TORONTO

STAFF REPORT
ACTION REQUIRED

Operating Variance Report for the Six-month Period Ended June 30, 2007

Date:	September 13, 2007
To:	Budget Committee
From:	Deputy City Manager and Chief Financial Officer
Wards:	All
Reference Number:	P:\2007\Internal Services\FP\bc07023FP-wo (AFS #4668)

SUMMARY

The purpose of this report is to provide the City of Toronto Operating Variance report for the six-month period ended June 30, 2007, operating variance projections for the year ending December 31, 2007 and to obtain approval of the budget adjustments made to amend the Council Approved Operating Budget between Program budgets to ensure accurate reporting and financial accountability with no increase to the overall 2007 Council Approved Operating Budget as detailed in Appendix D.

For the six-month period ended June 30, 2007, net expenditures were $6.3 million or 0.4% lower than planned expenditures. Projections to year-end indicate that the City will have a net surplus of approximately $73.0 million or 2.3% of the 2007 Council Approved Operating Budget. This favourable position is primarily attributed to the **Cost Containment Measure** savings of approximately $42.7 million (City Operations $30.7 million and ABCs $12.0 million including the TTC and TPS) announced in August 2007. Details are included in the “Cost Containment Measures” report also before Budget Committee September 20th, 2007. In addition, the City faces significant budget pressures in Court Services, Emergency Medical Services (EMS) and Parks, Forestry & Recreation (PF&R). However, the City is projecting other efficiencies / savings (in excess of already announced cost containment savings) in programs such as: Social Services; PF&R; EMS; Shelter, Support & Housing Administration (SS&HA); Solid Waste Management Services (SWMS); Transportation Services; and, City Council to help offset pressures arising from regular activities.

The projected year-end surplus for City Operations is expected to be $37.9 million, approximately $7.2 million higher than the estimated cost containment savings of $30.7 million. The total City Operations’ projected surplus is primarily due to favourable

variances in: SS&HA; Social Services; Fire Services; SWMS; Transportation Services; Office of the Treasurer; Information & Technology; and, the Council budget. In Agencies, Boards and Commissions the projected year-end surplus of $11.7 million is primarily due to cost containment savings at Toronto Public Health, the Toronto Public Library, the Toronto Transit Commission (TTC) and the Toronto Police Service (TPS). In Corporate Accounts the projected year-end surplus of $23.5 million is primarily due to higher than anticipated investment income; higher Toronto Parking Authority revenues, higher than expected Payments in Lieu of Taxes (PILs); and the transfer of 2003 unclaimed tax credits held in the Tax Repayment account to general revenues in 2007.

It should be noted that the TTC has recommended a 2007 rate increase that should increase the projected 2007 TTC operating surplus by about $5-$6 million. The result of this revenue increase would increase the projected 2007 surplus to about $73-$79 million.

CONTENTS

RECOMMENDATIONS

The Deputy City Manager and Chief Financial Officer recommends that:

1. Council approve the budget adjustments to amend the 2007 Council Approved Operating Budget between Programs to ensure accurate reporting and financial accountability resulting in no net increase to the overall 2007 Council Approved Operating Budget as detailed in Appendix D; and

2. this Operating Variance Report be forwarded to the Executive Committee for its consideration.

Financial Impact

Table A		Net Variances ($ millions) June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
(1)	Citizen Centred Services "A"	(6.1)	(12.8)
(2)	Citizen Centred Services "B"	(6.4)	(16.3)
(3)	Internal Services	(3.4)	(6.3)
(4)	City Manager	0.1	(0.5)
(5)	Other City Programs	0.4	(2.1)
(6)	Council Appointed Programs	(0.0)	(0.0)
	Total - City Operations	(15.4)	(37.9)
(7)	Agencies, Boards and Commissions	5.9	(11.7)
(8)	Corporate Accounts	3.3	(23.5)
	Sub-Total	9.2	(35.1)
	Total Variance	(6.3)	(73.0)

Net expenditures for the six-month period ended June 30, 2007 were $6.3 million or 0.4% lower than planned expenditures.

Projections to year-end indicate a net operating budget surplus of $73.0 million or 2.3% of the 2007 Council Approved Operating Budget. This favourable position is attributed to a combination of cost containment savings of approximately $42.7 million (including the TTC and TPS) announced in August 2007 and $30.3 million from regular city operations. The lower than planned expenditures and higher than budgeted revenues are detailed in the 'Comments' section and the portion of cost containment measure savings attributed to each program is noted where possible. Staff will continue to exercise cost constraints during the remainder of the year and will, in accordance with the City's Surplus Policy, recommend options for disposition of the surplus as part of the 2007 Preliminary Year-end Operating Variance Report. Ultimately, this surplus will be used as revenues in the 2008 Operating Budget to help mitigate the significant 2008 Budget pressures.

ISSUE BACKGROUND

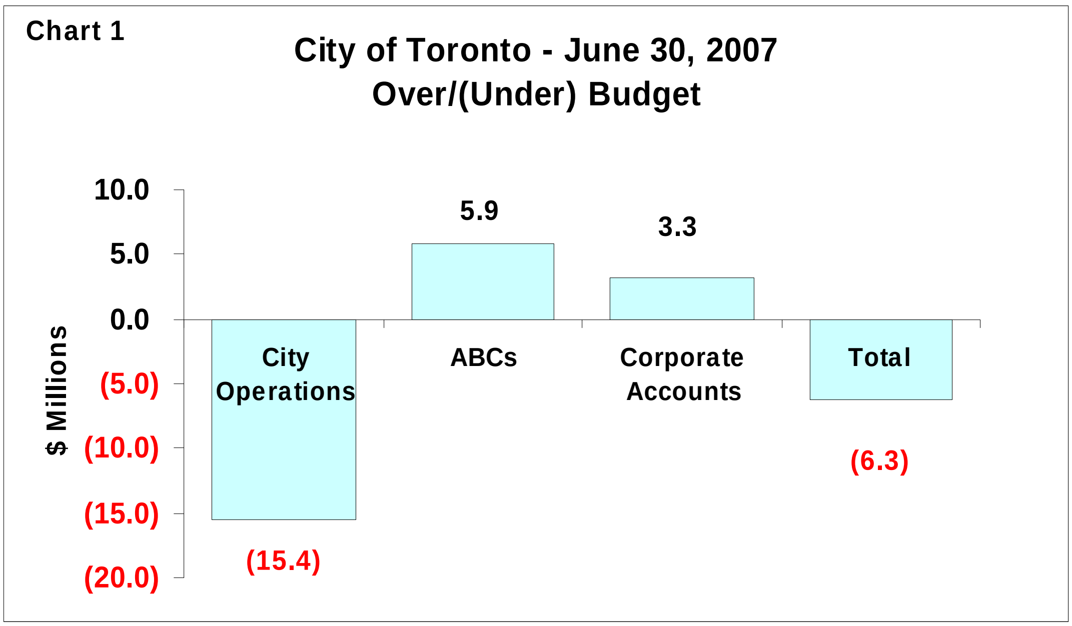
This report is provided pursuant to good business practice and budgetary control. As part of the City's accountability framework, operating variance reports are submitted to Committee and Council quarterly, to provide information on how the approved operating funds are being spent, and on an exceptions basis, to identify issues that require direction and decisions from Council. In addition, Council is required to approve the budget adjustments that amend the Council Approved Operating Budget between Programs to ensure accurate reporting and financial accountability resulting in no net increase to the overall 2007 Council Approved Operating Budget.

COMMENTS

Overview

June 30, 2007 Variance

Operating results for the six-month period ended June 30, 2007 reflect a net year-to-date favourable variance of $6.3 million or 0.4% of planned expenditures.



As shown in Chart 1, for the six-month period ended June 30, 2007, ***City Operations*** reported a net under expenditure of $15.4 million or 1.6% of planned expenditures. This variance was primarily due to: under spending in Purchased Child Care costs in Children's Services; lower than budgeted bed nights in Shelter, Support and Housing Administration; actual case-mix (more singles compared to families) and benefit up-take (slower use of employment related benefits) in Social Services; higher than expected building permit revenues from large projects in the first six months of 2007 and savings from higher than planned staff vacancies in Toronto Building Services; savings from staff vacancies in Municipal Licensing & Standards; additional Waste Diversion Ontario (WDO) revenue and revenue from the City's recyclable commodities and recovery of a previous year's allowance for bad debts by Solid Waste Management Services; and, lower than expected expenditures in salaries & benefits as a result of vacant positions in Information & Technology.

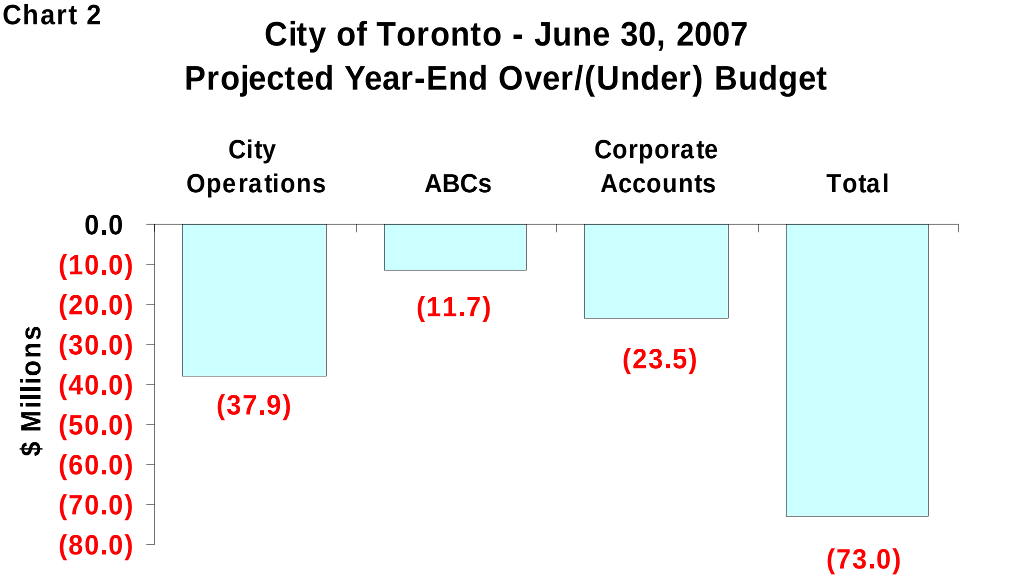
Agencies, Boards and Commissions had a net unfavourable variance of $5.9 million or 0.9% of planned expenditures mainly at the Toronto Transit Commission: payment of unbudgeted property taxes for parking lots; increased vehicle maintenance requirements; unbudgeted subway cleanliness improvements; and, increased costs for Operators performing transitional work.

Corporate Accounts had a net over expenditure of $3.3 million or 11.0% of planned expenditures on a net basis. The unfavourable variance was primarily due to actual expenditures and revenues during the first six months of the year not matching the pattern assumed in the budget (for example Parking Authority revenues, Administrative Support Recoveries for Health & EMS, and Other Corporate Expenditures).

Projected Year-end Variance

A favourable variance of $73.0 million or 2.3% of the 2007 Approved Operating Budget is projected by year-end, as shown in Chart 2. This favourable position is primarily attributed to the cost containment savings of approximately $42.7 million (City Operations $30.7 million and ABCs $12.0 million including the TTC and TPS) announced in August 2007.

Chart 2



City Operations project a net under expenditure at year-end of $37.9 million or 1.9% of the 2007 Approved Operating Budget. The City faces significant revenue related budget pressures in Court Services and Parks, Forestry & Recreation (PF&R). However, the City is projecting other efficiencies / savings (in excess of already announced cost containment savings) in programs such as: Social Services; PF&R; EMS; Shelter, Support & Housing Administration (SS&HA); Solid Waste Management Services (SWMS); Transportation Services; and, City Council to help offset pressures arising from regular activities. The projected year-end surplus for City Operations is expected to be $37.9 million, approximately $7.2 million higher than the estimated cost containment savings of $30.7 million. The total City Operations' projected surplus is primarily due to:

a decline in bed night volumes and cost containment savings in Shelter, Support, Housing & Administration; actual case-mix (more singles compared to families) and benefit up-take (slower use of employment related benefits) in Social Services; cost containment savings including reducing the scheduled contribution to vehicle reserves for 2007 by 50% in Fire Services; vacant positions and non-salary discretionary savings at Municipal Licensing & Standards; cost containment savings and additional revenues from the sale of recyclable materials and additional WDO revenue in Solid Waste Management Services; cost containment savings and lower than planned inter-divisional charges in Transportation Services; savings due to the decreased staffing levels and cost containment measures in Programs reporting to the Office of the Treasurer; cost containment savings in Information & Technology; and, under spending in some Councillors' staff salaries & benefits and office budgets.

Agencies, Boards and Commissions project a net under expenditure at year-end of $11.7 million or 0.9% of the 2007 Approved Operating Budget primarily due to: additional gapping resulting from cost containment measures at Toronto Public Health; service level reductions, hiring freeze and other cost containment measures at the Toronto Public Library; gapping and delaying the hiring of civilian positions where possible, reducing attendance at courses and conferences, and discretionary spending at the Toronto Police Service; as well as, not implementing increases in peak service planned for the fall of 2007 as part of the Ridership Growth Strategy and not opening the Mount Dennis Bus Garage in 2007 as planned at the TTC. As noted earlier, the TTC has recommended a 2007 rate increase that should increase the projected 2007 TTC operating surplus by about $5-$6 million.

C*orporate Accounts* are projected to be under budget at year-end by $23.5 million or 19.9% of the 2007 Approved Operating Budget. This favourable variance is mainly attributed to: higher than anticipated investment income; higher Toronto Parking Authority revenues resulting from improved off-street parking facilities and the introduction of additional pay and display machines; higher than expected PILs due to higher assessment-based and Heads & Beds levies, combined with an anticipated lower provision adjustment; and, the transfer of 2003 unclaimed tax credits held in the Tax Repayment account to general revenues in 2007.

Discussion of Significant Program Variances (Appendices A, B and C)

(1) Citizen Centred Services "A"

The programs within Citizen Centred Services "A" reported a favourable year-to-date net variance of $6.1 million or 1.3% of planned expenditures and are projecting a year-end under expenditure of $12.8 million or 1.3% of the 2007 Approved Operating Budget. The projected year-end surplus includes $6.9 million of cost containment savings.

While the cluster faces significant revenue budget pressures in Court Services ($5.7 million) and Parks, Forestry & Recreation ($7.5 million), and expenditure budget pressures in Emergency Medical Services ($3.1 million), the programs within this cluster are projecting other efficiencies / savings (in excess of already announced cost containment savings) such as: Social Services ($13.7 million); PF&R ($4.4 million); EMS ($2.1 million); and, Shelter, Support & Housing Administration ($2.1 million).

Table 1	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
Affordable Housing Office	0.0	(0.1)
Children's Services	(2.6)	(0.5)
Court Services	4.0	5.2
Economic Development, Culture & Tourism	(0.2)	0.2
Emergency Medical Services	0.5	0.2
Homes for the Aged	(0.8)	(0.5)
Parks, Forestry & Recreation	0.2	0.7
Shelter, Support & Housing Administration	(1.7)	(3.8)
Social Development, Finance & Administra	(0.3)	(0.2)
Social Services	(5.2)	(14.0)
3-1-1 Customer Service Strategy	(0.0)	(0.0)
Sub-Total	(6.1)	(12.8)

The ***Affordable Housing Office*** had a year-to-date zero net variance and a favourable gross variance of $0.3 million or 18.0% of planned expenditures. The year-to-date favourable gross variance was primarily due to savings in salaries & benefits (hiring delays) which were offset by an equivalent reduction in revenue. This spending trend is expected to continue to year-end, resulting in a favourable gross variance of $0.5 million with an offsetting reduction in revenue of $0.4 million. The Program is projecting a year-end favourable net variance of $0.1 million or 7.6% of the 2007 Approved Operating Budget due to the implementation of cost containment measures.

Children’s Services’ reported year-to-date favourable gross and net expenditure variances of $4.8 million and $2.6 million or 2.7% and 7.1% of planned expenditures, respectively. These favourable variances were largely attributed to under spending in Purchased Child Care costs due to the pending payment of base rate adjustments (approved by City Council in July 2007) to reflect the actual costs of delivery to eligible child care operators with fee subsidy contracts offset by lower than budgeted user fee revenues resulting from the implementation of Income Testing. Payments of the actual rate cost to Purchase Child Care operators will be implemented in the third quarter of 2007. At year-end, the Program is projecting a favourable net variance of $0.5 million or 0.8% of the 2007 Approved Operating Budget due to cost containment measures.

Court Services had a year-to-date unfavourable net variance of $4.0 million which is 57.3% over planned expenditures. This variance was the result of underachieved revenues of $2.8 million and an earlier than planned payment to the Ministry of the Attorney General of $1.0 million respecting services for the first quarter of 2007. Revenue shortfalls are due primarily to the defendants’ unwillingness to pay court ordered fines of $1.9 million and lost revenues of $0.9 million caused by the delay in implementing the Council Approved Red Light Camera (RLC) Expansion Program. Revenues are projected to be $5.7 million underachieved at year-end as a result of the delay in the RLC initiative and on-going difficulties in receiving fine payments. Non-utilization of the new funding of $0.3 million approved for the RLC project and savings of $0.2 million arising out of the cost containment measures will partly offset the revenue shortfall by a total $0.5 million, resulting in an unfavourable year-end variance of $5.2 million, representing 46.9% of the 2007 Approved Operating Budget.

Economic Development, Culture & Tourism (EDCT) reported a year-to-date net favourable expenditure variance of $0.2 million or 1.8% of planned expenditures primarily due to budget calendarization adjustments related to expenditures and revenues. The Program is projecting an unfavourable year-end net variance of $0.2 million or 0.9% of the 2007 Approved Operating Budget reflecting a favourable gross variance of $2.1 million or 6.2% and an offsetting decrease in revenue of $2.1 million or 23.5%, due to the deferral of the Block Buster Event. The projected $0.2 million year-end unfavourable variance includes $0.2 million for unbudgeted costs in developing the Economic Strategy and a $0.3 million Film Office parking revenue shortfall, partially offset by cost containment savings of $0.3 million.

Emergency Medical Services (EMS) reported unfavourable year-to-date gross and net expenditure variances of $0.7 million and $0.5 million representing 1.0% and 2.2% of planned expenditures, respectively. These variances were largely attributed to higher than planned overtime costs of $1.2 million due to the ongoing hospital offload situation. The over expenditures were partially offset by savings in salaries and benefits, gasoline & uniform costs, and slightly higher than budgeted Provincial Land Ambulance grant revenue. The over expenditures for overtime will continue to year-end and the Program is projecting an unfavourable net variance $0.2 million or 0.3% of the 2007 Approved Operating Budget. The over expenditures will be partially offset by savings in salaries & benefits, additional Provincial Land Ambulance grant revenue million and cost containment savings ($0.7 million). As the ongoing hospital offload situation continues to put pressure on EMS' overtime budget, senior staff from EMS and the Emergency Health Services Branch of the Province continue to discuss resolutions to address the offload situation and other funding issues.

The ***Homes for the Aged (HFA)*** year-to-date favourable gross and net expenditure variances were $2.9 million and $0.8 million or 3.3% and 6.0% of planned expenditures, respectively. The favourable gross expenditure variance was mainly attributed to reduced expenditures in both the community based services and homes programs (due to lower than anticipated provincial subsidies and grants). This favourable gross variance was somewhat offset by delayed and/or lower than anticipated Provincial subsidy and grant approvals. By year-end, HFA is projecting a favourable net expenditure variance of $0.5 million or 1.4% of the 2007 Approved Operating Budget due to cost containment savings.

Parks, Forestry and Recreation (PF&R) reported an unfavourable year-to-date net expenditure variance of $0.2 million or 0.2% of planned expenditures primarily due to revenue shortfalls. The Program is also projecting an unfavourable net variance at year-end of $0.7 million or 0.3% of the 2007 Approved Operating Budget. This year-end unfavourable variance already accounts for $2.4 million in cost containment savings for September to December 2007. Without the cost containment savings, the PF&R year-end projection would have been an unfavourable net expenditure variance of $3.1 million or 1.4% of the 2007 Approved Operating Budget. This pre-cost containment unfavourable variance projection is a result of $7.5 million in budget pressures: not meeting revenue targets (for concessions, advertising and rent); Local 416 seasonal benefit costs; and, overtime costs. However, these 2007 budget pressures will be partially offset by $4.4 million in savings from expenditure mitigation strategies (separate from the City's cost containment exercise), including: reduced programming in under-utilized programs; a spending freeze on discretionary expenditures for materials, supplies and equipment; and, monthly monitoring of overtime and labour distribution reports.

The favourable year-to-date net expenditure variance in ***Shelter, Support & Housing Administration*** of $1.7 million or 1.3% of planned expenditures was primarily attributed to savings from a 5.6% decline in bed-night volumes (budgeted volume 708,662 vs. actual volume 668,667). The net savings of $2.2 million from lower bed-night volumes was somewhat offset by delays in the receipt of Federal and Provincial subsides for Social Housing. Although Hostel Services is anticipating savings due to lower than planned occupancy, the savings will not accumulate beyond the mid year mark because of other offsetting expenditures to be realized in the 2nd half of the year. At year-end, the Program is projecting a favourable net expenditure variance of $3.8 million or 1.4% of the 2007 Approved Operating Budget, primarily due to savings of $2.1 million from an expected 5.0% decline in bed night volumes and cost containment savings of $1.7 million.

Social Development, Finance & Administration reported year-to-date favourable variances of $0.8 million gross and $0.3 million net or 5.8% and 3.8% of planned expenditures. These favourable variances were mainly due to staff vacancies and other general under spending with revenue reductions generally related to the lower expenditures. The Program is projecting a year-end favourable net variance of $0.2 million or 1.2% of the 2007 Approved Operating Budget primarily due to cost containment savings.

Year-to-date, ***Social Services*** reported lower than planned gross expenditures for the Ontario Works (OW) program, Ontario Disability Support Program (ODSP) and Ontario Drug Benefits (ODB) program of $25.8 million (5.0%). While the average monthly caseload of 75,828 was higher than the planned average monthly caseload of 73,933, the actual case-mix (more singles compared to families) and benefit up-take (slower use of employment related benefits) resulted in the favourable variance of $5.2 million or 3.7% of the 2007 Approved Operating Budget.

The favourable net variance at year-end of $14.0 million is primarily due to the continuation of the trend in the first half of 2007 for OW case-mix and benefit up-take (i.e. projected higher proportion of singles as compared to families on the caseload;

slower up-take of employment related benefits) resulting in lower than planned over expenditures that require offsetting reserve fund draws. The Program is projecting a lower than planned net over expenditure for the Ontario Works (OW) program, Ontario Disability Support Program (ODSP) and Ontario Drug Benefits (ODB) program of $13.7 million. The year-end net over expenditure will be funded by the budgeted draws from Toronto Social Services (TSS) reserve funds of $27.4 million (consistent with the funding mechanism adopted by Council since 2002) which is double what will be required and resulting in a savings of $13.7 million. The additional favourable year-end net variance of $0.3 million is a result of cost containment measures.

Ontario Works (OW) Program

The year-end average monthly caseload is projected to be at 76,000 cases or 1,000 cases higher than planned. Ontario Works program benefits for cases over 57,000 will be funded from the Social Assistance Stabilization (SAS) Reserve Fund, consistent with the funding mechanism adopted by Council since 2002. The SAS Reserve Fund, with an opening balance of $32.7 million in 2007, is projected to be $1.8 million at year-end after budgeted withdrawals of $27.4 million to partially fund the OW, ODSP, ODB and Children's Services programs, and $3.5 million to balance the City's 2007 Approved Operating Budget.

Ontario Works (OW) Cost of Administration (COA)

The legislated cost-sharing ratio for the OW COA subsidy is 50/50. However, as in previous years, the Province has established a cap on the provincial subsidy and the Toronto Regional Office estimates that the City will receive only $55.4 million for COA in 2007. This results in a budgeted subsidy shortfall of $29.3 million. The recent KPMG review of TSS COA, commissioned by the Province, confirmed the legitimacy of the COA costs, but the Provincial cap remains.

The COA shortfall affects three divisions: Toronto Social Services for the core program delivery, Social Development, Finance and Administration (SDFA) for support services and Shelter, Support and Housing Administration for Head Office Hostel administration.

Ontario Disability Support Program (ODSP) and the Ontario Drug Benefit (ODB) Program

Under the OW Act, municipalities must cost-share the ODSP and ODB programs delivered by the Province. In both program areas, there has been significant cost growth, which has increased well beyond both municipal and provincial forecasts and historical trends. These are uncontrollable costs downloaded by the Province.

The combined 2007 budget for these programs is $175.0 million compared to the 2006 budget of $168.0 million. Year-end actual costs are projected to be $180.0 million, $5.0 million higher than budget, which will be funded by a draw on the SAS Reserve Fund.

Developments in 2007

- OW Rate Increase: The maximum monthly Ontario Works basic needs and shelter allowance will increase by 2% in December 2007. While the Province will absorb the additional expense in 2007, the rate increase will create a budget pressure in 2008 and beyond ($2.6 million net impact in 2008).

- GTA Pooling: The Province has completed the reconciliation of GTA Pooling for 2006 (per Provincial correspondence dated June 28, 2007). This resulted in the City receiving an additional $3.6 million in pooling revenue which will be used to reduce the budgeted draw from the SAS Reserve Fund in 2007.

(2) Citizen Centred Services "B"

The programs within Citizen Centred Services "B" reported a favourable year-to-date net variance of $6.4 million or 1.9% of planned expenditures and are projecting a year-end under expenditure of $16.3 million or 2.2% of the 2007 Approved Operating Budget. The projected year-end surplus includes $16.2 million of cost containment savings after other (equally offsetting) pressures / efficiencies / savings in various programs.

Table 2	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
Toronto Building	(1.7)	(0.8)
City Planning	0.3	(0.3)
Clean and Beautiful City Secretariat	(0.4)	(0.1)
Fire Services	(1.0)	(4.4)
Municipal Licensing & Standards	(3.2)	(1.7)
Policy, Planning, Finance and Administratic	(0.8)	(1.1)
Solid Waste Management Services	(2.2)	(5.0)
Technical Services	2.4	0.2
Transportation Services	0.2	(3.1)
Waterfront Secretariat	(0.1)	(0.1)
Sub-Total	(6.4)	(16.3)

Toronto Building reported a year-to-date favourable net variance of $1.7 million or 25.5% of planned expenditures. This favourable net variance was mainly attributed to higher than expected building permit revenues from large projects in the first six months of 2007 and savings from higher than planned staff vacancies. Building permit activity is expected to level off in the last six months of 2007. By year-end, the Program is projecting a year-end favourable net variance of $0.8 million or 6.3% of the 2007 Approved Operating Budget as a result of cost containment measures.

City Planning reported an unfavourable net expenditure variance of $0.3 million or 4.9% of planned expenditures for the six months ended June 30, 2007. This variance was the result of lower than anticipated revenues stemming from the mix of Community Planning application types received to date, which generated lower revenue than application mixes experienced in previous years. Based on pre-consultation trends, City Planning anticipates that revenues will recover in the second half of the year. The year-to-date unfavourable variance was somewhat offset by savings from staff vacancies. Numerous competitions for these vacant positions are either underway or nearing completion. The Program is projecting a year-end favourable net expenditure variance of $0.3 million or 2.2% of the 2007 Approved Operating Budget primarily as a result of cost containment measures ($0.2 million). This includes savings from both freezing position vacancies and non-salary discretionary measures.

Clean & Beautiful City Secretariat reported a year-to-date net under expenditure of $0.4 million or 82% of planned expenditures primarily due to actual expenditures for the enhanced Neighbourhood Beautification Program not matching the pattern assumed in the budget. By year-end, cost containment measures will yield $0.1 million or 10.4% of the 2007 Approved Operating Budget.

Fire Services was under spent by $1.0 million net or 0.6% of planned expenditures as of June 30, 2007 primarily the result of lower than budgeted gross expenditures for salaries & benefits ($0.4 million), as well as under expenditures of $0.8 million in material and supplies accounts as a result of a credit for Fire Services Inventory taken over by the Purchasing and Materials Management Division through the 2007 approved Warehouse Rationalization Project. Year-to-date under spending on salaries & benefits included current period under spending on fringe benefits of $0.4 million which is not expected to continue to year-end. In addition, year-to-date revenues were $0.2 million lower than expected mainly caused by false alarm fees and service charges.

The current net year-end variance projection for Fire Services of $4.4 million or 1.3% of the 2007 Approved Operating Budget reflects cost containment savings for discretionary expenses inclusive of deferring half of the scheduled contribution to vehicle reserves for 2007. Year-end revenues are expected to be on budget.

Municipal Licensing & Standards (MLS) showed a favourable year-to-date net expenditure variance of $3.2 million or 58.4% of planned expenditures primarily the result of savings from staff vacancies and lower than planned inter-divisional charges as actuals did not match the pattern assumed in the budget. The Program is projecting a year-end favourable net expenditure variance of $1.7 million or 15.0% of the 2007 Approved Operating Budget predominantly as a result of cost containment measures (i.e. 21 positions to be held vacant until year-end and non-salary discretionary savings).

Policy, Planning, Finance and Administration (PPF&A) reported a favourable net variance year-to-date of $0.8 million or 14.0% of planned expenditures and projects a favourable net variance of $1.1 million or 8.5% of the 2007 Approved Operating Budget at year-end. This net under spending was mainly due to delays in filling vacant positions in the Toronto Environment Office and Business Systems unit. Cost containment for the second half of 2007 will continue to keep positions vacant as well as generate savings in travel and consulting. The year-end projected results reflect the projected reduction of inter-divisional recoveries in PPF&A with corresponding expenditure reductions in client program accounts at year-end.

Solid Waste Management Services (SWMS) reported a favourable variance of $2.2 million or 2.8% of planned expenditures for the six-month period ended June 30, 2007. A favourable variance of $0.5 million in expenditures was largely attributed to recovery of a previous year's allowance for bad debts. As well, the Program received additional revenue of $1.5 million from favourable market prices for the City's recyclable commodities, and additional Waste Diversion Ontario revenue of $0.3 million for recycling pilot projects that were undertaken. At year-end, the Program is projecting a favourable net expenditure variance of $5.0 million or 2.8% of the 2007 Approved Operating Budget, due primarily to cost containment savings of $3.7 million which will delay the City's ability to achieve its diversion goals as well as impact on litter services and leaf & waste collection. Other contributing factors to the projected favourable variance are: additional revenues of $1.0 million from the sale of recyclable materials and additional WDO revenue for recycling pilot projects; and, lower than planned inter-divisional charges from Technical Services.

Technical Services reported an unfavourable net expenditure variance of $2.4 million for the six-month period ended June 30, 2007. Gross actual expenditures of $26.8 million were under budget by $2.7 million or 9.2% compared to the budgeted of $29.6 million largely the result of unfilled vacancies. However, this favourable variance was more than offset by the fact that actual revenues of $24.4 million were $5.2 million or 17.4% below the budgeted amount of $29.6 million due to lower recoveries from client programs and external sources. The Program is projecting an unfavourable year-end net expenditure variance of $0.2 million or 5.4% of the 2007 Approved Operating Budget. As noted above, this unfavourable variance is due to lower than forecasted recoveries from client programs and external sources partially off-set by lower gross expenditures, and includes cost containment savings of $1.1 million that will not impact the delivery of core services by the Program. The projected year-end results reflect a projected reduction of inter-divisional recoveries (tax supported programs $1.3 million) and capital recoveries (tax supported programs $1.2 million and rate supported programs $2.1 million) in Technical Services with corresponding expenditure reductions in client program accounts at year-end.

Transportation Services reported an unfavourable variance of $0.2 million net or 0.3% of planned expenditures as of June 30, 2007. This unfavourable variance was largely due to a budgeted revenue shortfall of $2.2 million or 7.5%. The shortfall primarily occurred in utility cut repair revenue resulting from delays in the first part of the construction season due to colder than normal weather in the spring. As well, the later budget approval date this year delayed cut repair activity. The revenue shortfall was mostly balanced off by savings in expenditures for materials and supplies of $1.7 million and services and rents of $1.2 million. Materials and supplies savings consisted of de-icing salt expenditures that were delayed pending the restocking of salt domes for the upcoming winter season. Under spending in services and rents resulted from savings in: contracted utility cut repairs; contracted cost for the operation and maintenance of new Red Light camera locations; and, contracted summer maintenance and grass cutting. An uncontrollable delay in the approval of Provincial regulations necessary to operate the new Red Light cameras reduced costs for the operation and maintenance by $0.5 million.

Transportation Services is projecting a year-end gross under expenditure of $3.1 million or 1.7% driven by the implementation of cost containment measures and lower than planned inter-divisional charges from Technical Services ($1.1 million). Service level adjustments such as: reduced roadside grass cutting, mechanical leaf pick-up, windrow clearing and mechanical sidewalk snow clearing will result in savings of $1.5 million for the balance of 2007. Other cost containment measures such as increased gapping and lower non-salary discretionary spending are expected to net another $0.8 million and $0.7 million in 2007 savings, respectively. However, some of the cost containment savings are being offset by pending job evaluation costs (amounts to be determined) and utility cut repair revenue shortfalls from the first half of the year.

Waterfront Secretariat reported a favourable net expenditure variance of $0.1 million or 24.0% of planned expenditures for the six months ended June 30, 2007. This variance was primarily the result of savings from planned expenditures to retain external expertise which will now occur later in the year. The Program is projecting a year-end favourable net expenditure variance of $0.1 million or 7.2% of the 2007 Approved Operating Budget as a result of cost containment measures. If not for these measures, which include the cancellation and further deferral of the retention of external expertise, the Waterfront Secretariat would be projecting a balanced budget at year-end.

(3) Internal Services

The programs within Internal Services reported a favourable year-to-date net variance of $3.4 million or 4.0% of planned expenditures and are projecting a year-end under expenditure of $6.3 million or 4.2% of the 2007 Approved Operating Budget. The projected year-end surplus includes approximately $6.3 million of cost containment savings after other (equally offsetting) pressures / efficiencies / savings in various programs.

Table 3	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
Office of the Chief Financial Officer	(0.2)	(1.0)
Office of the Treasurer	(0.4)	(3.0)
Public Information & Creative Services	0.0	(0.2)
Facilities & Real Estate	(0.1)	(0.5)
Fleet Services	(0.1)	(0.2)
Information & Technology	(2.6)	(1.5)
Sub-Total	(3.4)	(6.3)

The ***Office of the Deputy City Manager & CFO*** (inclusive of Financial Planning, Special Projects, Corporate Finance and Finance & Administration Divisions) reported a favourable net variance both year-to-date and year-end of $0.2 million or 4.0% of planned expenditures and $1.0 million or 9.7% of the 2007 Approved Operating Budget, respectively. The current period favourable variance was primarily attributed to savings in salaries resulting from extraordinary gapping. The Program has achieved its gapping target, but will continue to hold vacancies open as per the current hiring freeze. By year-end, the cost containment savings (hiring freeze and deferral of discretionary spending) are projected to be $0.9 million in addition to the $0.1 million surplus from normal operations.

The ***Office of the Treasurer*** (inclusive of Revenue Services, Accounting Services, Pensions, Payroll & Employee Benefits and Purchasing & Materials Management Divisions) reported a favourable year-to-date net variance of $0.4 million or 2.7% of planned expenditures and is projecting a favourable year-end net variance of $3.0 million or 9.4% of the 2007 Approved Operating Budget. The year-to-date favourable variance was primarily due to savings in salaries resulting from delays in capital project start-ups and extraordinary gapping. Additional savings due to the decreased staffing levels contribute to the net favourable variance of $0.5 million at year-end. The Program's cost containment savings of $2.5 million increase the year-end projected surplus to $3.0 million.

Public Information and Creative Services is projecting a year-end favourable variance of $0.2 million or 3.5% of the 2007 Approved Operating Budget. This favourable variance is mainly due to cost containment savings (deferral of contracted services, software purchases and salary savings from vacant positions).

Facilities & Real Estate reported a year-to-date favourable variance of $0.1 million or 0.3% of planned expenditures. This favourable variance was primarily due to lower utility costs resulting from the energy efficiency measures implemented in various corporate facilities. The Program is projecting a favourable variance of $0.5 million or 0.9% of the 2007 Approved Operating Budget by year-end. This is attributed to the savings in utility costs ($0.2 million) and cost containment measures which include hiring freeze ($0.2 million) and further utility savings due to the reduced hours of operation in Civic Centres ($0.1 million).

Fleet Services' favourable year-to-date net variance of $0.1 million was mainly attributed to the accounting of the flat monthly maintenance charges to client divisions, which will be adjusted for cost recovery over the course of the year. The Program is projecting a favourable net variance at year-end of $0.2 million primarily due to cost containment savings of $0.8 million.

Information & Technology reported a favourable year-to-date net variance of $2.6 million or 9.2% of planned expenditures. The favourable variance was primarily due to delays in filling vacancies. In addition, effective contract negotiations resulted in reduced spending for hardware and software maintenance services. The Program is projecting a favourable net variance at year-end of $1.5 million or 3.0% of the 2007 Approved Operating Budget largely as a result of cost containment measures.

(4) City Manager

Table 4	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
City Manager's Office	0.1	(0.5)

The ***City Manager's Office*** reported a year-to-date unfavourable variance of $0.1 million or 0.4% of planned expenditures primarily due to higher than budgeted fringe benefit costs in the first six months. By year-end, cost containment measures are projected to yield a favourable variance of $0.5 million or 1.2% of the 2007 Approved Operating Budget.

(5) Other City Programs

Other City Programs reported an unfavourable year-to-date net variance of $0.4 million or 1.2% of planned expenditures and are projecting a year-end under expenditure of $2.0 million or 2.8% of the 2007 Approved Operating Budget. The projected year-end surplus includes $0.9 million of cost containment savings.

Table 5	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
City Clerk's Office	(1.0)	(0.3)
Legal Services	1.8	0.0
Office of the Mayor	(0.1)	(0.3)
Council	(0.2)	(1.4)
Sub-Total	0.4	(2.0)

The ***City Clerk's Office*** reported a year-to-date favourable net variance of $1.0 million or 5.9% of planned expenditures primarily due to lower than expected spending in postage, marriage licenses and training, and interdepartmental charges, and a revenue surplus of $0.5 million related largely to the Printing and Distribution Unit. The Program is projecting a favourable year-end net variance of $0.3 million or 0.9% of the 2007 Approved Operating Budget. This includes cost containment savings of $0.5 million.

Legal Services experienced an unfavourable year-to-date variance of $1.8 million or 18.5% of planned expenditures mainly due to lower than expected revenues, as inter-divisional recoveries did not match the pattern assumed in the budget. This unfavourable variance was somewhat offset by under spending in salary & benefits due to vacancies, and lower than expected spending on training, telephones and supplies. Projections to year-end indicate a net favourable variance of $0.1 million or 0.3% of the 2007 Approved

Operating Budget due to cost containment measures (savings in staff training, equipment and office supplies).

The ***Mayor's Office*** reported a year-to-date favourable net variance of $0.1 million or 10.7% of planned expenditures primarily due to delays in both hiring staff and the development & implementation of the scheduling system. By year-end, the Mayor's Office is projecting a favourable net variance of $0.3 million or 12.8% of the 2007 Approved Operating Budget largely attributed to cost containment savings of approximately $0.2 million from maintaining three new position vacancies and delaying the development & implementation of the constituency database & calendaring system.

The ***Council*** Budget experienced a year-to-date favourable variance of $0.2 million or 2.6% of planned expenditures and is projected to be under spent by $1.4 million or 7.3% of its 2007 Approved Operating Budget by year-end. This is primarily due to the under spending in some Councillors' staff salaries & benefits and office budgets. In addition, delaying the development of the constituency management application will result in cost containment savings of $0.05 million

(6) Council Appointed Programs

Table 6	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
Auditor General's Office	(0.0)	(0.0)
Lobbyist Registrar	(0.0)	0.0
Sub-Total	(0.0)	(0.0)

The ***Auditor General's Office*** is projecting a balanced budget at year-end (including cost containment savings) and the ***Lobbyist Registrar*** expects a balanced budget as well.

(7) Agencies, Boards and Commissions

Collectively, Agencies, Boards and Commissions (ABCs) reported an unfavourable year-to-date net variance of $5.9 million or 0.9% of planned expenditures and are projecting a year-end under expenditure of $11.7 million or 0.9% of the 2007 Approved Operating Budget. The projected year-end surplus includes approximately $12.0 million of cost containment savings slightly reduced by the net effect of other pressures / efficiencies / savings of $0.3 million.

Table 7	Net Variances ($ millions)	
	June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
Toronto Public Health	(0.4)	(1.5)
Toronto Public Library	0.0	(1.2)
Association of Community Centres	(0.1)	0.3
Exhibition Place	(0.1)	(0.1)
Heritage Toronto	(0.0)	0.0
Theatres	0.1	0.0
Toronto Zoo	(0.3)	(0.1)
Arena Boards of Management	(0.5)	(0.0)
Yonge Dundas Square	(0.1)	(0.0)
Toronto & Region Conservation Authority	0.0	0.0
Toronto Transit Commission - Conventiona	7.2	(6.0)
Toronto Transit Commission - Wheel Trans	(0.0)	0.0
Toronto Police Service	0.0	(3.0)
Toronto Police Services Board	0.0	0.0
Sub-Total	5.9	(11.7)

Toronto Public Health (TPH) showed favourable year-to-date gross and net expenditure variances of $2.7 million and $0.4 million or 2.9% and 1.7% of planned expenditures, respectively.   The favourable gross and net expenditure variances were primarily the result of under spending in salary and benefits. By year-end, Toronto Public Health is projecting a favourable net variance of $1.5 million or 3.0% of the 2007 Approved Operating Budget mainly due to additional gapping resulting from cost containment measures for 2007.

The ***Toronto Public Library's (TPL)*** year-to-date unfavourable gross variance of $0.7 million or 0.9% of planned expenditures was mainly attributed to the under achievement of its gapping budget. However, this unfavourable gross variance was almost entirely offset by unbudgeted funding from external grants and donations for various library programs. By year-end, the unplanned revenues will be offset by unbudgeted expenditures associated with the same library programs for which these external grants and donations were received. Service level reductions, such as cancellation of Sunday services and a hiring freeze, along with the additional cost containment measures approved by the Library Board on July 25, 2007, are expected to produce year-end cost containment savings of $1.2 million or 0.8% of the 2007 Approved Operating Budget.

The ***Association of Community Centres (AOCC)*** showed a favourable net variance year-to-date of $0.1 million or 2.9% of planned expenditures primarily due to monthly transfer payments from the City not matching the pattern assumed in the budget. At year-end, the Association of Community Centres is projecting an unfavourable net variance of $0.3 million or 4.1% of the 2007 Approved Operating Budget driven by the ongoing cost pressures of non union position reclassifications, 519 Church severance payouts and the 2005 year-end settlement of the AOCC Core Administration. The additional salary & benefit costs due to reclassification of the non-union positions (adopted by Council at its

July 16-19, 2007 meeting) were funded from the City's Employee and Retiree Benefits Reserve Fund retroactive from April 15, 2003 up to June 30, 2007. However, the remaining portion for 2007 (July 1- December 31) is to be absorbed within the approved budgets. The Community Centres are unable to comply and the resulting deficit will need to be reconciled during the 2007 year-end settlement of the AOCC Core Administration.

Exhibition Place reported year-to-date and year-end favourable net variances of $0.1 million. The year-to-date favourable net variance was primarily due to CNE rental revenues collected in advance that were largely offset by higher than planned expenditures. At year-end, Exhibition Place is projecting a year-end favourable net variance attributed to cost containment savings from deferred advertising, business travel, equipment and supply costs. This variance report does not reflect the 2007 CNE results which will be captured in the September 30, 2007 variance report.

Theatres reported a year-to-date unfavourable net variance of $0.1 million or 5.9% of planned expenditures largely due to lower than expected revenues for two key shows at the Sony Centre for the Performing Arts. The Theatres are projecting balanced budgets at year-end.

The ***Toronto Zoo*** reported a year-to-date net favourable expenditure variances of $0.3 million or 4.3% of planned expenditures primarily due to reduced natural gas costs and delayed invoicing by vendors. The Program is projecting a year-end net favourable variance of $0.1 million or 0.6% of the 2007 Approved Operating Budget mainly due to efficiencies in utilities and reduced purchasing of animal feed. The Zoo has implemented cost containment measures, but cannot provide the City with a firm estimate of savings until after reviewing the financial impact of the Labour Day long weekend. The Zoo continues to closely monitor all planned expenditures in the procurement process for possible cost deferral / containment opportunities that will not adversely impact revenue streams. Toronto Zoo will submit firm cost containment projections by the end of September.

The ***Arena Boards of Management*** Program reported a year-to-date favourable net expenditure variance of $0.5 million primarily due to seasonal fluctuations in revenues (prepaid program registration fees) and expenses, and actual expenditures not matching the pattern assumed in the budget. These variances are expected to self-adjust over the course of the year and the Arena Boards of Management Program is projecting a balanced budget at year-end.

The ***Toronto Transit Commission (TTC)*** had a year-to-date unfavourable net variance of $7.2 million or 5.1% of planned expenditures (Conventional and Wheel-Trans). This unfavourable variance resulted primarily from the payment of unbudgeted property taxes for parking lots. The Municipal Property Assessment Corporation (MPAC) continues to assess certain TTC properties for property tax purposes despite the new City of Toronto Act exemption which came into effect in January 2007. TTC and City staff are pursuing the resolution of this matter through MPAC's appeals process. In addition, year-to-date expenses were higher than anticipated due to increased vehicle maintenance requirements, unbudgeted subway cleanliness improvements and increased costs for operators performing transitional work. Excluding cost-containment savings, it is expected that the TTC will be on budget by year-end. At present, the TTC's latest reported year-end shortfall is $7.4 million. However, they expect to offset this shortfall through a one-time savings of $4.0 million from not reimbursing non-unionized employees for the Ontario Health Care premium, with the balance to be covered by other expenditure savings/reductions or increased revenues. As part of the City's cost containment initiative, the TTC has found $6.0 million in cost containment savings. The TTC will save $4.0 million from deferring the implementation of increases in peak service planned for the fall of 2007 as part of the Ridership Growth Strategy. As well, the TTC will save $2.0 million from not opening the Mount Dennis Bus Garage in 2007 as planned. As noted earlier, the TTC has recommended a 2007 rate increase that should increase the projected 2007 TTC operating surplus by about $5-$6 million.

The ***Toronto Police Service (TPS)*** reported that they were on budget for the six month period ending June 30, 2007 and is projecting a year-end favourable net variance of $3.0 million or 0.4% of the 2007 Approved Operating Budget. This favourable variance is the result of cost containment measures including: gapping and delayed hiring of civilian positions where possible; reduction in attendance at courses and conferences; and, direction to reduce discretionary spending.

(8) Corporate Accounts

Table 8	Net Variances ($ millions) June 2007 Over/(Under)	Net Variances ($ millions) Projected Y/E 2007 Over/(Under)
Community Partnership and Investment Pro	0.0	0.0
Capital & Corporate Financing	(7.2)	(1.7)
Non-Program Expenditures	(2.7)	(1.0)
Non-Program Revenues	13.2	(20.8)
Sub-Total	3.3	(23.5)

Year-to-date, ***Corporate Accounts*** were over spent by $3.3 million or 11.0% of planned expenditures on a net basis. The unfavourable variance was primarily due to actual expenditures and revenues during the first six months of the year not matching the pattern assumed in the budget. The projected year-end favourable net variance of $23.5 million or 19.9% of the 2007 Approved Operating Budget is mainly attributed to: higher than anticipated investment income ($5.4 million); higher Toronto Parking Authority revenues resulting from improved off-street parking facilities and the introduction of additional pay and display machines ($2.1 million); higher than expected Payments in Lieu of Taxes (PILs) due to higher assessment-based and Heads & Beds levies, combined with an anticipated lower provision adjustment ($3.4 million); and, the transfer of 2003 unclaimed tax credits held in the Tax Repayment account to general revenues in 2007 ($10.1 million).

Non Levy Operations

Table B	Net Variances ($ millions) June 2007 Over/(Under)	Projected Y/E 2007 Over/(Under)
Toronto Parking Authority	(1.6)	(2.2)
Toronto Water	(9.1)	(1.7)
Sub-Total	(10.7)	(4.0)

The ***Toronto Parking Authority (TPA)*** reported a year-to-date favourable net variance of $1.6 million or 8.1% of planned expenditures. Gross expenditures of $29.7 million were over budget by $0.5 million or 1.7% of the Approved Budget of $29.2 million largely as a result of actual expenditures not matching the pattern assumed in the budget (i.e. major maintenance work). Actual revenues of $51.3 million were $2.1 million or 4.3% over the budgeted amount of $49.2 million. This variance was mainly due to higher than planned revenues from off-street parking facilities (Bloor St. between Yonge St. and Avenue Rd., and major facilities near the Lakeshore between Bay St. and Jarvis St.). In addition, on-street revenue grew significantly as a result of converting more meters to pay and display machines. By year-end, the TPA is anticipating a favourable net variance $2.2 million or 5.0% compared to the 2007 Council Approved Operating Budget. As noted above, the favourable net variance is attributable to improved off-street parking along the Yonge St. corridor and the introduction of additional pay and display machines.

Toronto Water (TW) reported a favourable year-to-date net variance of $9.1 million or 14.9% of planned expenditures and is projecting a net under expenditure of $1.7 million at year-end. Water sales and sewer surcharges will not be achieved as planned and are expected to be approximately $16.2 million or 2.7% below the 2007 Approved Operating Budget of $595.3 million. The projected decline in water sales revenue is attributed to lower consumption throughout the entire year, however this decline will be partially offset by an increase of $1.8 million from the Region of York and other revenues of $0.5 million. The total revenue shortfall is estimated at $13.9 million or 2.1% below the 2007 Approved Operating Budget of $648.2 million. The 2007 year-end gross expenditure projection for Toronto Water is $15.6 million or 4.1% below the 2007 Approved Operating Budget of $379.3 million. The favourable variance is largely attributed to salary and fringe benefit savings of $12.0 million from unfilled vacancies. The remaining $3.7 million is a result of cost containment measures. These measures include hiring freeze/increased gapping savings of approximately $3.0 million and non-salary discretionary spending savings of $0.7 million. The cost containment measures identified in the 2007 Approved Operating Budget will not impact the delivery of core services by the Program. In addition, Toronto Water is forecasting a year-end increase in the contribution to capital of $1.7 million. The increase is primarily attributed to lower than budgeted salaries and unfilled vacancies, as noted above. The forecasted surplus in the contribution to capital account will be transferred to the Water and Wastewater Rate Stabilization's Reserves at year-end.

Consulting Costs

The total 2007 budgeted consulting costs are $5.3 million and the City's actual consulting costs were $1.6 million as at June 30, 2007. The Deputy City Manager & Chief Financial Officer will continue to monitor consulting expenditures and report through future operating variance reports.

Approved Positions

The City budgets and monitors its staff complement based on Approved Positions. As at June 30, 2007, the City reported 44,950.0 full-time approved positions (42,626.5 permanent and 2,323.5 casual/seasonal) and 4,427.5 part-time approved positions (1,587.3 permanent and 2,840.2 casual/seasonal). This reflected a decrease of 1.6% from the 2007 Council Approved Positions and occurred mainly due to delays in filling vacant positions and seasonal fluctuations within City Programs/ABCs.

Utility Costs

As at June 30, 2007, levy and rate operations reported utility costs of $72.3 million (compared to the planned expenditures of $73.6 million). By year-end, the City is projecting total utility cost to be $153.6 million (compared to a budget of $154.3 million) mainly due to lower consumption and energy cost containment measures. The year-to-date under expenditure for City utility costs was primarily the result of: lower than planned consumption (mild winter/spring weather; lower than expected water & sewage treated); energy cost containment measures in the first six months of 2007; and actual expenditures not matching the distribution pattern assumed in the budget. These under expenditures mostly occurred in: EMS; Homes for the Aged; Facilities & Real Estate; Exhibition Place; the TTC and Toronto Water.

Budget Adjustments

Appendix D lists budget adjustments made between January 1 and June 30, 2007. These adjustments amend the 2007 Council Approved Operating Budget between Programs to ensure accurate reporting and financial accountability, and do not increase the overall 2007 Council Approved Operating Budget.

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ATTACHMENTS

Appendix A – Net Expenditures
Appendix B – Gross Expenditures
Appendix C – Revenues
Appendix D – Budget Adjustments