

2004 SECOND QUARTER REPORT

Recommendation

The City Manager and the Commissioner of Finance & Corporate Services, the Senior Management Team and the Director of Budgeting and Financial Planning recommends:

That the 2004 Second Quarter Variance Report be received for information purposes.

Purpose

To report the year-to-date results versus the operating budget as of June 30, 2004.

Background - Analysis and Options

The attached second quarter variance report compares the current status of both departmental and corporate expenses and revenues for the six-month period ending June 30, 2004, relative to the 2004 year-to-date operating budget. The year-to-date operating budget is calendarized based primarily on the spending patterns of last year. This variance report is prepared on a partial accrual basis; only major revenue streams or expenditures not booked, but incurred to date, have been accrued.

The combined excess of revenues over expenses, (balances transferred to reserves as per policy), is not directly indicative of the final year-end surplus; it measures the excess at a point in time and may be eroded due to unforeseen events such as winter storms in the latter part of the year, an economic downturn, or a delay in the expenses to the last half of the year.

Second Quarter Ahead of Budget

At the end of the second quarter, the excess of revenues over expenses is \$0.8m. This result is comprised of revenues being \$0.2m ahead of budget and expenses that are below budget by \$0.6m. The \$0.8m represents a 0.6% positive variance from the annual operating budget and the main areas that attribute to the positive variance are summarized below.

		<u>\$M's</u>
<u>Revenues</u>		
Reserves Contributions		(0.4)
Payments in Lieu (PIL's)		(0.3)
Fees & Service Charges:		
By-Law Enforcement	(0.4)	
Community Planning and Policy	0.7	
Recreation	0.4	
Other	<u>0.6</u>	1.3
Corporate Revenues		<u>(0.4)</u>
Total		0.2
<u>Expenses</u>		
Departmental Expenses:		
Fire	0.5	
Recreation	0.4	
Public Works	(0.2)	
Libraries	0.4	
Other	<u>0.6</u>	1.7
Corporate Expenses (savings realized in departments)		<u>(1.1)</u>
Total		<u>0.6</u>
Year-To-Date Excess of Revenue over Expenses		<u>\$0.8M</u>

The City's Operating Budget is \$141,093,990. The \$0.8M represents a variance of 0.6%.

The following variance explanations for revenues and expenditures variances were received from each Commissioner for their respective areas of responsibility.

City Manager

Expenditures:

The most significant second quarter variance under City Manager is with Fire and Rescue Service, which is \$464k favourable and is due mainly to salary gapping as a result of the timing with respect to filling vacant positions.

Commissioner of Finance & Corporate Services

Expenditures:

Purchasing and City Financial Services second quarter variances are \$33k favourable and \$25k favourable respectively primarily related to salary and benefits savings as a result of timing in the hiring of vacancies.

Operational Audit

Expenditures:

Operational Audit is favourable by \$49k due to the timing of hiring for this vacant position.

Commissioner of Legal and Administrative Services

Revenues:

Clerk's unfavourable \$(6)k

Revenues projected in the 2004 budget are estimates based on previous year's figures for the provision of services such as document commissioning and certification, copies of Official Plan Amendments, Subdivision Agreements, Subdivision Releases, by-laws, tapes of Committee/Council meetings, issuance of burial permits, freedom of information requests, etc. Unfavourable variance is due to a general reduction of requests received from the public for such services. It is difficult to predict whether there will be an increase in requests over the next few months.

Committee of Adjustment unfavourable \$(19)k

Revenue projected in the 2004 budget is an estimate based on previous year's figures for severance and variance applications. Revenue is based on the applications made by the public. It is difficult to predict whether there will be an increase in applications over the next few months.

Licensing unfavourable \$(50)k

Monies for various license categories were placed in deferred accounts. A total of \$93k will be transferred from the deferred accounts to the appropriate licensing revenue account. This adjustment will result in a favourable variance of approximately \$43k.

Enforcement Services unfavourable \$(393)k

The Enforcement Services year-to-date billed amount for 22,865 written tickets is \$845k. Payment received thus far is \$717k. Other fine revenue is approximately \$125k, including licensing. Also outstanding is \$1.2m in fines that the Enforcement Services Department is trying to collect through several avenues.

The City is at the whim of the courts as to when the Municipality receives fine revenue. The City recently received a cheque for \$203k and has deposited same. During the summer months, it is a slower time for revenue, but it is found that revenue picks up in the fall. It is expected that Enforcement Services will meet the revenue projections for 2004.

Expenditures

Human Resources unfavourable \$(33)k

The Crossing Guard Budget was calendarized such that the savings that were to be realized \$115k were spread out over the 12 reporting periods. The actual savings for the Crossing Guard Budget, as outlined in the original submissions, are not seen until Q3 and Q4 (September – December). It is expected that this issue will sort itself out however, this will not likely happen until Q4.

Legal Services unfavourable \$(33)k

Professional fees are used as required by Council and Legal Services. Also, Law Society fees are paid for each lawyer at the beginning of each year for the entire year, as required by the Law Society. Accordingly, calendarization is not applicable, and is therefore not unfavourable.

Commissioner of Community Services

Revenues:

Recreation favourable \$436k

The summer camp revenue for the first session of the summer was earned in the last week of June while the associated expenses will come in July. The 3rd quarter will include the offsetting expenses and this favourable variance should therefore be eliminated.

Expenditures

Recreation favourable \$351k

The primary reason for this favourable variance is due to gapping. As an example, savings as a result of unfilled Full Time positions amounts to approximately \$100k. Other savings as of June 30th are in the areas of Part Time salaries, equipment, contractor and contract materials that may be offset in the next quarter.

Commissioner of Planning

Revenues:

Building Standards Service Charges unfavourable \$(51)k and Plumbing Permits unfavourable \$(33)k

The Operating Budget as of June 30th identifies a revenue of \$27k for service charges (lawyers letter fees) as compared to a target value of \$78k. The volume of letters has been declining and will likely continue as more lawyers rely on "title insurance". The variance will correct to some extent over the next six months as summer and fall closings are reflected in the year-end data. With respect to plumbing permits, the unfavourable variance is expected to correct by year-end.

Community Planning favourable \$691k

The significant increased revenues is related to the significant increase in development activity experienced by the department in the first half of the year (i.e. application fees). By the end of the year we anticipate a quite favourable increase in revenue to offset any increase in expenditures.

Expenditures:

Community Planning unfavourable \$(4)k

The Operating Budget as of June 30/04 for the Community Planning department identifies an increase in expenditures of \$(4)k that can be attributable to the increase in the Professional Fees Business Unit. This increase is related to the significant increase in development activity experienced by the department in the first half of the year.

Commissioner of Economic and Technology Development and Corporate Communications

Revenues:

Economic & Technology Development unfavourable \$(3)k

The unfavourable revenue variance of \$(3)k is caused by the lack of sponsorship funding of marketing revenues for the radio ad and Business Newsletter. We do not anticipate the variance to be rectified by year end.

Corporate Communications favourable \$54k

The favourable revenue variance of \$54k was a result of additional revenue raised through sponsorship support.

Expenditures:

Office of the Commissioner of ETD & Corporate Communications unfavourable \$(7)k

An unfavourable variance of \$(7)k is reported in expenditures in such areas as Business Development, Seminars and Transportation. The increase in activities and costs have contributed to an over-expenditure in the allocated 2004 budget. (i.e. attendance to seminars/workshops relating to Smart Vaughan Portal, as well as an increase in business development and Council related meetings. The variance is expected to be offset by the fiscal year end.

Corporate Communications unfavourable \$(29)k

Expenditures by the Corporate Communications Department for the six months ending June 30, 2004, have exceeded the allocated budget by \$(29)k due to the higher cost of producing expanded City events. However, these expenses will be offset by additional revenue raised through sponsorship support and the Department will be within budget at the fiscal year end.

Commissioner of Engineering and Public Works

Revenues:

Engineering Services favourable \$243k

Revenue for service connections (water, sanitary, storm), curb cuts and street light relocation was \$243k higher in the first half of 2004 than anticipated. This revenue reflects the high level of redevelopment activity requiring new service connections. It is anticipated that this activity will continue for the balance of the year and revenue may be slightly above that projected for year-end.

Expenditures

Winter Control unfavourable \$(357)k

During the January to March 2004 winter operations period, we experienced an unusually high number of weather events requiring salt applications to the City's roadways. As a result of this increased salt use, expenditure was significantly higher than projected for this period. We will be refilling the City's salt domes this Fall in preparation for the upcoming winter. The associated expenditure will be charged to the 2004 Budget and we expect the unfavourable variance to stand at year-end.

Waste Management unfavourable \$(107)k

Waste management is unfavourable \$(107)k primarily as a result of the decision not to accrue for about \$150k at the end of 2003 due to the late timing on the discovery of the issue. Accordingly, the charge went through in 2004 and will result in an unfavourable variance at year end.

Corporate Revenues

Corporate revenues for the first six months of 2004 are unfavourable by \$(465)k primarily due to investment income, which is unfavourable by \$(421)k. This is a result of lower than anticipated returns and a lower allocation of interest to operating funds of interest versus reserve fund balances.

Corporate Expenses

Corporate expenses are unfavourable in two areas, OMB professional fees of \$81k and unallocated savings in salaries, benefits and the GST rebate of \$1m. The unfavourable variance in OMB professional fees will be corrected since \$80k of legal bills pertaining to OPA 600 for the Pine Valley link will be transferred to capital accounts. The unfavourable variance of \$1m in unallocated savings is offset and realized in the departmental budgets and form a significant part of why the departmental budgets are favourable on a year to date basis.

Payments in Lieu (PIL's)

The PIL's are unfavourable at the end of the second quarter as a result of timing compared to the year-to-date calendarized budget and it is anticipated that the current unfavourable variance of \$283k will come in line with the budget by year-end.

Revenues from Reserves

Revenues from Reserves of \$1.7m are \$(0.4)m lower than budget due to the actual spending levels being lower than budgeted. This in turn, reduces the required reserve transfer.

Relationship to Vaughan Vision 2007

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

Conclusion

Based on the year-to-date budget for the Second Quarter of 2004, the excess of revenue over expenditures is \$0.8m. This excess is a point in time measure and may not be indicative of any potential actual year-end excess. In addition, over the past few years the operating budget has relied on prior year's surplus of \$2.5m to assist in balancing the budget. It is unclear at this time if \$2.5m will be available in the 2004 year-end surplus to be utilized in the 2005 Operating Budget.

Attachments

Attachment 1 – 2004 Second Quarter Variance Report

Report prepared by:

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Respectfully submitted,

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Clayton D. Harris, CA
Commissioner of Finance & Corporate Services

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CITY OF VAUGHAN

2004 OPERATING BUDGET

SECOND QUARTER VARIANCE REPORT

**AS AT
JUNE 30, 2004**

**CITY OF VAUGHAN
2004 OPERATING BUDGET
SECOND QUARTER VARIANCE REPORT**

REVENUE / EXPENDITURE SUMMARY

	2004 ANNUAL BUDGET	2004 YTD BUDGET AS AT JUNE 30/04	2004 YTD ACTUAL AS AT JUNE 30/04	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) \$	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) %
REVENUES:					
TAXATION	75,889,885	64,693,480	64,693,480	0	0.00%
SUPPLEMENTAL TAXATION	2,875,000	0	0	0	0.00%
GRANT / PIL / OTHER	3,143,235	1,535,400	1,295,102	(240,298)	-15.65%
RESERVES	9,691,280	2,117,557	1,735,278	(382,279)	-18.05%
CORPORATE	19,171,280	5,575,210	5,109,881	(465,329)	-8.35%
FEES AND SERVICE CHARGES	27,823,310	12,868,100	14,187,271	1,319,171	10.25%
PRIOR YEAR'S SURPLUS CARRYFORWARD TO REDUCE TAX LEVY	2,500,000	800,000	800,000	0	0.00%
TOTAL REVENUES	141,093,990	87,589,747	87,821,012	231,265	0.26%
EXPENDITURES:					
DEPARTMENTAL	123,024,520	56,502,335	54,774,313	1,728,022	3.06%
CORPORATE	7,248,170	5,111,745	6,246,898	(1,135,153)	-22.21%
CONTINGENCY	3,536,550	25,000	0	25,000	100.00%
CAPITAL FROM TAXATION	7,284,750	7,284,750	7,284,750	0	0.00%
TOTAL EXPENDITURES	141,093,990	68,923,830	68,305,961	617,869	0.90%
EXCESS OF REVENUES OVER EXPENSES	0	18,665,917	19,515,051	849,135	4.55%

**CITY OF VAUGHAN
2004 OPERATING BUDGET
SECOND QUARTER VARIANCE REPORT**

REVENUE BY MAJOR SOURCE

	2004 ANNUAL BUDGET	2004 YTD BUDGET AS AT JUNE 30/04	2004 YTD ACTUAL AS AT JUNE 30/04	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) \$	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) %
TAXATION					
SUPPLEMENTALS	2,875,000	0	0	0	0.00%
GRANT					
LIBRARY GRANT	143,235	0	42,435	42,435	0.00%
PAYMENT IN LIEU / OTHER					
PAYMENT IN LIEU / OTHER	3,000,000	1,535,400	1,252,667	(282,733)	-18.41%
RESERVES					
HERITAGE	233,800	116,892	40,962	(75,930)	-64.96%
ENGINEERING	2,349,290	1,049,925	859,395	(190,530)	-18.15%
LIBRARY	68,000	0	0	0	100.00%
PARKS DEVELOP. / URBAN DESIGN / REAL ESTATE	300,000	150,000	150,175	175	0.12%
FINANCE - FROM CAPITAL	1,005,000	502,475	453,607	(48,868)	-9.73%
FLEET MANAGEMENT	661,290	298,265	231,139	(67,126)	-22.51%
BUILDING PERMITS	925,000	0	0	0	100.00%
TAX RATE STABILIZATION	2,718,900	0	0	0	100.00%
DEBENTURE CONTRIBUTION	200,000	0	0	0	100.00%
WATER & WASTE WATER RECOVERY	1,230,000	0	0	0	100.00%
TOTAL	9,691,280	2,117,557	1,735,278	(382,279)	-18.05%
FEES/SERVICE CHARGES					
NON-PROFIT HOUSING	9,400	4,295	7,954	3,659	85.19%
CLERKS	40,500	22,755	16,804	(5,951)	-26.15%
LICENSING - CLERKS	746,800	455,740	405,453	(50,287)	-11.03%
COMMITTEE OF ADJUSTMENT	303,050	187,800	168,666	(19,134)	-10.19%
LEGAL SERVICES	20,000	5,000	18,218	13,218	264.36%
BY LAW ENFORCEMENT	2,114,720	951,245	557,880	(393,365)	-41.35%
FIRE AND RESCUE SERVICES	545,000	193,590	236,656	43,066	22.25%
BUILDING STANDARDS - LICENSES/PERMITS	9,025,000	4,221,900	4,516,430	294,530	6.98%
- PLUMBING PERMITS	725,000	342,560	309,992	(32,568)	-9.51%
- SERVICE CHARGES	157,000	78,660	27,330	(51,330)	-65.26%
- TRSF. FROM CAPITAL FUND	0	0	20,742	20,742	100.00%
BUILDING STANDARDS - SURPLUS TO RESERVE	0	0	(294,530)	(294,530)	100.00%
ECONOMIC & BUSINESS DEVELOPMENT	176,000	74,850	72,310	(2,540)	-3.39%
CORPORATE COMMUNICATIONS	55,000	30,000	84,023	54,023	180.08%
ENGINEERING SERVICES	949,300	266,175	509,055	242,880	91.25%
PUBLIC WORKS - OPERATIONS	157,525	79,170	99,671	20,501	25.89%
BUILDINGS AND FACILITIES	139,825	59,980	129,231	69,251	115.46%
COMMUNITIES IN BLOOM SPONSORSHIP	30,000	15,000	33,500	18,500	123.33%
RECREATION	11,117,520	5,299,890	5,735,546	435,656	8.22%
PARKS OPERATIONS	80,250	38,580	241,418	202,838	525.76%
CEMETERIES	41,650	17,985	56,772	38,787	215.66%
COMMUNITY PLANNING AND POLICY	1,143,000	421,560	1,112,398	690,838	163.88%
VAUGHAN PUBLIC LIBRARIES	246,770	101,365	95,263	(6,102)	-6.02%
RECYCLING	0	0	26,489	26,489	100.00%
TOTAL FEES / SERVICE CHARGES	27,823,310	12,868,100	14,187,271	1,319,171	10.25%
TOTAL CORPORATE REVENUES	19,171,280	5,575,210	5,109,881	(465,329)	-8.35%
TOTAL REVENUE	62,704,105	22,096,267	22,327,532	231,265	1.05%

**CITY OF VAUGHAN
2004 OPERATING BUDGET
SECOND QUARTER VARIANCE REPORT**

**REVENUE BY MAJOR SOURCE
CORPORATE REVENUE DETAIL**

	2004 ANNUAL BUDGET	2004 YTD BUDGET AS AT JUNE 30/04	2004 YTD ACTUAL AS AT JUNE 30/04	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) \$	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) %
CORPORATE REVENUE DETAIL					
FINES AND PENALTIES	3,600,000	1,800,000	1,740,000	(60,000)	-3.33%
TAX CERTIFICATES AND DOCUMENTS	239,800	118,705	121,443	2,738	2.31%
INVESTMENT INCOME	3,132,000	1,582,000	1,160,971	(421,029)	-26.61%
HYDRO INVESTMENT INCOME	5,500,000	1,800,000	1,800,000	0	0.00%
VAUGHAN HYDRO HOLDING EXCESS W/C TRANSFER	3,000,000	0	0	0	0.00%
VAUGHAN HYDRO HOLDING EXCESS W/C LOAN	2,700,000	0	0	0	0.00%
PROVINCIAL OFFENSES ACT	699,000	150,565	256,249	105,684	70.19%
MISCELLANEOUS REVENUE	210,660	96,540	4,150	(92,390)	-95.70%
PURCHASING	63,920	14,500	15,310	810	5.59%
CAPITAL ADMIN. REVENUE	25,900	12,900	11,758	(1,142)	-8.85%
TOTAL CORPORATE REVENUE	19,171,280	5,575,210	5,109,881	(465,329)	-8.35%

**CITY OF VAUGHAN
2004 OPERATING BUDGET
SECOND QUARTER VARIANCE REPORT**

EXPENSES BY MAJOR CATEGORY 1

	2004 ANNUAL BUDGET	2004 YTD BUDGET AS AT JUNE 30/04 *	2004 YTD ACTUAL AS AT JUNE 30/04 *	2004 ACT / 2004 BUD	2004 ACT / 2004 BUD
				VARIANCE FAV./ (UNFAV.) \$	VARIANCE FAV./ (UNFAV.) %
COUNCIL	1,062,825	487,045	455,586	31,459	6.46%
CITY MANAGER	482,585	207,170	201,663	5,507	2.66%
STRATEGIC PLANNING AND CORPORATE POLICY	286,620	118,165	101,732	16,433	13.91%
FIRE AND RESCUE SERVICES	21,630,750	10,552,740	10,089,131	463,610	4.39%
EMERGENCY PLANNING	95,950	45,160	1,260	43,900	97.21%
COMMISSIONER OF FINANCE AND CORPORATE SERVICES	304,825	134,050	127,619	6,431	4.80%
CITY FINANCIAL SERVICES	2,001,145	923,385	898,540	24,845	2.69%
BUDGETING AND FINANCIAL PLANNING	859,225	368,460	366,245	2,215	0.60%
RESERVES AND INVESTMENTS	539,590	250,130	246,858	3,272	1.31%
PURCHASING SERVICES	598,970	402,605	369,166	33,439	8.31%
OPERATIONAL AUDIT	115,645	48,810	0	48,810	100.00%
COMMISSIONER OF LEGAL AND ADMINISTRATIVE SERVICES	296,150	140,690	135,747	4,943	3.51%
CITY CLERK	3,455,015	1,601,510	1,586,455	15,056	0.94%
LEGAL SERVICES	1,055,295	465,420	498,472	(33,052)	-7.10%
BY LAW ENFORCEMENT	2,629,210	1,225,115	1,175,798	49,317	4.03%
HUMAN RESOURCES / LABOUR RELATIONS	2,519,935	1,196,730	1,230,035	(33,305)	-2.78%
COMMISSIONER OF COMMUNITY SERVICES	534,430	169,465	131,917	37,549	22.16%
COMMUNITY GRANTS AND ADVISORY COMMITTEES	57,400	25,725	13,847	11,878	46.17%
RECREATION	12,623,605	5,612,690	5,261,742	350,948	6.25%
CULTURAL SERVICES	560,795	415,985	327,542	88,443	21.26%
BUILDINGS AND FACILITIES	12,436,215	5,589,325	5,571,227	18,098	0.32%
FLEET MANAGEMENT	661,290	302,105	289,349	12,756	4.22%
PARKS	8,342,010	3,641,340	3,639,177	2,163	0.06%
COMMISSIONER OF PLANNING	258,775	122,360	101,353	21,007	17.17%
COMMUNITY PLANNING AND POLICY	2,559,190	1,260,560	1,264,851	(4,291)	-0.34%
URBAN DESIGN	665,825	263,295	261,675	1,620	0.62%
BUILDING STANDARDS	4,919,530	2,212,200	2,187,016	25,184	1.14%
COMMISSIONER OF ECONOMIC AND TECHNOLOGY DEVELOPMENT AND CORPORATE COMMUNICATIONS	277,650	139,550	146,789	(7,239)	-5.19%
ECONOMIC AND BUSINESS DEVELOPMENT	1,209,620	588,595	481,916	106,679	18.12%
CITIZEN CARE CENTRE	94,010	43,550	12,528	31,022	71.23%
INFORMATION TECHNOLOGY SERVICES	4,251,450	1,872,240	1,821,764	50,476	2.70%
CORPORATE COMMUNICATIONS	1,029,825	449,790	479,300	(29,510)	-6.56%
COMMISSIONER OF ENGINEERING AND PUBLIC WORKS	271,170	126,425	122,106	4,319	3.42%
ENGINEERING SERVICES	5,050,490	2,262,930	2,209,938	52,992	2.34%
PUBLIC WORKS - OPERATIONS	20,603,640	9,644,870	9,796,228	(151,358)	-1.57%
VAUGHAN PUBLIC LIBRARIES	8,683,870	3,592,150	3,169,742	422,408	11.76%
TOTAL DEPARTMENTAL EXPENDITURES	123,024,520	56,502,335	54,774,313	1,728,022	3.06%
TOTAL RESERVE CONTRIBUTIONS AND CORPORATE EXPENSES	7,248,170	5,111,745	6,246,898	(1,135,153)	-22.21%
CONTINGENCY	3,536,550	25,000	0	25,000	100.00%
CAPITAL FROM TAXATION	7,284,750	7,284,750	7,284,750	0	0.00%
TOTAL EXPENDITURES	141,093,990	68,923,830	68,305,961	617,869	0.90%

1) - EXPENSES ARE NET OF HYDRO JOINT SERVICES REVENUE AND LIBRARY JOINT SERVICE CHARGES.

* - YTD BUDGET AND ACTUAL DO NOT REFLECT HYDRO JOINT SERVICE REVENUE UNTIL FINALIZATION OF THE AGREEMENT.

**CITY OF VAUGHAN
2004 OPERATING BUDGET
SECOND QUARTER VARIANCE REPORT**

CORPORATE AND ELECTION EXPENSES - DETAILS

	2004 ANNUAL BUDGET	2004 YTD BUDGET AS AT JUNE 30/04	2004 YTD ACTUAL AS AT JUNE 30/04	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) \$	2004 ACT / 2004 BUD VARIANCE FAV./ (UNFAV.) %
CORPORATE & ELECTIONS DETAIL					
RESERVE CONTRIBUTIONS:					
1998 & PRIOR BLDG & FACIL. INFRAST. RES. CONTRIB.	735,000	735,000	735,000	0	0.00%
POST 1998 BLDG & FACIL. INFRAST. RES. CONTRIB.	675,000	675,000	675,000	0	0.00%
ROADS INFRASTRUCTURE RESERVE CONTRIBUTION	475,000	475,000	475,000	0	0.00%
PARKS INFRASTRUCTURE RESERVE CONTRIBUTION	275,000	275,000	275,000	0	0.00%
VEHICLE RESERVE CONTRIBUTION	975,000	975,000	975,000	0	0.00%
ELECTION RESERVE CONTRIBUTION	225,000	225,000	225,000	0	0.00%
TOTAL RESERVE CONTRIBUTIONS	3,360,000	3,360,000	3,360,000	0	0.00%
CORPORATE EXPENSES:					
BANK CHARGES	20,000	6,750	4,787	1,963	29.08%
DEBENTURE PAYMENTS	2,390,000	370,010	350,366	19,644	5.31%
PROFESSIONAL FEES	140,000	87,500	84,692	2,808	3.21%
MAJOR OMB HEARINGS - PROFESSIONAL FEES	300,000	145,680	227,184	(81,504)	-55.95%
JOINT SERVICES	150,000	0	0	0	0.00%
SUNDRY, DUES & MUNICIPAL GRANTS	35,505	12,000	10,105	1,895	15.79%
CITY HALL FUNDING	1,000,000	1,000,000	1,000,000	0	0.00%
TAX ADJUSTMENTS	1,426,200	686,430	675,053	11,377	1.66%
CORPORATE INSURANCE	458,465	458,465	458,465	0	0.00%
AMO MEMBERSHIP	12,000	12,000	10,447	1,553	12.94%
CONFERENCES	30,000	9,860	3,734	6,126	62.13%
SALARY SAVINGS FROM TURNOVER (GAPPING)	(850,000)	(424,950)	0	(424,950)	100.00%
UNALLOCATED BENEFITS SAVINGS	(264,000)	(132,000)	0	(132,000)	100.00%
GST REBATE	(960,000)	(480,000)	0	(480,000)	100.00%
ELECTION COSTS	0	0	62,065	(62,065)	0.00%
TOTAL CORPORATE EXPENSES	3,888,170	1,751,745	2,886,898	(1,135,153)	-64.80%
TOTAL RESERVE CONTRIBUTIONS AND CORPORATE EXPENSES	7,248,170	5,111,745	6,246,898	(1,135,153)	-22.21%
PUBLIC WORKS DETAIL:					
ADMINISTRATION	1,689,310	1,012,130	970,837	41,293	4.08%
ROADS MAINTENANCE	4,410,760	2,110,150	1,838,869	271,281	12.86%
WINTER CONTROL	6,610,920	3,747,050	4,104,476	(357,426)	-9.54%
WASTE MANAGEMENT	7,892,650	2,775,540	2,882,046	(106,506)	-3.84%
TOTAL PUBLIC WORKS	20,603,640	9,644,870	9,796,228	(151,358)	-1.57%
BUILDINGS AND FACILITIES DETAIL:					
ADMINISTRATION	1,552,585	910,050	852,534	57,516	6.32%
TRADES SHOPS	415,175	206,520	176,472	30,048	14.55%
CIVIC CENTRE	1,095,030	437,310	454,978	(17,668)	-4.04%
BUILDING OPERATIONS	9,373,425	4,035,445	4,087,243	(51,798)	-1.28%
TOTAL BUILDINGS AND FACILITIES	12,436,215	5,589,325	5,571,227	18,098	0.32%
PARKS:					
DIRECTOR	124,455	57,500	0	57,500	100.00%
OPERATIONS	5,117,475	2,165,465	2,364,463	(198,998)	-9.19%
FORESTRY	775,110	293,475	270,189	23,286	7.93%
CEMETERIES / CAPITAL PROJECTS	1,545,680	768,475	637,251	131,224	17.08%
PARKS DEVELOPMENT	779,290	356,425	367,274	(10,849)	-3.04%
TOTAL PARKS	8,342,010	3,641,340	3,639,177	2,163	0.06%