



REPORT FOR ACTION

Operating Variance Report for the Four Months Ended April 30, 2019

Date: June 14, 2019

To: Executive Committee

From: Chief Financial Officer and Treasurer

Wards: All

SUMMARY

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

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

Table 1: Tax Supported Operating Variance Summary

Variance (\$M) Favourable / (Unfavourable)	2019 4M YTD			2019 Year-End		
	Budget	Actual	Var	Budget	Actual	Var
City Operations	716.7	690.3	26.5	2,286.1	2,263.9	22.2
Agencies	696.1	692.0	4.1	2,074.3	2,077.1	(2.7)
Corporate Accounts	192.8	154.6	38.2	(47.4)	(50.2)	2.8
Total Variance	1,605.6	1,536.9	68.7	4,313.0	4,290.7	22.2
Less: Toronto Building*	(3.0)	(6.8)	3.8	(15.9)	(27.8)	11.9
Adjusted Variance	1,608.6	1,543.7	64.9	4,328.9	4,318.5	10.4
% of Gross Budget			1.8%			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 four months ended April 30, 2019 Tax Supported Operations experienced a favourable net variance of \$68.675 million or 4.3% of planned expenditures. The key factors contributing to the favourable year-to-date variance are:

- Year-to-date under expenditure in City Operations due to lower than planned salary and benefits from vacant positions, partially offset by lower revenue than planned revenue
- Favourable Corporate revenue, primarily from Municipal Land Transfer Tax and Interest/Investment Earnings.

For year-end, the City is projecting a net favourable variance of \$22.232 million or 0.5% of the 2019 Approved Operating Budget.

An overview of the key variance drivers can be found in the "Comments" section of this report as well as in a detailed summary provided in Appendix E.

Rate Supported Programs:

Rate Supported Programs reported a favourable year-to-date variance of \$22.510 million. The favourable variance is attributed to gross under expenditures on salary and benefits from vacant positions and earlier than planned receipt of revenue. Consistent with year-to-date results, the favourable year-end projected variance is \$20.614 million that is primarily driven by gross under spending in Toronto Water.

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

Variance (\$M) Favourable / (Unfavourable)	2019 4M YTD			2019 Year-End Projection		
	Budget	Actual	Var	Budget	Actual	Var
Solid Waste Management Services	(13.3)	(27.4)	14.1	0.0	1.0	(1.0)
Toronto Parking Authority	(19.0)	(19.8)	0.8	(66.5)	(65.0)	(1.6)
Toronto Water	(61.0)	(68.6)	7.6	0.0	(23.2)	23.2
Total Variance	(93.3)	(115.8)	22.5	(66.5)	(87.2)	20.6

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.

The recommended budget adjustments in Appendix D1, D2 and D3 are fiscally neutral to the 2019 Approved Net Operating Budget.

RECOMMENDATIONS

The Chief Financial Officer recommends that:

1. City Council approve the budget adjustments and any associated complement changes detailed in Appendix D1, D2 and D3 to amend the 2019 Approved Operating Budget, such adjustments to have no impact on the 2019 Approved Net Operating Budget of the City.

FINANCIAL IMPACT

As of April 30, 2019 the City experienced a favourable variance of net revenues and expenses of \$68.675 million. The City is projecting for December 31, 2019 a favourable variance of net revenues and expenditures of \$22.232 million.

Appendices A, B and C provide detailed summary of gross expenditures, revenue and net expenditures for the four month results and projections to year-end by Program and Agency, respectively. Appendices D1, D2 and D3 detail the recommended in-year budget adjustments to the 2019 Approved Operating Budget.

DECISION HISTORY

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

This report is provided pursuant to financial management best practices and budgetary control. As part of the City of Toronto's financial accountability framework, quarterly and year-end operating variance reports are submitted to Committees and City Council, to provide financial monitoring information on operating results to date and projections to year-end, and on an exception basis, to identify issues that require direction and/or decisions from City Council. In addition, City Council's approval is requested for budget

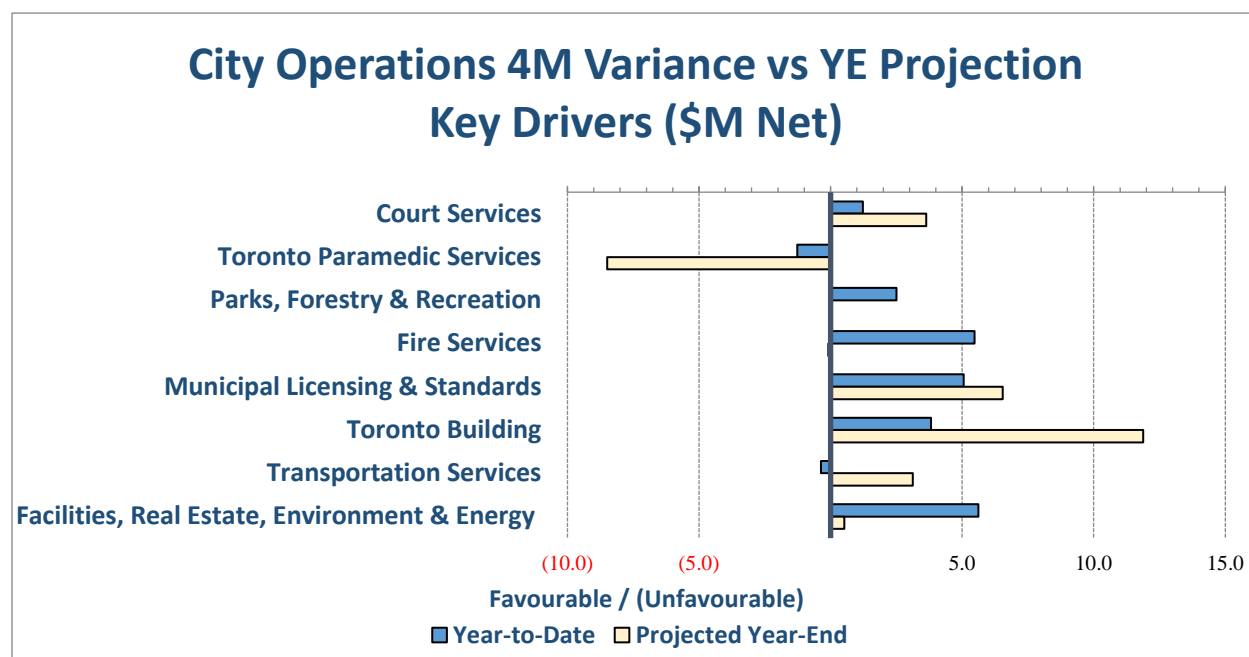
adjustments that amend the 2019 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management policies.

COMMENTS

City Operations

As of April 30, 2019, City Operations reported a favourable gross expenditure variance of \$130.712 million or 7.7% and a revenue shortfall of \$104.259 million or 10.7%, resulting in a favourable net variance of \$26.453 million or 3.7%. 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 (\$1.224 million net favourable): gross under expenditure in salaries and benefits resulting from delays in hiring and lower than anticipated expenditures for honorarium and interpreter services costs.
- Toronto Paramedic Services (\$1.265 million unfavourable): unfavourable variance driven by increased overtime and WSIB costs as a result of increased workload pressures due to call volume growth, and lower than planned provincial funding.
- Parks, Forestry & Recreation (\$2.505 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

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times to fill vacancies as they occur as well as temporary facility closures for major rehabilitation works.

- Fire Services (\$5.464 million net favourable): over achieved revenue from higher than planned false alarm fee revenues and the receipt of Heavy Urban Search and Rescue (HUSAR) funding that will be re-allocated to fund the HUSAR building expansion project and HUSAR related expenditures.
- Municipal Licensing & Standards (\$5.051 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 (\$3.811 million net favourable): gross under expenditure in salaries and benefits from vacant positions and higher than planned revenue due to sustained volume of building permit applications.
- Facilities, Real Estate, Environment & Energy (\$5.616 million net favourable): gross under expenditure in salaries and benefits from vacant positions that were recently added through the 2019 Budget process and the ability to attract and retain specialized or skilled labour in a competitive labour market, and underspend in utilities due to lower consumption and hydro rates resulting from global adjustments.

In total, City Operations is projecting a favourable year-end gross expenditure variance of \$134.930 million or 2.3% that is partially offset by lower revenue of \$112.722 million or 3.1%. As a result, the year-end favourable net variance is forecasted to be \$22.208 million. The key drivers of the projected favourable net variance include:

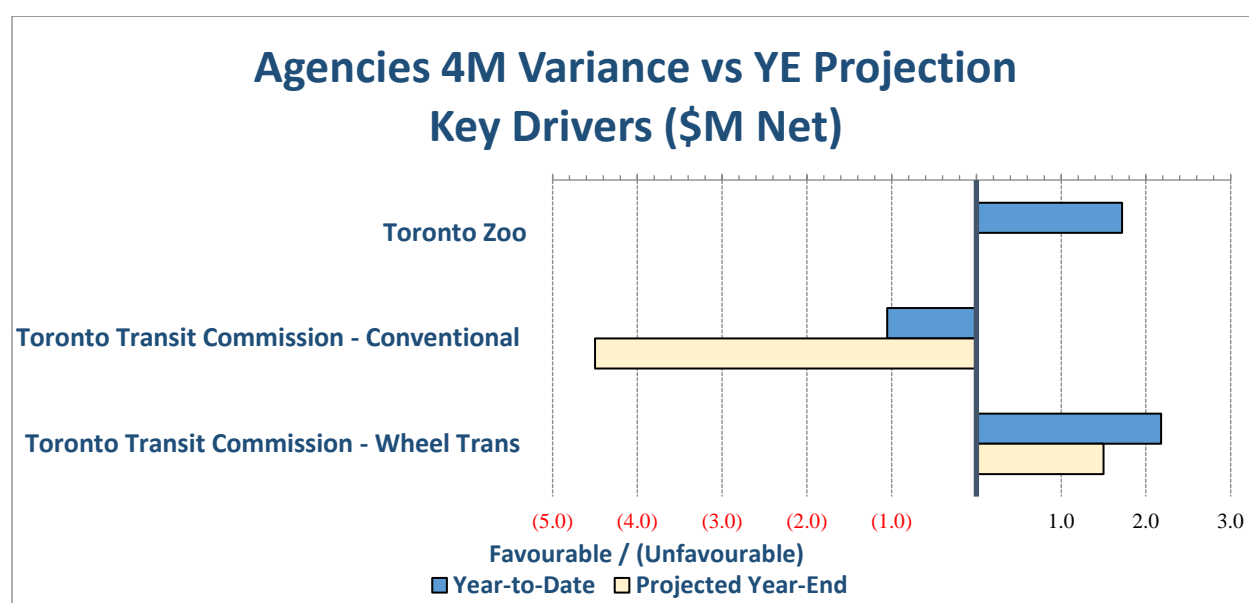
- Court Services (\$3.634 million net favourable): gross under expenditure from delays in hiring, and lower than budgeted non-payroll expenses related to honorarium for tribunal members and interpreter costs.
- Toronto Paramedic Services (\$8.486 million unfavourable): unfavourable variance due to overtime pressures from increased call volumes and lower than planned provincial Land Grant funding.
- Municipal Licensing & Standards (\$6.542 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 (\$11.880 million net favourable): favourable variance due to under expenditure in salary and benefits from vacant positions, and greater volumes of building permit application activity.

- Transportation Services (\$3.129 million net favourable): gross under expenditure in salaries and benefits from vacant positions, and lower street lighting costs due to lower than expected hydro rates.

Agencies

As of the four months ended on April 30, 2019, Agencies reported a favourable gross expenditure variance of \$14.172 million or 1.1%, and under-achieved revenue of \$10.121 million or 1.8%, which resulted in a favourable net variance of \$4.051 million or 0.6%. 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 Zoo (\$1.717 million net favourable): gross under expenditure primarily in salary and benefits from vacant positions as a result of staff turnover and retirements.
- Toronto Transit Commission - Conventional Service (\$1.053 million net unfavourable): under expenditure in materials and supplies, corporate costs related to lease expenses and commission payments, employee benefits, and diesel costs that are partially offset passenger revenue shortfall due to significant inclement weather events experienced in January and February.
- Toronto Transit Commission - Wheel Trans Service (\$2.181 million net favourable): under expenditure in labour costs and employee benefits from vacant positions, lower than planned Wheel-Trans transformation expenses and lower costs for eligibility appeals.

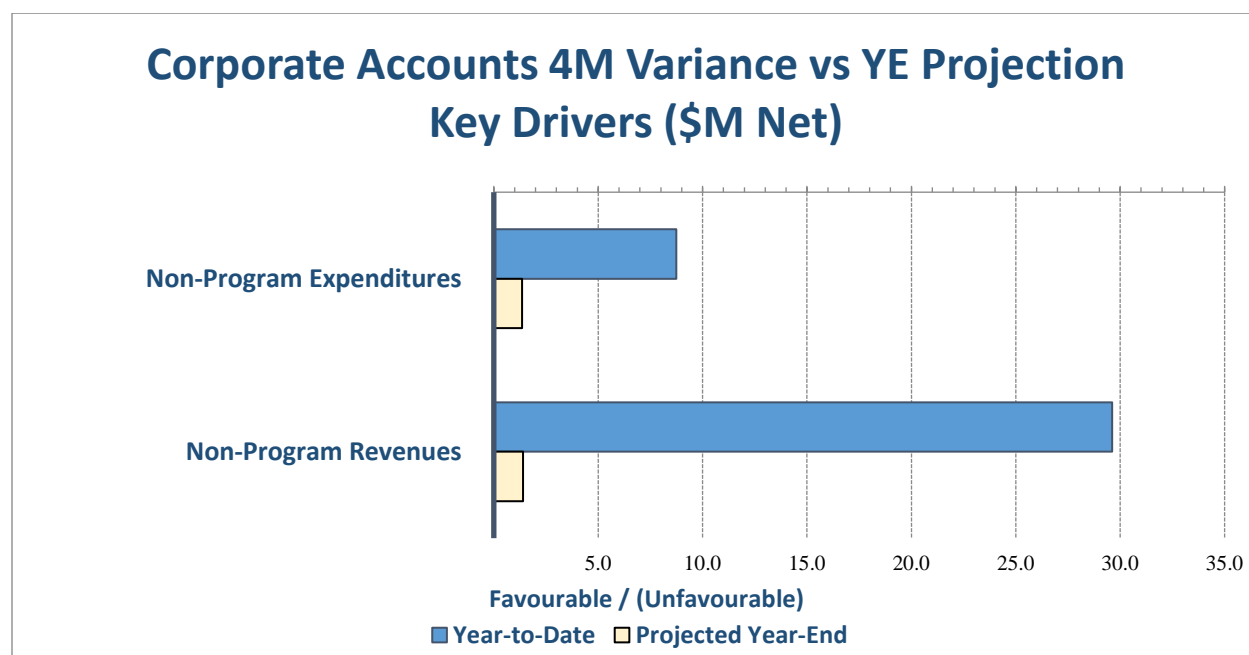
Agencies are projecting a year-end gross under-expenditure of \$9.898 million or 0.3% and revenue shortfall of \$12.627 million or 0.7%, resulting in a net unfavourable variance of \$2.730 million.

- Toronto Transit Commission - Conventional Service (\$4.500 million net unfavourable): passenger revenue shortfall of \$20.000 million due to 4.0% lower than budgeted ridership that is partially offset by under spending in employee benefits, materials and supplies, diesel, utilities and lower leasing costs.
- Toronto Transit Commission - Wheel - Trans Service (\$1.500 million net favourable): over achieved revenue due to an adjusted methodology for the allocation of PRESTO monthly pass revenue between Wheel-Trans and TTC Conventional service, under expenditure in labour and employee benefits, lower costs for eligibility appeals and transformation projects costs that are partially offset by increase in contracted taxi services costs.

Corporate Accounts

As of April 30, 2019, Corporate Accounts experienced a cumulative gross over expenditure of \$9.446 million or 1.4% and higher than planned revenue of \$28.725 million or 5.7%, which resulted in a favourable net variance of \$38.171 million. The following key drivers have contributed to the year-to-date favourable net variance:

Figure 3: Corporate Accounts Variance Summary of Key Drivers



- Non-Program Expenditures (\$8.737 million net favourable): under expenditure from Parking Enforcement Officer vacant positions, and under spending in Solid Waste

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Management Services Rebate due to the actual historical billings being lower the plan, and other corporate expenditures.

- Non-Program Revenues (\$29.608 million net favourable): higher than planned Municipal Land Transfer Tax revenue due to higher non-residential market activity, and favourable variance in Interest/Investment Earnings due to the delay in investment in equities and real assets. The year-to-date favourable variance is partially offset by revenue shortfall in Third Party Sign Tax resulting from an above average reduction in the number of taxable static signs attributed to a shift in the sign industry from static copy signs to digital signs.

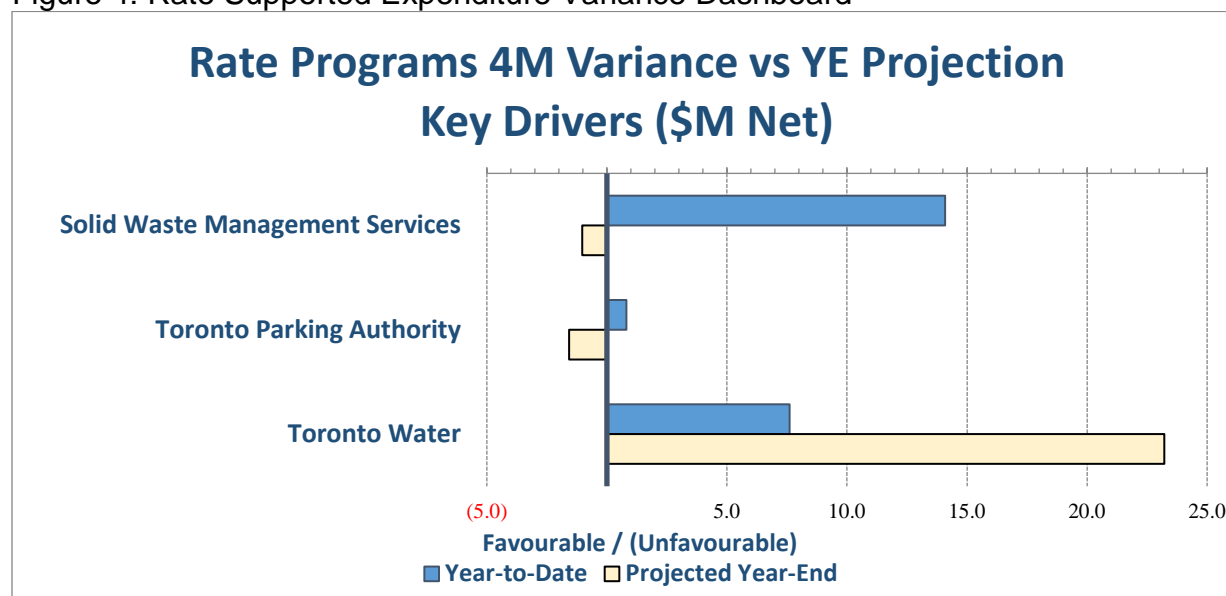
The projected year-end gross under expenditure of \$1.309 million or 0.1% combined with \$1.444 million or 0.1% in higher than budgeted revenue, is anticipated to result in a net unfavourable variance of \$2.753 million by year-end.

- Non-Program Revenues (\$1.402 million net favourable): higher Dividend Income Toronto Hydro earnings realized in 2018 that is partially offset by revenue shortfall in Third Party Sign Tax due to the shift in sign industry, and lower Parking Authority Revenue due to parking lot restrictions from ongoing construction and current space occupancy by temporary shelters. For the full list of detailed variance breakdown, please refer to Appendix A on page 17 of the report.

Rate Programs

As per Figure 4 below, Rate Programs reported an under-expenditure of \$17.043 million gross or 3.8% and over-achieved revenue of \$5.467 million or 1.0%, which resulted in a favourable net variance of \$22.510 million.

Figure 4: Rate Supported Expenditure Variance Dashboard



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- Solid Waste Management Services: year-to-date favourable variance of \$14.084 million is primarily from under spending in salaries and benefits from vacant positions in Collections and Litter Operations, Skilled Trades and Diversion Program Analysts, and higher than planned collection revenues for oversized bin fees and commercial bags and tags, as well as volume driven higher tipping fees at Transfer Stations. An unfavourable year-end projection of \$1.032 million net is anticipated due to higher recyclables processing cost as well as less revenue due to smaller volume of residual processing waste from contractors, lower sales of recyclable materials and lower than planned capital recoveries due to project delays.
- Toronto Parking Authority: favourable year-to-date revenue of \$0.817 million net or 4.3% is primarily due to under spending in salaries and benefits from vacant positions, lower repair and maintenance costs due to timing of major projects, and lower administration expenses. Toronto Parking Authority is projecting a revenue shortfall of \$1.574 million net as a result of overall transaction volume decline.
- Toronto Water: a favourable variance of \$7.609 million net due to underspending in salaries and benefits from vacant positions, lower than planned hydro rates and lower water consumption due to continued efficiency initiatives. Overall, revenues are under achieved due to lower sale of water and fewer industrial water agreements. A favourable year-end variance of \$23.220 million net is forecasted mainly from underspending in salaries and benefits, lower hydro rates and under spending in chemicals due from efficient usage.

Approved Complement

At the end of April 30, 2019, the City reported a strength of 52,660 operating and capital positions. The year-end projected strength is forecasted to be 54,559 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	April 30, 2019				Year-End Projections			
	Approved Complement	Strength	Vacancies	Vacancy %	Approved Complement	Strength	Vacancies	Vacancy %
Community and Social Services	13,126.8	12,701.7	(425.1)	3.2%	13,126.8	12,916.3	(210.5)	1.6%
Infrastructure and Development Services	6,651.3	6,194.3	(457.0)	6.9%	6,652.3	6,352.3	(300.0)	4.5%
Corporate Services	2,299.5	1,929.5	(370.0)	16.1%	2,299.5	2,006.5	(293.0)	12.7%
Finance and Treasury Services	829.2	702.5	(126.7)	15.3%	829.2	791.7	(37.5)	4.5%
City Manager's Office	448.0	413.0	(35.0)	7.8%	448.0	431.0	(17.0)	3.8%
Other City Programs	805.2	731.5	(73.7)	9.2%	805.2	786.5	(18.7)	2.3%
Accountability Offices	59.3	54.0	(5.3)	8.9%	59.3	59.0	(0.3)	0.4%
Total City Operations	24,219.1	22,726.4	(1,492.7)	6.2%	24,220.1	23,343.2	(876.9)	3.6%
Agencies	28,570.3	26,539.0	(2,031.3)	7.1%	28,649.3	27,742.0	(907.3)	3.2%
Corporate Accounts	406.0	389.0	(17.0)	4.2%	406.0	406.0	0.0	0.0%
Total Tax Supported Programs and Agencies	53,195.4	49,654.4	(3,541.0)	6.7%	53,275.5	51,491.2	(1,784.2)	3.3%
Rate Supported Programs	3,256.9	3,005.8	(251.2)	7.7%	3,256.9	3,067.3	(189.6)	5.8%
Grand Total	56,452.4	52,660.2	(3,792.2)	6.7%	56,532.4	54,558.6	(1,973.8)	3.5%

City Operations

As at April 30, City Operations reported a strength of 22,726, resulting in 1,493 positions below the approved complement of 24,219 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 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 23,343 positions, or 877 positions under the approved complement of 24,220 positions.

Agencies

The year-to-date strength reported by Agencies was 26,539 positions which is 2,031 positions below the approved complement of 28,570 positions.

The year-end strength projection for Agencies is anticipated to be 27,742 positions, or 907 positions below the approved complement of 28,649 positions.

Rate Supported Programs

As of April 30, 2019, Rate Supported Programs reported a strength of 3,006 positions, which is 251 positions under the approved complement of 3,257 positions.

Rate Supported Programs are forecasting a strength of 3,067 positions by year-end, which is 190 positions under the approved complement of 3,257 positions.

Recommended In-Year Budget Adjustments

City Council approval is required for in-year budget adjustments detailed in Appendix D. These recommended adjustments are fiscally neutral to the 2019 Approved Net Operating Budget. The major adjustments are outlined below.

Toronto Building

- Improving Quality of Building Inspections

In response to the Auditor General's report titled "Improving Quality of Building Inspections" which was completed in January 2014, and in support of implementing the recommendations adopted by City Council, the Division is proposing to establish a Quality Assurance Unit to support its Inspection Services program area. This unit will be funded by Building permit fees.

The Quality Assurance Unit will be responsible for establishing a Quality Assurance Framework which will include:

- Developing and implementing standards, programs, policies, and procedures to assess whether City-wide inspection practices are consistent and comply with established Divisional Standards
- Developing and delivering enhanced training to staff on inspection service levels and standards
- Auditing employee performance
- Quality assurance monitoring
- Administering other related continuous improvement programs

Toronto Police Service

- Transfer of Collective Bargaining Agreement Provision

The Toronto Police Services Board has recently completed arbitration of a five-year (2019 – 2023) collective bargaining settlements with the Toronto Police Association (T.P.A). In terms of the cost associated with the ratified settlement, the total 2019 cost of the agreements with the T.P.A includes \$24.330 million for Toronto Police Service. The impact of the salary settlement is currently not included in the 2019 Council

Approved Operating Budget for Toronto Police Service. The City has made an estimated provision corporately. An in-year budget adjustment is required to transfer the funds from the Non-Program Expenditure Budget to the Toronto Police Service's 2019 Operating Budget in order to cover the costs of the negotiated contract settlement for T.P.A members.

It is noted that negotiations between the Toronto Police Services Board and the Senior Officers Organization (SOO) are still in progress. Once the new collective agreement for the SOO is reached and ratified, an in-year budget adjustment will be requested.

Citywide

- 2019 Operating Budget \$10M Savings Target

The 2019 Operating Budget included a \$10 million savings target. The \$10 million in City Operations savings has already been realized as of April 30, 2019. The detailed list outlining \$10 million savings by Program and Agency is included in Appendix D2 of this report.

Citywide

- Corporate Insurance Budget Realignment

Insurance & Risk Management, in consultation with the City's external insurance broker, Marsh Canada Limited, developed the Algorithm, which allocates insurance program and claims costs to program budgets. The Algorithm considers Claim Frequency (weighted at 25%), Claim Severity (weighted at 55%), and Operating Budget (weighted at 20%).

To establish the applicable share among tax-based entities, the Algorithm is based on the following principles:

- responsive to changes in loss experience (claims) and to changes in exposure to loss (budget size);
- stable so charges do not vary widely from year to year; and
- equitable by using the same data for each insured entity.

An in-year budget adjustment will be made to re-allocate Council Approved 2019 insurance budget under commitment item 6031 - Contributions to Insurance Reserve Fund of \$61.258 million across the existing participants within City Programs and Agencies based on the established Algorithm. There is no net change to the City's 2019 Operating Budget. Future adjustments will be communicated as part of the Annual Budget Process. The details of reallocation by Program and Agency can be found in Appendix D3 of this report.

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 \$0.139 million between January and April of 2019.

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

Donor	Amount (\$000s)	Purpose
Economic Development & Culture		
Gibson House, Individual Donor	0.45	General
Gibson House, PWYC/General Cash/From the Box	0.06	General
Montgomery's Inn, Individual Donor	0.08	General
Montgomery's Inn, Reno & Re-presentation projects	0.64	General
Fort York, PWYC/General Cash/From the Box	0.13	General
Mackenzie House, PWYC/General Cash/From the Box	0.07	General
Mackenzie House, Individual Donor	0.04	General
Spadina House, General Cash (Yoga Event)	0.24	General
Spadina House, General Cash/From the Box	0.11	General
Spadina House, Individual Donor	0.15	General
Scarborough, PWYC/General Cash/From the Box	0.75	General
Market Gallery, General Cash/From the Box	0.02	General
<i>Sub-Total</i>	<i>2.74</i>	
Toronto Paramedic Services		
Individual Donor	0.20	Individual donors to Safe City - First Aid, CPR, AED trainings
<i>Sub-Total</i>	<i>0.20</i>	
Parks, Forestry & Recreation		
Individual Donor	10.87	St Albans Square Improvement
Toronto Parks and Trees Foundation	0.80	High Park Improvement
<i>Sub-Total</i>	<i>11.67</i>	
City Planning		
Urban Design Awards	42.50	Toronto Urban Design Awards
<i>Sub-Total</i>	<i>42.50</i>	
Municipal Licensing & Standards		
Individual Donors (multiple donations of small value)	80.60	Care and services related to animals
<i>Sub-Total</i>	<i>80.60</i>	
Heritage Toronto		
Individual Donor	1.00	General Programming
<i>Sub-Total</i>	<i>1.00</i>	
Grand Total	138.71	

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SIGNATURE

Heather Taylor
Chief Financial Officer and Treasurer

ATTACHMENTS

Appendix A – City of Toronto Net Expenditures for Four Months Ended April 30, 2019
Appendix B – City of Toronto Gross Expenditures for Four Months Ended April 30, 2019
Appendix C – City of Toronto Revenues for Four Months Ended April 30, 2019
Appendix D1 – Pending Budget Adjustments
Appendix D2 – 2019 Operating Budget \$10M Savings Target
Appendix D3 – 2019 Insurance Budget Reallocation
Appendix E – Operating Variance Dashboard for City Programs and Agencies

Appendix A

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

	April 30, 2019				December 31, 2019			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Community and Social Services								
Housing Secretariat	513.6	493.2	20.3	4.0%	1,170.1	1,170.1	0.0	0.0%
Children's Services	16,660.4	16,660.4	0.0	0.0%	86,755.8	85,755.8	1,000.0	1.2%
Court Services	(5,015.2)	(6,238.8)	1,223.5	-24.4%	(6,436.1)	(10,069.6)	3,633.5	-56.5%
Economic Development & Culture	19,065.2	18,301.4	763.8	4.0%	70,745.7	71,445.7	(700.0)	-1.0%
Toronto Paramedic Services	11,216.6	12,481.6	(1,265.0)	-11.3%	85,735.5	94,221.1	(8,485.6)	-9.9%
Long Term Care Homes and Services	21,968.5	20,914.0	1,054.4	4.8%	49,428.9	48,496.1	932.8	1.9%
Parks, Forestry & Recreation	75,627.2	73,122.0	2,505.2	3.3%	325,035.0	325,035.0	0.0	0.0%
Shelter, Support & Housing Administration	182,473.9	187,942.1	(5,468.2)	-3.0%	462,961.7	462,961.7	(0.0)	0.0%
Social Development, Finance & Administration	15,146.0	13,567.6	1,578.4	10.4%	48,417.5	48,617.5	(200.0)	-0.4%
Toronto Employment & Social Services	24,911.2	24,911.2	0.0	0.0%	91,003.1	91,003.1	0.0	0.0%
Sub-Total Community and Social Services	362,567.3	362,154.9	412.4	0.1%	1,214,817.3	1,218,636.5	(3,819.3)	-0.3%
Infrastructure and Development Services								
City Planning	2,278.4	1,934.0	344.4	15.1%	15,437.6	14,932.2	505.4	3.3%
Fire Services	138,348.2	132,884.0	5,464.2	3.9%	475,783.2	475,871.0	(87.8)	0.0%
Municipal Licensing & Standards	5,660.6	609.4	5,051.3	89.2%	20,055.9	13,514.2	6,541.8	32.6%
Policy, Planning, Finance and Administration	2,599.4	2,152.7	446.7	17.2%	9,207.0	8,794.2	412.8	4.5%
Engineering and Construction Services	1,805.9	1,063.4	742.5	41.1%	4,102.7	2,569.9	1,532.8	37.4%
Toronto Building	(3,034.3)	(6,845.0)	3,810.7	-125.6%	(15,894.2)	(27,774.3)	11,880.1	-74.7%
Transportation Services	87,518.6	87,885.8	(367.2)	-0.4%	225,420.3	222,291.3	3,129.0	1.4%
Sub-Total Infrastructure and Development Services	235,176.8	219,684.2	15,492.5	6.6%	734,112.6	710,198.5	23,914.1	3.3%
Finance and Treasury Services								
Office of the Chief Financial Officer	3,430.8	3,161.8	269.0	7.8%	11,383.0	10,926.7	456.3	4.0%
Office of the Controller	10,730.4	10,093.5	636.9	5.9%	28,213.9	27,679.1	534.8	1.9%
Sub-Total Finance and Treasury Services	14,161.2	13,255.3	905.9	6.4%	39,596.9	38,605.8	991.1	2.5%
Corporate Services								
Facilities, Real Estate, Environment & Energy	34,109.1	28,493.3	5,615.8	16.5%	72,548.8	72,032.1	516.7	0.7%
Fleet Services	(1,802.0)	(1,362.0)	(440.0)	24.4%	168.5	165.6	2.9	1.7%
Information & Technology	30,297.8	29,023.0	1,274.7	4.2%	79,140.0	79,140.0	(0.0)	0.0%
311 Toronto	2,931.7	2,923.0	8.7	0.3%	10,147.5	10,108.4	39.1	0.4%
Sub-Total Corporate Services	65,536.5	59,077.3	6,459.3	9.9%	162,004.8	161,446.1	558.8	0.3%
City Manager								
City Manager's Office	11,886.5	12,269.5	(383.0)	-3.2%	49,007.8	49,007.8	(0.0)	0.0%
Sub-Total City Manager	11,886.5	12,269.5	(383.0)	-3.2%	49,007.8	49,007.8	(0.0)	0.0%
Other City Programs								
City Clerk's Office	8,926.0	8,393.8	532.2	6.0%	32,319.3	32,219.3	100.0	0.3%
Legal Services	8,766.3	7,485.4	1,280.9	14.6%	19,602.0	19,163.2	438.8	2.2%
Mayor's Office	707.3	690.1	17.2	2.4%	2,567.0	2,567.0	0.0	0.0%
City Council	6,174.9	4,686.2	1,488.8	24.1%	21,595.5	21,595.5	0.0	0.0%
Sub-Total Other City Programs	24,574.5	21,255.5	3,319.1	13.5%	76,083.7	75,544.9	538.8	0.7%
Accountability Offices								
Auditor General's Office	1,750.6	1,567.6	182.9	10.4%	6,638.6	6,638.6	0.0	0.0%
Integrity Commissioner's Office	153.9	124.8	29.1	18.9%	575.7	550.7	25.0	4.3%
Lobbyist Registrar's Office	354.1	343.5	10.6	3.0%	1,235.1	1,235.1	0.0	0.0%
Ombudsman's Office	560.4	536.4	24.0	4.3%	1,990.9	1,990.9	0.0	0.0%
Sub-Total Accountability Offices	2,819.0	2,572.4	246.6	8.7%	10,440.3	10,415.3	25.0	0.2%
TOTAL - CITY OPERATIONS	716,721.8	690,269.1	26,452.7	3.7%	2,286,063.4	2,263,855.0	22,208.4	1.0%

Staff report for action on Operating Variance Report for the Four Months
Ended April 30, 2018

Appendix A

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

	April 30, 2019				December 31, 2019			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	13,336.5	13,335.4	1.1	0.0%	64,498.8	64,298.2	200.7	0.3%
Toronto Public Library	63,183.8	63,694.1	(510.2)	-0.8%	187,659.0	187,659.0	0.0	0.0%
Association of Community Centres	2,648.9	2,463.2	185.7	7.0%	8,280.8	8,254.2	26.6	0.3%
Exhibition Place	(95.6)	(349.4)	253.8	-265.4%	(160.0)	(160.0)	0.0	0.0%
Heritage Toronto	89.1	69.5	19.6	22.0%	401.2	401.2	0.0	0.0%
TO Live	1,884.0	1,197.4	686.6	36.4%	5,274.5	5,274.5	0.0	0.0%
Toronto Zoo	8,917.3	7,200.3	1,717.1	19.3%	12,454.3	12,454.3	0.0	0.0%
Arena Boards of Management	(587.8)	(1,040.3)	452.4	-77.0%	(17.7)	(60.5)	42.7	-241.0%
Yonge Dundas Square	219.2	102.3	116.9	53.3%	0.0	0.0	0.0	n/a
CreateTO	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Toronto & Region Conservation Authority	1,393.8	1,393.8	0.0	0.0%	3,832.8	3,832.8	0.0	0.0%
Toronto Transit Commission - Conventional	220,141.3	221,194.5	(1,053.2)	-0.5%	621,957.8	626,457.8	(4,500.0)	-0.7%
Toronto Transit Commission - Wheel Trans	47,546.7	45,365.5	2,181.2	4.6%	140,908.2	139,408.2	1,500.0	1.1%
Toronto Police Service	336,721.9	336,721.9	0.0	0.0%	1,026,771.5	1,026,771.5	0.0	0.0%
Toronto Police Services Board	654.3	654.3	0.0	0.0%	2,461.0	2,461.0	0.0	0.0%
TOTAL - AGENCIES	696,053.4	692,002.4	4,051.0	0.6%	2,074,322.2	2,077,052.2	(2,729.9)	-0.1%
Corporate Accounts								
Capital Financing - Capital from Current	339,474.1	339,474.1	0.0	0.0%	340,836.0	340,836.0	0.0	0.0%
Technology Sustainment	4,977.9	4,977.9	0.0	0.0%	19,911.6	19,911.6	0.0	0.0%
Debt Charges	113,201.7	113,375.5	(173.8)	-0.2%	571,419.6	571,419.6	0.0	0.0%
Capital & Corporate Financing	457,653.8	457,827.6	(173.8)	0.0%	932,167.2	932,167.2	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	25,773.6	25,861.1	(87.5)	-0.3%	68,529.2	68,529.2	0.0	0.0%
Tax Increment Equivalent Grants (TIEG)	10,394.8	10,572.1	(177.3)	-1.7%	31,184.4	31,716.3	(531.9)	-1.7%
Assessment Function (MPAC)	22,496.5	22,496.5	0.0	0.0%	44,993.1	44,993.1	0.0	0.0%
Funding of Employee Related Liabilities	52.2	43.2	9.0	17.3%	70,832.9	70,832.9	0.0	0.0%
Other Corporate Expenditures	28,043.5	26,763.1	1,280.4	4.6%	37,546.6	37,548.3	(1.7)	0.0%
Insurance Premiums & Claims	0.0	0.0	0.0	n/a	5,300.0	5,300.0	0.0	0.0%
Parking Tag Enforcement & Oper.	21,277.1	19,382.3	1,894.8	8.9%	70,958.4	70,390.2	568.2	0.8%
Programs Funded from Reserve Funds	0.0	0.0	0.0	0.0%	0.0	0.0	0.0	0.0%
Vacancy Rebate Program	932.2	(88.5)	1,020.7	109.5%	4,114.0	2,797.6	1,316.4	32.0%
Heritage Property Taxes Rebate	692.1	684.7	7.4	1.1%	2,076.2	2,076.2	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	41,612.7	36,823.2	4,789.5	11.5%	109,680.2	109,680.2	0.0	0.0%
Tax Increment Funding (TIF)	0.0	0.0	0.0	n/a	935.0	935.0	0.0	0.0%
Non-Program Expenditures	151,274.7	142,537.7	8,736.9	5.8%	446,150.1	444,799.1	1,351.0	0.3%
Non-Program Revenue								
Payments in Lieu of Taxes	(36,587.7)	(37,352.7)	765.0	-2.1%	(93,453.2)	(94,259.1)	805.9	-0.9%
Supplementary Taxes	0.0	0.0	0.0	0.0%	(35,000.0)	(35,000.0)	0.0	0.0%
Tax Penalty Revenue	(10,090.8)	(10,153.8)	63.0	-0.6%	(31,000.0)	(31,000.0)	0.0	0.0%
Interest/Investment Earnings	(17,545.9)	(30,099.7)	12,553.8	-71.5%	(110,319.7)	(110,319.7)	0.0	0.0%
Other Corporate Revenues	(1,107.0)	(1,279.2)	172.2	-15.6%	(11,923.0)	(11,800.1)	(122.9)	1.0%
Dividend Income	(24,450.0)	(25,095.0)	645.0	-2.6%	(90,200.0)	(92,780.0)	2,580.0	-2.9%
Provincial Revenue	(91,600.0)	(91,600.0)	0.0	0.0%	(91,600.0)	(91,600.0)	0.0	0.0%
Municipal Land Transfer Tax	(160,341.2)	(175,720.1)	15,378.9	-9.6%	(687,145.7)	(687,145.7)	0.0	0.0%
Third Party Sign Tax	(10,911.5)	(9,804.2)	(1,107.2)	10.1%	(9,757.7)	(8,746.3)	(1,011.5)	10.4%
Parking Authority Revenues	(12,668.0)	(12,668.0)	0.0	0.0%	(51,711.7)	(50,374.1)	(1,337.5)	2.6%
Administrative Support Recoveries - Water	(4,743.3)	(4,743.3)	0.0	0.0%	(18,973.0)	(18,973.0)	0.0	0.0%
Administrative Support Recoveries - Health & EMS	(4,081.7)	(4,081.7)	0.0	0.0%	(16,326.7)	(16,326.7)	0.0	0.0%
Parking Tag Enforcement & Operations Rev	(30,597.2)	(31,229.3)	632.1	-2.1%	(113,071.5)	(113,071.5)	0.0	0.0%
Other Tax Revenues	(2,357.2)	(2,396.8)	39.6	-1.7%	(10,431.1)	(10,919.1)	488.0	-4.7%
Municipal Accommodation Tax	(5,341.1)	(6,151.6)	810.5	-15.2%	(27,377.9)	(27,377.9)	0.0	0.0%
Casino Woodbine	(3,723.1)	(3,378.3)	(344.8)	9.3%	(27,442.0)	(27,442.0)	0.0	0.0%
Non-Program Revenues	(416,145.5)	(445,753.7)	29,608.1	-7.1%	(1,425,733.2)	(1,427,135.2)	1,402.0	-0.1%
TOTAL - CORPORATE ACCOUNTS	192,782.9	154,611.6	38,171.3	19.8%	(47,415.9)	(50,168.9)	2,753.0	-5.8%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	1,605,558.1	1,536,883.1	68,675.0	4.3%	4,312,969.8	4,290,738.3	22,231.5	0.5%
RATES SUPPORTED PROGRAMS								
Solid Waste Management Services	(13,312.7)	(27,396.3)	14,083.6	-105.8%	(0.0)	1,032.3	(1,032.3)	n/a
Toronto Parking Authority	(19,016.3)	(19,833.6)	817.3	-4.3%	(66,538.3)	(64,964.7)	(1,573.6)	2.4%
Toronto Water	(61,010.1)	(68,619.5)	7,609.4	-12.5%	0.0	(23,219.5)	23,219.5	n/a
TOTAL RATES SUPPORTED PROGRAMS	(93,339.1)	(115,849.4)	22,510.3	-24.1%	(66,538.3)	(87,151.9)	20,613.6	n/a

Staff report for action on Operating Variance Report for the Four Months
Ended April 30, 2018

Appendix B

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

	April 30, 2019				December 31, 2019			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Community and Social Services								
Housing Secretariat	1,120.6	932.9	187.8	16.8%	11,077.0	11,077.0	0.0	0.0%
Children's Services	151,776.1	131,435.5	20,340.6	13.4%	657,393.7	641,293.7	16,100.0	2.4%
Court Services	14,344.4	12,784.8	1,559.6	10.9%	52,366.5	50,324.0	2,042.5	3.9%
Economic Development & Culture	20,625.3	19,971.6	653.8	3.2%	83,188.4	82,338.6	849.8	1.0%
Toronto Paramedic Services	59,634.9	60,039.9	(405.0)	-0.7%	233,556.3	237,752.0	(4,195.7)	-1.8%
Long Term Care Homes and Services	71,910.4	70,074.6	1,835.8	2.6%	268,499.7	267,566.9	932.8	0.3%
Parks, Forestry & Recreation	112,478.8	106,671.5	5,807.3	5.2%	476,625.1	463,941.1	12,684.0	2.7%
Shelter, Support & Housing Administration	341,400.4	297,845.7	43,554.7	12.8%	1,003,701.8	1,001,765.2	1,936.6	0.2%
Social Development, Finance & Administration	22,230.9	19,892.6	2,338.3	10.5%	74,324.8	71,187.8	3,137.0	4.2%
Toronto Employment & Social Services	371,920.2	338,401.6	33,518.6	9.0%	1,147,582.8	1,092,862.2	54,720.6	4.8%
Sub-Total Community and Social Services	1,167,442.0	1,058,050.6	109,391.5	9.4%	4,008,316.1	3,920,108.5	88,207.6	2.2%
Infrastructure and Development Services								
City Planning	14,613.8	13,775.1	838.7	5.7%	54,946.5	53,701.8	1,244.7	2.3%
Fire Services	143,828.1	142,951.5	876.6	0.6%	494,069.4	496,257.2	(2,187.8)	-0.4%
Municipal Licensing & Standards	16,318.7	14,683.1	1,635.7	10.0%	62,195.9	59,585.7	2,610.2	4.2%
Policy, Planning, Finance and Administration	6,749.3	5,268.7	1,480.7	21.9%	25,264.6	23,375.0	1,889.6	7.5%
Engineering and Construction Services	20,633.4	17,872.9	2,760.5	13.4%	76,337.4	68,705.0	7,632.4	10.0%
Toronto Building	15,821.0	14,088.0	1,733.0	11.0%	59,801.1	55,225.7	4,575.4	7.7%
Transportation Services	111,267.1	114,187.0	(2,920.0)	-2.6%	396,289.1	389,276.6	7,012.5	1.8%
Sub-Total Infrastructure and Development Services	329,231.4	322,826.3	6,405.2	1.9%	1,168,904.0	1,146,127.0	22,777.1	1.9%
Finance and Treasury Services								
Office of the Chief Financial Officer	5,474.3	4,762.9	711.4	13.0%	20,883.5	18,769.0	2,114.5	10.1%
Office of the Controller	21,731.1	19,853.5	1,877.6	8.6%	81,049.1	78,793.6	2,255.5	2.8%
Sub-Total Finance and Treasury Services	27,205.4	24,616.4	2,589.0	9.5%	101,932.6	97,562.6	4,370.0	4.3%
Corporate Services								
Facilities, Real Estate, Environment & Energy	53,880.3	48,147.0	5,733.3	10.6%	206,795.4	202,274.4	4,521.0	2.2%
Fleet Services	12,520.5	12,633.3	(112.8)	-0.9%	58,582.9	59,853.4	(1,270.5)	-2.2%
Information & Technology	42,535.5	38,599.4	3,936.1	9.3%	133,708.5	121,936.1	11,772.4	8.8%
311 Toronto	5,033.7	4,905.9	127.8	2.5%	19,328.1	18,231.5	1,096.6	5.7%
Sub-Total Corporate Services	113,970.0	104,285.7	9,684.4	8.5%	418,414.9	402,295.4	16,119.5	3.9%
City Manager								
City Manager's Office	14,574.7	16,380.0	(1,805.3)	-12.4%	58,914.1	60,179.9	(1,265.7)	-2.1%
Sub-Total City Manager	14,574.7	16,380.0	(1,805.3)	-12.4%	58,914.1	60,179.9	(1,265.7)	-2.1%
Other City Programs								
City Clerk's Office	14,615.4	13,778.7	836.8	5.7%	52,625.3	52,525.3	100.0	0.2%
Legal Services	18,188.4	16,309.5	1,878.9	10.3%	65,668.7	61,071.9	4,596.8	7.0%
Mayor's Office	707.3	690.1	17.2	2.4%	2,567.0	2,567.0	0.0	0.0%
City Council	6,174.9	4,707.4	1,467.5	23.8%	22,180.6	22,180.6	0.0	0.0%
Sub-Total Other City Programs	39,686.1	35,485.7	4,200.3	10.6%	143,041.6	138,344.8	4,696.8	3.3%
Accountability Offices								
Auditor General's Office	1,750.6	1,567.6	182.9	10.4%	6,638.6	6,638.6	0.0	0.0%
Integrity Commissioner's Office	153.9	124.8	29.1	18.9%	575.7	550.7	25.0	4.3%
Lobbyist Registrar's Office	354.1	343.5	10.6	3.0%	1,235.1	1,235.1	0.0	0.0%
Ombudsman's Office	560.4	536.4	24.0	4.3%	1,990.9	1,990.9	0.0	0.0%
Sub-Total Accountability Offices	2,819.0	2,572.4	246.6	8.7%	10,440.3	10,415.3	25.0	0.2%
TOTAL - CITY OPERATIONS	1,694,928.6	1,564,217.0	130,711.6	7.7%	5,909,963.7	5,775,033.6	134,930.2	2.3%

Staff report for action on Operating Variance Report for the Four Months
Ended April 30, 2018

Appendix B

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

	April 30, 2019				December 31, 2019			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	66,317.4	65,577.1	740.3	1.1%	255,279.2	251,818.4	3,460.9	1.4%
Toronto Public Library	69,024.9	70,569.9	(1,545.0)	-2.2%	206,880.1	209,052.1	(2,172.0)	-1.0%
Association of Community Centres	2,754.3	2,589.6	164.7	6.0%	8,596.9	8,570.3	26.6	0.3%
Exhibition Place	17,487.4	17,374.8	112.7	0.6%	56,594.6	56,594.6	0.0	0.0%
Heritage Toronto	325.9	344.9	(19.0)	-5.8%	1,112.0	1,112.0	0.0	0.0%
TO Live	12,179.6	10,678.8	1,500.8	12.3%	37,360.0	36,578.5	781.5	2.1%
Toronto Zoo	14,561.4	11,940.0	2,621.4	18.0%	53,084.9	52,160.5	924.4	1.7%
Arena Boards of Management	3,239.3	3,181.6	57.6	1.8%	9,782.4	9,823.1	(40.8)	-0.4%
Yonge Dundas Square	766.9	752.2	14.7	1.9%	3,442.5	3,552.5	(110.0)	-3.2%
CreateTO	4,283.8	3,601.5	682.3	15.9%	12,841.1	12,841.1	0.0	0.0%
Toronto & Region Conservation Authority	12,543.8	12,558.6	(14.8)	-0.1%	45,403.0	45,403.0	0.0	0.0%
Toronto Transit Commission - Conventional	646,558.5	635,553.3	11,005.2	1.7%	1,906,240.4	1,890,740.4	15,500.0	0.8%
Toronto Transit Commission - Wheel Trans	50,267.6	48,342.4	1,925.2	3.8%	149,018.9	148,268.9	750.0	0.5%
Toronto Police Service	366,013.7	369,088.1	(3,074.4)	-0.8%	1,172,748.3	1,181,971.5	(9,223.2)	-0.8%
Toronto Police Services Board	654.3	654.3	0.0	0.0%	4,761.0	4,761.0	0.0	0.0%
TOTAL - AGENCIES	1,266,978.8	1,252,807.1	14,171.7	1.1%	3,923,145.4	3,913,248.0	9,897.5	0.3%
Corporate Accounts								
Capital Financing - Capital from Current	339,474.1	339,474.1	0.0	0.0%	340,836.0	340,836.0	0.0	0.0%
Technology Sustainment	4,977.9	4,977.9	0.0	0.0%	19,911.6	19,911.6	0.0	0.0%
Debt Charges	122,971.2	121,854.7	1,116.4	0.9%	638,076.8	638,076.8	0.0	0.0%
Capital & Corporate Financing	467,423.2	466,306.8	1,116.4	0.2%	998,824.4	998,824.4	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	25,773.6	25,861.1	(87.5)	-0.3%	78,529.2	78,529.2	0.0	0.0%
Tax Increment Equivalent Grants (TIEG)	10,394.8	10,572.1	(177.3)	-1.7%	31,184.4	31,716.3	(531.9)	-1.7%
Assessment Function (MPAC)	22,496.5	22,496.5	0.0	0.0%	44,993.1	44,993.1	0.0	0.0%
Funding of Employee Related Liabilities	52.2	43.2	9.0	17.3%	70,832.9	70,832.9	0.0	0.0%
Other Corporate Expenditures	29,238.3	28,360.3	878.0	3.0%	45,155.2	45,157.5	(2.3)	0.0%
Insurance Premiums & Claims	0.0	0.0	0.0	n/a	5,300.0	5,300.0	0.0	0.0%
Parking Tag Enforcement & Oper.	21,277.1	19,382.3	1,894.8	8.9%	70,958.4	70,390.2	568.2	0.8%
Programs Funded from Reserve Funds	46,490.8	46,490.8	0.0	0.0%	146,004.9	146,004.9	0.0	0.0%
Vacancy Rebate Program	932.2	(88.5)	1,020.7	109.5%	4,114.0	2,797.6	1,316.4	32.0%
Heritage Property Taxes Rebate	692.1	684.7	7.4	1.1%	2,076.2	2,076.2	0.0	0.0%
Tax Rebates for Registered Charities	2,212.2	2,742.4	(530.2)	-24.0%	4,616.0	4,616.0	0.0	0.0%
Solid Waste Management Rebates	41,612.7	36,823.2	4,789.5	11.5%	109,680.2	109,680.2	0.0	0.0%
Tax Increment Funding (TIF)	0.0	0.0	0.0	n/a	935.0	935.0	0.0	0.0%
Non-Program Expenditures	201,172.5	193,368.1	7,804.4	3.9%	614,379.6	613,029.2	1,350.4	0.2%
Non-Program Revenue								
Payments in Lieu of Taxes	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Supplementary Taxes	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Penalty Revenue	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Interest/Investment Earnings	767.6	403.6	364.0	47.4%	9,897.9	9,897.9	0.0	0.0%
Other Corporate Revenues	979.2	481.3	497.9	50.8%	4,044.5	4,085.5	(41.0)	-1.0%
Dividend Income	0.0	0.0	0.0	n/a	7,600.0	7,600.0	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	14,824.3	15,041.9	(217.6)	-1.5%	46,045.0	46,045.0	0.0	0.0%
Third Party Sign Tax	0.0	0.0	0.0	n/a	1,153.7	1,153.7	0.0	0.0%
Parking Authority Revenues	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Administrative Support Recoveries - Water	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Administrative Support Recoveries - Health & EMS	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Parking Tag Enforcement & Operations Rev	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Other Tax Revenues	0.0	190.6	(190.6)	n/a	0.0	0.0	0.0	n/a
Municipal Accommodation Tax	9,458.9	9,458.9	0.0	0.0%	29,422.1	29,422.1	0.0	0.0%
Casino Woodbine	90.9	19.5	71.5	78.6%	458.0	458.0	0.0	0.0%
Non-Program Revenues	26,120.9	25,595.7	525.2	2.0%	98,621.2	98,662.2	(41.0)	0.0%
TOTAL - CORPORATE ACCOUNTS	694,716.7	685,270.7	9,446.0	1.4%	1,711,825.1	1,710,515.8	1,309.4	0.1%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	3,656,624.1	3,502,294.8	154,329.3	4.2%	11,544,934.3	11,398,797.3	146,137.0	1.3%
RATES SUPPORTED PROGRAMS								
Solid Waste Management Services	82,037.9	76,069.3	5,968.6	7.3%	411,620.2	410,715.0	905.1	0.2%
Toronto Parking Authority	32,010.3	29,777.0	2,233.3	7.0%	100,599.3	99,783.9	815.4	0.8%
Toronto Water	333,215.1	324,374.0	8,841.1	2.7%	1,331,389.7	1,310,493.5	20,896.2	1.6%
TOTAL RATES SUPPORTED PROGRAMS	447,263.3	430,220.4	17,042.9	3.8%	1,843,609.2	1,820,992.5	22,616.7	1.2%

Staff report for action on Operating Variance Report for the Four Months
Ended April 30, 2018

Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE FOUR MONTHS ENDED APRIL 30, 2019 (\$000s)

	April 30, 2019				December 31, 2019			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Community and Social Services								
Housing Secretariat	607.0	439.6	(167.4)	-27.6%	9,906.8	9,906.8	0.0	0.0%
Children's Services	135,115.7	114,775.1	(20,340.6)	-15.1%	570,637.9	555,537.9	(15,100.0)	-2.6%
Court Services	19,359.6	19,023.5	(336.1)	-1.7%	58,802.6	60,393.5	1,591.0	2.7%
Economic Development & Culture	1,560.1	1,670.1	110.0	7.0%	12,442.8	10,893.0	(1,549.8)	-12.5%
Toronto Paramedic Services	48,418.3	47,558.3	(860.0)	-1.8%	147,820.8	143,530.9	(4,289.9)	-2.9%
Long Term Care Homes and Services	49,942.0	49,160.6	(781.4)	-1.6%	219,070.8	219,070.8	0.0	0.0%
Parks, Forestry & Recreation	36,851.6	33,549.5	(3,302.2)	-9.0%	151,590.1	138,906.1	(12,684.0)	-8.4%
Shelter, Support & Housing Administration	158,926.5	109,903.7	(49,022.9)	-30.8%	540,740.1	538,803.5	(1,936.6)	-0.4%
Social Development, Finance & Administration	7,084.9	6,325.0	(759.9)	-10.7%	25,907.3	22,570.3	(3,337.0)	-12.9%
Toronto Employment & Social Services	347,009.0	313,490.4	(33,518.6)	-9.7%	1,056,579.6	1,001,859.1	(54,720.5)	-5.2%
Sub-Total Community and Social Services	804,874.8	695,895.7	(108,979.1)	-13.5%	2,793,498.8	2,701,472.0	(92,026.8)	-3.3%
Infrastructure and Development Services								
City Planning	12,335.4	11,841.1	(494.4)	-4.0%	39,509.0	38,769.6	(739.3)	-1.9%
Fire Services	5,479.9	10,067.5	4,587.6	83.7%	18,286.2	20,386.2	2,100.0	11.5%
Municipal Licensing & Standards	10,658.1	14,073.7	3,415.6	32.0%	42,139.9	46,071.5	3,931.6	9.3%
Policy, Planning, Finance and Administration	4,150.0	3,116.0	(1,034.0)	-24.9%	16,057.6	14,580.7	(1,476.8)	-9.2%
Engineering and Construction Services	18,827.6	16,809.5	(2,018.1)	-10.7%	72,234.7	66,135.1	(6,099.6)	-8.4%
Toronto Building	18,855.2	20,933.0	2,077.8	11.0%	75,695.3	83,000.0	7,304.7	9.7%
Transportation Services	23,748.4	26,301.2	2,552.8	10.7%	170,868.8	166,985.3	(3,883.5)	-2.3%
Sub-Total Infrastructure and Development Services	94,054.7	103,142.0	9,087.4	9.7%	434,791.4	435,928.5	1,137.0	0.3%
Finance and Treasury Services								
Office of the Chief Financial Officer	2,043.5	1,601.1	(442.4)	-21.6%	9,500.5	7,842.3	(1,658.2)	-17.5%
Office of the Controller	11,000.7	9,760.0	(1,240.7)	-11.3%	52,835.2	51,114.5	(1,720.7)	-3.3%
Sub-Total Finance and Treasury Services	13,044.2	11,361.1	(1,683.1)	-12.9%	62,335.7	58,956.8	(3,378.9)	-5.4%
Corporate Services								
Facilities, Real Estate, Environment & Energy	19,771.2	19,653.8	(117.4)	-0.6%	134,246.5	130,242.3	(4,004.3)	-3.0%
Fleet Services	14,322.6	13,995.3	(327.2)	-2.3%	58,414.4	59,687.9	1,273.5	2.2%
Information & Technology	12,237.7	9,576.4	(2,661.3)	-21.7%	54,568.5	42,796.1	(11,772.4)	-21.6%
311 Toronto	2,102.0	1,982.9	(119.1)	-5.7%	9,180.6	8,123.1	(1,057.5)	-11.5%
Sub-Total Corporate Services	48,433.5	45,208.4	(3,225.1)	-6.7%	256,410.1	240,849.4	(15,560.7)	-6.1%
City Manager								
City Manager's Office	2,688.2	4,110.5	1,422.3	52.9%	9,906.4	11,172.1	1,265.7	12.8%
Sub-Total City Manager	2,688.2	4,110.5	1,422.3	52.9%	9,906.4	11,172.1	1,265.7	12.8%
Other City Programs								
City Clerk's Office	5,689.4	5,384.9	(304.6)	-5.4%	20,306.1	20,306.1	0.0	0.0%
Legal Services	9,422.1	8,824.1	(598.0)	-6.3%	46,066.7	41,908.7	(4,158.0)	-9.0%
Mayor's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
City Council	0.0	21.3	21.3	n/a	585.2	585.2	0.0	0.0%
Sub-Total Other City Programs	15,111.5	14,230.2	(881.3)	-5.8%	66,957.9	62,799.9	(4,158.0)	-6.2%
Accountability Offices								
Auditor General's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Integrity Commissioner's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Lobbyist Registrar's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Ombudsman's Office	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Sub-Total Accountability Offices	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
TOTAL - CITY OPERATIONS	978,206.9	873,948.0	(104,258.9)	-10.7%	3,623,900.3	3,511,178.6	(112,721.7)	-3.1%

Staff report for action on Operating Variance Report for the Four Months
Ended April 30, 2018

Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE FOUR MONTHS ENDED APRIL 30, 2019 (\$000s)

	April 30, 2019				December 31, 2019			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	52,980.9	52,241.7	(739.2)	-1.4%	190,780.4	187,520.2	(3,260.2)	-1.7%
Toronto Public Library	5,841.1	6,875.9	1,034.8	17.7%	19,221.1	21,393.1	2,172.0	11.3%
Association of Community Centres	105.4	126.3	21.0	19.9%	316.1	316.1	0.0	0.0%
Exhibition Place	17,583.1	17,724.2	141.1	0.8%	56,754.6	56,754.6	0.0	0.0%
Heritage Toronto	236.8	275.4	38.6	16.3%	710.8	710.8	0.0	0.0%
TO Live	10,295.6	9,481.4	(814.2)	-7.9%	32,085.5	31,304.0	(781.5)	-2.4%
Toronto Zoo	5,644.1	4,739.8	(904.3)	-16.0%	40,630.6	39,706.2	(924.4)	-2.3%
Arena Boards of Management	3,827.1	4,221.9	394.8	10.3%	9,800.1	9,883.6	83.5	0.9%
Yonge Dundas Square	547.7	649.9	102.2	18.7%	3,442.5	3,552.5	110.0	3.2%
CreateTO	4,283.8	3,601.5	(682.3)	-15.9%	12,841.1	12,841.1	0.0	0.0%
Toronto & Region Conservation Authority	11,150.0	11,164.8	14.8	0.1%	41,570.2	41,570.2	0.0	0.0%
Toronto Transit Commission - Conventional	426,417.2	414,358.8	(12,058.4)	-2.8%	1,284,282.6	1,264,282.6	(20,000.0)	-1.6%
Toronto Transit Commission - Wheel Trans	2,720.9	2,976.9	256.0	9.4%	8,110.7	8,860.7	750.0	9.2%
Toronto Police Service	29,291.8	32,366.2	3,074.4	10.5%	145,976.8	155,200.0	9,223.2	6.3%
Toronto Police Services Board	0.0	0.0	0.0	n/a	2,300.0	2,300.0	0.0	0.0%
TOTAL - AGENCIES	570,925.4	560,804.7	(10,120.7)	-1.8%	1,848,823.2	1,836,195.8	(12,627.4)	-0.7%
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	9,769.5	8,479.2	(1,290.3)	-13.2%	66,657.1	66,657.1	0.0	0.0%
Capital & Corporate Financing	9,769.5	8,479.2	(1,290.3)	-13.2%	66,657.1	66,657.1	0.0	0.0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	0.0	0.0	0.0	n/a	10,000.0	10,000.0	0.0	0.0%
Tax Increment Equivalent Grants (TIEG)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Assessment Function (MPAC)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Funding of Employee Related Liabilities	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Other Corporate Expenditures	1,194.8	1,597.2	402.4	33.7%	7,608.6	7,609.2	0.6	0.0%
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	46,490.8	46,490.8	0.0	0.0%	146,004.9	146,004.9	0.0	0.0%
Vacancy Rebate Program	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Heritage Property Taxes Rebate	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Rebates for Registered Charities	2,212.2	2,742.4	530.2	24.0%	4,616.0	4,616.0	0.0	0.0%
Solid Waste Management Rebates	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Tax Increment Funding (TIF)	0.0	0.0	0.0	n/a	0.0	0.0	0.0	n/a
Non-Program Expenditures	49,897.8	50,830.4	932.6	1.9%	168,229.5	168,230.1	0.6	0.0%
Non-Program Revenue								
Payments in Lieu of Taxes	36,587.7	37,352.7	765.0	2.1%	93,453.2	94,259.1	805.9	0.9%
Supplementary Taxes	0.0	0.0	0.0	n/a	35,000.0	35,000.0	0.0	0.0%
Tax Penalty Revenue	10,090.8	10,153.8	63.0	0.6%	31,000.0	31,000.0	0.0	0.0%
Interest/Investment Earnings	18,313.5	30,503.3	12,189.8	66.6%	120,217.6	120,217.6	0.0	0.0%
Other Corporate Revenues	2,086.2	1,760.5	(325.7)	-15.6%	15,967.5	15,885.6	(81.9)	-0.5%
Dividend Income	24,450.0	25,095.0	645.0	2.6%	97,800.0	100,380.0	2,580.0	2.6%
Provincial Revenue	91,600.0	91,600.0	0.0	0.0%	91,600.0	91,600.0	0.0	0.0%
Municipal Land Transfer Tax	175,165.5	190,762.0	15,596.5	8.9%	733,190.7	733,190.7	0.0	0.0%
Third Party Sign Tax	10,911.5	9,804.2	(1,107.2)	-10.1%	10,911.5	9,900.0	(1,011.5)	-9.3%
Parking Authority Revenues	12,668.0	12,668.0	0.0	0.0%	51,711.7	50,374.1	(1,337.5)	-2.6%
Administrative Support Recoveries - Water	4,743.3	4,743.3	0.0	0.0%	18,973.0	18,973.0	0.0	0.0%
Administrative Support Recoveries - Health & EMS	4,081.7	4,081.7	0.0	0.0%	16,326.7	16,326.7	0.0	0.0%
Parking Tag Enforcement & Operations Rev	30,597.2	31,229.3	632.1	2.1%	113,071.5	113,071.5	0.0	0.0%
Other Tax Revenues	2,357.2	2,587.4	230.2	9.8%	10,431.1	10,919.1	488.0	4.7%
Municipal Accommodation Tax	14,800.0	15,610.5	810.5	5.5%	56,800.0	56,800.0	0.0	0.0%
Casino Woodbine	3,814.0	3,397.7	(416.3)	-10.9%	27,900.0	27,900.0	0.0	0.0%
Non-Program Revenues	442,266.5	471,349.4	29,082.9	6.6%	1,524,354.4	1,525,797.4	1,443.0	0.1%
TOTAL - CORPORATE ACCOUNTS	501,933.8	530,659.0	28,725.3	5.7%	1,759,241.0	1,760,684.6	1,443.6	0.1%
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	2,051,066.1	1,965,411.7	(85,654.4)	-4.2%	7,231,964.5	7,108,059.0	(123,905.5)	-1.7%
RATES SUPPORTED PROGRAMS								
Solid Waste Management Services	95,350.6	103,465.7	8,115.0	8.5%	411,620.2	409,682.7	(1,937.5)	-0.5%
Toronto Parking Authority	51,026.6	49,610.6	(1,416.0)	-2.8%	167,137.6	164,748.6	(2,389.0)	-1.4%
Toronto Water	394,225.2	392,993.5	(1,231.7)	-0.3%	1,331,389.7	1,333,713.1	2,323.4	0.2%
TOTAL RATES SUPPORTED PROGRAMS	540,602.4	546,069.8	5,467.3	1.0%	1,910,147.5	1,908,144.4	(2,003.1)	-0.1%

Staff report for action on Operating Variance Report for the Four Months
Ended April 30, 2018

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Community and Social Services					
Court Services					
A budget adjustment is required to enable Court Services to enter into a new lease agreement for office space for the relocation of Court Services office space from 481 University Avenue consequent upon the termination of the lease at this premises effective March 30, 2020. Court Services will seek approval for the new lease agreement once the budget adjustment has been approved. Included in Court Services 2019 Operating Budget is \$0.100 million representing one month's lease costs at a new temporary location. However, the proposed lease agreement for 30 Adelaide requires occupancy effective August 1, 2019, 4 months longer than planned, at a total cost of \$0.553 million in 2019. To fund the increased rental expenses (\$0.453 million), Court Services is requesting approval to utilize a credit adjustment of \$0.313 million received from the landlord at 481 University Avenue as well as a permanent reallocation of \$0.140 million from Other Expenses to Rental Office.	0.0	0.0	0.0	0.0	0.0
Total Court Services	0.0	0.0	0.0	0.0	0.0
Economic Development and Culture					
To eliminate an inter-departmental recovery from the Non Program Expenditure budget and reflect the full cost of initiatives EDC will be implementing to address distressed retail in areas across the city through reinvestment from the discontinuation of the Vacant Commercial & Industrial Unit Tax Rebate Program (VUR).	0.0	(1,647.6)	1,647.6	0.0	0.0
A one-time grant from Canadian Heritage has been received which will be used to support and increase the capacity of the City's Collections and Conservation unit to interpret and support Indigenous artifact, fine art and archaeological collections as well as support the increased representation of Indigenous peoples in core programming and in special events, education programs and exhibitions.	50.0	50.0	0.0	0.0	0.0
Total Economic Development and Culture	50.0	(1,597.6)	1,647.6	0.0	0.0

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Parks, Forestry & Recreation					
To transfer 1.0 permanent Materials Management Clerk 2 position to Purchasing & Materials Management Division, as part of the Materials Management & Stores Refresh project (part of Supply Chain Transformation Program). The project aims to streamline corporate and divisional warehouses through consolidation with the Islington Distribution Centre.	(85.5)	0.0	(85.5)	(1.0)	0.0
To transfer 1.0 permanent Field Representative positions to Real Estate Service to support the City-Wide Real Estate Transformation implementation.	(113.6)	0.0	(113.6)	(1.0)	(3.4)
Total Parks, Forestry & Recreation	(199.1)	0.0	(199.1)	(2.0)	(3.4)
Total Community and Social Services	(149.1)	(1,597.6)	1,448.5	(2.0)	(3.4)
Infrastructure and Development Services					
City Planning					
To transfer donated funds and the accrued interest from the Gardiner West Public Realm Reserve Fund to The Bentway Conservancy, increasing the City Planning Operating Budget by \$0.083 million gross, \$0 net.	82.9	82.9	0.0	0.0	0.0
To add two temporary capital positions (Senior Heritage Planner and Heritage Planner) for one year, fully funded by the Heritage Conservation District capital project. The positions will undertake Cultural Heritage Resources Assessments related to planning studies, coordinate the delivery of multiple listings of heritage properties to the City's Heritage Register, and advance the delivery of Heritage Conservation District studies.	113.0	113.0	0.0	2.0	0.0
Transfer of 1.0 temporary Project Manager position from City Planning to CreateTO for the project management work associated with the Rail Deck Park Project, fully funded by the capital project (CCI102).	(98.4)	(98.4)	0.0	(1.0)	0.0
Total City Planning	97.5	97.5	0.0	1.0	0.0
Fire Services					
Repurposing \$13,600 from commitment item on computer software maintenance and support services to inter-divisional expenditure for a net \$0 impact, to support the cost of the upgraded client-funded Senior HR Consultant position which provides ongoing corporate training services dedicated to Fire Services.	0.0	0.0	0.0	0.0	0.0

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2018

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
To reflect the transfer the Office of Emergency Management from PPF&A to Toronto Fire Services to improve the coordination of emergency response, effective January 1, 2019.	3,112.2	235.0	2,877.2	18.0	65.3
Total Fire Services	3,112.2	235.0	2,877.2	18.0	65.3
Policy, Planning, Finance and Administration					
To reflect the transfer the Office of Emergency Management from PPF&A to Toronto Fire Services to improve the coordination of emergency response, effective January 1, 2019.	(3,112.2)	(235.0)	(2,877.2)	(18.0)	(65.3)
To reflect the transfer the inter-office mail delivery function from PPF&A Administrative Services to the City Clerk's Office, including two Courier positions and two fleet vehicles, effective January 1, 2019.	(165.3)	0.0	(165.3)	(2.0)	0.0
To reflect the transfer 7.0 permanent capital positions from the City Manager's Office to the Transit Expansion Office, fully funded by the Transit Expansion Initiatives project (CC1100-01), effective January 1, 2019.	1,002.3	1,002.3	0.0	7.0	0.0
Total Policy, Planning, Finance and Administration	(2,275.2)	767.3	(3,042.5)	(13.0)	(65.3)
Toronto Building					
To establish a Quality Assurance Unit, in response to the Auditor General's report titled "Improving Quality of Building Inspections" which was completed in January 2014, and in support of implementing the recommendations adopted by City Council. The unit will be funded by Building permit fees.	332.9	332.9	0.0	0.0	0.0
Total Toronto Building	332.9	332.9	0.0	0.0	0.0
Total Infrastructure and Development Services	1,267.4	1,432.7	(165.3)	6.0	0.0
Corporate Services					
Facilities, Real Estate, Environment & Energy					
To transfer 1.0 permanent Program Manager to Fleet Services to address business needs in Fleet Services.	(142.4)	0.0	(142.4)	(1.0)	0.0

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
To transfer 1.0 permanent Field Representative positions to Real Estate Service to support the City-Wide Real Estate Transformation implementation.	113.6	0.0	113.6	1.0	3.4
To add 1.0 temporary Project Lead Environment for one year (September 2019 to August 2020), fully funded by Natural Resources Canada. The position will support the City's efforts to increase the scale and pace of residential energy retrofitting, as well as complement Toronto's Home Energy Loan Program (HELP).	115.0	115.0	0.0	1.0	0.0
Total Facilities, Real Estate, Environment & Energy	86.2	115.0	(28.8)	1.0	3.4
Fleet Services					
To transfer 1.0 permanent Program Manager from Facilities to Fleet Services to address business needs in Fleet Services.	142.4	0.0	142.4	1.0	0.0
Total Fleet Services	142.4	0.0	142.4	1.0	0.0
Total Corporate Services	228.6	115.0	113.6	2.0	3.4
Finance and Treasury Services					
Office of the Controller					
To transfer the service efficiency savings that were identified in the Revenue Services' 2019 operating budget to Non-program Budget for Parking Tags Operations. These reductions will result in a lower payment to Revenue Services from Parking Tags Operations budget.	0.0	(145.2)	145.2	0.0	0.0
Deletion of 5 vacant Category Management Lead positions and creation of 4 Manager Category Mgmt & Strategic Sourcing positions to ensure that the city has the level of Category Management & Strategic Sourcing expertise to be able to properly implement and execute Category Management, as well as sustain the new operating model.	0.0	0.0	0.0	(1.0)	0.0
As part of the Supply Chain Transformation Program, it was determined that the Fair Wage Office should be moved from Human Resources to Purchasing & Materials Management Division. This adjustment reflects the transfer of 4 positions and \$0.447 million gross and \$0.427 million net.	446.9	20.2	426.7	4.0	0.0

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Transfer of 1 permanent (vacant) Materials Management Clerk 2 position from Parks, Forestry & Recreation to Purchasing & Materials Management division, as part of the Materials Management & Stores Refresh project (part of Supply Chain Transformation Program). The project aims to streamline corporate and divisional warehouses through consolidation with the Islington Distribution Centre.	85.5	0.0	85.5	1.0	0.5
Total Office of the Controller	532.4	(125.0)	657.4	4.0	0.5
Total Finance and Treasury Services	532.4	(125.0)	657.4	4.0	0.5
City Manager's Office					
As part of the Supply Chain Transformation Program, it was determined that the Fair Wage Office should be moved from Human Resources to Purchasing & Materials Management Division. This adjustment reflects the transfer of 4 positions and \$0.447 million gross and \$0.427 million net.	(446.9)	(20.2)	(426.7)	(4.0)	0.0
The deletion of 1 client-funded HR Consultant and the addition of 1 Senior HR Consultant funded from Fire Services through an inter-divisional charge to reflect client funding agreements.	13.6	13.6	0.0	0.0	0.0
The deletion of 2 vacant temporary capital positions as one of the phases of the e-Learning capital project is now complete.	(202.2)	(202.2)	0.0	(2.0)	0.0
Transfer 7 permanent capital positions supporting Transit to the Transit Expansion Office.	(1,002.3)	(1,002.3)	0.0	(7.0)	0.0
Total City Manager's Office	(1,637.8)	(1,211.1)	(426.7)	(13.0)	0.0
Total City Manager	(1,637.8)	(1,211.1)	(426.7)	(13.0)	0.0
Other City Programs					
City Clerk's Office					
Elimination of 2019 temporary capital complement of 2.9 FTE and budget of \$334.6 gross, \$0 net for the Toronto Property System, the project oversight of which is now provided by I&T as a corporate project.	(334.6)	(334.6)	0.0	(2.9)	0.0

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2018

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
The transfer of \$0.165 million gross and net and 2.0 positions as a result of consolidating the internal mail function in Policy, Planning and Financial and Administration Division (PPFA) with City Clerk's Office's Information Production unit to rationalize mail distribution services across the City as part of the Information Production Services Transformation.	165.3	0.0	165.3	2.0	0.0
At its meeting on December 4, 5 and 13, 2018, City Council directed that funds of up to \$0.045 million be included in the 2019 Operating Budget to pay the approved per diems of Tribunal Nominating Panel members. An adjustment is required to transfer the budgeted provision for this expenditure from Non-Program to City Clerk's Office.	45.0	0.0	45.0	0.0	0.0
Total City Clerk's Office	(124.3)	(334.6)	210.3	(0.9)	0.0
Total Other City Programs	(124.3)	(334.6)	210.3	(0.9)	0.0
Total City Programs	117.2	(1,720.6)	1,837.8	(3.9)	0.5
Agencies					
TO Live					
Increase the 2019 Council Approved Operating Budget for TO Live by \$350,000 gross and \$0 net, fully funded from the Programming Reserve Fund, to support new programs/exhibitions in 2019. This adjustment is subject to the disposition of the 2018 year-end operating surplus at the City Council July meeting.	350.0	350.0	0.0	0.0	0.0
Total TO Live	350.0	350.0	0.0	0.0	0.0
CreateTO					
Transfer of 1.0 temporary Project Manager position from City Planning to CreateTO for the project management work associated with the Rail Deck Park Project, fully funded by the capital project (CCI102).	98.4	98.4	0.0	1.0	0.0
Total CreateTO	98.4	98.4	0.0	1.0	0.0

Appendix D1

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Toronto Police Service					
To transfer COLA funding in Non-Program Expenditure budget, based on the ratified collective bargaining settlements for Toronto Police Association (T.P.A.) members.	24,329.9	0.0	24,329.9	0.0	0.0
Total Toronto Police Service	24,526.8	196.9	24,329.9	2.0	0.0
Total Agencies	24,975.2	645.3	24,329.9	3.0	0.0
Corporate Accounts					
Non-Program Expenditures					
At its meeting on December 4, 5 and 13, 2018, City Council directed that funds of up to \$0.045 million be included in the 2019 Operating Budget to pay the approved per diems of Tribunal Nominating Panel members. An adjustment is required to transfer the budgeted provision for this expenditure from Non-Program to City Clerk's Office.	(45.0)	0.0	(45.0)	0.0	0.0
To transfer base budget funding from Non Program to Economic Development & Culture for Retail Distress Areas of \$1.648 million that was approved as part of 2019 Budget process.	(1,647.6)	0.0	(1,647.6)	0.0	0.0
To transfer the service efficiency savings that were identified in the Revenue Services' 2019 operating budget to Non-program Budget for Parking Tags Operations. These reductions will result in a lower payment to Revenue Services from Parking Tags Operations budget.	(145.2)	0.0	(145.2)	0.0	0.0
To transfer COLA funding from Non-Program Expenditure budget, based on the ratified collective bargaining settlements for Toronto Police Association (T.P.A.) members of \$24.330 million gross and net.	(24,329.9)	0.0	(24,329.9)	0.0	0.0
To transfer COLA funding from Non-Program Expenditure budget of \$0.916 million gross and net, based on the ratified collective bargaining settlements for Parking Tag Enforcement and Operations members.	0.0	0.0	0.0	0.0	0.0
Total Non-Program Expenditures	(26,167.7)	0.0	(26,167.7)	0.0	0.0

Appendix D1

CITY OF TORONTO PENDING BUDGET ADJUSTMENTS FOR THE FOUR MONTHS ENDED APRIL 30, 2019 (\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Non-Program Revenues					
On March 27-28 City Council approved staff report EX3.5 authorizing creation of the "Ontario Cannabis Legalization Reserve Fund" in Appendix C, Schedule 15, Third Party Obligatory Reserve Funds, of Municipal Code Chapter 227, Reserves and Reserve Funds. Thus, the entire Provincial support for implementation of cannabis legalization has been deposited in the newly created reserve fund. An adjustment is required to change the budgeted revenue type from Provincial funding to a budget withdrawal from the reserve fund in order to fund the expenditures for cannabis legalization in 2019.	(917.1)	(917.1)	0.0	0.0	0.0
Total Non-Program Revenues	(917.1)	(917.1)	0.0	0.0	0.0
Total Corporate Accounts	(27,084.8)	(917.1)	(26,167.7)	0.0	0.0
Total Tax Supported Operations	(1,992.3)	(1,992.3)	0.0	(0.9)	0.5
Solid Waste Management Services					
A budget adjustment is required to delete 4 temporary, full time, Diversion Program Assistants within Collection & Litter Ops. These positions have been vacant since April/May 2019 and are no longer required to support the program.	(252.7)	0.0	(252.7)	(4.0)	(0.1)
The foregoing reduction is offset by an increased contribution to the Waste Management Reserve Fund.	252.7	0.0	252.7	0.0	0.1
Total Solid Waste Management Services					
Total Rate Supported Operations	0.0	0.0	0.0	(4.0)	0.0
Total City Operations	(1,992.3)	(1,992.3)	0.0	(4.9)	0.5

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2018

Appendix D2

CITY OF TORONTO
2019 OPERATING BUDGET \$10M SAVINGS TARGET
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Community and Social Services					
Children's Services					
To contribute towards the City-Wide 2019 Budget reduction target of \$10.0 million, the program is adjusting its budgeted cost of living increases for child care operators by \$1.0 million to reflect actual spending trends and increased contributions to General Operating Funding. It is anticipated that there will be no direct service impact on the community as a result of these adjustments.	(1,000.0)	0.0	(1,000.0)	0.0	0.0
Total Children's Services	(1,000.0)	0.0	(1,000.0)	0.0	0.0
Court Services					
To contribute towards the City Wide 2019 budget reduction target of \$10M, the program is reducing \$0.200 million in gross expenditures, as a result of reduction in honorarium, interpreters cost, transcripts and payments to Province based on current spending.	(200.0)	0.0	(200.0)	0.0	0.0
Total Court Services	(200.0)	0.0	(200.0)	0.0	0.0
Long Term Care Homes and Services					
Reduction of hydro costs to actual experience as a result of the participation in a Provincial rate cap and rebate program.	(1,000.0)	0.0	(1,000.0)	0.0	0.0
Reduction of the budgeted cost for sick-time replacement as enhanced attendance management monitoring are anticipated to result in improved attendance. It is anticipated that there will be no direct service impact on the community as a result of these adjustments.	(800.0)	0.0	(800.0)	0.0	0.0
Total Long Term Care Homes and Services	(1,800.0)	0.0	(1,800.0)	0.0	0.0
Toronto Employment & Social Services					
Reduction of 4 Head Office positions that have been vacant for over one year plus lease savings to contribute towards the City Wide 2019 budget reduction target of \$10M.	(500.0)	0.0	(500.0)	(4.0)	0.0
Total Toronto Employment & Social Services	(500.0)	0.0	(500.0)	(4.0)	0.0
Total Community and Social Services	(3,500.0)	0.0	(3,500.0)	(4.0)	0.0

Appendix D2

CITY OF TORONTO
2019 OPERATING BUDGET \$10M SAVINGS TARGET
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Infrastructure and Development Services					
City Planning					
To reduce contracted services as a result of realignment to actual spending in leasing costs.	(25.0)	0.0	(25.0)	0.0	0.0
Total City Planning	(25.0)	0.0	(25.0)	0.0	0.0
Municipal Licensing & Standards					
The reduction to MLS will be mainly in various contracted services (\$0.089 million), materials & equipment (\$0.050 million) and other expenditures (\$0.030 million). Most of the reduction will be applied to Bylaw Compliance & Enforcement (\$0.095 million) with the balance applied to Licenses, Permits and Animal Services (\$0.074 million).	(168.8)	0.0	(168.8)	0.0	0.0
A further reduction to MLS will reduce total salaries and benefits by \$1.0 million by increasing gapping by this amount. This increased gapping reflects on-going trends in the Program's salary & benefits due to recruiting issues related to staffing vacancies. This will increase gapping from 1.9% to 3.8%.	(1,000.0)	0.0	(1,000.0)	0.0	0.0
Total Municipal Licensing & Standards	(1,168.8)	0.0	(1,168.8)	0.0	0.0
Policy, Planning, Finance and Administration					
To delimit one Project Lead Financial Business Process position and reduce utilities and contracted services based on 3 year historical spending and needs going forward. Gross expenditures are partially offset by the interdivisional recoveries based on current funding structure.	(322.2)	(111.2)	(211.0)	(1.0)	0.0
Total Policy, Planning, Finance and Administration	(322.2)	(111.2)	(211.0)	(1.0)	0.0
Engineering and Construction Services					
Reductions to salaries & benefits as a result of repurposing positions to lower salary grades and reductions to contracted services based on 3 year historical spending and needs going forward. Gross expenditures are partially offset by capital recoveries as per the current funding structure.	(301.3)	(213.1)	(88.2)	0.0	0.0
Total Engineering and Construction Services	(301.3)	(213.1)	(88.2)	0.0	0.0

Appendix D2

CITY OF TORONTO
2019 OPERATING BUDGET \$10M SAVINGS TARGET
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Transportation Services					
Reductions to contracted services as a result of realignment to actual contract spending / award experience.	(679.0)	0.0	(679.0)	0.0	0.0
Total Transportation Services	(679.0)	0.0	(679.0)	0.0	0.0
Total Infrastructure and Development Services	(2,496.3)	(324.3)	(2,172.0)	(1.0)	0.0
Corporate Services					
Facilities, Real Estate, Environment & Energy					
To contribute towards the City Wide 2019 budget reduction target of \$10M, the FREEE program is eliminating \$0.258M in salary and benefit adjustments included as part of the 2019 budget development. By eliminating this budget, the program will realign the remaining salary & benefits budget across the individual service budgets in order to ensure the various operating teams have sufficient budget for ongoing operations.	(257.5)	0.0	(257.5)	0.0	0.0
To contribute towards the City Wide 2019 budget reduction target of \$10M, Real Estate Services will increase the leasing revenue budget by \$0.535M resulting from ongoing lease reconciliation and renewal work. These lease revenues are recurring and sustainable.	0.0	535.0	(535.0)	0.0	0.0
To contribute towards the City Wide 2019 budget reduction target of \$10M, FREEE will increase gapping from 5% to 5.32% resulting in savings to the program's salary and benefits budget of \$0.3M gross and net.	(300.3)	0.0	(300.3)	0.0	0.0
To contribute towards the City Wide 2019 budget reduction target of \$10M, FREEE will reduce the Utilities budget by \$0.5M gross and net across various buildings which are demonstrating lower energy consumption compared to the 2019 budget. The reduction in inter-divisional utilities budget, if any, for the specific division/agency will be determined by Q3 of 2019.	(500.3)	0.0	(500.3)	0.0	0.0
Total Facilities, Real Estate, Environment & Energy	(1,058.0)	535.0	(1,593.0)	0.0	0.0

Appendix D2

CITY OF TORONTO
2019 OPERATING BUDGET \$10M SAVINGS TARGET
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Fleet Services					
To contribute to the \$10 million City Wide reduction, a permanent budget contribution reduction of \$0.3M to the Fleet Services' Vehicle and Equipment Replacement Reserve (XQ0003) is recommended. The reserve contribution budget will be revisited through the 2020 budget process.	(300.0)	0.0	(300.0)	0.0	0.0
Total Fleet Services	(300.0)	0.0	(300.0)	0.0	0.0
Information & Technology					
To contribute to the \$10 million City-Wide Reduction. I&T has identified one vacant position for deletion, additional gapping and permanent reductions in the following budgeted expenditures: Professional & Technical Services, External Training & Development, Print Charges, and Wireless Telecommunications	(516.5)	(101.9)	(414.6)	(1.0)	0.0
Total Information & Technology	(516.5)	(101.9)	(414.6)	(1.0)	0.0
Total Corporate Services	(1,874.5)	433.1	(2,307.6)	(1.0)	0.0
Finance and Treasury Services					
Office of the Chief Financial Officer					
To contribute towards the City Wide 2019 budget reduction target of \$10M, the program is reducing \$0.047 million in gross expenditures, comprised of higher gapping, reduction in casual salaries and reduction in non-salary expenditures.	(46.5)	0.0	(46.5)	0.0	0.0
A reduction in the Communications Budget that supports the City's annual budget process and managed by Financial Planning Division.	(50.0)	0.0	(50.0)	0.0	0.0
Total Office of the Chief Financial Officer	(96.5)	0.0	(96.5)	0.0	0.0
Office of the Controller					
To contribute towards the City Wide 2019 budget reduction target of \$10M by deleting 10.2 FTEs, increasing gapping and reducing non-salary expenses. Net impact of total reduction is \$0.721 million.	(1,203.8)	(482.4)	(721.4)	(10.2)	0.0
Total Office of the Controller	(1,203.8)	(482.4)	(721.4)	(10.2)	0.0
Total Finance and Treasury Services	(1,300.3)	(482.4)	(817.9)	(10.2)	0.0

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2018

Appendix D2

CITY OF TORONTO
2019 OPERATING BUDGET \$10M SAVINGS TARGET
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
City Manager's Office					
To contribute towards the City Wide 2019 budget reduction of \$10M, the City Manager's Office is deleting 1 position in Strategic & Corporate Policy for a savings of \$0.250 M and is reducing the non-payroll budget in PEHR by \$0.024M, for a total savings of \$0.274M.	(274.0)	0.0	(274.0)	0.0	0.0
Total City Manager's Office	(274.0)	0.0	(274.0)	0.0	0.0
Total City Manager	(274.0)	0.0	(274.0)	0.0	0.0
Other City Programs					
City Clerk's Office					
Reduction of \$160 gross and net to reflect a deletion of one vacant Council/Committee Administrator position (\$140k) and a reduction in non-payroll budget (\$20k) as a contribution to the \$10 million 2019 Savings Target.	(160.0)	0.0	(160.0)	(1.0)	0.0
Total City Clerk's Office	(160.0)	0.0	(160.0)	(1.0)	0.0
Legal Services					
To contribute towards the City Wide 2019 budget reduction target of \$10 million, program is eliminating \$0.015 million in salary and benefit adjustments. By eliminating this budget, the program will realign the remaining salary & benefits budget across the individual service budgets in order to ensure the various operating teams have sufficient budget for ongoing operations.	(14.6)	0.0	(14.6)	0.0	0.0
Total Legal Services	(14.6)	0.0	(14.6)	0.0	0.0
Total Other City Programs	(174.6)	0.0	(174.6)	(1.0)	0.0
Total City Programs	(9,619.7)	(373.6)	(9,246.1)	(17.2)	0.0

Appendix D2

CITY OF TORONTO
2019 OPERATING BUDGET \$10M SAVINGS TARGET
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Agencies					
Toronto Public Health					
To contribute towards the City Wide 2019 budget reduction target of \$10M, the program will implement reductions in expenditures, comprised of higher gapping and reductions in non-salary expenditures.	(754.0)	0.0	(754.0)	0.0	0.0
Total Toronto Public Health	(754.0)	0.0	(754.0)	0.0	0.0
Total Agencies	(754.0)	0.0	(754.0)	0.0	0.0
Corporate Accounts					
Non-Program Expenditures					
To allocate \$10.0 million gross and net savings target in Non Program to City Operations that was included as part of 2019 Operating Budget and approved by City Council on March 7, 2019.	10,000.0	0.0	10,000.0	0.0	0.0
Total Non-Program Expenditures	10,000.0	0.0	10,000.0	0.0	0.0
Total Corporate Accounts	10,000.0	0.0	10,000.0	0.0	0.0
Total Tax Supported Operations	(373.7)	(373.7)	0.0	(17.2)	0.0
Total Rate Supported Operations	0.0	0.0	0.0	0.0	0.0
Total City Operations	(373.7)	(373.7)	0.0	(17.2)	0.0

Appendix D3

CITY OF TORONTO
2019 INSURANCE BUDGET REALLOCATION
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Community and Social Services					
Affordable Housing					
To re-allocate insurance budget	10.0	0.0	10.0	0.0	0.0
Total Affordable Housing	10.0	0.0	10.0	0.0	0.0
Children's Services					
To re-allocate insurance budget	121.4	0.0	121.4	0.0	0.0
Total Children's Services	121.4	0.0	121.4	0.0	0.0
Court Services					
To re-allocate insurance budget	11.5	0.0	11.5	0.0	0.0
Total Court Services	11.5	0.0	11.5	0.0	0.0
Economic Development, Culture, & Tourism					
To re-allocate insurance budget	182.3	0.0	182.3	0.0	0.0
Total Economic Development, Culture, & Tourism	182.3	0.0	182.3	0.0	0.0
Toronto Paramedic Services					
To re-allocate insurance budget	144.1	0.0	144.1	0.0	0.0
Total Toronto Paramedic Services	144.1	0.0	144.1	0.0	0.0
Long Term Care Homes and Services					
To re-allocate insurance budget	(888.1)	0.0	(888.1)	0.0	0.0
Total Long Term Care Homes and Services	(888.1)	0.0	(888.1)	0.0	0.0
Parks, Forestry & Recreation					
To re-allocate insurance budget	1,842.4	0.0	1,842.4	0.0	0.0
Total Parks, Forestry & Recreation	1,842.4	0.0	1,842.4	0.0	0.0
Shelter Support & Housing Administration					
To re-allocate insurance budget	296.6	0.0	296.6	0.0	0.0
Total Shelter Support & Housing Administration	296.6	0.0	296.6	0.0	0.0
Social Development Finance & Administration					
To re-allocate insurance budget	52.6	0.0	52.6	0.0	0.0
Total Social Development Finance & Administration	52.6	0.0	52.6	0.0	0.0

Appendix D3

CITY OF TORONTO
2019 INSURANCE BUDGET REALLOCATION
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Toronto Employment & Social Services					
To re-allocate insurance budget	858.5	0.0	858.5	0.0	0.0
Total Toronto Employment & Social Services	858.5	0.0	858.5	0.0	0.0
Total Community and Social Services	2,631.2	0.0	2,631.2	0.0	0.0
Infrastructure and Development Services					
City Planning					
To re-allocate insurance budget	12.2	0.0	12.2	0.0	0.0
Total City Planning	12.2	0.0	12.2	0.0	0.0
Fire Services					
To re-allocate insurance budget	(118.5)	0.0	(118.5)	0.0	0.0
Total Fire Services	(118.5)	0.0	(118.5)	0.0	0.0
Municipal Licensing & Standards					
To re-allocate insurance budget	295.8	0.0	295.8	0.0	0.0
Total Municipal Licensing & Standards	295.8	0.0	295.8	0.0	0.0
Policy, Planning, Finance and Administration					
To re-allocate insurance budget	(58.6)	0.0	(58.6)	0.0	0.0
Total Policy, Planning, Finance and Administration	(58.6)	0.0	(58.6)	0.0	0.0
Engineering and Construction Services					
To re-allocate insurance budget	133.1	0.0	133.1	0.0	0.0
Total Engineering and Construction Services	133.1	0.0	133.1	0.0	0.0
Toronto Building					
To re-allocate insurance budget	(996.7)	0.0	(996.7)	0.0	0.0
Total Toronto Building	(996.7)	0.0	(996.7)	0.0	0.0
Transportation Services					
To re-allocate insurance budget	2,008.1	0.0	2,008.1	0.0	0.0
Total Transportation Services	2,008.1	0.0	2,008.1	0.0	0.0
Total Infrastructure and Development Services	1,275.4	0.0	1,275.4	0.0	0.0

Appendix D3

CITY OF TORONTO
2019 INSURANCE BUDGET REALLOCATION
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Corporate Services					
311 Toronto					
To re-allocate insurance budget	0.9	0.0	0.9	0.0	0.0
Total 311 Toronto	0.9	0.0	0.9	0.0	0.0
Fleet Services					
To re-allocate insurance budget	54.1	0.0	54.1	0.0	0.0
Total Fleet Services	54.1	0.0	54.1	0.0	0.0
Information & Technology					
To re-allocate insurance budget	72.7	0.0	72.7	0.0	0.0
Total Information & Technology	72.7	0.0	72.7	0.0	0.0
Facilities, Real Estate, Environment & Energy					
To re-allocate insurance budget	1,135.0	0.0	1,135.0	0.0	0.0
Total Facilities, Real Estate, Environment & Energy	1,135.0	0.0	1,135.0	0.0	0.0
Total Corporate Services	1,262.6	0.0	1,262.6	0.0	0.0
Finance and Treasury Services					
Office of the Chief Financial Officer					
To re-allocate insurance budget	(41.9)	0.0	(41.9)	0.0	0.0
Total Office of the Chief Financial Officer	(41.9)	0.0	(41.9)	0.0	0.0
Office of the Controller					
To re-allocate insurance budget	132.6	0.0	132.6	0.0	0.0
Total Office of the Controller	132.6	0.0	132.6	0.0	0.0
Total Finance and Treasury Services	90.7	0.0	90.7	0.0	0.0
City Manager's Office					
To re-allocate insurance budget	7.6	0.0	7.6	0.0	0.0
Total City Manager's Office	7.6	0.0	7.6	0.0	0.0
Total City Manager	7.6	0.0	7.6	0.0	0.0

Appendix D3

CITY OF TORONTO
2019 INSURANCE BUDGET REALLOCATION
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Other City Programs					
City Clerk's Office					
To re-allocate insurance budget	(104.1)	0.0	(104.1)	0.0	0.0
Total City Clerk's Office	(104.1)	0.0	(104.1)	0.0	0.0
Legal Services					
To re-allocate insurance budget	39.4	0.0	39.4	0.0	0.0
Legal Services	39.4	0.0	39.4	0.0	0.0
City Council					
To re-allocate insurance budget	(23.7)	0.0	(23.7)	0.0	0.0
Total City Council	(23.7)	0.0	(23.7)	0.0	0.0
Auditor General's Office					
To re-allocate insurance budget	2.5	0.0	2.5	0.0	0.0
Total Auditor General's Office	2.5	0.0	2.5	0.0	0.0
Office of the Lobbyist Registrar					
To re-allocate insurance budget	0.1	0.0	0.1	0.0	0.0
Total Office of the Lobbyist Registrar	0.1	0.0	0.1	0.0	0.0
Office of the Integrity Commissioner					
To re-allocate insurance budget	(3.1)	0.0	(3.1)	0.0	0.0
Total Office of the Integrity Commissioner	(3.1)	0.0	(3.1)	0.0	0.0
Office of the Ombudsperson					
To re-allocate insurance budget	7.6	0.0	7.6	0.0	0.0
Total Office of the Ombudsperson	7.6	0.0	7.6	0.0	0.0
Total Other City Programs	(81.3)	0.0	(81.3)	0.0	0.0
Total City Programs	5,186.2	0.0	5,186.2	0.0	0.0

Appendix D3

CITY OF TORONTO 2019 INSURANCE BUDGET REALLOCATION FOR THE FOUR MONTHS ENDED APRIL 30, 2019 (\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Agencies					
Toronto Public Health					
To re-allocate insurance budget	(4.3)	0.0	(4.3)	0.0	0.0
Total Toronto Public Health	(4.3)	0.0	(4.3)	0.0	0.0
Toronto Public Library					
To re-allocate insurance budget	434.3	0.0	434.3	0.0	0.0
Total Toronto Public Library	434.3	0.0	434.3	0.0	0.0
Association of Community Centres					
To re-allocate insurance budget	(15.4)	0.0	(15.4)	0.0	0.0
Total Association of Community Centres	(15.4)	0.0	(15.4)	0.0	0.0
Exhibition Place					
To re-allocate insurance budget	(12.6)	0.0	(12.6)	0.0	0.0
Total Exhibition Place	(12.6)	0.0	(12.6)	0.0	0.0
TO Live					
To re-allocate insurance budget	324.7	0.0	324.7	0.0	0.0
Total TO Live	324.7	0.0	324.7	0.0	0.0
Toronto Zoo					
To re-allocate insurance budget	7.4	0.0	7.4	0.0	0.0
Total Toronto Zoo	7.4	0.0	7.4	0.0	0.0
Yonge/Dundas Square					
To re-allocate insurance budget	22.6	0.0	22.6	0.0	0.0
Total Yonge/Dundas Square	22.6	0.0	22.6	0.0	0.0
Toronto Police Service					
To re-allocate insurance budget	(943.2)	0.0	(943.2)	0.0	0.0
Total Toronto Police Service	(943.2)	0.0	(943.2)	0.0	0.0
Heritage Toronto					
To re-allocate insurance budget	0.2	0.0	0.2	0.0	0.0
Heritage Toronto	0.2	0.0	0.2	0.0	0.0
Total Agencies	(186.2)	0.0	(186.2)	0.0	0.0

Appendix D3

CITY OF TORONTO
2019 INSURANCE BUDGET REALLOCATION
FOR THE FOUR MONTHS ENDED APRIL 30, 2019
(\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2020 Incremental Outlook
Corporate Accounts					
Non-Program Expenditures					
To re-allocate insurance budget	(5,000.0)	0.0	(5,000.0)	0.0	0.0
Total Non-Program Expenditures	(5,000.0)	0.0	(5,000.0)	0.0	0.0
Total Corporate Accounts	(5,000.0)	0.0	(5,000.0)	0.0	0.0
Total Tax Supported Operations	0.0	0.0	0.0	0.0	0.0
Total Rate Supported Operations	0.0	0.0	0.0	0.0	0.0
Total City Operations	0.0	0.0	0.0	0.0	0.0

Appendix E

Figure 7: Community and Social Services Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
			trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Housing Secretariat	4-Month	0.2	▲	(0.2)	▼	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Children's Services	4-Month	20.3	▲	(20.3)	▼	0.0	—	Ⓞ	1.0	▲	(1.0)	▼	0.0	—	Ⓞ
Court Services	4-Month	1.6	▲	(0.3)	▼	1.2	▲	Ⓢ	2.0	▲	1.6	▲	3.6	▲	Ⓞ
Economic Development & Culture	4-Month	0.7	▲	0.1	▲	0.8	▲	Ⓞ	0.8	▲	(1.5)	▼	(0.7)	▼	Ⓡ
Toronto Paramedic Services	4-Month	(0.4)	▼	(0.9)	▼	(1.3)	▼	Ⓡ	(4.2)	▼	(4.3)	▼	(8.5)	▼	Ⓡ
Long Term Care Homes and Services	4-Month	1.8	▲	(0.8)	▼	1.1	▲	Ⓞ	0.9	▲	0.0	—	0.9	▲	Ⓞ
Parks, Forestry & Recreation	4-Month	5.8	▲	(3.3)	▼	2.5	▲	Ⓞ	12.7	▲	(12.7)	▼	0.0	—	Ⓞ
Shelter, Support & Housing Administration	4-Month	43.6	▲	(49.0)	▼	(5.5)	▼	Ⓞ	1.9	▲	(1.9)	▼	(0.0)	—	Ⓡ
Social Development, Finance & Administration	4-Month	2.3	▲	(0.8)	▼	1.6	▲	Ⓞ	3.1	▲	(3.3)	▼	(0.2)	▼	Ⓡ
Toronto Employment & Social Services	4-Month	33.5	▲	(33.5)	▼	0.0	—	Ⓞ	54.7	▲	(54.7)	▼	0.0	—	Ⓞ
Total	4-Month	109.4	▲	(109.0)	▼	0.4	▲	Ⓞ	73.1	▲	(77.9)	▼	(4.8)	▼	Ⓡ
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 Four Months Ended April 30, 2018

Appendix E

Community and Social Services

Four Month Results	Year-End Projections
<p>Affordable Housing Office:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.187 million due to underspending in salaries and benefits resulting from delays in filling vacant positions approved through the 2019 Budget Process. Underachieved federal-provincial affordable housing grant revenues of \$0.167 million corresponding to underspending in federal-provincial affordable housing grant funded programs. Favourable net variance of \$0.020 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, the Housing Secretariat is projecting a net zero variance at the end of 2019 with revenues matched to anticipated program expenditures.
<ul style="list-style-type: none"> 5.0 positions below the approved complement, which represents the equivalent of a 16.1% vacancy rate after considering budgeted Gapping. Hiring processes are underway to fill the existing vacancies. 	<ul style="list-style-type: none"> Full complement is projected at the end of 2019.
<p>Children's Services:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$20.341 million is primarily attributable to underspending in federally and provincially funded programs, in anticipation of the release of updated provincial funding guidelines. As a result, implementation delays have occurred in the Wage Enhancement and Fee Stabilization grant programs, and in the delivery of capital grants to third party providers. In addition, there 	<ul style="list-style-type: none"> Favourable gross variance of \$16.100 million, primarily attributable to projected underspending in program areas where implementation delays have occurred in anticipation of the release of updated provincial funding guidelines. In addition, there is corresponding underspending in salaries and benefits due to delays in filling staff vacancies. Revenues are projected to be underachieved by \$15.100 million, corresponding to projected

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2018

<p>is corresponding underspending in salaries and benefits due to delays in filling staff vacancies.</p> <ul style="list-style-type: none"> • Under achieved revenues of \$20.341 correspond to underspending in the delivery of provincially and federally funded programs, in anticipation of the 2019 provincial funding guidelines and programming allocations. • Zero net variance, with underspending in gross expenditures fully offset by underachieved revenues. 	<p>underspending in provincially and federally funded programs.</p> <ul style="list-style-type: none"> • Projected favourable year-end net variance of \$1.000 million due to the City funded portion of program areas where implementation delays have occurred. • Once the details that impact the 2019 provincial funding formula have been announced, the program will report to Council on any required amendments to the 2019 Approved Operating Budget, and will revise the year-end projections.
<ul style="list-style-type: none"> • 28 positions or 2.5% below the approved complement, which represents the equivalent of 0.9% vacancy rate after budgeted gapping. • The key driver for the year-to-date vacancies is the time required to hire positions to administer the Child and Family programming (transferred from the Province), as well as new positions added in 2019 to increase service at the Lawrence Avenue East Child Care Centre. 	<ul style="list-style-type: none"> • 20 positions, or 1.8% of the approved complement, which represents the equivalent of 0.4% after considering gapping.
<p>Court Services:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$1.560 million due to underspending in salaries and benefits resulting from delays in hiring and lower than anticipated expenditures for honorarium and interpreter services costs. • Underachieved revenues of \$0.336 million resulting from lower than plan ticket issuance (Budget of 128,664 vs Actual 106,327) for a variance of 22,337 tickets. • Favourable net variance of \$1.224 million primarily due to under spending in salaries and benefits and non-payroll costs partially offset by underachieved revenue from ticket issuance. 	<ul style="list-style-type: none"> • Projected favourable gross expenditure variance of \$2.043 million due to delays in hiring and lower other non-payroll expenditures such as honorarium for tribunal members and interpreter costs. • Overachieved revenues of \$1.591 million. While the volume of ticket issuance continues to decline, Court Services is projecting revenues to exceed plan as a result of a change in revenue recognition method from recognition of revenue at final conviction for a ticket/charge to recognition at the time a ticket is issued. This change will more than offset revenue losses from declining ticket issuance

	<p>and bring the accounting treatment of actual revenues in line with the development of the revenue budget which is based on the estimated number of tickets issued and the average amount of revenue per ticket.</p> <ul style="list-style-type: none"> • Projected favourable year-end net variance of \$3.634 million resulting from delays in hiring and other non-salary expenses and higher than plan revenues.
<ul style="list-style-type: none"> • 28.0 positions below the approved complement, which after considering budgeted gapping represents the equivalent of 8.8% vacancy rate after budgeted gapping. One the key driver of year-to-date vacancies are hiring delays for new positions approved through the 2019 Budget Process. 	<ul style="list-style-type: none"> • Full complement is projected at the end of 2019.
<p>Economic Development & Culture:</p> <ul style="list-style-type: none"> • Favourable net expenditures of \$0.764 million or 4.0% below the 2019 Approved Operating Budget is driven by: <ul style="list-style-type: none"> • Underspending of 0.060 million in consulting costs due to delays in the Construction Mitigation Study for the BIAs. • Due to timing of hiring, trade missions and contracted services, other expenditures are underspent by \$0.577 million. Underspending from vacancies will be used to offset pressures arise from the Collision Conference in May 2019. • Favorable revenue of \$0.110 million is primarily due to sponsorship funding secured earlier than anticipated. 	<ul style="list-style-type: none"> • Economic Development and Culture (EDC) projects an unfavorable net expenditures of \$0.700 million by year-end due to loss of funding from Tourism Toronto \$0.700 million • It is anticipated that due to lower sponsorship funding for Nuit Blanche and fewer events be awarded by the Toronto Significant Events Investment Program (TSEIP), both expenditures and revenues will be lower than budget.

<ul style="list-style-type: none"> • 13.9 positions below approved complement, representing a 1.5% vacancy rate after consideration of budgeted gapping. • EDC is in the process of filling vacancies. Of the 13.9 vacant positions, 6.9 are new positions created through the 2019 budget process and will be filled in the second half of the year. 	<ul style="list-style-type: none"> • EDC is in the process to filling vacancies. 1.9 positions below approved complement is projected at year-end.
<p>Toronto Paramedic Services:</p> <ul style="list-style-type: none"> • Unfavourable gross expenditure variance of \$0.405 million attributable to increased overtime and WSIB costs as a result of increased workload pressures due to call volume growth partially offset by savings in salaries and benefits as the first hiring of paramedics occurred in late April. • Underachieved revenues of \$0.860 million as a result of lower than expected Land Grant funding. • Unfavourable net variance of \$1.265 million due to pressures from increased call volumes and lower than planned provincial funding. 	<ul style="list-style-type: none"> • Projected unfavourable gross expenditure variance of \$4.196 million due to increased overtime and WSIB costs resulting from anticipated increase in call volume. These pressures are projected to be partially offset by savings in hydro. • Revenues are projected to be underachieved by \$4.290 million due to lower than planned provincial funding. • Projected unfavourable year-end net expenditure variance of \$8.486 million due to call volume increases and lower provincial grants.
<ul style="list-style-type: none"> • 18 positions or 1.2% below the approved complement, which, after considering gapping, represents full complement. 	<ul style="list-style-type: none"> • 15 positions or 1.0% 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 \$1.836 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 \$0.781 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 \$0.933 million primarily from anticipated lower expenses in utilities from 5-yr agreement to lock in rates with the province. • Revenues are projected to be on plan. • Projected net favourable variance of \$0.933 million resulting from savings in utilities.

<ul style="list-style-type: none"> Favourable net variance of \$1.054 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"> 177 positions below the approved complement. This program does not currently have gapping. 	<ul style="list-style-type: none"> Full Complement
<p>Parks, Forestry & Recreation:</p> <ul style="list-style-type: none"> A favourable year-to-date net variance of \$2.505 million or 3.3% consisting of a favourable gross expenditure variance of \$5.807 million or 5.2% that is partially offset by an unfavourable revenue variance of \$3.302 million or 9.0% Under-spending in salaries and benefits of \$2.865 million is mainly due to slow hiring for capital initiatives, 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 in hydro of \$0.528 million or 7.9% primarily due to lower rates than planned. Other underspending is primarily from contract commitments that have not yet been realized in services and rents. Underachieved revenues are mainly due unrecovered capital recoveries due to delayed project implementation, temporary location closures and weather impacts. 	<ul style="list-style-type: none"> No net variance is expected at year-end. The savings in salaries and benefits due to the delayed filling of positions and the lower hydro expenditure are expected to be completely reduced by the underachieved revenues.

<ul style="list-style-type: none"> • 177.2 positions below approved complement due to delays in filling seasonal and newly created positions. After considering budgeted gapping of 6.0%, this represents the equivalent of a full complement. 	<ul style="list-style-type: none"> • 100.6 positions below approved complement. After considering budgeted gapping of 6.0%, this represents the equivalent of a full complement.
<p>Shelter, Support & Housing Administration:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$43.555 million primarily due to underspending of \$50.401 million in the following Social Housing System Management Service programs: Underspending of \$21.464 million in federal-provincially funded social housing capital programs (SHAIP and SHIP); Underspending of \$23.990 million for the development of new affordable housing both resulting from project delays and timing differences and underspending \$5.947 million in social housing provider subsidies for property taxes, mortgage payments, operating and rent subsidies. The underspending in the Social Housing service has been partially offset by overspending of \$7.922 million in Hostel Services due to cost escalations in the motel program of the Human Services Response to the influx of refugees to the City. • Underachieved revenues of \$49.023 million resulting from lower recognition of grant revenues corresponding to underspending in federal-provincially funded social and affordable housing capital projects and Housing Support programs. • Unfavourable net expenditure variance of \$5.468 million primarily from underspending in the Social Housing System Management service which has been more than offset by under achieved revenues and overspending in Hostels Services. 	<ul style="list-style-type: none"> • Favourable gross expenditure variance of \$1.936 million. To address the cost escalation in the motel program, SSHA has expanded its roster of motels and implemented a corrective action plan to mitigate the impact of the motel price increases for accommodation and meals. The balance of gross underspending will result primarily from hiring delays to fill vacancies occurring throughout the year. • Lower than plan revenues of \$1.937 million due to underspending in social housing corresponding to underspending in social housing support programs. • Net expenditure variance of \$0 with underspending in salaries and benefits and Social Housing support programs fully offset by federal-provincial revenues.

<ul style="list-style-type: none"> • 89 positions below the approved complement, which after considering budgeted gapping represents the equivalent of a 4.0% vacancy rate. • Key drivers for the year-to-date vacancies include hiring delays for 26 new positions added to SSHA's complement during the 2018 Budget Process which were scheduled to start in Q3-2019. Further, 24 capital delivery positions are vacant due to project implementation delays and will be filled as spending on these projects accelerate. 	<ul style="list-style-type: none"> • 27 positions or 3.0% below the approved complement, which after considering budgeted gapping represents the equivalent of a full complement.
<p>Social Development, Finance and Administration:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$2.338 million is due to the underspending of \$0.857 million in the Transit Fair Equity program due to delayed billings from TTC, delayed grant payments of \$1.072 million to community agencies as well as underspending of \$0.339 million in salaries and benefits due to delays in hiring. The 2019 Gross Expenditure Budget also included federally funded National Crime Prevention programming expenditures totaling \$0.352 million for Jan-April period, funding for which will not be received. • Underachieved revenues of \$0.760 million corresponds to delayed grant payments to community agencies and unfunded National Crime Prevention programming. • Favourable net variance of \$1.578 million reflects underspending in the Transit Fare Equity program and savings in salaries and benefits. 	<ul style="list-style-type: none"> • Projected favourable year-end gross expenditure variance of \$3.137 million is due to \$3.337 million in National Crime Prevention programming expenditures which will not be incurred as the funding from the Federal government was not approved. These will be partially offset by \$0.200 million in unbudgeted additional costs to expand the Focus and Crisis Response gun violence prevention programs following Council direction (EX2.5: 2019 Capital and Operating Budgets). • Underachieved revenues of \$3.337 million corresponds to unfunded National Crime Prevention programming as the funding request to the Federal government was not approved. • Projected unfavourable year-end net variance of \$0.200 million reflects Council direction, as noted above, to provide funding for additional costs to expand the Focus and Crisis Response gun violence prevention programs from within the 2019 Approved Budget.

<ul style="list-style-type: none"> 15.0 positions or 8.2% below the approved complement, which represents the equivalent of 5.7% vacancy rate after budgeted gapping. 9 vacant positions correspond to unfunded National Crime Prevention programming. SDFA is in the process of hiring the remaining 6 vacant positions. 	<ul style="list-style-type: none"> 9.0 positions or 4.9% below the approved complement, which represents the equivalent of a 2.4% vacancy rate after budgeted gapping. All vacancies are related to unfunded Federal National Crime Prevention programming.
<p>Toronto Employment & Social Services:</p> <ul style="list-style-type: none"> Favourable gross expenditure variance of \$33.519 million primarily due to lower than planned caseload resulting in lower program administration costs and client financial benefits. Underachieved revenues of \$33.519 million attributed to lower than planned expenditure-based provincial subsidies and lower than anticipated reserve draws required. Zero net variance due to lower caseload driven Ontario Works (OW) benefits offset by lower expenditure-based provincial subsidies. The year-to-date average monthly caseload was 82,064; 3,936 cases or 4.6% lower than budget. 	<ul style="list-style-type: none"> Projected favourable year-end gross expenditures variance of \$54.721 million resulting from lower than planned caseload driven OW benefits and program delivery expenditures. Underachieved revenues of \$54.721 million projected as a result of lower expenditure-based provincial subsidies. Projected zero year-end net variance as lower gross expenditures will be offset by lower expenditure-based provincial subsidies and draws from reserves.
<ul style="list-style-type: none"> 51 positions or 2.7% below the approved complement, which represents the equivalent of 0.6% vacancy rate after budgeted gapping. Key drivers behind the year-to-date vacancies are a higher than anticipated attrition rate and TESS maintaining staff levels below budget due to the uncertainty/potential change of 2019 Provincial program delivery funding. 	<ul style="list-style-type: none"> 37 positions or 1.9% below the approved complement, which represents the equivalent of a full complement after budgeted gapping.

Appendix E

Figure 8: Infrastructure and Development Services Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Planning	4-Month	0.8	▲	(0.5)	▼	0.3	▲	Ⓢ	1.2	▲	(0.7)	▼	0.5	▲	Ⓢ
Fire Services	4-Month	0.9	▲	4.6	▲	5.5	▲	Ⓢ	(2.2)	▼	2.1	▲	(0.1)	▼	Ⓢ
Municipal Licensing & Standards	4-Month	1.6	▲	3.4	▲	5.1	▲	Ⓢ	2.6	▲	3.9	▲	6.5	▲	Ⓢ
Policy, Planning, Finance and Administration	4-Month	1.5	▲	(1.0)	▼	0.4	▲	Ⓢ	1.9	▲	(1.5)	▼	0.4	▲	Ⓢ
Engineering and Construction Services	4-Month	2.8	▲	(2.0)	▼	0.7	▲	Ⓢ	7.6	▲	(6.1)	▼	1.5	▲	Ⓢ
Toronto Building	4-Month	1.7	▲	2.1	▲	3.8	▲	Ⓢ	4.6	▲	7.3	▲	11.9	▲	Ⓢ
Transportation Services	4-Month	(2.9)	▼	2.6	▲	(0.4)	▼	Ⓢ	7.0	▲	(3.9)	▼	3.1	▲	Ⓢ
Total	4-Month	6.4	▲	9.1	▲	15.5	▲	Ⓢ	22.8	▲	1.1	▲	23.9	▲	Ⓢ
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 Four Months Ended April 30, 2019.

Appendix E

Infrastructure and Development Services

Four Month Results	Year-End Projections
City Planning: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.839 million due to underspending in salaries and benefits as City Planning continues to recruit and fill its vacant positions. Unfavourable revenue variance of \$0.494 million due to lower volumes of development application received year to date as well as lower recoveries for capital positions due to staffing vacancies. 	<ul style="list-style-type: none"> Favourable projected gross expenditure variance of \$1.245 million due to staff vacancies. Unfavourable projected revenue variance of \$0.739 million due to lower volumes of development application and lower capital recoveries as a result of staffing vacancies
<ul style="list-style-type: none"> City Planning is 48.0 positions below approved complement of 440.0, which after considering the budgeted gapping rate, is equivalent to a 4.8% operating vacancy rate. 	<ul style="list-style-type: none"> City Planning is projected to be 38.0 positions below the approved complement of 440.0 positions, which is equivalent to a 4.4% operating vacancy rate.
Fire Services: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.877 million is mainly due to underspending in salary and benefits of \$1.075 million, which offsets the year to date overspending for the WSIB costs of \$0.360 million, and underspending in other operational expenses of \$0.162 million. Over achieved revenues of \$4.588 million reflect higher than planned false alarm fee revenues and the receipt of HUSAR funding that will be re-allocated to fund the HUSAR building expansion project, with a portion of the revenue available to offset HUSAR operational expenditures. 	<ul style="list-style-type: none"> Overspending of \$2.188 million gross is projected due to over spent WSIB claims payments and over spending in non-salary operational expenses of \$0.675 million. Revenues are projected to be over achieved by \$2.100 million, primarily due to false alarm claims that exceed budget. \$0.088 million unfavourable net, with gross overspending partially offset by overachieved revenues.

<ul style="list-style-type: none"> • Favourable net of \$5.464 million net, reflecting the program gross expenditure underspending and over achieved revenues. 	
<ul style="list-style-type: none"> • 55 positions or 1.7% 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 in Q4, 2020. 	<ul style="list-style-type: none"> • 46 positions or 1.4% below the approved complement, reflecting anticipated retirements which, after considering gapping, represents full complement.
<p>Municipal Licensing & Standards:</p> <ul style="list-style-type: none"> • Under-expenditures totaling \$2.177 million arise from salaries and benefits savings due to processing time to fill vacancies (\$1.664 million), and lower than anticipated expenditures (\$0.513 million) for materials, supplies and other expenses. This includes delayed spending on fleet maintenance, software, footwear, printing and consultants. <ul style="list-style-type: none"> • These under-expenditures were partially offset by over-expenditures of \$0.541 million mainly due to higher than planned expenditures for sourcing new uniforms and new crests (\$0.146 million), for furnishings & computer hardware for office renovations (\$0.043 million, for professional medical & supplies and external training (\$0.113 million). • The resulting gross expenditures reflect a total favourable variance of \$1.636 million. • Higher than planned revenue of \$3.416 million was primarily comprised of \$4.072 million in higher than expected volumes of PTC (Private Transportation Company) applications, trip fees and higher than planned 	<ul style="list-style-type: none"> • Projecting to be under budget at year-end with a favourable net expenditure variance (surplus) of \$6.542 million. • Expenditures of \$62.196 million are projected to be under budget by \$2.610 million or 4.2% at year-end primarily due to staff vacancies and includes: <ul style="list-style-type: none"> • Vacancy related underspending in salaries and benefits (\$4.762 million) is due to the length of time it takes to fill staff positions; • Deferral of grant distribution to Toronto Wildlife Centre (\$0.750 million). • Higher spending than planned in services and rents (\$2.890 million) mainly for office renovation to accommodate additional employees at the 1530 Markham location as well as facilities in Etobicoke and at 433 Eastern Ave; at the East York Civic Centre and Toronto Animal Services (\$2.570 million) and labour market and congestion studies (\$0.250 million);

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<p>revenue of \$0.210 million from licenses & permits as well as other fees and service charges.</p> <ul style="list-style-type: none"> • Lower revenue of \$0.866 million offset these higher than planned revenues and was mainly the result of delayed apartment building inspection & audit fees (\$0.322 million); waived animal licensing and adoption fees for low-income individuals (\$0.181 million) and lower than planned revenue for business licensing (\$0.364 million). • The resulting net expenditures reflect a total favourable variance (surplus) of \$5.051 million as of the 4 month period ended April 30, 2019. 	<ul style="list-style-type: none"> • Revenue of \$42,140 million is projected to be over-achieved by \$3.932 million or 9.3% at year-end. The Program is anticipating: <ul style="list-style-type: none"> • Lower than planned revenues from Short Term Rentals due to delayed implementation, from Animal Services revenue due to waived fees and for sundry recoveries. (\$0.852 million); • Deferral of reserve funding for the Toronto Wildlife Centre (\$0.750 million); • Lower than planned revenues from business licenses (\$0.364 million); • Offset by higher than planned revenues from the volume of PTC applications and trip fees (\$5.898 million);
<ul style="list-style-type: none"> • ML&S is 69 positions below total approved complement of 526.5 positions due to an on-going recruiting process. After considering budgeted gapping, this is equivalent to an 11.1% vacancy rate. • The Program is actively filling vacancies with a class of approximately 30 Municipal Standards Officers to be hired by the end of the second quarter. 	<ul style="list-style-type: none"> • It is projected that ML&S will be 20 positions below the total approved complement of 526.5 due to on-going recruiting issues. • After considering budgeted gapping, this is equivalent to a 1.8% vacancy rate.
<p>Policy, Planning, Finance & Administration:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$1.481 million primarily as a result of staff vacancies and partially due to the timing of software licenses. • Unfavourable revenue variance of \$1.034 million as a result of lower than anticipated inter-divisional recoveries and capital recoveries due to staffing vacancies as well as lower recoveries from Metrolinx due to a slower pace on the transit projects. 	<ul style="list-style-type: none"> • Favourable gross expenditure variance of \$1.890 million as a result of staff vacancies and delays with the Metrolinx Regional Express Rail project. • Unfavourable variance of \$1.477 million as a result of lower capital recoveries and inter-divisional recoveries due to staffing vacancies.
<ul style="list-style-type: none"> • PPF&A is 21.0 positions below the approved complement of 211.1, which after considering the budgeted operating 	<ul style="list-style-type: none"> • PPF&A is projecting to be 8.0 positions below the approved complement, which after considering the

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gapping rate, is equivalent to a 0.8% operating vacancy rate.	budgeted operating gapping rate, is equivalent to full complement.
Engineering and Construction Services: <ul style="list-style-type: none"> • Under-spending in salaries & benefits and related non-salary expenses due to vacant positions as a result of the highly competitive market for engineering professionals. • Lower recoveries from client capital projects resulting from vacant positions, and lower user fees mostly due to TTC project delays. • 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 as a result of the vacant positions, and lower user fees mostly due to TTC project delays will also continue. • 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"> • 71.0 positions below the approved complement due to a combination of challenges, namely exits (retirements and transfers to other Divisions) and attracting and retaining engineering professionals in a highly competitive market. • After considering budgeted gapping, it is equal to a 3.6% operating vacancy rate. 	<ul style="list-style-type: none"> • Vacancies are expected to remain relatively unchanged for the remainder of 2019, with 70.0 positions below the approved complement by year-end. • After considering budgeted gapping, it is equal to a 4.1% operating vacancy rate.
Toronto Building: <ul style="list-style-type: none"> • Toronto Building has a positive net expenditure variance of \$3.811 million year-to-date. • Other gross expenditures are under budget by \$1.733 million mainly due to: <ul style="list-style-type: none"> • Underspending in salaries and benefits as a result of vacant positions (\$1.352 million); • Underspending in professional services due to less than expected training expenses and contracted services related to lower than expected remedial action costs; and 	<ul style="list-style-type: none"> • Toronto Building is projecting positive net expenditure variance of \$11.880 million at year end. • The projected gross expenditures will be under budget by \$4.575 million mainly due to vacant positions. • The projected positive revenue variance of \$7.305 million is driven by greater volumes of building permit applications than planned. • Toronto Building continues to actively monitor its spending against the Council Approved 2019 Operating Budget. Any year end surplus or deficit

<ul style="list-style-type: none"> • Inter-divisional charges mostly related to delayed hiring for Information Technology positions funded by Toronto Building. • Revenues were higher than budgeted by \$2.078 million driven by the sustained high volume of building permit applications. • 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. 	<p>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.</p>
<ul style="list-style-type: none"> • 40 positions below approved complement of 472.0 positions. 	<ul style="list-style-type: none"> • 38 positions below approved complement of 472.0 positions.
<p>Transportation Services:</p> <ul style="list-style-type: none"> • Higher costs for the winter maintenance program in Q1 of 2019 due to the cost of snow removal activities and higher than planned number of plowing and salting events, and increased maintenance costs for red light camera infrastructure and street lighting on hydro poles. • Partially offset by lower costs due to delays in contracted utility cut repairs as a result of the late Spring, and lower contract costs for graffiti management as portions of the program have transitioned to community groups. • Higher right-of-way permit fees due to higher than expected construction activity, and higher permit revenues received sooner than expected for short-stream inspection fees. 	<ul style="list-style-type: none"> • Under-spending in the winter maintenance program, partially offset by higher than planned costs in Q1 of 2019, and assuming mild winter weather in the final part of 2019 as experienced in the past 2 years. • Lower street lighting costs due to lower than expected hydro rates, under-spending in salaries & benefits and related non-salary expenses due to vacant positions, and lower contract costs for graffiti management as portions of the program have transitioned to community groups. • Partially offset by higher fleet maintenance costs associated with older vehicles pending

<ul style="list-style-type: none"> Partially offset by lower capital recoveries due to vacant positions, and lower boulevard parking permit fees due to lower application volumes. 	<p>replacement, and higher than planned costs for facilities maintenance needs.</p> <ul style="list-style-type: none"> Lower recoveries from capital projects resulting from vacant positions, lower Public Realm Reserve Fund recoveries as net costs incurred are expected to be lower than planned, and under-achieved boulevard parking permit fees due to lower application volumes. Partially offset by higher right-of-way permit fees due to higher than expected construction activity.
<ul style="list-style-type: none"> 153.0 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, there are a higher number of staff vacancies as Transportation Services continues to implement the next phase of its new organizational structure. Of the 153.0 vacancies, approximately one third of the positions are related to the reorganization. After considering budgeted gapping, it is equal to a 3.3% operating vacancy rate. 	<ul style="list-style-type: none"> Vacancies are expected to decline during the remainder of 2019, as the new organizational structure is created and positions are filled, with 80.0 positions below the approved complement by year-end. These vacancies are 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 full complement.

Appendix E

Figure 9: 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	4-Month	0.7	▲	(0.4)	▼	0.3	▲	Ⓒ	2.1	▲	(1.7)	▼	0.5	▲	Ⓒ
Office of the Controller	4-Month	1.9	▲	(1.2)	▼	0.6	▲	Ⓒ	2.3	▲	(1.7)	▼	0.5	▲	Ⓒ
Total	4-Month	2.6	▲	(1.7)	▼	0.9	▲	Ⓒ	4.4	▲	(3.4)	▼	1.0	▲	Ⓒ
<div> <div>Year-to-Date</div> <div>Ⓒ</div> <div>85% to 105%</div> <div>Ⓐ</div> <div>0% to 85%</div> <div>Ⓡ</div> <div>>105%</div> </div> <div> <div>Year-End</div> <div>Ⓒ</div> <div><=100%</div> <div>Ⓡ</div> <div>>100%</div> </div> <div>Net Variance</div>															

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Ended April 30, 2019.

Appendix E

Finance and Treasury Services

Four Month Results	Year-End Projections
Office of the Chief Financial Officer & Treasurer: <ul style="list-style-type: none"> Favourable gross expenditures variance of \$0.711 million, mainly due to delay in filling vacant positions, is offset by resulting \$0.442 million in lower recoveries from Reserves Funds and capital projects.. 	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$0.456 million due to vacancies.
<ul style="list-style-type: none"> 35.0 positions below the approved complement (17.0 operating and 18.0 capital). After considering budgeted gapping of 2.4%, this represents the equivalent of 11.3% operating vacancy rate. 	<ul style="list-style-type: none"> 9.0 positions (6.0 operating and 3.0 capital) below the approved complement, and after considering 2.1% budgeted gapping, this represents the equivalent of a 2.7% operating vacancy rate.
Office of the Controller: <ul style="list-style-type: none"> Favourable variance in gross expenditures of \$1.878 million is primarily attributable to underspent salaries and benefits on vacancies partially offset by over-expenditures in postage. Revenues were under-achieved mainly due to lower recoveries from divisions and transfers from reserve funds. 	<ul style="list-style-type: none"> Projected overall favourable gross expenditures of \$2.256 million mainly from salary underspend related to vacant positions, which will be partially offset by the renovation costs of \$0.500 million for the Employee Service Centre initiative and dedicated HR support. Revenues are projected to be \$1.721 million under-achieved at year-end mainly due to lower transfers from recoveries from divisions and reserve/reserve funds.
<ul style="list-style-type: none"> 91.7 positions below the approved complement (68.7 operating and 23.0 capital). After considering budgeted gapping of 3.0%, this represents the equivalent of a 7.7% operating vacancy rate. Recruitment strategies are underway for vacant positions. 	<ul style="list-style-type: none"> 28.5 positions (23.5 operating and 5.0 capital) below the approved complement, and after considering 3.0% budgeted gapping, this represents the equivalent of a 0.7% operating vacancy rate.

Appendix E

Figure 10: Corporate Services Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Facilities, Real Estate, Environment & Energy	4-Month	5.7	▲	(0.1)	▼	5.6	▲	Ⓜ	4.5	▲	(4.0)	▼	0.5	▲	Ⓢ
Fleet Services	4-Month	(0.1)	▼	(0.3)	▼	(0.4)	▼	Ⓡ	(1.3)	▼	1.3	▲	0.0	—	Ⓢ
Information & Technology	4-Month	3.9	▲	(2.7)	▼	1.3	▲	Ⓢ	11.8	▲	(11.8)	▼	0.0	—	Ⓢ
311 Toronto	4-Month	0.1	▲	(0.1)	▼	0.0	—	Ⓢ	1.1	▲	(1.1)	▼	0.0	—	Ⓢ
Total	4-Month	9.7	▲	(3.2)	▼	6.5	▲	Ⓢ	16.1	▲	(15.6)	▼	0.6	▲	Ⓢ
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 Four Months Ended April 30, 2019.

Appendix E

Corporate Services

Four Month Results	Year-End Projections
Facilities, Real Estate, Environment & Energy: <ul style="list-style-type: none"> Favourable variance of \$5.616 million net is primarily attributable to staff vacancies relating to new positions recently added through the 2019 budget and the ability to attract and retain specialized or skilled labour in a competitive labour market, and underspend in utilities due to lower consumption and hydro rates resulting from global adjustments. 	<ul style="list-style-type: none"> Net favourable variance of \$0.517 million is expected to be driven by underspend in utilities and operating vacancies offset by anticipated overspend in contracted services related to demand maintenance requests and under-collection from reserves.
<ul style="list-style-type: none"> 201.0 positions below the approved complement mainly driven by staffing delays and the ability to attract and retain specialized or skilled labour in a competitive labour market. After considering budgeted gapping, current vacancies represent the equivalent of an 12.5% 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 and meet service levels. 	<ul style="list-style-type: none"> 178.0 positions below the approved complement. Key drivers of projected vacancies include the ability to attract and retain specialized or skilled labour in a competitive labour market and general delays in the hiring process. After considering budgeted gapping, this represents the equivalent of a 10.6% operating vacancy rate.
Fleet Services: <ul style="list-style-type: none"> Unfavourable gross expenditure variance of \$0.113 million is mainly due to higher maintenance costs for vehicles and equipment that have passed their optimum life, and higher short term vehicle rental costs due to higher volume, partially offset by underspent salaries and benefits due to staff vacancies and lower fuel costs. Lower recoveries from client divisions and reserves of \$0.327 million is due to lower recovery of operating costs 	<ul style="list-style-type: none"> Projected year-end is anticipated to be on budget.

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from clients due to lower fuel usage and lower capital recovery due to vacancies, partially offset by higher short-term vehicle rental recovery.	
<ul style="list-style-type: none"> • 32.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 12.8% operating vacancy rate. • Service levels are being maintained through increased overtime. 	<ul style="list-style-type: none"> • 14.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 4.6% operating vacancy rate.
Information & Technology: <ul style="list-style-type: none"> • Favourable gross expenditures of \$3.936 million are mainly attributable to vacancies in capital and client-funded positions which are offset by lower capital and interdivisional recoveries, and underspending from operating vacancies and lower materials and services costs which result in a favourable net expenditure variance of \$1.275 million. 	<ul style="list-style-type: none"> • Projected year-end is anticipated to be on budget after absorbing divisional pressures such as unfunded student/co-op recruitments, cybersecurity related costs, the unbudgeted IT HR recruitment team and dedicated senior corporate buyer.
<ul style="list-style-type: none"> • 128.0 positions below the approved complement (65 operating and 63 capital). After considering budgeted gapping of 7.7%, this represents the equivalent of a 2.4% operating vacancy rate. 	<ul style="list-style-type: none"> • 93.0 positions (48 operating and 45 capital) below the approved complement, and after considering 7.7% budgeted gapping, this represents the equivalent of a full complement.
311 Toronto: <ul style="list-style-type: none"> • Favourable net expenditure of \$0.009 million is primarily attributable to operating vacancies. Vacancies in the Project Management Office (\$0.119 million) underlie the gross expenditure favourability which is offset by lower recoveries from capital. • Achieved 73% of calls answered within 75 seconds, compared to the 80% Council approved service level. 	<ul style="list-style-type: none"> • Net favourable variance expected at year-end of \$0.039 million reflects operating vacancies.
<ul style="list-style-type: none"> • 9.0 positions below the approved complement. After considering budgeted gapping, this represents the equivalent of 0.4% operating vacancy rate. 	<ul style="list-style-type: none"> • 8.0 positions below the approved complement including 4.0 operating positions expected to be vacant to meet the divisional gapping target. After

<ul style="list-style-type: none"> • There is no service level impact resulting from these vacancies. 	considering budgeted gapping, this represents full complement.
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Appendix E

City Manager's Office

Figure 11: City Manager's Office Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date								Year-End Projection						
		Gross Expenditures		Revenue		Net Variance			Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	%	trend		\$	trend	\$	trend	\$	trend	
City Manager's Office	4-Month	(1.8)	▼	1.4	▲	(0.4)	-3.2%	▼	Ⓞ	(1.3)	▼	1.3	▲	0.0	—	Ⓞ
Year-to-Date Net Variance	Ⓞ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%			Year-End	Ⓞ	<=100%	Ⓡ	>100%			

Four Month Results

City Manager's Office:

- Unfavourable net variance of \$0.383 million or 3.2%, mainly due to overspending in computer software and training expenses, partially offset by underspent salaries and benefits resulting from vacancies.
- 35.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 2.2% operating vacancy rate.
- No service level impact results from these vacancies.

Year-End Projections

- Projected year-end is expected to be on budget.
- 17.0 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a full complement.

Appendix E

Figure 12: Other City Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Clerk's Office	4-Month	0.8	▲	(0.3)	▼	0.5	▲	Ⓞ	0.1	▲	0.0	—	0.1	▲	Ⓞ
Legal Services	4-Month	1.9	▲	(0.6)	▼	1.3	▲	Ⓞ	4.6	▲	(4.2)	▼	0.4	▲	Ⓞ
Mayor's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
City Council	4-Month	1.5	▲	0.0	—	1.5	▲	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	4-Month	4.2	▲	(0.9)	▼	3.3	▲	Ⓞ	4.7	▲	(4.2)	▼	0.5	▲	Ⓞ
Year-to-Date Net Variance		Ⓞ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End		Ⓞ	<=100%	Ⓡ	>100%		

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Appendix E

Other City Programs

Four Month Results	Year-End Projections
City Clerk's Office: <ul style="list-style-type: none"> Favourable net variance of \$0.532 million or 6.0% due mainly to staff vacancies, delayed staff hiring and underspending in paper supplies. 25.7 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a 0.3% operating vacancy rate. 	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$0.100 mainly due to staff vacancies resulting from the corporate challenge of filling these vacancies in a timely manner. 9.2 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of a full complement.
Legal Services: <ul style="list-style-type: none"> Favourable net expenditure of \$1.281 million is mainly due to lower salaries and benefits resulting from staff vacancies, which is partially offset from lower inter-divisional recoveries. Down 48.0 positions (44.5 operating and 3.5 capital) or 9.2% below the approved complement after budgeted gapping. Hiring process is underway to fill vacancies. Legal staff are working overtime to maintain service levels. 	<ul style="list-style-type: none"> Projected year-end net favourable variance of \$0.439 million is mainly due to underspend from delays in filling vacant positions. Legal is actively filling the vacant positions. 9.5 positions below the approved complement, and after considering budgeted gapping, this represents the equivalent of 0.1% vacancy rate.
Mayor's Office: <ul style="list-style-type: none"> Favourable net variance of \$0.017 million or 2.4% due to underspent salaries and benefits. Full complement. 	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement.

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<p>City Council:</p> <ul style="list-style-type: none"> Favourable net variance of \$1.489 million is the net of underspend in Staff Salaries and Benefits, Councillors' Constituency Services and Office Budgets and Council General Budget. 	<ul style="list-style-type: none"> Projected year-end is to be on budget but is dependent on future spending patterns.
<ul style="list-style-type: none"> Full complement There was no service level impact resulting from these vacancies. 	<ul style="list-style-type: none"> Full complement.

Appendix E

Figure 13: 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	9-Month	0.2	▲	0.0	—	0.2	▲	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Integrity Commissioner's Office	9-Month	0.0	—	0.0	—	0.0	—	Ⓐ	0.0	—	0.0	—	0.0	—	Ⓒ
Lobbyist Registrar's Office	9-Month	0.0	—	0.0	—	0.0	—	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Ombudsman's Office	9-Month	0.0	—	0.0	—	0.0	—	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Total	9-Month	0.2	▲	0.0	—	0.2	▲	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Year-to-Date Net Variance		Ⓒ	85% to 105%	Ⓐ	0% to 85%	Ⓡ	>105%	Year-End		Ⓒ	<=100%	Ⓡ	>100%		

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

Appendix E

Accountability Offices

Four Month Results	Year-End Projections
Auditor General's Office: <ul style="list-style-type: none"> Favourable variance of \$0.183 million or 10.4% due to underspent salaries and benefits resulting from staff vacancies. 4.0 positions below the approved complement. 	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement.
Integrity Commissioner's Office: <ul style="list-style-type: none"> Unfavourable variance of \$0.029 million or 18.9% due to underspent salaries and benefits resulting from staff vacancy. 1.0 position below the approved complement. 	<ul style="list-style-type: none"> Projected favourable variance of \$0.025 million at year-end due to underspent salaries and benefits resulting from staff vacancy. Full complement.
Lobbyist Registrar's Office: <ul style="list-style-type: none"> Favourable variance of \$0.011 million or 3.0% due mainly to underspend in services and rents which is partially offset by overspent salaries and benefits. 0.3 positions below the approved complement. The 0.3 temporary position is only filled if operational needs arise. 	<ul style="list-style-type: none"> The projection is to be on budget at year-end. 0.3 positions below the approved complement.
Ombudsman's Office: <ul style="list-style-type: none"> Favourable variance of \$0.024 million or 4.3% due mainly to underspend in services and rents, partially offset by overspend in salaries and benefits and equipment Full complement. 	<ul style="list-style-type: none"> The projection is to be on budget at year-end. Full complement.

Appendix E

Figure 14: Agencies Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Toronto Public Health	4-Month	0.7	▲	(0.7)	▼	0.0	—	ⓐ	3.5	▲	(3.3)	▼	0.2	▲	ⓐ
Toronto Public Library	4-Month	(1.5)	▼	1.0	▲	(0.5)	▼	ⓐ	(2.2)	▼	2.2	▲	0.0	—	ⓐ
Association of Community Centres	4-Month	0.2	▲	0.0	—	0.2	▲	ⓐ	0.0	—	0.0	—	0.0	—	ⓐ
Exhibition Place	4-Month	0.1	▲	0.1	▲	0.3	▲	Ⓨ	0.0	—	0.0	—	0.0	—	ⓐ
Heritage Toronto	4-Month	(0.0)	—	0.0	—	0.0	—	Ⓨ	0.0	—	0.0	—	0.0	—	ⓐ
TO Live	4-Month	1.5	▲	(0.8)	▼	0.7	▲	Ⓨ	0.8	▲	(0.8)	▼	0.0	—	ⓐ
Toronto Zoo	4-Month	2.6	▲	(0.9)	▼	1.7	▲	Ⓨ	0.9	▲	(0.9)	▼	0.0	—	ⓐ
Arena Boards of Management	4-Month	0.1	▲	0.4	▲	0.5	▲	Ⓨ	(0.0)	—	0.1	▲	0.0	—	ⓐ
Yonge Dundas Square	4-Month	0.0	—	0.1	▲	0.1	▲	Ⓨ	(0.1)	▼	0.1	▲	0.0	—	ⓐ
CreateTO	4-Month	0.7	▲	(0.7)	▼	0.0	—	ⓐ	0.0	—	0.0	—	0.0	—	ⓐ

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

Appendix E

Figure 15: 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	4-Month	(0.0)	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Toronto Transit Commission - Conventional	4-Month	11.0	▲	(12.1)	▼	(1.1)	▼	Ⓞ	15.5	▲	(20.0)	▼	(4.5)	▼	Ⓡ
Toronto Transit Commission - Wheel Trans	4-Month	1.9	▲	0.3	▲	2.2	▲	Ⓞ	0.8	▲	0.8	▲	1.5	▲	Ⓞ
Toronto Police Service	4-Month	(3.1)	▼	3.1	▲	0.0	—	Ⓞ	(9.2)	▼	9.2	▲	0.0	—	Ⓞ
Toronto Police Services Board	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	4-Month	14.2	▲	(10.1)	▼	4.1	▲	Ⓞ	9.9	▲	(12.6)	▼	(2.7)	▼	Ⓡ
<div> <div>Year-to-Date Net Variance</div> <div> <div>Ⓞ 85% to 105%</div> <div>Ⓢ 0% to 85%</div> <div>Ⓡ >105%</div> </div> </div> <div> <div>Year-End</div> <div> <div>Ⓞ ≤100%</div> <div>Ⓡ >100%</div> </div> </div>															

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

Appendix E

City Agencies

Four Month Results	Year-End Projections
Toronto Public Health: <ul style="list-style-type: none"> Favourable gross expenditure variance of \$0.740 million mainly attributed to \$0.088 million of underspending in salary and benefits and non-payroll expenditures of \$0.675 million. Underachieved revenues of \$0.739 million are mainly due to lower provincial revenue recovered as a result of lower expenditures. Favourable net variance of \$0.001 million attributed to underspending in programs funded by the Province partially offset by overspending in City funded programs. 	<ul style="list-style-type: none"> Projected net favourable variance of \$0.201 million from underspending of \$3.461 million mainly in salaries and benefits mostly in 100% Provincial and other funded programs partially offset by the corresponding underachieved revenues \$3.260 million.
<ul style="list-style-type: none"> 90 positions or 4.8% below the approved complement, which after considering gapping, represents full complement. 	<ul style="list-style-type: none"> 90 positions or 4.8% below the approved complement, which after considering gapping, represents full complement.
Toronto Public Library: <ul style="list-style-type: none"> Toronto Public Library (TPL) reported an unfavorable net variance of \$0.510 million, consisting of an unfavorable gross expenditure variance of \$1.545 million and a favourable revenue variance of \$1.035 million. Expenditures were higher than budget mainly attributed to increased spending of \$1.086 million for specific initiatives funded by the TPL Foundation and over expenditures of \$0.867 million for information technology, facility and system maintenance, and branch security costs to ensure the safety of customers and staff during regular hours. These additional expenditures were partially offset by lower than expected utility charges of \$0.430 million 	<ul style="list-style-type: none"> Toronto Public Library expects no year-end variance at this time. The budget will be monitored to ensure the net expenditures are on budget at year-end.

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

<p>arising from temporary branch closures for renovations as well as moderate winter weather.</p> <ul style="list-style-type: none"> Revenues were higher than budget due to supplementary grant revenues of \$1.086 million from the TPL Foundation to fund the specific library initiatives, slightly offset by lower than budgeted fine revenues due to branch closures, continued growth in the usage of e-materials, and introduction of pending fine notices prior to due date. 	
<ul style="list-style-type: none"> TPL achieved 3.1% vacancy rate after budgeted gapping target of 3.0%, representing 54.0 positions below 2019 approved complement of 1,732.3 positions. 	<ul style="list-style-type: none"> Consistent with year-to-date results, 54.0 position below the approved complement, representing full complement.
<p>Association of Community Centres:</p> <ul style="list-style-type: none"> Favourable gross variance of \$0.164 million as a result of underspending in salaries and benefits due to staff vacancies, new staff being hired at lower rates and also billing delays of various office administration costs. Overachieved revenues of \$0.021 million due to seasonality of revenue flows. Favourable net variance of \$0.186 million mainly driven by staff vacancies and various administration costs to be expensed by year end. 	<ul style="list-style-type: none"> Projected favourable gross variance of \$0.027 million primarily due to underspending in salaries and benefits from staff changes at lower rates, partially offset by higher than planned office administration costs. Fully achieved revenues. Projected favourable net variance of \$0.027 million due to underspending in salaries and benefits.
<ul style="list-style-type: none"> 1 position or 1.2% below approved complement. Most staff vacancies have been filled. The remaining management staff vacancy will be filled by the end of Q2. 	<ul style="list-style-type: none"> Full complement.
<p>Exhibition Place:</p> <ul style="list-style-type: none"> Exhibition Place reported a favourable net variance of \$0.254 million below the 2019 Approved Operating Budget. <ul style="list-style-type: none"> Favourable expenditure variance of \$0.113 million driven by management energy initiatives and savings. 	<ul style="list-style-type: none"> No variance is expected at year-end.

<ul style="list-style-type: none"> Favourable revenue variance of \$0.141 million due to the timing of an event at the Beanfield Centre & Enercare Centre. 	
<ul style="list-style-type: none"> Full complement 	<ul style="list-style-type: none"> Full complement
Heritage Toronto: <ul style="list-style-type: none"> Heritage Toronto reported net favourable variance of \$0.020 million below the 2019 Approved Operating Budget <ul style="list-style-type: none"> A Favourable revenue variance of \$0.020 million from grant revenue received that will be spent to deliver the Virtual Museums project. 	<ul style="list-style-type: none"> No variance is expected at year-end.
<ul style="list-style-type: none"> Full complement 	<ul style="list-style-type: none"> Full complement
TO Live: <ul style="list-style-type: none"> TO Live reported favourable net expenditure of \$0.687 million or 36.4% below the 2019 Approved Operating Budget. <ul style="list-style-type: none"> The overall surplus of \$0.687 million is primarily due to increased performances and volume of activity higher than anticipated in the rentals operation. Underspending in small capital expenditures of \$0.900 million offset by lower than budget contributions of \$0.900 million from the Facility Fee Reserve Fund, no net impact. 	<ul style="list-style-type: none"> TO Live projects to achieve budget by year-end.
<ul style="list-style-type: none"> 5.2 positions below approved complement of 222.7 due to vacancies yet to be filled offset by 2.5 new unbudgeted capital positions. There is no budgeted gapping for TO Live. 	<ul style="list-style-type: none"> 1.3 positions above approved complement of 222.7 due to new unbudgeted capital positions.
Toronto Zoo: <ul style="list-style-type: none"> Favorable net expenditures of \$1.717 million or 19.3% below the 2019 Approved Operating Budget is driven by: <ul style="list-style-type: none"> \$0.131 million underspending has been achieved by effective control in utilities. 	<ul style="list-style-type: none"> Toronto Zoo is projecting to achieve budget by the end of the year.

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

<ul style="list-style-type: none"> • Due to timing of expenditures and vacancies (due to turnover and retirements), other expenditures are under budget by \$2.491 million. • Cold weather alerts and heavy rainfall in the first four months of 2019 impacted guest attendance which resulted in \$0.904 million shortfall in revenue. 	
<ul style="list-style-type: none"> • 24.0 positions below approved complement of 397.0 due to retirements, staff turnovers and timing of hiring. • This represents a 3.9% vacancy rate after consideration of budgeted gapping. 	<ul style="list-style-type: none"> • 4.0 positions below approved complement of 397.0.
Arena Boards of Management: <ul style="list-style-type: none"> • The Arena Boards of Management reported net favourable variance of \$0.452 million below the 2019 Approved Operating Budget • Bill Bolton and Moss Park reported favourable revenue variances of \$0.150 million and \$0.089 million, respectively due to prepaid revenues for programs starting in the fall. • Ted Reeve reported a favourable expenditure variance of \$0.180 million as budgeted maintenance will be done in the summer offseason. 	<ul style="list-style-type: none"> • The Arena Boards of Management are projecting a favourable net variance of \$0.043 million below the 2019 Approved Operating Budget. • Ted Reeve projects a favourable expenditure variance of \$0.041 million due to budgeted maintenance work in 2019 being postponed to 2020.
<ul style="list-style-type: none"> • Full complement 	<ul style="list-style-type: none"> • Full complement
Yonge Dundas Square (YDS): <ul style="list-style-type: none"> • Yonge-Dundas Square reported net favourable variance of \$0.117 million due to higher than anticipated activity on the square during the first four months. 	<ul style="list-style-type: none"> • Yonge-Dundas Square projects an unfavourable expenditure variance of \$0.110 million from additional IT investment which will be completely offset by \$0.110 million of additional revenues from kiosk rentals and signage, resulting in no net variance at year-end.
<ul style="list-style-type: none"> • Full complement 	<ul style="list-style-type: none"> • Full complement

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

<p>CreateTO</p> <ul style="list-style-type: none"> As of April 30, 2019, favourable gross expenditure of \$0.682 million solely attributable to timing of year-to-date expenditures. Timing of revenue aligns with expenditures, resulting in a net zero variance over approved budget. 	<ul style="list-style-type: none"> CreateTO are projecting to be on budget by year-end, with gross expenditures and revenues of \$12.841 million, resulting in a net zero variance.
<ul style="list-style-type: none"> 8.0 positions or 14% below approved complement of 57.0 due to timing of hiring. 	<ul style="list-style-type: none"> Projecting full strength of 57.0 positions with vacancies expected to be filled later in the year.
<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 2019, 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: Ridership to May 4th was 3.6 million rides or 2% below budget.</p> <p>Passenger Revenues: \$8.2 million decrease.</p> <ul style="list-style-type: none"> \$11.7 million below budget, primarily due to significant inclement weather events experienced in January and February and weekend and holiday ridership that has been 6% below budget. <p>Expenditures:</p> <p>Employee Benefits: \$24.6 million decrease</p> <ul style="list-style-type: none"> Materials & Supplies Expenses: \$3.6 million decrease, primarily due to lower than budgeted vehicle maintenance expenses as a result of improved bus and subway car 	<ul style="list-style-type: none"> Ridership projection of 522.3 million rides or 4.0% below budget. <p>A \$4.5 million or 0.7% year-end deficit is projected</p> <p>Passenger Revenues: \$20 million decrease.</p> <ul style="list-style-type: none"> It is expected that revenue rides will be 4 million below budget by year-end, contributing to \$20 million in under-achieved passenger revenue compared to the 2019 approved operating budget. <p>2019 revenue and revenue rides have been impacted by:</p>

<p>vehicle reliability and ongoing retirements of the legacy streetcar fleet.</p> <ul style="list-style-type: none"> • Corporate Costs: \$3.4 million lower than budget, due to a variety of timing variances such as accident claim payments as well as lower leasing expenses and PRESTO commissions. • Employee Benefits: \$2.5 million decrease primarily due to lower pension fund contributions. The level of recent new hires has contributed to the pension fund variance as new employees are not eligible for matching TTC Pension contributions for the first 6 months of their employment. • Diesel: \$1 million decrease, primarily due to lower than budgeted market prices in the first quarter of the year and lower fuel 	<ul style="list-style-type: none"> • Significant inclement weather events experienced in January and February; and <ul style="list-style-type: none"> ➤ These weather events accounted for most of the revenue variance experienced to date. • Weekend and holiday ridership that has been 6.6% below budget and 10.8% below the 2018 comparable as of May 4, 2019. <p>Expenditures:</p> <p>Employee Benefits: \$5 million decrease</p> <ul style="list-style-type: none"> • Employee benefits are expected to be below budget due to a one-time recovery and lower pension fund contributions. The level of recent new hires has contributed to the pension fund variance as new employees are not eligible for matching TTC Pension contributions for the first 6 months of their employment. <p>Materials and Supplies: \$5 million decrease</p> <ul style="list-style-type: none"> • Lower than budgeted vehicle maintenance expenses are expected to occur primarily as a result of improved bus and subway car vehicle reliability and ongoing retirements of the legacy streetcar fleet. <p>Leasing Expenditures: \$3 million decrease</p>
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	<ul style="list-style-type: none"> Reduced leasing expenses are expected as a result of a delay in the occupation date for the new consolidated warehouse. <p>Diesel and Utilities: \$2 million decrease</p> <ul style="list-style-type: none"> It is anticipated that diesel and utilities expenses will be below budget due to lower consumption rates of the newer bus fleet and lower price and consumption of natural gas. <p>All other changes net to a \$0.2 million favourable variance</p>
<ul style="list-style-type: none"> Current strength of 14,483 positions reflects 452 operating positions below complement, after considering and achieving the gapping target throughout the year. 	<ul style="list-style-type: none"> Anticipated strength of 15,208 positions reflects 106 positions below complement, after considering and achieving the gapping target throughout the year.
<p>Toronto Transit Commission – Wheel-Trans:</p> <p>Revenue:</p> <ul style="list-style-type: none"> Passenger revenue is \$0.3 million above budget, mainly due to an adjusted methodology for the allocation of PRESTO monthly pass revenue between Wheel-Trans and TTC Conventional. <p>Expenditures:</p> <ul style="list-style-type: none"> Labour & Employee Benefits: \$2.2 million decrease primarily due to vacancies in Wheel-Trans operator, bus maintenance and reservationist roles. Recruitment is ongoing to fill these roles. 	<p>Currently, a \$1.5 million (or 1.1%) year-end subsidy surplus is projected</p> <p>Revenue:</p> <ul style="list-style-type: none"> The favourable revenue projection is due to an adjusted methodology for the allocation of PRESTO monthly pass revenue between Wheel-Trans and TTC Conventional. <p>Expenditures:</p> <p>Contracted Taxi Services: \$3.7 million increase</p> <ul style="list-style-type: none"> The increase in cost is attributable to a higher average distance travelled per passenger and

<ul style="list-style-type: none"> Corporate Costs: \$1 million decrease primarily due to timing of Wheel-Trans transformation expenses and lower costs for eligibility appeals Contracted Taxi Services: \$1.5 million increase attributable to a higher average distance travelled per passenger and higher modal share. 	<p>higher modal share, based on year-to-date experience.</p> <ul style="list-style-type: none"> Labour & Employee Benefits: \$3.7 million decrease. While recruitment is ongoing to fill related vacancies, the timing of workforce hiring to date is the leading contributor to this variance. <p>Customer Service: \$0.5 million decrease</p> <ul style="list-style-type: none"> The decrease is primarily due to lower costs for eligibility appeals and lower Transformation project costs.
<p>Projected strength of 571 positions reflects 56 positions below complement.</p>	<p>Projected strength of 637 positions reflects budgeted complement.</p>
<p>Toronto Police Service:</p> <ul style="list-style-type: none"> Toronto Police Services (TPS) reported an unfavourable variance of \$3.074 million in gross expenditures offset by an equivalent amount of favourable variance in revenues. Gross expenditures exceeded budget mainly due to premium pay for Uniform Officers and Civilian positions to work beyond their working hours for court attendance and increased overtime and call-backs to address critical workload and major unplanned events. All these were attributed to lower than expected average number of deployed uniform officers, causing an ongoing need to supplement resources through premium pay to meet policing demands on the frontline as well as support and investigative activities. Favourable revenue variance was attributed to increased cost recoveries, higher than budgeted user fee revenues to reflect volume for reference checks, and paid duty administrative fees. 	<ul style="list-style-type: none"> As these trend continue, projections to year-end indicate that there will be an unfavourable gross expenditure variance of \$9.223 million fully offset by an equivalent amount of favourable revenue variance. While TPS is projecting zero net variance, preliminary projections show that TPS will have to manage unfavourable variance of \$7.5 million in gross expenditures mainly attributed to over expenditures in premium pay. TPS continuously review the timing and pace of hiring, scrutinizing premium pay spending to keep expenditures to an absolute minimum, and reassessing non-salary expenditures as part of the mitigation strategies to stay within the budget.

<ul style="list-style-type: none"> • It is noted that a four-year collective bargaining agreement with the Toronto Police Association have been ratified by the Board. The total 2019 costs of the agreement is \$24.330 million which will be transferred from the Non-Program Expenditure Budget to TPS's 2019 Council Approved Operating Budget to fund the costs associated with the salary and benefit increases. • The negotiations between the Board and the Senior Officers Organization (SOO) are still in progress. Once the new collective agreement for the SOO is reached and ratified, an in-year budget adjustment will be requested. 	
<ul style="list-style-type: none"> • 1,030 positions below full complement of 7,881 positions was a result of increased separations and longer times to fill civilian vacancies than anticipated. 	<ul style="list-style-type: none"> • Actual strength is projected to increase as TPS backfills uniform and civilian vacancies that directly support the frontline such as special constables, crime analysts and 911 communication operators. • Projection to year-end indicates that TPS will have 655 positions below approved complement.
<p>Toronto Police Services Board:</p> <ul style="list-style-type: none"> • Toronto Police Services Board (TPSB)'s spending was on budget. • Included in the 2019 budget is \$1.8 million gross and \$0 net to continue the second year of the Missing Persons Investigations Review which is fully funded from the Tax Rate Stabilization Reserve. 	<ul style="list-style-type: none"> • TPSB expects no year-end variance at this time.
<ul style="list-style-type: none"> • TPSB reported 1.5 positions below approved complement of 8.5 positions. The vacant positions of 1.5 are related to the staffing enhancements that were approved by City Council to strengthen the Board's governance and oversight role. Staffing process is underway to fill these vacant positions. 	<ul style="list-style-type: none"> • Full complement.

Appendix E

Capital & Corporate Financing

The Capital and Corporate Financing accounts reported unfavourable variance of \$0.174 million for the four months ended April 30, 2018 and is expected to be on budget at year-end.

Figure 16: Capital & Corporate Financing Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Capital Financing - Capital from Current	4-Month	0.0	—	0.0	—	0.0	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Technology Sustainment	4-Month	0.0	—	0.0	—	0.0	—	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Debt Charges	4-Month	1.1	▲	(1.3)	▼	(0.2)	▼	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
Total	4-Month	1.1	▲	(1.3)	▼	(0.2)	▼	Ⓔ	0.0	—	0.0	—	0.0	—	Ⓔ
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 Four Months
Ended April 30, 2019.

Appendix E

Capital & Corporate Financing

Four Month Results	Year-End Projections
Capital & Corporate Financing: <ul style="list-style-type: none">• On budget	<ul style="list-style-type: none">• On budget
Technology Sustainment: <ul style="list-style-type: none">• On budget	<ul style="list-style-type: none">• On budget
Debt Charges: <ul style="list-style-type: none">• Lower than planned gross debt charges due to later than forecasted debt issuance.<ul style="list-style-type: none">• Revenue shortfall is primarily due to historical receipt of payments being lower the plan	<ul style="list-style-type: none">• On budget

Appendix E

Non-Program Expenditures

Figure 17: Non-Program Expenditures Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Tax Deficiencies/Writeoffs	4-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Tax Increment Equivalent Grants (TIEG)	4-Month	(0.2)	▼	0.0	—	(0.2)	▼	Ⓞ	(0.5)	▼	0.0	—	(0.5)	▼	Ⓡ
Assessment Function (MPAC)	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Funding of Employee Related Liabilities	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
Other Corporate Expenditures	4-Month	0.9	▲	0.4	▲	1.3	▲	Ⓞ	(0.0)	—	0.0	—	(0.0)	—	Ⓡ
Insurance Premiums & Claims	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Parking Tag Enforcement & Oper.	4-Month	1.9	▲	0.0	—	1.9	▲	Ⓞ	0.6	▲	0.0	—	0.6	▲	Ⓞ
Programs Funded from Reserve Funds	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

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Figure 18: 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	
Vacancy Rebate Program	4-Month	1.0	▲	0.0	—	1.0	▲	Ⓢ	1.3	▲	0.0	—	1.3	▲	Ⓢ
Heritage Property Taxes Rebate	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Tax Rebates for Registered Charities	4-Month	(0.5)	▼	0.5	▲	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Solid Waste Management Rebates	4-Month	4.8	▲	0.0	—	4.8	▲	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Tax Increment Funding (TIF)	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Total	4-Month	7.8	▲	0.9	▲	8.7	▲	Ⓢ	1.4	▲	0.0	—	1.4	▲	Ⓢ
Year-to-Date Net Variance		Ⓢ	85% to 105%	Ⓢ	0% to 85%	Ⓢ	>105%	Year-End		Ⓢ	<=100%	Ⓢ	>100%		

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Non-Program Expenditures

Four Month Results	Year-End Projections
Tax Deficiencies/Write-Offs: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Tax Increment Equivalent Grants (TIEG) <ul style="list-style-type: none"> Higher than planned issuance of Tax Increment Equivalent Grants of \$0.200 million. 	<ul style="list-style-type: none"> Continued trend of higher than budgeted grant issuance of \$0.500 million.
Assessment Function (MPAC): <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Funding Employee Related Liabilities: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Other Corporate Expenditures: <ul style="list-style-type: none"> Under-spending is largely attributed to the actual historical billings being lower the plan. 	<ul style="list-style-type: none"> On budget
Insurance Premiums & Claims: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Parking Tag Enforcement & Operations: <ul style="list-style-type: none"> Favourable gross expenditures of \$1.895 million due to Parking Enforcement Officer vacancies, lower Revenue Services' operating costs and tribunal member honoraria is partially offset by higher MTO Search Fees for MTO vehicle owner information searches. 	<ul style="list-style-type: none"> Gross expenditures are expected to be lower than budget due to Parking Enforcement Officer vacancies savings and lower tribunal member honoraria.
<ul style="list-style-type: none"> 17 vacancies or 4.3% below the approved complement. 	<ul style="list-style-type: none"> The complement is expected to be on budget at year-end.
Programs Funded from Reserve Funds: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> Projected to be on budget at year-end.

Vacancy Rebate Program: <ul style="list-style-type: none"> Under spending as a result of pending allocation of this budget towards new initiatives 	<ul style="list-style-type: none"> Under spending as a result of pending allocation of this budget towards new initiatives
Heritage Property Tax Rebates: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Tax Rebates for Registered Charities: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Solid Waste Management Rebates: <ul style="list-style-type: none"> As at 30th April 2019, the expenditures are \$4.790 million lower than plan. This variance is mainly attributable to the 2019 Budget calendarization being based on historical trends without considering accrual adjustment. 	<ul style="list-style-type: none"> On budget
Tax Increment Funding (TIF): <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget

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Figure 19: Non-Program Revenues Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Payments in Lieu of Taxes	4-Month	0.0	—	0.8	▲	0.8	▲	Ⓞ	0.0	—	0.8	▲	0.8	▲	Ⓞ
Supplementary Taxes	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Tax Penalty Revenue	4-Month	0.0	—	0.1	▲	0.1	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Interest/Investment Earnings	4-Month	0.4	▲	12.2	▲	12.6	▲	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
Other Corporate Revenues	4-Month	0.5	▲	(0.3)	▼	0.2	▲	Ⓢ	(0.0)	—	(0.1)	▼	(0.1)	▼	Ⓡ
Dividend Income	4-Month	0.0	—	0.6	▲	0.6	▲	Ⓞ	0.0	—	2.6	▲	2.6	▲	Ⓞ
Provincial Revenue	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Municipal Land Transfer Tax	4-Month	(0.2)	▼	15.6	▲	15.4	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ

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Figure 20: Non-Program Revenues Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Third Party Sign Tax	4-Month	0.0	—	(1.1)	▼	(1.1)	▼	Ⓒ	0.0	—	(1.0)	▼	(1.0)	▼	Ⓓ
Parking Authority Revenues	4-Month	0.0	—	0.0	—	0.0	—	Ⓒ	0.0	—	(1.3)	▼	(1.3)	▼	Ⓓ
Administrative Support Recoveries - Water	4-Month	0.0	—	0.0	—	0.0	—	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Administrative Support Recoveries - Health & EMS	4-Month	0.0	—	0.0	—	0.0	—	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Parking Tag Enforcement & Operations Rev	4-Month	0.0	—	0.6	▲	0.6	▲	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Other Tax Revenues	4-Month	(0.2)	▼	0.2	▲	0.0	—	Ⓒ	0.0	—	0.5	▲	0.5	▲	Ⓒ
Municipal Accomodation Tax	4-Month	0.0	—	0.8	▲	0.8	▲	Ⓕ	0.0	—	0.0	—	0.0	—	Ⓒ
Casino Woodbine	4-Month	0.1	▲	(0.4)	▼	(0.3)	▼	Ⓒ	0.0	—	0.0	—	0.0	—	Ⓒ
Total	4-Month	0.5	▲	29.1	▲	29.6	▲	Ⓒ	(0.0)	—	1.4	▲	1.4	▲	Ⓒ
Year-to-Date Net Variance															
		Ⓒ	85% to 105%	Ⓕ	0% to 85%	Ⓓ	>105%	Year-End		Ⓒ	<=100%	Ⓓ	>100%		

Staff report for action on Operating Variance Report for the Four Months Ended April 30, 2019.

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Non-Program Revenues

Four Month Results	Year-End Projections
Payments In Lieu of Taxes (PILs): <ul style="list-style-type: none"> As of April 2019, a favourable variance of \$0.8 million was realized, primarily because <ul style="list-style-type: none"> \$0.5 million favourable because interim levies were higher than budgeted, \$0.2 million favourable because appeals and provision were less than budget and \$0.1 million favourable because passenger-based levies were higher than budget. 	<ul style="list-style-type: none"> At year-end, a favourable variance of \$0.8 million is projected due to: <ul style="list-style-type: none"> assessment-based levies based on return of the roll assessment are \$0.7 million higher than budgeted, \$0.4 million favourable because passenger-based levies are higher than anticipated, offset by \$0.3 million unfavourable because appeals and other reductions are projected to be greater than budgeted.
Supplementary Taxes: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Tax Penalties: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Interest & Investment Earnings: <ul style="list-style-type: none"> Favourable variance of \$12.554 million net is primarily due to the delay in investment in equities and real assets. The funds that are set aside for investment in equities and real assets continue to stay in cash and cash equivalent earning interest income. If these funds were invested in equities and real assets in early 2019 (assumed in the budget), it would be unlikely that the investment will be sold quickly to realize capital gains shortly after initial investment. These asset classes are for longer term investment horizon. 	<ul style="list-style-type: none"> On budget

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Other Corporate Revenues: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Dividend Income: <ul style="list-style-type: none"> Higher than planned hydro dividend revenue of \$0.645 million as a result of higher Toronto Hydro earnings in 2018. 	<ul style="list-style-type: none"> Favourable year-end variance of \$2.580 million due to higher Toronto Hydro earnings in 2018.
Provincial Revenue: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Municipal Land Transfer Tax (MLTT): <ul style="list-style-type: none"> Higher than planned revenue of \$15.379 million net due to higher than expected sales revenue during this fiscal period, primarily from non-residential market activity. 	<ul style="list-style-type: none"> On budget
Third Party Sign Tax: <ul style="list-style-type: none"> Revenue is \$1.107 million under budget resulting from an above average reduction in the number of taxable static signs attributed to a shift in the industry from static copy signs to digital signs. The 2019 taxable sign inventory came in 11.2% lower than the 2018 level, while the budget projected a 3% reduction in the taxable sign inventory as compared to 2018, based on past trend. The reduction in the number of static signs is expected to continue closer to the level experienced in 2019 as the industry removes old static signs. 	<ul style="list-style-type: none"> Third Party Sign Tax revenue is expected to below budget by \$1.012 million due to the larger than expected reduction in the taxable sign inventory attributed to the sign industry shifting away from static copy signs to digital signs.
Parking Authority Revenues: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> Revenue shortfall projection of \$1.338 million net due to revenue pressures in Toronto Parking Authority.

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Administrative Support Recoveries – Toronto Water: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Administrative Support Recoveries – Health & EMS: <ul style="list-style-type: none"> On budget 	<ul style="list-style-type: none"> On budget
Parking Tag and Enforcement Operations: <ul style="list-style-type: none"> Revenue is favourable by \$0.632 million mainly due to higher late fees and penalty charges for late payments. 682,625 parking tickets issued to April 30, 2019. 	<ul style="list-style-type: none"> Revenue is expected to be on budget at year-end.
Other Tax Revenues: <ul style="list-style-type: none"> As of April 2019, \$0.040 million favourable variance was realized, primarily because the 2019 Interim Billing for hydro properties was slightly higher than plan. 	<ul style="list-style-type: none"> At year-end, a \$0.488 million favourable variance is projected, primarily because the hydro property levies and the related return of the roll assessment was higher than budgeted.
Municipal Accommodation Tax: <ul style="list-style-type: none"> Favourable variance of \$0.811 million is due to higher than expected MAT revenues to date. As MAT is a new program which commenced on April 1, 2018 and given it is still early in the year, the year-end revenue is expected to meet current budget projections. 	<ul style="list-style-type: none"> On budget
Casino Woodbine: <ul style="list-style-type: none"> Revenue shortfall of \$0.416 million or 10.9% due to extreme weather conditions in Q1 negatively affecting guest visits, and also decreasing market share resulting from the opening of other expanded casinos outside of Toronto. 	<ul style="list-style-type: none"> On budget

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Figure 21: Rate Supported Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Solid Waste Management Services	4-Month	6.0	▲	8.1	▲	14.1	▲	Ⓢ	0.9	▲	(1.9)	▼	(1.0)	▼	Ⓡ
Toronto Parking Authority	4-Month	2.2	▲	(1.4)	▼	0.8	▲	Ⓢ	0.8	▲	(2.4)	▼	(1.6)	▼	Ⓡ
Toronto Water	4-Month	8.8	▲	(1.2)	▼	7.6	▲	Ⓢ	20.9	▲	2.3	▲	23.2	▲	Ⓢ
Total	4-Month	17.0	▲	5.5	▲	22.5	▲	Ⓢ	22.6	▲	(2.0)	▼	20.6	▲	Ⓢ
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 Four Months Ended April 30, 2019.

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Rate Supported Programs

Four Month Results	Year-End Projections
<p>Solid Waste Management Services (SWMS):</p> <ul style="list-style-type: none">• Under-expenditures totaling \$6.009 million mainly arise from salaries and benefits savings of \$3.047 million mainly due to vacancies in Collections and Litter Operations, Skilled Trades and Diversion Program Analysts.• There was also year-to-date savings of \$1.471 million mainly including lower than planned fuel consumption and bin maintenance (\$0.505 million) and lower than anticipated spending on hydro (\$0.107 million). There was also lower than planned IDCs (\$0.553 million) mainly for fleet maintenance costs.• Contracted Services for collection of recyclables, yard waste and durable goods; processing costs of organics, haulage costs for taking waste to alternate landfills and consultant costs were lower than planned by \$3.267 million due to volumes.• These savings are partially offset by higher than planned expenditures of \$1.748 million for contamination costs in recyclables processing as well as miscellaneous expenses, including equipment, of \$0.028 million.• Higher than planned revenue of \$9.259 million is mainly attributable to collection revenues for oversized bin fees and commercial bags and tags being earlier than planned, as well as volume driven higher tipping fees at Transfer Stations and first quarter increased sales of recyclable materials.	<ul style="list-style-type: none">• Projecting a net capital contribution decrease (deficit) of \$1.032 million or 0.25% at year end.• Expenditures are estimated to be \$0.905 million under-spent primarily related to:<ul style="list-style-type: none">• Ongoing staff vacancies (\$4.041 million);• Lower projected organic processing and haulage cost due to volumes (\$0.461 million); and,• Lower processing cost of glass (\$0.150 million) due to quality of input;• These under-expenditures are partially offset by over-spending of \$3.747 million mainly due to higher recyclables processing cost as a result of the expected contamination rate being > 30% as compared to the planned rate of 27%.• Revenue is anticipated to be under-achieved by \$1.938 million at year-end mainly due to:<ul style="list-style-type: none">• Lower than planned capital recoveries for staff working on capital projects (\$1.147 million)• Lower demand and prices for recyclable material (\$0.497 million);• Lower fees for less disposal of residual waste from contracted processing (\$0.480 million).

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<ul style="list-style-type: none"> • Lower than planned revenue of \$1.144 million is primarily due to: <ul style="list-style-type: none"> • Lower than planned capital recoveries for staff working on capital projects (\$0.747 million). • Lower charges for drop and load at Transfer Stations, lower fees for disposal of residual waste from processors, lower than planned sale of scrap material and lower recoveries for water cost at Organic Processing Facilities (\$0.373 million). • Combined, this results in a net surplus of \$14.084 million or 106% as of the 4 Month Period Ended April 30, 2019. 	<ul style="list-style-type: none"> • These lower projected revenues will be partially offset by higher anticipated revenues of \$0.186 million for the sale of scrap material. • The total net deficit at year-end will reduce the amount to be contributed to the Waste Management Reserve Fund used to support the SWMS Capital program by \$1.032 million from a planned \$20 million to \$18.968 million.
<ul style="list-style-type: none"> • 56 positions below total approved complement of 1,122.8 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 0.5% vacancy rate. 	<ul style="list-style-type: none"> • It is anticipated that SWMS will be 45.3 positions below the total approved complement of 1,122.8 due to on-going recruiting issues. This is equivalent to the budgeted gapping rate of 4%.
<p>Toronto Parking Authority:</p> <ul style="list-style-type: none"> • Favourable gross expenditure of \$2.233 million primarily due to underspending in salaries and benefits as a result of vacancies, lower repair and maintenance costs due to timing of major projects, and lower administration expenses. • Lower costs are partially offset by higher than anticipated municipal taxes and credit card / mobile fees, although increased mobile usage has also resulted in lower operating expenses for Pay and Display machines. • As of April 30, 2019, TPA experienced lower than budgeted revenues of \$1.416 million mainly due to reduced transaction volume experienced in the downtown core parking garages as a result of rate increases, and 	<ul style="list-style-type: none"> • Projected favourable gross expenditure variance of \$0.815 million mostly due to lower utility costs from high efficiency lighting upgrades, underspending in salaries and benefits due to timing of hiring, and other administrative costs. • Repair and maintenance fees are expected to be higher in the latter half of the year as maintenance procurement is currently active and projects will be progressing. • Rate increases approved during the 2019 Budget process are expected to partially offset revenue losses experienced, however currently projecting an unfavourable revenue variance of \$2.389

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<p>reduced revenue due to implementation of temporary shelters and those carparks nearby construction projects (i.e. Eglinton Crosstown).</p> <ul style="list-style-type: none"> • While the off-street parking service experienced lower than expected revenue, the on-street parking service performed well during the first four months as rate increases fully offset losses experienced from discounts provided for the King Street Transit Pilot and Eglinton Crosstown. • Overall, favourable net variance of \$0.817 million, or 4.3%. 	<p>million which reflects current transaction volume trends.</p> <ul style="list-style-type: none"> • Overall, projecting a net over-expenditure variance of \$1.574 million, or 2.4%.
<ul style="list-style-type: none"> • 32.8 positions or 10% below approved complement of 328.5. 	<ul style="list-style-type: none"> • Projecting full strength of 328.5 positions with vacancies expected to be filled later in the year.
<p>Toronto Water:</p> <ul style="list-style-type: none"> • Favourable gross expenditure variance of \$8.841 million: underspending in salaries and benefits as a result of vacancies (\$3.227 million), lower than planned hydro rates and lower water consumption due to continued efficiency initiatives (2.080 million), underspending in materials and supplies due to delayed deliveries and lower than anticipated demand for chemicals and unused contingencies (\$1.104 million), underspending in contracted services due to mild winter temperatures, unused contingencies, and delays in spending due to transitioning to new contracts (\$1.271 million), and lower payments in-lieu of taxes (\$0.796 million). • Underachieved revenues totalling \$2.988 million were primarily due to lower sale of water revenues (\$1.224 million), lower revenue from industrial waste agreements due to fewer agreements (\$1.129 million) and other recoveries including the work on the Metrolinx projects (\$0.635 million). 	<ul style="list-style-type: none"> • Projected net under expenditure of \$20.896 million at year end, mainly because of projected underspending in salaries and benefits due to vacancies (\$7.5 million), lower than anticipated hydro rates and more efficient usage, underspending in chemicals as a result of change in dosage requirements and unused contingencies (\$7.0 million), and savings in contracted services because of anticipated project and contract delays, efficiencies in processes and mild winter resulting in unused contingencies (5.6 million), as well as lower than anticipated payments in lieu of taxes as a result of MPAC reassessments (\$0.796 million). • Revenues are projected to be higher than budgeted by \$6.631 million mostly due to increase in revenues from to Region of York as a result of increased rate from a new agreement, and higher

<ul style="list-style-type: none"> • The above underachieved revenues were partially offset by higher than anticipated revenue from sale of water to Region of York (\$0.186 million), private water agreements (\$0.711 million) and higher volume of watermain connection fees (0.457 million) and other revenues (\$0.402 million), resulting in an unfavourable revenue variance of \$1.232 million. • The favourable year-to date net variance is \$7.609 million. 	<p>than anticipated volume of new water and service connections and private water agreements.</p> <ul style="list-style-type: none"> • The projected increase in revenues will be partially offset by lower industrial waste agreements revenue (\$3.207 million) and lower recoveries from Metrolinx due to project delays (\$1.1 million), resulting in a favourable revenue variance of \$2.323 million. • The year-end revenues from sale of water are expected to be as planned, reflecting a 2.0 % drop from 2015 actual consumption. Toronto Water will continue to monitor water consumption throughout the peak period (July to September) and address changes in water consumption as appropriate in subsequent variance reports. • Projected favourable year-end net variance is \$23.220 million.
<ul style="list-style-type: none"> • 162.4 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. • After considering budgeted gapping it equals to 4.4% 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 144.4 positions below approved complement, which equals to 4.9% vacancy rate after considering budgeted gapping.