

## **Operating Variance Report for the Six Months Ended June 30, 2021**

**Date:** September 9, 2021

**To:** Executive Committee

**From:** Chief Financial Officer and Treasurer

**Wards:** All

### **SUMMARY**

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The purpose of this report is to provide City Council with the Operating Variance for the six months ended June 30, 2021 as well as projections to year-end. This report also requests City Council's approval for amendments to the 2021 Approved Operating Budget that have no impact on the City's 2021 Approved Net Operating Budget.

Since March of 2020, the City of Toronto has been experiencing significant financial impacts, both in the form of added costs and significant revenue losses as a direct result of the COVID-19 pandemic.

COVID-19 related financial impacts have been budgeted to a total \$1.596 billion for the City of Toronto's 2021 Operating Budget. COVID-19 funding support applied to the City's 2021 Budget, from the Government of Canada and Province of Ontario in the form of Safe Restart Agreement (SRA), added Reaching Home (RH) funding and other funding programs total \$1.521 billion in combined COVID-19 support funding, reflecting over 95% of budgeted COVID-19 funding requirements, reducing the 2021 year-end funding shortfall to \$74.5 million.

In total, the City has benefited from approximately \$2.6 billion in intergovernmental COVID-19 relief funding since the start of the pandemic, ensuring continuation of the City's critical frontline services.

Table 1 below details the budgeted 2021 City-wide COVID-19 related financial impacts against secured and assured COVID-19 support funding; and the resulting financial position that is reflected in the year-end variance projections:

Table 1: 2021 Projected COVID-19 Financial Impacts

<b>Category (\$M)</b>	<b>Budgeted Impacts</b>	<b>Funding Applied to 2021</b>	<b>2021 Net Funding Shortfall</b>
Transit	796.4	721.9	(74.5)
Municipal*	459.7	459.7	
Shelter	281.3	281.3	
Public Health**	59.0	59.0	<p>Variance reporting assumes full Public Health funding to Year-End, however Provincial funding commitments to date only reflect approximately 50% of expected 2021 costs</p> <p>A formal funding commitment from the Province for remaining 2021 full year impacts of COVID-19 extraordinary costs and immunization costs is required</p>
<b>City Tax Supported Programs</b>	<b>1,596.4</b>	<b>1,521.9</b>	<b>(74.5)</b>

\* Includes TCHC impact of \$37.5M

\*\* Based on Budgeted impacts and excludes greater impacts experienced in 2021 and immunization costs

While the City is currently reporting a 2021 budgeted funding shortfall of \$74.5 million, over 95% of budgeted 2021 COVID-19 impacts have secured funding support from the Federal and Provincial governments through the first six months of the year and staff continue to expect that 2021 COVID-19 impacts will be fully funded by year-end.

As noted in the table above, full funding of Public Health extraordinary and immunization costs are expected based on Provincial assurances however current firm funding commitments only reflect 50% of expected costs to year-end. Firm funding commitments for the remaining costs are required otherwise the City's current 2021 net COVID-19 funding shortfall of \$74.5 million will increase accordingly.

## Tax Supported Programs:

The following table summarizes the anticipated year-end financial position of the City's Tax Supported Operations as of June 30, 2021 and the projection at year-end. This is primarily driven through a combination of a remaining COVID-19 funding shortfall for Transit, unconfirmed intergovernmental funding for projected costs associated with the City's Refugee Response and additional pressures primarily related to the continued financial impacts of COVID-19 that are offset by favourable Municipal Land Transfer Tax revenue resulting in an overall \$93.7 million pressure projected for year-end for tax supported programs.

Table 2: Tax Supported Operating Variance Summary

Variance (\$M) Favourable / (Unfavourable)	2021 June YTD			2021 Year-End Projection		
	Budget	Actual	Var	Budget	Actual	Var
<b>Tax Supported Operating Variance Summary</b>						
City Operations	1,333.0	1,243.0	90.0	2,805.3	2,776.0	29.3
Agencies	1,538.5	1,515.9	22.6	3,040.0	3,052.9	(12.8)
Corporate Accounts	(1,165.7)	(1,175.1)	9.4	(1,356.0)	(1,278.4)	(77.7)
<b>Total Variance</b>	<b>1,705.8</b>	<b>1,583.7</b>	<b>122.0</b>	<b>4,489.3</b>	<b>4,550.5</b>	<b>(61.2)</b>
<i>Less Toronto Building</i>	(7.9)	(15.8)	8.0	(16.1)	(40.7)	24.6
<i>Less City Planning</i>	4.2	(2.4)	6.6	13.3	5.5	7.9
<b>Total Variance- Excluding Toronto Building/City Planning</b>	<b>1,709.4</b>	<b>1,602.0</b>	<b>107.4</b>	<b>4,492.1</b>	<b>4,585.8</b>	<b>(93.7)</b>
<b>% of Gross Budget</b>			<b>1.9%</b>			<b>0.8%</b>

*Note: Rate supported programs and Toronto Community Housing Corporation variance information is not reflected in the table above, which details Tax Supported Programs only*

## Six Month Year-to-Date and Projected Year-End Spending Results:

As noted in Table 2 above, for the six months ended June 30, 2021, Tax Supported Operations experienced a favourable net variance of \$107.4 million or 1.9% of planned expenditures adjusted for Toronto Building and City Planning. It is important to note that the June 30<sup>th</sup> experience is a snapshot in time and the year-end projection is based on

current and expected COVID-19 impacts. The continued impact of COVID-19 and any deviation from expectations as a result of a fourth wave will impact variance projections. Any changes will be reflected in variance reporting for the nine months ending September 30, 2021.

The variance is primarily attributable to underspending City Divisions, Agencies and Non-Program Revenues partially offset by the timing of receipt of COVID-19 related Federal and Provincial funds through the first six months of 2021, as compared to initial calendarization. The impacts on the year-to-date results are reflected in the following areas:

- **Non-Program Revenues:** A favourable year-to-date net variance of \$27.3 million due to higher than anticipated Municipal Land Transfer Tax revenues due to increased sales activity in the period, partially offset by a timing difference between budgeted and actual receipt of Safe Restart Agreement funding. In addition, impacts from COVID-19 have resulted in lower than planned revenues for Interest and Investment Earnings, Parking Tag Revenues and Casino Woodbine.
- **Toronto Transit Commission - Conventional Service:** A favourable year to date net variance of \$15.4 million is mainly attributable to continued expenditure management where possible, which was partially offset by underachieved revenue due to the impact of COVID-19 on ridership.
- **City wide expenditure savings due to COVID-19** also contributed to the favourable year-to-date variance. For example, Parks Forestry and Recreation incurred COVID-19 related underspending including the cancellation of recreation programming that was partially offset by revenue losses from registration sales; permit revenues; and other user fees, all driven by the requirement for PFR to close community facilities and parks during the COVID-19 pandemic.

For year-end, the City is projecting an unfavourable variance of \$93.7 million or 0.6% of the 2021 Gross Operating Budget, adjusted for Toronto Building and City Planning. The unfavourable variance is primarily due to the COVID-19 funding shortfall for Transit related pressures and outstanding intergovernmental funding confirmation for the City's Refugee Response. In addition, the City is anticipating increased pressure from the potential upcoming wave of COVID-19, with an expectation of both increased expenses and lost revenue. The increased pressure will be offset by outperforming Municipal Land Transfer Tax from increased sales activity projected in 2021.

### **Rate Supported Programs:**

Rate Supported Programs reported a favourable year-to-date variance of \$8.6 million. The favourable variance is attributed to lower than budgeted expenditures from Toronto Water and Solid Waste Management Services which is partially offset from lower than planned revenue in Toronto Parking Authority. At year-end, a favourable projected variance is anticipated to be \$10.2 million, again primarily driven by lower than budgeted expenditures from Toronto Water and Solid Waste Management Services.

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

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 3: Rate Supported Operating Variance Summary

Variance (\$M) Favourable / (Unfavourable)	2021 June YTD			2021 Year-End Projection		
	Budget	Actual	Var	Budget	Actual	Var
Solid Waste Management Services	(8.3)	(18.4)	10.2	0.0	(4.9)	4.9
Toronto Parking Authority	3.6	6.5	(2.9)	2.2	9.5	(7.3)
Toronto Water	9.0	7.6	1.4	0.0	(12.6)	12.6
<b>Total Variance</b>	<b>4.3</b>	<b>(4.3)</b>	<b>8.6</b>	<b>2.2</b>	<b>(8.0)</b>	<b>10.2</b>

## RECOMMENDATIONS

The Chief Financial Officer and Treasurer recommends that:

1. City Council approve the budget adjustments and any associated complement changes detailed in Appendix D1 and D2 to amend the 2021 Approved Operating Budget, with no impact on the Net Operating Budget of the City, as well as recommended expenditure authority as detailed in Appendix D3.

## FINANCIAL IMPACT

For the six months ended June 30, 2021 the City experienced a favourable net variance of \$107.4 million for Tax Supported Programs. The City is projecting for December 31, 2021 an unfavourable variance of net revenues and expenditures of \$93.7 million (Tax Supported Programs, adjusted for Toronto Building and including committed Safe Restart Agreement and other COVID-19 support funding).

It is important to note that the June 30<sup>th</sup> experience is a snapshot in time and the year-end projection is based on current and expected COVID-19 impacts. The continued impact of COVID-19 and any deviation from expectations as a result of a fourth wave

will impact variance projections. Any changes will be reflected in variance reporting for the nine months ending September 30, 2021.

Appendices A, B and C provide a 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 2021 Approved Operating Budget.

## **DECISION HISTORY**

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City Council approved the 2021 Rate-Supported Operating Budget of \$927 million gross (December 16, 2020) and the 2021 Tax Supported Operating Budget of \$12.125 billion gross and \$4.489 billion net (February 18, 2021).

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 2021 Approved Operating Budget between Programs and Agencies in accordance with the Financial Control By-Law and the City's financial management policies.

## **COMMENTS**

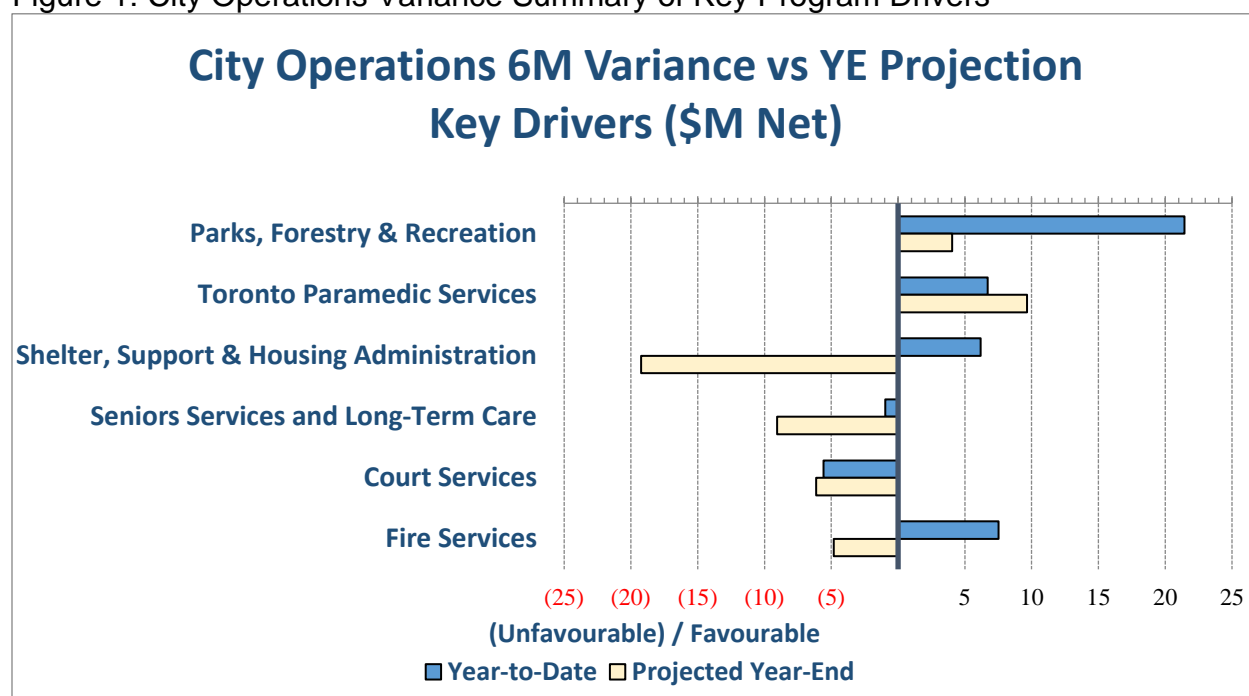
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### **City Operations:**

As of June 30, 2021, City Operations reported a favourable gross expenditure variance of \$288.1 million (10%) offset by a revenue shortfall of \$198.1 million (-13%), resulting in a favourable net variance of \$90.0 million (7%).

Year-end projections include a favourable net variance of \$29.3 million (1%) resulting from a favourable gross expenditure variance of \$415.1 million (7%) that is nearly offset by a revenue shortfall of \$385.8 million (-11%). The key drivers of the favourable net variances are outlined in Figure 1 below:

Figure 1: City Operations Variance Summary of Key Program Drivers



- **Parks, Forestry and Recreation:** A favourable year to date net variance of \$21.4 million primarily attributable to COVID-19 related underspending including the cancellation of recreation programming that was partially offset by revenue losses from registration sales; permit revenues; and other user fees, all driven by the public health requirement for PFR to close community facilities and parks during the COVID-19 pandemic. Consistent with year-to-date results, a favourable net variance of \$4.0 is projected for year-end.
- **Paramedic Services:** A favourable year to date net variance of \$6.7 million primarily due to underspending as a result of hiring delays and the receipt of program specific COVID-19 funding, where all COVID-19 support funding had been budgeted for in the City's Non-Program Budget. Consistent with year-to-date results, a favourable net variance of \$9.6 million is projected for year-end.
- **Shelter, Support & Housing Administration:** A favourable year to date net expenditure variance of \$6.2 million primarily attributable to lower than planned expenditures in Emergency Shelters, Social Housing, hiring delays and lower operating impacts of capital projects as a result of COVID-19. The year-end variance is projected to be an unfavourable net expenditure of \$19.2 million primarily attributable to anticipated Refugee Response costs where intergovernmental funding is not yet confirmed. The projection to year-end also includes higher than planned expenditures in COVID-19 Response Initiative and Emergency Shelter Services, partially offset by savings in the Social Housing service.

- **Seniors Services and Long-Term Care:** An unfavourable year to date net variance of \$1.1 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 \$9.1 million. This pressure may be addressed if the province confirms added Seniors Services and Long-Term Care funding to support the extraordinary costs related to the COVID-19 outbreak.
- **Court Services:** An unfavourable year to date net variance of \$5.6 million primarily from underachieved revenues which were driven by lower than budgeted fines and charges, partially offset by underspending in non-payroll expenses. Consistent with year-to-date results, a \$6.1 million net unfavourable variance is projected for year-end, partially offset by savings in salary and non-salary court operation related expenses.
- **Fire Services:** A favourable year to date net variance of \$7.5 million due to underspending, mostly in salary and benefits, and over achieved Heavy Urban Search and Rescue (HUSAR) revenues, which are partially offset by under achieved false alarm volumes. By year-end, the program is expected to have an unfavourable net variance of \$4.8 million attributable mainly to operational equipment expenditures, salary and benefit costs required to restore front-line service to pre-pandemic service levels, and an unfavourable variance in false alarm fee revenue.

### **Agencies:**

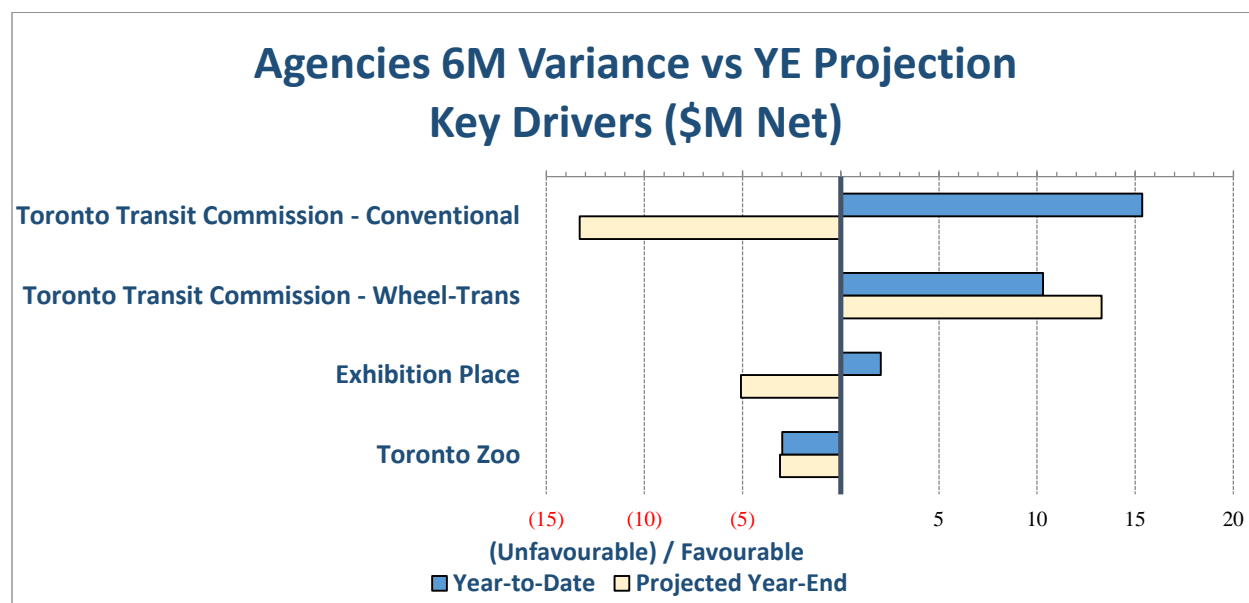
As of June 30, 2021, Agencies reported a favourable net variance of \$22.6 million (1%) resulting from a favourable gross expenditure variance of \$59.2 million (3%), partially offset by unfavourable revenue of \$36.6 million (-9%)

Agencies are projecting a year-end unfavourable net variance to be \$12.9 million (0.4%), driven by a favourable gross expenditure of \$6.7 million (1%), fully offset by a revenue shortfall of \$19.6 million (-2%).

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



Figure 2: Agencies Variance Summary of Key Program Drivers



- **Toronto Transit Commission - Conventional Service:** A favourable year to date net variance of \$15.4 million is mainly attributable to continued expenditure management actions where possible. This was partially offset by underachieved revenue arising from the impact of COVID-19 on ridership revenue. The City is projecting a year-end unfavourable net variance of \$13.3 million for the TTC – Conventional Services based on the recommendation that combined TTC Conventional and Wheel-Trans net savings be directed to the TTC Tax Stabilization Reserve to address continued uncertain COVID-19 impacts expected in 2022.
- **Toronto Transit Commission - Wheel Trans Service:** A favourable year to date net variance of \$10.3 million due to the implementation of management actions and matching service capacity to demand which is partially offset by lower ridership revenue due to the impact of COVID-19. Consistent with year-to-date results, an estimated \$13.3 million net favourable variance is projected for year-end.
- **Exhibition Place:** A favourable year to date net variance of \$2.0 million due to underspending in expenditures associated with events, salaries and benefits from positions that are vacant as a result of COVID-19 as well as a favourable revenue variance from rent, service and parking revenues film shoots at the Enercare Centre. By year-end, the program is expected to have an unfavourable net variance of \$5.1 million primarily due to revenue losses resulting from the cancellation of a number of events and conferences scheduled for the summer due to COVID-19.
- **Toronto Zoo:** An unfavourable year to date net variance of \$3.0 million due to lower than planned revenue resulting from the unanticipated Zoo closure experienced in 2021 as a result of COVID-19. The revenue shortfall is partially offset by the

implementation of cost saving measures including a delay in hiring and deferral of non-essential purchases. Consistent with year-to-date results, a \$3.1 million net unfavourable variance is projected for year-end. The Zoo anticipates to achieve its revenue target for the remainder of the year and expects to attract 0.512 million guests against its attendance target of 0.838 million in 2021 by year-end.

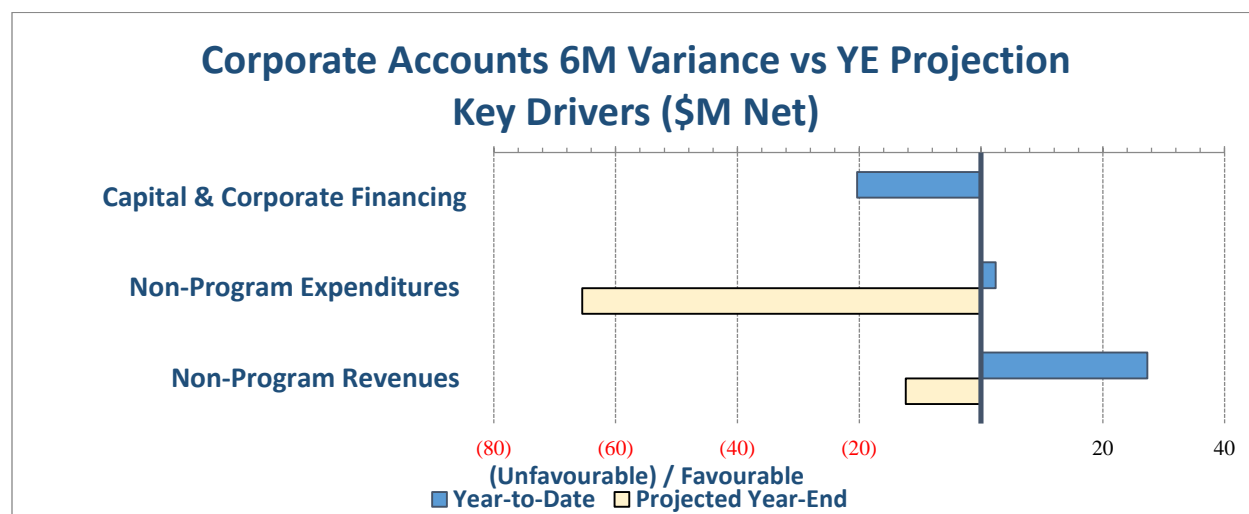
## Corporate Accounts:

As of June 30, 2021, Corporate Accounts reported a favourable net variance of \$9.4 million (1%) resulting from an unfavourable gross expenditure variance of \$13.3 million (-2%) fully offset by a favourable revenue variance \$22.7 million (1%)

The projected year-end unfavourable net variance forecasted of \$77.7 million (-6%) results from an unfavourable gross expenditure variance of \$62.9 million (-4%) and an unfavourable revenue shortfall of \$14.8 million (-0.5%)

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

Figure 3: Corporate Accounts Variance Summary of Key Drivers



- **Capital & Corporate Financing:** An unfavourable year-to-date net variance of \$20.3 million mainly due to the budgeted timing of sinking fund contributions compared to actual timing. By year-end a modest favourable variance of \$0.02 million is projected.
- **Non-Program Expenditures:** A favourable year-to-date net variance of \$2.4 million mainly due to lower than expected provincial fees related to Parking Enforcement. An unfavourable year-end net variance of \$65.5 million mainly due to higher than

anticipated employee vacation and time-in-lieu liability impacts due to COVID-19 and increased insurance costs that are projected for the year.

- **Non-Program Revenues:** A favourable year-to-date net variance of \$27.3 million due to higher than anticipated Municipal Land Transfer Tax revenues from increased sales activity in the period, partially offset by a timing difference between budgeted and actual receipt of confirmed Safe Restart Agreement funding. In addition, impacts from COVID-19 have resulted in lower than planned revenues for Interest and Investment Earnings, Parking Tag Revenues and Casino Woodbine. An unfavourable year-end net variance of \$12.2 million mainly due to a shortfall in the Safe Restart Agreement funding for Transit requirements and lower than planned revenues for Interest and Investment Earnings, Parking Tag Revenues and Casino Woodbine, which has been partially offset by higher than anticipated Municipal Land Transfer Tax revenue.

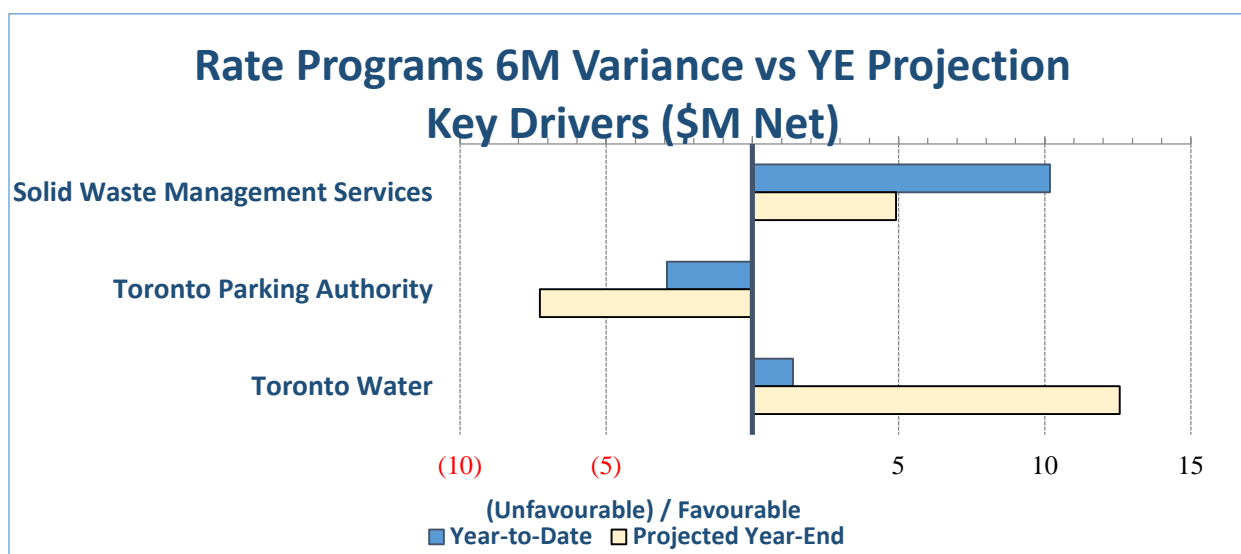
## Rate Programs

As of June 30, 2021, Rate Programs reported a favourable net variance of \$8.6 million (201%) through a gross expenditure variance of \$35.8 million (4%) and an unfavourable revenue variance of \$27.2 million (-3%).

The projected year-end favourable net variance is forecasted to be \$10.2 million as compared to the budgeted amount of \$2.2 million (457%) resulting from a favourable gross expenditure variance of \$37.8 million (2%) that is partially offset by a revenue shortfall of \$27.6 million (-1%).

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

Figure 4: Rate Supported Expenditure Variance Dashboard



- **Solid Waste Management Services:** A favourable year-to-date net variance of \$10.2 million net primarily from lower than planned salaries and benefits as well as underspending in processing, transfer and 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 continue to have a favourable net variance, reduced to \$4.9 million primarily due to lower than planned revenue from the Renewable Natural Gas (RNG) project which is now being implemented in 2022, as well as lower drop and load fee revenue at transfer stations due to the impact of COVID-19.
- **Toronto Parking Authority:** An unfavourable year-to-date net variance of \$2.9 million due to unfavourable revenue driven by decreased transaction volume trends in Off-Street and On-Street parking and Bike Share resulting from COVID-19. This was partially offset by favourable gross expenditure variances due to underspending of salaries 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 \$7.3 million due to factors that are consistent with year-to-date results.
- **Toronto Water:** A favourable year-to-date net variance of \$1.4 million due to lower than planned labour costs that have been experienced as well as lower hydro rates and water consumption associated with continued efficiency initiatives. This is partially offset by reduced revenues from lower than planned consumption impacted by COVID-19 related government orders, and lower than anticipated revenue from Metrolinx transit projects due to project delays and vacancies. By year-end, the program is expected to have a favourable net variance of \$12.7 million due to underspending mainly in salaries and benefits resulting from hiring delays and lower than anticipated utility costs. This is expected to be partially offset by revenue pressures due to lower than planned consumption of water, lower industrial waste agreements revenue and lower recoveries from Metrolinx due to project delays.

### **Additional Resources Directed Towards Staffing Actions**

As a direct result of the COVID-19 pandemic third wave, the efforts of available People and Equity resources have been focussed on COVID-19 response and/or front line staffing, creating recruitment challenges elsewhere in the City.

The underspending in salaries & benefits from the resulting vacancy backlog is being leveraged to fund People and Equity recruitment efforts to make further advancements on City vacancies. These efforts include a combination of added staff within People and Equity as well as the use of external resources to address vacancies.

Further resources will continue to be directed to People and Equity to continue these actions through the 2022 Operating Budget, subject to Council's consideration and approval during the upcoming budget process.

## 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 5 below, the City received \$0.34 million in donations during the first six months of 2021.

Figure 5: Summary of Donations Received Less than \$50,000

Donor	Amount (\$000s)	Purpose
<b>Economic Development &amp; Culture</b>		
Fort York, Individual Donor	7.00	Donation for Indigenous Peoples Month (Bell Canada for \$5k and TE Wealth for \$2k)
Montgomery's Inn, General Cash/From the Box	0.04	General Purpose
Special Projects (ArtWorxTO)	25.00	re Toronto's Year of Public Art 2021-2022 from Jack Weinbam Family Foundation
<i>Sub-Total</i>	<i>32.04</i>	
<b>Social Development, Finance &amp; Administration</b>		
eDonations	0.78	Equitable Food Access
<i>Sub-Total</i>	<i>0.78</i>	
<b>Shelter, Support &amp; Housing Administration</b>		
Canadian Tire	50.00	COVID-19 Relief and Recovery
Hudson's Bay	25.00	Rapid Rehousing
<i>Sub-Total</i>	<i>75.00</i>	
<b>Parks, Forestry &amp; Recreation</b>		
Individual Donor	0.14	Tree Planting Program
<i>Sub-Total</i>	<i>0.14</i>	
<b>Environment &amp; Energy</b>		
eDonations through the DonateTO	0.07	Donations are directed to the PollinateTO Community Grants Program, which funds community-led pollinator stewardship projects.
<i>Sub-Total</i>	<i>0.07</i>	
<b>Municipal Licensing &amp; Standards</b>		
Individual Donors (multiple donations of small value)	46.88	Care and services related to animals
<i>Sub-Total</i>	<i>46.88</i>	
<b>Toronto Public Health</b>		
TOP Donation	20.00	COVID-19 Vaccine Equity Transportation
eDonations	3.72	COVID-19 Vaccine Equity Transportation
Intact Insurance	150.00	COVID-19 Vaccination Efforts
<i>Sub-Total</i>	<i>173.72</i>	
<b>TO Live</b>		
Individual donors	2.70	"Canada Helps" program
<i>Sub-Total</i>	<i>2.70</i>	
<b>Transportation Services</b>		
Individual Donors	11.49	Donation for a street art project (Micki Moore Art over Bridges)
<i>Sub-Total</i>	<i>11.49</i>	
<b>Grand Total</b>	<b>342.82</b>	

## **CONTACT**

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## **SIGNATURE**

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Heather Taylor  
Chief Financial Officer and Treasurer

## **ATTACHMENTS**

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Appendix A - City of Toronto Net Expenditures for Six Months Ended June 30, 2021  
Appendix B - City of Toronto Gross Expenditures for Six Months Ended June 30, 2021  
Appendix C - City of Toronto Revenues for Six Months Ended June 30, 2021  
Appendix D1 - Pending Budget Adjustments  
Appendix D2 - Pending Budget Adjustments (Insurance)  
Appendix D3 - Recommended Expenditure Authority  
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, 2021 (\$000s)								
	June 30, 2021				December 31, 2021			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
<b>Community and Social Services</b>								
Housing Secretariat	84	84	(0)	0%	1,186	1,186	0	0%
Children's Services	40,164	39,178	986	2%	91,413	89,453	1,960	2%
Court Services	(23,811)	(18,226)	(5,585)	23%	(44,081)	(37,939)	(6,142)	14%
Economic Development & Culture	51,071	45,605	5,466	11%	79,138	76,990	2,147	3%
Toronto Paramedic Services	45,605	38,902	6,703	15%	101,987	92,339	9,648	9%
Seniors Services and Long-Term Care	22,464	23,434	(970)	-4%	68,537	77,597	(9,060)	-13%
Parks, Forestry & Recreation	154,399	132,963	21,436	14%	335,994	331,954	4,040	1%
Shelter, Support & Housing Administration	360,960	354,789	6,171	2%	777,138	796,368	(19,230)	-2%
Social Development, Finance & Administration	28,172	21,630	6,543	23%	68,397	60,862	7,535	11%
Toronto Employment & Social Services	36,401	33,534	2,867	8%	80,791	76,177	4,614	6%
Sub-Total Community and Social Services	715,509	671,892	43,617	6%	1,560,501	1,564,987	(4,487)	0%
<b>Infrastructure and Development Services</b>								
City Planning	4,210	(2,390)	6,600	157%	13,338	5,470	7,868	59%
Fire Services	243,379	235,867	7,513	3%	487,002	491,818	(4,816)	-1%
Office of Emergency Management	1,217	712	505	42%	3,252	2,613	639	20%
Municipal Licensing & Standards	9,466	7,746	1,721	18%	16,951	20,940	(3,988)	-24%
Policy, Planning, Finance & Administration	2,222	1,857	365	16%	5,010	4,597	414	8%
Engineering & Construction Services	1,996	1,182	814	41%	748	190	559	75%
Toronto Building	(7,870)	(15,829)	7,959	-101%	(16,147)	(40,742)	24,595	-152%
Transportation Services	121,389	116,784	4,604	4%	225,053	223,297	1,756	1%
Transit Expansion	0	0	0	n/a	2,475	1,664	812	33%
Sub-Total Infrastructure and Development Services	376,010	345,929	30,081	8%	737,684	709,846	27,838	4%
<b>Finance and Treasury Services</b>								
Office of the Chief Financial Officer and Treasurer	5,739	5,454	285	5%	12,503	11,981	523	4%
Office of the Controller	17,547	14,822	2,725	16%	39,504	39,042	462	1%
Sub-Total Finance and Treasury Services	23,286	20,276	3,010	13%	52,008	51,023	984	2%
<b>Corporate Services</b>								
Corporate Real Estate Management	52,007	49,322	2,685	5%	103,920	103,625	295	0%
Environment & Energy	5,882	3,750	2,132	36%	11,818	11,747	71	1%
Fleet Services	11,547	11,810	(263)	-2%	24,061	25,170	(1,109)	-5%
Office Of The CISO	10,111	6,181	3,930	39%	28,055	25,479	2,576	9%
Technology Services	60,491	56,428	4,064	7%	104,848	103,809	1,038	1%
311 Toronto	4,095	3,789	306	7%	10,515	10,112	404	4%
Sub-Total Corporate Services	144,133	131,280	12,853	9%	283,218	279,943	3,275	1%
<b>City Manager</b>								
City Manager's Office	24,375	24,378	(3)	0%	61,899	63,463	(1,564)	-3%
Sub-Total City Manager	24,375	24,378	(3)	0%	61,899	63,463	(1,564)	-3%
<b>Other City Programs</b>								
City Clerk's Office	16,613	15,943	670	4%	37,402	36,402	1,000	3%
Legal Services	17,586	18,875	(1,289)	-7%	37,410	35,177	2,233	6%
Mayor's Office	1,171	1,105	66	6%	2,567	2,567	0	0%
City Council	9,531	8,837	694	7%	21,696	21,696	0	0%
Sub-Total Other City Programs	44,901	44,760	142	0%	99,075	95,841	3,233	3%
<b>Accountability Offices</b>								
Auditor General's Office	2,924	2,745	179	6%	6,641	6,641	0	0%
Office of the Integrity Commissioner	287	259	28	10%	740	740	(0)	0%
Office of the Lobbyist Registrar	515	453	62	12%	1,234	1,234	0	0%
Office of the Ombudsman	1,016	1,008	8	1%	2,258	2,258	0	0%
Sub-Total Accountability Offices	4,742	4,465	278	6%	10,872	10,872	0	0%
<b>TOTAL - CITY OPERATIONS</b>	<b>1,332,957</b>	<b>1,242,979</b>	<b>89,978</b>	<b>7%</b>	<b>2,805,255</b>	<b>2,775,976</b>	<b>29,279</b>	<b>1%</b>

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

# Appendix A

CITY OF TORONTO CONSOLIDATED NET EXPENDITURES VARIANCE FOR THE SIX MONTHS ENDED JUNE 30, 2021 (\$000s)								
	June 30, 2021				December 31, 2021			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
<b>Agencies</b>								
Toronto Public Health	52,848	52,204	645	1%	124,391	124,602	(211)	0%
Toronto Public Library	94,618	88,449	6,169	7%	203,048	200,048	3,000	1%
Association of Community Centres	4,447	4,286	161	4%	8,926	8,158	767	9%
Exhibition Place	7,854	5,811	2,042	26%	7,577	12,664	(5,088)	-67%
Heritage Toronto	114	17	96	85%	450	451	(1)	0%
TO Live	5,357	4,548	809	15%	10,795	11,280	(485)	-4%
Toronto Zoo	10,758	13,735	(2,978)	-28%	19,444	22,531	(3,087)	-16%
Arena Boards of Management	1,921	2,278	(357)	-19%	490	3,246	(2,756)	-563%
Yonge Dundas Square	786	766	20	3%	1,314	1,938	(623)	-47%
CreateTO	0	(0)	0	n/a	0	0	0	100%
Toronto & Region Conservation Authority	2,897	2,897	(0)	0%	4,865	4,865	(0)	0%
Toronto Transit Commission - Conventional	778,077	762,711	15,367	2%	1,471,938	1,485,233	(13,295)	-1%
Toronto Transit Commission - Wheel-Trans	54,598	44,292	10,306	19%	114,290	100,995	13,295	12%
Toronto Police Service	523,320	532,901	(9,581)	-2%	1,070,589	1,074,889	(4,300)	0%
Toronto Police Services Board	907	983	(76)	-8%	1,931	1,997	(66)	-3%
<b>TOTAL - AGENCIES</b>	<b>1,538,501</b>	<b>1,515,877</b>	<b>22,624</b>	<b>1%</b>	<b>3,040,049</b>	<b>3,052,899</b>	<b>(12,850)</b>	<b>0%</b>
<b>Corporate Accounts</b>								
Capital Financing - Capital from Current	500	500	0	0%	336,178	336,178	0	0%
Technology Sustainment	10,265	10,265	0	0%	20,530	20,530	0	0%
Debt Charges	350,897	371,235	(20,337)	-6%	649,218	649,216	2	0%
Capital & Corporate Financing	361,662	382,000	(20,337)	-6%	1,005,926	1,005,925	2	0%
<b>Non-Program Expenditures</b>								
Tax Deficiencies/Writeoffs	27,152	26,775	377	1%	54,304	54,304	0	0%
Tax Increment Equivalent Grants (TIEG)	22,798	23,283	(485)	-2%	45,596	46,567	(970)	-2%
Assessment Function (MPAC)	23,245	23,141	104	0%	46,490	46,283	207	0%
Funding of Employee Related Liabilities	35,397	35,390	7	0%	70,794	70,794	0	0%
Other Corporate Expenditures	(1,002)	(1,837)	835	-83%	4,623	55,579	(50,956)	-1102%
Insurance Premiums & Claims	0	0	0	n/a	46,898	62,818	(15,920)	-34%
Parking Tag Enforcement & Oper.	25,476	23,093	2,383	9%	58,859	56,722	2,137	4%
Programs Funded from Reserve Funds	0	0	0	n/a	0	0	0	n/a
Heritage Property Taxes Rebate	991	991	0	0%	1,983	1,983	0	0%
Solid Waste Management Rebates	39,342	40,139	(796)	-2%	75,371	75,371	0	0%
Tax Increment Funding (TIF)	0	0	0	n/a	2,725	2,725	0	0%
<b>Non-Program Expenditures</b>	<b>173,400</b>	<b>170,976</b>	<b>2,424</b>	<b>1%</b>	<b>407,643</b>	<b>473,144</b>	<b>(65,501)</b>	<b>-16%</b>
<b>Non-Program Revenue</b>								
Payments in Lieu of Taxes	(74,009)	(73,713)	(297)	0%	(93,209)	(93,552)	343	0%
Supplementary Taxes	(16,024)	(17,356)	1,332	-8%	(38,353)	(38,353)	0	0%
Tax Penalty Revenue	(25,497)	(24,906)	(591)	2%	(32,000)	(36,900)	4,900	-15%
Interest/Investment Earnings	(60,550)	(34,871)	(25,679)	42%	(124,388)	(90,614)	(33,774)	27%
Other Corporate Revenues	(5,823)	(7,612)	1,789	-31%	(11,785)	(6,440)	(5,344)	45%
COVID -19 recovery	(1,000,000)	(982,731)	(17,269)	2%	(1,518,975)	(1,469,576)	(49,399)	3%
Dividend Income	(44,000)	(35,130)	(8,870)	20%	(88,000)	(70,260)	(17,740)	20%
Provincial Revenue	(39,794)	(45,800)	6,006	-15%	(91,600)	(91,600)	0	0%
Municipal Land Transfer Tax	(362,708)	(437,708)	75,000	-21%	(625,358)	(725,358)	100,000	-16%
Third Party Sign Tax	(9,531)	(9,811)	280	-3%	(9,531)	(9,811)	280	-3%
Parking Authority Revenues	(6,000)	(6,000)	0	0%	(12,000)	(12,000)	0	0%
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	(35,788)	(33,316)	(2,472)	7%	(80,656)	(71,156)	(9,501)	12%
Other Tax Revenues	(4,368)	(4,430)	63	-1%	(10,313)	(10,358)	45	0%
Municipal Accommodation Tax	0	0	0	n/a	0	0	0	n/a
Casino Woodbine	(1,976)	0	(1,976)	100%	(4,035)	(2,060)	(1,976)	49%
<b>Non-Program Revenues</b>	<b>(1,700,768)</b>	<b>(1,728,084)</b>	<b>27,316</b>	<b>-2%</b>	<b>(2,769,604)</b>	<b>(2,757,437)</b>	<b>(12,167)</b>	<b>0%</b>
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>(1,165,707)</b>	<b>(1,175,108)</b>	<b>9,402</b>	<b>-1%</b>	<b>(1,356,035)</b>	<b>(1,278,368)</b>	<b>(77,667)</b>	<b>6%</b>
<b>TOTAL TAX SUPPORTED PROGRAMS / AGENCIES</b>	<b>1,705,752</b>	<b>1,583,749</b>	<b>122,003</b>	<b>7%</b>	<b>4,489,269</b>	<b>4,550,506</b>	<b>(61,237)</b>	<b>-1%</b>
<b>Less Toronto Building</b>	<b>(7,870)</b>	<b>(15,829)</b>	<b>7,959</b>	<b>-101%</b>	<b>(16,147)</b>	<b>(40,742)</b>	<b>24,595</b>	<b>-152%</b>
<b>Less City Planning</b>	<b>4,210</b>	<b>(2,390)</b>	<b>6,600</b>	<b>157%</b>	<b>13,338</b>	<b>5,470</b>	<b>7,868</b>	<b>59%</b>
<b>TOTAL ADJUSTED TAX SUPPORTED PROGRAMS/AGENCIES</b>	<b>1,709,412</b>	<b>1,601,967</b>	<b>107,444</b>	<b>6%</b>	<b>4,492,078</b>	<b>4,585,778</b>	<b>(93,700)</b>	<b>-2%</b>
<b>RATES SUPPORTED PROGRAMS</b>								
Solid Waste Management Services	(8,254)	(18,434)	10,179	-123%	0	(4,914)	4,914	n/a
Toronto Parking Authority	3,551	6,479	(2,928)	-82%	2,237	9,504	(7,267)	-325%
Toronto Water	8,997	7,611	1,386	15%	0	(12,567)	12,567	n/a
<b>TOTAL RATES SUPPORTED PROGRAMS</b>	<b>4,294</b>	<b>(4,344)</b>	<b>8,638</b>	<b>201%</b>	<b>2,237</b>	<b>(7,977)</b>	<b>10,214</b>	<b>457%</b>

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021



## Appendix B

<b>CITY OF TORONTO</b> <b>CONSOLIDATED GROSS EXPENDITURES VARIANCE</b> <b>FOR THE SIX MONTHS ENDED JUNE 30, 2021</b> <b>(\$000s)</b>								
June 30, 2021					December 31, 2021			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
<b>Community and Social Services</b>								
Housing Secretariat	24,781	7,298	17,483	71%	68,448	67,727	721	1%
Children's Services	257,447	230,935	26,511	10%	648,666	610,357	38,309	6%
Court Services	14,866	12,387	2,479	17%	32,937	28,402	4,535	14%
Economic Development & Culture	54,445	49,482	4,962	9%	97,587	90,599	6,988	7%
Toronto Paramedic Services	131,751	127,680	4,071	3%	285,779	280,205	5,574	2%
Seniors Services and Long-Term Care	134,416	145,344	(10,928)	-8%	292,677	318,390	(25,713)	-9%
Parks, Forestry & Recreation	192,533	153,009	39,524	21%	446,921	414,123	32,797	7%
Shelter, Support & Housing Administration	561,426	544,179	17,246	3%	1,186,395	1,152,306	34,089	3%
Social Development, Finance & Administration	35,508	29,422	6,087	17%	85,506	78,587	6,919	8%
Toronto Employment & Social Services	511,238	411,446	99,792	20%	1,156,356	934,077	222,279	19%
Sub-Total Community and Social Services	1,918,410	1,711,181	207,228	11%	4,301,271	3,974,773	326,498	8%
<b>Infrastructure and Development Services</b>								
City Planning	24,076	21,011	3,065	13%	53,419	48,927	4,492	8%
Fire Services	254,514	247,330	7,184	3%	507,771	511,887	(4,116)	-1%
Office of Emergency Management	1,867	1,362	505	27%	3,912	3,263	649	17%
Municipal Licensing & Standards	27,811	24,356	3,455	12%	60,993	57,158	3,834	6%
Policy, Planning, Finance & Administration	7,444	6,350	1,094	15%	16,562	14,862	1,700	10%
Engineering & Construction Services	33,838	30,285	3,553	11%	72,960	65,715	7,244	10%
Toronto Building	27,966	22,396	5,571	20%	62,810	52,081	10,729	17%
Transportation Services	198,021	171,617	26,404	13%	421,597	385,194	36,403	9%
Transit Expansion	4,184	2,172	2,012	48%	9,169	7,071	2,098	23%
Sub-Total Infrastructure and Development Services	579,720	526,879	52,842	9%	1,209,192	1,146,158	63,034	5%
<b>Finance and Treasury Services</b>								
Office of the Chief Financial Officer and Treasurer	7,410	6,997	412	6%	16,206	15,271	935	6%
Office of the Controller	37,811	31,890	5,921	16%	82,587	77,971	4,616	6%
Sub-Total Finance and Treasury Services	45,220	38,887	6,333	14%	98,794	93,243	5,551	6%
<b>Corporate Services</b>								
Corporate Real Estate Management	86,861	82,511	4,350	5%	196,569	197,250	(681)	0%
Environment & Energy	6,562	4,552	2,011	31%	16,473	14,325	2,148	13%
Fleet Services	24,486	24,857	(370)	-2%	58,310	59,451	(1,141)	-2%
Office of the Chief Information Security Officer	10,111	6,181	3,930	39%	28,438	25,479	2,958	10%
Technology Services	74,649	68,023	6,626	9%	140,109	128,512	11,597	8%
311 Toronto	8,398	7,875	524	6%	19,326	18,616	710	4%
Sub-Total Corporate Services	211,067	193,998	17,070	8%	459,224	443,634	15,590	3%
<b>City Manager</b>								
City Manager's Office	27,454	27,598	(144)	-1%	75,024	75,090	(66)	0%
Sub-Total City Manager	27,454	27,598	(144)	-1%	75,024	75,090	(66)	0%
<b>Other City Programs</b>								
City Clerk's Office	21,942	20,500	1,442	7%	50,089	48,589	1,500	3%
Legal Services	30,172	27,931	2,241	7%	65,069	62,076	2,993	5%
Mayor's Office	1,171	1,105	66	6%	2,567	2,567	0	0%
City Council	9,531	8,837	694	7%	21,752	21,752	(0)	0%
Sub-Total Other City Programs	62,816	58,373	4,443	7%	139,477	134,983	4,493	3%
<b>Accountability Offices</b>								
Auditor General's Office	2,924	2,745	179	6%	6,641	6,641	0	0%
Integrity Commissioner's Office	287	259	28	10%	740	740	(0)	0%
Office of the Lobbyist Registrar	515	453	62	12%	1,234	1,234	0	0%
Office of the Ombudsman	1,016	1,008	8	1%	2,458	2,458	0	0%
Sub-Total Accountability Offices	4,742	4,465	278	6%	11,072	11,072	0	0%
<b>TOTAL - CITY OPERATIONS</b>	<b>2,849,430</b>	<b>2,561,381</b>	<b>288,049</b>	<b>10%</b>	<b>6,294,053</b>	<b>5,878,953</b>	<b>415,101</b>	<b>7%</b>

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix B

CITY OF TORONTO CONSOLIDATED GROSS EXPENDITURES VARIANCE FOR THE SIX MONTHS ENDED JUNE 30, 2021 (\$000s)								
June 30, 2021					December 31, 2021			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
<b>Agencies</b>								
Toronto Public Health	152,229	170,004	(17,775)	-12%	345,744	404,727	(58,983)	-17%
Toronto Public Library	101,936	95,638	6,298	6%	220,508	215,508	5,000	2%
Association of Community Centres	4,537	4,315	222	5%	9,185	8,318	867	9%
Exhibition Place	17,496	15,683	1,813	10%	43,386	32,147	11,239	26%
Heritage Toronto	419	321	98	23%	1,011	903	109	11%
TO Live	6,160	5,795	365	6%	12,378	15,829	(3,451)	-28%
Toronto Zoo	21,326	17,553	3,772	18%	46,400	43,028	3,372	7%
Arena Boards of Management	4,218	2,541	1,677	40%	9,885	7,361	2,524	26%
Yonge-Dundas Square	1,542	1,001	541	35%	2,977	2,404	573	19%
CreateTO	7,265	6,556	709	10%	14,599	14,599	0	0%
Toronto & Region Conservation Authority	5,562	5,562	(0)	0%	10,198	10,198	(0)	0%
Toronto Transit Commission - Conventional	1,012,198	956,582	55,617	5%	2,034,438	1,986,633	47,805	2%
Toronto Transit Commission - Wheel Trans	56,436	45,731	10,705	19%	118,566	104,627	13,939	12%
Toronto Police Service	561,180	565,754	(4,574)	-1%	1,220,002	1,236,272	(16,270)	-1%
Toronto Police Services Board	1,607	1,846	(239)	-15%	3,907	3,936	(29)	-1%
<b>TOTAL - AGENCIES</b>	<b>1,954,110</b>	<b>1,894,883</b>	<b>59,227</b>	<b>3%</b>	<b>4,093,184</b>	<b>4,086,488</b>	<b>6,696</b>	<b>0%</b>
<b>Corporate Accounts</b>								
Capital Financing - Capital from Current	500	500	0	0%	344,856	344,856	0	0%
Technology Sustainment	10,265	10,265	0	0%	20,530	20,530	0	0%
Debt Charges	387,180	407,518	(20,337)	-5%	733,486	733,485	2	0%
Capital & Corporate Financing	397,945	418,283	(20,337)	-5%	1,098,872	1,098,871	2	0%
<b>Non-Program Expenditures</b>								
Tax Deficiencies/Writeoffs	27,152	26,775	377	1%	54,304	54,304	0	0%
Tax Increment Equivalent Grants (TIEG)	22,798	23,283	(485)	-2%	45,596	46,567	(970)	-2%
Assessment Function (MPAC)	23,245	23,141	104	0%	46,490	46,283	207	0%
Funding of Employee Related Liabilities	35,397	35,390	7	0%	70,794	70,794	0	0%
Other Corporate Expenditures	8,497	11,912	(3,415)	-40%	29,767	85,722	(55,956)	-188%
Insurance Premiums & Claims	0	0	0	n/a	46,898	62,818	(15,920)	-34%
Parking Tag Enforcement & Oper.	25,476	23,093	2,383	9%	58,859	56,722	2,137	4%
Programs Funded from Reserve Funds	84,679	77,251	7,428	9%	152,837	152,837	0	0%
Heritage Property Taxes Rebate	991	991	0	0%	1,983	1,983	0	0%
Solid Waste Management Rebates	39,342	40,139	(796)	-2%	75,371	75,371	0	0%
Tax Increment Funding (TIF)	0	0	0	n/a	2,725	2,725	0	0%
Non-Program Expenditures	267,578	261,976	5,602	2%	585,624	656,125	(70,501)	-12%
<b>Non-Program Revenue</b>								
Payments in Lieu of Taxes	0	0	0	n/a	0	0	0	n/a
Supplementary Taxes	0	0	0	n/a	0	0	0	n/a
Tax Penalty Revenue	0	0	0	n/a	0	0	0	n/a
Interest/Investment Earnings	4,428	4,080	348	8%	9,926	8,621	1,305	13%
Other Corporate Revenues	246	2,240	(1,994)	-811%	948	948	0	0%
COVID-19 recovery	0	0	0	n/a	0	0	0	n/a
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	35,892	36,874	(982)	-3%	72,333	72,333	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	221	216	5	2%	221	216	5	2%
Municipal Accommodation Tax	7,239	3,225	4,014	55%	14,478	8,163	6,315	44%
Casino Woodbine	0	0	0	n/a	0	0	0	n/a
Non-Program Revenues	48,025	46,634	1,391	3%	97,906	90,281	7,626	8%
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>713,548</b>	<b>726,893</b>	<b>(13,344)</b>	<b>-2%</b>	<b>1,782,403</b>	<b>1,845,277</b>	<b>(62,874)</b>	<b>-4%</b>
<b>TOTAL TAX SUPPORTED PROGRAMS / AGENCII</b>	<b>5,517,088</b>	<b>5,183,156</b>	<b>333,932</b>	<b>6%</b>	<b>12,169,640</b>	<b>11,810,717</b>	<b>358,923</b>	<b>3%</b>
<b>RATE SUPPORTED PROGRAMS</b>								
Solid Waste Management Services	179,628	164,997	14,630	8%	379,110	370,772	8,338	2%
Toronto Parking Authority	47,630	41,086	6,544	14%	95,724	91,622	4,103	4%
Toronto Water	681,061	666,404	14,656	2%	1,415,336	1,389,971	25,365	2%
<b>TOTAL RATE SUPPORTED PROGRAMS</b>	<b>908,319</b>	<b>872,487</b>	<b>35,831</b>	<b>4%</b>	<b>1,890,171</b>	<b>1,852,365</b>	<b>37,806</b>	<b>2%</b>

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix C

CITY OF TORONTO								
CONSOLIDATED REVENUE VARIANCE								
FOR THE SIX MONTHS ENDED JUNE 30, 2021								
(\$000s)								
	June 30, 2021				December 31, 2021			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
<b>Community and Social Services</b>								
Housing Secretariat	24,698	7,215	(17,483)	-71%	67,262	66,541	(721)	-1%
Children's Services	217,283	191,757	(25,525)	-12%	557,253	520,903	(36,349)	-7%
Court Services	38,677	30,613	(8,064)	-21%	77,018	66,341	(10,677)	-14%
Economic Development & Culture	3,374	3,877	504	15%	18,449	13,609	(4,840)	-26%
Toronto Paramedic Services	86,146	88,778	2,632	3%	183,791	187,866	4,074	2%
Seniors Services and Long-Term Care	111,952	121,909	9,958	9%	224,140	240,793	16,653	7%
Parks, Forestry & Recreation	38,134	20,045	(18,088)	-47%	110,927	82,170	(28,757)	-26%
Shelter, Support & Housing Administration	200,465	189,390	(11,075)	-6%	409,257	355,938	(53,318)	-13%
Social Development, Finance & Administration	7,336	7,792	456	6%	17,108	17,724	616	4%
Toronto Employment & Social Services	474,836	377,911	(96,925)	-20%	1,075,565	857,900	(217,665)	-20%
<b>Sub-Total Community and Social Services</b>	<b>1,202,901</b>	<b>1,039,289</b>	<b>(163,611)</b>	<b>-14%</b>	<b>2,740,770</b>	<b>2,409,785</b>	<b>(330,985)</b>	<b>-12%</b>
<b>Infrastructure and Development Services</b>								
City Planning	19,866	23,401	3,535	18%	40,081	43,456	3,376	8%
Fire Services	11,134	11,463	329	3%	20,769	20,069	(700)	-3%
Office of Emergency Management	650	650	0	0%	660	650	(10)	-2%
Municipal Licensing & Standards	18,345	16,610	(1,734)	-9%	44,041	36,219	(7,823)	-18%
Policy, Planning, Finance & Administration	5,222	4,493	(729)	-14%	11,552	10,266	(1,286)	-11%
Engineering & Construction Services	31,841	29,102	(2,739)	-9%	72,211	65,526	(6,686)	-9%
Toronto Building	35,836	38,225	2,388	7%	78,957	92,823	13,866	18%
Transportation Services	76,632	54,832	(21,799)	-28%	196,544	161,897	(34,646)	-18%
Transit Expansion	4,184	2,172	(2,012)	-48%	6,693	5,407	(1,286)	-19%
<b>Sub-Total Infrastructure and Development Services</b>	<b>203,710</b>	<b>180,949</b>	<b>(22,761)</b>	<b>-11%</b>	<b>471,509</b>	<b>436,312</b>	<b>(35,196)</b>	<b>-7%</b>
<b>Finance and Treasury Services</b>								
Office of the Chief Financial Officer and Treasurer	1,671	1,543	(127)	-8%	3,703	3,290	(413)	-11%
Office of the Controller	20,264	17,068	(3,196)	-16%	43,083	38,929	(4,154)	-10%
<b>Sub-Total Finance and Treasury Services</b>	<b>21,935</b>	<b>18,611</b>	<b>(3,323)</b>	<b>-15%</b>	<b>46,786</b>	<b>42,219</b>	<b>(4,567)</b>	<b>-10%</b>
<b>Corporate Services</b>								
Corporate Real Estate Management	34,853	33,189	(1,665)	-5%	92,649	93,625	976	1%
Environment & Energy	680	801	121	18%	4,654	2,578	(2,076)	-45%
Fleet Services	12,939	13,047	107	1%	34,249	34,281	32	0%
Office of the Chief Information Security Officer	0	0	0	n/a	383	0	(383)	-100%
Technology Services	14,157	11,595	(2,562)	-18%	35,262	24,703	(10,559)	-30%
311 Toronto	4,304	4,086	(218)	-5%	8,811	8,504	(307)	-3%
<b>Sub-Total Corporate Services</b>	<b>66,934</b>	<b>62,718</b>	<b>(4,216)</b>	<b>-6%</b>	<b>176,006</b>	<b>163,691</b>	<b>(12,316)</b>	<b>-7%</b>
<b>City Manager</b>								
City Manager's Office	3,079	3,220	141	5%	13,125	11,627	(1,498)	-11%
<b>Sub-Total City Manager</b>	<b>3,079</b>	<b>3,220</b>	<b>141</b>	<b>5%</b>	<b>13,125</b>	<b>11,627</b>	<b>(1,498)</b>	<b>-11%</b>
<b>Other City Programs</b>								
City Clerk's Office	5,328	4,557	(771)	-14%	12,687	12,187	(500)	-4%
Legal Services	12,586	9,056	(3,530)	-28%	27,659	26,899	(760)	-3%
Mayor's Office	0	0	0	n/a	0	0	0	n/a
City Council	0	0	0	n/a	56	56	0	0%
<b>Sub-Total Other City Programs</b>	<b>17,914</b>	<b>13,613</b>	<b>(4,301)</b>	<b>-24%</b>	<b>40,402</b>	<b>39,142</b>	<b>(1,260)</b>	<b>-3%</b>
<b>Accountability Offices</b>								
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	200	200	0	0%
<b>Sub-Total Accountability Offices</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>0%</b>
<b>TOTAL - CITY OPERATIONS</b>	<b>1,516,473</b>	<b>1,318,401</b>	<b>(198,071)</b>	<b>-13%</b>	<b>3,488,798</b>	<b>3,102,977</b>	<b>(385,821)</b>	<b>-11%</b>

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix C

CITY OF TORONTO CONSOLIDATED REVENUE VARIANCE FOR THE SIX MONTHS ENDED JUNE 30, 2021 (\$000s)								
	June 30, 2021				December 31, 2021			
	Year-To-Date		Actual vs Budget		Year-End		Projection vs Budget	
	Budget	Actual	Favourable / (Unfavourable)	%	Budget	Projection	Favourable / (Unfavourable)	%
<b>Agencies</b>								
Toronto Public Health	99,381	117,801	18,420	19%	221,353	280,125	58,772	27%
Toronto Public Library	7,318	7,189	(129)	-2%	17,460	15,460	(2,000)	-11%
Association of Community Centres	90	29	(61)	-68%	259	159	(100)	-39%
Exhibition Place	9,642	9,872	230	2%	35,809	19,482	(16,327)	-46%
Heritage Toronto	305	304	(2)	-1%	561	452	(110)	-20%
TO Live	804	1,248	444	55%	1,583	4,549	2,966	187%
Toronto Zoo	10,568	3,818	(6,750)	-64%	26,956	20,496	(6,459)	-24%
Arena Boards of Management	2,297	263	(2,034)	-89%	9,395	4,115	(5,280)	-56%
Yonge-Dundas Square	756	235	(521)	-69%	1,663	466	(1,197)	-72%
CreateTO	7,265	6,556	(709)	-10%	14,599	14,599	0	0%
Toronto & Region Conservation Authority	2,666	2,666	(0)	0%	5,333	5,333	0	0%
Toronto Transit Commission - Conventional	234,121	193,871	(40,250)	-17%	562,500	501,400	(61,100)	-11%
Toronto Transit Commission - Wheel Trans	1,838	1,440	(399)	-22%	4,276	3,632	(644)	-15%
Toronto Police Service	37,859	32,853	(5,006)	-13%	149,413	161,383	11,970	8%
Toronto Police Services Board	700	863	163	23%	1,976	1,939	(37)	-2%
<b>TOTAL - AGENCIES</b>	<b>415,609</b>	<b>379,005</b>	<b>(36,604)</b>	<b>-9%</b>	<b>1,053,135</b>	<b>1,033,589</b>	<b>(19,546)</b>	<b>-2%</b>
<b>Corporate Accounts</b>								
Capital Financing - Capital from Current	0	0	0	n/a	8,678	8,678	0	0%
Technology Sustainment	0	0	0	n/a	0	0	0	n/a
Debt Charges	36,283	36,283	0	0%	84,269	84,269	0	0%
Capital & Corporate Financing	36,283	36,283	0	0%	92,946	92,946	0	0%
<b>Non-Program Expenditures</b>								
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	9,499	13,749	4,250	45%	25,144	30,144	5,000	20%
Programs Funded from Reserve Funds	84,679	77,251	(7,428)	-9%	152,837	152,837	0	0%
Heritage Property Taxes Rebate	0	0	0	n/a	0	0	0	n/a
Solid Waste Management Rebates	0	0	0	n/a	0	0	0	n/a
Tax Increment Funding (TIF)	0	0	0	n/a	0	0	0	n/a
Non-Program Expenditures	94,178	91,000	(3,178)	-3%	177,981	182,981	5,000	3%
<b>Non-Program Revenue</b>								
Payments in Lieu of Taxes	74,009	73,713	(297)	0%	93,209	93,552	343	0%
Supplementary Taxes	16,024	17,356	1,332	8%	38,353	38,353	0	0%
Tax Penalty Revenue	25,497	24,906	(591)	-2%	32,000	36,900	4,900	15%
Interest/Investment Earnings	64,978	38,951	(26,027)	-40%	134,314	99,235	(35,079)	-26%
Other Corporate Revenues	6,069	9,851	3,783	62%	12,733	7,388	(5,344)	-42%
COVID -19 recovery	1,000,000	982,731	(17,269)	-2%	1,518,975	1,469,576	(49,399)	-3%
Dividend Income	44,000	35,130	(8,870)	-20%	88,000	70,260	(17,740)	-20%
Provincial Revenue	39,794	45,800	6,006	15%	91,600	91,600	0	0%
Municipal Land Transfer Tax	398,600	474,582	75,982	19%	697,691	797,691	100,000	14%
Third Party Sign Tax	9,531	9,811	280	3%	9,531	9,811	280	3%
Parking Authority Revenues	6,000	6,000	0	0%	12,000	12,000	0	0%
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	36,009	33,532	(2,477)	-7%	80,656	71,156	(9,501)	-12%
Other Tax Revenues	4,588	4,466	(122)	-3%	10,534	10,574	40	0%
Municipal Accommodation Tax	7,239	3,225	(4,014)	-55%	14,478	8,163	(6,315)	-44%
Casino Woodbine	1,976	0	(1,976)	-100%	4,035	2,060	(1,976)	-49%
Non-Program Revenues	1,749,015	1,774,934	25,920	1%	2,867,510	2,847,718	(19,792)	-1%
<b>TOTAL - CORPORATE ACCOUNTS</b>	<b>1,879,476</b>	<b>1,902,217</b>	<b>22,741</b>	<b>1%</b>	<b>3,138,437</b>	<b>3,123,645</b>	<b>(14,792)</b>	<b>0%</b>
<b>TOTAL TAX SUPPORTED PROGRAMS / AGENCIES</b>	<b>3,811,557</b>	<b>3,599,623</b>	<b>(211,934)</b>	<b>-6%</b>	<b>7,680,371</b>	<b>7,260,211</b>	<b>(420,160)</b>	<b>-5%</b>
<b>RATES SUPPORTED PROGRAMS</b>								
Solid Waste Management Services	187,882	183,431	(4,451)	-2%	379,110	375,686	(3,424)	-1%
Toronto Parking Authority	44,078	34,606	(9,472)	-21%	93,487	82,117	(11,370)	-12%
Toronto Water	672,064	658,794	(13,270)	-2%	1,415,336	1,402,538	(12,798)	-1%
<b>TOTAL RATES SUPPORTED PROGRAMS</b>	<b>904,025</b>	<b>876,831</b>	<b>(27,193)</b>	<b>-3%</b>	<b>1,887,934</b>	<b>1,860,342</b>	<b>(27,592)</b>	<b>-1%</b>

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix D1

**CITY OF TORONTO  
PENDING BUDGET ADJUSTMENTS  
FOR THE SIX MONTHS ENDED JUNE 30, 2021  
(\$'000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
<b>Community and Social Services</b>					
<b>Economic Development &amp; Culture</b>					
To increase the 2021 Council Approved Operating Budget for EDC by \$0.950 million gross and \$0 net, fully funded by one-time Fed Dev funding applied for through Destination Toronto, in partnership with EDC. A total of \$1 million was approved, with \$950,000 allocated to the City and \$50,000 residing with Destination Toronto to cover administrative costs. Funding will be used to support ShowLoveTO programs including: StrollTO, BigArtTO, DineTOgether, DriveInTO, and marketing cost..	950.0	950.0	0.0	0.0	0.0
To increase the 2021 Council Approved Operating Budget for EDC by \$0.400 million gross and \$0 net, fully funded by one-time funding received for the Connect Youth T.O. Employment initiative. Economic Development & Culture - BIA Office will work with 84 active BIAs across the city in identifying 35 meaningful work placement opportunities within their organizations.	400.0	400.0	0.0	0.0	0.0
Economic Development & Culture will be receiving Fed Dev Ontario funding of \$18 million over the next three years. Funding will be directed to our BIA office for the Main Street Recovery and Rebuild Initiative (MRRI) to provide opportunities and resources for small businesses hard-hit by the COVID-19 pandemic. Four temporary positions are requested to assist with managing the initiative over the course of the three years, ending in 2024. A stand alone report will be going to Council in the Fall to outline the initiatives to be included from the \$18 million (less the cost of the 4 positions being requested).	131.2	131.2	0.0	4.0	0.0
<b>Total Economic Development &amp; Culture</b>	<b>1,481.2</b>	<b>1,481.2</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>
<b>Shelter, Support &amp; Housing Administration</b>					
Extend the three (3) positions end date from June 30 2021 to December 31, 2021, 100% provincially funded from Canada-Ontario Housing Benefits (COHB) Program. The positions will provide services for the eligibility assessment of applicants for Canada-Ontario Housing Benefit which will provide a portable housing benefit to applicants on the Centralized Waiting List for social housing obtain long-term affordable housing.	144.0	144.0	0.0	3.0	0.0
Request operating impact of capital related to carry forward of 2020 unspent capital budget for SHAIIP Program. Council has approved the 2020 carry forward of SHAIIP Capital project budget in CHS043-01.	1,076.7	1,076.7	0.0	0.0	0.0
Realignment of the salaries & benefits costs of 3 full-time temporary positions from SDF&A to SSHA to support the conversion of Tenant First Project Office to the City Housing Corporations Relationship Unit, fully funded from the Social Housing Stabilization Reserve (XQ1106).	(0.0)	0.0	(0.0)	3.0	(0.0)
<b>Total Shelter, Support &amp; Housing Administration</b>	<b>1,220.7</b>	<b>1,220.7</b>	<b>(0.0)</b>	<b>6.0</b>	<b>(0.0)</b>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

# Appendix D1

## CITY OF TORONTO PENDING BUDGET ADJUSTMENTS FOR THE SIX MONTHS ENDED JUNE 30, 2021 (\$000s)

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
<b>Toronto Paramedic Services</b>					
Budget adjustment following CC34.2 - June 8/9, 2021 - Results of Collective Bargaining Negotiations between the City of Toronto and Toronto Civic Employees Union Local 416 - Paramedics (Ward All).	5,629.5	0.0	5,629.5	0.0	0.0
<b>Total Toronto Paramedic Services</b>	<b>5,629.5</b>	<b>0.0</b>	<b>5,629.5</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Community and Social Services</b>	<b>8,331.4</b>	<b>2,701.9</b>	<b>5,629.5</b>	<b>10.0</b>	<b>(0.0)</b>
<b>Infrastructure and Development Services</b>					
<b>City Planning</b>					
Position approved as part of the 4M Variance Report. Funding now included with the 6M Variance Report.	78.4	78.4	0.0	1.0	0.0
Technical Adjustment of Reserve Fund Account - \$7.950 MReclassification of the 2020 City Planning Surplus - from City Planning Development Technology Reserve Fund (XR1306) to the Development Application Review Reserve Fund (XR1307).	0.0	0.0	0.0	0.0	(0.0)
<b>Total City Planning</b>	<b>78.4</b>	<b>78.4</b>	<b>0.0</b>	<b>1.0</b>	<b>(0.0)</b>
<b>Fire Services</b>					
TFS is asking approval to delete a permanent position of Division Commander in the Office of the Fire Chief (which has not been filled), and to transfer this funding to make two temporary positions in the Office of the Fire Chief permanent. These positions include the Program Manager, and the Research and Policy Associate. In October 2018, Toronto Fire Services (TFS) filled the position of Program Manager – Office of the Fire Chief on a temporary basis for 12 months. Since that time, the need to establish this role in a permanent function has become clearly evident. Having a permanent Program Manager within the Office of the Fire Chief will ensure the continued implementation of strategic initiatives that are critical to providing quality service to Toronto's residents. As the lead and support for several divisional improvement and innovative projects. In addition, the Program Manager provides, on a daily basis, senior level and strategic policy advice as well as operational support to the TFS Executive Management Team including representing the Fire Chief on city-wide corporate committees, supporting strategic planning, business process improvements, procurement processes, and budget related matters. The Research and Policy Analyst position was originally hired as a temporary Research Trainee in May of 2018. Over the following months and years, the value of this position became evident and the position was upgraded to a Research and Policy Associate, which remains a temporary position. Both of these positions provide invaluable support to both the Office of the Fire Chief and EMT as a whole. The Program Manager is currently assisting in the City's COVID-19 response. It has been determined that having these two positions is more economical and will provide more support than the single Commander position currently approved in the budget. Both of these positions will report to the Division Chief position that is also	(0.0)	0.0	(0.0)	1.0	(0.0)
<b>Total Fire Services</b>	<b>(0.0)</b>	<b>0.0</b>	<b>(0.0)</b>	<b>1.0</b>	<b>(0.0)</b>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## Appendix D1

**CITY OF TORONTO  
PENDING BUDGET ADJUSTMENTS  
FOR THE SIX MONTHS ENDED JUNE 30, 2021  
(\$000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
<b>Toronto Building</b>					
This in-year adjustment is the corresponding entry to match the in-year adjustment that was submitted from the CMO at the four month variance awaiting approval by Council (to align the financials of the positions transferred from Toronto Building to CMO).	(157.1)	(157.1)	(0.0)	(3.0)	0.0
<b>Total Toronto Building</b>	<b>(157.1)</b>	<b>(157.1)</b>	<b>(0.0)</b>	<b>(3.0)</b>	<b>0.0</b>
<b>Transit Expansion</b>					
This adjustment is to reduce the Transfer from Capital by \$2,475,445.60 from Transit Expansion Office (TEO) creating a net budget in the program and offsetting this corporately in Non-program from CFS998-8 Unallocated Contribution from Current for \$2,475,445.60. The transfer will result in a net \$0 impact between TEO and Non-program. The intent is to move the TEO to operating and avoid to capitalize staff costs. The 14 capital positions in TEO will be changed to tax levy funded.	0.0	(2,475.4)	2,475.4	0.0	0.0
<b>Total Transit Expansion</b>	<b>0.0</b>	<b>(2,475.4)</b>	<b>2,475.4</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Infrastructure and Development Services</b>	<b>(78.7)</b>	<b>(2,554.1)</b>	<b>2,475.4</b>	<b>(1.0)</b>	<b>0.0</b>
<b>Total City Programs</b>	<b>8,252.7</b>	<b>147.8</b>	<b>8,104.9</b>	<b>9.0</b>	<b>0.0</b>
<b>Agencies</b>					
<b>Arena Boards of Management</b>					
To transfer contributions from the Arena Boards Zamboni Reserve (XQ1705) to the Insurance Reserve (XR1010) from the McCormick Arena 2021 Council Approved Budget. This transfer results in a \$0 gross and \$0 net impact on the Budget.	0.0	0.0	0.0	0.0	0.0
<b>Total Arena Boards of Management</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>CreateTO</b>					
CreateTO's Q2 2021 In-Year Operating Adjustment is to reflect the following reallocation of funding sources with a net zero impact: 1. Increase funding to \$2.3 million for Project Management Fees funded by the 2021 Council Approved Capital Budget for Housing Secretariat under CAF001-02 Housing Now.2. Increase funding of \$0.7 million for Project Management Fees funded by the 2021 Council Approved Capital Budget for Corporate Real Estate Management under CCA268-03 ModernTO.3. Increase funding of \$0.2 million for Project Management Fees funded by the 2021 Council Approved Capital Budget for Corporate Real Estate Management under CCA251-14 Relocation of Fire Station 332 to 55 John St.4. Decrease of \$2.7 million in funding from Dividends from Corporations.	0.0	0.0	0.0	0.0	0.0
<b>Total CreateTO</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## Appendix D1

**CITY OF TORONTO  
PENDING BUDGET ADJUSTMENTS  
FOR THE SIX MONTHS ENDED JUNE 30, 2021  
(\$'000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
<b>Toronto Public Health</b>					
Request to delete 4 full-time permanent positions and add 2 Assistant Medical Officers of Health. This will position Toronto Public Health to meet the needs of the division post pandemic, support operational efficiencies and better align services. These complement changes will have \$0 net impact to the city in 2021 and in future years with no impact to service levels.	0.0	0.0	0.0	(2.0)	0.0
<b>Total Toronto Public Health</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(2.0)</b>	<b>0.0</b>
<b>Total Agencies</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(2.0)</b>	<b>0.0</b>
<b>Corporate Accounts</b>					
<b>Capital &amp; Corporate Financing</b>					
Reduction of expenditures in Capital from Current by \$2.475M to offset reduction in capital transfers to TEO	(2,475.4)	0.0	(2,475.4)	0.0	0.0
<b>Total Capital &amp; Corporate Financing</b>	<b>(2,475.4)</b>	<b>0.0</b>	<b>(2,475.4)</b>	<b>0.0</b>	<b>0.0</b>
<b>Non-Program Expenditures</b>					
Budget adjustment Transfer from Non-program to Paramedics following CC34.2 - June 8/9, 2021 - Results of Collective Bargaining Negotiations between the City of Toronto and Toronto Civic Employees Union Local 416 - Paramedics (Ward All)	(5,629.5)	0.0	(5,629.5)	0.0	0.0
<b>Total Non-Program Expenditures</b>	<b>(5,629.5)</b>	<b>0.0</b>	<b>(5,629.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Corporate Accounts</b>	<b>(8,104.9)</b>	<b>0.0</b>	<b>(8,104.9)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Tax Supported Operations</b>	<b>147.8</b>	<b>147.8</b>	<b>0.0</b>	<b>7.0</b>	<b>0.0</b>
<b>Solid Waste Management Services</b>					
In our ongoing efforts to improve the overall function of the Division, Solid Waste Management Services is currently undergoing a sectional realignment, which consists of updating/renaming titles, moving units etc. to better align their work and to ensure a more consistent and focused approach for initiatives. This Sectional Realignment will better align similar work under a lead section and ensure resourcing continuity to support and meet the work and objectives of the Division. Policy, Planning & Outreach All outreach and engagement work will be coordinated under the Manager, Stakeholder & Community Outreach (SCO). This unit will be built to support more engagement opportunities with residents of Toronto and First Nations. As such, the Coordinators Volunteer Management from the former Customer Service and Waste Diversion Operations in C&LO will move to Policy, Planning & Outreach, in the SCO unit. Re-org to create a new unit under 50000728 (PP&O) and assign Manager Stakeholder & Comm. Outreach as Head of Org.- Create 1 Stakeholder Engagement Lead under new org. unit.- Delimit 1 Coordinator Volunteer Management and Create 1 Project Lead under new org. unit.- Move 3 existing Coordinator Volunteer Management from 50001224 to new org. unit	0.0	0.0	0.0	(0.0)	9.3

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021



## Appendix D1

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**( \$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
The Circular Economy and Innovation (CEI) unit requested two (2) Senior Project Manager (SPM) positions as part of the 2019 budget submission. These positions were extended in 2020 and are set to terminate on Dec. 31, 2021. In consultation with SWMS senior management, the Manager, CEI has determined that the 2 SPM positions are required permanently in order to sustain the current work plan and meet expected portfolio growth in the short term. The CEI work plan includes multiple complex projects, including corporate-wide transformation initiatives, international agency and intergovernmental relations, and public-private partnership initiatives that have been assigned to the unit's SPMs. These projects will extend well past the 2021 position termination date. Additional, similar projects are also set for initiation in future years. The current and planned work requires highly skilled professionals with considerable project management, communications, and political acuity aptitudes, commensurate with an SPM position. CEI requires an increase to its permanent staffing complement in order to sustain its work plan and satisfy the City's circular economy aspirations as set out in the Long Term Waste Management Strategy, Resilience Strategy, Corporate Strategic Plan and, most recently, the COVID-19: Impacts and Opportunities Report. Recruitment of permanent SPMs will also contribute to retention of existing and/or retention of new, highly skilled professionals to support service delivery, business optimization, and strategic projects for Solid Waste Management Services Division.	0.0	0.0	0.0	2.0	0.0
The Integrated Technology Systems within Business Services is requesting to convert the three existing temporary positions within ITS' core complement (2 × Systems Integrator 1 and 1 × Sr. Systems Integrator SWM) into permanent positions as part of ITS' 2022 Budget submission to appropriately align them with the ongoing nature of the work they support. Making these positions will elevate the existing pressures imposing on ITS, misalignments between position classifications and the gaps within specific areas of expertise that are need of additional capacity to address current gaps as well as ensure sufficient capacity to support the next 5+ years of technology implementations (re: Technology Roadmap).	0.0	0.0	0.0	2.0	(0.0)
This OCA will create two new org. units under Section 20007588: SWM SI&WP Workforce Planning and SWM SI&WP Strategic Initiatives. 2 new permanent Program Manager SWMS will be created and will be assigned as HoO of these new org. units. 1 Manager Strat. Init. & Workforce Planning will be delimited and 1 Strategic Planning & Workforce Associate will be created as a result of the conversion of a People Services Associate.	0.0	0.0	0.0	1.0	88.1

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## Appendix D1

**CITY OF TORONTO  
PENDING BUDGET ADJUSTMENTS  
FOR THE SIX MONTHS ENDED JUNE 30, 2021  
(\$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
This OCA will create two new org. units under Section 20007588: SWM SI&WP Workforce Planning and SWM SI&WP Strategic Initiatives. 2 new permanent Program Manager SWMS will be created and will be assigned as HoO of these new org. units. 1 Manager Strat. Init. & Workforce Planning will be delimited and 1 Strategic Planning & Workforce Associate will be created as a result of the conversion of a People Services Associate.	0.0	0.0	0.0	1.0	88.1
PPO: In our ongoing efforts to improve the overall function of the Division, Solid Waste Management Services is currently undergoing a sectional realignment, which consists of updating/renaming titles, moving units etc. to better align their work and to ensure a more consistent and focused approach for initiatives. This Sectional Realignment will better align similar work under a lead section and ensure resourcing continuity to support and meet the work and objectives of the Division.BSO: Business Services will focus its attention on supporting the Division's information technology work. This will include the establishment of a data governance team who will focus on business intelligence.	0.0	0.0	0.0	1.0	0.0
In 2020 there was a request (HOCA 13 2020) to transfer several positions from Org Unit 50020527 to Org Unit 20004950. The positions were moved and cost centre changed from SW0612 to SW0910 as there was no option "Hardcoded"; hence the cost centre was changed by default. However later in the year the section requested this to be corrected and cost centre hardcoded to SW0612. Request to change (HOCA 18 2020) came in too late to be processed in 2020 and as a result is being replaced with HOCA 11 2021.	0.0	0.0	0.0	(0.0)	(0.0)
In July 2019, Council endorsed the Vision Zero 2.0 Staff Report, which included a number of proposed safety enhancements to the Solid Waste Management Division. To accomplish these new Health & Safety enhancements within the Transfer Station and Landfill Operations, (TS&LO) section of Solid Waste, the deletion of a Shift Supervisor position and the addition of this Supervisor Vehicle Training & Maintenance, (VTM) is needed to assist TS&LO in moving forward with the initiatives identified under the Vision Zero 2.0 Report, which includes an increased focus on Health & Safety and assistance with the roll-out and implementation of new technologies and training. The Supervisor VTM in TS&LO will be MTO Certified to train, test and recommend Ministry Licence upgrades. This position will also support the Fleet requirements for Solid Waste, by working with Fleet Services to ensure effective maintenance and scheduling of repairs. This New Supervisor VTM position will be allocated to SW0663.	(0.0)	0.0	(0.0)	(0.0)	(0.7)

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## Appendix D1

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**( \$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental Outlook (Net)
The move of the three Support A positions from BS to C&LO is to better align with the Sectional/Unit on the impacts of customer services and date team procedures. This is a part of the sectional/resource realignment.	(0.0)	0.0	(0.0)	0.0	(0.0)
Request to move Senior Engineer, Capital Delivery Unit and Project Lead in Office of the Director positions to Facilities & Major Capital Unit due to result of re-alignment.	(0.0)	0.0	(0.0)	0.0	0.0
	0.0	0.0	0.0	0.0	(0.0)
The City of Toronto is transitioning to the new Extended Producer Responsibility (EPR) model where municipalities in Ontario will no longer be responsible for blue bin services and the function will be turn over to the private sector. This has a large impact on Solid Waste Management Services (SWMS) service delivery and we require additional support through this transition period to determine the impact on our business. Work has already commenced and there is an immediate need for additional support until the City of Toronto transitions to the new model on July 1, 2023. Second, SWMS has retained a consultant to perform a review of SWMS' Utility Rate model in light of the transition of the Blue Box Program to EPR. Currently Business Services, Financial Planning & Business Analysis unit does not have the capacity to support this transition. Two temporary Senior Budget & Operations Analysts are required to be hired this year to support this initiative for a 3 year period. Positions will be funded through EPR CAPEX. Positions are required immediately in order to support seamless EPR transition which includes:- Implementation planning for future program recommendations resulting from changes to the integrated waste management system- Review of the MR program- Change management support- Financial scenario, rate modelling and utility rate review.	204.7	204.7	0.0	6.0	0.0
<b>Total Solid Waste Management Services</b>	<b>204.7</b>	<b>204.7</b>	<b>0.0</b>	<b>12.0</b>	<b>96.7</b>
<b>Total Non Levy Operations</b>	<b>204.7</b>	<b>204.7</b>	<b>0.0</b>	<b>12.0</b>	<b>0.0</b>
<b>Total City Operations</b>	<b>352.4</b>	<b>352.4</b>	<b>0.0</b>	<b>19.0</b>	<b>0.0</b>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## Appendix D2

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**(\$'000s)**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental
<b>Community and Social Services</b>					
<b>Court Services</b>					
2021 Insurance Reallocation	(79.4)	0.0	(79.4)	0.0	0.0
<b>Total Court Services</b>	<b>(79.4)</b>	<b>0.0</b>	<b>(79.4)</b>	<b>0.0</b>	<b>0.0</b>
<b>Economic Development &amp; Culture</b>					
2021 Insurance Reallocation	(323.1)	0.0	(323.1)	0.0	0.0
<b>Total Economic Development &amp; Culture</b>	<b>(323.1)</b>	<b>0.0</b>	<b>(323.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>Parks, Forestry &amp; Recreation</b>					
2021 Insurance Reallocation	(8,358.6)	0.0	(8,358.6)	0.0	0.0
<b>Total Parks, Forestry &amp; Recreation</b>	<b>(8,358.6)</b>	<b>0.0</b>	<b>(8,358.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Community and Social Services</b>	<b>(8,761.1)</b>	<b>0.0</b>	<b>(8,761.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>Infrastructure and Development Services</b>					
<b>City Planning</b>					
2021 Insurance Reallocation	(102.3)	0.0	(102.3)	0.0	0.0
<b>Total City Planning</b>	<b>(102.3)</b>	<b>0.0</b>	<b>(102.3)</b>	<b>0.0</b>	<b>0.0</b>
<b>Fire Services</b>					
2021 Insurance Reallocation	(1,616.1)	0.0	(1,616.1)	0.0	0.0
<b>Total Fire Services</b>	<b>(1,616.1)</b>	<b>0.0</b>	<b>(1,616.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>Municipal Licensing &amp; Standards</b>					
2021 Insurance Reallocation	(557.9)	0.0	(557.9)	0.0	0.0
<b>Total Municipal Licensing &amp; Standards</b>	<b>(557.9)</b>	<b>0.0</b>	<b>(557.9)</b>	<b>0.0</b>	<b>0.0</b>
<b>Office of Emergency Management</b>					
2021 Insurance Reallocation	(4.6)	0.0	(4.6)	0.0	0.0
<b>Total Office of Emergency Management</b>	<b>(4.6)</b>	<b>0.0</b>	<b>(4.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Policy, Planning, Finance &amp; Administration</b>					
2021 Insurance Reallocation	(36.9)	0.0	(36.9)	0.0	0.0
<b>Total Policy, Planning, Finance &amp; Administration</b>	<b>(36.9)</b>	<b>0.0</b>	<b>(36.9)</b>	<b>0.0</b>	<b>0.0</b>
<b>Transportation Services</b>					
2021 Insurance Reallocation	(21,090.2)	0.0	(21,090.2)	0.0	0.0
<b>Total Transportation Services</b>	<b>(21,090.2)</b>	<b>0.0</b>	<b>(21,090.2)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Infrastructure and Development Services</b>	<b>(23,408.0)</b>	<b>0.0</b>	<b>(23,408.0)</b>	<b>0.0</b>	<b>0.0</b>

## Appendix D2

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**( \$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental
<b>Corporate Services</b>					
<b>311 Toronto</b>					
2021 Insurance Reallocation	(31.5)	0.0	(31.5)	0.0	0.0
<b>Total 311 Toronto</b>	<b>(31.5)</b>	<b>0.0</b>	<b>(31.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Corporate Real Estate Management</b>					
2021 Insurance Reallocation	(2,114.8)	0.0	(2,114.8)	0.0	0.0
<b>Total Corporate Real Estate Management</b>	<b>(2,114.8)</b>	<b>0.0</b>	<b>(2,114.8)</b>	<b>0.0</b>	<b>0.0</b>
<b>Environment &amp; Energy</b>					
2021 Insurance Reallocation	(24.2)	0.0	(24.2)	0.0	0.0
<b>Total Environment &amp; Energy</b>	<b>(24.2)</b>	<b>0.0</b>	<b>(24.2)</b>	<b>0.0</b>	<b>0.0</b>
<b>Fleet Services</b>					
2021 Insurance Reallocation	(178.6)	0.0	(178.6)	0.0	0.0
<b>Total Fleet Services</b>	<b>(178.6)</b>	<b>0.0</b>	<b>(178.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Technology Services</b>					
2021 Insurance Reallocation	(193.6)	0.0	(193.6)	0.0	0.0
<b>Total Technology Services</b>	<b>(193.6)</b>	<b>0.0</b>	<b>(193.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Corporate Services</b>	<b>(2,542.8)</b>	<b>0.0</b>	<b>(2,542.8)</b>	<b>0.0</b>	<b>0.0</b>
<b>Finance and Treasury Services</b>					
<b>Office of the Chief Financial Officer and Treasurer</b>					
2021 Insurance Reallocation	(32.5)	0.0	(32.5)	0.0	0.0
<b>Total Office of the Chief Financial Officer and Treasurer</b>	<b>(32.5)</b>	<b>0.0</b>	<b>(32.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Office of the Controller</b>					
2021 Insurance Reallocation	(170.5)	0.0	(170.5)	0.0	0.0
<b>Total Office of the Controller</b>	<b>(170.5)</b>	<b>0.0</b>	<b>(170.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Finance and Treasury Services</b>	<b>(202.9)</b>	<b>0.0</b>	<b>(202.9)</b>	<b>0.0</b>	<b>0.0</b>

## Appendix D2

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**( \$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental
<b>City Manager's Office</b>					
2021 Insurance Reallocation	(110.0)	0.0	(110.0)	0.0	0.0
<b>Total City Manager's Office</b>	<b>(110.0)</b>	<b>0.0</b>	<b>(110.0)</b>	<b>0.0</b>	<b>0</b>
<b>Other City Programs</b>					
<b>City Clerk's Office</b>					
2021 Insurance Reallocation	(92.9)	0.0	(92.9)	0.0	0.0
<b>Total City Clerk's Office</b>	<b>(92.9)</b>	<b>0.0</b>	<b>(92.9)</b>	<b>0.0</b>	<b>0.0</b>
<b>City Council</b>					
2021 Insurance Reallocation	(85.5)	0.0	(85.5)	0.0	0.0
<b>Total City Council</b>	<b>(85.5)</b>	<b>0.0</b>	<b>(85.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Legal Services</b>					
2021 Insurance Reallocation	(179.2)	0.0	(179.2)	0.0	0.0
<b>Total Legal Services</b>	<b>(179.2)</b>	<b>0.0</b>	<b>(179.2)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Other City Programs</b>	<b>(357.6)</b>	<b>0.0</b>	<b>(357.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Other Accountability Offices</b>					
<b>Auditor General's Office</b>					
2021 Insurance Reallocation	(11.1)	0.0	(11.1)	0.0	0.0
<b>Total Auditor General's Office</b>	<b>(11.1)</b>	<b>0.0</b>	<b>(11.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>Integrity Commissioner's Office</b>					
2021 Insurance Reallocation	(1.6)	0.0	(1.6)	0.0	0.0
<b>Total Integrity Commissioner's Office</b>	<b>(1.6)</b>	<b>0.0</b>	<b>(1.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Office of the Lobbyist Registrar</b>					
2021 Insurance Reallocation	(1.8)	0.0	(1.8)	0.0	0.0
<b>Total Office of the Lobbyist Registrar</b>	<b>(1.8)</b>	<b>0.0</b>	<b>(1.8)</b>	<b>0.0</b>	<b>0.0</b>
<b>Office of the Ombudsman</b>					
2021 Insurance Reallocation	(13.5)	0.0	(13.5)	0.0	0.0
<b>Total Office of the Ombudsman</b>	<b>(13.5)</b>	<b>0.0</b>	<b>(13.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Other Accountability Offices</b>	<b>(28.0)</b>	<b>0.0</b>	<b>(28.0)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total City Programs</b>	<b>(35,410.5)</b>	<b>0.0</b>	<b>(35,410.5)</b>	<b>0.0</b>	<b>0.0</b>

## Appendix D2

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**( \$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental
<b>Agencies</b>					
<b>Arena Boards of Management</b>					
2021 Insurance Reallocation	(24.1)	0.0	(24.1)	0.0	0.0
<b>Total Arena Boards of Management</b>	<b>(24.1)</b>	<b>0.0</b>	<b>(24.1)</b>	<b>0.0</b>	<b>0.0</b>
<b>Association of Community Centres</b>					
2021 Insurance Reallocation	(15.2)	0.0	(15.2)	0.0	0.0
<b>Total Association of Community Centres</b>	<b>(15.2)</b>	<b>0.0</b>	<b>(15.2)</b>	<b>0.0</b>	<b>0.0</b>
<b>Exhibition Place</b>					
2021 Insurance Reallocation	(423.2)	0.0	(423.2)	0.0	0.0
<b>Total Exhibition Place</b>	<b>(423.2)</b>	<b>0.0</b>	<b>(423.2)</b>	<b>0.0</b>	<b>0.0</b>
<b>Heritage Toronto</b>					
2021 Insurance Reallocation	(1.6)	0.0	(1.6)	0.0	0.0
<b>Total Heritage Toronto</b>	<b>(1.6)</b>	<b>0.0</b>	<b>(1.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>TO Live</b>					
2021 Insurance Reallocation	(181.6)	0.0	(181.6)	0.0	0.0
<b>Total TO Live</b>	<b>(181.6)</b>	<b>0.0</b>	<b>(181.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Toronto Police Service</b>					
2021 Insurance Reallocation	(9,504.6)	0.0	(9,504.6)	0.0	0.0
<b>Total Toronto Police Service</b>	<b>(9,504.6)</b>	<b>0.0</b>	<b>(9,504.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>Toronto Public Library</b>					
2021 Insurance Reallocation	(1,068.3)	0.0	(1,068.3)	0.0	0.0
<b>Total Toronto Public Library</b>	<b>(1,068.3)</b>	<b>0.0</b>	<b>(1,068.3)</b>	<b>0.0</b>	<b>0.0</b>
<b>Toronto Zoo</b>					
2021 Insurance Reallocation	(243.8)	0.0	(243.8)	0.0	0.0
<b>Total Toronto Zoo</b>	<b>(243.8)</b>	<b>0.0</b>	<b>(243.8)</b>	<b>0.0</b>	<b>0.0</b>
<b>Yonge-Dundas Square</b>					
2021 Insurance Reallocation	(25.5)	0.0	(25.5)	0.0	0.0
<b>Total Yonge-Dundas Square</b>	<b>(25.5)</b>	<b>0.0</b>	<b>(25.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Agencies</b>	<b>(11,487.8)</b>	<b>0.0</b>	<b>(11,487.8)</b>	<b>0.0</b>	<b>0.0</b>

## Appendix D2

**CITY OF TORONTO**  
**PENDING BUDGET ADJUSTMENTS**  
**FOR THE SIX MONTHS ENDED JUNE 30, 2021**  
**( \$000s )**

	Gross Expenditure	Revenue	Net Expenditure	Position	2022 Incremental
<b>Corporate Accounts</b>					
<b>Non-Program Expenditures</b>					
In-year adjustment to consolidate insurance expenditures within Non-Program, allowing for better monitoring and control	46,912.8	0.0	46,912.8	0.0	0.0
<b>Total Non-Program Expenditures</b>	<b>46,912.8</b>	<b>0.0</b>	<b>46,912.8</b>	<b>0.0</b>	<b>0.0</b>
<b>Toronto Investment Board</b>					
2021 Insurance Reallocation	(14.5)	0.0	(14.5)	0.0	0.0
<b>Total Non-Program Revenues</b>	<b>(14.5)</b>	<b>0.0</b>	<b>(14.5)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Corporate Accounts</b>	<b>46,898.3</b>	<b>0.0</b>	<b>46,898.3</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Tax Supported Operations</b>	<b>(0.0)</b>	<b>0.0</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>



## Appendix D3

CITY OF TORONTO  
PENDING EXPENDITURE AUTHORITIES WITHIN OVERALL APPROVED NET BUDGET  
FOR THE SIX MONTHS ENDED JUNE 30, 2021  
(\$000s)

Program	Reserve Contribution	Reserve Name	Funding Purpose
Corporate Real Estate Management	1,200.0	XQ0011 - Capital Financing	Authority to contribute \$1.2 million to the Capital Financing Reserve from facility savings to be used for budgeted ModernTO recoverable debt payments consistent with the approved ModernTO capital funding model
Shelter, Support, Housing and Administration	4,400.0	XQ0703 - Tax Rate Stabilization	Authority to Contribute \$4.4 million in experienced underspending within Shelter, Support & Housing Administration to the Tax Stabilization Reserve to be used in 2022 to fund continued COVID-19 impacts for Shelter requirements
Toronto Transit Commission	2021 Net Underspending (if any)	XQ1056 - TTC Stabilization	Authority to allocate any projected savings from TTC Conventional and TTC Wheel-Trans combined net underspending to the TTC Stabilization reserve to offset continued COVID-19 transit impacts expected in 2022
<b>Non-Program</b>			
MLTT	Actuals (if any) above current projected Year-End Results	XQ0703 - Tax Rate Stabilization	Authority to direct any MLTT net revenue above the current year-end projection of \$725.4 million net to the Tax Rate Stabilization Reserve to offset anticipated 2022 COVID-19 financial impacts
Insurance	15,920.0	XR1010 - Insurance	Authority to contribute \$15.920 million in overall City net underspending to the Insurance Reserve for use towards increased 2021 insurance costs
Fire Services	18,160.0	XQ1017 - Vehicle Reserve - Fire	Authority to contribute \$18.160 million in overall City net underspending to the Fire Services Vehicle & Equipment Reserve to enable multi-year procurement of Fire Services vehicle requirements through the Capital Budget

## Appendix E

Figure 6: Community and Social Services Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Housing Secretariat	4-Month	9.5	▲	(10.3)	▼	(0.8)	▼	Ⓡ	(22.7)	▼	22.7	▲	0.0	—	Ⓢ
	6-Month	17.5	▲	(17.5)	▼	0.0	—	Ⓢ	0.7	▲	(0.7)	▼	0.0	—	Ⓢ
Children's Services	4-Month	7.8	▲	(7.2)	▼	0.5	▲	Ⓢ	29.1	▲	(27.5)	▼	1.6	▲	Ⓢ
	6-Month	26.5	▲	(25.5)	▼	1.0	▲	Ⓢ	38.3	▲	(36.3)	▼	2.0	▲	Ⓢ
Court Services	4-Month	1.6	▲	(4.9)	▼	(3.3)	▼	Ⓨ	3.8	▲	(9.3)	▼	(5.5)	▼	Ⓡ
	6-Month	2.5	▲	(8.1)	▼	(5.6)	▼	Ⓨ	4.5	▲	(10.7)	▼	(6.1)	▼	Ⓡ
Economic Development & Culture	4-Month	1.4	▲	0.2	▲	1.6	▲	Ⓢ	3.0	▲	(2.0)	▼	1.0	▲	Ⓢ
	6-Month	5.0	▲	0.5	▲	5.5	▲	Ⓢ	7.0	▲	(4.8)	▼	2.1	▲	Ⓢ
Toronto Paramedic Services	4-Month	1.9	▲	4.2	▲	6.1	▲	Ⓨ	(4.7)	▼	11.3	▲	6.6	▲	Ⓢ
	6-Month	4.1	▲	2.6	▲	6.7	▲	Ⓢ	5.6	▲	4.1	▲	9.6	▲	Ⓢ
Seniors Services and Long-Term Care	4-Month	(6.7)	▼	6.0	▲	(0.7)	▼	Ⓡ	(26.4)	▼	22.7	▲	(3.8)	▼	Ⓡ
	6-Month	(10.9)	▼	10.0	▲	(1.0)	▼	Ⓢ	(25.7)	▼	16.7	▲	(9.1)	▼	Ⓡ
Parks, Forestry & Recreation	4-Month	21.9	▲	(13.7)	▼	8.3	▲	Ⓢ	27.7	▲	(28.0)	▼	(0.3)	▼	Ⓡ
	6-Month	39.5	▲	(18.1)	▼	21.4	▲	Ⓢ	32.8	▲	(28.8)	▼	4.0	▲	Ⓢ
Shelter, Support & Housing Administration	4-Month	22.8	▲	12.2	▲	35.0	▲	Ⓢ	40.6	▲	(37.4)	▼	3.2	▲	Ⓢ
	6-Month	17.2	▲	(11.1)	▼	6.2	▲	Ⓢ	34.1	▲	(53.3)	▼	(19.2)	▼	Ⓡ
Social Development, Finance & Administration	4-Month	1.6	▲	1.1	▲	2.8	▲	Ⓢ	3.8	▲	(1.0)	▼	2.8	▲	Ⓢ
	6-Month	6.1	▲	0.5	▲	6.5	▲	Ⓨ	6.9	▲	0.6	▲	7.5	▲	Ⓢ
Toronto Employment & Social Services	4-Month	59.2	▲	(57.3)	▼	2.0	▲	Ⓢ	200.9	▲	(196.0)	▼	4.9	▲	Ⓢ
	6-Month	99.8	▲	(96.9)	▼	2.9	▲	Ⓢ	222.3	▲	(217.7)	▼	4.6	▲	Ⓢ
Total	4-Month	133.8	▲	(66.4)	▼	67.4	▲	Ⓢ	253.7	▲	(231.7)	▼	22.0	▲	Ⓢ
	6-Month	207.2	▲	(163.6)	▼	43.6	▲	Ⓢ	326.5	▲	(331.0)	▼	(4.5)	▼	Ⓡ
Year-to-Date Net Variance		Ⓢ	85% to 105%	Ⓨ	0% to 85%	Ⓡ	>105%	Year-End	Ⓢ	<=100%	Ⓡ	>100%			

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix E

### Community and Social Services

Year-to-Date Results	Year-End Projections
<p><b>Housing Secretariat:</b></p> <ul style="list-style-type: none"><li>Favourable gross expenditure variance of \$17.5 million primarily due to lower than planned expenditures for affordable housing development projects due to necessary changes to construction and renovation schedules resulting from the COVID-19 pandemic in addition to underspending in salaries and benefits due to delays in filling vacant positions. Underachieved revenues of \$17.5 million resulting from lower than plan revenue recognition of budgeted reserve draws corresponding to lower than plan expenditures for affordable housing development projects. Net zero variance with revenues fully matched to program expenditures.</li></ul>	<ul style="list-style-type: none"><li>Consistent with historical trends, Housing Secretariat is projecting a net zero variance at the end of 2021 with revenues fully matched to anticipated program expenditures.</li></ul>
<p><b>Children's Services:</b></p> <ul style="list-style-type: none"><li>Favourable gross expenditure variance of \$26.5 million is primarily attributable to the pandemic, with current system enrollment at approximately 50% of pre-pandemic capacities. Increased pressures resulting from COVID include PPE, health and safety and screening, which are partially offset by saving in salaries and benefits, reflecting the temporary disruption of service delivery. Given the Province's recent confirmation of additional flexibilities within the existing funding allocation to support the early years and child care sector, an additional \$105.0 million in support funding has been disbursed to the licensed sector.</li></ul>	<ul style="list-style-type: none"><li>Children's Services is projecting a preliminary year-end favourable net expenditure variance of \$2.0 million primarily driven by the uncertainty and conditionality of the pandemic recovery. It is anticipated that enrolment activity will be closely tied to school board programming beginning in the Fall 2021. Actual spending and forecasts will continue to be closely monitored and adjusted based on sector needs, demand for service, provincial guidelines and confirmed funding allocations.</li></ul>

<p>These federal and provincial supports, in addition to base funding and fee subsidy advances have been largely successful in financially stabilizing the child care sector to date. Under achieved revenue of \$25.526 million is primarily attributable to both underachieved provincial funding, and child care fee revenue from full fee paying families and subsidized families affected by ongoing closures. Favourable net variance of \$0.985 million reflects program underspending due to disruption in programming, offset by underachieved revenue reflecting service disruptions from the pandemic.</p>	
<p><b>Court Services:</b></p> <ul style="list-style-type: none"> <li>Favourable Gross expenditure variance of \$2.5 million attributable to lower than planned non-salary expenditures for honorarium for tribunal members, payments to the Province of Ontario, collection agency commission and interpretation cost due to lower court and tribunal capacity as a result of COVID-19 as well as salaries and benefits savings due to delayed hiring for vacant positions. Under achieved revenues of \$8.1 million mainly as a result of lower than plan tickets filed by enforcement agencies (Budget of 321,492 vs Actual of 304,726) as well as a difference in the mix of actual tickets issued compared to the budgeted mix. Net unfavourable variance of \$5.6 million mainly attributable to underachieved revenues resulting from lower than plan ticket and charge volumes partially offset by lower than non-salary expenditures and salaries and benefit savings resulting from hiring delays.</li> </ul>	<ul style="list-style-type: none"> <li>Projected favourable year-end expenditure variance of \$4.5 million due to lower than plan non-salary expenditures for honorarium for tribunal members, payments to the province and interpreter costs as well as underspending in salaries and benefits resulting from hiring delays. Court Services expects the current revenue trends to continue to the end of the year and forecasts under-achieved revenues of \$10.7 million by December 31, 2021. Fine revenue is forecasted based on the volume of tickets filed by enforcement agencies in Toronto. While the volume of tickets filed in the first six months of 2021 is higher when compared to previous years as a result of the implementation of Automated Speed Enforcement (ASE) initiative, Court Services forecasts that the number of tickets filed in 2021 will be slightly lower than the budgeted target. As well, the volume of tickets filed by charges type will vary from budgeted targets resulting in under achieved revenues. Projected net unfavourable variance of</li> </ul>

	<p>\$6.1 million mainly due to underachieved revenues attributable to lower than plan ticket and charge volumes partially offset by lower than plan non-salary expenditures as well as salaries and benefit savings resulting from hiring delays 5.0 positions or 2.0% below the approved complement. Court Services is working with People &amp; Equity Division to fill vacant positions and return to normal staffing levels by the end of 2021.</p>
<p><b>Economic Development &amp; Culture:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditure of \$5.466 million or 10.7% under the 2021 Approved Operating Budget is due to: Favourable gross expenditure of \$4.962 million driven by underspending in salaries and benefit resulting from hiring delays and vacancies, delay in grant disbursements, cancellation of Licious program, delay in roll-out of the ShowLoveTO and ArtworxTO programs and savings from Museum and Cultural centres closures. Favourable gross revenue of \$0.504 million due to Community Museum Operating Grant (CMOG) COVID relief funding, higher than budgeted film parking permits, Development Application Review Project (DARP) and Imagination, Manufacturing, Innovation and Technology (IMIT) fees and timing of grants and donations; offsetting unachieved revenues in Museums and Heritage sites due to continued closures, loss of participation fees from cancelled Licious program and reduced sponsorship funding.</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development and Culture (EDC) forecasts a favourable net expenditure of \$2.148 million by year-end primarily due to: Salary and benefit savings, cancellation of in-person Royal Agricultural Winter Fair, underspending in operations and additional revenue from film parking permits, Fort York parking, DARP and government funding that will offset revenue losses due to site closures and cancellations and sponsorship, as well as additional expenses required to address COVID-19 mitigation, rebuild and recovery efforts.</li> </ul>
<p><b>Toronto Paramedic Services:</b></p> <ul style="list-style-type: none"> <li>Favourable gross expenditures variance of \$4.1 million, or 3.1% below YTD Budget, primarily attributable to</li> </ul>	<ul style="list-style-type: none"> <li>Projected favourable gross expenditure variance of \$5.6 million attributed to savings in salaries and</li> </ul>

<p>underspending in salaries and benefits due to hiring delays resulting from COVID-19, partially offset by a Part Time to Full Time conversion of Paramedics, pressures in Overtime due to staff shortages and COVID-19 and increased WSIB costs. Overachieved revenues of \$2.6 million, or 3.1% higher than YTD Budget, primarily due to unbudgeted COVID-19 YTD funding of \$4.5 million partially offset by loss in Special Event and Safe City revenues as a result of COVID-19 impacts. Favourable net expenditures variance of \$6.7 million, or 14.7% below YTD Budget, primarily due to salary and benefits underspending as a result of hiring delays and the receipt of unbudgeted COVID-19 funding.</p>	<p>benefits due to hiring delays and other operational savings, partially offset by COVID-19 related costs and WSIB pressures. Projected overachieved revenues of \$4.1 million as a result of unbudgeted COVID-19 funding, partially offset by revenue loss from fewer special events. Projected favourable net expenditure variance of \$9.7 million primarily due to unbudgeted COVID-19 funding, in addition to underspending in salaries and benefits.</p>
<p><b>Seniors Services and Long-Term Care:</b></p> <ul style="list-style-type: none"> <li>• Unfavourable gross expenditure variance of \$10.9 million mainly due to 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.</li> <li>• Overachieved revenues of \$10.0 million reflecting unplanned emergency and pandemic relief funding of \$9.6 million received from the Province to offset 2021 COVID costs and unbudgeted revenues of \$4.0 million associated with the \$3 p/hr provincial pandemic pay program for Personal Support Workers (PSWs) and Testing Adherence Funding received from the Province. This is offset by reduced provincial recoveries from Community Based Programming such</li> </ul>	<ul style="list-style-type: none"> <li>• Projected unfavourable gross expenditure variance of \$25.7 million is comprised of extraordinary and ongoing incremental costs in response to COVID-19. This includes costs to maintain screening staff/enhanced 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 \$3 p/hr provincial pandemic pay program for front-line workers expected to cost roughly \$6.7 million. These costs are fully funded by the province but are currently only committed to August 23, 2021.</li> <li>• Overachieved revenues of \$16.7 million mainly due to funding for the \$3 p/hr provincial pandemic pay program for PSWs (noted above) and unplanned emergency and pandemic relief funding of \$9.6</li> </ul>

<p>as Homemaker and Nursing services that have been limited to serve only high-risk clients during the COVID-19 pandemic and timing delays for recovery of 100% claims based programs.</p> <ul style="list-style-type: none"> <li>• Unfavourable net variance of \$1.0 million reflects increased costs to support prevention and containment measures for COVID-19.</li> </ul>	<p>million received from the Province to offset COVID costs. Provincial relief funding for COVID expenditures is being reported when received. This is slightly 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.</p> <ul style="list-style-type: none"> <li>• Projected net unfavourable variance of \$9.1 million reflects increased costs as a result of the City's response to the COVID-19 pandemic.</li> </ul>
<p><b>Parks, Forestry &amp; Recreation:</b></p> <ul style="list-style-type: none"> <li>• Parks, Forestry &amp; Recreation has experienced a year-to-date favourable net variance of \$21.4 million, consisting of a favourable gross expenditure variance of \$39.5 million partially offset by an unfavourable revenue variance of \$18.1 million, driven by the COVID-19 pandemic. Favourable gross expenditure variance was primarily attributable to COVID-19 related underspending including the cancellation of recreation programming and underspending for utilities; service and rent; supplies and equipment as well as the timing of facility usage payments. Some of the under-expenditures, however, were partially offset by incremental COVID-19 expenses related to portable washrooms for encampments at City parks, and enforcement by paid duty officers for ski hills and skate rinks.</li> <li>• Unfavourable revenue variance was mainly due to lower than anticipated registration sales; permit revenues; and other user fees, all driven by the requirement for PFR to</li> </ul>	<ul style="list-style-type: none"> <li>• PFR is projecting a favourable net variance of \$4.0 million by year-end. Consistent with year-to-date results, anticipated favourable expenditures of \$32.8 million and unfavourable revenues of \$28.8 million are driven by the COVID-19 pandemic.</li> <li>• Expenditures are expected to be favourable due to underspending associated with seasonal and recreational programming cancelation; and underspending for utilities, service and rent, supplies and equipment, partially offset by unbudgeted COVID-10 expense pressures associated with incremental enforcement costs incurred by paid duty officers, rental and cleaning of portable toilets, opening more washrooms, and additional fleet vehicle rentals following public health guidelines in delivery of services. Revenues are anticipated to be under-achieved in 2021 due to reduced registration sales and permits issued; related to COVID-19. Both revenues and expenses will be highly dependent on</li> </ul>

<p>close community facilities and parks during the COVID-19 pandemic.</p> <ul style="list-style-type: none"> <li>As part of Council's review of the four month variance report for the period ending April 30, 2021, PFR was requested to provide added information in the following variance report related to vacancies. As such, the Division is reporting 170.0 vacancies (3.7%) on total Council Approved 4,566.6 complement. This includes 131 operating positions and 39 capital positions. The Capital vacancies are due to aligning capital initiatives with project delivery cycles. Approximately 1/3 of operating vacancies are driven by delays in hiring for Parks seasonal workers, with the remaining 87 vacancies due to the Voluntary Separation Program undertaken late 2020 and natural staffing turnover. Services continue to be provided in line with public health guidelines and where necessary, increased overtime costs and contracted services are being used while recruitment is underway. PFR is engaged with P&amp;E, leveraging added resources directed to P&amp;E to advance hiring to address current vacancies.</li> </ul>	<p>the duration and development of the COVID-19; and the activities and behaviours during the reopening and recovery phases</p>
<p><b>Shelter, Support &amp; Housing Administration:</b></p> <ul style="list-style-type: none"> <li>Favourable gross expenditure variance of \$17.3 million is mainly attributable to lower than planned expenditures in Emergency Shelter services resulting from savings in the Refugee Response program as Canada's borders remained closed. In addition, hiring delays to fill vacancies, lower than plan operating impacts of capital projects due to COVID-19 related delays, and savings in the Social Housing service also contributed to the favourable variance. Gross</li> </ul>	<ul style="list-style-type: none"> <li>Projected favourable gross expenditure variance of \$29.7 million primarily resulting from lower than plan expenditures in emergency shelters and for refugees, lower operating impacts of capital projects resulting from project delays, as well as savings in the Social Housing service. SSHA's 2021 Operating Budget assumes Refugees Response program expenditures of \$55.2 million; however, due to the continued closure of the US-Canada border, 2021</li> </ul>



<p>expenditures include COVID-19 response costs of \$172.6 million (YTD budget of \$135.2M) and \$6.1 million (YTD budget of \$11.5M) for the Refugee Response program. Federal funding for the Refugee Response program for 2021 is yet to be confirmed.</p> <ul style="list-style-type: none"> <li>• Underachieved revenue of \$11.1 million reflects timing differences in recognition of federal grant funding for the Social Housing service (CHPI) as well as federal funding for the 2021 Refugee Response program which is yet to be confirmed and have therefore not been included in year-to-date revenues.</li> <li>• Favourable net expenditure variance of \$6.2 million primarily attributable to lower than plan expenditures in Emergency Shelters, Social Housing, hiring delays and lower operating impacts of capital projects as a result of COVID-19 as well as underachieved revenues primarily due to lower than the planned federal revenues.</li> </ul>	<p>actual expenditures are projected at \$21.2 million. SSHA projects year-end gross expenditures of \$296.6 million for the City's COVID-19 response program against a budget of \$281.3 million. The higher than planned expenditure of \$10.8 million which is attributable to timing differences related to the opening of some temporary shelter sites and new emerging health-based service needs are fully funded from provincial funding.</p> <ul style="list-style-type: none"> <li>• Projected underachieved revenue of \$48.8 million primarily reflects the federal funding ask of \$60.7 million to support the 2021 Refugee Response initiative, which is yet to be confirmed and therefore not included in the year-end revenue projection. Federal-provincial funding commitments so far received by the City to support the COVID-19 response program fully fund 2021 COVID-19 projected expenditures. Of these revenues, \$29.1 million is included in SSHA's yearend revenue projection with the balance recorded in Non-program revenues and reported out corporately.</li> <li>• Projected unfavourable net expenditure variance of \$19.2 million reflects refugee response costs projected to year-end without intergovernmental funding commitments received to date. Additionally, higher than planned expenditures in COVID-19 Response Initiative and Emergency Shelter Services are offset by savings in the Social Housing service.</li> </ul>
<p><b>Social Development, Finance and Administration:</b></p> <ul style="list-style-type: none"> <li>• Favourable gross expenditure variance of \$6.1 million primarily from underspending in the Transit Fare Equity</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable gross expenditure variance of \$6.9 million primarily from underspending in the Transit</li> </ul>

<p>program due to lower ridership, underspending in salaries and benefits due to vacancies and underspending from the delayed implementation of community projects due to COVID-19.</p> <ul style="list-style-type: none"> <li>• Overachieved revenues of \$0.5 million correspond to increased unbudgeted donations to support COVID-19 response offset the lower cost of administration funding with the Human Services Integration Office vacancies.</li> <li>• Favourable net variance of \$6.5 million is primarily due to underspending in the Transit Fare Equity program, salaries and benefits, and community projects.</li> </ul>	<p>Fare Equity program due to lower ridership, underspending in salaries and benefits due to vacancies offset by higher spending on COVID-19 support programming.</p> <ul style="list-style-type: none"> <li>• Higher revenues of \$0.6 million correspond to increased donations for COVID-19 response offset by lower cost of administration funding with the Human Services Integration Office vacancies.</li> <li>• Favourable net variance of \$7.5 million is primarily due to underspending in the Transit Fare Equity program and underspending in salaries and benefits due to vacancies.</li> </ul>
<p><b>Toronto Employment &amp; Social Services:</b></p> <ul style="list-style-type: none"> <li>• Favourable gross expenditure variance of \$99.8 million primarily due a lower than budgeted caseload which resulted in fewer issuances of financial, medical, and employment benefits. The average monthly year-to-date caseload was 65,410, 14,757 or 18.4% lower than budget as City residents who might have otherwise required social assistance have been able to access federal income support measures such as CRB and EI.</li> <li>• Unfavourable revenue variance of \$96.9 million attributed to lower than planned expenditure based provincial subsidies and reserve draws.</li> <li>• Favourable net expenditure variance of \$2.9 million mainly attributable to lower program delivery costs</li> </ul>	<ul style="list-style-type: none"> <li>• Projected favourable year-end gross expenditure variance of \$222.3 million resulting from lower than budgeted caseload which will reduce the issuance of financial, medical, and employment benefits in addition to underspending in salaries and benefits due to the deferral of hiring front-line staff until later in the year. Caseload is projected to be 71,500, or 19,500 below budget as government support programs which were budgeted to end in April have been extended to September and are expected to alleviate pressure on the OW program.</li> <li>• Projected underachieved revenues of \$217.7 million due to lower than planned expenditure based provincial subsidies and reserve draws.</li> <li>• Favourable year-end net variance of \$4.6 million primarily attributable to lower employment benefits, and program delivery costs.</li> </ul>

## Appendix E

Figure 7: Infrastructure and Development Services Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Planning	4-Month	1.6	▲	0.5	▲	2.1	▲	Ⓢ	4.3	▲	1.8	▲	6.1	▲	Ⓢ
	6-Month	3.1	▲	3.5	▲	6.6	▲	Ⓢ	4.5	▲	3.4	▲	7.9	▲	Ⓢ
Fire Services	4-Month	3.6	▲	1.1	▲	4.8	▲	Ⓢ	(11.8)	▼	0.4	▲	(11.4)	▼	Ⓡ
	6-Month	7.2	▲	0.3	▲	7.5	▲	Ⓢ	(4.1)	▼	(0.7)	▼	(4.8)	▼	Ⓡ
Office of Emergency Management	4-Month	0.3	▲	0.0	—	0.3	▲	Ⓢ	0.6	▲	(0.0)	—	0.6	▲	Ⓢ
	6-Month	0.5	▲	0.0	—	0.5	▲	Ⓢ	0.6	▲	(0.0)	—	0.6	▲	Ⓢ
Municipal Licensing & Standards	4-Month	0.7	▲	(0.9)	▼	(0.2)	▼	Ⓢ	3.7	▲	(9.6)	▼	(5.9)	▼	Ⓡ
	6-Month	3.5	▲	(1.7)	▼	1.7	▲	Ⓢ	3.8	▲	(7.8)	▼	(4.0)	▼	Ⓡ
Policy, Planning, Finance & Administration	4-Month	0.6	▲	(0.3)	▼	0.3	▲	Ⓢ	1.7	▲	(1.2)	▼	0.4	▲	Ⓢ
	6-Month	1.1	▲	(0.7)	▼	0.4	▲	Ⓢ	1.7	▲	(1.3)	▼	0.4	▲	Ⓢ
Engineering & Construction Services	4-Month	2.3	▲	(1.2)	▼	1.2	▲	Ⓢ	8.1	▲	(8.0)	▼	0.1	▲	Ⓢ
	6-Month	3.6	▲	(2.7)	▼	0.8	▲	Ⓢ	7.2	▲	(6.7)	▼	0.6	▲	Ⓢ
Toronto Building	4-Month	3.4	▲	0.5	▲	3.9	▲	Ⓡ	10.1	▲	11.2	▲	21.4	▲	Ⓢ
	6-Month	5.6	▲	2.4	▲	8.0	▲	Ⓡ	10.7	▲	13.9	▲	24.6	▲	Ⓢ
Transportation Services	4-Month	9.4	▲	(9.7)	▼	(0.3)	▼	Ⓢ	20.9	▲	(19.6)	▼	1.4	▲	Ⓢ
	6-Month	26.4	▲	(21.8)	▼	4.6	▲	Ⓢ	36.4	▲	(34.6)	▼	1.8	▲	Ⓢ
Transit Expansion	4-Month	1.3	▲	(1.3)	▼	0.0	—	Ⓢ	2.0	▲	(2.0)	▼	0.0	—	Ⓢ
	6-Month	2.0	▲	(2.0)	▼	0.0	—	Ⓢ	2.1	▲	(1.3)	▼	0.8	▲	Ⓢ
Total	4-Month	23.3	▲	(11.3)	▼	12.0	▲	Ⓢ	39.7	▲	(27.1)	▼	12.6	▲	Ⓢ
	6-Month	52.8	▲	(22.8)	▼	30.1	▲	Ⓢ	63.0	▲	(35.2)	▼	27.8	▲	Ⓢ
Year-to-Date Net Variance		Ⓢ 85% to 105%	Ⓢ 0% to 85%	Ⓡ >105%	Year-End		Ⓢ <=100%	Ⓡ >100%							

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix E Infrastructure and Development Services

Year-to-Date Results	Year-End Projections
<p><b>City Planning:</b></p> <ul style="list-style-type: none"> <li>City Planning has a favourable net expenditure variance of \$6.6 million comprised of: Favourable expenditure variance of \$3.1 million mainly due to: Underspending in salaries and benefits, resulting from vacancies and processing time to fill vacant positions, and; underspending in services and rents, materials and supplies and other expenditures, resulting from lower requirements for professional services, grants, office supplies, and printing and other services, partially offset by higher expense for honoraria, discount charges and other expenses. Favourable revenue variance of \$3.5 million mainly due to: Higher development application review and other fees, offset by lower capital, reserve fund and other recoveries for transit development and other projects, due to vacancies, project delays and deferrals, impacted in part by COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>City Planning is projecting a favourable net expenditure variance of \$7.9 million comprised of: Favourable expenditure variance of \$4.5 million mainly due to:- Underspending in salaries and benefits, resulting from vacancies and processing time to fill vacant positions, and; underspending in services and rents, materials and supplies and transfers, resulting from lower requirements for professional services, grants, office supplies, and printing and other services, partially offset by higher expense for honoraria, discount charges and other expenses. Favourable revenue variance of \$3.4 million mainly due to: Higher development application review and other fees, offset by lower capital, reserve fund and other recoveries for transit development and other projects, due to vacancies, project delays and deferrals, impacted in part by COVID-19.</li> </ul>
<p><b>Fire Services:</b></p> <ul style="list-style-type: none"> <li>Favourable gross expenditure variance of \$7.2 million is mainly due to underspending in salary and benefits of \$5.6 million and the impact of hiring delays for Operations and Fire Prevention classes; as well as underspending in various non-salary expenses of \$1.6 million, due in part to</li> </ul>	<ul style="list-style-type: none"> <li>Unfavourable gross expenditure variance of \$4.1 million includes the total cost of salaries and benefits required to restore front-line service to pre-pandemic levels, which have been significantly impacted by COVID-related hiring</li> </ul>

<p>underspending in protective clothing, health and safety and equipment.</p> <ul style="list-style-type: none"> <li>Over achieved revenues of \$0.3 million reflect the receipt of the unbudgeted Provincial HUSAR grant of \$1.3 million, with \$0.8 million budgeted in 2020, but recognized 2021, and \$0.5 million to be transferred to capital to fund the HUSAR building expansion. The overachieved HUSAR funding is offset by underachieved false alarm fees and other revenue of \$1.0 million.</li> <li>Favourable net variance of \$7.5 million reflects gross underspending, mostly in salary and benefits, and the over achieved HUSAR revenues, which are partially offset by under achieved false alarm volumes.</li> </ul>	<p>delays, as well as overspending of \$3.0 million mainly in operational equipment expenditures.</p> <ul style="list-style-type: none"> <li>Revenues are projected to be under achieved by \$0.7 million, primarily due to lower than anticipated false alarm occurrences.</li> <li>Unfavourable net of \$4.8 million is primarily attributable to the salaries and benefits costs required to restore front-line service to pre-pandemic service levels, overspending in non-salary related expenditures, in addition to the unfavourable variance of \$0.7 million in false alarm fees.</li> </ul>
<p><b>Office of Emergency Management:</b></p> <ul style="list-style-type: none"> <li>Favourable gross expenditure variance of \$0.5 million is mainly due to underspending in salary and benefits of \$0.3 million and under spending in non-salary related expenditures of \$0.2 million.</li> <li>Revenues are as planned, and reflect the receipt of the Ontario Power Grant.</li> <li>Favourable net of \$0.5 million, with underspending in salary and benefits of \$0.3 million, underspending of other operating expenditures of \$0.2 million, with revenue as budgeted.</li> </ul>	<ul style="list-style-type: none"> <li>Projected favourable variance of \$0.6 million reflects projected underspent salaries and benefits of \$0.1 million, \$0.1 million in non-salary related expenditures, and underspent projected COVID-19 related expenditures of \$0.4 million, offset by underachieved revenues of \$0.01 million.</li> </ul>
<p><b>Municipal Licensing &amp; Standards:</b></p> <ul style="list-style-type: none"> <li>Under-expenditures totaling \$4.3 million mainly arise from: Salaries and benefits savings due to processing</li> </ul>	<ul style="list-style-type: none"> <li>Projected expenditures of \$57.2 million are under budget by \$3.8 million or 6.3% at year-end</li> </ul>

<p>time to fill vacancies as well as the impact of the COVID-19 hiring slow-down (\$1.1 million).•Under-expenditures are also driven by lower grants due to timing of disbursements for disability program and Toronto Wildlife Centre (\$2.5 million), contracted services costs due to delayed charging for renovation work (\$0.3million) and miscellaneous underspending (\$0.3 million) for stationary, footwear, medical supplies, veterinary fees, furnishings, accessibility grants and natural gas &amp; hydro.</p> <ul style="list-style-type: none"> <li>• These under-expenditures were partially offset by over-expenditures of \$0.9 million mainly due to: Higher than planned expenditures for contracted services as a result of delayed tax recoveries for remedial work (\$0.4 million) and including miscellaneous supplies for health &amp; safety, janitorial, animal services, payment of honoraria and unplanned mechanical repairs as well as contracted waste disposal and advertising, training, tuition, legal, audit services and wireless network support. Lower than planned revenue of \$5.1 million was primarily comprised of :\$2.2 million in lower than planned revenue mainly due from timing of recoveries from reserves and \$2.3 million in lower than planned revenue mainly from waived café marketing fees and revenue from fewer Apartment Building Standards inspection/audits, lower volumes of business licenses, permits, Short Term Rental fees, PTC (Private Transportation Company) trip fees and gaming services revenues; and, \$0.3 million in lower revenues for Animal services including licensing and adoption due to a combination of volume and waived fees for low income individuals.</li> </ul>	<p>primarily due to lower than planned grant expenses to the Accessibility Fund program (\$2.8 million) due to lower than anticipated volumes of applications; Lower than planned contribution expense to the Accessibility Reserve Fund (\$0.6 million) due to lower than anticipated volumes of non-compliance fees collected as a result of COVID-19; Lower spending on compliance audit services (\$0.3 million) for PTC and resulting from deferral of the Short-Term Rental program implementation</p> <ul style="list-style-type: none"> <li>• Underspending in utilities, office supplies, contracted services, and computer hardware due to COVID-19 provincial mandated shutdown (\$0.2 million); •The above underspending is partially offset by higher than anticipated expenditures for health and safety, animal care, and janitorial supplies mainly due to COVID-19 (\$0.1 million).Projected Revenue of \$36.2 million is under-achieved by \$7.8 million or 17.8% at year-end primarily due to:•Lower draws from the accessibility reserve (\$2.8 million) resulting from lower than anticipated grants under the accessibility program as well as lower than anticipated accessibility fee collection (\$0.6 million) due to lower volumes as a result of COVID-19;•Lower than planned Private Transportation Companies trip fees (\$2.9 million);•Lower than planned fees &amp; service charges for Animal Services mainly due to volumes &amp; waived fees (\$0.5 million); and,•Lower than anticipated gaming services revenue (\$0.4</li> </ul>
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<ul style="list-style-type: none"> <li>• This lower revenue was partially offset by higher than planned revenue of \$3.4 million comprised of: \$0.1 million from PTC driver application fees, \$0.4 million for business license volumes and \$2.9 million from registration fees for Apartment Buildings and Short Term Rentals.</li> <li>• The resulting net expenditures reflect a favourable variance of \$1.7 million as of the 6 month period ended June 30, 2021.</li> </ul>	<p>million) as a result of COVID-19 emergency closures.</p> <ul style="list-style-type: none"> <li>• As a result MLS is projecting to be over budget at year-end with an unfavourable net expenditure variance (deficit) of \$4.0 million or 23.5%.</li> </ul>
<p><b>Policy, Planning, Finance &amp; Administration:</b></p> <ul style="list-style-type: none"> <li>• PPF&amp;A has a net favourable expenditure variance of \$0.4 million comprised of: Favourable gross expenditures variance of \$1.1 million due to staffing vacancies and recruitment delays, as well as lower costs relating to materials and supplies, and services and rents due to lower usage. Unfavourable revenue variance of \$0.7 million mainly due to lower inter-divisional recoveries from client divisions due to lower gross expenditures as a result of vacancies and recruitment delays.</li> </ul>	<ul style="list-style-type: none"> <li>• PPF&amp;A has a favourable net variance of \$0.4 million comprised of: Favourable gross expenditure variance of \$1.7 million due to underspending in salaries and benefits as a result of vacant positions and recruitment delays, lower than anticipated spending in materials and supplies, and services and rents due to lower usage. Unfavourable revenue variance of \$1.3 million is projected from lower inter-divisional recoveries due to lower gross expenditures resulting from staffing vacancies and recruitment delays.</li> </ul>
<p><b>Engineering and Construction Services:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$0.8 million consists of: <ul style="list-style-type: none"> <li>• Favourable expenditure variance of \$3.6 million primarily due to underspending in salaries and benefits due to delays in filling vacant positions as a result of a highly competitive market for engineering professionals.</li> <li>• Unfavourable revenue variance of \$2.7 million primarily due to; lower capital recoveries for salaries and benefits</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Favourable net variance projection of \$0.6 million consisting of: Favourable expenditure variance projection of \$7.2 million primarily due to underspending in; salaries and benefits due to delays in filling vacant positions as a result of a highly competitive market for engineering professionals, and underspending in services and</li> </ul>

<p>due to vacancies, lower revenues due to timing for Metrolinx projects, and lower than anticipated development engineering review and inspection revenue. These lower recoveries are partly offset by higher fees and service charges revenue due to a larger volume of development review applications.</p>	<p>rents in contracted services, mileage, cell phone expenses, conferences and other expenditures as a result of vacancies and teleworking arrangements; and underspending in material and supplies and equipment due to lower need as a result of teleworking arrangements.</p> <ul style="list-style-type: none"> <li>• Unfavourable revenue variance projection of \$6.7 million primarily due to; lower capital recoveries for salaries and benefits due to vacancies, and lower other recoveries due to timing for Metrolinx projects. These lower recoveries are projected to be partly offset by higher fees and service charges revenue due to a larger volume of review development applications.</li> </ul>
<p><b>Toronto Building:</b></p> <ul style="list-style-type: none"> <li>• Gross expenditures have a favourable variance of \$5.6 million mainly due to the following: Underspending in salaries and benefits (\$5.3 million) due to vacant positions and processing time to fill vacancies; Underspending in equipment due to lower than expected charges for computer hardware and software as a result of vacancies (\$0.2 million); and Underspending in services and rents due to lower than expected spending in training and timing related underspending in consulting expenses, etc. (\$0.2 million).</li> <li>• Revenues are overachieved by \$2.4 million due to a higher than expected volume of building permit applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Gross expenditures are projected to be under spent by \$10.7 million at year end primarily due to vacancies, lower than expected remedial action and deferred record centre renovation expenses.</li> <li>• Revenues at year end are projected to be overachieved by \$13.7 million primarily due to higher than planned building permit revenues and recognition of \$6.6 million revenue from carryover projects. This projection is based on data available as at June 2021 and historic revenue trends. The projections will be re-assessed as more data becomes available.</li> </ul>



<p><b>Transportation Services:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$4.6 million consists of:</li> <li>• Favourable expenditure variance of \$26.4 million primarily due to under-spending in; winter maintenance contracts due to a milder winter, salaries and benefits as a result of vacancies due to recruitment delays, and the school crossing guard program due to school closures in response to COVID-19. This was partially offset by over-spending for street light maintenance, and signal maintenance contracts due to higher volume of repairs.</li> <li>• Unfavourable revenue variance of \$21.8 million primarily due to; lower utility cut repair revenues, and lower recoveries for positions funded from capital, the Public Realm Reserve Fund due to recruitment delays, and right-of-way construction permit fees due to lower activities. This was partially offset by higher revenues for permanent monthly on-street residential permit parking as accelerated expansion continues for Wards 4, 9, and 14.</li> </ul>	<ul style="list-style-type: none"> <li>• Favourable net variance projection of \$1.7 million consisting of:</li> <li>• Favourable expenditure variance projection of \$36.4 million primarily due to under-spending in; salaries and benefits as a result of vacancies due to recruitment delays, winter maintenance contracts due to a milder winter early in the year, the school crossing guard program due to school closures in response to COVID-19, consultant spending, and utility cut and road &amp; sidewalk repairs due to contract execution delays related to COVID-19. This is expected to be partially offset by over-spending for street light maintenance, and signal maintenance contracts due to higher volume of repairs and the award of new electrical maintenance contract.</li> <li>• Unfavourable revenue variance projection of \$34.7 million primarily due to lower utility cut repair revenues linked to COVID-19 contract execution delays, lower recoveries for positions funded from capital and the Public Realm Reserve Fund due to recruitment delays, project delivery and declining volumes. This is expected to be partially offset by higher revenues permanent monthly on-street residential permit parking due to higher renewal estimates and in the Development Application Review Program (DARP) due to the industry's shift from low rise to high rise construction projects.</li> </ul>
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<p><b>Transit Expansion:</b></p> <ul style="list-style-type: none"> <li>Gross expenditures have a favourable variance of \$2.0 million primarily due to underspending in salaries and benefits (\$1.4M) as a result of vacant positions and processing time to fill vacancies. Also, underspending in professional services (\$0.5M) was a timing-related underspending in other contracted and technical service expenses for technical review of Environmental Assessment documentation for RER.</li> <li>Revenues are under achieved by \$2.0 million due to lower than expected capital (\$0.3M) and Metrolinx (\$1.7M) project recoveries as a result of lower than expected gross expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>Gross expenditures are projected to be under spent by \$2.1 million at year end due to underspending in salaries and benefits (\$1.8M) from vacant positions and less spending in non-salary related expenses (\$0.3M).</li> <li>Revenues at year end are projected to be underachieved by \$1.3 million due to lower Metrolinx (\$1.3M) recoveries as a result of vacancies and lower projected gross expenditures.</li> </ul>
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## Appendix E

Figure 8: 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 and Treasurer	4-Month	0.0	—	0.0	—	(0.0)	—	Ⓞ	0.7	▲	0.6	▼	0.1	▲	Ⓞ
	6-Month	0.4	▲	(0.1)	▼	0.3	▲	Ⓞ	0.9	▲	(0.4)	▼	0.5	▲	Ⓞ
Office of the Controller	4-Month	3.6	▲	(3.1)	▼	0.5	▲	Ⓞ	4.8	▲	(1.7)	▼	3.1	▲	Ⓞ
	6-Month	5.9	▲	(3.2)	▼	2.7	▲	Ⓢ	4.6	▲	(4.2)	▼	0.5	▲	Ⓞ
Total	4-Month	3.6	▲	(3.1)	▼	0.5	▼	Ⓡ	5.5	▲	(1.1)	▼	3.2	▼	Ⓡ
	6-Month	6.3	▲	(3.3)	▼	3.0	▲	Ⓞ	5.6	▲	(4.6)	▼	1.0	▲	Ⓞ
Year-to-Date Net Variance: <span>Ⓞ 85% to 105%</span> <span>Ⓢ 0% to 85%</span> <span>Ⓡ &gt;105%</span> Year-End: <span>Ⓞ ≤100%</span> <span>Ⓡ &gt;100%</span>															

## Appendix E Finance and Treasury Services

### Year-to-Date Results

- Office of the Chief Financial Officer & Treasurer:**
- For the period ended June 30, 2021, the Office of the Chief Financial Officer & Treasurer is reporting a favourable net variance of \$0.3M, mainly due to savings from vacant operating positions.

### Year-End Projections

- The Office of the Chief Financial Officer & Treasurer is projecting a favourable net variance of \$0.5M at year-end, mainly due to savings from vacant operating positions.

<p><b>Office of the Controller:</b></p> <ul style="list-style-type: none"> <li>For the period ending June 30, 2021, the Office of the Controller (inclusive of Controllershship, Financial Control &amp; Process Improvement, Accounting Services, Pension, Payroll &amp; Employee Benefits, Purchasing &amp; Materials Management and Revenue Services divisions) is reporting a favourable net variance of \$2.7M mainly due to savings from vacant operating positions.</li> </ul>	<ul style="list-style-type: none"> <li>The Office of the Controller is projecting a favourable net variance of \$0.5M at year end. The projected favourable expenditure variance of \$4.6M includes salary savings from vacant positions and delays in hiring (\$5.2M) and collection of payments for late payment charges (\$0.4M) partially offset by non-salary expenditure mainly in printing and mail pay advices to employees (\$0.7M). Revenues are projected to be \$4.2M below budget at year end mainly due to delays in hiring capital positions (\$2.1M), pausing of Late Payment and Vendor Discount revenue programs due to COVID-19 (\$1.1M) and lower than planned user fee revenue impacted by COVID-19 and free first statements of account (\$0.5M).</li> </ul>
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## Appendix E

Figure 9: 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	4-Month	2.9	▲	0.7	▲	3.6	▲	Ⓞ	(4.3)	▼	5.1	▲	0.8	▲	Ⓞ
	6-Month	4.3	▲	(1.7)	▼	2.7	▲	Ⓞ	(0.7)	▼	1.0	▲	0.3	▲	Ⓞ
Environment & Energy	4-Month	1.3	▲	0.4	▲	1.7	▲	Ⓢ	2.8	▲	(1.5)	▼	1.3	▲	Ⓞ
	6-Month	2.0	▲	0.1	▲	2.1	▲	Ⓢ	2.1	▲	(2.1)	▼	0.1	▲	Ⓞ
Fleet Services	4-Month	(0.8)	▼	0.8	▲	(0.1)	▼	Ⓞ	(2.1)	▼	0.8	▲	(1.3)	▼	Ⓡ
	6-Month	(0.4)	▼	0.1	▲	(0.3)	▼	Ⓞ	(1.1)	▼	0.0	—	(1.1)	▼	Ⓡ
Office Of The CISO	4-Month	0.6	▲	0.0	—	0.6	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	3.9	▲	0.0	—	3.9	▲	Ⓞ	3.0	▲	(0.4)	▼	2.6	▲	Ⓞ
Technology Services	4-Month	8.7	▲	(0.9)	▼	7.8	▲	Ⓢ	8.9	▲	(8.9)	▼	0.0	—	Ⓞ
	6-Month	6.6	▲	(2.6)	▼	4.1	▲	Ⓞ	11.6	▲	(10.6)	▼	1.0	▲	Ⓞ
311 Toronto	4-Month	0.4	▲	(0.3)	▼	0.1	▲	Ⓞ	0.8	▲	(0.6)	▼	0.2	▲	Ⓞ
	6-Month	0.5	▲	(0.2)	▼	0.3	▲	Ⓞ	0.7	▲	(0.3)	▼	0.4	▲	Ⓞ
Total	4-Month	13.1	▲	0.7	▲	13.8	▲	Ⓞ	6.1	▲	(5.2)	▼	1.0	▲	Ⓞ
	6-Month	17.1	▲	(4.2)	▼	12.9	▲	Ⓞ	15.6	▲	(12.3)	▼	3.3	▲	Ⓞ
<b>Year-to-Date Net Variance</b> <span>Ⓞ 85% to 105%</span> <span>Ⓢ 0% to 85%</span> <span>Ⓡ &gt;105%</span> <b>Year-End</b> <span>Ⓞ ≤100%</span> <span>Ⓡ &gt;100%</span>															

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix E

### Corporate Services

Year-to-Date Results	Year-End Projections
<p><b>Corporate Real Estate Management</b></p> <ul style="list-style-type: none"><li>Corporate Real Estate Management's (CREM) favorable net variance of \$2.7 million is primarily a result of underspending in contracted maintenance services and utility consumption at closed City facilities as a result of the COVID-19 pandemic, as well as, lower salaries and benefits driven by delays in the recruitment process. This is partially offset by lower interdivisional recoveries due to timing of collection.</li></ul>	<ul style="list-style-type: none"><li>Corporate Real Estate Management (CREM) is projecting a favorable net variance of \$0.3 million after leverage of \$1.2 million of projected facility savings for recoverable debt payments consistent with the ModernTO model. Overall net favourability is driven by underspending in utilities and facilities maintenance services due to closed buildings or reduced operations at City facilities, as well as, higher interdivisional recoveries related to the COVID-19 pandemic and staffing resources, which are partially offset by anticipated overspending in salaries and benefits as critical positions are staffed to support the COVID-19 pandemic response and return to work activities. CREM has gone above the standard level of service with respect to custodial and security services as all resources have been focused on the COVID-19 response and immunization efforts. As the focus shifts towards immunization of residents and recovery efforts from the pandemic, CREM is focused on filling essential positions to support these critical priorities. 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.</li></ul>

<p><b>Environment &amp; Energy (EE):</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditure variance of \$2.1 million (36%), primarily due to COVID-19, is the net of underspent Contracted Services, underspent Salaries &amp; Benefits due to delays filling vacant positions in the Division; and higher than budgeted Incentive Payments from the SaveONEnergy High Performance New Construction program.</li> </ul>	<ul style="list-style-type: none"> <li>Projected favourable net expenditure variance of \$0.1 million (1%) primarily results from underspent Salaries &amp; Benefits due to delays filling vacant positions in the Division.</li> </ul>
<p><b>Fleet Services:</b></p> <ul style="list-style-type: none"> <li>Unfavourable net expenditure variance of \$0.3 million (2%) is the net of higher Vehicle Maintenance and Repair costs, higher Rentals to meet social distancing requirements, offset by underspending in Salary and Benefits due to delays in hiring; lower fuel prices and higher-than-expected revenues due to higher fuel volume.</li> </ul>	<ul style="list-style-type: none"> <li>Unfavourable net expenditure variance of \$1.1 million (5%) is the net of higher Rentals to meet social distancing requirements, offset by underspending in Salary and Benefits due to delays in hiring; lower vehicle maintenance and repair costs.</li> </ul>
<p><b>Office of the CISO</b></p> <ul style="list-style-type: none"> <li>Gross and net underspending of \$3.9 million is due to delays in filling operational vacancies and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>The program expects a net favourable variance of \$2.6 million due to the delays in hiring staff and contractors.</li> </ul>
<p><b>Technology Services:</b></p> <ul style="list-style-type: none"> <li>Underspending in salaries and benefits due to delayed hiring (\$4.9 million) and delays in O365 and network segmentation/segregation implementation (\$1.7 million) are slightly offset by lower recoveries from capital (\$2.6 million) resulting in a favorable net expenditure of \$4.1 million.</li> </ul>	<ul style="list-style-type: none"> <li>The program is projecting a favorable gross expenditure of \$11.5 million at year end due mainly due to delayed hiring and delays in the Office 365 rollout offset by lower recoveries from capital for a favorable net expenditure of \$1.0 million.</li> </ul>

<p><b>311 Toronto:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditure of \$0.3 million due to closure of the Tax &amp; Utility line due to 311's COVID response and delays in operating contracts. Achieved 82% of calls answered within 75 seconds, meeting the 80% Council approved service level.</li> </ul>	<ul style="list-style-type: none"> <li>The program expects a net favourable variance at year-end of \$0.4 million due to the closure of 311's Tax &amp; Utility line. Other gross expenditure underspend is offset by lower recoveries resulting in no net impact.</li> </ul>
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## Appendix E

### City Manager's Office

Figure 10: City Manager's Office Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Manager's Office	4-Month	(1.4)	▼	0.0	—	(1.4)	▼	Ⓡ	(0.4)	▼	(0.1)	▼	(0.5)	▼	Ⓡ
	6-Month	(0.1)	▼	0.1	▲	(0.0)	—	Ⓢ	(0.1)	▼	(1.5)	▼	(1.6)	▼	Ⓡ
Year-to-Date Net Variance		Ⓢ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End		Ⓢ	<=100%	Ⓡ	>100%		

#### Year-to-Date Results

##### City Manager's Office:

- No net expenditure variance. Overspending in Salaries & Benefits, driven by increased demand for recruitment support is offset by increased recoveries from City programs for this support, and unbudgeted cloud computing costs are offset by underspend in both Training and Advertising.

#### Year-End Projections

- Projected unfavourable net expenditure variance of \$1.6 million (3%) will primarily be driven by the execution of the hiring strategy in People & Equity to meet the recruitment needs of City Divisions, partially offset by underspend in the Strategic Corporate Policy and Strategic Communication areas.

## Appendix E

Figure 11: Other City Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
City Clerk's Office	4-Month	0.8	▲	(0.2)	▼	0.7	▲	Ⓞ	1.5	▲	(0.5)	▼	1.0	▲	Ⓞ
	6-Month	1.4	▲	(0.8)	▼	0.7	▲	Ⓞ	1.5	▲	(0.5)	▼	1.0	▲	Ⓞ
Legal Services	4-Month	2.4	▲	0.6	▲	3.0	▲	Ⓢ	3.7	▲	1.2	▲	4.8	▲	Ⓞ
	6-Month	2.2	▲	(3.5)	▼	(1.3)	▼	Ⓡ	3.0	▲	(0.8)	▼	2.2	▲	Ⓞ
Mayor's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.1	▲	0.0	—	0.1	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
City Council	4-Month	0.5	▲	0.0	—	0.5	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.7	▲	0.0	—	0.7	▲	Ⓞ	(0.0)	—	0.0	—	0.0	—	Ⓞ
Total	4-Month	3.8	▲	0.4	▲	4.2	▲	Ⓞ	5.2	▲	0.7	▲	5.8	▲	Ⓞ
	6-Month	4.4	▲	(4.3)	▼	0.1	▲	Ⓞ	4.5	▲	(1.3)	▼	3.2	▲	Ⓞ
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
<b>City Clerk's Office:</b> <ul style="list-style-type: none"> <li>Favourable net variance of \$0.7 million or 4.0% mainly due to underspending in salaries &amp; benefits as a result of staff vacancies due to COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>Projected year-end net favourable variance of \$1.0 million or 2.7% due to lower internal client demand for mail, print and copy services, and staff vacancies as a result of COVID-19.</li> </ul>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

<p><b>Legal Services:</b></p> <ul style="list-style-type: none"> <li>• Primary driver of \$1.3 million (7%) unfavourable net expenditure variance is the shortfall in Recoveries from Third Parties due to a timing difference—as under-recoveries from capital and rate programs are offset by underspending on Salaries and Benefits and partially offset by overachieved fees due to greater-than-expected numbers of Development Review Applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Primary drivers of projected favourable net expenditure variance of \$2.2 million (6%) are the underspending on Salaries and Benefits due to vacant positions and redeployment—partially offset by recoveries from capital and rate programs—as well as overachieved fees due to greater-than-expected numbers of Development Review Applications.</li> </ul>
<p><b>Mayor's Office:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$0.07 million or 5.6% mainly due to lower spending in Salaries and Benefits and Services &amp; Rents for the period.</li> </ul>	<ul style="list-style-type: none"> <li>• The projection is to be on budget.</li> </ul>
<p><b>City Council:</b></p> <ul style="list-style-type: none"> <li>• Favourable net variance of \$0.7 million or 7.3% mainly due to underspending in Salaries &amp; Benefits, Councillors' Constituency Services and Office Budgets, and Council General Budget.</li> </ul>	<ul style="list-style-type: none"> <li>• The projection is to be on budget.</li> </ul>

## Appendix E

Figure 12: Accountability Offices Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Auditor General's Office	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	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	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ	(0.0)	—	0.0	—	(0.0)	—	Ⓡ
Office of the Lobbyist Registrar	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.1	▲	0.0	—	0.1	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Office of the Ombudsman	4-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Total	4-Month	0.1	▲	0.0	—	0.1	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.3	▲	0.0	—	0.3	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
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
<b>Auditor General's Office:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$0.2 million or 6.1% mainly due to lower spending in Salaries and Benefits as a result of staff vacancies for the period.</li></ul>	<ul style="list-style-type: none"><li>The projection is to be on budget.</li></ul>
<b>Office of the Integrity Commissioner:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$0.03 million or 9.8% due mainly to lower spending in Service and Rents for the period.</li></ul>	<ul style="list-style-type: none"><li>The projection is to be on budget.</li></ul>
<b>Office of the Lobbyist Registrar:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$0.06 million or 12.1% due mainly to lower spending in Services and Rents, and Salaries and Benefits for the period.</li></ul>	<ul style="list-style-type: none"><li>The projection is to be on budget at year-end.</li></ul>
<b>Office of the Ombudsman:</b> <ul style="list-style-type: none"><li>Favourable net variance of \$0.01 million or 0.8% due mainly to lower spending in Services and Rents for the period, partially offset by higher spending in Salaries and Benefits.</li></ul>	<ul style="list-style-type: none"><li>The projection is to be on budget at year-end.</li></ul>

## Appendix E

Figure 13: Agencies Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Toronto Public Health	4-Month	8.1	▲	(8.4)	▼	(0.3)	▼	Ⓞ	(48.4)	▼	48.6	▲	0.3	▲	Ⓞ
	6-Month	(17.8)	▼	18.4	▲	0.6	▲	Ⓞ	(59.0)	▼	58.8	▲	(0.2)	▼	Ⓡ
Toronto Public Library	4-Month	4.9	▲	0.3	▲	5.2	▲	Ⓞ	5.0	▲	(2.0)	▼	3.0	▲	Ⓞ
	6-Month	6.3	▲	(0.1)	▼	6.2	▲	Ⓞ	5.0	▲	(2.0)	▼	3.0	▲	Ⓞ
Association of Community Centres	4-Month	0.3	▲	(0.0)	—	0.3	▲	Ⓞ	0.3	▲	(0.1)	▼	0.2	▲	Ⓞ
	6-Month	0.2	▲	(0.1)	▼	0.2	▲	Ⓞ	0.9	▲	(0.1)	▼	0.8	▲	Ⓞ
Exhibition Place	4-Month	1.4	▲	0.4	▲	1.8	▲	Ⓢ	2.9	▲	(8.8)	▼	(5.9)	▼	Ⓡ
	6-Month	1.8	▲	0.2	▲	2.0	▲	Ⓢ	11.2	▲	(16.3)	▼	(5.1)	▼	Ⓡ
Heritage Toronto	4-Month	0.0	—	0.1	▲	0.1	▲	Ⓢ	0.1	▲	(0.1)	▼	(0.0)	—	Ⓡ
	6-Month	0.1	▲	(0.0)	—	0.1	▲	Ⓢ	0.1	▲	(0.1)	▼	(0.0)	—	Ⓡ
TO Live	4-Month	0.1	▲	0.3	▲	0.4	▲	Ⓞ	(2.0)	▼	1.1	▲	(0.9)	▼	Ⓡ
	6-Month	0.4	▲	0.4	▲	0.8	▲	Ⓢ	(3.5)	▼	3.0	▲	(0.5)	▼	Ⓡ
Toronto Zoo	4-Month	1.4	▲	(3.1)	▼	(1.8)	▼	Ⓢ	2.0	▲	(8.6)	▼	(6.6)	▼	Ⓡ
	6-Month	3.8	▲	(6.8)	▼	(3.0)	▼	Ⓢ	3.4	▲	(6.5)	▼	(3.1)	▼	Ⓡ
Arena Boards of Management	4-Month	0.7	▲	(0.6)	▼	0.1	▲	Ⓞ	2.1	▲	(4.9)	▼	(2.7)	▼	Ⓡ
	6-Month	1.7	▲	(2.0)	▼	(0.4)	▼	Ⓡ	2.5	▲	(5.3)	▼	(2.8)	▼	Ⓡ
Yonge Dundas Square	4-Month	0.3	▲	(0.2)	▼	0.0	—	Ⓞ	0.6	▲	(1.2)	▼	(0.6)	▼	Ⓡ
	6-Month	0.5	▲	(0.5)	▼	0.0	—	Ⓞ	0.6	▲	(1.2)	▼	(0.6)	▼	Ⓡ
CreateTO	4-Month	0.6	▲	(0.6)	▼	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.7	▲	(0.7)	▼	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## 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 & Region Conservation Authority	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	(0.0)	—	(0.0)	—	(0.0)	—	Ⓞ	(0.0)	—	0.0	—	(0.0)	—	Ⓡ
Toronto Transit Commission - Conventional	4-Month	31.3	▲	(23.3)	▼	8.0	▼	Ⓡ	44.4	▲	(60.8)	▼	(16.4)	▼	Ⓡ
	6-Month	55.6	▲	(40.2)	▼	15.4	▲	Ⓞ	47.8	▲	(61.1)	▼	(13.3)	▼	Ⓡ
Toronto Transit Commission - Wheel-Trans	4-Month	6.6	▲	(0.2)	▼	6.3	▲	Ⓨ	13.5	▲	(0.6)	▼	12.9	▲	Ⓞ
	6-Month	10.7	▲	(0.4)	▼	10.3	▲	Ⓨ	13.9	▲	(0.6)	▼	13.3	▲	Ⓞ
Toronto Police Service	4-Month	(6.2)	▼	(1.2)	▼	(7.3)	▼	Ⓞ	(6.9)	▼	6.9	▲	0.0	—	Ⓞ
	6-Month	(4.6)	▼	(5.0)	▼	(9.6)	▼	Ⓞ	(16.3)	▼	12.0	▲	(4.3)	▼	Ⓡ
Toronto Police Services Board	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	(0.6)	▼	0.5	▲	(0.1)	▼	Ⓡ
	6-Month	(0.2)	▼	0.2	▲	(0.1)	▼	Ⓡ	(0.0)	—	(0.0)	—	(0.1)	▼	Ⓡ
Total	4-Month	49.5	▲	(36.5)	▼	13.0	▲	Ⓞ	13.1	▲	(29.9)	▼	(16.9)	▼	Ⓡ
	6-Month	59.2	▲	(36.6)	▼	22.6	▲	Ⓞ	6.7	▲	(19.5)	▼	(12.8)	▼	Ⓡ
Year-to-Date Net Variance		Ⓞ	85% to 105%	Ⓨ	0% to 85%	Ⓡ	>105%	Year-End		Ⓞ	<=100%	Ⓡ	>100%		

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## Appendix E City Agencies

Year-to-Date Results	Year-End Projections
<p><b>Toronto Public Health:</b></p> <ul style="list-style-type: none"> <li>• Unfavourable gross expenditure variance of \$17.8 million, mainly due to overspending of \$35.9 million to support the unbudgeted costs of mass immunization clinics (MIC), case management and contact tracing in response to the COVID-19 pandemic. To date \$73.2 million has been spent towards the COVID-19 response. Mass Immunization Clinics (MICs) as well as case management and contact tracing priorities in the Incident Management System (IMS) during the COVID-19 pandemic are expected to be fully reimbursed by the province. This overspending is partially offset by savings resulting from the suspension of non-essential programs and lower spending in 100% provincial funded programs such as the Ontario Seniors Dental Care Program.</li> <li>• Overachieved revenues of \$18.4 million reflect primarily the unbudgeted revenues for the mass immunization. This is partially offset by lower recoveries in cost shared mandatory programs and 100% provincially funded programs such as the Ontario Seniors Dental Care Program.</li> <li>• Favourable net variance of \$0.6 million is predominately attributed to underspending in Provincial and City funded programs as a result of the City's response to the COVID-19 pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• Projected unfavourable gross expenditure variance of \$59.0 million mainly in salaries and benefits primarily for unbudgeted mass immunization costs of \$79.1 million and \$20 million in COVID extraordinary costs over budget which are partially offset by savings from the suspension of non-essential program and services during the pandemic and lower spending in 100% provincially funded programs.</li> <li>• Projected favourable revenue variance of \$58.8 million primarily from unbudgeted revenues for the mass immunization clinics and revenues for COVID extraordinary costs over budget. This is partially offset by lower recoveries in cost shared mandatory programs and 100% provincially funded programs such as the Ontario Seniors Dental Care Program.</li> <li>• 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 funded. The Province has also confirmed that eligible costs related to mass immunization clinics will be 100% funded. On July</li> </ul>



	<p>22nd, the Ministry of Health approved a preliminary budget to support approximately 42% of the estimated eligible COVID-19 extraordinary and 50% of MIC budget submitted by TPH. Formal communication of the remaining budget requested remains outstanding. Funding of \$59 million towards budgeted extraordinary costs are included in non-program.</p> <ul style="list-style-type: none"> <li>• Funding for incremental extraordinary costs (\$20 million) and mass immunization costs (\$79.1 million) are included in Toronto Public Health's year-end projection.</li> <li>• Projected net unfavourable year-end variance of \$0.2 million predominately attributed to spending in Provincial and City funded programs as a result of the City's response to the COVID-19 pandemic.</li> </ul>
<p><b>Toronto Public Library:</b></p> <ul style="list-style-type: none"> <li>• As of June 30, 2021, Toronto Public Library (TPL) is reporting a net favourable variance of \$6.2 million comprised of a favourable expenditure variance of \$6.3 million partially offset by an unfavourable revenue variance of \$0.1 million. The favourable expenditure variance of \$6.3 million is due to reduced spending in employee remuneration and benefits, utilities and library programming and is directly attributable to COVID-19. The pandemic had an impact on employee churn due to increased number of vacancies, as well as delays in</li> </ul>	<ul style="list-style-type: none"> <li>• Toronto Public Library is projecting to be \$3.0 million net favourable at year-end. There is a continued uncertainty around the impact of COVID-19, including associated variants, and their future impact on the expenditures and revenues. Gross expenditures are anticipated to be \$5.0 million favourable at year-end due to delays in reopening of Sunday service and some of the small branches. Projected gross expenditures will be partially offset by unbudgeted pressures for the remainder of the year for</li> </ul>

<p>some of the planned expenditures that will occur in the second half of the year.</p>	<p>security, janitorial services and supplies, and PPE. Projected year-end unfavourable revenue of \$2.0 million is primarily related to lower than budgeted room rental, fine and fees revenue, which is driven by slower than anticipated recovery from COVID19 impacts.</p>
<p><b>Association of Community Centres:</b></p> <ul style="list-style-type: none"> <li>Favourable gross variance of \$0.2 million primarily driven by underspending in salaries and benefits due to vacant positions during the first half of the year at Cecil Community Centre, Eastview Neighbourhood Centre and Swansea Town Hall in addition to lower administrative costs as a result of the COVID-19 shutdowns. Underachieved revenues of \$0.061 million due to loss of room rentals as a result of COVID-19. Favourable net variance of \$0.2 million mainly driven by underspending in salaries and benefits and lower administrative costs related to COVID-19 shutdowns. 3.7 positions or 4.3% below the approved complement due to vacant positions at Swansea Town Hall.</li> </ul>	<ul style="list-style-type: none"> <li>Projected favourable gross expenditure variance of \$0.9 million primarily due to the savings related to the COVID-19 shutdowns, partially offset by increased administrative expenses as centres reopen. Underachieved revenues of \$0.1 million due to lower room rentals as a result of COVID-19 shutdowns for the majority of the year. Projected favourable net variance of \$0.8 million due to cost savings experienced from the COVID-19 shutdowns, partially offset by room rental revenue loss due to the COVID-19 shutdowns.</li> </ul>
<p><b>Exhibition Place:</b></p> <ul style="list-style-type: none"> <li>Exhibition Place reported a favourable net variance of \$2.0 million to the 2021 Council Approved Operating Budget driven by: A favourable gross expenditure variance of \$1.8 million from underspending in expenditures associated with events as well as salaries and benefits from positions that are vacant as a result of COVID-19. A favourable revenue variance of \$0.2 million from rent, service and parking revenues film shoots at the Eneicare Centre. Exhibition staff have taken various</li> </ul>	<ul style="list-style-type: none"> <li>Exhibition Place projects an unfavourable net variance of \$5.1 million to the 2021 Council Approved Operating Budget, consisting of: A favourable gross expenditure variance of \$11.2 million resulting from underspending in expenditures associated with events as well as salaries and benefits from positions that are vacant as a result of COVID-19. An unfavourable revenue variance of \$16.3 due to the cancellation</li> </ul>

<p>actions including further delay in hiring staff and reduction in volume of base building maintenance and cancelled all travel, training and non-discretionary expenditures.to mitigate the financial pressure arising from COVID-19</p>	<p>of a number of events and conferences (i.e. Honda Indy, CNE, Collision Conference, Royal Agricultural Winter Fair etc.) because of COVID-19.</p>
<p><b>Heritage Toronto:</b></p> <ul style="list-style-type: none"> <li>Heritage Toronto reported a favourable net variance of \$0.1 million to the 2021 Council Approved Operating Budget driven by: A favourable gross expenditure variance of \$0.1 million from a full-time position remaining vacant during COVID-19. An unfavourable revenue variance of \$0.002 million from impacts to Heritage Toronto tours and the revenues associated with hosting the tours. This loss in revenues was offset by the underspending in costs associated with the tours.</li> </ul>	<ul style="list-style-type: none"> <li>Heritage Toronto projects an unfavourable net variance of \$0.001 million to the 2021 Council Approved Operating Budget, consisting of: A favourable gross expenditure variance of \$0.109 million resulting from COVID-19. Savings are projected on salaries and benefits as well as expenditures associated with the Heritage awards as the event is expected to be cancelled. These savings are offset by the lost revenues of \$0.1 million from the awards program.</li> </ul>
<p><b>TO Live:</b></p> <ul style="list-style-type: none"> <li>Favourable net expenditure of \$0.8 million or 15.1% below the 2021 Approved Operating Budget is driven by:- Receipt of federal grants from Canadian Heritage, naming rights, sponsorship and event revenues not included in the 2021 budget. Underspending in programing costs as a result of deferred budgeted programming activity due to COVID-19 restrictions, offsets by unbudgeted benefits arising from extension of benefits for staff who are on Infectious Disease Emergency Leave (IDEL) and additional staff called back to assist with operations that were not budgeted.</li> </ul>	<ul style="list-style-type: none"> <li>TO Live forecasts unfavorable net expenditure of \$0.5 million by year-end primarily due to unbudgeted benefit costs for staff on leave as a result of the provincial government extension of IDEL and anticipated expenditure in relation to reopening later in the year.</li> </ul>

<p><b>Toronto Zoo:</b></p> <ul style="list-style-type: none"> <li>Unfavorable net expenditure of \$3.0 million or 28% above the 2021 Approved Operating Budget is driven by: Unfavorable revenue of \$6.8 million due to Zoo closure since November 23, 2020 as a result of COVID-19 emergency order from the Ontario government. On site services were closed to the public but the Zoo has continued to provide remote offerings including Zoo ConnectionZ (paid virtual programming), engaging social media content and online retail sales. To meet the ongoing health and welfare needs of the animals and plants and to ensure the ongoing maintenance of buildings, infrastructures and life support systems, ongoing expenditures were still required. To mitigate the impact of COVID-19, the Zoo implemented cost saving measures including delay in hiring and deferral of non-essential purchases, resulting in favorable gross expenditure of \$3.8 million. The Zoo welcomed back members on June 12 and the general public on June 19 with limited outdoor capacity with indoor pavilions remaining closed. The social media fanbase has increased by 37% compared to budget.</li> </ul>	<ul style="list-style-type: none"> <li>Unfavorable net expenditure of \$3.1 million by year-end is projected. Revenue is forecasted to be unfavorable by \$6.5 million due to site closure for the first half of the year during the COVID-19 pandemic. The Zoo anticipates to achieve revenue target for the remainder of the year and to attract 0.5 million guests against attendance target at 0.8 million by year-end. The Zoo continues to implement cost saving measures and to provide innovative new experiences to guests. Gross expenditure is anticipated to be favorable by \$3.4 million.</li> </ul>
<p><b>Arena Boards of Management:</b></p> <ul style="list-style-type: none"> <li>The Arena Boards of Management reported an unfavourable net variance of \$0.4 million to the 2021 Council Approved Operating Budget driven by: A favourable gross expenditure variance of \$1.7 million from underspending in expenditures associated with ice time rentals as well as salaries and benefits from positions that are vacant as a result of COVID-19. An unfavourable</li> </ul>	<ul style="list-style-type: none"> <li>The Arena Boards of Management project an unfavourable net variance of \$2.8 million to the 2021 Council Approved Operating Budget, consisting of: A favourable gross expenditure variance of \$2.5 million resulting from underspending in expenditures associated with ice time rentals as well as salaries and benefits from positions that are vacant as a result of COVID-19.</li> </ul>

revenue variance of \$2.0 million due to closures of all the Arenas as a result of COVID-19.	An unfavourable revenue variance of \$5.3 million due to the lost revenues from closures of all Arenas during the COVID-19 pandemic.
<b>Yonge Dundas Square (YDS):</b> <ul style="list-style-type: none"> <li>Yonge-Dundas Square reported a minimal favourable net variance of \$0.02 million to the 2021 Approved Operating Budget, driven by: A favourable gross expenditure variance of \$0.5 million due to program and event cancellations due to COVID-19. An unfavourable revenue variance of \$0.5 million due to program and event cancellation revenues, as referenced above. These revenues were offset by under-expenditures associated with these programs and events.</li> </ul>	<ul style="list-style-type: none"> <li>Yonge-Dundas Square projects an unfavourable net variance of \$0.6 million to the 2021 Approved Operating Budget at year-end due to the closing of the Sightseeing Kiosk, cancelled events and programs, as well as significant drop in revenues from signage contracts. Yonge-Dundas Square is expecting restrictions to ease after September 2021 Labour Day, and has projected their revenues and expenditures with this expectation. Year-end projection is driven by an unfavourable revenue variance of \$1.2 million offset by a favourable gross expenditure variance of \$0.6 million from cancelled programs and events and the corresponding revenues/expenditures associated with them.</li> </ul>
<b>CreateTO:</b> <ul style="list-style-type: none"> <li>Favourable gross expenditures of \$0.7 million is attributable to delayed spending in project investigation, salaries and benefits and general office costs that are expected 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.</li> </ul>	<ul style="list-style-type: none"> <li>CreateTO is projecting to be on budget by year-end.</li> </ul>
<b>Toronto &amp; Region Conservation Authority:</b> <ul style="list-style-type: none"> <li>As planned for this period.</li> </ul>	<ul style="list-style-type: none"> <li>Each year, TRCA receives the City of Toronto funding share which maintains the ratio between</li> </ul>

	TRCA's other funding partner municipalities. In 2021, TRCA will receive the full funding amount as approved by City Council, resulting in no year-end variance.
<b>Toronto Transit Commission – Conventional:</b> <ul style="list-style-type: none"> <li>Overall, a favourable variance of \$15.4 million has been achieved on a year-to-date basis. This is comprised of a favourable gross expenditure variance of \$55.6 million and an unfavourable revenue variance of \$40.2 million. The favourable expenditure variance is primarily due to continued expenditure management resulting in deferred hiring and material purchases where possible and TTC Conventional Service levels operating slightly below budget due to decreased ridership demand, resulting in wage and energy under-expenditures. The unfavourable revenue variance of \$40.2 million is due to the continued impacts of COVID-19 and the Province-wide Stay-at-Home orders implemented in early 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Overall, a net unfavourable variance of \$13.3 million is expected at year-end. This is comprised of an expected favourable gross expenditure variance of \$66.3 million, offset by an unfavourable expected revenue variance of \$61.1 million. The favourable expenditure variance is primarily due to continued expenditure management where possible and TTC Conventional Service levels operating slightly below budget due to decreased ridership demand, resulting in wage and energy under-expenditures. The unfavourable revenue variance is due to the continued impacts of COVID-19 and the Province-wide Stay-at-Home orders implemented in early 2021.</li> <li>The TTC Conventional Services reported by City Finance incorporates the recommendation that combined TTC Conventional and Wheel-Trans net savings be directed to the TTC Tax Stabilization Reserve to be used to address continued COVID-19 impacts expected in 2022</li> </ul>
<b>Toronto Transit Commission – Wheel-Trans:</b> <ul style="list-style-type: none"> <li>Wheel-Trans has experienced favourable gross expenditure variance of \$10.8 million due to lower-than-</li> </ul>	<ul style="list-style-type: none"> <li>Favourable gross expenditure variance of \$13.9 million is primarily due to lower than budget</li> </ul>

<p>budgeted ridership as a result of the Stay-at-Home orders in the first half of 2021. The lower ridership demand has resulted in under-expenditures in contracted taxi and bus service costs. This favourable expenditure variance, has been offset by \$0.4 million in reduced passenger revenue, resulting in a \$10.4 million net favourable variance to date.</p>	<p>ridership demand, resulting in contract taxi and bus service under-expenditures. The pace of under-expenditures is expected to slow over the balance of the year as ridership is expected to approach budget levels for the balance of the year. The favourable expenditure variance will be partially offset by \$0.6 million in reduced passenger revenue, resulting in a net \$13.3 million net favourable variance expected.</p>
<p><b>Toronto Police Service:</b></p> <ul style="list-style-type: none"> <li>• Toronto Police Service (TPS) has reported an unfavourable variance of \$9.6 million net as of June 30, 2021.</li> <li>• Gross expenditures were \$4.6 million unfavourable mainly due to pressures in WSIB payments, additional information technology requirements, and expenses that will be funded from Provincial grants.</li> <li>• Unfavourable revenue variance of \$5.0 million is mainly driven by the timing differences between when grant funding is actually received vs budgeted. The Province has committed to an increase in grant funding, but actual payments are now expected in the second half of the year. 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Toronto Police Service is projecting to be overspent by \$4.3 million by year end due to continuing premium pay pressures, new pressures in WSIB, and an unusually complex homicide investigation.</li> <li>• Due to uncertainty of COVID19 impacts in 2021, and the projected over expenditure, the Service is assessing spending plans and opportunities to mitigate the spending risk through a number of strategies: <ul style="list-style-type: none"> <li>• Review of timing and pace of hiring</li> <li>• Premium pay spending</li> <li>• Non-salary expenditures</li> <li>• Revenue and cost-recovery opportunities; and</li> <li>• Reserve draw and contribution strategies</li> </ul> </li> </ul>

<p><b>Toronto Police Services Board:</b></p> <ul style="list-style-type: none"> <li>• The year-to-date unfavourable variance of \$0.1 million net is primarily driven by the Chief selection process..</li> </ul>	<ul style="list-style-type: none"> <li>• A \$0.1 million net unfavourable variance is projected at year-end. Consistent with year-to-date results, the unfavourable variance is a result of the Chief selection process and every effort will be made to eliminate this variance by year-end. While COVID-19 has had a significant impact on the way the Police Board conducts its business and how it interacts with the public, the net financial impact has been marginal on the Board's budget.</li> </ul>
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## Appendix E

### Capital & Corporate Financing

Figure 15: Capital & Corporate Financing Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Capital Financing - Capital from Current	4-Month	0.0	—	0.0	—	0.0	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓜ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓜ
Technology Sustainment	4-Month	0.0	—	0.0	—	0.0	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓜ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓜ	0.0	—	0.0	—	0.0	—	Ⓜ
Debt Charges	4-Month	0.3	▲	0.0	—	0.3	▲	Ⓜ	(0.1)	▼	0.0	—	(0.1)	▼	Ⓚ
	6-Month	(20.3)	▼	0.0	—	(20.3)	▼	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓜ
Total	4-Month	0.3	▲	0.0	—	0.3	▲	Ⓜ	(0.1)	▼	0.0	—	(0.1)	▼	Ⓚ
	6-Month	(20.3)	▼	0.0	—	(20.3)	▼	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓜ
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

#### Technology Sustainment:

- On budget

#### Debt Charges:

- An unfavourable gross expenditure variance of \$20.3 million was primarily due to the timing in budget for the sinking fund contribution.

- On budget

- On budget

- On budget

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## Appendix E

Figure 16: Non-Program Expenditures Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Tax Deficiencies/Writeoffs	4-Month	0.3	▲	0.0	—	0.3	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.4	▲	0.0	—	0.4	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Tax Increment Equivalent Grants (TIEG)	4-Month	(0.3)	▼	0.0	—	(0.3)	▼	Ⓞ	(1.0)	▼	0.0	—	(1.0)	▼	Ⓡ
	6-Month	(0.5)	▼	0.0	—	(0.5)	▼	Ⓞ	(1.0)	▼	0.0	—	(1.0)	▼	Ⓡ
Assessment Function (MPAC)	4-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	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Other Corporate Expenditures	4-Month	1.2	▲	2.9	▲	4.1	▲	Ⓢ	(0.0)	—	0.0	—	(0.0)	—	Ⓡ
	6-Month	(3.4)	▼	4.2	▲	0.8	▲	Ⓡ	(56.0)	▼	5.0	▲	(51.0)	▼	Ⓡ
Parking Tag Enforcement & Oper.	4-Month	(1.0)	▼	0.0	—	(1.0)	▼	Ⓡ	2.1	▲	0.0	—	2.1	▲	Ⓞ
	6-Month	2.4	▲	0.0	—	2.4	▲	Ⓞ	2.1	▲	0.0	—	2.1	▲	Ⓞ
Programs Funded from Reserve Funds	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	7.4	▲	(7.4)	▼	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
Heritage Property Taxes Rebate	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

## 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	
Insurance Premiums & Claims	4-Month	(0.0)	—	0.0	—	(0.0)	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓚ	(15.9)	▼	0.0	—	(15.9)	▼	Ⓜ
Solid Waste Management Rebates	4-Month	(1.3)	▼	1.3	▲	0.0	—	Ⓚ	0.0	—	(0.0)	—	0.0	—	Ⓚ
	6-Month	(0.8)	▼	0.0	—	(0.8)	▼	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
Tax Increment Funding (TIF)	4-Month	0.0	—	0.0	—	0.0	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓚ	0.0	—	0.0	—	0.0	—	Ⓚ
Total	4-Month	12.5	▲	0.0	—	12.5	▲	Ⓚ	7.7	▲	0.0	—	7.7	▲	Ⓚ
	6-Month	5.6	▲	(3.2)	▼	2.4	▲	Ⓚ	(70.5)	▼	5.0	▲	(65.5)	▼	Ⓜ
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
<b>Tax Deficiencies/Write-Offs:</b> <ul style="list-style-type: none"> <li>A favourable gross expenditure of \$0.3 million was realized mainly due to the following:</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

<ul style="list-style-type: none"> <li>• \$0.2 million favourable variance because costs to defend the City's assessment base was less than budget; and</li> <li>• \$0.1 million favourable variance for interested paid on tax refunds was lower than budget.</li> </ul>	
<b>Tax Increment Equivalent Grants (TIEG)</b> <ul style="list-style-type: none"> <li>• An unfavourable gross expenditure of \$0.5 million was realized because estimates for eligible properties (current and prior years) were modified to reflect the expected grants.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent with year-to-date results, an unfavourable variance of \$1.0 million net is projected because estimates for eligible properties (current and prior years) were modified to reflect the expected grants.</li> </ul>
<b>Assessment Function (MPAC):</b> <ul style="list-style-type: none"> <li>• A favourable variance of \$0.1 million was due to MPAC fees being lower.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent with year-to-date results, a favourable variance of \$0.2 million is projected due to MPAC fees being lower.</li> </ul>
<b>Funding Employee Related Liabilities:</b> <ul style="list-style-type: none"> <li>• On budget</li> </ul>	<ul style="list-style-type: none"> <li>• On budget</li> </ul>
<b>Other Corporate Expenditures:</b> <ul style="list-style-type: none"> <li>• A favourable net variance of \$0.8 million was mainly due to underspending in budgeted cost of living adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>• Projecting an unfavourable net variance of \$51.0 million mainly due to higher than anticipated COVID related employee time-in-lieu liability and vacation liability that is projected for the year.</li> </ul>
<b>Parking Tag Enforcement &amp; Operations:</b> <ul style="list-style-type: none"> <li>• Parking Tag Operations reported a favourable gross expenditure variance of \$2.4 million due to lower payments to the province for license search fees due to the reduced number of parking tickets issued. Year-to-date results are primarily driven by COVID-19 impacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Projecting a favourable expenditure variance of \$2.1M, primarily due to lower payments to the province as a result of a lower than planned parking</li> </ul>

Year-to-date results are primarily driven by COVID-19 impacts.	tag ticket issuance due to COVID-19 impacts, the extent of which were unknown when budgeted.
<b>Programs Funded from Reserve Funds:</b> <ul style="list-style-type: none"><li>On budget</li></ul>	<ul style="list-style-type: none"><li>On budget</li></ul>
<b>Insurance Premium and Claims</b> <ul style="list-style-type: none"><li>On budget</li></ul>	<ul style="list-style-type: none"><li>Projecting an unfavourable variance of \$15.9 due to increased insurance</li></ul>
<b>Heritage Property Tax Rebates:</b> <ul style="list-style-type: none"><li>On budget</li></ul>	<ul style="list-style-type: none"><li>On budget</li></ul>
<b>Solid Waste Management Rebates:</b> <ul style="list-style-type: none"><li>An unfavourable variance of \$0.8 million was mainly attributable to the actual historical billings being higher than the plan. This difference will be resolved by year-end.</li></ul>	<ul style="list-style-type: none"><li>On budget</li></ul>
<b>Tax Increment Funding (TIF):</b> <ul style="list-style-type: none"><li>On budget</li></ul>	<ul style="list-style-type: none"><li>On budget</li></ul>

## Appendix E

Figure 18: Non-Program Revenues Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Payments in Lieu of Taxes	4-Month	0.0	—	1.2	▲	1.2	▲	Ⓞ	0.0	—	1.1	▲	1.1	▲	Ⓞ
	6-Month	0.0	—	(0.3)	▼	(0.3)	▼	Ⓞ	0.0	—	0.3	▲	0.3	▲	Ⓞ
Supplementary Taxes	4-Month	0.0	—	0.0	—	0.0	—	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	1.3	▲	1.3	▲	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
Tax Penalty Revenue	4-Month	0.0	—	(0.4)	▼	(0.4)	▼	Ⓞ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	(0.6)	▼	(0.6)	▼	Ⓞ	0.0	—	4.9	▲	4.9	▲	Ⓞ
Interest/Investment Earnings	4-Month	0.4	▲	(20.1)	▼	(19.7)	▼	Ⓡ	(0.0)	—	(33.7)	▼	(33.7)	▼	Ⓡ
	6-Month	0.3	▲	(26.0)	▼	(25.7)	▼	Ⓡ	1.3	▲	(35.1)	▼	(33.8)	▼	Ⓡ
Other Corporate Revenues	4-Month	(1.4)	▼	1.0	▲	(0.4)	▼	Ⓡ	0.5	▲	0.0	—	0.5	▲	Ⓞ
	6-Month	(2.0)	▼	3.8	▲	1.8	▲	Ⓢ	0.0	—	(5.3)	▼	(5.3)	▼	Ⓡ
COVID -19 recovery	4-Month	0.0	—	(444.9)	▼	(444.9)	▼	Ⓡ	0.0	—	(153.0)	▼	(153.0)	▼	Ⓡ
	6-Month	0.0	—	(17.3)	▼	(17.3)	▼	Ⓞ	0.0	—	(49.4)	▼	(49.4)	▼	Ⓡ
Dividend Income	4-Month	0.0	—	(4.4)	▼	(4.4)	▼	Ⓡ	0.0	—	(17.7)	▼	(17.7)	▼	Ⓡ
	6-Month	0.0	—	(8.9)	▼	(8.9)	▼	Ⓡ	0.0	—	(17.7)	▼	(17.7)	▼	Ⓡ
Provincial Revenue	4-Month	0.0	—	0.0	—	0.0	—	Ⓡ	0.0	—	0.0	—	0.0	—	Ⓞ
	6-Month	0.0	—	6.0	▲	6.0	▲	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓞ
Municipal Land Transfer Tax	4-Month	0.0	—	0.0	—	0.0	—	Ⓞ	0.0	—	(0.0)	—	0.0	—	Ⓞ
	6-Month	(1.0)	▼	76.0	▲	75.0	▲	Ⓢ	0.0	—	100.0	▲	100.0	▲	Ⓞ

Staff report for action on Operating Variance Report for the Six Months  
Ended June 30, 2021

## 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	
Third Party Sign Tax	4-Month	0.0	—	0.3	▲	0.3	▲	Ⓢ	0.0	—	0.3	▲	0.3	▲	Ⓢ
	6-Month	0.0	—	0.3	▲	0.3	▲	Ⓢ	0.0	—	0.3	▲	0.3	▲	Ⓢ
Parking Authority Revenues	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Administrative Support Recoveries - Water	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Administrative Support Recoveries - Health & EMS	4-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
	6-Month	0.0	—	0.0	—	0.0	—	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Parking Tag Enforcement & Operations Rev	4-Month	0.0	—	(8.0)	▼	(8.0)	▼	Ⓡ	0.0	—	(23.6)	▼	(23.6)	▼	Ⓡ
	6-Month	0.0	—	(2.5)	▼	(2.5)	▼	Ⓡ	0.0	—	(9.5)	▼	(9.5)	▼	Ⓡ
Other Tax Revenues	4-Month	0.0	—	(0.1)	▼	(0.1)	▼	Ⓢ	(0.0)	—	(0.0)	—	(0.0)	—	Ⓡ
	6-Month	0.0	—	0.1	▲	0.1	▲	Ⓢ	0.0	—	0.0	—	0.0	—	Ⓢ
Municipal Accommodation Tax	4-Month	(5.6)	▼	5.6	▲	0.0	—	Ⓡ	(16.7)	▼	16.7	▲	0.0	—	Ⓢ
	6-Month	4.0	▲	(4.0)	▼	0.0	—	Ⓡ	6.3	▲	(6.3)	▼	0.0	—	Ⓢ
Casino Woodbine	4-Month	0.0	—	(0.5)	▼	(0.5)	▼	Ⓡ	0.0	—	(4.0)	▼	(4.0)	▼	Ⓡ
	6-Month	0.0	—	(2.0)	▼	(2.0)	▼	Ⓡ	0.0	—	(2.0)	▼	(2.0)	▼	Ⓡ
Total	4-Month	(6.5)	▼	(25.6)	▼	(32.0)	▼	Ⓡ	(16.3)	▼	(60.9)	▼	(77.2)	▼	Ⓡ
	6-Month	1.4	▲	25.9	▲	27.3	▲	Ⓡ	7.6	▲	(20.0)	▼	(12.4)	▼	Ⓡ
Year-to-Date Net Variance		Ⓢ	85% to 105%	Ⓢ	0% to 85%	Ⓡ	>105%	Year-End		Ⓢ	<=100%	Ⓡ	>100%		

## Appendix E

### Non-Program Revenues

Year-to-Date Results	Year-End Projections
<b>Payments In Lieu of Taxes (PILs):</b> <ul style="list-style-type: none"> <li>An unfavourable variance of \$0.3 million was realized, primarily because of assessment-based levies, acreage-based levies passenger levies that was partially offset by favourable appeals and other adjustments.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent with year-to-date results, an unfavourable variance of \$0.3 million is projected.</li> </ul>
<b>Supplementary Taxes:</b> <ul style="list-style-type: none"> <li>A favourable year to variance of \$1.3 million due to roll received from MPAC was higher than anticipated.</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>
<b>Tax Penalty Revenue</b> <ul style="list-style-type: none"> <li>An unfavourable variance of \$0.6 million was realized due to appeals and provision adjustments</li> </ul>	<ul style="list-style-type: none"> <li>A favourable variance of \$4.9 million is projected due to the outstanding tax receivables that are anticipated to be higher than budget.</li> </ul>
<b>Interest &amp; Investment Earnings:</b> <ul style="list-style-type: none"> <li>An unfavourable net expenditure variance of \$25.7 million due to:               <ul style="list-style-type: none"> <li>An unfavourable revenue variance of \$26.1 million mainly attributed to the drop in long-term fund income due to anticipated market conditions. Average book yield of 1.8% during the first six months of 2021, which is less than the budgeted expected rate of return of 3.8% as a result of post-COVID recovery</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consistent with YTD results, an unfavourable net expenditure variance of \$33.8 million is projected mainly due to unfavourable revenue variance attributed to the drop in long-term fund income due to unanticipated market conditions</li> </ul>



<ul style="list-style-type: none"> <li>Offset by a favourable gross expenditure variance of \$0.4 million mainly attributed to lower investment managers, external legal and consultant fees.</li> </ul>	
<b>Other Corporate Revenues:</b> <ul style="list-style-type: none"> <li>A favourable variance of \$1.8 million mainly due to a timing difference between budget and actual sundry revenue.</li> </ul>	<ul style="list-style-type: none"> <li>An unfavourable variance of \$5.3 million is projected due to a combination of lower than planned gaming and registry revenues from the impact of COVID 19 and discontinued dividend from Toronto Port Lands Corporation.</li> </ul>
<b>COVID-19 Recovery</b> <ul style="list-style-type: none"> <li>An unfavourable variance of \$17.3 million due to the timing of receiving Provincial and Federal COVID funding.</li> </ul>	<ul style="list-style-type: none"> <li>An unfavourable variance of \$49.4 million primarily due to COVID funding shortfall for Transit.</li> </ul>
<b>Dividend Income:</b> <ul style="list-style-type: none"> <li>An unfavourable variance of \$8.9 million was as a result of lower Toronto Hydro earnings in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent with year-to-date results, an unfavourable variance of \$17.7 million is projected as a result of lower Toronto Hydro earnings in 2020.</li> </ul>
<b>Provincial Revenue:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>
<b>Municipal Land Transfer Tax (MLTT):</b> <ul style="list-style-type: none"> <li>A favourable variance of \$75 million mainly due to higher than expected sales revenue during this period.</li> </ul>	<ul style="list-style-type: none"> <li>A favourable variance of \$100 million is projected mainly due to higher than expected sales revenue during the year. The current year-end projection is now in line with pre-pandemic revenues levels.</li> </ul>
<b>Third Party Sign Tax:</b> <ul style="list-style-type: none"> <li>A favourable variance of \$0.3 million was mainly due to: <ul style="list-style-type: none"> <li>Reductions in the inventories not being as large as expected</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Consistent with year-to-date results, a favourable variance of \$0.3 million is projected.</li> </ul>

<ul style="list-style-type: none"> <li>2% (COLA) increase in the Third Party Sign Tax rates from 2020 to 2021.</li> </ul>	
<b>Parking Authority Revenues:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>
<b>Administrative Support Recoveries – Toronto Water:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>
<b>Administrative Support Recoveries – Health &amp; EMS:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>
<b>Parking Tag and Enforcement Operations:</b> <ul style="list-style-type: none"> <li>Parking Tag Operations reported an unfavourable revenue variance of \$2.5 million, which is mainly due to lower parking tag ticket issuance, lower late fees and penalty charges collected as a result of an increase in default payments from COVID-19. Total Parking Tag tickets issued to date is 489,651.</li> </ul>	<ul style="list-style-type: none"> <li>The continued trend is anticipated at year-end with a \$9.5M unfavourable projection for Parking Tag revenue, which is primarily attributed to COVID-19 impacts.</li> </ul>
<b>Other Tax Revenues:</b> <ul style="list-style-type: none"> <li>An unfavourable variance of \$0.1 million was realized, primarily because the 2021 Interim Billing for hydro properties was less than budget.</li> </ul>	<ul style="list-style-type: none"> <li>\$0.1 million favourable variance is projected, consistent with YTD results.</li> </ul>
<b>Municipal Accommodation Tax:</b> <ul style="list-style-type: none"> <li>On budget</li> </ul>	<ul style="list-style-type: none"> <li>On budget</li> </ul>
<b>Casino Woodbine:</b> <ul style="list-style-type: none"> <li>An unfavourable variance of \$2.0 million was realized due to COVID-19 causing a shutdown to the casino which remained closed as of December 26, 2020.</li> </ul>	<ul style="list-style-type: none"> <li>An unfavourable variance of \$2.0 million is projected due to COVID-19 causing a shutdown to casino which remained closed from December 26, 2020.</li> </ul>

## Appendix E

Figure 20: Rate Supported Programs Year-to-Date Variance and Year-End Variance Projection Summary

City Program/Agency	Quarter	Year-to-Date							Year-End Projection						
		Gross Expenditures		Revenue		Net Variance		Alert	Gross Expenditures		Revenue		Net Variance		Alert
		\$	trend	\$	trend	\$	trend		\$	trend	\$	trend	\$	trend	
Solid Waste Management Services	4-Month	11.6	▲	9.7	▲	21.3	▲	Ⓢ	6.4	▲	(2.2)	▼	4.2	▲	Ⓢ
	6-Month	14.6	▲	(4.5)	▼	10.2	▲	Ⓢ	8.3	▲	(3.4)	▼	4.9	▲	Ⓢ
Toronto Parking Authority	4-Month	4.9	▲	(6.4)	▼	(1.5)	▼	Ⓢ	0.0	—	(5.4)	▼	(5.4)	▼	Ⓡ
	6-Month	47.6	▲	(44.1)	▼	3.6	▲	Ⓡ	4.1	▲	(11.4)	▼	(7.3)	▼	Ⓡ
Toronto Water	4-Month	7.3	▲	5.5	▲	12.8	▲	Ⓢ	22.2	▲	(6.4)	▼	15.8	▲	Ⓢ
	6-Month	14.7	▲	(13.3)	▼	1.4	▲	Ⓡ	25.4	▲	(12.8)	▼	12.6	▲	Ⓢ
Total	4-Month	23.8	▲	8.9	▲	32.7	▲	Ⓢ	28.6	▲	(13.9)	▼	14.7	▲	Ⓢ
	6-Month	76.9	▲	(61.8)	▼	15.1	▲	Ⓡ	37.8	▲	(27.6)	▼	10.2	▲	Ⓢ
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
<p><b>Solid Waste Management Services (SWMS):</b></p> <ul style="list-style-type: none"> <li>For the six months ending June 30, 2021 gross expenditures reported a favourable variance of \$14.6 million primarily driven by:- Lower processing cost of Organics of \$3.5 million due to lower volumes of Digester solids from DOPF;- Underspending in Salaries &amp; Benefits of \$2.9 million due to seasonal delays and 83 true vacancies;- Lower processing cost of recycling of \$1.6 million due to reduced tonnage and services due to COVID-19;- Lower charges of \$1.5 million due to delay in Dufferin OPF expansion project;- Underspending of \$0.7 million in materials and supplies due to lower hydro rates and lower bin maintenance;- Lower disposal cost of waste to Green Lane Landfills of \$0.7 million due lower than planned monthly volume;- Lower Inter-divisional charges of \$0.5 million mainly from Fleet as a result of decreased fuel demand and maintenance;- Lower spending of \$1.4 million in other Contracted Services for Leaf &amp; Yard waste processing, Hazardous Waste removal, R&amp;M, Other Prof &amp; Tech. Services, Royalty Fees and processing of Durable Goods due to reduced tonnage and timing, and Advertising &amp; Promotion due to projects on hold as a result of COVID-19; and,- Underspending of \$1.4 million property taxes due to timing. Revenue is under achieved by \$4.5 million mainly due to:- No revenue for RNG \$1.8 million due to project delays;- Underachieved collection revenue \$4.3 million due to calendarization of budget;-</li> </ul>	<ul style="list-style-type: none"> <li>Expenditures are estimated to be \$8.3 million underspent primarily related to:-Underspending in Processing cost of Organics of \$2.7 million due to lower volumes of Digester solids from Dufferin Organic Processing Facility;-Lower charges in rent for Machinery &amp; Equipment \$1.5 million due to delay in Organic Processing Facility expansion project; -Lower than planned volumes in Transfer, Haulage and Storage cost \$1.3 million and reduced Disposal cost due to lower volumes and actual rates lower than budgeted;-Reduced Disposal cost of \$1.3 million due to lower than planned volume going to Green Lane Landfill and actual rates lower than budgeted;-Underspending in Materials &amp; Supplies \$1.1 million mainly due to reduction in Hydro rates.-Net underspending of \$0.6 million in other areas including IDCs and Services &amp; Rents in Leaf &amp; Yard Waste processing, Other Professional &amp; Technical services, and processing of durable goods due to decreased tonnage, lower rates and some programs being cancelled due to COVID-19; and,- Underspending in the Processing Cost of Recycling of \$0.4 million due to reduced tonnage and services due to COVID-19;The above underspending is projected to be offset by</li> </ul>

Staff report for action on Operating Variance Report for the Six Months Ended June 30, 2021

<p>Underachieved Tipping revenue \$1.9 million at transfer stations due to lock-down as well as lower revenue from Drop &amp; Load services of \$0.2 million;- These revenue losses were partly offset by the over-achieved sale of recyclables of \$4.0 million due to improved market rates.</p> <ul style="list-style-type: none"> <li>• The resulting net expenditures reflect a favourable variance (surplus) of \$10.2 million as of the 6 month period ended June 30, 2021.</li> </ul>	<p>Salaries &amp; Benefits which are projected slightly over the adjusted budget by \$0.7 million due to an expected acceleration in filling Staff Complement and Delegated Authority positions; Revenue is anticipated to be under-achieved by \$3.4 million at year-end mainly due to:-Underachieved revenue of \$3.6 million due to Renewable Natural Gas project delay; and, -Underachieved Tipping and Drop &amp; Load revenue at transfer stations of \$2.4 million due to depots closure for 2 months;-Partly offset by over-achieved sale of recyclable materials of \$2.4 million due to improved market conditions and net Collection revenue increase of \$0.2 million. The resultant projected net surplus at year-end of \$4.9 million, would increase the amount to be contributed to the Waste Management Reserve Fund from a budgeted \$17.1 million to \$22 million as of the 2nd quarter.</p>
<p><b>Toronto Parking Authority:</b></p> <ul style="list-style-type: none"> <li>• TPA has an unfavourable net expenditure variance of \$2.9 million comprised of: Favourable gross expenditure variance of \$6.5 million due to underspending of salaries, wages and benefits mainly from the deferral of the summer student program and staff on Emergency Leave (approximately 20 full time employees) as a result of the pandemic. In addition, TPA has been adjusting expenditures, including assessing contractual commitments to minimize operational expense to support long-term financial sustainability. Unfavourable revenue variance of \$9.4 million primarily driven by Off-Street and On-Street parking revenues. Off-Street- Revenue YTD is lower than budget by \$5.3 million or a drop of 20.0%.</li> </ul>	<ul style="list-style-type: none"> <li>• TPA has an unfavourable net expenditure variance of \$7.3 million comprised of: Favourable gross expenditure variance of \$4.1 million due to underspending of salaries, wages and benefits mainly from the deferral of the summer student program and staff on Emergency Leave (approximately 20 full time employees) as a result of the pandemic of \$2.7 million, along with savings in maintenance. Unfavourable revenue variance of \$11.4 million primarily driven by Off-Street, On-Street and Bike Share revenues. Off-Street is projected to underachieve target by \$7.8 million and On-Street \$4.8 million primarily due to</li> </ul>

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Ended June 30, 2021

<p>Revenue compared to 2020 is lower by \$6.0 million, a drop of 22.0% from 2020 levels due to reduced demand for off-street parking as the pandemic continues. On-Street - Revenue YTD is lower than budget by \$4.1 million, or a drop of 28.0%. Revenue compared to 2020 is lower by \$4.7 million, a drop of 30.0% from 2020 levels due to reduced demand and reduced on-street curb space to support various City Initiatives. Bike Share Ridership Revenue has increased due to high casual ridership demand resulting in additional revenue of \$0.3 million. In addition, there is a shortfall YTD of \$0.3 million relating to Advertising/Sponsorship.</p>	<p>reduced demand for off-street parking as the pandemic continues and reduced on-street curb space parking to support various City Initiatives. Bike Share Ridership Revenue has increased due to high casual ridership demand resulting in additional revenue of \$0.9 million. In addition, there is a forecast shortfall of \$0.7 million relating to Advertising/Sponsorship. TPA has also reported a gain on sale of sale of \$0.9 million predominantly relating to a density bonus on 50 Cumberland and a TTC property sale of \$0.2 million. TPA is preparing further advertising/marketing partnership RFP's in 2021 in preparation for a potential return of the advertising market.</p>
<p><b>Toronto Water:</b></p> <ul style="list-style-type: none"> <li>Favourable expenditure variance of \$14.7 M from underspending in salaries and benefits due to increased vacancies and hiring delays due to longer processing time required to fill positions (\$4.4 M), reduced utility cost due to lower production of water, lower than planned hydro rates and continued efficiency initiatives (\$6.945M), underspending in equipment, materials and supplies partially due to delays in procurement, lower than anticipated demand for chemicals and unused contingencies (\$0.8 M), lower than anticipated spending in services and rents, including underspending in various contracts due to mild winter temperatures, unused contingencies and delays in contracts (\$2.2 M) and underspending in other expenses and inter-divisional charges primarily due to hiring delays and vacancies (\$0.4 M). Unfavourable revenue variance of \$13.3 M from lower than anticipated revenue from sale of water due to</li> </ul>	<ul style="list-style-type: none"> <li>Projected net under expenditure of \$25.4M at year end, mainly because of projected underspending in salaries and benefits due to vacancies and hiring delays (\$7.2M), underspending in utilities due to lower rates, reduced usage based on lower production of water and continued efficiencies (\$9.5M), underspending in materials, supplies and equipment partially due to delays in procurement, lower demand for chemicals and unused contingencies (\$1.4M), lower spending in services and rents, primarily because of mild winter resulting in unused contract contingencies (\$6.1M), and lower interdivisional charges as a result of delays in contracts for utility cut restoration work as well as underspending in other interdivisional charges due to hiring delays and vacancies (\$2.1M). The above projected</li> </ul>

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<p>lower than planned consumption impacted by COVID-19 related government orders and closures (\$15.2 M), lower than anticipated revenue from Metrolinx transit projects due to project delays and vacancies (\$2.0M) and lower revenue from private water agreements due to COVID-19 related business closures (\$0.5M). The under achieved revenues were partially offset by higher volume of new watermain and sewer connections as a result of continued increase in construction activity (\$3.6M), and higher third party revenues and other recoveries (\$1.0M).The favourable year-to date net variance is \$1.4M</p>	<p>underspending will be offset by higher than anticipated payments in lieu of taxes as a result of MPAC reassessments (\$0.8 million).Revenues are projected to be lower than budgeted by \$12.8M mostly due to lower than planned consumption of water, based on year-to-date production drop and a gradual return to operations of non-essential businesses (12.7M), lower revenue from private water agreements due to COVID-19 related business closures (\$1.0M) and recoveries from Metrolinx (\$3.6M). 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 (\$3.6M), and higher revenues from development application review fees associated with Toronto Water works (\$1.1M).Projected favourable year-end net variance is \$12.6M.Year-end results can vary significantly due to uncertainty in sale of water and consumption levels arising from fluctuations in weather, a change in consumer habits and a change in government orders related closures.</p>
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