



2012

City Budget Presentation to Executive Committee

January 12, 2011

2012 – 2021

Budget Committee Recommended
Tax Supported Capital Budget and Plan



Agenda

1. Budget Context
2. What's Being Built
3. 2012 – 2021 Staff Rec'd Capital Budget and Plan
4. TTC 10 Year Capital Budget and Plan – 2012 vs. 2011
5. 2012 – 2021 Capital Plan Debt Charges Impact

Budget Context

The Challenge

- Need to accommodate the TTC's \$2.3 billion capital shortfall
- Uncertainty over Federal and Provincial Funding
- Keep Debt Service costs below the 15% guideline

The Solution

- TTC
 - ✓ TTC has reduced capital request by \$1.1 Billion
 - ✓ \$700 million in new funding from operating surpluses, monetization of City Assets, and Expected Federal and Provincial Funding

Budget Context

The Solution (Continued)

- Enhance Development Charges Funding
- Lower Interest Rates

This budget accommodates a reduced TTC's 10-Year Capital Plan and significantly moderates the impact of debt charges on the Operating Budget

provided that the \$700 million target for new funding is achieved

What's Being Built

What is Being Built (2012 – 2021)

- Maintain 1,000 km of roads, 50 km of expressways, 600 km of sidewalks and 150 bridges and structures (\$1.477 billion)
- Simplify Six Point Interchange (\$40.548 Million)
- Complete 100 km of off-street bicycle paths and 8,000 new bicycle parking spaces (\$87.209 million)
- 189 low-floor accessible Light Rail Vehicles (\$783.951 million)
- 354 new subway cars (59 train sets) for replacement and increase capacity by 9% (\$303.604 million)
- 213 new buses to improve service by 2016 (\$194.597 million)
- Continue installation of state-of-the-art signaling systems on the Yonge-University-Spadina line to increase train capacity by allowing trains to run more frequently and closer together (\$287.660 million)
- Easier Access program to make the TTC fully accessible by 2025 (\$266.051 million)
- Union Station revitalization and construction of the 2nd Platform(\$459.345 million)

What is Being Built (2012 – 2021)- Continued

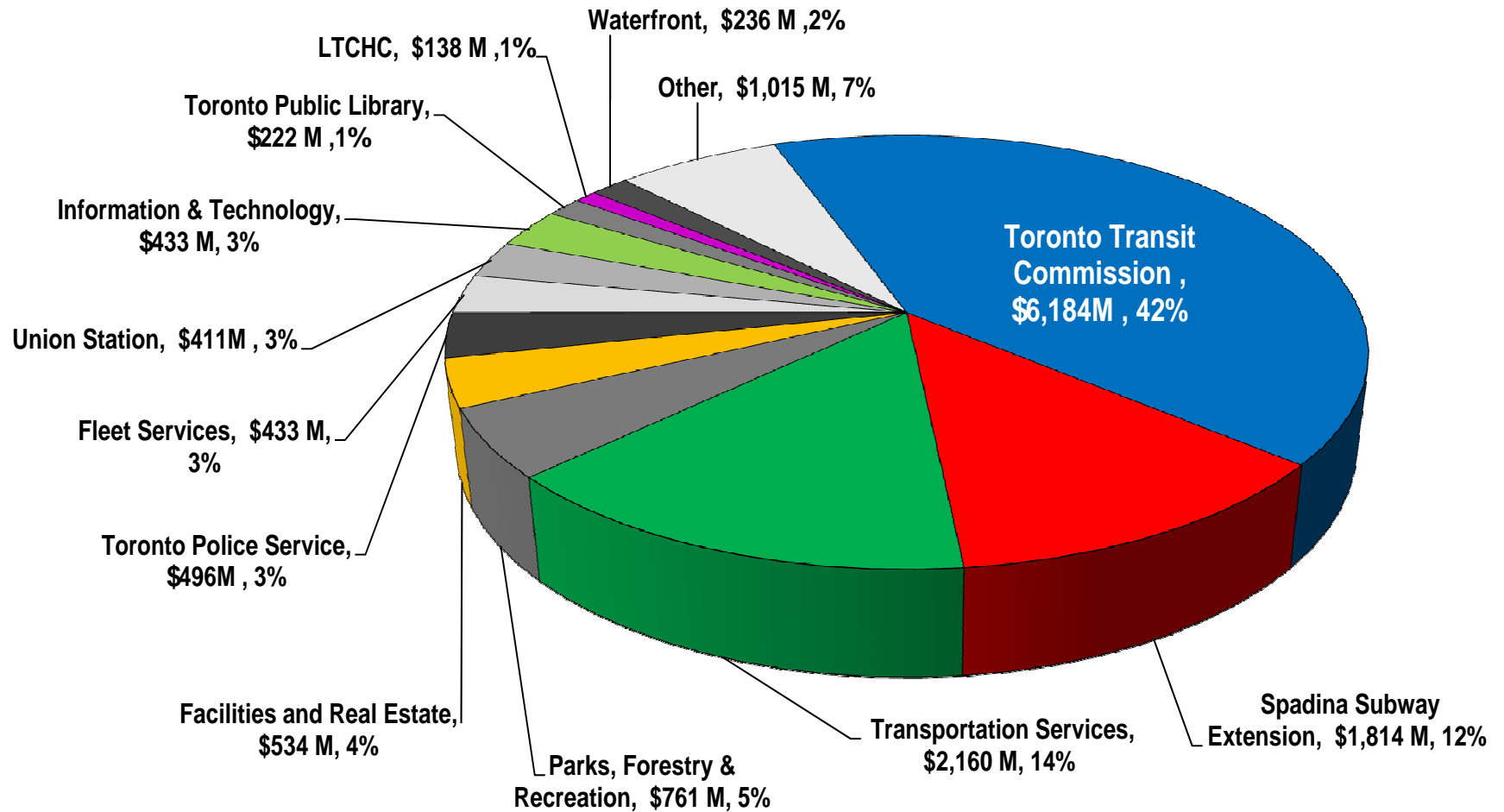
- Construct 45 new and redevelop 15 existing Carparks (\$317.72 million)
- Complete new Fire Station D in Scarborough (\$4.806 million)
- Complete Chaplin Fire Station (\$4.634 million)
- New Fire Station B in Downsview (\$9.885 million) and New Fire Station A near Hwy 27 and Rexdale Blvd. (\$7.242 million)
- Relocate Police Divisions 13, 41 and 54 (\$114.604 million)
- Renovate 32, 52, 55 and 22 Divisions (\$24.557 million)
- Renovate Property & Evidence Facility at 330 Progress (\$9.729 million)
- Maintain valley and waterfront from damage due to high intensity and localized storms (\$76.938 million)
- Maintain 10 long-term care homes to meet MOH & LTC compliance requirements (\$72.469 million)
- Redevelopment of 337 bed Kipling Acres LTC home(\$78.500 million)

What is Being Built (2012 – 2021)- Continued

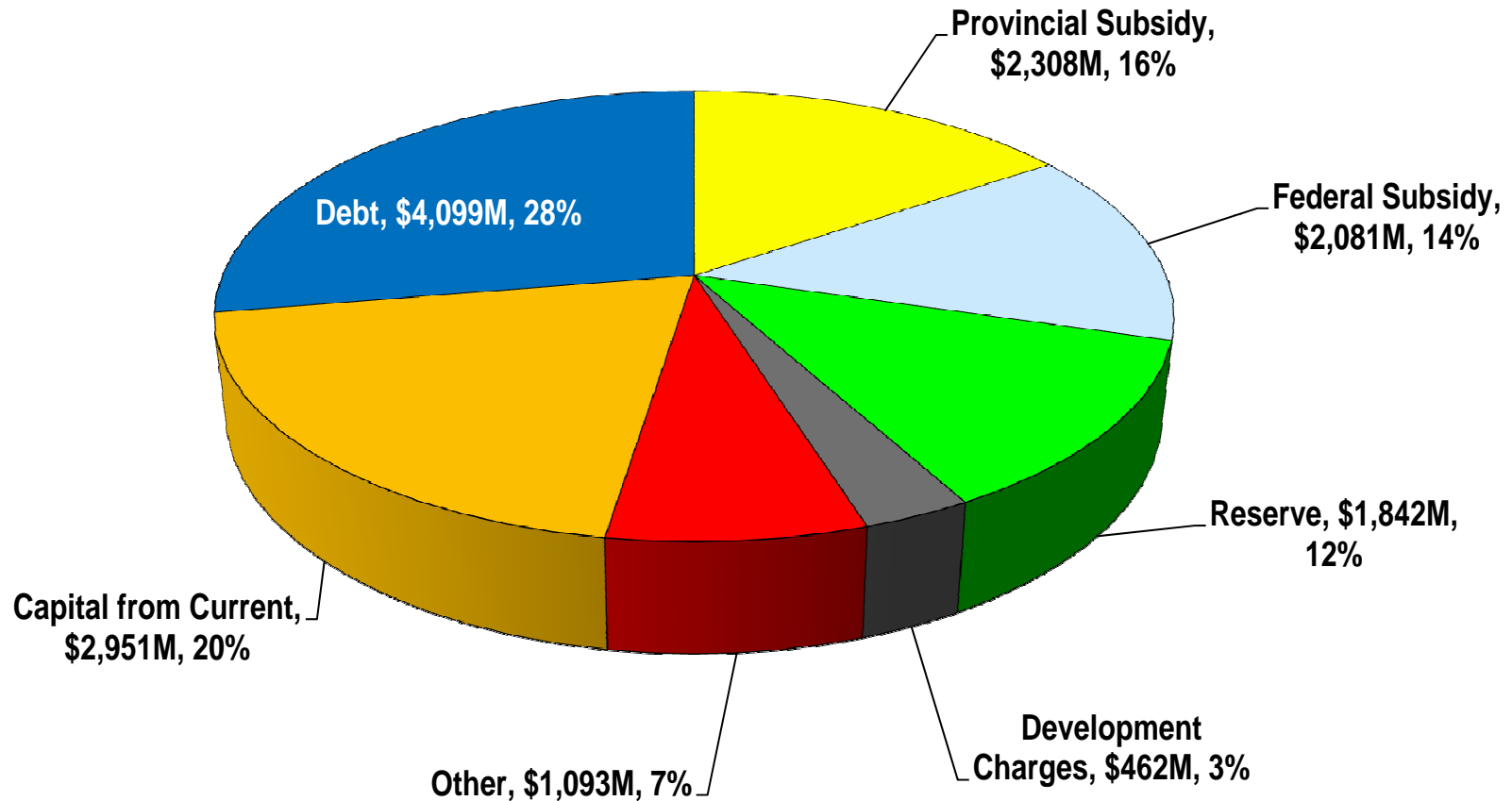
- Development of West Don Lands and East Bayfront precincts and Queens Quay Revitalization (\$137.477 million)
- Maintain valley and waterfront from damage due to high intensity and localized storms (2012-2021 \$76.938 million)
- Replace Radio Communication System shared by Police, Fire and EMS by 2014 (\$69.122 million)
- Fort York Pedestrian/Cycling Bridge and new Visitor Centre (\$41.267 million)
- Construct Community Centres including York Community Centre and Regent Park Community Centre (\$39.8 million)
- Revitalize Toronto Reference Library and construct Fort York/Bathurst Library and Scarborough Civic Centre Library (\$33.237 million)
- Improve Public Spaces across the City as part of the Civic Improvement initiative (\$29.134 million)

2012 - 2021 Staff Recommended Tax Supported Capital Budget and Plan

Where the Money Goes - 2012 to 2021 Tax Supported Capital Budget and Plan - \$14.836B



2012 – 2021 Tax Supported Capital Budget & Plan Financing - \$14.836 Billion

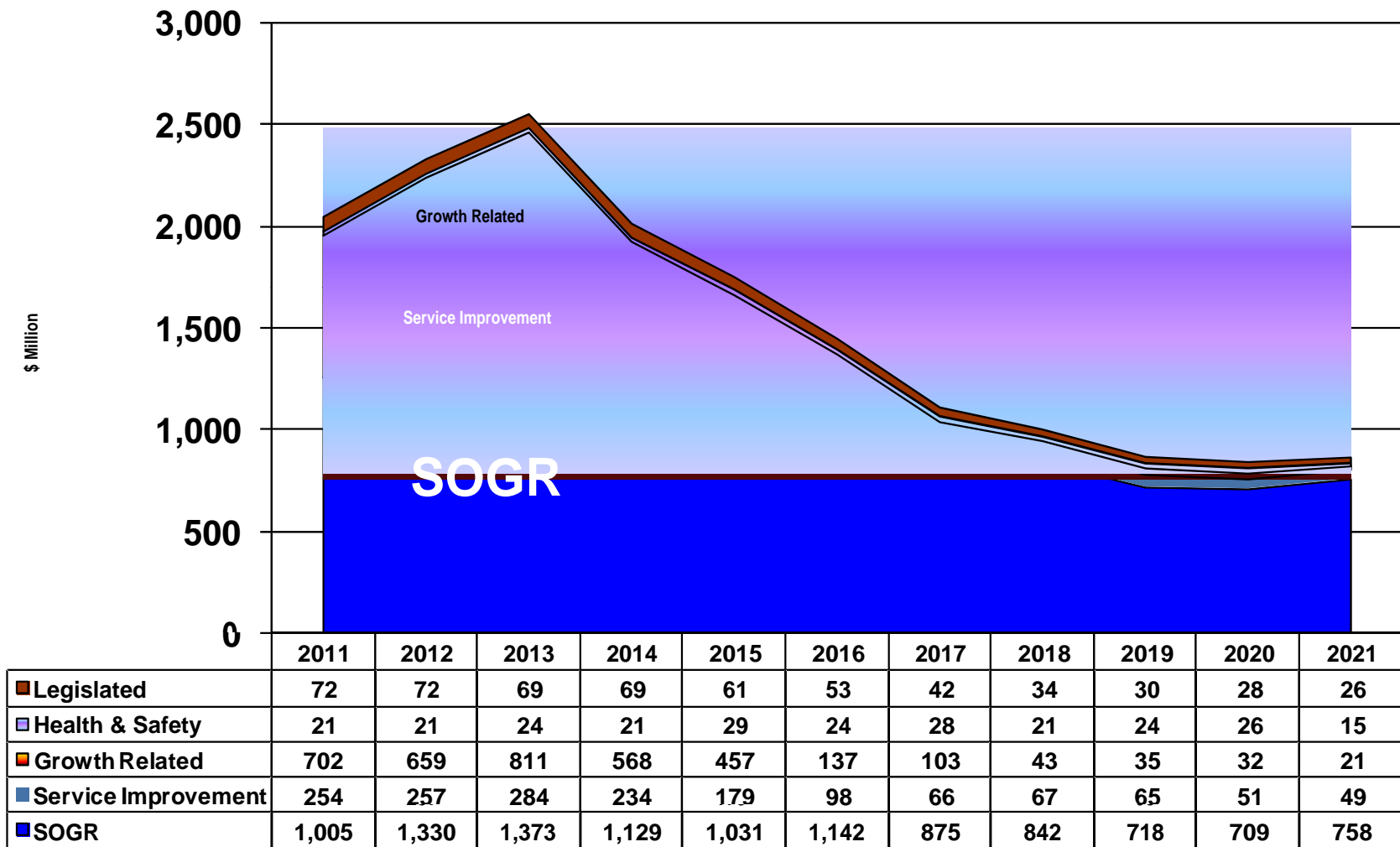


2012 – 2021 Capital Budget and Plan - by Category and Financing Source

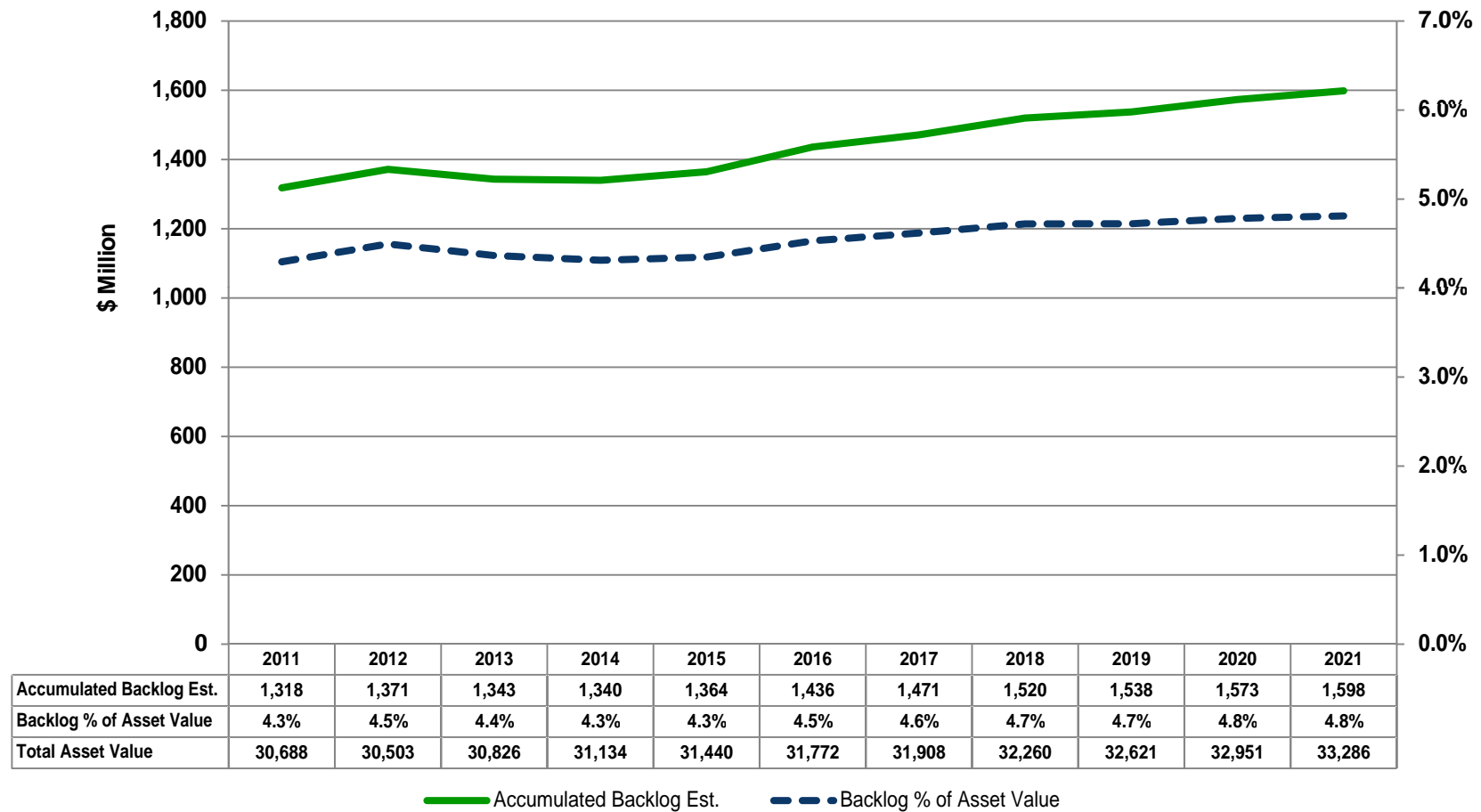
\$Million

Expenditures	2012	2013	2014	2015	2016	2012-2016		2017 - 2021		2012 - 2021	
						Total	%	Total	%	Total	%
Health and Safety	21	24	21	29	24	117	1.2%	114	2.4%	231	1.6%
Legislated	72	69	69	61	53	322	3.2%	160	3.4%	483	3.3%
State of Good Repair	1,330	1,373	1,129	1,031	1,142	6,005	59.3%	3,902	82.9%	9,908	66.8%
Service Improvements	257	284	234	179	98	1,053	10.4%	297	6.3%	1,350	9.1%
Growth Related	659	811	568	457	137	2,631	26.0%	234	5.0%	2,865	19.3%
Total Expenditures	2,338	2,560	2,020	1,757	1,454	10,129	100%	4,707	100%	14,836	100.0%
Funded By:											
Provincial	492	568	362	325	123	1,870	18.5%	438	9.3%	2,308	15.6%
Federal	371	330	232	200	169	1,302	12.9%	779	16.6%	2,081	14.0%
Reserves	98	113	79	101	105	496	4.9%	384	8.2%	880	5.9%
Reserve Funds	258	249	126	118	122	873	8.6%	89	1.9%	962	6.5%
Development Charges	91	85	52	45	48	320	3.2%	142	3.0%	462	3.1%
Other	202	176	190	201	102	871	8.6%	222	4.7%	1,093	7.4%
Capital from Current	199	219	241	265	292	1,216	12.0%	1,735	36.9%	2,951	19.9%
Debt	628	818	739	503	493	3,181	31.4%	919	19.5%	4,099	27.6%
Total Funding	2,338	2,560	2,020	1,757	1,454	10,129	100.0%	4,707	100.0%	14,836	100.0%

\$9.908 Billion or 67% of the 2012 – 2021 Capital Plan Allocated to SOGR

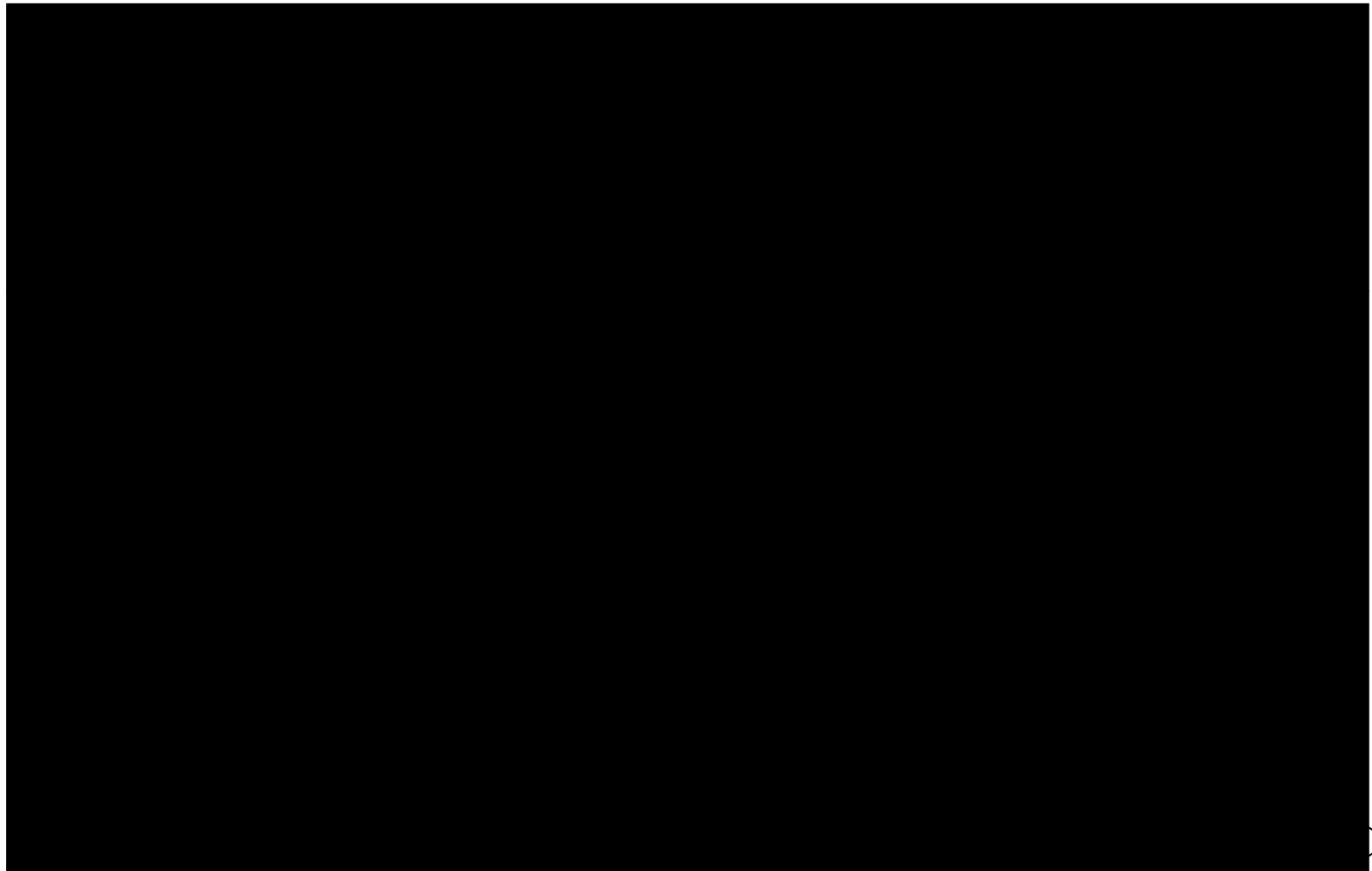


SOGR Backlog as a % of Capital Asset Value



TTC
10 - Year Capital Budget and Plan
2012 vs. 2011

TTC – Prior Year 2011 to 2020 Plan Submitted Vs. 2011 Rec'd Capital Budget & Commitments



TTC Debt Target

- Cuts to the \$2.265 Billion Debt Shortfall

	\$Million
2011-2020 Debt Target Shortfall	2,265
2012-2020 Reductions	
Purchase of Subway Cars	(161)
Purchase of Streetcars	(83)
Sub-total	(244)
Toronto Rocket Yard & Storage Track Accommodation	(208)
Platform Edge Doors	(177)
ATC Resignalling Project	(142)
Other Buildings and Structures	(84)
Fire Ventilation Upgrade	(81)
Fare System	(38)
Other Projects	(143)
Total 2012 - 2020 Project Reductions	(1,116)
Net Debt	1,149

TTC – 2012 to 2021 Plan Submitted Vs. 2012 Rec'd Capital Budget & Commitments

	<u>\$Million</u>
Net Debt	1,149
Asset Monetization Proceeds/Operating Surplus/Federal and/or Provincial Funding	(700)
Previous Year - Unused Debt Allocation	(257)
Additional Debt Target Funding	(174)
Other Funding Increases (Development Charges etc.)	(80)
Debt Target Variance - Over/(Under)	<u>(62)</u>

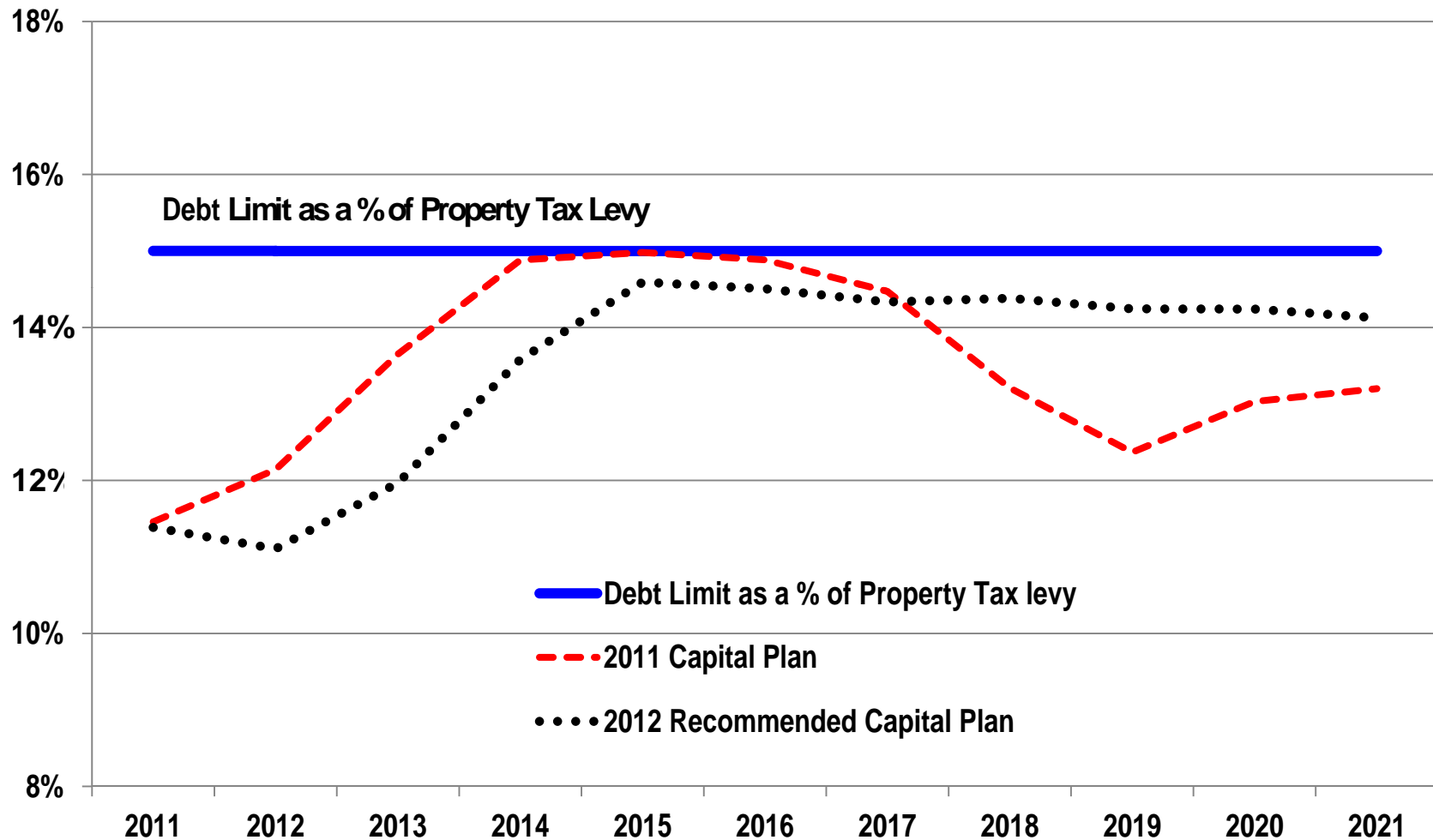
Solving the TTC Shortfall

- TTC \$2.3 billion capital shortfall solved by capital project reduction, debt reduction and \$700 million in new financing from operating surpluses, monetization of City assets and expected new federal and provincial funding
- Distribution of 75% of 2011 Surplus in accordance with Council's policy is a key piece of the \$700 million in new funding

2012 – 2021 Capital Plan Debt Charges Impact

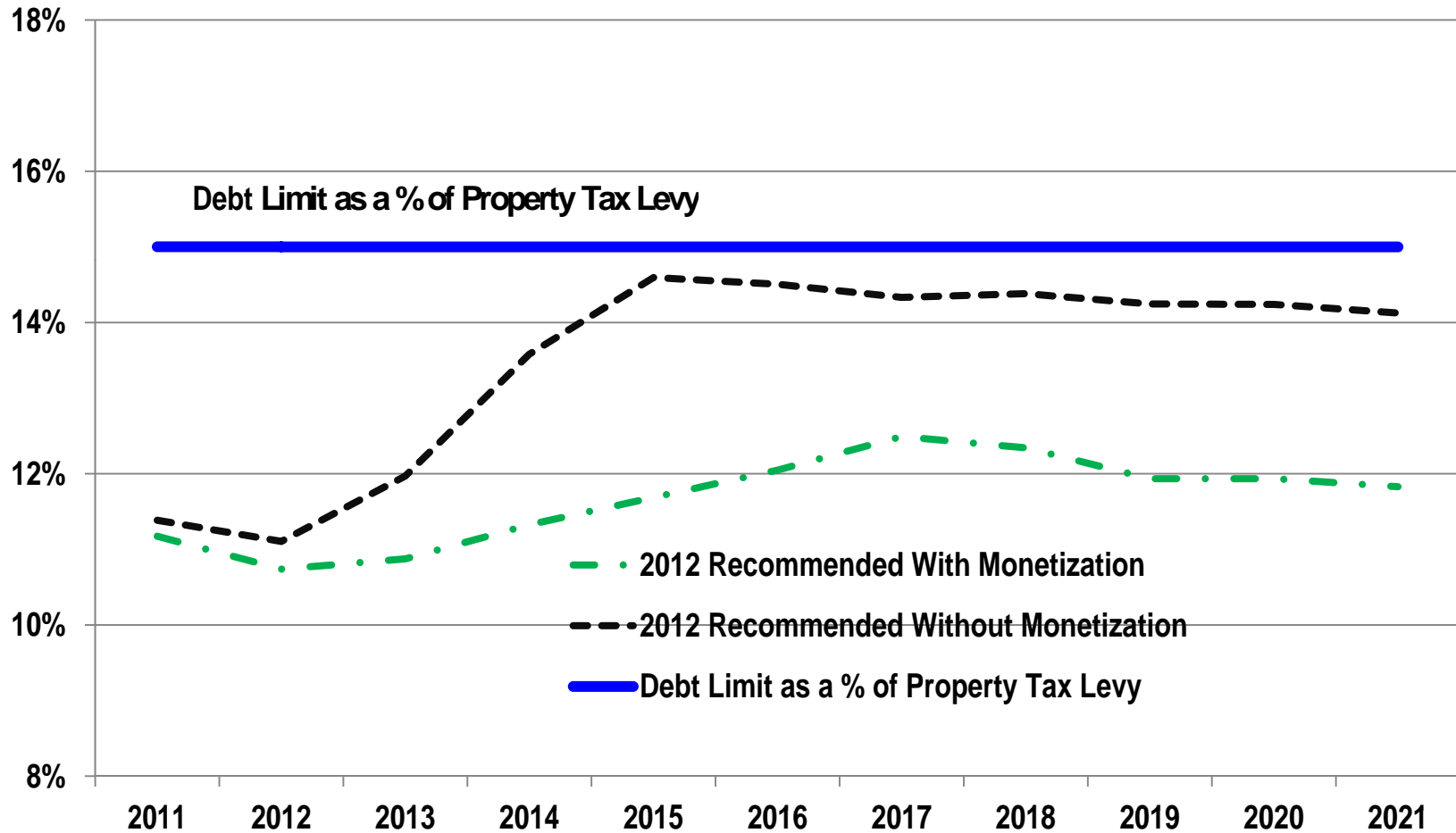
Debt Charges as % of Tax Levy

- Compare 2011 to 2012 - Without Surplus & Monetization



Debt Charges as % of Tax Levy

- Comparison of 2012 without and with Surplus & Monetization

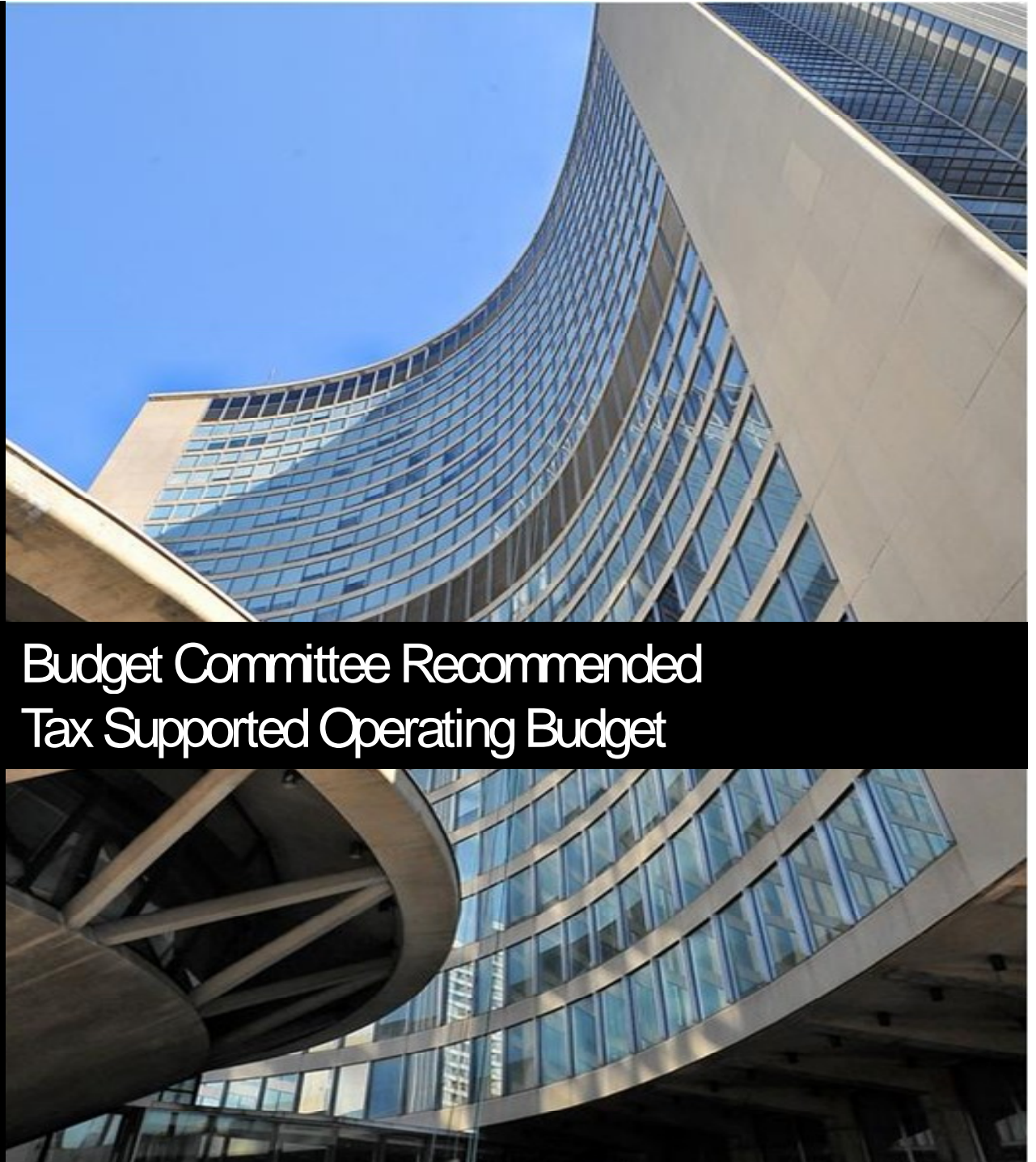


Conclusion – Capital Budget

- The 2012 - 2021 Capital Budget and Plan Strategy is achieved:
 - Fully accommodates TTC's recommended 10 Year Capital Plan
 - Achieves a balance between maintaining existing City assets and addressing service gaps on a City-wide basis
 - Assumes Surplus distribution, monetization and new Federal and Provincial funding targets will be met
 - Debt Charges moderated over the life of the plan – especially over the first 5 years of the plan

2012

Budget Committee Recommended
Tax Supported Operating Budget



Agenda

1. Budget Context and Directions
2. Executive Summary
 - ✓ Service Review
 - ✓ Efficiencies
 - ✓ Service Level Adjustments
 - ✓ Actions taken to Balance the Budget
3. 2012 Operating Budget Overview
4. 2013 / 2014 Outlook

Budget Context

The Challenge

- Opening Spending Pressure → \$774 million
- Reliance on one-time revenues needs to end
- Spending has outpaced revenue growth
- Capital financing putting pressure on operating budget

The Solution

- Cut spending through efficiencies and service level adjustments
- Maximize revenue sources
- Moderate impact of capital financing
- Moderate Tax and TTC fare increases

This budget makes significant progress in all areas and moves the City close to the goal of fiscal sustainability

Budget Directions

- 10% Net Budget Reduction ✓
- Core Service Review ✓
- User Fee Policy & Review ✓
- Service Efficiency Studies ✓

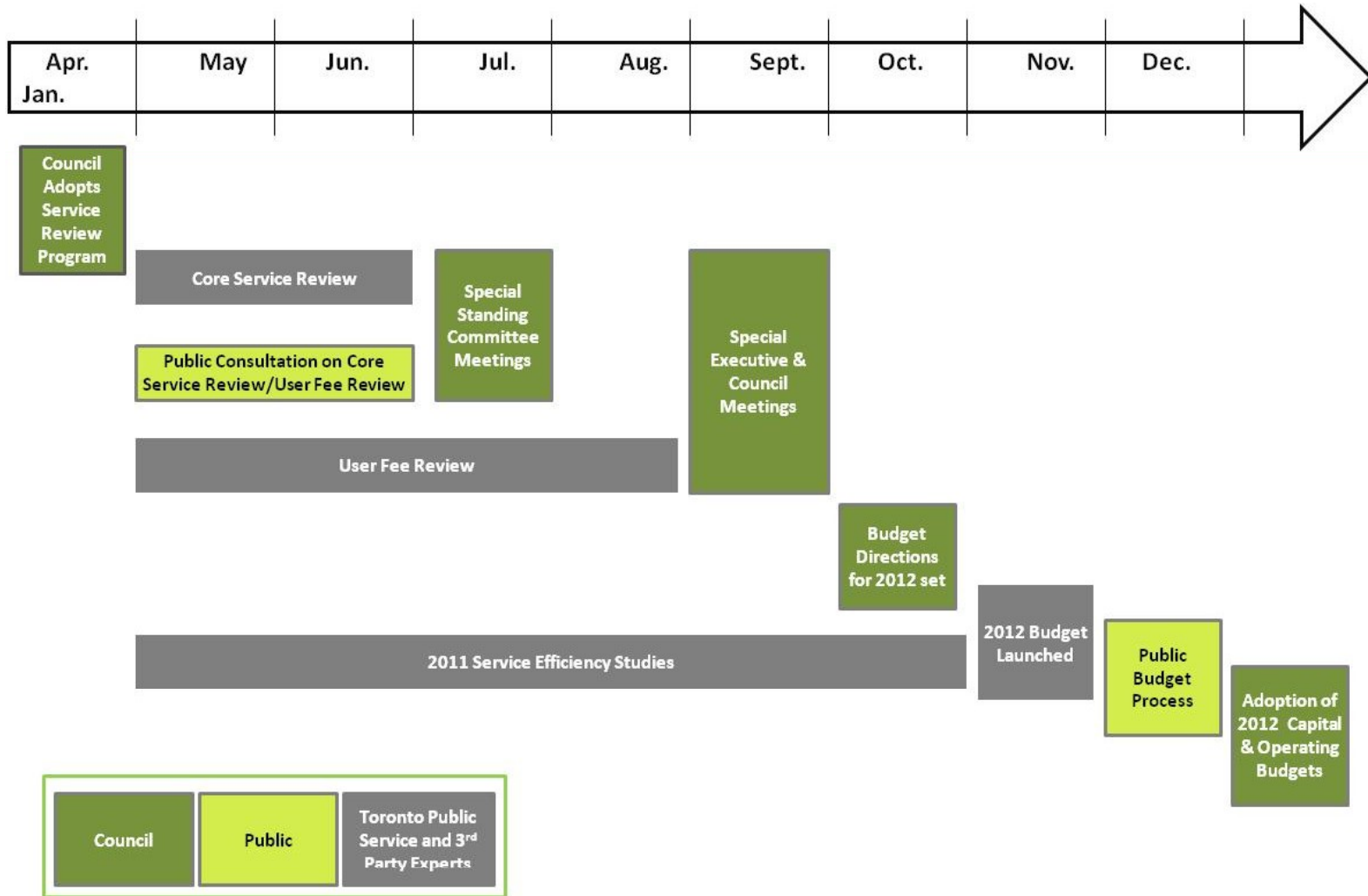
Executive Summary

City Services at Work

🕒 Services provided 24/7

- Solid Waste Collection & Recycling
- Water and Wastewater 🕒
- Emergency Services
 - Police 🕒
 - Fire 🕒
 - EMS 🕒
- Transportation and Transit
 - TTC 🕒
 - Roads 🕒
 - Sidewalks
- Economic Development
- Libraries
- Parks and Recreation
- Court Services
- Arts, Culture and Heritage
- Bylaw Enforcement and Inspections
- Planning and Development
- Building Permits
- Licensing
- Tourism Promotion
- Social and Health Services
 - Social Assistance
 - Homes for the Aged 🕒
 - Child Care
 - Hostels 🕒
 - Social Housing 🕒
 - Public Health
 - Community Support

Service Review Program



*For details see Council Report [Service Review Program, 2012 Budget Process and Multi-year Financial Planning Process](#)

Core Service Review - KPMG Findings

- Rankings:
 - 90% of services as core – legislated or essential
 - 8% traditional – enhance quality of life; contribute to health economy
 - 1% other/discretionary – respond to emerging needs and priorities
- Assessment:
 - 85% of services are delivered at or below standard
 - 15% are delivered above standard
- Identified opportunities:
 - 69 to eliminate, divest or reduce services
 - 119 to conduct further review for future efficiencies

Core Service Review - Financial Impact

- Total estimated savings for all service adjustments and efficiencies identified by KPMG - approximately \$200 to \$300 million
- Savings for 2012 from Core Service Review:
 - Council approved service eliminations, reductions, efficiencies (\$42 million)
- Capital expenditure reductions as a result of adopting the recommendations in this report total approximately \$130 million gross in the ten-year capital plan.

Service Efficiency Studies – 2 Year Process

- Completed (per Council authorization in April 2011)
Savings expected in 2012 - 2014
 - Divisions: Shelter, Support and Housing Administration, Solid Waste Management, Transportation Services
 - Agencies: Toronto Public Library, Toronto Police Service, TTC
 - Cross-program: Facilities Management and Real Estate, Fleet Services
- In progress (per Council authorization in April 2011)
Savings expected in 2012 - 2014
 - Divisions: Parks, Forestry & Recreation
 - Cross-program: Environment & Energy programs, Communications
- To be undertaken in 2012 - Savings expected 2013 - 2015
 - Divisions: Court Services, City Planning, Municipal Licensing & Standards, Child Care, Long Term Care Homes
 - Joint Review – EMS & Fire
 - Cross-program: Community Infrastructure, Shared Services, Counter Services

User Fee Policy - Principles

- Charge user fee when a service provides a direct benefit to individuals, identifiable groups or businesses
- Determine full cost of service as the starting point
- Consider waivers and rebates based on criteria such as ability to pay
- Automatic annual inflation adjustment effective Jan. 1 of each year
- Review user fees at least once every 4 years for compliance with policy
- Provide Public Notice period of five working days for new user fees or changes to existing user fees beyond inflation
- City Council also directed staff to update the User Fee Policy using Toronto's adopted Equity Lens and gender and racial equity analysis

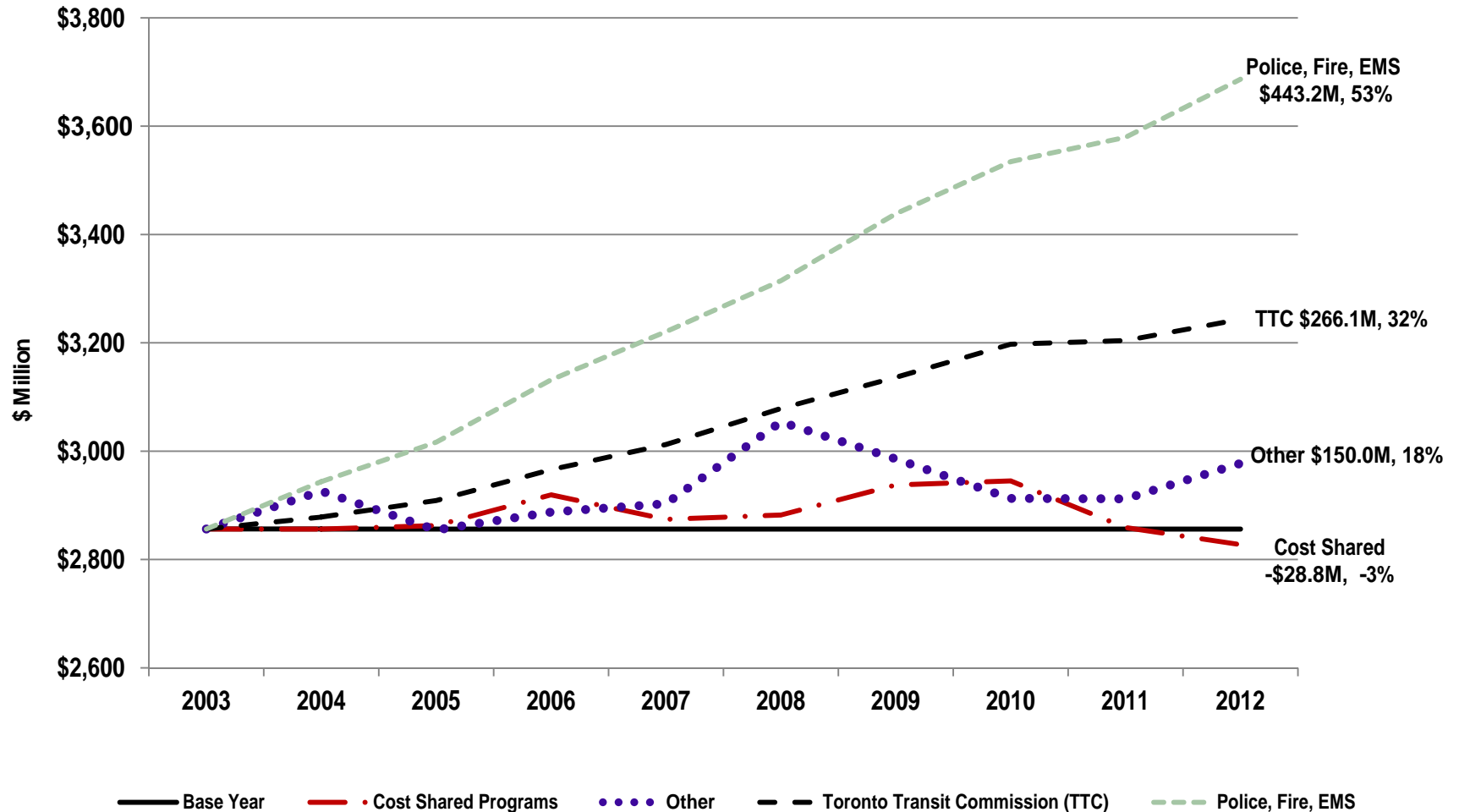
Comprehensive User Fee Program

- Comprehensive review of the existing fees
- Categorization of fees and the structural process for further reviews
- 2012 inflationary and market increases (\$12 million) with limited new user fee increases (\$2.7 million)

Actions Taken to Balance the Budget

	<u>2012</u>	<u>2011</u>
Base Budget Adjustments and Efficiencies	267	57
Service Adjustments	85	-
	<u>352</u>	<u>57</u>
	10% =	
Revenues increased:		
- economic growth	164	158
- other revenues	94	145
- TTC fare increase - 10 Cents	30	-
- 2.5% property tax increase	57	-
Application of Tax Stabilization Reserve	77	<u>346</u>
	<u>774</u>	<u>706</u>

53% of the Growth in Net Expenditures since 2003 is Due to Police, Fire and EMS



Efficiency Savings - Examples

- **Toronto Transit Commission – Conventional**
 - Workforce Reductions and Overtime (\$23M)
 - Advertising Revenue Increase (\$5M)
- **Toronto Public Library**
 - Business Process Re-Engineering, Technology, Staffing Structure (\$6.84M)
- **Transportation Services**
 - Efficiency in Road Repair Service (\$0.997M)
 - Traffic Control Savings (\$1.25M)
 - Consolidate Leaf Collection Activities (0.509M)
- **Toronto Police Services** – Senior Staffing Reorganization (\$3.079M)
- **Fire** – Non-Salary Budget Reductions (\$0.657M)

Efficiency Savings - Examples

- **Shelter, Support & Housing Administration**
 - Re-negotiated Residual Subsidy Paid to TCHC (\$6M)
 - Staffing and Work Realignment (\$1.215M)
- **Toronto Employment & Social Services** – Technology Automation (\$3.086M)
- **Municipal Licensing and Standards**
 - Productivity Increase - District Enforcement (\$1.436M)
 - Shift Restructuring, Animal Services (\$0.56M)
- **Facilities Management and Real Estate**
 - Reduced Utility Costs (\$1.24M)
 - Contracted Services (\$1.774M)
- **I.T.** – Efficiency Savings - Desktop and Application Delivery (\$1.55M)
- **Fleet Services** – Consolidation of Functions in Fleet Services & Garage Closures (\$1M)

Efficiency Savings - Examples

- **Parks, Forestry & Recreation** - Merge New Trees & Street Tree Maintenance Program (\$0.981M)
- **Toronto Environment Office** – End of Community Animators Contract (\$0.968M)
- **Administrative Staff Reductions**
 - City Clerk's Office (\$2.322M)
 - Office of the Treasurer (\$1.579M)
 - Policy, Planning and Administration (\$1.2M)
 - City Manager's Office (\$1.043M)
 - Social Development, Finance and Administration (0.536M)
 - 311 Toronto (\$0.2M)

Service Level Adjustments - Examples

- **Toronto Transit Commission**
 - Conventional Service returns to 2004-2005 service levels - off-peak; and 2008 peak service standards on some bus/streetcar routes (\$9M)
 - Wheel Trans. remove exemption from eligibility criteria for ambulatory dialysis patients beginning July 2012 (\$2.5M)
- **Police Services** – Defer hiring of 236 Police Officers (\$14.636M)
- **Fire Services** – Defer hiring of 68 Firefighters (\$7.221M)
- **Emergency Medical Services** – Defer Hiring of 36 Paramedics (\$1.11M)
- **Toronto Public Library** – TPL Board to determine implementation of \$6.974M in unspecified reductions

Service Level Adjustments - Examples

- **Parks, Forestry & Recreation**
 - Off-Peak Hour Reductions at Selected Arenas (\$0.26M) – Prime time retained
 - Eliminate Programming at selected TDSB Pools (\$0.684M)
 - Closing 5 of 106 Wading Pools and 2 of 59 Outdoor Pools with Low Usage and high capital cost requirements (\$0.157M)
- **Shelter, Support & Housing Administration** – Non-core, Non-Provincially Mandated Shelter Closures over 2 years (\$1.972M)
 - Birchmount Shelter, Downsview Dells Shelter, and Bellwoods Shelter (97% beds retained)

Service Level Adjustments - Examples

- **Community Partnership & Investment Program** – Reduced funding - except school nutrition program (\$4.234M)
- **Economic Development & Culture** – End WinterCity outdoor programming (\$0.46M)
- **Transportation Services**
 - Harmonized Local Sidewalk Snow Clearing Service Change (\$0.928M)
 - Road Cleaning Service Level Adjustments (\$4.242M)
- **Long Term Care Homes & Services** – Visitor Cafeteria Closures (\$0.612M)
- **Children’s Service**
 - Redirect Subsidy from School Boards to Eligible Parents (\$1.677M)
 - Realign Child Care Service Delivery at Hostels (\$0.82M)

2012 Operating Budget – Enhance Services

- TTC Ridership Growth - 188 Drivers to Meet Increased Ridership of 6 million passengers \$30M
- Ontario Works – Increased Avg. Caseload by 5,000 \$11.7M
- Emerald Ash Borer – Tree Abatement \$3.6M
- Welcome Policy Funding Enhancement \$1.2M
- Provincial Subsidy to Support Full Day Early Learning Kindergarten (FDELK) \$1.4M
- Ontario Summer Games \$1.3M
- Waterfront Parks \$1.2M

2012 Operating Budget Overview

2012 Outlook Spending Pressures

	<u>\$Million</u>
City One-Time Funding	
Prior Year Surplus	346
Reserve Draws	14
Total Unsustainable Balancing Strategies	<u>360</u>
Expenditure Increases	
Cost of Living and Progression Pay	138
Fringe Benefit Liabilities - Contribution Requirements	78
Inflation - Material Supplies and Services	50
Capital Financing	55
Contribution to Reserves - Liabilities	10
Operating Impact of Capital	16
Other Base Change	67
Total Expenditure Increases	<u>414</u>
Outlook Pressure Before Revenue Increases	<u>774</u>

2012 Budget Balancing Strategies

- Cost Reduction

	<u>\$ Millions</u>
Pressure as at Feb 2011	<u>774</u>
Service Efficiency Savings & Base Budget Changes	(137)
Fringe Benefits Liabilities - TTC Solvency Relief and Contribution Reductions	(54)
Compensation Forecast Reduced	(28)
Debt Service Cost (<i>lower interest rates/monetization</i>)	(36)
Operating Impact of Capital (<i>absorbed or delayed</i>)	(12)
	<u>(267)</u>
Adjusted Pressure after Reduced Costs	<u>507</u>

2012 Budget Balancing Strategies

- Revenue Adjustments

Adjusted Expenditure Pressure		<u>507</u>
Revenues from Economic Growth:		
MLTT	(68)	
Assessment Growth	(51)	
TTC Ridership Increase	(30)	
Supplementary Taxes	(15)	
Sub-Total		(164)
Other Revenues:		
Provincial Funding Increase	(22)	
User Fees Changes	(12)	
Hydro Dividends	(15)	
Other Revenue	(45)	
Sub-Total		(94)
Total Revenues		<u>(258)</u>
Remaining Pressure before Service Changes, Rate Increase, and Tax Stabilization Reserve		<u>249</u>

2012 Budget Balancing Strategies

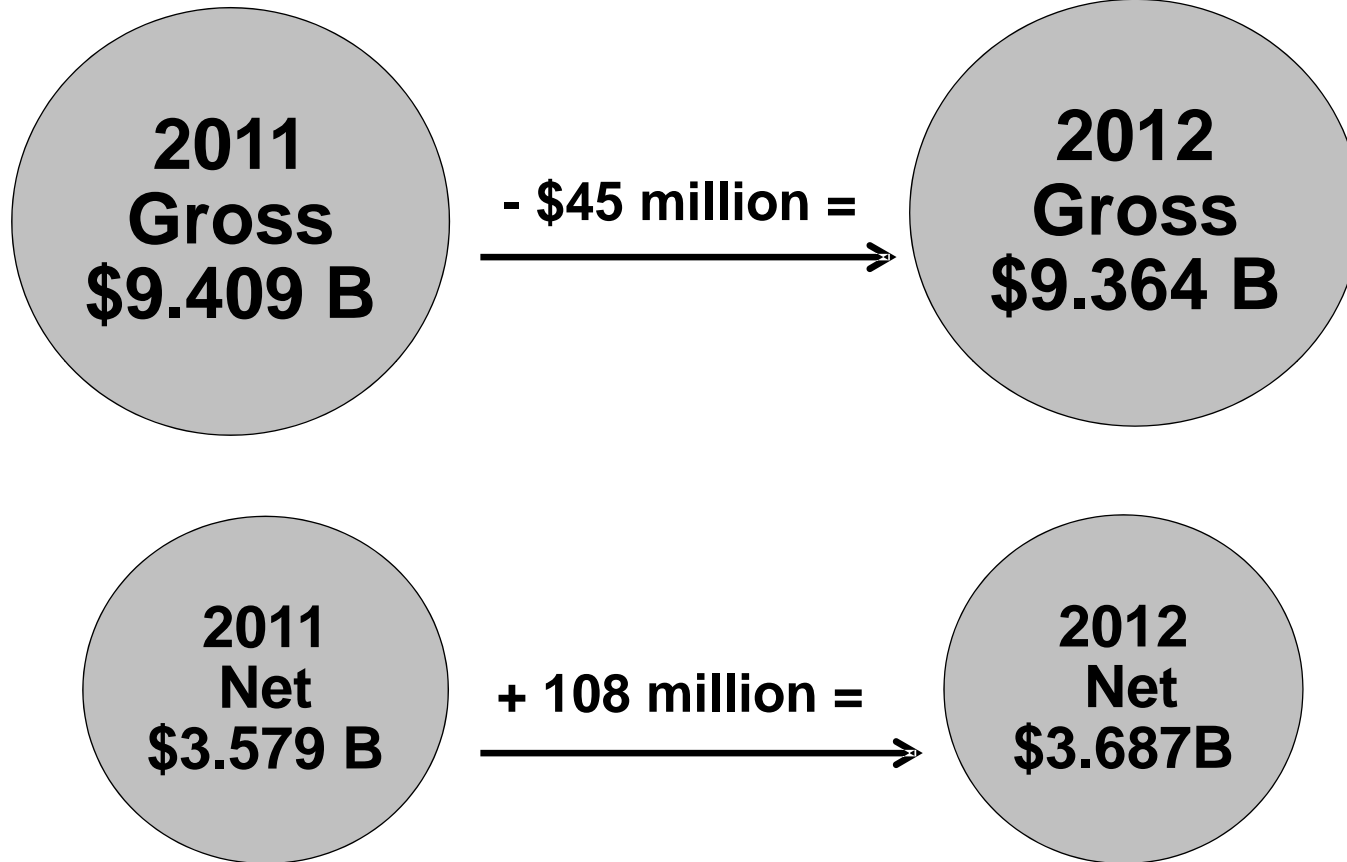
- Service Level Changes, Rate Increases

Remaining Pressure before Service Changes, Rate Increase, and Tax Stabilization Reserve	<u>249</u>
Service Level Adjustments	(85)
TTC - 10 Cent Fare Increase	(30)
Property Tax Increase (2.5% Residential/ 0.83% Non-Residential)	(57)
Tax Stabilization	(77)
Remaining Pressure	<u>0</u>

2012 Final Assessment Growth

- Budget Committee Request to find sustainable offsets to the Community Centre (\$2.1M) and Student Nutrition (\$0.4M) program service reductions
- Final 2011 assessment roll received in December confirms 2012 assessment growth is \$50.6M vs. \$41.8M currently in the budget
- \$8.8M increase is sustainable revenue
- Recommended allocation:
 - \$2.8M to offset service reductions
 - \$6.0M to reduce Tax Stabilization Reserve draw

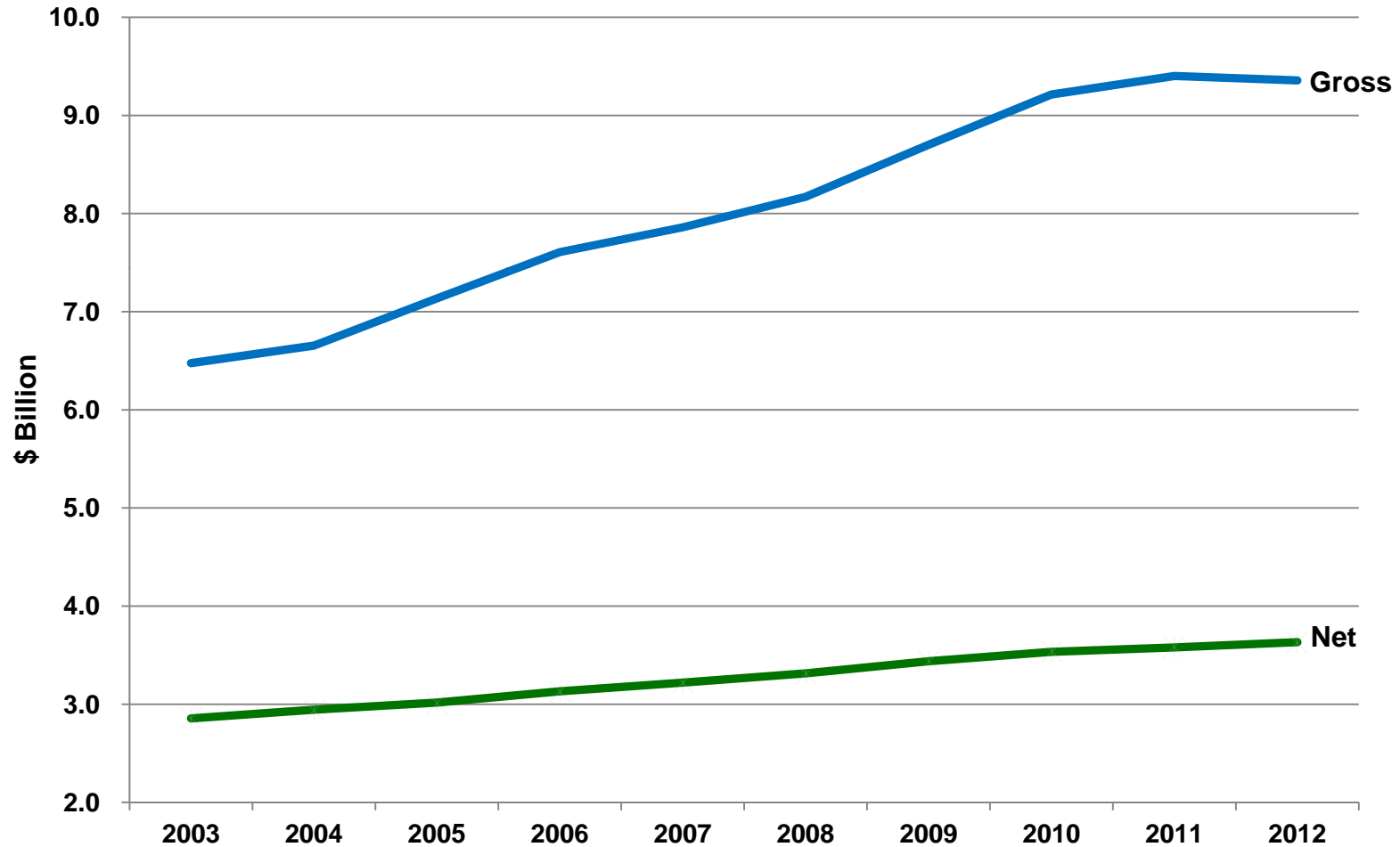
2012 Operating Budget Reduction in Gross Expenditures



\$108M Net Increase - \$51M Assessment Increase
= \$57M Tax Increase (2.5% Residential & 0.83% Non-Residential)

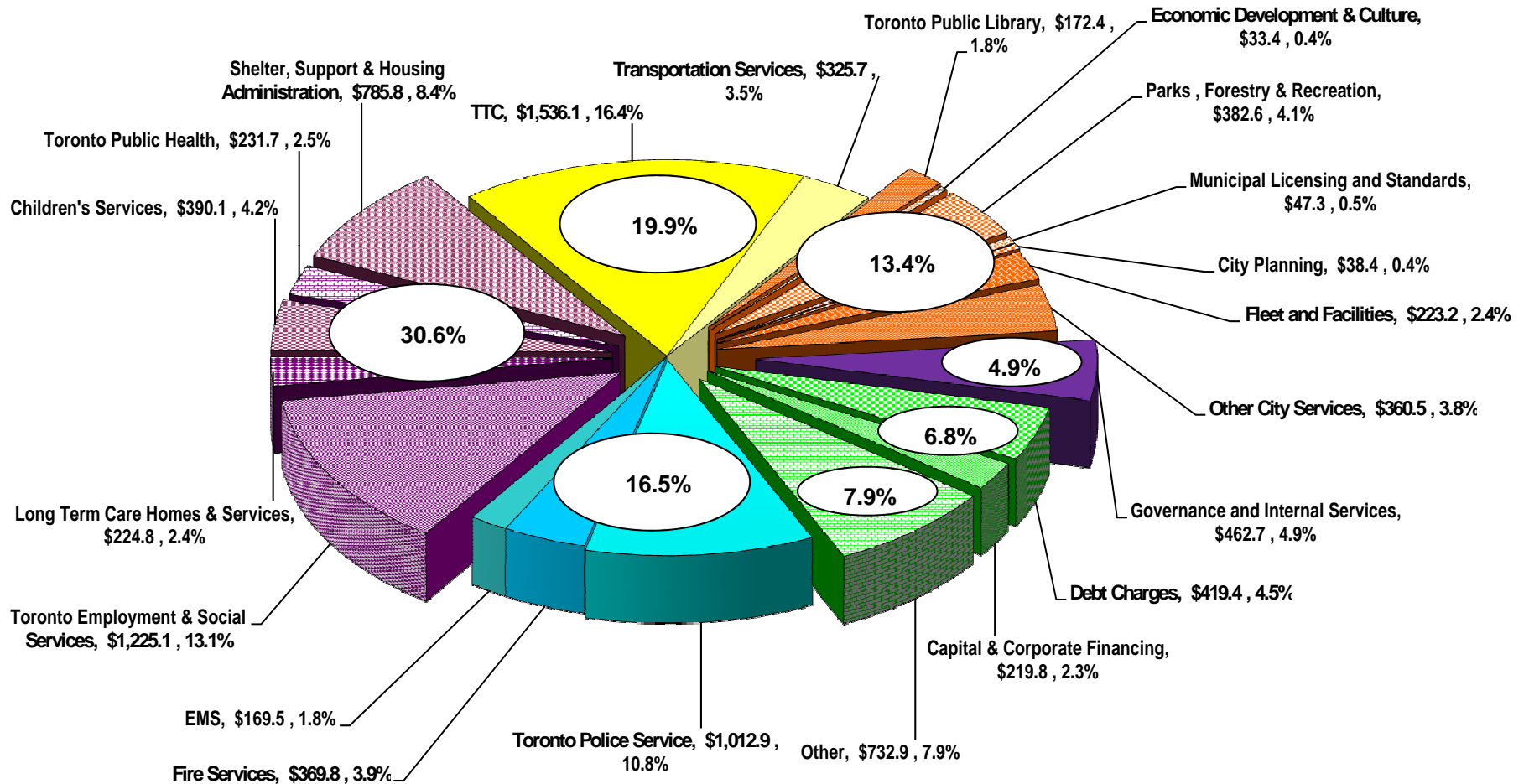
2003 to 2012 Operating Budget

- Expenditures Reduced in 2012

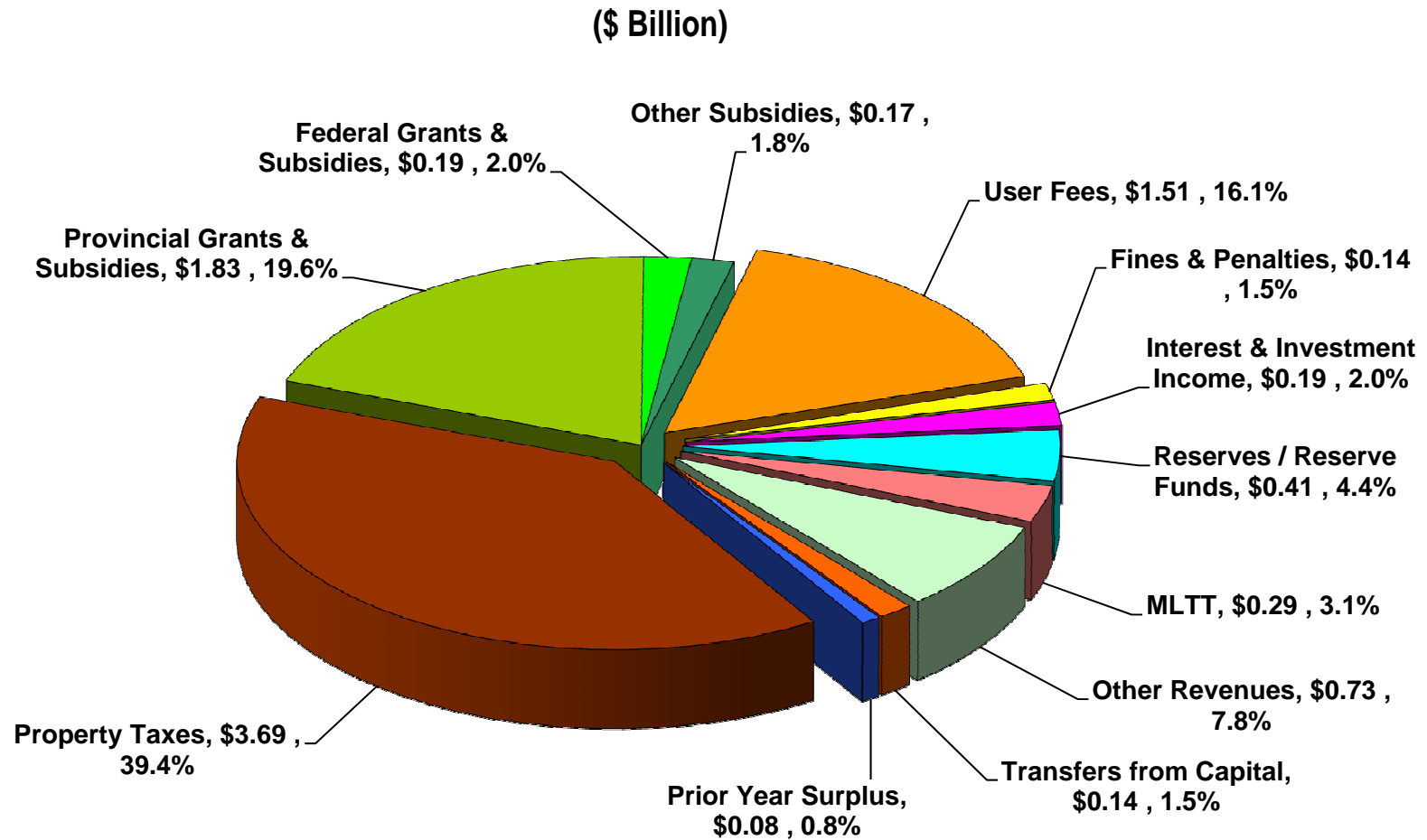


Where the Money Goes: - Program Expenditures of \$9.364 Billion

(\$ Million)

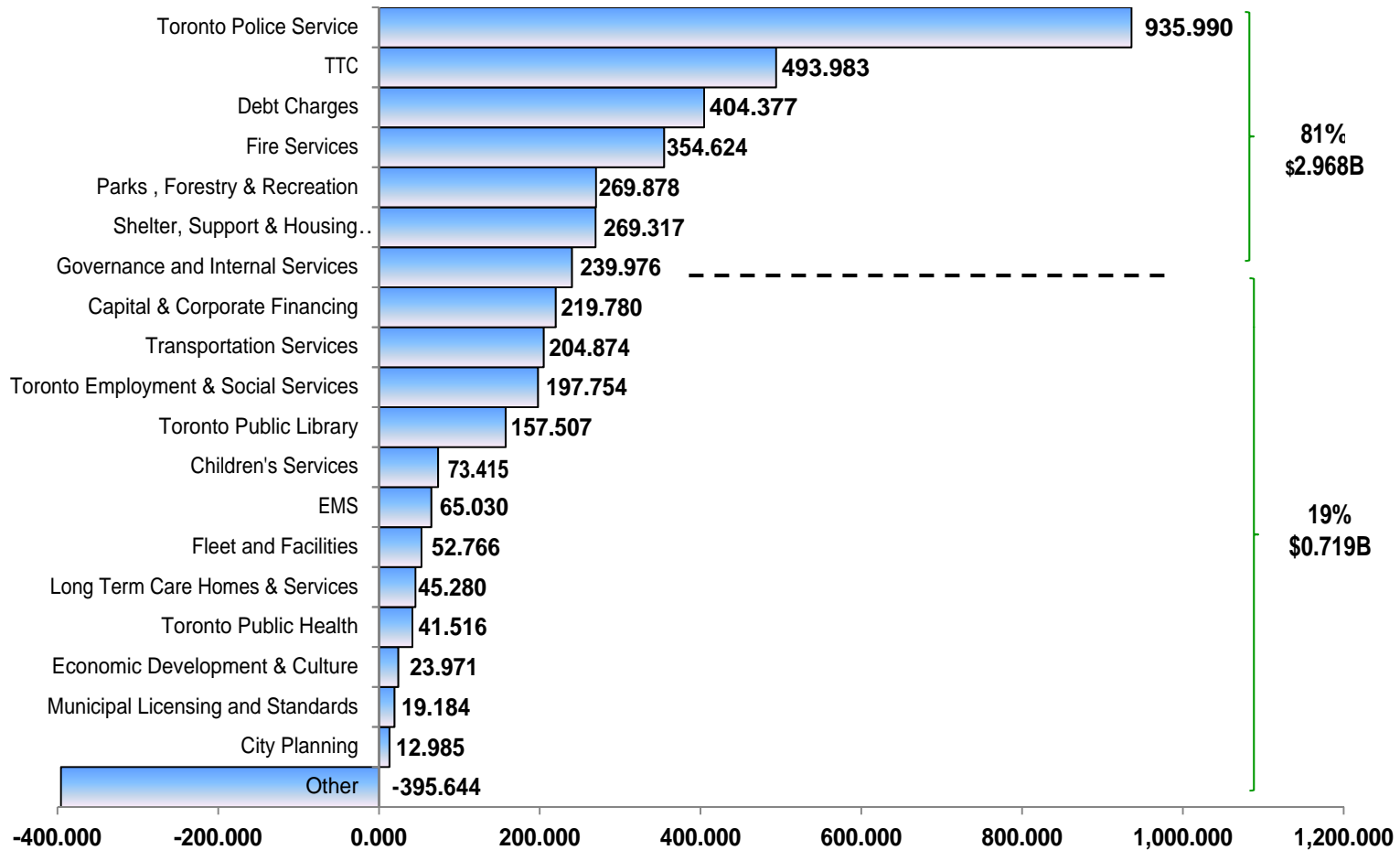


Where the Money Comes From - Program Revenues of \$9.364 Billion



Where the Money Goes

- \$3.687 Billion Tax Levy



Staff Rec'd 2012 Tax Supported Program Operating Budget - By Cluster

(\$million)	2011 Approved Budget		2012 Rec'd Budget		Change from 2011 Over (Under)			
	Gross	Net	Gross	Net	Gross		Net	
					\$	%	\$	%
Citizen Centred Services "A"	3,430.0	993.0	3,307.0	953.7	(123.0)	(3.6%)	(39.3)	(4.0%)
Citizen Centred Services "B"	901.9	578.9	883.6	562.1	(18.2)	(2.0%)	(16.8)	(2.9%)
- Street & Expressway Lighting Services	0.0	0.0	41.7	40.8	41.7	n/a%	40.8	n/a%
Internal Services	411.2	161.2	410.4	151.1	(0.8)	(0.2%)	(10.1)	(6.3%)
City Manager	44.6	36.8	43.5	35.0	(1.1)	(2.4%)	(1.8)	(4.9%)
Other City Programs	111.9	71.3	110.3	68.3	(1.6)	(1.5%)	(3.0)	(4.2%)
Accountability Offices	6.9	6.9	7.0	7.0	0.0	0.6%	0.0	0.5%
Total City Operations	4,906.6	1,848.2	4,803.6	1,818.0	(103.0)	(2.1%)	(30.2)	(1.6%)
Agencies	3,145.9	1,693.8	3,145.5	1,653.7	(0.3)	(0.0%)	(40.1)	(2.4%)
Corporate Accounts:	0.0	0.0	0.0	0.0				
Community Partnership and Investment Program	49.0	47.2	43.0	43.0	(6.1)	(12.4%)	(4.2)	(9.0%)
Capital & Corporate Financing	647.2	609.1	639.2	624.2	(8.0)	(1.2%)	15.0	2.5%
Non-Program Expenditures	606.1	489.5	723.8	563.4	117.7	19.4%	73.9	15.1%
- Street & Expressway Lighting Services	43.4	42.5	0.0	0.0	(43.4)	(100.0%)	(42.5)	(100.0%)
Non-Program Revenues	10.9	(1,150.9)	9.1	(1,015.7)	(1.8)	(16.3%)	135.2	11.7%
Net Operating Budget	9,409.0	3,579.4	9,364.1	3,686.6	(44.9)	(0.5%)	107.1	3.0%
Assessment Growth - 2012				(50.6)			(50.6)	
Net Operating Budget After Assessment Growth				3,636.0			56.5	1.6%

Distribution of 2011 Surplus Council's Policy

- 25% of the Surplus upon recommendation by the CFO to:
 - Reserves in need of replenishment
 - Unfunded liabilities

Summary

- The 2012 Operating Budget:
 - Major progress made towards fiscal sustainability
 - ✓ “One-time” pressures reduced from \$346 million to \$77 million
 - Limited Service Impacts
 - Modest Tax and TTC Fare Increases
 - Improved Capital Funding

2013/2014 Budget Outlook

	<u>2013</u>	<u>2014</u>
City One-Time Funding		
Prior Year Surplus	77	
Reserve Draws	38	31
Total Unsustainable Balancing Strategies	<u>115</u>	<u>31</u>
Expenditure Changes:		
City & Agency Inflation - Labour/Non-Labour	243	251
Operating Impact of Capital	9	10
Capital Financing	37	52
Daycare Spaces		(29)
Other	36	13
Total Expenditure Changes	<u>325</u>	<u>297</u>
Outlook Pressure Before Revenue Increases	<u>440</u>	<u>328</u>

2013/2014 Budget Outlook - Continued

	<u>2013</u>	<u>2014</u>
Outlook Pressure Before Revenue Increases	440	328
Revenue (Increases) and Decreases:		
Economic Growth	(117)	(106)
User Fees	(15)	(20)
Upload (OW/Security)	(16)	(28)
Reserve Draws	(31)	(5)
	<u>(178)</u>	<u>(159)</u>
Future Council Decisions:		
TTC Fare Increases	(30)	(30)
Tax Increases (2.5% residential & 0.83% non-residential)	(58)	(59)
	<u>(88)</u>	<u>(89)</u>
Total Revenue (Increases) and Decreases	<u>(266)</u>	<u>(248)</u>
Outlook Pressure Before Efficiency Target	<u>174</u>	<u>80</u>
Efficiency Savings Target	<u>(174)</u>	<u>(80)</u>
Remaining Pressure	<u>0</u>	<u>0</u>

