EX16.9

REPORT FOR ACTION

Operating Variance Report for the Six Months Ended June 30, 2020

Date: September 9, 2020
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 six months ended June 30, 2020 as well as projections to year-end. This report also requests City Council's approval for amendments to the 2020 Approved Operating Budget that have no impact on the City's 2020 Approved Net Operating Budget.

Since mid-March, the City of Toronto, consistent with other major Canadian and Greater Toronto and Hamilton Area (GTHA) municipalities has been experiencing significant financial impacts, both in the form of added costs and revenue losses as a direct result of the COVID-19 pandemic.

COVID-19 related financial impacts are anticipated to total $1.885 billion by year-end for the City of Toronto, prior to offsets achieved through a series of implemented mitigation strategies that focus on spending and workforce restraints, reducing the year-end shortfall to a projected $1.342 billion.

- These items are expected to collectively generate $542.8 million in total offset by year-end, comprised of $508.7 million in savings from workforce restraints, spending constraints and cost avoidance; $34.1 million in added offsets available from budget variance; and included the elimination of inflationary general salary increases for Non-Union staff, Mayor and Council.
  - At its peak in late spring, 9,980 staff had been placed on emergency leave within City programs and approximately 2,000 added staffing impacts were estimated within City agencies.

The table below details the anticipated 2020 City-wide COVID-19 related financial impacts, projected offset from mitigations strategies and the resulting financial position that is reflected in the year-end variance projections:

Table 1: 2020 Projected COVID-19 Financial Impacts

Description ($Millions)	**Year-End Projections**			**Comments**
	Impacts	**Savings / Offset***	**Net Impacts**	
City Tax Supported Programs	1,736.7	(542.8)	1,193.8	Reflected in Table 2
Toronto Parking Authority	96.4		96.4	Reflected in Table 3
Toronto Community Housing	51.5		51.5	Not Reflected in City Variance Reporting
Total Projected 2020 Year-End Shortfall	**1,884.5**	**(542.8)**	**1,341.7**	**Prior to Safe Restart Funding**

Year-to-date savings of $11.6M (TPA) and $0.9M (TCHC) are reflected in impacts and factored in Year-End projections

Tax Supported Programs:

The following table summarizes the anticipated year-end COVID-19 financial Impacts, projected offset from mitigations strategies and the resulting financial position of the City's Tax Supported Operations as of June 30, 2020 and the projection at year-end:

- Toronto Parking Authority and Toronto Community Housing variance information is not reflected in table below, which details Tax Supported Programs only.

Table 2: Tax Supported Operating Variance Summary

Variance ($M) Favourable / (Unfavourable)	**2020 6M YTD**			**2020 Year-End Projection**		
	Budget	**Actual**	**Var**	**Budget**	**Actual**	**Var**
Forecast COVID-19 Financial Impacts				**4,440.6**	**6,177.3**	**(1,736.7)**
Implemented Mitigation Strategies reflected in Year-End Projection				N/A	(542.8)	542.8
Tax Supported Operating Variance Summary Including Mitigation Savings						

Variance ($M) Favourable / (Unfavourable)	2020 6M YTD			2020 Year-End Projection		
	Budget	**Actual**	**Var**	**Budget**	**Actual**	**Var**
City Operations	1,172.1	1,151.3	20.7	2,450.0	2,621.5	(171.5)
Agencies	1,079.4	1,344.5	(265.0)	2,166.6	2,796.4	(629.8)
Corporate Accounts	(157.6)	(89.9)	(67.7)	(192.1)	178.7	(370.8)
Total Variance	**2,093.9**	**2,405.9**	**(312.0)**	**4,424.5**	**5,596.6**	**(1,172.1)**
Less: Toronto Building*	(6.6)	(6.5)	(0.2)	(16.1)	(37.9)	21.763
Adjusted Variance	**2,100.5**	**2,412.3**	**(311.8)**	**4,440.6**	**5,634.5**	**(1,193.8)**
% of Gross Budget			**-5.7%**			**-10.3%**

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

As noted in Table 2 above, for the six months ended June 30, 2020 Tax Supported Operations experienced an unfavourable net variance of $311.8 million or 5.7% of planned expenditures. This is mainly driven by COVID-19 related cost and revenue impacts experienced beginning from mid-March onwards. The impact on the year-to-date results are reflected in the following areas:

- Toronto Transit Commission - Conventional Service ($272.9 million unfavourable) primarily due to significant loss of ridership revenue from the impact of COVID-19. Ridership losses peaked at 86% below budget in late April and are currently projected to be 55% below budget through the fall. This was partially offset by the implementation of cost containment strategies and matching service capacity to demand.
- Shelter Support and Housing Administration ($11.4 million unfavourable) primarily due to unplanned COVID-19 related expenditures related to new physical distancing measures implemented in the City's shelter system, as well as underachieved revenues in Hostels and the Social Housing Service.
- Court Services ($10.9 million unfavourable) due to underachieved revenues resulting from lower than plan ticket issuance and partial suspension of collection activities due to COVID-19.

For year-end, the City is projecting $1.737 billion in COVID-19 related financial impacts, reduced by $542.8 million from offset generated through $508.7 million in mitigation strategies/cost avoidance and $34.1 million in offsets from budget variance for a net unfavourable variance of $1.194 billion or 10.3% of the 2020 Gross Operating Budget, adjusted for Toronto Building. The unfavourable variance is primarily driven by COVID-19 financial impacts, resulting in increased emergency social support costs such as Shelter, Seniors Services and Long Term Care, as well as lost revenue in City Services such as TTC, Zoo, Exhibition Place, and Corporate revenues such as Municipal Land Transfer Tax and Municipal Accommodation Tax.

As noted, the projected year-end pressure resulting from COVID-19 related financial impacts of $1.9 billion has been lessened to $1.194 billion through a series of mitigation strategies and other offsets, these include:

$508.7 million in projected savings generated through mitigation strategies and cost avoidance as detailed below:

- Workforce restraints including redeployment of staff to critical and essential service areas; implementing emergency and seasonal / part-time staff layoffs; the implementation of a hiring slowdown; and savings generated from labour negotiations.
    - Workforce restraints have resulted in at its peak, 9,980 City staff being placed on emergency leave, some of which have since returned back from leave, along with approximately 2,000 added staffing impacts estimated within City agencies.
- Spending restraints such as matching transit service capacity to demand; reducing discretionary spending; reviewing all services for criticality (prioritize critical, essential and priority services).
- Cost avoidance arising from expenditure management and tracking and forecasting COVID-19 related savings.

An additional $34.1 million in offsets are available from budget variance experienced within MLTT revenues from January 1 to March 31 that will be used to reduce COVID-19 related MLTT financial impacts.

Based on these initiatives, the City has achieved $293.3 million in offsets within its Tax-Supported programs as of August 30, 2020 and expects to generate a total of $542.8 million in offset by year-end.

- It is important to note that the projected savings generated through mitigation strategies and cost avoidance are in part based on the City's experience during the pandemic and may either increase or decrease as the emergency situation betters or worsens, consistent with the rate that recovery and restart initiatives begin across the City.

Rate Supported Programs:

Rate Supported Programs reported an unfavourable year-to-date variance of $5.7 million. The unfavourable variance is attributed to lower than budgeted revenue primarily from Toronto Parking Authority. At year-end, an unfavourable projected variance is anticipated to be $88.3 million, again primarily driven by significantly lower revenues from Toronto Parking Authority which is reflected in the City-wide COVID-19 financial impacts that are projected to total $1.342 billion in 2020.

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

Table 1: Rate Supported Operating Variance Summary

Variance ($M) Favourable / (Unfavourable)	**2020 6M YTD**			**2020 Year-End Projection**		
	Budget	**Actual**	**Var**	**Budget**	**Actual**	**Var**
Solid Waste Management Services	(10.1)	(17.5)	7.4	0.0	0.6	(0.6)
Toronto Parking Authority	(34.4)	(3.1)	(31.3)	(70.1)	26.3	(96.4)
Toronto Water	27.2	8.9	18.2	0.0	(8.6)	8.6
Total Variance	**(17.3)**	**(11.6)**	**(5.7)**	**(70.1)**	**18.2**	**(88.3)**

Additional COVID-19 Related Impacts:

In addition to COVID-19 impacts to the City's Tax and Rate supported programs that are reflected in City variance report, further impacts have been experienced with the Toronto Community Housing Corporation (TCHC).

City and TCHC finance staff have been working collaboratively to track and project COVID-19 financial impacts. The TCHC has experienced $29.7 million in financial impacts as of August 30, 2020 and it is estimated that impacts will total $51.5 million by year-end.

In total, it is projected that the City will experience $1.885 billion in COVID-19 financial impacts ($1.737 billion – Tax Supported Programs; $96.4 million – TPA; and $51.5 million – TCHC) prior to savings and offsets that collectively total $542.8 million, reducing the year-end shortfall to a projected $1.342 billion.

Safe Restart Agreement:

On July 27, 2020 the Ontario government in partnership with the federal government announced $4 billion in financial support for Ontario's 444 municipalities as part of the Safe Restart Agreement and on August 12, 2020 the City of Toronto was provided with initial phase funding allocations under the agreement totalling $668.6 million as follows:

- Municipal Transit Funding Phase 1 - $404.1 million allocated to Toronto proportionately based on ridership.
- Social Services Relief Fund Phase 2 - $118.8 million allocated to Toronto in addition to the $39 million previously received as part of Phase 1 funding.
- Municipal Operating Funding Phase 1 - $145.7 million allocated to Toronto proportionately based on households.

$668.6 million in new funding will be applied to projected 2020 year-end funding shortfall of $1.342 billion.

- It is estimated that the remaining 2020 funding shortfall for the City following initial Safe Restart funding will be $673.1 million.
- Future phase funding of up to $2.029 billion will be allocated to municipalities by the Province on a needs basis between municipal transit needs ($1.334 billion) and municipal operating needs ($695.0 million).

The City Manager and Chief Financial Officer and Treasurer continue to engage with their Provincial counterparts to obtain funding support as part of future phase allocations under the Safe Restart Program to offset remaining projected deficits resulting from COVID-19 related financial impacts.

- The City Manager and Chief Financial Officer and Treasurer will be reporting to City Council for the meeting of September 30 and October 1, 2020, providing details on experienced and anticipated COVID-19 related financial impacts, results of implemented mitigation strategies and details on the City's $668.6 million Safe Restart funding allocations.
- The City Manager will also be reporting to Council later this year, once the needs based municipal allocations of up to $2.029 billion in future phase Safe Restart funding is confirmed, noting any full or partial offsets to the City's estimated $673.1 million remaining year-end funding shortfall.

RECOMMENDATIONS

The Chief Financial Officer and Treasurer recommends that:

1. City Council approve the budget adjustments and any associated complement changes detailed in Appendix D to amend the 2020 Approved Operating Budget, such adjustments to have no impact on the 2020 Approved Net Operating Budget of the City.

FINANCIAL IMPACT

As of June 30, 2020 the City experienced an unfavourable variance of net revenues and expenses of $312.0 million for Tax Supported Programs. The City is projecting for December 31, 2020 an unfavourable variance of net revenues and expenditures of $1.194 billion (Tax Supported Programs only and excludes Safe Restart Funding).

Appendices A, B and C provide detailed summary of gross expenditures, revenue and net expenditures for the six month results and projections to year-end by Program and Agency, respectively. Appendix D details the recommended in-year budget adjustments that are fiscally neutral to the 2020 Approved Operating Budget.

DECISION HISTORY

City Council approved the 2020 Rate-Supported Operating Budget of $931 million gross and $70 million net revenue (December 17 & 18, 2019) and the 2020 Tax Supported Operating Budget of $11.593 billion gross and $4.424 billion net (February 19, 2020).

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 2020 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management policies.

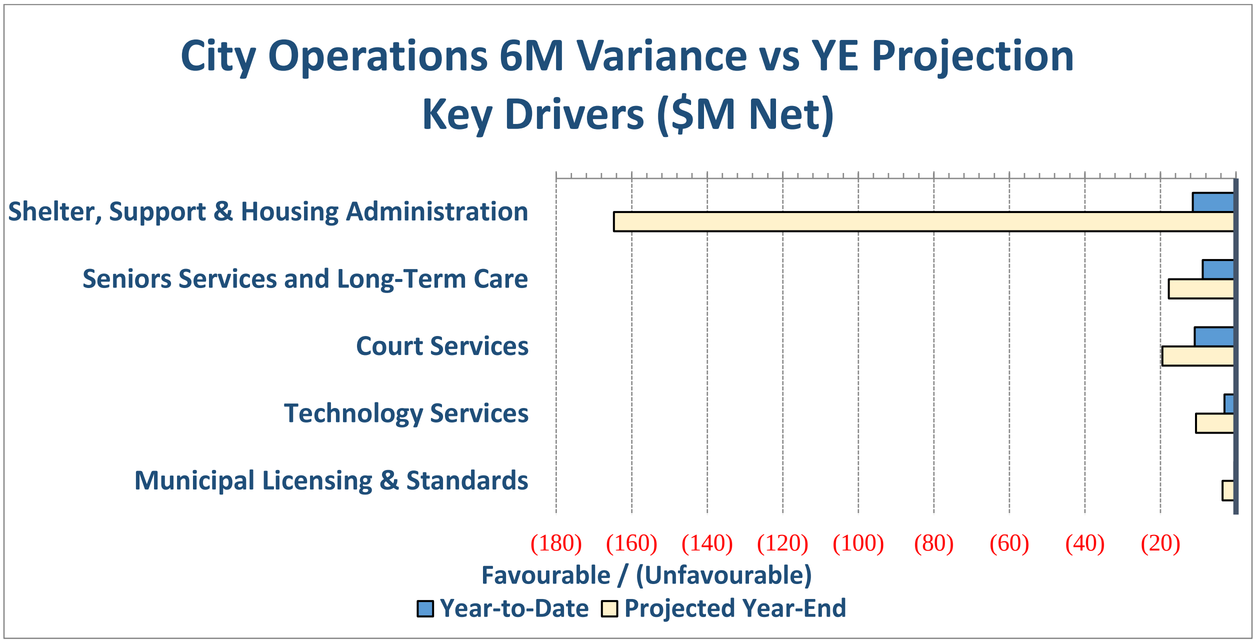
COMMENTS

City Operations:

As of June 30, 2020, City Operations reported a favourable gross expenditure variance of $125.0 million (4%) offset by a revenue shortfall of $104.3 million (-6%), resulting in a favourable net variance of $20.7 million (2%).

Year-end projections include a favourable gross expenditure variance of $54.9 million (1%) that is fully offset by a revenue shortfall of $226.4 million (-7%). As a result, the year-end unfavourable net variance is forecasted to be $171.5 million (-7%). The key drivers of the favourable net variances are outlined in Figure 1 below:

Figure 1: City Operations Variance Summary of Key Program Drivers



- Shelter, Support & Housing Administration: An unfavourable year to date net expenditure variance of $11.4 million primarily attributable to underachieved revenues in Hostels and the Social Housing Service, partially offset by underspending in these services. The year-end variance is projected to be an unfavourable net expenditure of $164.7 million primarily attributable to unplanned COVID-19 related expenditures related to new physical distancing measures implemented in the City's shelter system as well as underachieved revenues.

- Seniors Services and Long-Term Care: An unfavourable year to date net variance of $8.8 million reflects the additional cost of prevention and containment measures in place for COVID-19. By year-end, the program is expected to have an unfavourable net variance of $17.8 million if COVID-19 emergency funding is not provided by the province to support the extraordinary costs related to the COVID-19 outbreak.

- Court Services: An unfavourable year to date net variance of $10.9 million primarily due to underachieved revenues resulting from lower than plan ticket issuance and partial suspension of collection activities due to COVID-19 partially offset by underspending in salaries and benefits and non-payroll expenses. Consistent with year-to-date results, a $19.5 million net unfavourable variance is projected for year-end partially offset by hiring delays and savings in non-salary court operation related expenses.

- Technology Services: An unfavourable year to date net variance of $3.1 million due to over expenditure required to enable City-wide staff to telework as a result of COVID 19 and lower than planned recoveries from capital. Consistent with year-to-date results, an unfavourable net variance of $10.6 million is projected for year-end with continued expenditures from increasing the teleworking capacity and cybersecurity investments to meet associated security requirements.

- Municipal Licensing & Standards: An unfavourable year to date net variance of $0.5 million due to lower than planned revenue primarily from licenses & permits including business licences as well as other fees and service which was partially offset from underspending in salaries and benefits. A similar trend is expected to continue, resulting in a projected unfavourable net variance of $3.6 million by year-end.

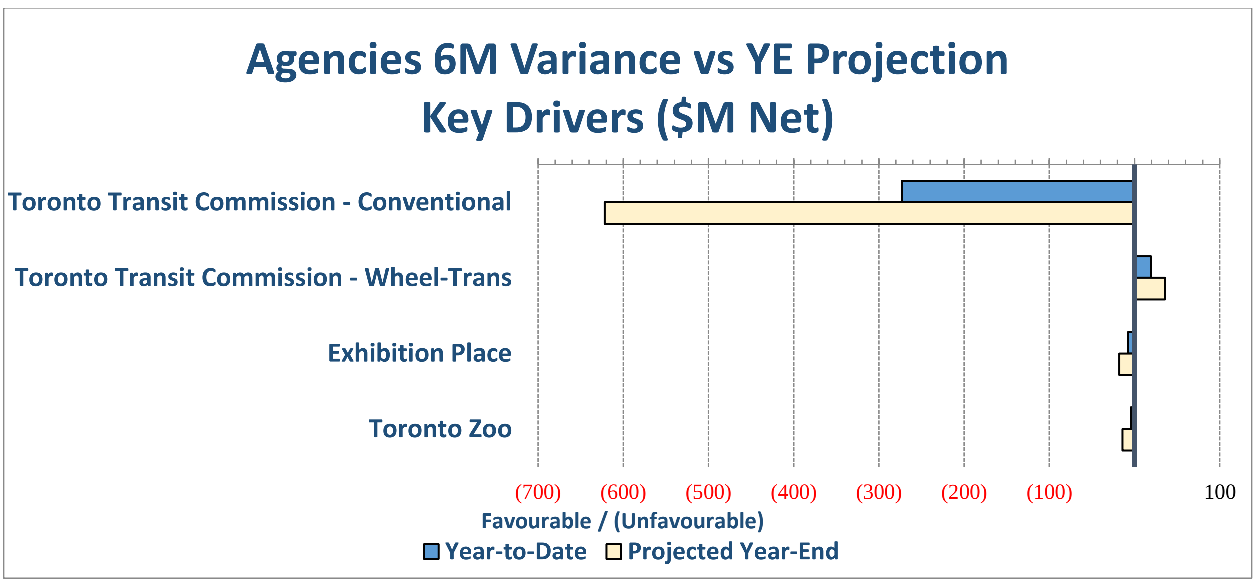
Agencies:

As of June 30, 2020, Agencies reported a favourable gross expenditure variance of $112.8 million (6%), offset by unfavourable revenue of $377.9 million (-43%), which resulted in an unfavourable net variance of $265.1 million (-25%).

Agencies are projecting a year-end favourable gross expenditure of $197.0 million (5%), however they are also projecting a revenue shortfall of $826.8 million (-44%). As a result, the year-end unfavourable net variance is forecasted to be $629.8 million (-29%).

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

Figure 2: Agencies Variance Summary of Key Program Drivers



- Toronto Transit Commission - Conventional Service: An unfavourable year to date net variance of $272.9 million mainly attributable to a significant loss of ridership revenue from the impact of COVID-19. Ridership losses peaked at 86% below budget in late April. This was partially offset by the implementation of cost containment strategies and matching service capacity to demand. By year-end, the program is expected to have an unfavourable net variance of $621.9 million primarily due to ridership revenue continuing to be significantly impacted by COVID-19 with the assumption that 45% ridership will be achieved through the fall of 2020 (55% below budget). The ridership projections are heavily dependent on the current pace of reopening by the Province and the City, any COVID-19 resurgence can significantly alter revenue projections.

- Toronto Transit Commission - Wheel Trans Service: A favourable year to date net variance of $19.2 due to the implementation of cost containment strategies and matching service capacity to demand which partially offset by lower ridership revenue due to the impact of COVID-19. Consistent with year-to-date results, a $35.7 million net favourable variance is projected for year-end.

- Exhibition Place: An unfavourable year to date net variance of $7.5 million due to lower than planned expenditure and revenue from the postponement and cancellation of non-essential events. By year-end, the program is expected to have an unfavourable net variance of $18.1 million with the assumption that operations will not resume in 2020.

- Toronto Zoo: An unfavourable year to date net variance of $4.5 million due to lower than planned revenue due to Zoo closure from March 14 to May 19 as a result of COVID-19. The revenue shortfall is partially offset by the launch of the Scenic Safari and by the implementation of cost saving measures resulting in favorable gross expenditures. Consistent with year-to-date results, a $14.1 million net unfavourable variance is projected for year-end.

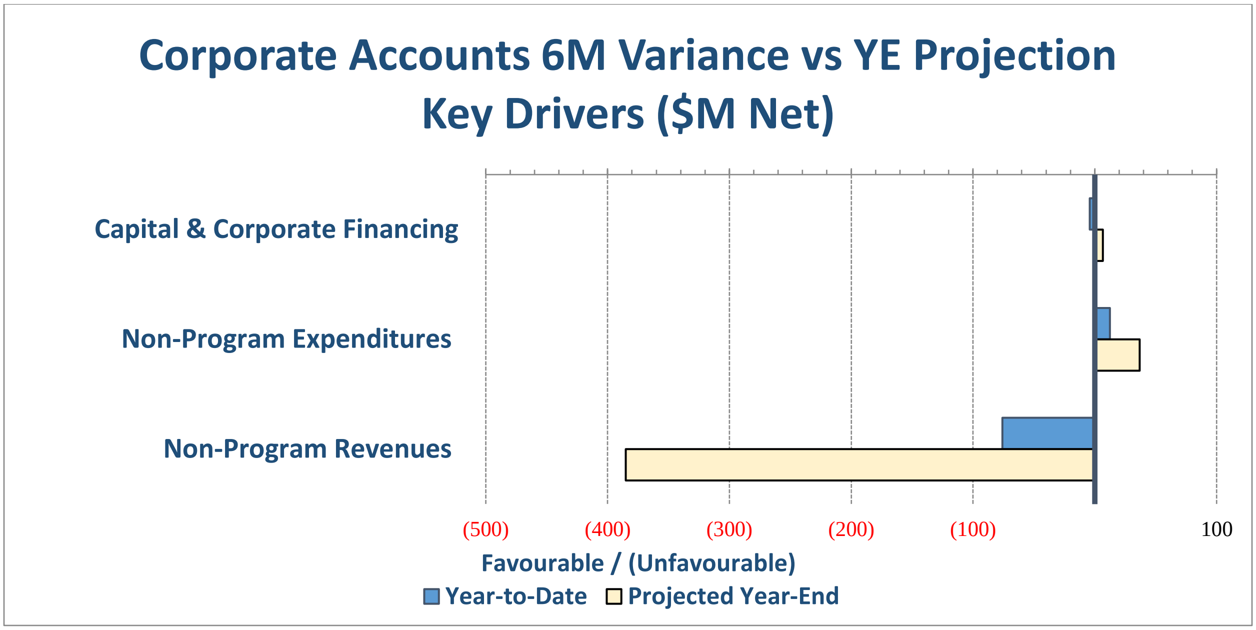
Corporate Accounts:

As of June 30, 2020, Corporate Accounts reported a favourable gross expenditure variance of $7.4 million (1%) offset by a revenue shortfall of $75.1 million (-9%), resulting in an unfavourable net variance of $67.7 million (-43%).

The projected year-end favourable gross expenditure variance of $17.7 million (1%) is offset by a revenue shortfall of $390.3 million (-21%). As a result, the year-end unfavourable net variance is forecasted to be $370.8 million (-193%).

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

Figure 3: Corporate Accounts Variance Summary of Key Drivers



- Capital & Corporate Financing: A year-to-date unfavourable net variance of $4.2 million associated with Debt Charges results from the timing of debt issuance compared to calendarized budget estimates. A favourable year-end net variance of $6.5 million is projected due to lower than forecasted 2020 debt interest rates.

- Non-Program Expenditures: A favourable net variance of $12.5 million due to under expenditure from Parking Enforcement related to lower enforcement activities as a result of COVID-19. The trend is expected to continue to year-end, and along with the under expenditure will result in a year-end overall net favourable variance of $9.5 million.

- Non-Program Revenues: A unfavourable net variance of $75.9 million due to impacts from COVID-19 resulting in lower than planned revenues for Municipal Accommodation Tax, Interest and Investment Earnings, Parking Enforcement and Tax Penalty. In addition to year-to-date results, potential lower than budgeted revenue, primarily driven by Municipal Land Transfer Tax, and also includes Toronto Hydro Dividend Income based on the earnings realized in 2019 and lower Casino Woodbine revenues combined, will result in a year-end net unfavourable variance of $386.8 million.

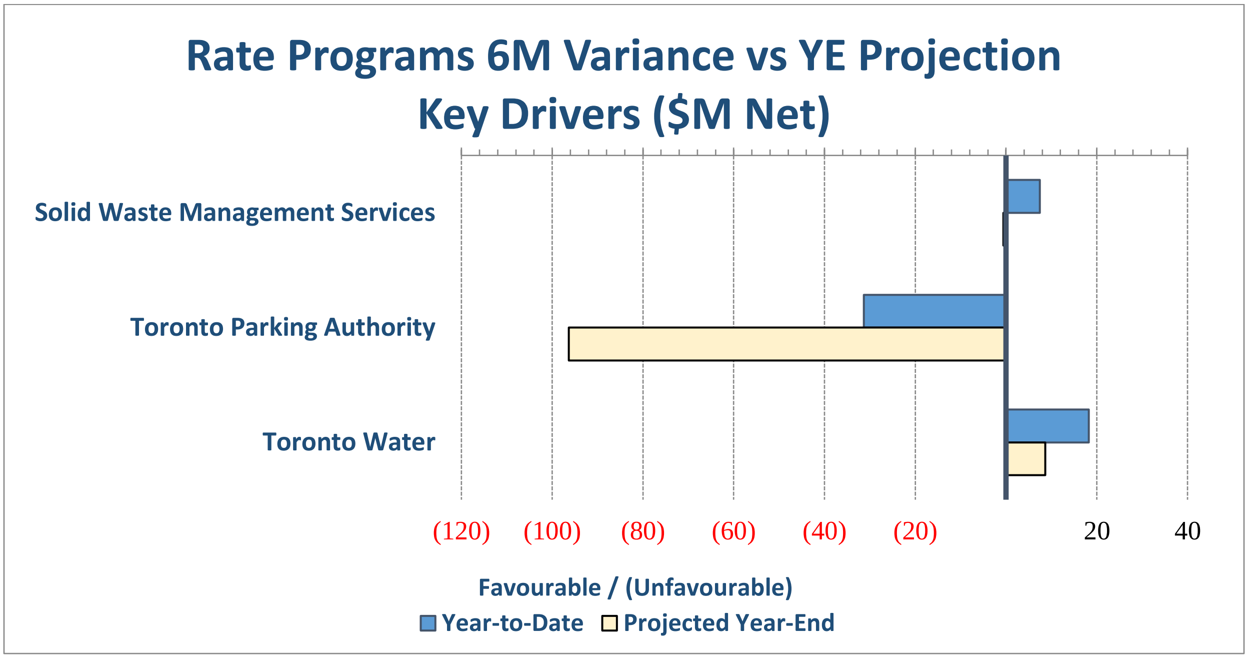
Rate Programs

As of June 30, 2020, Rate Programs reported a favourable gross expenditure of $37.5 million (4%) offset by a revenue shortfall of $43.2 million (-5%), resulting in an unfavourable net variance of $5.7 million (-33%).

The projected year-end favourable gross expenditure of $65.5 million (4%) is fully offset by a revenue shortfall of $153.8 million (-8%). As a result, the year-end unfavourable net variance is forecasted to be $88.3 million (-126%).

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

Figure 4: Rate Supported Expenditure Variance Dashboard



- Solid Waste Management Services: A favourable year-to-date net variance of $7.4 million net primarily from lower than planned salaries and benefits as well as underspending in processing, transfer & haulage expenditures which is offset by lower than planned revenues due to decreased tipping fees at Transfer Stations and reduced quantity of residual disposal fees paid by recycling processor. By year-end the program is expected to have a small unfavourable net variance of $0.6 million primarily due to lower net collection revenues from the impact of COVID-19 as well as lower residue disposal and lower tipping fees.

- Toronto Parking Authority: An unfavourable year-to-date net variance of $31.3 million due to unfavourable revenue primarily driven by lower Off-Street and On-Street parking and Bike Share due to decreased transaction volume trends resulting from COVID-19.This was partially offset by favourable gross expenditure due to underspending of salaries, wages and benefits mainly from the deferral of the summer student program, and staff on Emergency Leave. By year-end, the program is expected to have an unfavourable net variance of $96.4 million due to factors that are consistent with year-to-date results.

- Toronto Water: A favourable year-to-date net variance of $18.2 million due to lower than planned labour costs that have been experienced as well as lower hydro rates and water consumption due to continued efficiency initiatives. Overall, revenues are over achieved from higher than anticipated revenue from private water agreements as ground water discharge continued despite some COVID-19 related construction site closures as well as higher increased volume of water-main connections. By year-end, the program is expected to have an unfavourable net variance of $8.7 million due to revenue pressures from lower than planned consumption of water, including sale of water to Region of York. This is partially offset from underspending mainly in salaries and benefits due to a hiring slow down as a result of COVID-19.

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 $0.1 million in donations during Q2 of 2020.

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

Donor	Amount ($000s)	Purpose
Economic Development & Culture		
Market Gallery, eDonations-Card Fees-History Museums Acquisition	0.10	General
Sub-Total	*0.10*	
Toronto Paramedic Services		
Individual Donor	3.60	Individual donors to Safe City - First Aid, CPR, AED trainings
Sub-Total	*3.60*	
Parks, Forestry & Recreation		
Canada Helps	5.00	Toronto Sports Leadership Program
United Way Greater Toronto	1.00	Flemingdon Community Centre Prog Supplies
United Way Greater Toronto	0.08	Flemingdon Community Centre Prog Supplies
Sub-Total	*6.08*	
Municipal Licensing & Standards		
Individual Donors (multiple donations of small value)	66.26	Care and services related to animals
Sub-Total	*66.26*	
Transportation Services		
Individual Donor	1.90	Donation for a street art project (Micki Moore Art over Bridges)
Sub-Total	*1.90*	
Heritage Toronto		
Urbanspace	1.50	General
Buttcon	2.50	General
VG Architects	1.00	General
Woodcliffe Corp	2.50	General
Toronto Foundation	2.00	General
Individual Donors (multiple donations of small value)	4.00	General
Sub-Total	*13.50*	
Grand Total	**91.44**	

CONTACT

Stephen Conforti, Executive Director, Financial Planning
Tel: 416-397-4229, Email: Stephen.Conforti@toronto.ca

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

SIGNATURE

Heather Taylor
Chief Financial Officer and Treasurer

ATTACHMENTS

Appendix A – City of Toronto Net Expenditures for Six Months Ended June 30, 2020
Appendix B – City of Toronto Gross Expenditures for Six Months Ended June 30, 2020
Appendix C – City of Toronto Revenues for Six Months Ended June 30, 2020
Appendix D – Pending Budget Adjustments
Appendix E – Operating Variance Dashboard for City Programs and Agencies

Appendix A

CITY OF TORONTO
CONSOLIDATED NET EXPENDITURES VARIANCE
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	June 30, 2020				December 31, 2020			
	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	288	448	(160)	-55%	1,186	924	262	22%
Children's Services	20,454	18,729	1,726	8%	91,984	89,209	2,775	3%
Court Services	(17,112)	(6,220)	(10,891)	64%	(39,867)	(20,338)	(19,530)	49%
Economic Development & Culture	51,929	50,477	1,452	3%	76,731	77,696	(965)	-1%
Toronto Paramedic Services	39,196	37,296	1,899	5%	89,160	91,441	(2,280)	-3%
Seniors Services and Long-Term Care	16,183	24,954	(8,771)	-54%	49,640	67,470	(17,830)	-36%
Parks, Forestry & Recreation	147,951	127,616	20,335	14%	325,518	322,784	2,734	1%
Shelter, Support & Housing Administration	254,268	265,673	(11,405)	-4%	507,163	671,839	(164,676)	-32%
Social Development, Finance & Administration	27,323	19,971	7,353	27%	59,088	54,977	4,111	7%
Toronto Employment & Social Services	41,156	33,202	7,954	19%	91,220	74,092	17,128	19%
Sub-Total Community and Social Services	581,637	572,144	9,493	2%	1,251,824	1,430,094	(178,271)	-14%
Infrastructure and Development Services								
City Planning	4,995	3,930	1,064	21%	13,551	12,436	1,115	8%
Fire Services	235,488	230,232	5,257	2%	476,631	476,733	(102)	0%
Office of Emergency Management	914	999	(85)	-9%	2,607	3,015	(408)	-16%
Municipal Licensing & Standards	3,860	4,308	(448)	-12%	12,320	15,904	(3,584)	-29%
Policy, Planning, Finance & Administration	2,150	2,118	31	1%	5,439	4,946	493	9%
Engineering & Construction Services	1,301	1,078	223	17%	1,886	1,691	195	10%
Toronto Building	(6,640)	(6,469)	(171)	3%	(16,147)	(37,910)	21,763	-135%
Transportation Services	118,474	120,767	(2,293)	-2%	227,063	232,443	(5,380)	-2%
Transit Expansion	0	0	0	n/a	0.60	0	0.6	100%
Sub-Total Infrastructure and Development Se	360,541	356,963	3,579	1%	723,350	709,259	14,092	2%
Finance and Treasury Services								
Office of the Chief Financial Officer	5,801	5,816	(15)	0%	13,327	12,888	439	3%
Office of the Controller	19,604	22,228	(2,624)	-13%	40,020	45,272	(5,252)	-13%
Sub-Total Finance and Treasury Services	25,404	28,044	(2,639)	-10%	53,347	58,159	(4,813)	-9%
Corporate Services								
Corporate Real Estate Management	52,088	49,277	2,811	5%	104,438	109,626	(5,188)	-5%
Environment & Energy	6,406	4,836	1,570	25%	13,031	10,645	2,386	18%
Fleet Services	11,347	8,953	2,394	21%	27,447	24,601	2,846	10%
Technology Services	51,475	54,534	(3,059)	-6%	91,676	102,238	(10,562)	-12%
311 Toronto	4,243	3,909	333	8%	10,278	10,211	67	1%
Sub-Total Corporate Services	125,559	121,509	4,050	3%	246,869	257,320	(10,451)	-4%
City Manager								
City Manager's Office	25,816	25,579	237	1%	58,134	58,161	(27)	0%
Sub-Total City Manager	25,816	25,579	237	1%	58,134	58,161	(27)	0%
Other City Programs								
City Clerk's Office	17,866	16,584	1,283	7%	38,928	36,430	2,498	6%
Legal Services	19,472	15,974	3,498	18%	41,649	36,238	5,412	13%
Mayor's Office	1,097	1,119	(22)	-2%	2,567	2,567	0	0%
City Council	9,726	8,727	999	10%	21,781	21,781	0	0%
Sub-Total Other City Programs	48,161	42,404	5,757	12%	104,925	97,016	7,909	8%
Accountability Offices								
Auditor General's Office	3,063	2,874	189	6%	7,376	7,376	0	0%
Office of the Integrity Commissioner	325	225	100	31%	762	672	90	12%
Office of the Lobbyist Registrar	569	575	(6)	-1%	1,252	1,252	0	0%
Office of the Ombudsman	976	990	(14)	-1%	2,196	2,196	0	0%
Sub-Total Accountability Offices	4,932	4,664	268	5%	11,586	11,496	90	1%
TOTAL - CITY OPERATIONS	**1,172,051**	**1,151,307**	**20,745**	**2%**	**2,450,035**	**2,621,505**	**(171,470)**	**-7%**

Appendix A

CITY OF TORONTO
CONSOLIDATED NET EXPENDITURES VARIANCE
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	June 30, 2020				December 31, 2020			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	28,213	28,114	98	0%	70,829	75,905	(5,076)	-7%
Toronto Public Library	91,766	88,246	3,521	4%	196,695	196,695	0	0%
Association of Community Centres	4,329	3,826	503	12%	8,661	8,652	9	0%
Exhibition Place	(196)	7,267	(7,463)	3808%	(500)	17,583	(18,083)	3617%
Heritage Toronto	187	130	56	30%	411	502	(91)	-22%
TO Live	2,401	4,501	(2,100)	-87%	5,599	8,368	(2,769)	-49%
Toronto Zoo	8,480	13,012	(4,532)	-53%	12,772	26,850	(14,078)	-110%
Arena Boards of Management	(160)	601	(761)	476%	(108)	1,955	(2,062)	1910%
Yonge Dundas Square	27	685	(658)	-2436%	0	1,430	(1,430)	n/a
CreateTO	0	0	0	n/a	0	0	0	n/a
Toronto & Region Conservation Authority	2,305	2,305	0	0%	4,268	4,268	0	0%
Toronto Transit Commission - Conventional	339,064	611,986	(272,922)	-80%	642,582	1,264,481	(621,899)	-97%
Toronto Transit Commission - Wheel-Trans	74,147	54,936	19,211	26%	147,246	111,562	35,684	24%
Toronto Police Service	527,106	527,106	0	0%	1,076,195	1,076,195	0	0%
Toronto Police Services Board	1,768	1,768	0	0%	1,930	1,930	0	0%
TOTAL - AGENCIES	**1,079,438**	**1,344,483**	**(265,046)**	**-25%**	**2,166,580**	**2,796,374**	**(629,794)**	**-29%**
Corporate Accounts								
Capital Financing - Capital from Current	500	500	0	0%	337,447	337,447	0	0%
Technology Sustainment	0	0	0	n/a	19,912	19,912	0	0%
Debt Charges	342,293	346,511	(4,218)	-1%	598,414	591,886	6,528	1%
Capital & Corporate Financing	342,793	347,011	(4,218)	-1% 0	955,774	949,245	6,528	1%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	32,361	32,372	(11)	0%	65,422	65,422	0	0%
Tax Increment Equivalent Grants (TIEG)	14,644	13,980	664	5%	29,287	27,959	1,328	5%
Assessment Function (MPAC)	22,947	23,058	(111)	0%	45,893	46,115	(222)	0%
Funding of Employee Related Liabilities	35,416	35,392	24	0%	70,833	70,833	0	0%
Other Corporate Expenditures	(4,682)	(6,906)	2,224	-47%	(11,799)	(10,552)	(1,246)	11%
Parking Tag Enforcement & Oper.	27,329	20,054	7,275	27%	62,112	52,518	9,594	15%
Programs Funded from Reserve Funds	15,394	15,394	0	0%	0	0	0	0%
Heritage Property Taxes Rebate	1,165	1,166	(2)	0%	2,329	2,329	0	0%
Tax Rebates for Registered Charities	0	0	(0)	n/a	0	0	0	n/a
Solid Waste Management Rebates	46,228	43,767	2,461	5%	75,371	75,371	0	0%
Tax Increment Funding (TIF)	0	0	0	n/a	1,814	1,814	0	0%
Non-Program Expenditures	190,801	178,276	12,524	7%	341,263	331,809	9,454	3%
Non-Program Revenue								
Payments in Lieu of Taxes	(77,576)	(74,222)	(3,354)	4%	(96,389)	(92,107)	(4,282)	4%
Supplementary Taxes	(12,716)	(18,937)	6,221	-49%	(34,000)	(34,000)	0	0%
Tax Penalty Revenue	(14,699)	(9,576)	(5,123)	35%	(32,000)	(32,000)	0	0%
Interest/Investment Earnings	(51,474)	(46,062)	(5,411)	11%	(114,810)	(78,812)	(35,998)	31%
Other Corporate Revenues	(1,626)	(591)	(1,035)	64%	(12,739)	(10,244)	(2,495)	20%
Dividend Income	(52,500)	(46,300)	(6,200)	12%	(105,000)	(92,640)	(12,360)	12%
Provincial Revenue	(39,794)	(39,794)	0	0%	(91,600)	(91,600)	0	0%
Municipal Land Transfer Tax	(315,444)	(297,809)	(17,635)	6%	(725,023)	(559,123)	(165,900)	23%
Third Party Sign Tax	(9,007)	(9,826)	819	-9%	(9,007)	(9,826)	819	-9%
Parking Authority Revenues	(19,002)	(14,323)	(4,679)	25%	(54,739)	(12,668)	(42,071)	77%
Administrative Support Recoveries - Water	(9,487)	(9,487)	0	0%	(18,973)	(18,973)	0	0%
Administrative Support Recoveries - Health & E	(5,213)	(5,213)	0	0%	(10,427)	(10,427)	0	0%
Parking Tag Enforcement & Operations Rev	(51,392)	(40,759)	(10,633)	21%	(114,840)	(60,501)	(54,339)	47%
Other Tax Revenues	(4,376)	(4,441)	65	-1%	(10,192)	(10,247)	55	-1%
Municipal Accommodation Tax	(13,217)	5,212	(18,429)	139%	(31,545)	19,034	(50,579)	160%
Casino Woodbine	(13,668)	(3,085)	(10,583)	77%	(27,900)	(8,245)	(19,655)	70%
Non-Program Revenues	(691,192)	(615,215)	(75,977)	11%	(1,489,184)	(1,102,380)	(386,804)	26%
TOTAL - CORPORATE ACCOUNTS	**(157,598)**	**(89,927)**	**(67,671)**	**43%**	**(192,148)**	**178,675**	**(370,823)**	**193%**
TOTAL TAX SUPPORTED PROGRAMS / AG	**2,093,891**	**2,405,863**	**(311,972)**	**-15%**	**4,424,467**	**5,596,554**	**(1,172,087)**	**-26%**
RATE SUPPORTED PROGRAMS								
Solid Waste Management Services	(10,061)	(17,490)	7,429	-74%	0	578	(578)	n/a
Toronto Parking Authority	(34,394)	(3,059)	(31,335)	91%	(70,100)	26,269	(96,369)	137%
Toronto Water	27,157	8,924	18,233	67%	0	(8,647)	8,647	n/a
TOTAL RATE SUPPORTED PROGRAMS	**(17,298)**	**(11,625)**	**(5,673)**	**33%**	**(70,100)**	**18,199**	**(88,300)**	**126%**

Appendix B

CITY OF TORONTO
CONSOLIDATED GROSS EXPENDITURES VARIANCE
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	June 30, 2020				December 31, 2020			
	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	6,380	2,193	4,187	66%	15,734	13,806	1,927	12%
Children's Services	292,212	263,874	28,338	10%	635,548	573,684	61,864	10%
Court Services	16,569	11,812	4,757	29%	35,940	25,714	10,226	28%
Economic Development & Culture	56,544	53,561	2,982	5%	92,058	86,247	5,812	6%
Toronto Paramedic Services	117,461	118,180	(718)	-1%	252,017	253,673	(1,656)	-1%
Seniors Services and Long-Term Care	127,451	134,612	(7,161)	-6%	272,878	295,734	(22,856)	-8%
Parks, Forestry & Recreation	197,029	154,168	42,861	22%	461,851	396,147	65,704	14%
Shelter, Support & Housing Administration	490,321	512,011	(21,690)	-4%	1,026,725	1,168,055	(141,330)	-14%
Social Development, Finance & Administration	34,572	31,030	3,542	10%	79,355	82,187	(2,832)	-4%
Toronto Employment & Social Services	540,848	525,740	15,108	3%	1,094,373	1,097,464	(3,092)	0%
Sub-Total Community and Social Services	1,879,386	1,807,180	72,207	4%	3,966,478	3,992,712	(26,234)	-1%
Infrastructure and Development Services								
City Planning	24,701	21,921	2,780	11%	54,517	50,381	4,136	8%
Fire Services	246,468	242,872	3,596	1%	497,373	497,725	(352)	0%
Office of Emergency Management	1,564	1,651	(86)	-6%	3,267	3,665	(398)	-12%
Municipal Licensing & Standards	26,564	25,042	1,522	6%	67,218	59,927	7,291	11%
Policy, Planning, Finance & Administration	7,828	7,147	681	9%	17,035	15,808	1,227	7%
Engineering & Construction Services	33,978	30,223	3,755	11%	73,095	66,557	6,539	9%
Toronto Building	27,470	23,137	4,333	16%	60,851	52,362	8,490	14%
Transportation Services	197,258	179,317	17,940	9%	417,298	379,917	37,381	9%
Transit Expansion	4,166	1,815	2,351	56%	8,672	5,282	3,390	39%
Sub-Total Infrastructure and Development Services	569,996	533,124	36,872	6%	1,199,327	1,131,624	67,702	6%
Finance and Treasury Services								
Office of the Chief Financial Officer	7,504	7,411	94	1%	17,143	16,259	884	5%
Office of the Controller	38,240	35,783	2,457	6%	80,804	77,259	3,546	4%
Sub-Total Finance and Treasury Services	45,745	43,194	2,551	6%	97,947	93,518	4,429	5%
Corporate Services								
Corporate Real Estate Management	85,711	86,302	(591)	-1%	194,055	204,061	(10,006)	-5%
Environment & Energy	6,749	6,002	747	11%	17,125	13,729	3,395	20%
Fleet Services	28,297	23,499	4,798	17%	62,758	58,662	4,096	7%
Technology Services	66,692	68,026	(1,334)	-2%	129,176	131,506	(2,330)	-2%
311 Toronto	8,434	7,643	791	9%	19,175	18,022	1,153	6%
Sub-Total Corporate Services	195,882	191,471	4,410	2%	422,288	425,980	(3,692)	-1%
City Manager								
City Manager's Office	27,936	28,826	(890)	-3%	63,537	63,552	(16)	0%
Sub-Total City Manager	27,936	28,826	(890)	-3%	63,537	63,552	(16)	0%
Other City Programs								
City Clerk's Office	23,108	20,801	2,307	10%	52,774	48,335	4,439	8%
Legal Services	31,407	25,091	6,315	20%	67,337	59,105	8,232	12%
Mayor's Office	1,097	1,119	(22)	-2%	2,567	2,567	0	0%
City Council	9,726	8,727	999	10%	21,889	21,889	0	0%
Sub-Total Other City Programs	65,338	55,738	9,600	15%	144,567	131,896	12,670	9%
Accountability Offices								
Auditor General's Office	3,063	2,874	189	6%	7,376	7,376	0	0%
Office of the Integrity Commissioner	325	225	100	31%	762	672	90	12%
Office of the Lobbyist Registrar	569	575	(6)	-1%	1,252	1,252	0	0%
Office of the Ombudsman	976	990	(14)	-1%	2,196	2,196	0	0%
Sub-Total Accountability Offices	4,932	4,664	268	5%	11,586	11,496	90	1%
TOTAL - CITY OPERATIONS	**2,789,215**	**2,664,197**	**125,018**	**4%**	**5,905,729**	**5,850,778**	**54,951**	**1%**

Appendix B

CITY OF TORONTO
CONSOLIDATED GROSS EXPENDITURES VARIANCE
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	June 30, 2020				December 31, 2020			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	115,339	108,410	6,929	6%	270,641	273,913	(3,273)	-1%
Toronto Public Library	101,109	96,580	4,529	4%	217,334	217,334	0	0%
Association of Community Centres	4,488	3,917	570	13%	8,979	8,858	121	1%
Exhibition Place	25,672	19,657	6,015	23%	56,874	35,399	21,475	38%
Heritage Toronto	521	477	44	8%	1,100	950	150	14%
TO Live	18,526	9,999	8,527	46%	38,699	15,155	23,543	61%
Toronto Zoo	23,914	17,850	6,064	25%	52,134	38,398	13,737	26%
Arena Boards of Management	4,764	3,880	884	19%	9,963	8,584	1,378	14%
Yonge Dundas Square	1,596	896	700	44%	3,934	2,255	1,678	43%
CreateTO	7,216	6,738	478	7%	14,409	14,409	0	0%
Toronto & Region Conservation Authority	5,142	5,142	0	0%	9,470	9,470	0	0%
Toronto Transit Commission - Conventional	1,008,890	949,910	58,980	6%	1,987,171	1,884,761	102,410	5%
Toronto Transit Commission - Wheel-Trans	78,779	57,334	21,445	27%	156,483	115,997	40,486	26%
Toronto Police Service	552,100	554,450	(2,350)	0%	1,221,216	1,225,916	(4,700)	0%
Toronto Police Services Board	1,768	1,768	0	0%	5,342	5,342	0	0%
TOTAL - AGENCIES	**1,949,824**	**1,837,010**	**112,815**	**6%**	**4,053,748**	**3,856,742**	**197,006**	**5%**
Corporate Accounts								
Capital Financing - Capital from Current	500	500	0	0%	340,220	340,220	0	0%
Technology Sustainment	0	0	0	n/a	19,912	19,912	0	0%
Debt Charges	362,637	369,250	(6,612)	-2%	666,665	660,137	6,528	1%
Capital & Corporate Financing	363,137	369,750	(6,612)	-2%	1,026,797	1,020,269	6,528	1%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	32,361	32,372	(11)	0%	65,422	65,422	0	0%
Tax Increment Equivalent Grants (TIEG)	14,644	13,980	664	5%	29,287	27,959	1,328	5%
Assessment Function (MPAC)	22,947	23,058	(111)	0%	45,893	46,115	(222)	0%
Funding of Employee Related Liabilities	35,416	35,392	24	0%	70,833	70,833	0	0%
Other Corporate Expenditures	19,372	17,148	2,224	11%	16,070	19,101	(3,030)	-19%
Parking Tag Enforcement & Oper.	27,329	20,054	7,275	27%	62,112	52,518	9,594	15%
Programs Funded from Reserve Funds	82,608	82,608	0	0%	143,778	143,778	0	0%
Heritage Property Taxes Rebate	1,165	1,166	(2)	0%	2,329	2,329	0	0%
Tax Rebates for Registered Charities	7,733	7,733	(0)	0%	7,733	7,733	0	0%
Solid Waste Management Rebates	46,228	43,767	2,461	5%	85,371	85,371	0	0%
Tax Increment Funding (TIF)	0	0	0	n/a	1,814	1,814	0	0%
Non-Program Expenditures	289,802	277,278	12,524	4%	530,642	522,972	7,670	1%
Non-Program Revenue								
Payments in Lieu of Taxes	0	0	0	n/a	0	0	0	n/a
Supplementary Taxes	0	0	0	n/a	0	0	0	n/a
Tax Penalty Revenue	0	0	0	n/a	0	0	0	n/a
Interest/Investment Earnings	4,572	3,181	1,392	30%	10,723	7,362	3,361	31%
Other Corporate Revenues	381	928	(547)	-144%	(936)	481	(1,417)	151%
Dividend Income	0	0	0	n/a	0	0	0	n/a
Provincial Revenue	0	0	0	n/a	0	0	0	n/a
Municipal Land Transfer Tax	36,059	36,359	(300)	-1%	72,668	72,668	0	0%
Third Party Sign Tax	0	0	0	n/a	0	0	0	n/a
Parking Authority Revenues	0	0	0	n/a	0	0	0	n/a
Administrative Support Recoveries - Water	0	0	0	n/a	0	0	0	n/a
Administrative Support Recoveries - Health & EMS	0	0	0	n/a	0	0	0	n/a
Other Tax Revenues	0	171	(171)	n/a	0	310	(310)	n/a
Municipal Accommodation Tax	15,014	13,857	1,157	8%	30,027	28,130	1,898	6%
Casino Woodbine	0	0	0	n/a	0	0	0	n/a
Non-Program Revenues	56,026	54,495	1,531	3%	112,481	108,950	3,531	3%
TOTAL - CORPORATE ACCOUNTS	**708,965**	**701,523**	**7,442**	**1%**	**1,669,920**	**1,652,191**	**17,729**	**1%**
TOTAL TAX SUPPORTED PROGRAMS / AGENCII	**5,448,005**	**5,202,730**	**245,275**	**5%**	**11,629,397**	**11,359,712**	**269,685**	**2%**
RATE SUPPORTED PROGRAMS								
Solid Waste Management Services	177,919	162,661	15,257	9%	378,904	359,297	19,606	5%
Toronto Parking Authority	48,845	41,388	7,457	15%	101,772	82,324	19,448	19%
Toronto Water	674,357	659,529	14,828	2%	1,390,427	1,363,975	26,452	2%
TOTAL RATE SUPPORTED PROGRAMS	**901,121**	**863,578**	**37,542**	**4%**	**1,871,103**	**1,805,596**	**65,507**	**4%**

Appendix C

CITY OF TORONTO
CONSOLIDATED REVENUE VARIANCE
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	June 30, 2020				December 31, 2020			
	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	6,092	1,745	(4,347)	-71%	14,547	12,882	(1,665)	-11%
Children's Services	271,757	245,145	(26,612)	-10%	543,564	484,475	(59,089)	-11%
Court Services	33,681	18,032	(15,648)	-46%	75,808	46,052	(29,755)	-39%
Economic Development & Culture	4,614	3,084	(1,530)	-33%	15,327	8,551	(6,777)	-44%
Toronto Paramedic Services	78,266	80,883	2,618	3%	162,857	162,233	(624)	0%
Seniors Services and Long-Term Care	111,268	109,658	(1,610)	-1%	223,238	228,264	5,026	2%
Parks, Forestry & Recreation	49,078	26,552	(22,526)	-46%	136,333	73,363	(62,970)	-46%
Shelter, Support & Housing Administration	236,053	246,338	10,285	4%	519,561	496,216	(23,346)	-4%
Social Development, Finance & Administration	7,249	11,059	3,811	53%	20,267	27,210	6,943	34%
Toronto Employment & Social Services	499,691	492,538	(7,154)	-1%	1,003,152	1,023,372	20,219	2%
Sub-Total Community and Social Services	1,297,749	1,235,036	(62,713)	-5%	2,714,654	2,562,617	(152,037)	-6%
Infrastructure and Development Services								
City Planning	19,706	17,991	(1,715)	-9%	40,967	37,946	(3,021)	-7%
Fire Services	10,980	12,641	1,661	15%	20,742	20,992	250	1%
Office of Emergency Management	650	651	1	0%	660	650	(10)	-2%
Municipal Licensing & Standards	22,704	20,734	(1,970)	-9%	54,898	44,023	(10,875)	-20%
Policy, Planning, Finance & Administration	5,678	5,029	(650)	-11%	11,596	10,863	(733)	-6%
Engineering & Construction Services	32,677	29,145	(3,532)	-11%	71,209	64,865	(6,344)	-9%
Toronto Building	34,110	29,606	(4,504)	-13%	76,998	90,272	13,274	17%
Transportation Services	78,783	58,550	(20,233)	-26%	190,235	147,474	(42,761)	-22%
Transit Expansion	4,166	1,815	(2,351)	-56%	8,671	5,282	(3,390)	-39%
Sub-Total Infrastructure and Development Services	209,455	176,161	(33,294)	-16%	475,976	422,366	(53,611)	-11%
Finance and Treasury Services								
Office of the Chief Financial Officer	1,704	1,595	(109)	-6%	3,816	3,372	(444)	-12%
Office of the Controller	18,637	13,556	(5,081)	-27%	40,785	31,987	(8,798)	-22%
Sub-Total Finance and Treasury Services	20,340	15,151	(5,190)	-26%	44,601	35,359	(9,242)	-21%
Corporate Services								
Corporate Real Estate Management	33,623	37,025	3,402	10%	89,616	94,434	4,818	5%
Environment & Energy	343	1,166	823	240%	4,094	3,084	(1,009)	-25%
Fleet Services	16,950	14,546	(2,404)	-14%	35,311	34,061	(1,250)	-4%
Technology Services	15,216	13,492	(1,725)	-11%	37,500	29,268	(8,232)	-22%
311 Toronto	4,191	3,734	(458)	-11%	8,897	7,811	(1,086)	-12%
Sub-Total Corporate Services	70,323	69,963	(360)	-1%	175,418	168,659	(6,759)	-4%
City Manager								
City Manager's Office	2,120	3,246	1,127	53%	5,403	5,391	(12)	0%
Sub-Total City Manager	2,120	3,246	1,127	53%	5,403	5,391	(12)	0%
Other City Programs								
City Clerk's Office	5,242	4,217	(1,025)	-20%	13,846	11,906	(1,941)	-14%
Legal Services	11,935	9,117	(2,818)	-24%	25,688	22,868	(2,820)	-11%
Mayor's Office	0	0	0	n/a	0	0	0	n/a
City Council	0	0	0	n/a	108	108	0	0%
Sub-Total Other City Programs	17,177	13,334	(3,843)	-22%	39,642	34,881	(4,761)	-12%
Accountability Offices								
Auditor General's Office	0	0	0	n/a	0	0	0	n/a
Office of the Integrity Commissioner	0	0	0	n/a	0	0	0	n/a
Office of the Lobbyist Registrar	0	0	0	n/a	0	0	0	n/a
Office of the Ombudsman	0	0	0	n/a	0	0	0	n/a
Sub-Total Accountability Offices	0	0	0	n/a	0	0	0	n/a
TOTAL - CITY OPERATIONS	**1,617,164**	**1,512,890**	**(104,273)**	**-6%**	**3,455,694**	**3,229,273**	**(226,421)**	**-7%**

Appendix C

CITY OF TORONTO
CONSOLIDATED REVENUE VARIANCE
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	June 30, 2020				December 31, 2020			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
Agencies								
Toronto Public Health	87,126	80,296	(6,830)	-8%	199,811	198,009	(1,803)	-1%
Toronto Public Library	9,343	8,335	(1,009)	-11%	20,640	20,640	0	0%
Association of Community Centres	159	92	(67)	-42%	318	206	(112)	-35%
Exhibition Place	25,868	12,390	(13,478)	-52%	57,374	17,816	(39,558)	-69%
Heritage Toronto	334	347	13	4%	689	448	(241)	-35%
TO Live	16,125	5,498	(10,627)	-66%	33,099	6,787	(26,312)	-79%
Toronto Zoo	15,433	4,838	(10,596)	-69%	39,362	11,548	(27,814)	-71%
Arena Boards of Management	4,924	3,279	(1,645)	-33%	10,070	6,629	(3,441)	-34%
Yonge Dundas Square	1,569	211	(1,358)	-87%	3,934	826	(3,108)	-79%
CreateTO	7,216	6,738	(478)	-7%	14,409	14,409	0	0%
Toronto & Region Conservation Authority	2,838	2,838	0	0%	5,203	5,203	0	0%
Toronto Transit Commission - Conventional	669,826	337,924	(331,902)	-50%	1,344,589	620,280	(724,309)	-54%
Toronto Transit Commission - Wheel-Trans	4,632	2,397	(2,234)	-48%	9,237	4,435	(4,802)	-52%
Toronto Police Service	24,994	27,344	2,350	9%	145,021	149,721	4,700	3%
Toronto Police Services Board	0	0	0	n/a	3,412	3,412	0	0%
TOTAL - AGENCIES	**870,387**	**492,526**	**(377,860)**	**-43%**	**1,887,168**	**1,060,368**	**(826,799)**	**-44%**
Corporate Accounts								
Capital Financing - Capital from Current	0	0	0	n/a	2,773	2,773	0	0%
Technology Sustainment	0	0	0	n/a	0	0	0	n/a
Debt Charges	20,344	22,738	2,394	12%	68,250	68,250	0	0%
Capital & Corporate Financing	20,344	22,738	2,394	12%	71,023	71,023	0	0%
Non-Program Expenditures								
Tax Deficiencies/Writeoffs	0	0	0	n/a	0	0	0	n/a
Tax Increment Equivalent Grants (TIEG)	0	0	0	n/a	0	0	0	n/a
Assessment Function (MPAC)	0	0	0	n/a	0	0	0	n/a
Funding of Employee Related Liabilities	0	0	0	n/a	0	0	0	n/a
Other Corporate Expenditures	24,054	24,054	0	0%	29,653	29,653	0	0%
Programs Funded from Reserve Funds	67,215	67,215	0	0%	143,778	143,778	0	0%
Heritage Property Taxes Rebate	0	0	0	n/a	0	0	0	n/a
Tax Rebates for Registered Charities	7,733	7,733	0	0%	7,733	7,733	0	0%
Solid Waste Management Rebates	0	0	0	n/a	10,000	10,000	0	0%
Tax Increment Funding (TIF)	0	0	0	n/a	0	0	0	n/a
Non-Program Expenditures	99,002	99,002	0	0%	191,163	191,163	0	0%
Non-Program Revenue								
Payments in Lieu of Taxes	77,576	74,222	(3,354)	-4%	96,389	92,107	(4,282)	-4%
Supplementary Taxes	12,716	18,937	6,221	49%	34,000	34,000	0	0%
Tax Penalty Revenue	14,699	9,576	(5,123)	-35%	32,000	32,000	0	0%
Interest/Investment Earnings	56,046	49,243	(6,803)	-12%	125,533	86,175	(39,358)	-31%
Other Corporate Revenues	2,007	1,519	(488)	-24%	11,803	10,725	(1,078)	-9%
Dividend Income	52,500	46,300	(6,200)	-12%	105,000	92,640	(12,360)	-12%
Provincial Revenue	39,794	39,794	0	0%	91,600	91,600	0	0%
Municipal Land Transfer Tax	351,503	334,168	(17,335)	-5%	797,691	631,791	(165,900)	-21%
Third Party Sign Tax	9,007	9,826	819	9%	9,007	9,826	819	9%
Parking Authority Revenues	19,002	14,323	(4,679)	-25%	54,739	12,668	(42,071)	-77%
Administrative Support Recoveries - Water	9,487	9,487	0	0%	18,973	18,973	0	0%
Administrative Support Recoveries - Health & EMS	5,213	5,213	0	0%	10,427	10,427	0	0%
Parking Tag Enforcement & Operations Rev	51,392	40,759	(10,633)	-21%	114,840	60,501	(54,339)	-47%
Other Tax Revenues	4,376	4,612	236	5%	10,192	10,558	366	4%
Municipal Accommodation Tax	28,231	8,645	(19,586)	-69%	61,572	9,095	(52,477)	-85%
Casino Woodbine	13,668	3,085	(10,583)	-77%	27,900	8,245	(19,655)	-70%
Non-Program Revenues	747,217	669,710	(77,508)	-10%	1,601,665	1,211,330	(390,335)	-24%
TOTAL - CORPORATE ACCOUNTS	**866,563**	**791,450**	**(75,113)**	**-9%**	**1,863,852**	**1,473,516**	**(390,335)**	**-21%**
TOTAL TAX SUPPORTED PROGRAMS / AGENCIES	**3,354,114**	**2,796,867**	**(557,247)**	**-17%**	**7,206,714**	**5,763,158**	**(1,443,556)**	**-20%**
RATE SUPPORTED PROGRAMS								
Solid Waste Management Services	187,980	180,151	(7,829)	-4%	378,904	358,720	(20,184)	-5%
Toronto Parking Authority	83,239	44,447	(38,792)	-47%	171,872	56,055	(115,817)	-67%
Toronto Water	647,200	650,606	3,406	1%	1,390,427	1,372,622	(17,805)	-1%
TOTAL RATE SUPPORTED PROGRAMS	**918,419**	**875,203**	**(43,215)**	**-5%**	**1,941,203**	**1,787,397**	**(153,806)**	**-8%**

Appendix D

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2021 Incremental Outlook (Net)
Community and Social Services					
Shelter, Support & Housing Administration					
Budget adjustment to reflect the transfer of a communications representative position to the City Manager's Office as part of organizational initiatives to centralize communication functions across City divisions under Strategic Communications in the office of the City Manager.	(142.0)	(142.0)	0.0	0.0	0.0
Request to create 4 full time temporary positions for a duration of 1 year to support the implementation and delivery of the Canada-Ontario Housing Benefit (COHB) program at a total cost of $0.189 million gross, $0 net, provincially funded under the program. The COHB will be offered to households who have been on the centralized waiting list for rent-geared-to-income housing for a long time as well as households that fall within one of the program's priority groups (i.e. Indigenous people, persons with physical disabilities and survivors of domestic violence and human trafficking).	188.6	188.6	0.0	4.0	(0.0)
Request to create 1 full time temporary Research Analyst position for a duration of 1 year to support the delivery of the Ontario Priority Housing Initiative (OPHI) program at a total cost of $0.048 million gross, $0 net, fully funded from the City's allocation under the program. The position will manage applicant tracking, the applicant database and be responsible for all provincial reporting requirements specified under the program.	48.4	48.4	0.0	1.0	0.0
Request to create 1 full time temporary position till December 2023 to support enhancements to the Eviction Prevention in the Community (EPIC) program. EPIC was launched in April 2017 as a one-year pilot providing wraparound eviction prevention services to vulnerable tenants facing imminent risk of eviction and barriers to accessing services. City Council approved enhancements to EPIC through the 2020 Budget Process. There are no financial impacts to the City as grant funding under the Federal Reaching Home program is being re-purposed to fund the position.	0.0	0.0	0.0	1.0	4.2
Total Shelter, Support & Housing Administration	**94.9**	**94.9**	**0.0**	**6.0**	**4.2**
Toronto Paramedic Services					
MOH one-time funding for 2020-2021 to support the temporary pandemic pay initiative as part of the COVID-19 response.	5,670.0	5,670.0	0.0	0.0	0.0
Total Toronto Paramedic Services	**5,670.0**	**5,670.0**	**0.0**	**0.0**	**0.0**
Total Community and Social Services	**5,764.9**	**5,764.9**	**0.0**	**6.0**	**4.2**

Appendix D

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2021 Incremental Outlook (Net)
Infrastructure and Development Services					
City Planning					
To purchase computer equipment for remote work requirements driven by COVID which is funded by the City Planning Development Technology Reserve Fund (XR1306) increasing the 2020 City Planning Operating Budget by $0.171 million and $0 net.	171.0	171.0	0.0	0.0	0.0
Total City Planning	**171.0**	**171.0**	**0.0**	**0.0**	**0.0**
Municipal Licensing & Standards					
To add final grant payment to the Toronto Wildlife Centre. The grant will be offset by recoveries from the Beare Road Fund account (220380) resulting in a net zero effect.	250.0	250.0	0.0	0.0	0.0
Total Municipal Licensing & Standards	**250.0**	**250.0**	**0.0**	**0.0**	**0.0**
Transportation Services					
City Council approved, via the 2020 Operating Budget (BC# 20313), the creation of 39 Automatic Enforcement Officers'(AEO's) positions to process charges from automated speed enforcement cameras for both, Toronto and other municipalities. This in-year adjustment is to change these 39 AEO positions to one pooled position to better align the position type with the nature of the operations. There is no financial impact with this change.	0.0	0.0	0.0	0.0	(11.6)
Total Transportation Services	**0.0**	**0.0**	**0.0**	**0.0**	**(11.6)**
Total Infrastructure and Development Services	**421.0**	**421.0**	**0.0**	**0.0**	**(11.6)**
Corporate Services					
Corporate Real Estate Management					
The transfer of the 1 FTE Program Manager from Fleet to CREM after Ann Balmain had retired. 1 FTE addition to CREM	61.9	0.0	61.9	1.0	80.6
Total Corporate Real Estate Management	**61.9**	**0.0**	**61.9**	**1.0**	**80.6**

Appendix D

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2021 Incremental Outlook (Net)
Fleet Services					
The transfer of the 1 FTE Program Manager from Fleet to CREM after Ann Balmain had retired	(61.9)	0.0	(61.9)	(1.0)	(84.6)
Total Fleet Services	**(61.9)**	**0.0**	**(61.9)**	**(1.0)**	**(84.6)**
Technology Services					
To formalize a recovery from an MLS reserve account to fund TSD capital positions to support the implementation of a Vehicle for Hire Accessibility Fund Program by MLS.	0.0	0.0	0.0	0.0	0.0
To complete the transfer of $8.7 million budget from Capital to Operating for correct classification of Cybersecurity services fully funded by CFC. TSD's Capital budget was adjusted with the Month-5 Variance report.	8,677.7	0.0	8,677.7	0.0	0.0
Total Technology Services	**8,677.7**	**0.0**	**8,677.7**	**0.0**	**0.0**
Total Corporate Services	**8,677.7**	**0.0**	**8,677.7**	**0.0**	**(4.1)**
Total City Programs	**14,863.6**	**6,185.9**	**8,677.7**	**6.0**	**(11.5)**
Corporate Accounts					
Capital & Corporate Financing					
To complete the transfer of $8.7 million budget from Capital to Operating for correct classification of Cybersecurity services fully funded by CFC. TSD's Capital budget was adjusted with the Month-5 Variance report.	0.0	8,677.7	(8,677.7)	0.0	0.0
Total Capital & Corporate Financing	**0.0**	**8,677.7**	**(8,677.7)**	**0.0**	**0.0**
Non-Program Expenditures					
For project closure for CFS045 Development Charges Background Study, funds will be transferred to NP2135.	150.0	150.0	0.0	0.0	0.0
Total Non-Program Expenditures	**150.0**	**150.0**	**0.0**	**0.0**	**0.0**
Total Corporate Accounts	**150.0**	**8,827.7**	**(8,677.7)**	**0.0**	**0.0**
Total Tax Supported Operations	**15,013.6**	**15,013.6**	**(0.0)**	**6.0**	**(11.5)**

Appendix D

CITY OF TORONTO
PENDING BUDGET ADJUSTMENTS
FOR THE SIX MONTHS ENDED JUNE 30, 2020
($000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2021 Incremental Outlook (Net)
Solid Waste Management Services					
To transfer two positions from Processing & Transfer and Residue Management Services to City Beautification and Collection & Transfer Services, in order to continue with the organizational strategic realignment and respond to operational needs. This will result in a re-alignment of the approved 2020 Service Budget. There is no net costs the City.	0.0	0.0	0.0	(0.0)	15.5
To transfer positions from Processing & Transfer to Residue Management Services, City Beautification and Collection & Transfer Services, to continue with the divisional strategic realignment initiated in 2019. This will result in a re-alignment of the approved 2020 Service Budget with no net costs the City.	0.0	0.0	0.0	(0.0)	0.0
Total Solid Waste Management Services	**0.0**	**0.0**	**0.0**	**(0.0)**	**15.5**
Total Non Levy Operations	**0.0**	**0.0**	**0.0**	**(0.0)**	**15.5**
Total City Operations	**15,013.6**	**15,013.6**	**0.0**	**6.0**	**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	5-Month	2.0	▲	(2.0)	▼	(0.0)	—	G	1.1	▲	(1.7)	▼	(0.6)	▼	R
	6-Month	4.2	▲	(4.3)	▼	(0.2)	▼	R	1.9	▲	(1.7)	▼	0.3	▲	G
Children's Services	5-Month	28.2	▲	(26.8)	▼	1.4	▲	G	57.4	▲	(55.0)	▼	2.5	▲	G
	6-Month	28.3	▲	(26.6)	▼	1.7	▲	G	61.9	▲	(59.1)	▼	2.8	▲	G
Court Services	5-Month	2.8	▲	(12.2)	▼	(9.4)	▼	Y	9.9	▲	(24.6)	▼	(14.7)	▼	R
	6-Month	4.8	▲	(15.6)	▼	(10.9)	▼	Y	10.2	▲	(29.8)	▼	(19.5)	▼	R
Economic Development & Culture	5-Month	1.1	▲	(0.9)	▼	0.2	▲	G	7.3	▲	(6.2)	▼	1.1	▲	G
	6-Month	3.0	▲	(1.5)	▼	1.5	▲	G	5.8	▲	(6.8)	▼	(1.0)	▼	R
Toronto Paramedic Services	5-Month	(0.7)	▼	(2.9)	▼	(3.6)	▼	R	(0.2)	▼	(0.7)	▼	(1.0)	▼	R
	6-Month	(0.7)	▼	2.6	▲	1.9	▲	G	(1.7)	▼	(0.6)	▼	(2.3)	▼	R
Seniors Services and Long-Term Care	5-Month	(5.2)	▼	(1.0)	▼	(6.2)	▼	R	(15.5)	▼	(2.1)	▼	(17.6)	▼	R
	6-Month	(7.2)	▼	(1.6)	▼	(8.8)	▼	R	(22.9)	▼	5.0	▲	(17.8)	▼	R
Parks, Forestry & Recreation	5-Month	23.2	▲	(14.5)	▼	8.7	▲	G	65.0	▲	(64.6)	▼	0.4	▲	G
	6-Month	42.9	▲	(22.5)	▼	20.3	▲	G	65.7	▲	(63.0)	▼	2.7	▲	G
Shelter, Support & Housing Administration	5-Month	(3.3)	▼	(8.1)	▼	(11.5)	▼	G	(164.0)	▼	(21.1)	▼	(185.1)	▼	R
	6-Month	(21.7)	▼	10.3	▲	(11.4)	▼	G	(141.3)	▼	(23.3)	▼	(164.7)	▼	R
Social Development, Finance & Administration	5-Month	6.9	▲	0.2	▲	7.1	▲	Y	(1.8)	▼	9.2	▲	7.5	▲	G
	6-Month	3.5	▲	3.8	▲	7.4	▲	Y	(2.8)	▼	6.9	▲	4.1	▲	G
Toronto Employment & Social Services	5-Month	22.8	▲	(17.8)	▼	5.0	▲	Y	(16.1)	▼	31.9	▲	15.8	▲	G
	6-Month	15.1	▲	(7.2)	▼	8.0	▲	Y	(3.1)	▼	20.2	▲	17.1	▲	G
Total	5-Month	77.7	▲	(86.1)	▼	(8.4)	▼	G	(56.8)	▼	(134.9)	▼	(191.8)	▼	R
	6-Month	72.2	▲	(62.7)	▼	9.5	▲	G	(26.2)	▼	(152.0)	▼	(178.3)	▼	R

Year-to-Date Net Variance: G 85% to 105%; Y 0% to 85%; R >105%
Year-End: G <=100%; R >100%

Appendix E

Community and Social Services

Year-to-Date Results	Year-End Projections
Housing Secretariat: • Favourable gross expenditure variance of $4.2 million primarily due to timing differences in year-to-date budget versus actual experience resulting from delays in advancing some of the Housing Now projects due to the ongoing COVID-19 pandemic, as well as underspending in salaries and benefits resulting from delays in filling vacant positions. • Underachieved revenues of $4.4 million resulting from timing differences in the transfer and recognition of budgeted reserve draws required to fund affordable housing development projects. • Unfavourable net variance $0.2 million due to timing delays in revenue recognition related to plan, offset by savings in salaries and benefits resulting from hiring delays.	• Projected favourable gross expenditure variance of $1.9 million primarily due to underspending in projects under the "Housing Now" initiative as well as underspending in salaries and benefits resulting from delays in filling vacant positions and underspending in consulting fees related to HousingTO 2020-2030 Action Plans. • Projected underachieved revenues of $1.7 million resulting from lower than planned recognition of budgeted reserve draws and timing differences resulting from "Housing Now" Initiative project timelines. • Favourable net variance of $0.3 million due to lower than plan expenditures resulting from project implementation delays and savings in salaries and benefits, significantly offset by underachieved revenues resulting from lower than planned recognition of budgeted reserve draws.
Children's Services: • Favourable gross expenditure variance of $28.3 million, primarily, reflecting under-spending due to the provincially mandated closure of all licensed child care centres , and facilities providing indoor recreation, including EarlyOn Child and Family Centres attributable to the COVID-19 pandemic. As part of the City's	• Favourable gross variance of $61.9 million is primarily attributable to underspending in fee subsidies, operating grants, and the 100% provincially funded programs, including the Provincial Wage Enhancement, and EarlyOnChild and Family Centres and the gradual reopening and

pandemic response, and to support essential and front-line workers, Children's Services operated 8 emergency child care centres until June 26, at no cost to families, fully funded by the Province. The children from these emergency centres continue to be transitioned to other child care centres as the sector continues its gradual re-opening under updated provincial guidelines. Consequently, underspending occurred in child care fee subsidy expenditures, operating grants, and the 100% provincially funded programs; as well, under-spending in salaries and benefits resulting from unfilled vacancies and the temporarily suspension of some programming. • Under achieved revenues of $26.6 million corresponds to both underspending in the delivery of provincially and federally funded programs, as well as the impact of the provincial direction to eliminate charging parent fees where care is not being provided. • Favourable net of $1.7 million reflects a combination of underspending in salaries and benefits and other operational savings resulting from provincially declared state of emergency and transition to reopening of the early years' and child care sector.	mandated capacity reductions, effective June 12th. Actual spending and forecasts will be closely monitored and adjusted based on sector needs, provincial guidelines and confirmed funding allocations • Revenues are projected to be underachieved by $59.1 million, both reflecting the withdrawal of services and with the gradual re-opening and mandated capacity reductions of licensed child care centres that commenced in mid-June. • Favourable net variance of $2.8 million reflects a combination of savings from salaries and benefits and operational savings resulting from the provincially declared state of emergency and transition to re-opening of the early years' and child care sector. These projections do not include expenditures or revenues for the recently announced Federal Fast Start programming.
Court Services: • Favourable gross expenditure variance of $4.8 million due to underspending in salaries and benefits resulting from hiring delays and lower than anticipated expenditures for tribunal members' honorarium, payments to province and interpreter services due to temporary closure of court rooms attributable to the COVID-19 pandemic.	• Projected favourable gross expenditure variance of $10.2 million due to underspending in salaries and benefits resulting from delays in hiring and lower non-payroll expenditures such as honorarium for tribunal members, payments to province and interpreter costs. • Projected underachieved revenues of $29.8 million primarily due to lower than plan issuance of tickets,

• Underachieved revenues of $15.7 million primarily due to lower than plan ticket issuance including delayed implementation of the Automated Speed Enforcement initiative (plan 260,526, actual 148,721), and partial suspension of collection activities as a result of COVID-19. • Unfavourable net variance of $10.9 million primarily due to underachieved revenues resulting from lower than plan ticket issuance and partial suspension of collection activities due to COVID-19 partially offset by underspending in salaries and benefits and non-payroll expenses.	delayed implementation of the Automated Speed Enforcement (ASE) initiative and partial suspension of collection efforts as a result of COVID-19. Provincial courts are currently closed and it is unknown when they will reopen. If courts remain closed there will be farther adverse effect than currently projected on revenues due to delays in charges heard within the legislative timeline. • Projected unfavourable year-end net variance of $19.5 million resulting from under achieved revenues as indicated above, partially offset by hiring delays and savings in non-salary court operation related expenses.
Economic Development & Culture: • Favourable net expenditures of $1.5 million or 2.8% under the 2020 Approved Operating Budget is due to: • Favorable gross expenditure of $3.0 million is primarily driven by underspending in salaries and benefits resulting from delays in hiring, vacancy and savings from recreation and part time bargaining unit workers not working during COVID-19. Other savings include reduction in travel expenses and International Strategy, cancellation of Doors Open Event. • Underachieved revenue of $1.5 million is mainly attributed to loss of sponsorship funding for cancelled City events and small business services, film permitting fees, admissions and fees for programs and camps, as well as rentals at closed Museums and Cultural Centres as a result of COVID-19.	• Economic Development and Culture (EDC) projects an unfavorable net expenditures of $1.0 million by year-end primarily due to: • COVID-19 related cost expenditures and revenue loss in film permit fees, sponsorship funding and program fees for courses and camps, as well as rentals at closed Museums and Cultural Centres. • Unbudgeted recovery effort directed by the Toronto Office of Recovery and Rebuild (TORR) is anticipated to be $1.1 million. • These pressures are partially offset by underspending in salaries and benefits, savings from conversion of in-person City events and reduction in international travel expense. • Other savings are being redirected to address COVID-19 mitigation and recovery efforts for Toronto's business, tourism and cultural sectors.

Toronto Paramedic Services: • Unfavourable gross expenditure variance of $0.7 million primarily attributable to COVID-19 related costs and WSIB pressure related to Bill 184, partially offset by lower expenditures in salaries and benefits due to hiring delays as a result of COVID-19 and a reduction in overtime. • Overachieved revenues of $2.6 million primarily attributed to the unbudgeted Provincial Pandemic Pay for paramedics, partially offset by the loss of user fee revenue as a result of the COVID-19 related shutdown and a delay in the receipt of the Land Ambulance grant. The Land Ambulance grant is expected to be fully received by Q4 of 2020. • Favourable net variance of $1.9 million primarily due to the unbudgeted Provincial Pandemic Pay, partially offset by costs related to COVID-19 and WSIB pressures.	• Projected unfavourable gross expenditure variance of $1.7 million due to COVID-19 related costs and WSIB pressures, partially offset by delays in hiring and overtime savings. • Underachieved revenues of $0.6 million due to lower user fee and inter-divisional revenues as a result of COVID-19 related cancellations of Special Events and CPR/First Aid training courses. • Projected unfavourable net expenditure variance of $2.3 million primarily due to COVID-related and WSIB pressures.
Seniors Services and Long-Term Care: • Unfavourable gross expenditure variance of $7.2 million mainly due increased salary and benefits and non-payroll expenditures primarily from additional PPE and cleaning supplies related to the COVID-19 response that required creating new roles to screen people entering and exiting the homes, to adhere to more stringent cleaning protocols and to support residents at mealtimes. • Underachieved revenues of $1.6 million mainly from reduced recoveries from Community Based Programming such as Homemaker and Nursing services that have been limited to serve only high-risk clients during the COVID-19 pandemic.	• Projected unfavourable gross expenditure variance of $22.9 million is comprised of extraordinary and ongoing incremental costs in response to COVID-19. This includes costs to maintain screening staff/procedures, PPE, Infection Control Prevention and additional staff to support functions previously performed by volunteers. • Included in the projections are additional costs and revenues associated with the $4 p/hr provincial pandemic pay program for front-line workers expected to cost roughly $8 million. These costs are fully funded by the province.

• Unfavourable net variance of $8.8 million reflects the additional cost of prevention and containment measures in place for COVID-19.	• Overachieved revenues of $5.0 million mainly due to funding for the $4 p/hr provincial pandemic pay program and additional emergency and pandemic funding of $3.5 million received from the Province, offset by reduced provincial recoveries for Community Based Programming such as the Homemaker and Nursing services that have been limited to serve only high-risk clients during the COVID-19. • On April 15th, the Ontario government announced that "an investment of $243 million in COVID-19 emergency funding is available to homes to cover the costs associated with securing the staffing, supplies, and capacity they need at this unprecedented time." The City of Toronto's allocation is not available yet. Revenue projections will be adjusted to reflect any additional funding received from other levels as part of future period variance reports. • Projected net unfavourable variance of $17.8 million reflects the pressure on the City if funding is not provided by the province to support the extraordinary costs related to the COVID-19 outbreak.
Parks, Forestry & Recreation: • Parks, Forestry & Recreation has experienced a year-to-date favourable net variance of $20.3 million, consisting of a favourable gross expenditure variance of $42.8 million partially offset by an unfavourable revenue variance of $22.5 million, driven by the COVID-19 pandemic experienced in 2020.	• PFR is projecting a favourable net variance of $2.7 million by year-end. Consistent with year-to-date results, anticipated favourable expenditures of $65.7 million and unfavourable revenues of $63.0 million are driven by the COVID-19 pandemic experienced in 2020.

• Favourable gross expenditure variance is primarily attributable to COVID-19 related underspending including the cancellation of spring programming; delayed hiring for seasonal and recreational workers; reduced facility usage payments; and under-spending for utilities, service and rent, supplies and equipment. • Unfavourable revenue variance is mainly due to lower than anticipated registration sales; permit revenues; ticket sales and user fees, all driven by the requirement for PFR to close community facilities and parks during the COVID-19 pandemic.	• Expenditures are expected to be favourable due to reduced salaries and benefits; underspending associated with seasonal and recreational programming; and lower than planned service and rent costs. • Revenues are anticipated to be under-achieved in 2020 due to reduced registration sales; ticket sales; and permits issued; related to COVID-19. • Both revenues and expenses will be highly dependent on the duration of COVID-19; and the activities and behaviours during the reopening and recovery phases.
Shelter, Support & Housing Administration: • Unfavourable gross expenditure variance of $21.7 million. Unplanned expenditures of $51.2 million for the City's COVID-19 response have been significantly offset by underspending in Hostel Services resulting from savings in hotel costs for the Refugee Response program, as well as lower than planned expenditures in the Social Housing service. Further, underspending in provincially funded social housing retrofit projects (SHAIP) resulting from COVID-19 related delays are fully offset by lower recognition of revenues for these projects for a net zero impact. • Underachieved revenues of $10.3 million primarily reflects prorated ask from the federal government to support the Refugee Response program in 2020 which has not been received to-date, as well as lower revenue recognition for social housing retrofit projects. However, the City has received a total of $51.2 million as at the end of June in unbudgeted revenues from the federal	• Projected unfavourable gross expenditure variance of $141.3 million. Physical distancing measures implemented to prevent an outbreak of COVID-19 in shelters required an addition of up to 3,000 beds to the City's shelter system. To sustain the COVID-19 response, overspending of $164.3 million is projected by the end of 2020. These expenditures will be partially offset by underspending in Social Housing and Hostel Services on the assumption that the reduced rate of refugee influx so far experienced will continue to the end of 2020. As well, COVID-19 expenditure projections are based on current lower pricing for operational costs for food, hotel and services which may increase as lockdown measures are eased across the City. • Projected underachieved revenues of $23.3 million. The projections do not include the City's ask from the federal government to sustain the Refugee Response initiative in 2020 which has not been

and provincial governments which fully offsets the City's year to date spending for COVID-19. • Unfavourable net expenditure variance of $11.4 million primarily attributable to underachieved revenues in Hostels and the Social Housing Service, partially offset by underspending in these services.	received. Projected underachieved revenues also reflects lower revenue recognition for provincially funded social housing programs and retrofit capital projects due to COVID-19 related project delays partially offset by federal and provincial funding received to support Toronto's COVID-19 response. • Projected unfavourable net expenditure variance of $164.7 million primarily attributable to unplanned COVID-19 related expenditures and underachieved revenues.
Social Development, Finance and Administration: • Favourable gross expenditure variance of $3.5 million primarily from underspending in the Transit Fare Equity program due to lower ridership, underspending in salaries and benefits due to vacancies, and underspending from the delayed implementation of community development and revitalization projects. Underspending is partially offset by payments to community-based agencies to support vulnerable communities impacted by COVID-19. • Overachieved revenues of $3.8 million correspond mainly to COVID relief from the Provincial Social Services Assistance Relief fund and the Canadian Medical Association, partially offset by unfunded indigenous sector and the National Crime Prevention programming, which the Federal government did not approve funding for. • Favourable net variance of $7.4 million primarily due to underspending in the Transit Fare Equity program, salaries and benefits, and community development and revitalization projects, partially offset by unfunded	• Unfavourable gross expenditure variance of $2.8 million mainly due to emergency spending for COVID-19 related expenditures to support vulnerable residents, partially offset by underspending from the Transit Fare Equity program due to lower ridership, underspending in salaries and benefits due to vacancies, and underspending from the delayed implementation of community development and revitalization projects. • Overachieved revenues of $6.9 million correspond mainly to COVID relief funding, partially offset by unfunded indigenous sector and the National Crime Prevention programming, which the Federal government did not approve funding for. • Favourable net variance of $4.1 million primarily due to underspending in the Transit Fare Equity program, salaries and benefits, and community development and revitalization projects, partially offset by unfunded indigenous sector and the National Crime Prevention programming.

indigenous sector and the National Crime Prevention programming.	
Toronto Employment & Social Services: • Favourable gross expenditure variance of $15.1 million primarily due a lower than budgeted caseload and reduced services related to COVID-19, which reduced the issuance of financial, medical and employment benefits. The average monthly year-to-date caseload was 81,003, 1,997 or 2.4% below budget as caseload retuned to pre-shutdown levels in May and June, reversing the March and April increases. • Unfavourable revenue variance of $7.2 million attributed to lower than planned expenditure based provincial subsidies. • Favourable net expenditure variance of $7.9 million mainly attributable to lower program delivery costs.	• Projected unfavourable year-end gross expenditure variance of $3.1 million resulting from the unbudgeted COVID-19 Emergency Benefit, which is projected to provide $23.0 million in benefits to OW recipients, partially offset by lower program delivery expenditures. Caseload is projected to be on-budget for the year at 83,000 as government support programs such as the Canada Emergency Response Benefit (CERB) and Employment Insurance are expected to alleviate pressure on the OW program. • Projected overachieved revenues of $20.2 million mainly as a result of the unbudgeted 100% provincially funded COVID-19 Emergency Benefit. • Favourable year-end net variance of $17.1 million primarily attributable to lower program delivery expenses.

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	5-Month	1.9	▲	(3.7)	▼	(1.9)	▼	R	3.6	▲	(4.4)	▼	(0.8)	▼	R
	6-Month	2.8	▲	(1.7)	▼	1.1	▲	Y	4.1	▲	(3.0)	▼	1.1	▲	G
Fire Services	5-Month	1.0	▲	1.1	▲	2.0	▲	G	0.9	▲	(0.4)	▼	0.5	▲	G
	6-Month	3.6	▲	1.7	▲	5.3	▲	G	(0.4)	▼	0.3	▲	(0.1)	▼	R
Office of Emergency Management	5-Month	0.0	—	0.0	—	0.0	—	G	(0.3)	▼	(0.0)	—	(0.3)	▼	R
	6-Month	(0.1)	▼	0.0	—	(0.1)	▼	R	(0.4)	▼	(0.0)	—	(0.4)	▼	R
Municipal Licensing & Standards	5-Month	1.0	▲	(2.9)	▼	(1.9)	▼	R	4.7	▲	(10.5)	▼	(5.8)	▼	R
	6-Month	1.5	▲	(2.0)	▼	(0.4)	▼	R	7.3	▲	(10.9)	▼	(3.6)	▼	R
Policy, Planning, Finance & Administration	5-Month	0.5	▲	(0.2)	▼	0.3	▲	G	1.1	▲	(0.6)	▼	0.4	▲	G
	6-Month	0.7	▲	(0.6)	▼	0.0	—	G	1.2	▲	(0.7)	▼	0.5	▲	G
Engineering & Construction Services	5-Month	2.8	▲	(1.6)	▼	1.2	▲	Y	7.2	▲	(7.1)	▼	0.0	—	G
	6-Month	3.8	▲	(3.5)	▼	0.2	▲	Y	6.5	▲	(6.3)	▼	0.2	▲	G
Toronto Building	5-Month	3.1	▲	(5.6)	▼	(2.5)	▼	Y	8.1	▲	1.4	▲	9.5	▲	G
	6-Month	4.3	▲	(4.5)	▼	(0.2)	▼	G	8.5	▲	13.3	▲	21.8	▲	G
Transportation Services	5-Month	10.7	▲	(8.4)	▼	2.3	▲	G	18.8	▲	(18.7)	▼	0.1	▲	G
	6-Month	17.9	▲	(20.2)	▼	(2.3)	▼	G	37.4	▲	(42.8)	▼	(5.4)	▼	R
Transit Expansion	5-Month	2.0	▲	(2.0)	▼	0.0	—	Y	3.1	▲	(3.1)	▼	0.0	—	G
	6-Month	2.4	▲	(2.4)	▼	0.0	—	Y	3.4	▲	(3.4)	▼	0.0	—	G
Total	5-Month	22.8	▲	(23.2)	▼	(0.4)	▼	G	47.2	▲	(43.6)	▼	3.6	▲	G
	6-Month	36.9	▲	(33.3)	▼	3.6	▲	G	67.7	▲	(53.6)	▼	14.1	▲	G
Year-to-Date Net Variance	G	85% to 105%	Y	0% to 85%	R	>105%		**Year-End**	G	<=100%	R	>100%			

Appendix E
Infrastructure and Development Services

Year-to-Date Results	Year-End Projections
City Planning: • City Planning has a favourable net expenditure variance of $1.1 million comprised of: • Favourable gross expenditure variance of $2.8 million due to staffing vacancies, resulting in underspending in salaries and benefits and in part by the hiring slowdown from COVID-19 as well as lower costs relating to materials, supplies and external legal and other professional services. • Unfavourable revenue variance of $1.7 million due to lower capital, reserve fund and other recoveries due to staff vacancies, timing of projects and billing delays, primarily related to finalizing transit planning and funding agreements with Metrolinx, as well as in other projects.	• City Planning is projecting a favourable net expenditure variance of $1.1 million comprised of: • Favourable gross expenditure variance of $4.1 million is projected due to underspending in salaries and benefits as a result of vacant positions due in part to the hiring slowdown driven by COVID and lower than anticipated material, supplies and services and rents. • Unfavourable revenue variance of $3.0 million is projected primarily due to lower than anticipated development application review and other fees, in addition to lower capital, reserve fund and other recoveries resulting from vacancies, delay hiring, timing of projects and non-salary spending, primarily in transit planning, development review and other projects.
Fire Services: • Favourable gross expenditure variance of $3.6 million is mainly due to underspending in salary and benefits of $2.3 million, as well as underspending of WSIB of $0.8 million, and under spending in various non-salary expenses of $0.4 million. • Over achieved revenues of $1.7 million are primarily due to false alarm fees and other fees that exceed the budget by $1.0 million and the receipt of the HUSAR grant of	• Unfavourable gross expenditure variance of $0.4 million is comprised of projected underspending in salaries and benefits of $3.2 million; and underspending in non-salary operational expenses of $0.1 million. These under expenditures are projected to be offset by over spending of $2.2 million in WSIB charges; and COVID-19 expenditures of $1.5 million.

$0.7 million, which includes a portion of the funding that was budgeted in 2019, but received in 2020. • Favourable net variance of $5.3 million reflects gross underspending mostly in salary and benefits and over achieved revenues from false alarm fees and receipt of the 2019 HUSAR grant	• Revenues are projected to be over achieved by $0.3 million, primarily due to greater than predicted false alarm charges. • Unfavourable net variance of $0.1 million, with gross underspending fully offsetting under achieved revenues, as noted above.
Office of Emergency Management: • Favourable gross expenditure variance of $0.1 million is mainly due to underspending in salary and benefits • Revenues are as planned and reflect the receipt of the provincial grant. • Favourable net of $0.1 million, reflecting the gross underspending in salaries and benefits.	• Overspending of $0.4 million is primarily attributable to COVID-19 related expenditures. • Revenues are projected to be under achieved by $0.01 million, reflecting grant receipts that are below budget. • Unfavourable variance of $0.4 million, reflects COVID-19 related expenditures and underachieved revenues.
Municipal Licensing & Standards: • Under-expenditures totaling $2.0 million mainly arise from: • Salaries and benefits savings due to processing time to fill vacancies as well as the impact of the COVID-19 hiring slow-down ($1.2 million). • Under-expenditures are also driven by lower contracted services costs due to proactive cannabis enforcement ($0.2 million), lower than planned audit fees ($0.2 million) and miscellaneous underspending of $0.5 million for stationary, computer hd/sw, footwear, medical supplies, veterinary fees, training, furnishings and hydro. • These under-expenditures were partially offset by over-expenditures of $0.5 million mainly due to:	• Projecting to be over budget at year-end with an unfavourable net expenditure variance (deficit) of $3.6 million. • Projected expenditures of $59.9 million are under budget by $7.3 million or 10.8% at year-end primarily due to: • Vacancy related underspending in salaries and benefits ($1.7 million) mainly due to the length of time it takes to fill staff positions as well as the impact of the COVID-19 hiring slow-down; • Lower than planned contribution expense to the Accessibility Reserve Fund ($1.8 million) due to lower than anticipated volumes of non-compliance fees collected as a result of COVID-19;

• Higher than planned expenditures for contracted services including misc. supplies for health & safety, janitorial, animal services, payment of honoraria, advertising and unplanned mechanical repairs as well as contracted waste disposal and roofing repair ($0.3 million). • There was also an unplanned grant disbursement to the Toronto Wildlife Centre ($0.2 million) • Lower than planned revenue of $2.0 million was primarily comprised of • $4.7 million in higher revenue mainly from greater than expected volumes of PTC (Private Transportation Company) applications and trip fees; • This increase was offset by lower than planned revenue of $6.7 million mainly from licenses & permits primarily including business licences ($4.4 million) as well as other fees and service charges including recoveries for cannabis enforcement and animal services fees. • The resulting net expenditures reflect an unfavourable variance (deficit) of $0.5 million as of the 6 month period ended June 30, 2020.	• Lower than planned grant expenses to the Accessibility Fund program ($2.7 million) due to lower than anticipated volumes of applications; • Lower than anticipated spending in cannabis enforcement due to proactive planning ($04 million); and, • Lower spending on compliance audit services ($0.4 million) resulting from deferral of the Short-Term Rental program implementation. • Revenue of $44.0 million is projected to be under-achieved by $10.9 million or 19.8% at year-end primarily due to: • Lower than anticipated business licences revenue ($3.9 million) due to the lower volume of applications as a result of COVID-19 emergency closures; • Lower than planned fees & service charges and licenses & permits revenue including Investigation Services and Animal Services mainly due to volumes ($1.9 million); • Lower than anticipated accessibility fee collection ($1.8 million) due to lower volumes as a result of COVID-19 partially offset by higher than planned Private Transportation Companies application & trip fees of $0.2 million; • Deferral of Short-Term Rental program implementation ($1.2 million) as a result of COVID-19 emergency closures; • Waived application and permit fees for boulevard cafes ($0.8 million) as part of the CafeTO initiative;

	• Lower than anticipated gaming services revenue ($0.7 million) as a result of COVID-19 emergency closures; and, • Lower recoveries from the cannabis reserve fund ($0.4 million) resulting from lower expenditures due to proactive enforcement. • The shutdown of operations due to COVID-19 has significantly impacted revenues (approximately 20% reduction). Business and Other Licenses Permits and Investigations experienced some of largest losses in volume and associated revenue.
Policy, Planning, Finance & Administration: • PPF&A has a favourable net expenditure variance of $0.03 million comprised of: • Favourable gross expenditure variance of $0.7 million due to staffing vacancies and hiring delays resulting from COVID-19 emergency closures, as well as lower costs relating to supplies, equipment, service and rents and utilities due to lower usage. • Unfavourable revenue variance of $0.7 million due to lower inter-divisional recoveries from client divisions reflecting lower gross expenditures as a result of vacancies.	• PPF&A has a favourable net expenditure variance of $0.5 million comprised of: • Favourable gross expenditure variance of $1.2 million is projected due to underspending in salaries and benefits as a result of vacant positions and hiring slow down due to COVID-19; and lower than anticipated spending in equipment materials & supplies and contract services. • Unfavourable revenue variance of $0.7 million is projected from lower capital as well as lower interdivisional recoveries due to staffing vacancies resulting from COVID-19 emergency closures.
Engineering and Construction Services: • Engineering & Construction Services (ECS) reported a favourable net variance of $0.2 million, consisting of a favourable gross expenditure variance of $3.7 million and an unfavourable revenue variance of $3.5 million. • Expenditures were lower than budget due to under-spending in salaries and benefits and related non-salary	• ECS is projecting a favourable net variance of $0.2 million, consisting of a favourable gross expenditure variance of $6.5 million and an unfavourable revenue variance of $6.3 million. • Expenditures are projected to be lower than budget due under-spending in salaries and

expenses due to vacant positions as a result of the highly competitive market for engineering professionals. • Revenues were lower than budget due to lower recoveries from client capital projects resulting from vacant positions, and lower administrative fees/ recoveries mostly related to transit project delays. • The lower recoveries from were partially offset by higher development application review fees, full stream application fees, and higher development engineering review and inspection revenue due to a larger than expected volumes.	benefits and related non-salary expenses due to vacant positions. • Revenues are projected to be lower than budget due to lower recoveries from client capital projects as a result of vacant positions, and lower user fees and recoveries mostly related to transit project delays. • The lower recoveries are projected to be partially offset by higher development application review fees, full stream application fees, and higher development engineering review and inspection revenue due to a larger than expected volumes.
Toronto Building: • Gross expenditures have a favourable variance of $4.3 million mainly due to the following: • Underspending in salaries and benefits ($3.8 million) due to vacant positions and partially due to hiring slow down resulting from COVID-19; • Underspending in services and rents primarily resulted from COVID-19 related lower than expected spending in consulting, training and mileage, etc. ($0.6 million); • Overspending in equipment for computer and monitor purchases related to COVID-19 emergency closures and work from home arrangements ($0.2 million). • Revenues are underachieved by $4.5 million due to lower volume of building permit applications resulting from COVID-19 emergency closures.	• Gross expenditures are projected to be under spent by $8.5 million at year end primarily due to vacancies and hiring slow down as a result of COVID-19, and under spending in contracted services. • Revenues at year end are projected to be overachieved by $13.3 million driven by partial recovery of permit activity since beginning of COVID-19 pandemic. Based on limited data available as at June 2020, year-end revenues are projected to be 85% of the 5-year historical average actuals for the period of July-December due to the impact of the COVID-19 pandemic. The projection will be continually re-assessed as more data becomes available.
Transportation Services: • Transportation Services reported an unfavourable net variance of $2.3 million, consisting of a favourable gross	• Transportation Services is projecting an unfavourable net variance of $5.4 million, consisting of a favourable gross expenditure

expenditure variance of $17.9 million and an unfavourable revenue variance of $20.2 million. • Expenditures were lower than budget due to lower costs for the school crossing guard program due to school closures since mid-March; and under-spending in salaries & benefits and related non-salary expenses due to vacant positions as a result of the City's hiring slow-down and delayed implementation of the divisional re-organization. • Under-spending is partially offset by over-spending on street lighting and signal maintenance contracts due to higher requirements; and, ActiveTO implementation costs resulting from COVID-19. • Revenues were lower than budget due to lower capital recoveries due to vacant positions; lower right-of-way permit & inspection fees; lower UT cut revenue linked to COVID-19 related contract delays; and, lower revenues for temporary parking permits as a result of enforcement suspension due to COVID-19. • The lower recoveries from were partially offset by higher automated speed enforcement revenues due to timing.	variance of $37.4 million and an unfavourable revenue variance of $42.8 million. • Expenditures are projected to be lower than budget due to under-spending in salaries and benefits and related non-salary expenses due to vacant positions; lower spending for the school crossing guard program due to school closures; and decreased utility cut repair costs due to COVID-19 related work delays. • Under-spending is projected to be partially offset by over-spending on street lighting and signal maintenance contracts; and ActiveTO implementation costs resulting from COVID-19. • Revenues are projected to be lower than budget due to lower capital recoveries result of vacant positions; and lower utility cut revenue due to COVID-19 related work delays; lower right-of-way permit fees, and temporary parking permit fees revenue as a result of COVID-19; and, lower recoveries for automatic speed enforcement and red light camera from other municipalities due to lower volume of charges and delayed implementation in speed enforcement.
Transit Expansion: • Gross expenditures had a favourable variance of $2.4 million primarily due to vacant positions as salaries and benefits were underspent by $2.0 million. Underspending was experienced in professional and technical services by $0.2 million and computer hardware and software categories were underspent by $0.1 million.	• Gross expenditures are projected to be under spent by $3.4 million at year end due to vacant positions and from lower than anticipated spending in non-salary related expenses. • Revenues at year end are projected to be underachieved by $3.4 million due to lower expenditure recoveries from Metrolinx ($2.4 million) and from capital ($1.0 million).

• Revenues were under achieved by $2.4 million due to lower than expected expenditure recoveries from Metrolinx ($1.7 million) and from capital ($0.7 million).	

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	5-Month	0.0	▬	0.0	▬	0.1	▲	Ⓖ	0.8	▲	(0.4)	▼	0.3	▲	Ⓖ
	6-Month	0.1	▲	(0.1)	▼	(0.0)	▬	Ⓖ	0.9	▲	(0.4)	▼	0.4	▲	Ⓖ
Office of the Controller	5-Month	1.3	▲	(2.6)	▼	(1.3)	▼	Ⓡ	3.8	▲	(8.4)	▼	(4.7)	▼	Ⓡ
	6-Month	2.5	▲	(5.1)	▼	(2.6)	▼	Ⓡ	3.5	▲	(8.8)	▼	(5.3)	▼	Ⓡ
Total	5-Month	1.4	▲	(2.6)	▼	(1.2)	▼	Ⓡ	4.5	▲	(8.9)	▼	(4.4)	▼	Ⓡ
	6-Month	2.6	▲	(5.2)	▼	(2.6)	▼	Ⓡ	4.4	▲	(9.2)	▼	(4.8)	▼	Ⓡ

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

Appendix E

Finance and Treasury Services

Year-to-Date Results	Year-End Projections
Office of the Chief Financial Officer & Treasurer: • For the period ended June 30, 2020, the Office of the Chief Financial Officer and Treasurer is reporting a net variance of zero.	• Net favourable variance of $0.4 million is mainly due to underspend in salaries and benefits resulting from Hiring Slowdown/delays. 2020 projected budget reflects the in-year adjustment of $0.6M for the transfer of 5 positions from City Manager's Office to Financial Planning (EX 15.8, July 28/29, 2020)
Office of the Controller: • Unfavourable net expenditure variance of $2.6 million is mainly attributable to unbudgeted administrative costs, as well as lower user fees collected due to COVID-19, partially offset by underspend in salaries & benefits due to staffing delays.	• Net unfavourable variance of $5.3 million is mainly attributable to lower user fees revenue and higher administrative costs related to COVID-19, partially offset by underspend in salaries and benefits resulting from Hiring Slowdown and Emergency Leave protocols.

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	
Corporate Real Estate Management	5-Month	(3.1)	▼	3.9	▲	0.8	▲	G	(8.3)	▼	2.8	▲	(5.5)	▼	R
	6-Month	(0.6)	▼	3.4	▲	2.8	▲	G	(10.0)	▼	4.8	▲	(5.2)	▼	R
Environment & Energy	5-Month	0.7	▲	0.5	▲	1.1	▲	Y	3.7	▲	(1.4)	▼	2.3	▲	G
	6-Month	0.7	▲	0.8	▲	1.6	▲	Y	3.4	▲	(1.0)	▼	2.4	▲	G
Fleet Services	5-Month	1.9	▲	(0.7)	▼	1.2	▲	Y	3.4	▲	(1.3)	▼	2.1	▲	G
	6-Month	4.8	▲	(2.4)	▼	2.4	▲	Y	4.1	▲	(1.2)	▼	2.8	▲	G
Technology Services	5-Month	(2.4)	▼	(0.6)	▼	(3.0)	▼	R	(4.6)	▼	(6.8)	▼	(11.4)	▼	R
	6-Month	(1.3)	▼	(1.7)	▼	(3.1)	▼	R	(2.3)	▼	(8.2)	▼	(10.6)	▼	R
311 Toronto	5-Month	0.5	▲	(0.1)	▼	0.4	▲	G	0.9	▲	(1.1)	▼	(0.2)	▼	R
	6-Month	0.8	▲	(0.5)	▼	0.3	▲	G	1.2	▲	(1.1)	▼	0.1	▲	G
Total	5-Month	(2.4)	▼	3.0	▲	0.5	▲	G	(4.9)	▼	(7.8)	▼	(12.7)	▼	R
	6-Month	4.4	▲	(0.4)	▼	4.1	▲	G	(3.7)	▼	(6.8)	▼	(10.5)	▼	R

Year-to-Date Net Variance: G 85% to 105%; Y 0% to 85%; R >105%

Year-End: G <=100%; R >100%

Appendix E

Corporate Services

Year-to-Date Results	Year-End Projections
Corporate Real Estate Management • Favourable net variance of $2.8 million is mainly the result of one-time, unbudgeted, property tax rebates received within CREM's leasing portfolio totalling $5.0M. Significant unplanned expenditures incurred to support efforts around cleaning, maintenance and security at facilities utilized by City staff and emergency and front line response teams are only minimally offset by action taken to reduce these same services at facilities that have not been operational since the pandemic. • Revenue streams have also been impacted by the pandemic, namely revenues expected from certain retail spaces.	• Net unfavourable variance of $5.2 million is expected to be driven by COVID-19 impacts with $10.9 million net projected overspending in custodial, maintenance and security service and lower one-time revenues from delays in turning over retail space in Union Station only partially offset by the one-time collection of $5.7 million of property tax rebates. • Although CREM has gone above the standard level of service with respect to custodial and security services to address the COVID-19 pandemic, there is no anticipated impact to other divisional service levels. Preventative and on-demand maintenance will be prioritized for health and safety and legislated requirements while seeking opportunities to decrease spending on other non-essential maintenance.
Environment & Energy (EE): • Favourable variance of $1.6 million net is attributable to underspending in contracted services related to development of plans to achieve net zero carbon emissions, as well as staff vacancies due to a primary focus on COVID-19 contract procurement and essential recruitment augmented by earlier than expected collection of various external grants and new construction payments.	• Net favourable variance of $2.4 million is expected as year-to-date results are projected to continue to year-end with underspend from vacancies and contracted services related to various TransformTO and Climate Action items impacted by the COVID-19 priorities associated with recruitment and procurement.

Fleet Services: • Favourable variance of $2.4 million net is mainly attributable to vacancies due to COVID-19 impact and the City wide Hiring Slow Down, as well as, lower fuel expenditure resulting from lower fuel consumption and lower fuel prices, partially offset by unbudgeted COVID-19 expenses for decontamination and cleaning costs of vehicles, higher rental expenditures to allow for social distancing, and lower interdivisional recoveries.	• Favourable variance of $2.8 million net is expected as year-to-date results are projected to continue to year-end reflecting COVID-19 impacts from delayed hiring and lower fuel prices, slightly offset by anticipated recovery of fuel demand as services resume.
Technology Services: • Expenditures increasing the City's capacity to allow staff to telework as a result of COVID-19 are slightly offset by delayed hiring and reductions in training and professional service contracts resulting in an unfavourable gross expenditure of $1.3 million. This is in addition to lower recoveries ($1.7 million) from capital yield an unfavourable net expenditure of $3.1 million.	• Unfavourable net variance expected at year-end of $10.6 million from increasing the teleworking capacity in the City due to COVID 19 and cybersecurity investments to meet security requirements in the face of increasing use of technology and remote working.
311 Toronto: • Payroll underspending in the Project Management Office for suspended capital work due to COVID-19 ($0.5 million), the cancellation of planned training ($0.2 million) and underspending in operating contracts underlie the gross expenditure favourability which is slightly offset by lower recoveries ($0.5 million) from capital resulting in a favourable net expenditure of $0.3 million. • Achieved 82% of calls answered within 75 seconds, meeting the 80% Council approved service level.	• The program expects a net favourable variance at year-end of $0.1 million due to savings in operating contracts. The majority of gross expenditure underspend is offset by lower recoveries resulting in no net impact.

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	5-Month	(0.0)	▬	1.0	▲	1.0	▲	Ⓡ	1.3	▲	0.3	▲	1.5	▲	Ⓖ
	6-Month	(0.9)	▼	1.1	▲	0.2	▲	Ⓖ	(0.0)	▬	(0.0)	▬	(0.0)	▬	Ⓡ
Year-to-Date Net Variance	Ⓖ	85% to 105%	Ⓨ	0% to 85%	Ⓡ	>105%		Year-End	Ⓖ	<=100%	Ⓡ	>100%			

Year-to-Date Results	Year-End Projections
City Manager's Office: • Favourable net variance of $0.2 million or 0.9%, mainly due to underspending in salaries and benefits resulting from vacancies.	• Projected year-end net unfavourable variance of $0.03 million or 0.05% mainly due to COVID-19 related expenditures, partially offset by staff vacancies.

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	5-Month	0.8	▲	(0.3)	▼	0.5	▲	Ⓖ	4.4	▲	(2.0)	▼	2.4	▲	Ⓖ
	6-Month	2.3	▲	(1.0)	▼	1.3	▲	Ⓡ	4.4	▲	(1.9)	▼	2.5	▲	Ⓖ
Legal Services	5-Month	4.5	▲	(0.5)	▼	4.0	▲	Ⓡ	8.0	▲	(2.6)	▼	5.4	▲	Ⓖ
	6-Month	6.3	▲	(2.8)	▼	3.5	▲	Ⓡ	8.2	▲	(2.8)	▼	5.4	▲	Ⓖ
Mayor's Office	5-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
City Council	5-Month	0.7	▲	0.0	▬	0.7	▲	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	1.0	▲	0.0	▬	1.0	▲	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Total	5-Month	5.9	▲	(0.8)	▼	5.1	▲	Ⓡ	12.4	▲	(4.6)	▼	7.8	▲	Ⓖ
	6-Month	9.6	▲	(3.8)	▼	5.8	▲	Ⓡ	12.7	▲	(4.8)	▼	7.9	▲	Ⓖ

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

Appendix E

Other City Programs

Year-to-Date Results	Year-End Projections
City Clerk's Office: • Favourable net variance of $1.3 million or 7.2% due to underspending in Information Production's postage and paper supplies and staff vacancies and staff on emergency leave due to COVID-19.	• Projected year-end net favourable variance of $2.5million or 6.4% mainly due to end mainly due to a lower internal client demand for mail, print and copy services, staff vacancies and staff emergency leave due to COVID-19.
Legal Services: • Favourable variance of $4.0 million net is primarily attributable to lower salaries and benefits resulting from staff vacancies and implementation of Emergency Leave status in response to COVID-19, partially offset by higher than budgeted Fees and Service Charges due to timing.	• Net favourable variance of $5.4 million is mainly due to underspend in salaries and benefits resulting from Emergency Leave and Hiring Slowdown/delays in response to COVID-19.
Mayor's Office: • Unfavourable net variance of $0.02 million or 2.0 % due to higher spending in salaries and benefits.	• The projection is to be on budget at year-end.
City Council: • Favourable net variance of $1.0 million or 10.3% due to underspending in Staff Salaries and Benefits, Councillors' Constituency Services and Office Budgets and Council General Budget.	• Projected year-end net favourable variance is dependent on future spending patterns.

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	5-Month	(0.1)	▼	0.0	▬	(0.1)	▼	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	0.2	▲	0.0	▬	0.2	▲	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Office of the Integrity Commissioner	5-Month	0.1	▲	0.0	▬	0.1	▲	Ⓡ	0.1	▲	0.0	▬	0.1	▲	Ⓖ
	6-Month	0.1	▲	0.0	▬	0.1	▲	Ⓡ	0.1	▲	0.0	▬	0.1	▲	Ⓖ
Office of the Lobbyist Registrar	5-Month	0.0	▬	0.0	▬	0.0	▬	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Office of the Ombudsman	5-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Total	5-Month	(0.1)	▼	0.0	▬	(0.1)	▼	Ⓖ	0.1	▲	0.0	▬	0.1	▲	Ⓖ
	6-Month	0.3	▲	0.0	▬	0.3	▲	Ⓡ	0.1	▲	0.0	▬	0.1	▲	Ⓖ

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

Appendix E

Accountability Offices

Year-to-Date Results	Year-End Projections
Auditor General's Office: • Favourable variance of $0.2 million or 6.2% due to lower spending in Services & Rents, partially offset by higher spending in Salaries & Benefits and Equipment for the period. There are no significant budget impacts due to the COVID-19 emergency situation.	• The projection is to be on budget at year-end.
Office of the Integrity Commissioner: • Favourable variance of $0.1 million or 30.7% due to underspent salaries and benefits resulting from staff vacancy early in the year, and lower spending in Services & Rents.	• Projected favourable variance of $0.1 million or 11.8% at year-end due to COVID-19-related underspending on legal services and investigative expenses and lower salary and benefit costs.
Office of the Lobbyist Registrar: • Unfavourable variance of $0.01 million or 1.1 % due mainly to higher spending in Salaries & Benefits, partially offset by lower spending in Services & Rents.	• The projection is to be on budget at year-end.
Office of the Ombudsman: • Unfavourable variance of $0.01 million or 1.5% due to higher spending in Salary and Benefits for the period, partially offset by lower spending in Services and Rents. There are no COVID-19-related budget impacts.	• The projection is to be on budget at year-end.

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	5-Month	7.5	▲	(6.9)	▼	0.6	▲	G	(3.4)	▼	(0.0)	—	(3.4)	▼	R
	6-Month	6.9	▲	(6.8)	▼	0.1	▲	G	(3.3)	▼	(1.8)	▼	(5.1)	▼	R
Toronto Public Library	5-Month	2.3	▲	(0.2)	▼	2.1	▲	G	0.0	—	0.0	—	0.0	—	G
	6-Month	4.5	▲	(1.0)	▼	3.5	▲	G	0.0	—	0.0	—	0.0	—	G
Association of Community Centres	5-Month	0.4	▲	(0.0)	—	0.4	▲	R	0.1	▲	(0.0)	—	0.0	—	G
	6-Month	0.6	▲	(0.1)	▼	0.5	▲	R	0.1	▲	(0.1)	▼	0.0	—	G
Exhibition Place	5-Month	4.6	▲	(7.3)	▼	(2.6)	▼	R	8.5	▲	(23.9)	▼	(15.4)	▼	R
	6-Month	6.0	▲	(13.5)	▼	(7.5)	▼	R	21.5	▲	(39.6)	▼	(18.1)	▼	R
Heritage Toronto	5-Month	0.1	▲	(0.2)	▼	(0.1)	▼	Y	0.1	▲	(0.2)	▼	(0.1)	▼	R
	6-Month	0.0	—	0.0	—	0.1	▲	R	0.2	▲	(0.2)	▼	(0.1)	▼	R
TO Live	5-Month	6.0	▲	(7.3)	▼	(1.3)	▼	Y	23.7	▲	(26.4)	▼	(2.6)	▼	R
	6-Month	8.5	▲	(10.6)	▼	(2.1)	▼	Y	23.5	▲	(26.3)	▼	(2.8)	▼	R
Toronto Zoo	5-Month	4.4	▲	(7.5)	▼	(3.1)	▼	R	13.1	▲	(27.7)	▼	(14.6)	▼	R
	6-Month	6.1	▲	(10.6)	▼	(4.5)	▼	R	13.7	▲	(27.8)	▼	(14.1)	▼	R

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	
Arena Boards of Management	5-Month	0.4	▲	(1.4)	▼	(1.0)	▼	R	1.3	▲	(3.6)	▼	(2.2)	▼	R
	6-Month	0.9	▲	(1.6)	▼	(0.8)	▼	R	1.4	▲	(3.4)	▼	(2.1)	▼	R
Yonge Dundas Square	5-Month	0.4	▲	(0.9)	▼	(0.5)	▼	Y	1.6	▲	(1.9)	▼	(0.3)	▼	R
	6-Month	0.7	▲	(1.4)	▼	(0.7)	▼	Y	1.7	▲	(3.1)	▼	(1.4)	▼	R
CreateTO	5-Month	0.3	▲	(0.3)	▼	0.0	—	R	0.0	—	0.0	—	0.0	—	G
	6-Month	0.5	▲	(0.5)	▼	0.0	—	R	0.0	—	0.0	—	0.0	—	G
Toronto & Region Conservation Authority	5-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
	6-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
Toronto Transit Commission - Conventional	5-Month	44.0	▲	(234.0)	▼	(190.0)	▼	Y	89.7	▲	(789.3)	▼	(699.6)	▼	R
	6-Month	59.0	▲	(331.9)	▼	(272.9)	▼	Y	102.4	▲	(724.3)	▼	(621.9)	▼	R
Toronto Transit Commission - Wheel-Trans	5-Month	14.5	▲	(1.5)	▼	13.0	▲	R	34.3	▲	(4.2)	▼	30.1	▲	G
	6-Month	21.4	▲	(2.2)	▼	19.2	▲	R	40.5	▲	(4.8)	▼	35.7	▲	G
Toronto Police Service	5-Month	(3.5)	▼	3.5	▲	0.0	—	G	(8.3)	▼	8.3	▲	0.0	—	G
	6-Month	(2.3)	▼	2.4	▲	0.0	—	G	(4.7)	▼	4.7	▲	0.0	—	G
Toronto Police Services Board	5-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
	6-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
Total	5-Month	81.6	▲	(264.1)	▼	(182.6)	▼	Y	160.8	▲	(869.0)	▼	(708.1)	▼	R
	6-Month	112.8	▲	(377.9)	▼	(265.0)	▼	Y	197.0	▲	(826.8)	▼	(629.8)	▼	R

Year-to-Date Net Variance: G 85% to 105%; Y 0% to 85%; R >105%
Year-End: G <=100%; R >100%

Appendix E
City Agencies

Year-to-Date Results	**Year-End Projections**
Toronto Public Health: • Favourable gross expenditure variance of $6.9 million mainly attributable to underspending in salary and benefits of $4.6 million due to delays in processing overtime claims for non-union employees working in the IMS response and non-payroll expenditures of $2.4 million reflecting savings resulting from the suspension of non-essential programs and services during the COVID-19 pandemic. • Underachieved revenues of $6.8 million are mainly due to lower provincial revenue recovered as a result of lower expenditures. • Favourable net variance of $0.1 million predominately attributed to underspending in Provincial and City funded programs as a result of the City's response to COVID-19 pandemic.	• Projected unfavourable gross expenditure variance of $3.3 million mainly in salaries and benefits for extraordinary costs in response to the COVID-19 outbreak and additional resources to support the case and contact tracing functions in IMS. • Projected underachieved revenues of $1.8 million revenues primarily from fees for services, such as the food handler program and less recoveries for materials in dental clinics, suspended during the COVID-19 pandemic. • The Ministry of Health has indicated that extraordinary costs in response to the COVID-19 outbreak that are over and above the Provincial grant will be fully funded by the Province. Revenue projections will be adjusted to reflect any additional funding received from other levels as part of future period variance reports. • Projected net unfavourable year-end variance of $5.1 million reflects the pressure to the city budget if funding is not provided by the province to support the extraordinary costs related to the COVID-19 outbreak.
Toronto Public Library:	

• For the six month period, Toronto Public Library (TPL) reported a favorable net variance of $3.5 million, consisting of a favorable gross expenditure variance of $4.5 million and an unfavourable revenue variance of $1.0 million. • Expenditures were lower than plan as a result of reduced spending in employee remuneration and benefits, utilities, guard services and library programming which is directly attributable to the Ontario state of emergency declaration and closure of library branches due to COVID-19. • Revenues were lower than plan due to decreased fines and fees as well as lower venue and community room rental revenue related to branch closures.	• Toronto Public Library is projected to be on budget at year-end. The year-end forecast is uncertain at this time and could be impacted by COVID-19, and service closure and reinstatement.
Association of Community Centres: • Favourable gross variance of $0.6 million primarily driven by underspending in salaries and benefits due to a vacant Volunteer Coordinator position at Central Eglinton Community Centre and the retirement of the Finance Director at Applegrove Community Centre in addition to lower costs in materials and supplies, utilities and services and rents as a result of the COVID-19 shutdowns. • Underachieved revenues of $0.1 million due to loss of room rentals as a result of COVID-19. • Favourable net variance of $0.5 million mainly driven by underspending in salaries and benefits and lower costs related to COVID-19 shutdowns.	• Projected favourable gross expenditure variance of $0.1 million primarily due to the savings related to the COVID-19 shutdowns partially offset by increased materials and supplies, utilities and services and rents as centres reopen. • Underachieved revenues of $0.1 million due to lower room rentals as a result of COVID-19. • Projected favourable net variance of $0.01 million due to savings experienced from the COVID-19 shutdowns, partially offset by reopening and recovery costs expected in the remainder of the year.
Exhibition Place: • Exhibition Place reported an unfavourable net variance of $7.5 million to the 2020 Approved Operating Budget driven by:	• Exhibition Place projects an unfavourable net variance of $18.1 million to the 2020 Approved Operating Budget. Exhibition Place has projected

• A favourable gross expenditure variance of $6.0 million from the postponement and cancellation of non-essential expenditures/purchases, as well costs directly associated with event revenues. • An unfavourable revenue variance of $13.5 million from event cancellations due to COVID-19, given the cancellation or postponement of all events up to June 30, 2020. Show organizers of these cancelled events were requesting full refund of their space rental fees.	revenues and expenditures on the assumption that operations will not resume in 2020. • A favourable gross expenditure variance of $21.5 million from decreased purchases, lower staffing levels during closures and costs associated with events during the halt of operation due to COVID-19. • An unfavourable revenue variance of $39.6 million from lost revenues from event cancellations. In addition, Tenants operations across the grounds have also been impacted resulting in the loss of related ancillary revenues such as Parking and Show Services from their closure.
Heritage Toronto: • Heritage Toronto reported a favourable net variance of $0.1 million to the 2020 Approved Operating Budget driven by: • A favourable gross expenditure variance of $0.04 million from decreased tour and program expenses as well as two full-time positions remaining vacant during COVID-19 emergency orders. • A favourable revenue variance of $0.01 million from increased donations and revenues from plaques to be completed in the future.	• Heritage Toronto projects an unfavourable net variance of $0.1 million to the 2020 Approved Operating Budget, consisting of: • A favourable gross expenditure variance of $0.2 million resulting from COVID-19 as programs have been cancelled and additional savings from salaries and benefits will be realized. These savings are offset by the lost revenues from tours and the awards program. • An unfavourable revenue variance of $0.2 million is projected as Heritage Toronto does not expect tours to run until the fall and the Heritage awards program has been cancelled.
TO Live: • Unfavourable net expenditure of $2.1 million or 87.4% above the 2020 Approved Operating Budget is driven by:	• Unfavorable net expenditure of $2.8 million by year-end is projected due to COVID-19 implication.

• Significant revenue loss of $10.6 million due to closure of TO Live's venues since March 16 as a result of COVID-19. • The shortfall in revenue was partially offset by savings of $8.5 million in direct costs associated with cancelled/postponed events, building and administrative overheads as well as salaries and benefits for staff on emergency leave.	• To mitigate its revenue shortfall, TO Live will continue to implement cost savings measures including deferring non-essential purchases, reducing non-permanent staff, as well as reducing budgeted contribution of sponsorship revenue to the Facility Fee Reserve Fund.
Toronto Zoo: • Unfavorable net expenditure of $4.5 million or 53.4% above the 2020 Approved Operating Budget is driven by: • Unfavorable revenue of $10.6 million due to Zoo closure from March 14 to May 19 as a result of COVID-19. The revenue shortfall is partially offset by the launch of the Scenic Safari on May 20. This initiative helps generate some cash flow ($2.0 million to date) to support daily essential operations at the Zoo. The Zoo welcomed back walking visitors on June 27. • To mitigate the impact of COVID-19, the Zoo implemented cost saving measures resulting in favorable gross expenditure of $6.1 million. To meet the needs of the living inhabitants at the Zoo, ongoing expenditures are still required. • The Zoo attracted 0.09 million visitors, representing 82% decrease from attendance target of 0.49 million as of June due to COVID-19. However, it is important to highlight that visits in the first two months of 2020 drew the highest attendance in the Zoo's 45 year history as a result of the success of Terra Lumina.	• Unfavorable net expenditure of $14.1 million by year-end is projected due to COVID-19 implications: • Revenue is forecasted to be unfavorable by $28.8 million partially offset by the offering of the Scenic Safari ($0.9 million) and the "Zoo Food For Life" fundraising campaign launched by the Toronto Zoo Wildlife Conservancy which helps raise funds to feed animals in the Zoo ($0.6 million). • The Zoo continues to launch new programs to generate new revenue including the Wildtails Campground, blooming of a second corpse flower and the Zoo Connectionz. • Gross expenditure is anticipated to be favorable by $13.8 million as the Zoo continues to implement cost saving measures including reducing non-permanent staff and deferring non-essential purchases. .
Arena Boards of Management:	• The Arena Boards of Management project an unfavourable net variance of $2.1 million to the

• The Arena Boards of Management reported an unfavourable net variance of $0.8 million to the 2020 Approved Operating Budget driven by: • A favourable gross expenditure variance of $0.9 million from the postponement and cancellation of non-essential expenditures/purchases, as well costs directly associated with ice-time and room booking revenues. • An unfavourable revenue variance of $1.7 million from cancelled programming and closed facilities due to COVID-19.	2020 Approved Operating Budget. The Arena Boards of Management have projected revenues and expenditures on the assumptions that operations will resume in the fall. • A favourable gross expenditure variance of $1.4 million from decreased purchases, lower staffing levels during closures and costs associated with ice-time during the halt of operation due to COVID-19. • An unfavourable revenue variance of $3.4 million from lost revenues due to the closure of facilities.
Yonge Dundas Square (YDS): • Yonge-Dundas Square reported an unfavourable net variance of $0.7 million to the 2020 Approved Operating Budget, driven by: • A favourable gross expenditure variance of $0.7 million due to program and event cancellations during COVID-19. • An unfavourable revenue variance of $1.4 million due to program and event cancellation revenues, as referenced above.	• Yonge-Dundas Square projects an unfavourable net variance of $1.4 million to the 2020 Approved Operating Budget. To mitigate the risk of COVID-19 pandemic, Yonge-Dundas Square is not expecting to produce any large scale events and programs in 2020 and has projected their revenues and expenditures with this expectation. • This is driven by a projected unfavourable revenue variance of $3.1 million partially offset by a favourable gross expenditure variance of $1.7 million from cancelled programs and events.
CreateTO: • Favourable gross expenditures of $0.5 million is attributable to delayed spending in project investigative, marketing and general office costs that are expected to be fully spent by year-end.	• CreateTO is projecting to be on budget by year-end.

• Funding recovery from Build Toronto, TPLC and the City aligns with expenditures, resulting in a net zero variance to Budget.	
Toronto & Region Conservation Authority: • As planned for this period.	• Each year, TRCA receives the City of Toronto funding share which maintains the ratio between TRCA's other funding partner municipalities. In 2020, TRCA will receive the full funding amount as approved by Council, resulting in no year-end variance.
Toronto Transit Commission – Conventional: • Gross expenditures have a favourable variance of $59.0 million primarily due to the implementation of cost containment strategies and the matching service capacity to demand. This was partially offset by the implementation of safety measures and additional disinfection procedures required due to COVID-19 • Revenues are under achieved by $331.9 million at the end of the six month period. Due to the impact of COVID-19, TTC has lost the majority of its ridership revenue. The loss of ridership revenue peaked at 86% below budget in late April. With the gradual reopening and recovery, at the end of June, ridership levels improved to 23% of budget.	• Gross expenditures are projected to be under spent by $102.4 million primarily due to the implementation of cost containment strategies and the matching service capacity to demand. This will partially be offset by the implementation of safety measures and additional disinfection procedures required due to COVID-19. • Revenues at year end are projected to be under achieved by $724.3 million as the impact of COVID-19 will continue to significantly impact ridership levels. Ridership levels are heavily dependent on the pace of reopening by the Province and the City. The current year end projection is based on a 45% of budget fall ridership scenario. Ridership levels experienced at the end of June was 23% of budget and reached 35% in August.
Toronto Transit Commission – Wheel-Trans: • Gross expenditures have a favourable variance of $21.4 million primarily due to the implementation of cost	• Gross expenditures are projected to be under spent by $40.5 million at year end primarily due to

containment strategies and matching service capacity to demand. • Revenues are under achieved by $2.2 million at the end of the six month period. Wheel-Trans ridership has been significantly reduced below budget since mid-March, due to the impacts of COVID-19.	implementation of cost containment strategies and matching service capacity to demand. • Revenues at year end are projected to be under achieved by $4.8 million as the impact of COVID-19 will continue to significantly impact ridership levels.
Toronto Police Service: • Toronto Police Service (TPS) is on plan as of June 30, 2020. • Gross expenditures are $2.4 million unfavourable mainly due to premium pay and unbudgeted expenses that are being funded by in-year grant funding. • Increased expenditures in enforcement due to COVID-19 have been more than offset by pandemic related savings in court premium pay, salaries from delayed hiring and group benefit costs. • Favourable revenue variance of $2.4 million is primarily related to the in-year grants which offset lost revenues as there is less demand for paid duties and vulnerable sector screenings resulting from COVID-19.	• Toronto Police Service is projecting to be on budget at year-end. • Consistent with year-to-date trend, gross expenditures are anticipated to be $4.7 million higher than budget, fully offset by higher than budgeted revenues of $4.7 million. • The financial impacts of COVID-19 are difficult to accurately predict as this pandemic is without precedent and the length of the pandemic is unknown. Although there are projected COVID-19 savings, these savings offset overall budget pressures for the Service that existed pre-pandemic, allowing the Service to come in on budget.
Toronto Police Services Board: • Toronto Police Services Board (TPSB)'s spending was on plan.	• Toronto Police Services Board is projected to be on budget at year-end.

Appendix E

Capital & Corporate Financing

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	5-Month	0.0	▬	0.0	▬	0.0	▬	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	0.0	▬	0.0	▬	0.0	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Technology Sustainment	5-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	0.0	▬	0.0	▬	0.0	▬	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Debt Charges	5-Month	(4.3)	▼	0.0	▬	(4.3)	▼	Ⓖ	5.7	▲	0.0	▬	5.7	▲	Ⓖ
	6-Month	(6.6)	▼	2.4	▲	(4.2)	▼	Ⓖ	6.5	▲	0.0	▬	6.5	▲	Ⓖ
Total	5-Month	(4.3)	▼	0.0	▬	(4.3)	▼	Ⓖ	5.7	▲	0.0	▬	5.7	▲	Ⓖ
	6-Month	(6.6)	▼	2.4	▲	(4.2)	▼	Ⓖ	6.5	▲	0.0	▬	6.5	▲	Ⓖ
Year-to-Date Net Variance	Ⓖ	85% to 105%	Ⓨ	0% to 85%	Ⓡ	>105%		Year-End	Ⓖ	<=100%	Ⓡ	>100%			

Appendix E

Capital & Corporate Financing

Year-to-Date Results	Year-End Projections
Capital & Corporate Financing: • On budget	• On budget
Technology Sustainment: • On budget	• On budget
Debt Charges: • Unfavourable gross expenditure of $6.6 million primarily due to timing difference between actual versus budgeted debt charges. This difference will largely resolve by year-end.	• $6.5 million favourable variance primarily due to lower than forecasted 2020 debt issuance rates.

Appendix E

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	5-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
	6-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
Tax Increment Equivalent Grants (TIEG)	5-Month	0.6	▲	0.0	—	0.6	▲	Ⓖ	1.3	▲	0.0	—	1.3	▲	Ⓖ
	6-Month	0.7	▲	0.0	—	0.7	▲	Ⓖ	1.3	▲	0.0	—	1.3	▲	Ⓖ
Assessment Function (MPAC)	5-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓖ	(0.2)	▼	0.0	—	(0.2)	▼	Ⓡ
	6-Month	(0.1)	▼	0.0	—	(0.1)	▼	Ⓖ	(0.2)	▼	0.0	—	(0.2)	▼	Ⓡ
Funding of Employee Related Liabilities	5-Month	0.0	—	0.0	—	0.0	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
Other Corporate Expenditures	5-Month	0.0	—	0.0	—	0.0	—	Ⓖ	28.8	▲	0.0	—	28.8	▲	Ⓖ
	6-Month	2.2	▲	0.0	—	2.2	▲	Ⓨ	(3.0)	▼	0.0	—	(3.0)	▼	Ⓡ
Parking Tag Enforcement & Oper.	5-Month	6.1	▲	0.0	—	6.1	▲	Ⓡ	9.1	▲	0.0	—	9.1	▲	Ⓖ
	6-Month	7.3	▲	0.0	—	7.3	▲	Ⓡ	9.6	▲	0.0	—	9.6	▲	Ⓖ
Programs Funded from Reserve Funds	5-Month	0.0	—	0.0	—	0.0	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
Heritage Property Taxes Rebate	5-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ
	6-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓖ	0.0	—	0.0	—	0.0	—	Ⓖ

Appendix E

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	
Tax Rebates for Registered Charities	5-Month	(0.1)	▼	0.1	▲	0.0	▬	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	(0.0)	▬	0.0	▬	(0.0)	▬	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Solid Waste Management Rebates	5-Month	1.6	▲	0.0	▬	1.6	▲	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	2.5	▲	0.0	▬	2.5	▲	Ⓡ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Tax Increment Funding (TIF)	5-Month	0.0	▬	0.0	▬	0.0	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
	6-Month	0.0	▬	0.0	▬	0.0	▬	Ⓖ	0.0	▬	0.0	▬	0.0	▬	Ⓖ
Total	5-Month	8.0	▲	0.1	▲	8.1	▲	Ⓡ	39.0	▲	0.0	▬	39.0	▲	Ⓖ
	6-Month	12.5	▲	0.0	▬	12.5	▲	Ⓡ	7.7	▲	0.0	▬	7.7	▲	Ⓖ

Year-to-Date Net Variance: Ⓖ 85% to 105% Ⓨ 0% to 85% Ⓡ >105%

Year-End: Ⓖ <=100% Ⓡ >100%

Appendix E

Non-Program Expenditures

Year-to-Date Results	Year-End Projections
Tax Deficiencies/Write-Offs: • Unfavourable net expenditure of $0.01 million was realized, primarily because of unbudgeted costs to defend the City's assessment base.	• On budget
Tax Increment Equivalent Grants (TIEG) • Favourable gross expenditure of $0.7 million was realized because estimates for eligible properties (current and prior years) were modified to reflect the expected grants.	• Consistent with year to date results, a favourable variance of $1.3 million net is projected.
Assessment Function (MPAC): • Unfavourable gross expenditure of $0.1 million a result of MPAC fees being higher.	• Consistent with year to date results, an unfavourable variance of $0.2 million net is projected.
Funding Employee Related Liabilities: • On budget	• On budget
Other Corporate Expenditures: • On budget	• Unfavourable to budget by $1.3 million due to budgeted savings in the non-program account to be realized in future years partially offset by underspending in budgeted cost of living adjustments. The City has identified annual cost reductions in sourcing benefit of $64.9m including capital, operating, tax, and rate, for either budgeted savings or cost avoidance. $4 million budgeted operating savings has been reflected in the projections of this account.

Parking Tag Enforcement & Operations: • Favourable gross expenditure variance of $7.3M is mainly due to the following: • $5.0M underspend in Payments to Province due to fewer MTO vehicle information searches performed as a result from lower enforcement activity due to COVID-19; and • $1.6M underspend in Premium Pay for Parking Enforcement Officers due to lower overtime and parking enforcement activity in response to COVID-19.	• Favourable gross expenditures variance of $9.6M is mainly due to anticipated fewer MTO vehicle information searches performed, as well as, reduced Premium Pay for Parking Enforcement Officers from anticipated lower parking enforcement activity in response to COVID-19.
Programs Funded from Reserve Funds: • On budget	• On budget
Heritage Property Tax Rebates: • On budget	• On budget
Tax Rebates for Registered Charities: • On budget	• On budget
Solid Waste Management Rebates: • Favourable variance of $2.5 million is mainly attributable to the actual historical billings being lower the plan.	• On budget
Tax Increment Funding (TIF): • On budget	• On budget

Appendix E

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	5-Month	0.0	—	(2.1)	▼	(2.1)	▼	R	0.0	—	(4.3)	▼	(4.3)	▼	R
	6-Month	0.0	—	(3.4)	▼	(3.4)	▼	G	0.0	—	(4.3)	▼	(4.3)	▼	R
Supplementary Taxes	5-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
	6-Month	0.0	—	6.2	▲	6.2	▲	G	0.0	—	0.0	—	0.0	—	G
Tax Penalty Revenue	5-Month	0.0	—	(7.2)	▼	(7.2)	▼	R	0.0	—	(2.3)	▼	(2.3)	▼	R
	6-Month	0.0	—	(5.1)	▼	(5.1)	▼	R	0.0	—	0.0	—	0.0	—	G
Interest/Investment Earnings	5-Month	1.7	▲	(9.9)	▼	(8.3)	▼	R	4.0	▲	(51.8)	▼	(47.8)	▼	R
	6-Month	1.4	▲	(6.8)	▼	(5.4)	▼	R	3.4	▲	(39.4)	▼	(36.0)	▼	R
Other Corporate Revenues	5-Month	(0.4)	▼	0.2	▲	(0.2)	▼	R	(0.4)	▼	(0.8)	▼	(1.2)	▼	R
	6-Month	(0.5)	▼	(0.5)	▼	(1.0)	▼	R	(1.4)	▼	(1.1)	▼	(2.5)	▼	R
Dividend Income	5-Month	0.0	—	(1.3)	▼	(1.3)	▼	G	0.0	—	(12.4)	▼	(12.4)	▼	R
	6-Month	0.0	—	(6.2)	▼	(6.2)	▼	R	0.0	—	(12.4)	▼	(12.4)	▼	R
Provincial Revenue	5-Month	0.0	—	(0.0)	—	(0.0)	—	G	0.0	—	0.0	—	0.0	—	G
	6-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
Municipal Land Transfer Tax	5-Month	(5.9)	▼	13.2	▲	7.3	▲	G	0.0	—	(249.2)	▼	(249.2)	▼	R
	6-Month	(0.3)	▼	(17.3)	▼	(17.6)	▼	R	0.0	—	(165.9)	▼	(165.9)	▼	R
Third Party Sign Tax	5-Month	0.0	—	0.8	▲	0.8	▲	G	0.0	—	0.8	▲	0.8	▲	G
	6-Month	0.0	—	0.8	▲	0.8	▲	G	0.0	—	0.8	▲	0.8	▲	G

Appendix E

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	
Parking Authority Revenues	5-Month	0.0	—	(4.7)	▼	(4.7)	▼	R	0.0	—	(42.1)	▼	(42.1)	▼	R
	6-Month	0.0	—	(4.7)	▼	(4.7)	▼	R	0.0	—	(42.1)	▼	(42.1)	▼	R
Administrative Support Recoveries - Water	5-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
	6-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
Administrative Support Recoveries - Health & EMS	5-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
	6-Month	0.0	—	0.0	—	0.0	—	G	0.0	—	0.0	—	0.0	—	G
Parking Tag Enforcement & Operations Rev	5-Month	0.0	—	(2.6)	▼	(2.6)	▼	R	0.0	—	(53.9)	▼	(53.9)	▼	R
	6-Month	0.0	—	(10.6)	▼	(10.6)	▼	R	0.0	—	(54.3)	▼	(54.3)	▼	R
Other Tax Revenues	5-Month	(0.1)	▼	0.5	▲	0.3	▲	G	(0.3)	▼	0.4	▲	0.1	▲	G
	6-Month	(0.2)	▼	0.2	▲	0.1	▲	G	(0.3)	▼	0.4	▲	0.1	▲	G
Municipal Accommodation Tax	5-Month	1.0	▲	(14.2)	▼	(13.2)	▼	R	1.9	▲	(52.9)	▼	(51.0)	▼	R
	6-Month	1.2	▲	(19.6)	▼	(18.4)	▼	R	1.9	▲	(52.5)	▼	(50.6)	▼	R
Casino Woodbine	5-Month	0.0	—	(0.5)	▼	(0.5)	▼	R	0.0	—	(17.5)	▼	(17.5)	▼	R
	6-Month	0.0	—	(10.6)	▼	(10.6)	▼	R	0.0	—	(19.7)	▼	(19.7)	▼	R
Total	5-Month	(3.9)	▼	(27.7)	▼	(31.5)	▼	R	5.2	▲	(486.0)	▼	(480.8)	▼	R
	6-Month	0.0	—	0.0	—	0.0	—	R	0.0	—	0.0	—	0.0	—	G

Year-to-Date G 85% to 105% Y 0% to 85% R >105% Year-End G <=100% R >100%

Appendix E

Non-Program Revenues

Year-to-Date Results	Year-End Projections
Payments In Lieu of Taxes (PILs): • A $3.4 million unfavourable net variance was realized, primarily due to: • $3.5 million unfavourable variance resulting from appeals posted and provision being greater than budget and $0.6 million unfavourable due to acreage-based levies not being levied as expected due to COVID-19 • Offset by $0.7 million favourable variance with assessment-based levies being higher than budget.	• At year-end, a $4.3 million unfavourable net variance is projected, due to: • $5.1 million unfavourable variance resulting from appeals posted for taxation years 2014-2019 being greater than appeal provision • Offset by $0.7 million favourable variance with assessment-based levies being greater than budget • $0.1 million favourable variance with passenger-based levies being greater than budget.
Supplementary Taxes: • As of June 2020, the supplementary/omit roll received from MPAC was higher than anticipated, resulting in a $6.2 million favourable variance.	• On budget
Tax Penalty Revenue • An unfavourable variance of $5.1 million was realized because City did not earn interest during April and May 2020, as a result of COVID-19.	• On budget
Interest & Investment Earnings: • Favourable gross expenditure variance of $1.7 million mainly attributed to: • External legal costs lower than originally budgeted. There was a cancellation of the first Investment Board meeting in early 2020 due to the pandemic;	• Favourable gross expenditure variance of $3.4 million consistent with year to date results. • Unfavourable revenue variance of $39.4 million mainly attributed to the pandemic, Bank of Canada lowering the interest rate drastically by 1% in March 2020. Due to this the budgeted earnings we expected have drastically been

• Audit costs have not been incurred as it has been delayed due to the pandemic; • Other business expenses have been lower due to fewer Investment Board meetings being held than originally forecasted; and • Investment manager's fees were lower than budgeted as there was a delay with the agreement negotiation for the last Equities manager (expected to start in Q4 of 2020), and a delay in the start for Real Assets allocations, also delayed to late 2021 and into 2022. • Unfavourable revenue variance of $6.8 million mainly attributed to: • Income earned in the short-term fund was lower than expected, due to tax deferrals and lower collection rates, lower revenues/burn rate due to pandemic, therefore earning less interest than forecasted; and • Bank of Canada drastically reduced the interest rate by 1% in March.	reduced. In addition due to various measures such as tax deferral, the short term fund has been experiencing lower than forecasted balance. As a result, the short-term funds were earning lower than forecasted. We expect the long-term fund to be earning less because of the delay in contract negotiations with the fourth equity manager, and the Real Asset manager selections.
Other Corporate Revenues: • Unfavourable variance of $1.0 million net is mainly attributed to COVID-19 having limited the City's ability to provide registry services to the public which is negatively impacting the revenues generated.	• At year-end, a $2.5 million unfavourable variance is projected, mainly due to decrease in marriage licences and wedding chamber rental revenues as a result of COVID-19.
Dividend Income: • Lower than planned hydro dividend revenue of $6.2 million as a result of lower Toronto Hydro earnings in 2019.	• Unfavourable year-end variance of $12.4 million due to lower Toronto Hydro earnings in 2019.
Provincial Revenue: • On budget	• On budget • Safe Restart Agreement funding will be applied to offset the year-end funding shortfall resulting from COVID-19 financial impacts and is not reflected in year-end revenue projections.

Municipal Land Transfer Tax (MLTT): • Net unfavourable variance due to: • Gross expenditures for the first six months are higher than budget by $0.3 M, due mainly to higher than budgeted transaction fees during this period. However, the year-end expenditures are projected to meet budget. • Revenue is lower than budget by $17.3 M for the first six months of this year. This is mainly due to lower than expected sales revenue during this period.	• Unfavourable variance projection of $165.9 million net due to lower than expected sales revenue experienced following the declaration of a pandemic emergency and impacts expected to continue for the remainder of the year. • Given the limited experience / timeframe to draw from, adjustments to the projected MLTT impact may occur as more information becomes available over time. Staff will continue to monitor sales and average price data throughout the remainder of the year.

Third Party Sign Tax:
• Revenue is overachieved by $0.8 million mainly due to:
  • A small increase in the number of electronic signs; and
  • A shift for some signs to a higher tax class (and rate).
	• Consistent with year to date results, a favourable variance of $0.8 million net is projected.

Parking Authority Revenues: • Revenue is unfavourable by $4.7 million due to COVID-19	• Consistent with year to date results, an unfavourable revenue variance of $42.1 million is projected due to COVID-19 impacts.
Administrative Support Recoveries – Toronto Water: • On budget	• On budget
Administrative Support Recoveries – Health & EMS: • On budget	• On budget
Parking Tag and Enforcement Operations: • Unfavourable variance of $10.6M is mainly due to lower late fees and penalty charges collected as a result of an increase in default payments due to COVID-19.	• Unfavourable revenue variance of $54.3M is mainly due to lower revenue in parking fees/fines, late fees and penalty charges for late payments. This is in line with the drastic decrease in

	traffic/parking enforcement activity in response to COVID-19.
Other Tax Revenues: • A $0.1 million favourable variance was realized, primarily because levies from Hydro properties were higher than budgeted.	• At year-end, a $0.1 million favourable variance is projected, primarily because the 2020 Hydro properties total levy is projected to be higher than budget.
Municipal Accommodation Tax: • Unfavourable variance of $18.4 million is mainly attributed to reduction in revenue due to the state of emergency to tackle COVID-19.	• At year-end, a $50.6 million unfavourable variance projected due to the loss in revenue of $52.5M resulting from negative impact of COVID-19 and offset by $1.9 million in lower than anticipated payment to Tourism Toronto.
Casino Woodbine: • Revenue shortfall of $10.6 million is due to COVID-19 causing a shutdown to the casino.	• At year end, a $19.7 million shortfall is projected due to COVID-19 impacts. Year-end forecast. Assumes an August re-opening with social distancing protocols in effect.

Appendix E

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	5-Month	6.8	▲	(1.4)	▼	5.4	▲	Ⓨ	15.9	▲	(11.4)	▼	4.5	▲	Ⓖ
	6-Month	15.3	▲	(7.8)	▼	7.4	▲	Ⓨ	19.6	▲	(20.2)	▼	(0.6)	▼	Ⓡ
Toronto Parking Authority	5-Month	5.1	▲	(28.7)	▼	(23.6)	▼	Ⓡ	19.4	▲	(115.8)	▼	(96.4)	▼	Ⓡ
	6-Month	7.5	▲	(38.8)	▼	(31.3)	▼	Ⓡ	19.4	▲	(115.8)	▼	(96.4)	▼	Ⓡ
Toronto Water	5-Month	6.7	▲	2.6	▲	9.3	▲	Ⓖ	24.8	▲	(33.8)	▼	(9.0)	▼	Ⓡ
	6-Month	14.8	▲	3.4	▲	18.2	▲	Ⓡ	26.5	▲	(17.8)	▼	8.6	▲	Ⓖ
Total	5-Month	18.7	▲	(27.5)	▼	(8.8)	▼	Ⓖ	60.1	▲	(161.0)	▼	(100.9)	▼	Ⓡ
	6-Month	37.5	▲	(43.2)	▼	(5.7)	▼	Ⓡ	65.5	▲	(153.8)	▼	(88.3)	▼	Ⓡ

Year-to-Date Net Variance: Ⓖ 85% to 105% · Ⓨ 0% to 85% · Ⓡ >105%

Year-End: Ⓖ <=100% · Ⓡ >100%

Appendix E

Rate Supported Programs

Year-to-Date Results	Year-End Projections
Solid Waste Management Services (SWMS): • Under-expenditures totaling $17.1 million mainly arise from the following: • Salaries and benefits savings of $4.3 million mainly due to vacancies in Collections and Litter Operations, Skilled Trades and resulting primarily from recruitment delay due to COVID-19, staff turnover and seasonality of hiring. • Reduced Transfer and Haulage and Disposal cost ($3.8M) due to lower than planned volume to Green Lane and Alternate Landfills; • Underspending included processing, transfer & haulage costs including recycling, litter, front end collections, yard & hazardous waste, durable goods and royalty fees due to lower tonnages ($3.3 million). • Underspending due to ongoing delay in charging on various interdivisional accounts including Fleet and Legal ($2.4 million); • There was also year-to-date savings of $1.5 million in materials & supplies mainly for utility billing ($0.9 million) including hydro, water and natural gas as well as lower bin maintenance ($0.5 million). • Underspending included various planned advertising campaigns paused or cancelled as a result of COVID19 ($0.5 million); • The above savings were partially offset by higher than planned expenditures of $1.8 million including Organics Processing and Transfer due to increased shipment to	• Projecting a net capital contribution decrease (deficit) of $0.6 million or 0.15% of the total approved budget at year end. • Expenditures are estimated to be $21.1 million under-spent primarily related to: • Ongoing staff vacancies including recruitment delay due to COVID-19, staff turnover and seasonality of hiring. ($6.3 million); • Lower projected cost for utilities including hydro, natural gas for fleet and less bin maintenance cost ($1.1 million) • Lower net cost of transfer haulage and disposal for Alternate Landfills and Green due to lower tonnages ($5.0 million); • Lower projected front-end contracted collection, advertising costs, audit fees, royalty fee and technical services, delay in OPF expansion project and interdivisional charges from Fleet, mainly due to COVID-19 ($4.4 million); • Lower projected organic, yard, recycling and durable goods processing cost due to lower than planned tonnages ($1.6 million); • Lower contribution to the Green Lane reserve fund due to lower than planned tonnes primarily as a result of recycling contract re-negotiations and COVID-19 related site closure. ($0.2 million);

long distance external processors and increased collection cost of organics & yard waste due to additional tonnage. Offsetting costs also included additional hw/sw support due to COVID-19. • Revenue was $7.8 million lower than planned and is mainly attributable to lower than planned user fee revenue of $4.7 million of which Collection Services comprised $3.1 million. Collection revenue is underachieved mainly due to delayed utility billing and lower tonnages due to COVID-19. • In addition to Collection Services, lower than planned revenue of $1.7 million is primarily due to lower tipping fees ($1.5 million) due to lower tonnages at transfer stations operations as well as lower user fee revenue from Drop & Load/ Roll-Off/Haulage and Green Lane. • Lower revenue of $2.4 million was also experienced mainly due to reduced quantity of residual disposal fees paid by recycling processor ($1.3 million) as the residual waste is no longer being sent to Green Lane. Lower revenue is also due to sale of scrap/surplus material ($0.3 million) as well as less transfers from capital due to project delays ($0.7 million). • Revenue losses were partially offset primarily by a 17.9% positive variance.in Sales of Recyclable Materials ($0.6 million) • The resulting net expenditures reflect a favourable variance (surplus) of $7.4 million as of the 6 month period ended June 30, 2020.	• These under-expenditures will be partially offset by over-spending of $1.5 million on various contracted services including glass processing as well as additional cost due to shipment to long distance external processors and higher organic tonnages. • Revenue is anticipated to be under-achieved by $20.2 million at year-end mainly due to: • Lower net Collection revenues including single family, multi-residential, commercial, institutional primarily due to the impact of COVID-19 ($5.6 million); • Lower Residue disposal fee ($3.8 million) - as a result of recycling contract re-negotiations resulting in residue from processing facility no longer being sent for disposal at Green Lane. This loss in residue disposal fee revenue is expected to be offset by savings from reduced haulage and landfill disposal cost to the City; • Lower Tipping fee revenue ($3.8 million) due to temporary closure of Transfer stations as a result of COVID-19; • Lower than planned revenue expected from Renewable Natural Gas (RNG) project due to 2021 implementation. ($2.5 million) • Lower Grants & Subsidies including Stewardship funding revenues & HHW program ($2.0 million) due to lower than planned tonnage and temporary site closures. • Lower Capital recovery ($0.9 million) due to delay in hiring for some of the capital funded vacant positions; and,

	• Lower sale of recyclables ($0.6 million) partially due to rates linked to market indices, and partially due to decrease in volumes of recyclables as a result of COVID-19; • Lower sale of durable goods including scrap metal ($0.5 million) due to rates linked to market indices. • The resultant projected net deficit at year-end of $0.6 million will decrease the amount to be contributed to the Waste Management Reserve Fund used to support the SWMS Capital program from a planned $18.8 million to $18.2 million.
Toronto Parking Authority: • TPA has an unfavourable net expenditure variance of $31.3 million comprised of: • Favourable gross expenditure variance of $7.5 million due to underspending of salaries, wages and benefits mainly from the deferral of the summer student program, staff on Emergency Leave (approximately 70 full time employees) and no longer scheduling part-time staffing as a result of COVID-19 emergency closures. In addition, administration staff have been placed on reduced work weeks, with 1 day per week unpaid leave. • Unfavourable revenue variance of $38.8 million primarily driven by Off-Street, On-Street and Bike Share revenues. • Off-Street revenue YTD is lower than budget by $21.8M or a drop of 44.2% compared to last year. Transaction volumes, has also dropped by 47.3% compared to last year. There are delays in closing two acquisitions: CP262 – 302 Queen Street West which did close in July and CP304 – 11 Wellesley Street which is now expected to close in September. However, due to COVID-19, this is not expected to increase profitability in 2020, but rather	• TPA has an unfavourable net expenditure variance of $96.4 million comprised of: • Favourable gross expenditure variance of $19.5 million is projected due to underspending in salaries, wages and benefits as a result of continuing to operate with significant vacancies within the critical areas due to COVID-19. TPA has been adjusting other expenditures where needed, including assessing contractual commitments to minimize operational expense without impacting long-term financial sustainability. • Unfavourable revenue variance of $115.8 million primarily driven by Off-Street, On-Street and Bike Share revenues. • Off-Street is projected to underachieve target by $69.3 million and On-Street $44.4 million primarily due to transaction volume trends resulting from COVID-19. In addition there will be a shortfall of

increase operating losses. Acquisitions however must close due to contractual obligations. • On Street - Revenue YTD is lower than budget by \$16.6M, or a drop of 47.6% and transaction volume has dropped 45.1% compared to last year. • Bike Share Ridership Revenue has increased due to high casual ridership demand resulting in additional revenue of \$0.5M. In addition, there is a shortfall YTD of \$0.8M relating to Advertising/Sponsorship.	\$2.1 million in revenues for Bike Share relating to Advertising/Sponsorship. • TPA is preparing nonetheless further advertising/marketing partnership RFP's in order to be ready for the return of the advertising market in 2021.
Toronto Water: • Favourable expenditure variance of \$14.8 million: underspending in salaries and benefits partially due to hiring and seasonal delays impacted by COVID-19 (\$5.5 million), reduced utility cost, primarily from hydro usage due to lower production of water and lower than planned hydro rates as well as continued efficiency initiatives (\$6.0 million), underspending in equipment, materials and supplies due to COVID-19 impacts, and lower than anticipated demand for chemicals and unused contingencies (\$1.3 million), lower than anticipated spending in services and rents, including underspending in contracted services due to mild winter temperatures, unused contingencies and COVID-19 pandemic impacts, partially offset by overspending in contracted services due to unplanned emergency work (\$1.5 million), and other lower payments including payments in-lieu of taxes as a result of lower MPAC assessments (\$0.5 million). • Overachieved revenues totaling \$5.8 million from higher than anticipated revenue from private water agreements	• Projected gross expenditure underspending of \$24.8 million at year end, mainly because of projected underspending in salaries and benefits due to a hiring slow down as a result of COVID-19 (\$7.1 million), underspending in hydro due to a projected drop in production, lower than anticipated utility cost, primarily from lower hydro rates and more efficient usage (\$8.6 million), underspending in materials, supplies and equipment due to impacts of COVID-19 (\$2.0 million) as well as lower demand for chemicals and unused contingencies (\$1.3 million), lower than anticipated spending in services and rents, including savings in contracted services because of mild winter resulting in unused contingencies and impacts of COVID-19 (\$4.8 million), as well as lower than anticipated payments in lieu of taxes as a result of MPAC reassessments and other savings (\$0.8 million).

as ground water discharge continued despite some COVID-19 related construction site closures ($2.1 million), higher volume of new water and sewer connections due to increased construction activity prior to COVID-19 pandemic, partially offset by a delay in new permit applications ($2.5 million), and other revenues, including third party and capital recoveries ($1.2 million). • The above higher revenues were offset by lower than anticipated sale of water as a result of COVID-19 impacts in the Industrial, Commercial and Institutional sector consumption ($0.7 million) based on billed revenue, lower revenue from industrial waste agreements due to fewer agreements partially resulting from the COVID-19 pandemic related company closures ($0.6 million), and decrease in other revenues, including recoveries from Metrolinx due to project delays ($1.0 million), resulting in a favourable revenue variance of $3.4 million. • The favourable year-to date net variance is $18.2 million.	• Revenues are projected to be lower than budgeted by $40.7 million mostly due to lower than planned consumption of water, including sale of water to Region of York, based on year-to-date consumption drop and a gradual return to operations of non-essential businesses (38.2 million), lower industrial waste agreements revenue ($1.0 million), and other lower revenues, including recoveries from Metrolinx ($1.6 million). • The projected decrease in revenues will be partially offset by higher than anticipated volume of new water and sewer service connections due to increased construction activity prior to COVID-19 pandemic ($3.1 million), private water discharge agreements ($2.7 million), and increase in capital and third party recoveries ($1.1 million), resulting in an unfavourable revenue variance of $33.8 million. • The year-end revenues from sale of water can vary significantly due to uncertainty of sale of water during the summer months, change in consumer habits, government orders and business closures. Toronto Water will continue to monitor water consumption and address changes as appropriate in subsequent variance reports. • Projected unfavourable year-end net variance is $9.0 million.