼	0.0	—	1.2	▼	⊙	(0.2)	▲	0.0	—	(0.2)	▲	Ⓡ
	5-Month	1.0	▼	0.0	—	1.0	▼	⊙	(0.0)	▲	0.0	—	(0.0)	▲	Ⓡ
	9-Month	4.7	▲	0.0	—	4.7	▲	⊙	3.8	▲	0.0	—	3.8	▲	⊙
Programs Funded from Reserve Funds	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	3.3	▲	(3.3)	▼	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
Vacancy Rebate Program	3-Month	0.1	▼	0.0	—	0.1	▼	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.1	—	0.0	—	0.1	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.2	▲	0.0	—	0.2	▲	⊙	0.0	—	0.0	—	0.0	—	⊙
Heritage Property Taxes Rebate	3-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	5-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙
	9-Month	0.0	—	0.0	—	0.0	—	⊙	0.0	—	0.0	—	0.0	—	⊙

Appendix G

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	3-Month	(0.3)	▲	0.3	▲	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.3)	—	0.3	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	(0.0)	▲	0.0	▼	0.0	—	Ⓞ	(0.0)	—	0.0	—	0.0	—	Ⓞ
Solid Waste Management Rebates	3-Month	(4.3)	▲	0.0	—	(4.3)	▲	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.1)	▲	0.0	—	(0.1)	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.5	▲	0.0	—	0.5	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	3-Month	(0.2)	▲	0.5	▲	0.3	▼	Ⓞ	13.6	▼	(10.5)	▼	3.1	▼	Ⓞ
	5-Month	3.0	▲	0.5	—	3.5	▲	Ⓞ	1.1	▼	0.1	▲	1.2	▼	Ⓞ
	9-Month	7.2	▲	(0.0)	▼	7.1	▲	Ⓞ	56.0	▲	(7.4)	▼	48.6	▲	Ⓞ

Year-to-Date Net Variance	Ⓞ 85% to 105%	Ⓜ 0% to 85%	Ⓡ >105%	Year-End	Ⓞ <=100%	Ⓡ >100%
----------------------------------	--	--	--	-----------------	---	--

Appendix G

Non-Program Expenditures

Nine Month Results	Year-End Projections
<p>Tax Deficiencies/Write-Offs:</p> <ul style="list-style-type: none"> As of September 2018, a \$15.895 million unfavourable variance was realized, primarily due to the fact that number of appeals posted and provision were greater than plan. 	<ul style="list-style-type: none"> A favourable year-end projection of \$20.538 million net based on the more recent appeal data from the ARB (Assessment Review Board).
<p>Tax Increment Equivalent Grants (TIEG)</p> <ul style="list-style-type: none"> Lower than planned issuance of Tax Increment Equivalent Grants. The estimate for taxation years 2017 and prior was \$1.000 million less than the provision, and the estimate for taxation year 2018 was \$5.100 million less than planned, resulting in actual underspending of \$6.105 million net. 	<ul style="list-style-type: none"> The trend in under-spending in Tax Increment Equivalent Grant (TIEG) is expected to continue until year-end which will result in a favourable variance of \$8.140 million net with payments for taxation years 2017 and prior to be \$1.300 million being less than provision, and for taxation year 2018 is estimated to be \$6.800 million less than budget.
<p>Assessment Function (MPAC):</p> <ul style="list-style-type: none"> The favourable variance of \$0.139 million is expected to increase to \$0.185 million by year-end as a result of MPAC fees being slightly lower than anticipated. 	<ul style="list-style-type: none"> The year-end favourable variance of \$0.185 million by year-end is forecasted due to MPAC fees being lower than anticipated.
<p>Funding Employee Related Liabilities:</p> <ul style="list-style-type: none"> As planned for this period. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.
<p>Other Corporate Expenditures:</p> <ul style="list-style-type: none"> Under expenditure related to the provision for Collective bargaining as a result of the final arbitration results. 	<ul style="list-style-type: none"> Consistent with year-to-date results, favourable variance is anticipated primarily from the provision for Collective bargaining as a result of the final arbitration results

<p>Insurance Premiums & Claims:</p> <ul style="list-style-type: none"> As planned for this period. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.
<p>Parking Tag Enforcement & Operations:</p> <ul style="list-style-type: none"> Favourable gross expenditures of \$4.674 million due to: <ul style="list-style-type: none"> \$5.398 million in Parking Enforcement Officer vacancies, \$0.616 million in lower tribunal member honoraria, \$0.781 million in lower rent and security costs for screening/hearing offices, which is partially offset by higher MTO Search Fees of \$2.259 million during the transition period for both POA fines and new APS fines. 	<ul style="list-style-type: none"> The gross expenditures is expected to be favourable by \$3.803 million due to: <ul style="list-style-type: none"> savings of \$2.586 million from Parking Enforcement Officer vacancies, \$0.630 million in lower tribunal member honoraria, \$0.888 million in lower rent and security costs for screening/hearing offices, \$0.583 million in Revenue Services operating costs for vacancy savings and postage costs, which is partially offset by higher MTO Search Fees of \$0.884 million.
<ul style="list-style-type: none"> 42 vacancies or 10.7% below the approved complement. 	<ul style="list-style-type: none"> 6 vacancies or 1.5% below the approved complement.
<p>Programs Funded from Reserve Funds:</p> <ul style="list-style-type: none"> As planned for this period. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.
<p>Vacancy Rebate Program:</p> <ul style="list-style-type: none"> The vacancy rebates processed and expected to be processed were slightly below budget by \$0.171 million. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.
<p>Heritage Property Tax Rebates:</p> <ul style="list-style-type: none"> The heritage rebates processed and expected to be processed were slightly below budget by \$0.005 million. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.
<p>Tax Rebates for Registered Charities:</p> <ul style="list-style-type: none"> As planned for this period. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.

Solid Waste Management Rebates:

- Lower than planned issuance of Solid Waste Management rebates compared to the historical billing experienced on which the third quarter plan was based, resulting in under-spending of \$0.463 million net.

- Projected to be on budget at year-end.

Appendix G

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	3-Month	0.0	—	(0.1)	▼	(0.1)	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	(1.4)	▼	(1.4)	▼	Ⓞ	0.0	—	(0.8)	▼	(0.8)	▼	Ⓡ
	9-Month	0.0	—	(1.0)	▲	(1.0)	▲	Ⓞ	0.0	—	(1.0)	▼	(1.0)	▼	Ⓡ
Supplementary Taxes	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	(9.2)	▼	(9.2)	▼	Ⓡ	0.0	—	(10.0)	▼	(10.0)	▼	Ⓡ
Tax Penalty Revenue	3-Month	0.0	—	0.2	▲	0.2	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.6	▲	0.6	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.9	▲	0.9	▲	Ⓞ	0.0	—	1.2	▲	1.2	▲	Ⓞ
Interest/Investment Earnings	3-Month	0.0	—	(1.1)	▼	(1.1)	▲	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.3	▲	12.9	▲	13.2	▲	Ⓨ	3.6	▲	0.0	—	3.6	▲	Ⓞ
	9-Month	3.2	▲	10.7	▼	13.9	▲	Ⓨ	4.0	▲	8.0	▲	12.0	▲	Ⓞ
Other Corporate Revenues	3-Month	(0.4)	▲	0.2	▲	(0.3)	▲	Ⓡ	0.0	—	0.1	▲	0.1	▼	Ⓞ
	5-Month	(1.0)	▼	(0.7)	▼	(1.7)	▼	Ⓡ	0.0	—	0.3	▲	0.3	▲	Ⓞ
	9-Month	(1.7)	▼	1.3	▲	(0.4)	▲	Ⓡ	(0.1)	▼	0.4	▲	0.4	▲	Ⓞ

Appendix G

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	
Dividend Income	3-Month	0.0	—	1.0	▲	1.0	▼	Ⓞ	0.0	—	3.9	▲	3.9	▼	Ⓞ
	5-Month	0.0	—	1.0	—	1.0	—	Ⓞ	0.0	—	3.9	—	3.9	—	Ⓞ
	9-Month	0.0	—	2.9	▲	2.9	▲	Ⓞ	0.0	—	3.9	—	3.9	—	Ⓞ
Provincial Revenue	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Municipal Land Transfer Tax	3-Month	(0.1)	▲	30.1	▲	30.1	▼	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.9)	▼	19.3	▼	18.4	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	1.6	▲	(61.0)	▼	(59.5)	▼	Ⓞ	3.0	▲	(102.2)	▼	(99.2)	▼	Ⓡ
Third Party Sign Tax	3-Month	0.0	—	0.1	▲	0.1	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	▼	0.0	▼	Ⓞ	0.0	—	(0.6)	▼	(0.6)	▼	Ⓡ
	9-Month	0.0	—	(1.3)	▼	(1.3)	▼	Ⓞ	0.0	—	(1.2)	▼	(1.2)	▼	Ⓡ
Parking Authority Revenues	3-Month	0.0	—	(4.8)	▼	(4.8)	▲	Ⓡ	0.0	—	(3.2)	▼	(3.2)	▲	Ⓡ
	5-Month	0.0	—	(0.8)	▲	(0.8)	▲	Ⓞ	0.0	—	(3.6)	▼	(3.6)	▼	Ⓡ
	9-Month	0.0	—	(2.5)	▼	(2.5)	▼	Ⓡ	0.0	—	(3.6)	—	(3.6)	—	Ⓡ

Appendix G

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	
Administrative Support Recoveries - Water	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Administrative Support Recoveries - Health & EMS	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	9-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Parking Tag Enforcement & Operations Rev	3-Month	0.0	—	(1.1)	▼	(1.1)	▲	Ⓞ	0.0	—	1.7	▲	1.7	▼	Ⓞ
	5-Month	0.0	—	(0.5)	▲	(0.5)	▲	Ⓞ	0.0	—	(0.7)	▼	(0.7)	▼	Ⓜ
	9-Month	0.0	—	(6.7)	▼	(6.7)	▼	Ⓜ	0.0	—	(8.6)	▼	(8.6)	▼	Ⓜ
Other Tax Revenues	3-Month	(0.1)	▲	0.3	▲	0.2	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.2)	▼	0.3	—	0.1	▼	Ⓞ	0.0	—	(2.5)	▼	(2.5)	▼	Ⓜ
	9-Month	(0.3)	▼	(2.1)	▼	(2.4)	▼	Ⓜ	0.0	—	(2.4)	▲	(2.4)	▲	Ⓜ
Municipal Accomodation Tax	3-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	(0.8)	▼	3.0	▲	2.1	▲	Ⓜ	(2.5)	▼	5.3	▲	2.8	▲	Ⓞ
	9-Month	(1.7)	▼	4.9	▲	3.2	▲	Ⓜ	(2.4)	▲	8.6	▲	6.2	▲	Ⓞ

Appendix G

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

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Woodbine Slots Revenues	3-Month	0.0	—	0.1	▲	0.1	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	5-Month	0.0	—	0.1	—	0.1	—	Ⓞ	0.0	—	0.5	▲	0.5	▲	Ⓞ
	9-Month	0.0	—	1.8	▲	1.8	▲	Ⓞ	(0.0)	—	2.9	▲	2.9	▲	Ⓞ
Total	3-Month	(0.6)	▼	24.8	▲	24.2	▲	Ⓞ	0.0	—	2.5	▲	2.5	▲	Ⓞ
	5-Month	(2.5)	▼	33.8	▲	31.3	▲	Ⓞ	1.2	▲	1.8	▼	3.0	▲	Ⓞ
	9-Month	1.1	▲	(61.2)	▼	(60.1)	▼	Ⓡ	4.4	▲	(104.0)	▼	(99.6)	▼	Ⓡ
Year-to-Date Net Variance		Ⓞ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End	Ⓞ	<=100%	Ⓡ	>100%			

Appendix G

Non-Program Revenues

Nine Month Results	Year-End Projections
<p>Payments In Lieu of Taxes (PILs):</p> <ul style="list-style-type: none"> As of September 2018, a \$1.0 million unfavourable variance was realized, primarily due to: <ul style="list-style-type: none"> \$1.1 million unfavourable due to assessment based levies being less than budgeted, \$0.5 million unfavourable because appeals posted and provision were greater than budget, offset by \$0.6 million favourable due to Heads and Beds levies being higher than budgeted. 	<ul style="list-style-type: none"> At year-end, a \$1.0 million unfavourable variance is projected, primarily due to: \$1.1 million unfavourable due to assessment based levies being less than budgeted, \$0.5 million unfavourable because appeals posted and provision are projected to be greater than budget, offset by \$0.6 million favourable due to Heads and Beds levies being higher than budgeted.
<p>Supplementary Taxes:</p> <ul style="list-style-type: none"> As of September 2018, the supplementary/omit rolls received from MPAC were lower than anticipated, resulting in an unfavourable variance of \$9.183 million. 	<ul style="list-style-type: none"> Based on the actuals to date and estimates provided by MPAC, the year-end forecast will be \$35 million, resulting in an unfavorable budget variance of \$10 million. The decrease is mainly attributable to forecasted reduction in residential assessment according to MPAC.
<p>Tax Penalties:</p> <ul style="list-style-type: none"> The 4% variance or \$0.938 million for this period is due to more tax interest/penalties charged than budgeted as a result of higher outstanding receivable. 	<ul style="list-style-type: none"> Consistent with year-to-date results, the trend is expected to continue, resulting in a 4% variance by year-end or \$1.200 million unfavourable.
<p>Interest & Investment Earnings:</p> <ul style="list-style-type: none"> A favourable variance of \$13.864 million net in Interest and Investment Earnings from higher than planned interest revenue from bond investments and deposits, and under spending on management fees in Investment Board. 	<ul style="list-style-type: none"> Consistent with year-to-date results, a favourable variance of \$12.000 million net is anticipated at year-end that is primarily driven by higher revenue and gross under expenditures on Investment Board.

Staff report for action on Operating Variance Report for the Nine Months Ended September, 2018.

<p>Other Corporate Revenues:</p> <ul style="list-style-type: none"> • An unfavourable variance of \$0.382 million as the result of lower than planned sundry revenue. 	<ul style="list-style-type: none"> • A slightly favourable revenue of \$0.352 million is forecasted at year-end as a result of net impact of higher revenues from marriage licences and death registration.
<p>Dividend Income:</p> <ul style="list-style-type: none"> • Higher than planned hydro dividend revenue of \$2.900 million as a result of higher Toronto Hydro earnings in 2017. 	<ul style="list-style-type: none"> • Favourable year-end variance of \$3.900 million due to higher Toronto Hydro earnings in 2017.
<p>Provincial Revenue:</p> <ul style="list-style-type: none"> • As planned for this period. 	<ul style="list-style-type: none"> • Projected to be on budget at year-end.
<p>Municipal Land Transfer Tax (MLTT):</p> <ul style="list-style-type: none"> • Revenue is lower than budget by \$59.469 net million as of September 30, 2018. This is mainly driven by lower residential market activity. 	<ul style="list-style-type: none"> • An unfavourable year-end variance projection of \$99.241 million net is anticipated based on year-to-date trend.
<p>Third Party Sign Tax:</p> <ul style="list-style-type: none"> • Unfavourable variance of \$1.298 million as a result of higher than expected reduction in the number of signs due to attrition in sign inventories. 	<ul style="list-style-type: none"> • Third Party Sign Tax is projected to be \$1.196 million unfavourable at year-end mainly due to a reduction in the number of taxable signs and lower than expected revenue due to timing.
<p>Parking Authority Revenues:</p> <ul style="list-style-type: none"> • Lower than planned Parking Authority revenue of \$2.451 million net due to revenue shortfall in Toronto Parking Authority from on-street and off-street parking due to maintenance work and delayed customer returns to previously closed carparks. 	<ul style="list-style-type: none"> • Consistent with year-to-date experience, Parking Authority Revenues are projected to be lower than budgeted revenue of \$3.650 million net due to lower than budgeted revenues from both off-street and on-street parking, delay in acquiring sponsorship for Bike Share Program, increased discounts provided in support of the King Street Transit Pilot; and lower than anticipated customer transaction volume.
<p>Administrative Support Recoveries – Toronto Water:</p> <ul style="list-style-type: none"> • As planned for this period. 	<ul style="list-style-type: none"> • Projected to be on budget at year-end.

<p>Administrative Support Recoveries – Health & EMS:</p> <ul style="list-style-type: none"> As planned for this period. 	<ul style="list-style-type: none"> Projected to be on budget at year-end.
<p>Parking Tag and Enforcement Operations:</p> <ul style="list-style-type: none"> Revenue is under budget by \$6.732 million mainly due to lower ticket issuance. 1,400,476 parking tickets issued to September 30, 2018. 	<ul style="list-style-type: none"> Revenue is expected to be under budget by \$8.612 million by year-end mainly due lower ticket issuance. Underlying driver is Parking Enforcement Officer vacancies. 1,867,301 parking tickets issued projected to year-end.
<p>Other Tax Revenues:</p> <ul style="list-style-type: none"> As of end of September 2018, \$2.352 million unfavourable variance was realized due to <ul style="list-style-type: none"> \$2.5 million unfavourable because the assessment and rates used to calculate hydro properties final levies was less than budgeted and \$0.1 million favourable because appeals posted and provision exceed budget. 	<ul style="list-style-type: none"> At year-end, a \$2.445 million unfavourable variance is projected, primarily because the assessment and rates used to calculate hydro properties final levies was less than budgeted.
<p>Municipal Accommodation Tax:</p> <ul style="list-style-type: none"> The year-to-date favourable variance of \$3.236 million net is due to higher than anticipated hotel remittance. 	<ul style="list-style-type: none"> The year-end revenue is expected to exceed budget by \$6.190 million, which is mainly as a result of higher than anticipated hotel remittance, partially offset by the loss of Short-Term Rental revenue which is delayed and not going to materialize in 2018.
<p>Woodbine Slots:</p> <ul style="list-style-type: none"> A favourable variance of \$1.818 million net or 14.8% is the result of the addition of 300 electronic games and 50 live tables in the last week of August as part of Casino Woodbine's expansion. Pursuant to the OLG Municipal Contribution Agreement, the City shares 4% of the live table gaming revenues, but only 0.5% of the incremental electronic gaming revenue above \$500M. 	<ul style="list-style-type: none"> Consistent with year-to-date results, a \$2.884 million net favourable variance is anticipated as a result of additional electronic games and live tables that are being implemented in Q4.

Appendix G

Figure 28: Rate Supported Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Solid Waste Management Services	3-Month	3.4	▼	(0.7)	▼	2.7	▼	⊙	2.1	▼	(5.0)	▼	(2.9)	▲	Ⓜ
	5-Month	4.2	▲	0.7	▲	4.9	▲	⊙	1.0	▼	(8.2)	▼	(7.2)	▼	Ⓜ
	9-Month	(3.6)	▼	(16.3)	▼	(19.8)	▼	Ⓜ	0.8	▼	(11.3)	▼	(10.6)	▼	Ⓜ
Toronto Parking Authority	3-Month	2.3	▼	(2.0)	▼	0.3	▼	⊙	1.0	▼	(4.8)	▼	(3.8)	▲	Ⓜ
	5-Month	3.0	▲	(4.0)	▼	(1.0)	▼	⊙	3.0	▲	(7.3)	▼	(4.2)	▼	Ⓜ
	9-Month	4.8	▲	(6.3)	▼	(1.5)	▼	⊙	3.0	—	(7.3)	—	(4.2)	—	Ⓜ
Toronto Water	3-Month	3.0	▼	20.5	▲	23.5	▼	Ⓨ	9.9	▼	8.7	▲	18.6	▼	⊙
	5-Month	7.8	▲	25.3	▲	33.2	▲	Ⓨ	15.8	▲	11.8	▲	27.6	▲	⊙
	9-Month	22.4	▲	31.7	▲	54.1	▲	Ⓨ	25.5	▲	23.9	▲	49.3	▲	⊙
Total	3-Month	8.7	▼	17.9	▲	26.6	▼	Ⓨ	13.0	▼	(1.0)	▼	11.9	▼	⊙
	5-Month	15.0	▲	22.1	▲	37.1	▲	Ⓨ	19.8	▲	(3.6)	▼	16.2	▲	⊙
	9-Month	23.7	▲	9.2	▼	32.8	▼	Ⓨ	29.3	▲	5.3	▲	34.5	▲	⊙

Year-to-Date Net Variance	⊙ 85% to 105%	Ⓨ 0% to 85%	Ⓜ >105%	Year-End	⊙ <=100%	Ⓜ >100%
----------------------------------	--	--	--	-----------------	---	--

Appendix G

Rate Supported Programs

Nine Month Results

Year-End Projections

Solid Waste Management Services (SWMS):

- Under-expenditures totaling \$4.721 million mainly arise from salaries and benefits savings of \$2.309 million mainly due to vacancies in Collections and Litter Operations.
 - There was also year-to-date savings of \$2.412 million including lower than planned fuel consumption and bin maintenance (\$0.826 million) and lower than anticipated spending on hydro (\$0.408 million). There was also lower than planned YTD contributions to the Green Lane reserve fund (\$0.415 million) and Advertising & Promotion (\$0.747 million) resulting from delayed spending on contamination education.
 - These savings are partially offset by higher than planned expenditures of \$8.287 million mainly for contracted collection and processing (\$7.728 million) including higher volumes and payments in lieu of taxes (\$0.523 million).
 - Lower than planned revenue of \$16.250 million is primarily due to:
 - Delayed receipt of collection bin fees revenue (\$2.685 million);
 - Lower than planned revenue from the sale of recyclable materials due to global market changes (\$5.478 million);
 - Delayed receipt of Stewardship Ontario funding (\$6.064 million); and,
- Projecting a net capital contribution decrease (deficit) of \$10.563 million or 3% at year-end.
 - Expenditures are estimated to be \$0.755 million under-spent primarily related to:
 - Ongoing staff vacancies (\$3.313 million);
 - Lower projected spending on CNG, Hydro and contracted services (\$2.049 million); and,
 - Lower contracted cost of collection excluding organics (\$2.138 million) due to volume;
 - These under-expenditures are partially offset by over-spending of \$6.746 million due to contamination issues and contractor charges related to the quality of recyclable material and higher volumes of organics.
 - Revenue is anticipated to be under-achieved by \$11.318 million at year-end.
 - Changing global markets for recyclables are causing a decline in the demand and prices for recyclable material. Market data has indicated lower than expected revenues due to the collapsing fibre market and reduced prices for mixed papers. The shift is also due to a China's move to impose stringent new purity standards limiting and sometimes banning recyclable materials accepted by the country (\$8.208 million);

<ul style="list-style-type: none"> • Lower than planned capital recoveries for staff working on capital projects (\$2.084 million). • Combined, this results in a net over-expenditure of \$19.816 million or 131% as of the third quarter. 	<ul style="list-style-type: none"> • Loss of commercial bag only customers from 10,000 to 5,859 customers and delayed capital project recoveries (\$3.192 million). • Total net over-expenditures at year-end will reduce the amount to be contributed to the Waste Management Reserve Fund used to support the SWMS Capital program.
<ul style="list-style-type: none"> • 62 positions below total approved complement of 1,116.7 positions due to an on-going difficulty in recruiting qualified candidates for Collection Operator positions and staff movements related to the divisions' Talent Growth Plan (TGP). • After budgeted gapping, this is equivalent to a 1% vacancy rate. 	<ul style="list-style-type: none"> • It is anticipated that SWMS will be 62.7 positions below the total approved complement of 1,116.7 due to on-going recruiting issues. • After considering budgeted gapping, this is equivalent to a 1% operating vacancy rate.
<p>Toronto Parking Authority:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$4.801 million primarily due to lower repair and maintenance fees; lower salaries and benefits due to vacancies; reduced administration expenses; and lower rent expenses at managed carparks. This has been partially offset by higher than anticipated credit card processing fees; municipal taxes; and security costs. • Lower than anticipated revenues of \$6.297 million as a result in reduced revenue in the Off-Street Parking, On-Street Parking and Bike Share services. • Off-Street parking experiencing lower than expected revenue due to maintenance work at Carpark 36 and delayed customer returns to previously closed Carpark 1. • Lower than expected revenues for On-Street parking due to delays in implementing approved rate increases and reduced customer volume in the downtown core due to the King Street Transit Pilot and the Eglinton Crosstown project. 	<ul style="list-style-type: none"> • Projected favourable gross expenditure variance of \$3.032 million mainly attributable to lower repair and maintenance fees; reduced utility costs; and lower rent expenses at managed carparks. • Projected under-expenditures to be fully offset by lower than anticipated revenues of \$7.267 million, resulting in a net over-expenditure of \$4.235 million by year-end. • Both Off-Street and On-Street parking services are anticipated to experience lower than budgeted revenues, primarily experienced in the downtown area, due to ongoing construction at core carparks; earlier than planned closures of surface parking lots in the Distillery District; increased discounts provided in support of the King Street Transit Pilot; and lower than anticipated customer transaction volume.

<ul style="list-style-type: none"> The total cost of discounts for Toronto Parking Authority as of 2018 Q3 was \$0.350 million for the King Street Transit Pilot and \$0.170 million for the Eglinton Crosstown. 	<ul style="list-style-type: none"> The identification of and negotiation with new sponsors for the Bike Share Program will not be completed by year-end, resulting in a reduction of \$1.500 million in sponsorship revenue.
<ul style="list-style-type: none"> 16.5 positions or 2.0% below approved complement after budgeted gapping. Vacancies are anticipated to be filled during Q4. 	<ul style="list-style-type: none"> Projecting staff strength of 323.5 is 5 positions or 1.5% below the approved complement of 328.5 positions.
<p>Toronto Water:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$22.432 million. Underspending in salaries and benefits as a result of vacancies, lower than anticipated demand/dosages for chemicals and hydro billings, underspending in materials, supplies and contracted services due to a delay in purchasing/delivery of machine parts and other project delays, lower contract prices and unused contingencies, lower payments in-lieu of taxes and interdivisional charges totalling \$23.072 million, were offset by advanced contributions to vehicle reserves and other charges previously not planned. Favourable revenue variance of \$31.709 million primarily due to higher water revenues as a result of hot and dry weather during summer (\$18.291 million), an overall increase in a volume of water sold to Region of York (\$1.371 million) and other revenues (\$8.110 million), as well as a one-time recovery from 3rd party for damages related to a previously completed capital project (\$8.2 million), partially offset by lower than anticipated revenues from the industrial waste agreements, Region of Peel and recoveries for the work on the Metrolinx projects (\$4.262 million) The resulting net favourable variance is \$51.142 million. 	<ul style="list-style-type: none"> Projected under expenditure of \$25.482 million at year-end, mainly because of projected underspending in salaries and benefits due to vacancies, declining hydro rates and more efficient usage, underspending in chemicals as a result of change in dosage requirements and unused contingencies, savings in parts, materials and professional and technical services mostly due to unexpected project delays and lower contract prices, and lower than anticipated payments in-lieu of taxes and interdivisional charges for utility cuts. Revenues are projected to be higher than budgeted by \$23.859 million mostly due to higher than anticipated volume of water due to a hot summer, partially offset by the anticipated return to normal consumption to the last quarter, a one-time recovery from 3rd party for damages related to a previously completed capital project, as well as an increase in new water and service connections and private water agreements. The increase in revenues is projected to be partially offset by lower revenues from industrial waste agreements due to company reallocations and

<ul style="list-style-type: none"> • It is anticipated that variances resulting from unplanned postings/billings will be reduced gradually by the year-end. 	<p>closures, and lower recoveries from Metrolinx due to project delays.</p> <ul style="list-style-type: none"> • Projected favourable year-end net variance is \$49.341 million.
<ul style="list-style-type: none"> • 178.4 positions below approved complement due to the aging workforce / retirements, staff promotions and transfers, as well as extended recruitment period for certain positions such as skilled trades and certified operators. In addition, Toronto Water's recent Customer Service restructuring resulted in approximately 26 positions being backfilled. The adjusted vacancies once these positions are filled will be 152.4. • After considering budgeted gapping it equals to 6.6% vacancy rate. • Due to operational vacancies, Toronto Water has been deferring some pro-active preventative maintenance activities causing modest increases to overtime costs. • The 2010-2020 Strategic Plan includes enhancement of recruiting strategies and development and implementation of an Enterprise Knowledge Retention Program 	<ul style="list-style-type: none"> • It is anticipated that there will be 138.4 positions below approved complement, which equals to 4.3% vacancy rate after considering budgeted gapping.