

DATE: August 19, 2011

REPORT TITLE: **SEMI-ANNUAL PERFORMANCE REPORT - JUNE 2011**

FROM: Norma Trim, Chief Financial Officer and Commissioner of Corporate Services

## RECOMMENDATION

**That the 2011 one per cent capital allocation for Tax supported programs, as contained in the report of the Chief Financial Officer and Commissioner of Corporate Services, dated August 19, 2011, titled "Semi-Annual Performance Report – June 2011" be approved;**

### REPORT HIGHLIGHTS

#### Term of Council Priorities

- Implementation of 24 Term of Council Priorities (TOCP) is underway; with accountabilities assigned and work plans in development

#### Current Operations

- Results for the six months ended June 30, 2011 is a \$ 7.8 million surplus which represents a variance equal to half of one per cent on a budget of \$1.7 billion
- Region of Peel operations are forecasted to be on budget for fiscal 2011

#### Capital Operations

- Capital spending is \$205.4 million gross for the six months ended June 30, 2011, which represents 26.9 per cent of the 2011 projected cash flow

#### Reserve and Reserve Funds

- Included in this report is the status of the Reserve and Reserve Funds
- Development Charge Reserve Funds are currently in a deficit position. The borrowing plan has been implemented to address the deficit and will be the subject of several reports in the fall

## DISCUSSION

The following report summarizes the financial status of Regional programs for the six months ended June 30, 2010 for Current Operations, Capital Operations, Reserves and Reserve Funds and the progress of the implementation of TOCP.

### 1. TERM OF COUNCIL PRIORITIES

On March 10, 2011, Regional Council approved 24 TOCP, a new approach to support executing Peel's Strategic Plan 2011-2014. To date, three major steps have been achieved for each TOCP; an accountable director/commissioner assigned, draft work plans presented to EMT and the high level risks identified.

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As term of Council targets and performance metrics are developed to support the strategic outcomes envisioned in the Strategic Plan 2011–2014, these metrics and associated analysis will be included in the quarterly reporting to Peel's senior management teams as well as in the semi-annual reporting to Regional Council.

Over the coming months Council will be engaged in policy discussions on a number of the TOCP. In November 2011 Regional Council will receive more details on the progress of the TOCP to inform the 2012 Budget deliberations.

## 2. CURRENT OPERATIONS

### a) Overview

The Region's **Tax Supported** Programs generated a surplus of \$12.8 million; offset by a \$5 million deficit in the **Utility Rate Supported** Programs, for an overall surplus of \$7.8 million for the six months ended June 30, 2011. Appendix I summarizes the Region's net expenditure position as at June 30, 2011 for Current operations. Essentially the Region of Peel is on budget with the current surplus equal to one half of one percent on Peel's \$1.7 billion budget.

### b) 2011 Outlook

The 2011 Outlook provides a high level overview of key drivers utilizing planning assumptions, trends and financial modeling. A review of key program planning assumptions impacting financial performance is underway and will be used to inform the 2012 budget.

Based on the most recent financial outlook for 2011, staff is forecasting Region of Peel operations to be on budget. Overall a small tax supported surplus of \$3.5 million will be offset by a small \$3.6 million deficit in Rate supported programs.

#### (i) Tax Supported Forecast: - \$3.5 million surplus

The Tax Supported forecast is being impacted by external factors such as the economy and weather related events.

Fragile economic conditions continue to impact some of the services that Peel provides. The 2011 Budget assumed an average Ontario Works (OW) caseload of 13,899 cases. Based on current trends, the OW program is forecasting an average caseload of 15,301 cases for 2011 which will result in a deficit of \$1.9 million by year end, which can be funded from OW Working Fund reserves.

The rapid and sustained increase in fuel prices this year is having a negative impact on operations. Each ten cent change in fuel prices has an estimated \$0.6 million impact on the Region of Peel. The increase in fuel price primarily impacts the Waste Management program resulting in additional costs of \$1.5 million for 2011.

Lower winter maintenance and emergency traffic signal maintenance costs totaling \$2.5 million are a significant contributor to the forecasted tax supported surplus. Savings are attributable to fewer than budgeted winter events during the first four months of 2011.

The 2011 Budget included a significant investment of \$17.1 million to address Peel's Social Housing waitlist (TOCP#7). On July 7, 2011 staff provided an update to Council in the report of the Commissioner of Human Services titled "Housing in Peel: Report One" and will bring forward another report to Council this fall recommending strategies to

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reduce the waitlist and how Council's investment will be used in 2011 and over the term of Council.

**(ii) Utility Rate Programs - \$3.6 million deficit:**

As reported to Council in recent years, there is an ongoing trend toward lower average consumption rates for water. The trend continues in 2011 resulting in a forecast impact of \$5.4 million for lower water and wastewater Peel billings. The electricity market remains volatile; however, it is expected to result in price savings of \$1.8 million in 2011. The impact of the July dry spell should partially mitigate the year end projected deficit.

**(ii) External Agencies – On Budget:**

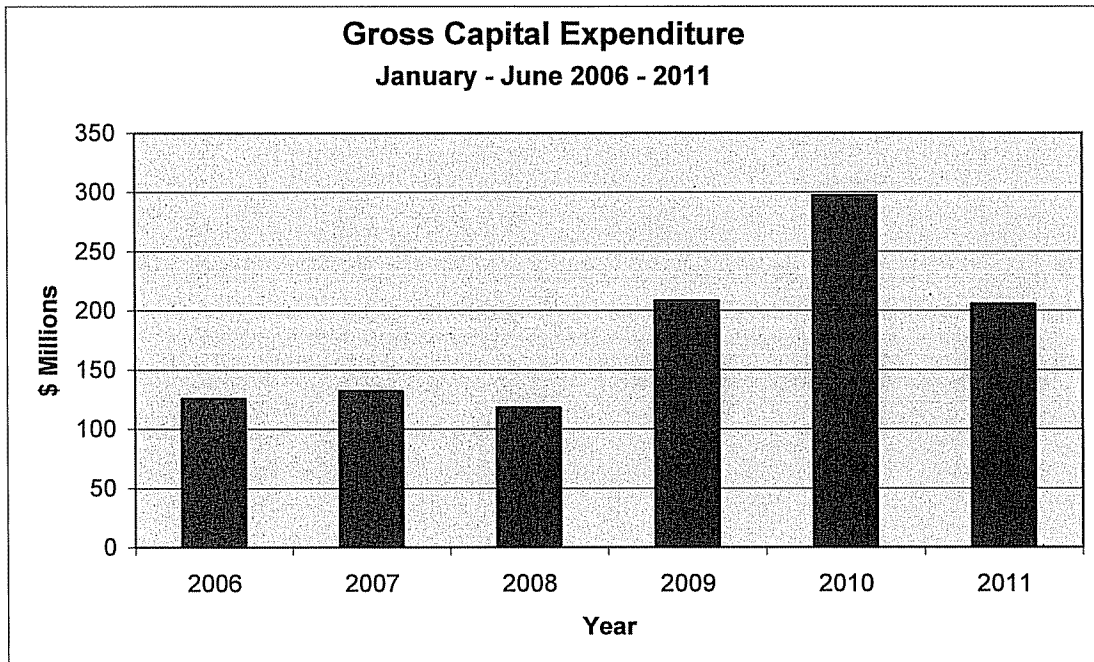
External agencies are comprised of Police Services, Conservation Authorities and Municipal Property Assessment Corporation (MPAC). Conservation Authorities and MPAC levy the Region of Peel and as such do not contribute to Peel's overall surplus position. Peel's Police Services are projecting to be on budget at this time.

**3. CAPITAL OPERATIONS**

**a) Overview**

As of June 30, 2011, there were 1,346 active projects, 191 of which were approved in the 2011 Capital Budget. Gross expenditures for the six month period ending June 30, 2011 were \$205.4 million which represents 26.9 per cent of the estimated 2011 cash flow.

The following chart demonstrates the capital spending trends over the past several years. The gross capital spending in 2011 as presented in Appendix II continues to be higher than the average for the last five years, but somewhat lower than what was experienced in the same period in 2010. This is partly due to the fact that the work that was undertaken under the Infrastructure Stimulus Program is substantially complete.



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The information below provides a continuity statement of capital operations from December 31, 2010 to June 30, 2011. It includes the addition of the 2011 Budget, any in-year changes, and closeouts to arrive at the gross carry forward balance of Capital Works in Process.

|  | \$ Millions    |                 |                 |
|--|----------------|-----------------|-----------------|
|  | Tax            | Rate            | Total           |
| Carry Forward Balance December 31, 2010    | 693.22         | 1,209.68        | 1,902.90        |
| Approved 2011 Capital Budget               | <u>303.36</u>  | <u>412.18</u>   | <u>715.54</u>   |
| <b>Total Available Capital</b>             | <b>996.58</b>  | <b>1,621.86</b> | <b>2,618.44</b> |
| Budget Reductions                          | (0.17)         | (0.05)          | (0.22)          |
| Closeouts                                  | (6.05)         | (4.71)          | (10.76)         |
| In-year Budget Increases                   | 13.96          | 7.94            | 21.90           |
| YTD Spending                               | <u>(59.22)</u> | <u>(146.20)</u> | <u>(205.42)</u> |
| <b>Carry Forward Balance June 30, 2011</b> | <b>945.10</b>  | <b>1,478.84</b> | <b>2,423.94</b> |

**b) Update on the 2011 Pre-Approved Capital**

In order to meet tendering requirements and budget timelines, 11 capital project budgets for 2011 totaling \$181.7 million were preapproved by Council in December. These requests included a number of new projects as well as increases to existing capital projects to support various phases of construction. As of April 30, 2011, all 11 projects have been awarded and progressing validating the need for pre-approval.

**c) Capital One Per Cent Budget Allocation**

In the 2011 Budget, Council approved a one per cent and three per cent increase in tax and utility supported reserve contributions respectively to address projected shortfalls. Staff are seeking Council approval to allocate the one per cent, equivalent to \$8 million, in the Tax supported portfolio to the Transportation Program.

**4. RESERVES AND RESERVE FUNDS****a) Highlights**

A high level overview of the Region's Reserves and Reserve Funds is set out below:

| \$ Millions                       | Reserves   | Other Reserve Funds | DC Reserve Funds | Total      |
|-----------------------------------|------------|---------------------|------------------|------------|
| <b>Balance before Commitments</b> | \$ 1,301.9 | \$ 17.0             | \$ (42.9)        | \$ 1,276.0 |
| <b>Commitments</b>                | (729.2)    | (9.1)               | (1,259.4)        | (1,997.7)  |
| <b>Balance after Commitments</b>  | \$ 572.7   | \$ 7.9              | \$ (1,302.3)     | \$ (721.7) |

As per the Regional Financial Control By-law 45-2004; "Reserve means the unrestricted accumulation, at the discretion of Council, of appropriations from net revenues. Reserves include Working Funds, Capital Financing, Capital Construction and Infrastructure Replacement" and "Reserve Fund means the accumulation of appropriations from net revenues for purposes which are restricted by law or by the direction of Council contained in the by-law establishing the Reserve Fund".

As in previous years, reserves continue to play an integral role in managing the Region's diverse current and capital programs.

While the overall balance of the Region's Reserves and Reserve Fund portfolio before commitments is positive, the DC reserve funds still have an unaddressed deficit of \$42.9 million.

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Appendix III focuses on year-to-date activity while Appendix IV provides a more detailed breakdown of fund balances by program and type. The majority of the reserves are committed to finance the updated 2011 - 2020 Ten-Year Capital Plan of \$5.2 billion.

**b) Debt**

As at June 30, 2011 the Region's debt totals \$883.9 million. The debt can be separated into three general categories as illustrated in the table below.

| <b>Type of Debt</b>      | <b>Debt Issued as at<br/>June 30, 2011<br/>(\$ millions)</b> |
|--------------------------|--|
| DC Related debt          | \$521.9  |
| Non-DC Growth            | \$ 50.0  |
| Mortgages (Peel Living)  | \$312.0  |
| <b>Total Debt Issued</b> | <b>\$883.9</b>   |

The Region has issued debt totaling \$571.9 million of which \$304.6 million was issued in 2010 and \$267.3 million in 2011. \$521.9 million is to address the shortfall in DC revenues and \$50 million is for non-DC related growth (Regional building at 7120 Hurontario).

The study that supported the 2007 Development Charge By-law recognized that the Development Charge Reserve balances would be in a deficit position before the next update and the development charge rate set at that time included the debt financing costs. As part of the funding strategy it was anticipated that debt would continue to be issued until such time as DC reserves are able to sustain growth related infrastructure. Staff have started to prepare the DC background study to update the current DC By-law. This update will establish a new by-law with adjusted rates that continue to include the cost to service the debt.

The remaining debt of \$312 million represents the mortgages held on Peel Living properties.

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**CONCLUSION**

The Region of Peel's financial position for the six month period ending June 30, 2010 is a surplus of \$7.8 million, a variance equal to half of one per cent on a budget of \$1.7 billion. Given the ever changing economic conditions, staff will continue to monitor financial performance over the balance of the year. The next Financial Report will be as at December 31, 2011.



Norma Trim  
Chief Financial Officer  
and Commissioner of Corporate Services

**Approved for Submission:**



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D. Szwarc, Chief Administrative Officer

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c. Legislative Services

**CURRENT EXPENDITURES  
FINANCIAL STATUS BY PROGRAM  
As at June 30, 2011  
(\$000s)**

|   | <b>2011<br/>Revised<br/>Budget<br/>(1)</b> | <b>June 2011<br/>Prorated<br/>Budget<br/>(2)</b> | <b>June 2011<br/>Actuals<br/>YTD<br/>(3)</b> | <b>Prorated<br/>Budget Variance<br/>(Over) Under<br/>(4) = (2) - (3)</b> | <b>Projected<br/>Year End<br/>Position</b> | <b>Projected<br/>Year End<br/>Variance</b> |
|---|--|--|--|--|--|--|
| <b>Region Controlled Programs</b>               |  |  |  |  |  |  |
| <b>Public Works</b>                             |  |  |  |  |  |  |
| Development Services                            | 1,079                                      | 539  | 451  | 89   | 999  | 80   |
| Transportation                                  | 69,104                                     | 34,552   | 29,574                                       | 4,978  | 66,604                                     | 2,500                                      |
| Waste Management                                | 87,178                                     | 43,589   | 38,373                                       | 5,216  | 87,178                                     | -  |
| Water   | (11)                                       | (5)  | 4,648  | (4,653)  | 1,489                                      | (1,500)                                    |
| Wastewater                                      | 11   | 5  | 336  | (331)  | 2,122                                      | (2,111)                                    |
| Other   | 1,139                                      | 569  | 576  | (7)  | 1,232                                      | (93)                                       |
| <b>Subtotal Public Works</b>                    | <b>158,499</b>                             | <b>79,249</b>                                    | <b>73,958</b>                                | <b>5,292</b>   | <b>159,624</b>                             | <b>(1,125)</b>                             |
| <b>Human Services</b>                           |  |  |  |  |  |  |
| Human Services Admin                            | 123  | 61   | ( )  | 61   | 123  | -  |
| Residential Management                          | -  | -  | 13   | (13)   | -  | -  |
| Housing and Homelessness                        | 109,524                                    | 54,762   | 45,900                                       | 8,862  | 109,524                                    | -  |
| Early Learning and Child Care                   | 23,088                                     | 11,544   | 11,050                                       | 494  | 22,533                                     | 555  |
| Social Assistance and Employment                | 51,432                                     | 25,716   | 24,929                                       | 787  | 53,374                                     | (1,942)                                    |
| Community Investment                            | 4,122                                      | 2,061  | 3,859  | (1,798)  | 4,122                                      | -  |
| <b>Subtotal Human Services</b>                  | <b>188,289</b>                             | <b>94,145</b>                                    | <b>85,752</b>                                | <b>8,393</b>   | <b>189,676</b>                             | <b>(1,387)</b>                             |
| <b>Health Services</b>                          |  |  |  |  |  |  |
| Long Term Care                                  | 27,865                                     | 13,933   | 12,203                                       | 1,730  | 27,047                                     | 818  |
| Paramedic Services                              | 36,127                                     | 18,064   | 15,563                                       | 2,501  | 35,627                                     | 500  |
| Public Health                                   | 24,169                                     | 12,084   | 11,445                                       | 639  | 24,031                                     | 138  |
| Health Admin Services                           | 505  | 252  | 270  | (18)   | 539  | (34)                                       |
| <b>Subtotal Health Services</b>                 | <b>88,666</b>                              | <b>44,333</b>                                    | <b>39,481</b>                                | <b>4,852</b>   | <b>87,244</b>                              | <b>1,422</b>                               |
| <b>Corporate Services</b>                       |  |  |  |  |  |  |
| Corporate Services                              | 18,304                                     | 9,152  | 8,931  | 221  | 18,304                                     | -  |
| Employee & Business Services                    | 19,263                                     | 9,632  | 10,096                                       | (464)  | 18,263                                     | 1,000                                      |
| Executive Office, CIO, SIP, Council             | 8,200                                      | 4,100  | 4,141  | (41)   | 8,200                                      | -  |
| Non-Program                                     | (820,902)                                  | (410,451)  | (396,354)                                    | (14,097)   | (820,902)                                  | -  |
| General Corporate                               | (33,743)                                   | (16,872)   | (16,872)                                     | ( )  | (33,743)                                   | -  |
| <b>Internal Support/Non-Program</b>             | <b>(808,878)</b>                           | <b>(404,439)</b>                                 | <b>(390,057)</b>                             | <b>(14,382)</b>  | <b>(809,878)</b>                           | <b>1,000</b>                               |
| <b>Total Region Controlled Programs</b>         | <b>(373,424)</b>                           | <b>(186,712)</b>                                 | <b>(190,867)</b>                             | <b>4,155</b>   | <b>(373,334)</b>                           | <b>(90)</b>                                |
| <b>Region Financed External Organizations</b>   |  |  |  |  |  |  |
| <b>Police Services</b>                          |  |  |  |  |  |  |
| Peel Regional Police                            | 312,641                                    | 156,321  | 154,205                                      | 2,115  | 312,641                                    | -  |
| Ontario Provincial Police                       | 10,092                                     | 5,046  | 3,520  | 1,526  | 10,092                                     | -  |
| <b>Subtotal Police Services</b>                 | <b>322,733</b>                             | <b>161,366</b>                                   | <b>157,725</b>                               | <b>3,642</b>   | <b>322,733</b>                             | <b>-</b>                                   |
| <b>Conservation Authorities</b>                 |  |  |  |  |  |  |
| Ontario Disability Support Payment              | 14,019                                     | 7,009  | 7,012  | (2)  | 14,019                                     | -  |
| Assessment Services                             | -  | -  | -  | -  | -  | -  |
| Toronto Tax                                     | 16,372                                     | 8,186  | 8,186  | -  | 16,372                                     | -  |
| Go Transit                                      | 20,300                                     | 10,150   | 10,124                                       | 26   | 20,300                                     | -  |
| <b>Total Region Finance External Organizati</b> | <b>373,424</b>                             | <b>186,712</b>                                   | <b>183,047</b>                               | <b>3,665</b>   | <b>373,424</b>                             | <b>-</b>                                   |
| <b>Total Region</b>                             | <b>-</b>                                   | <b>-</b>   | <b>(7,821)</b>                               | <b>7,821</b>   | <b>90</b>                                  | <b>(90)</b>                                |
| <b>TAX RATE</b>                                 | <b>-</b>                                   | <b>-</b>   | <b>(12,805)</b>                              | <b>12,805</b>  | <b>3,521</b>                               | <b>-</b>                                   |
| <b>Total</b>                                    | <b>-</b>                                   | <b>-</b>   | <b>4,984</b>                                 | <b>(4,984)</b>   | <b>(3,611)</b>                             | <b>(90)</b>                                |
|   |  |  |  | <u><b>7,821</b></u>  |  | <u><b>(90)</b></u>                         |

**CAPITAL EXPENDITURES  
FINANCIAL STATUS BY PROGRAM - June 30, 2011  
(\$000s)**

|   | Estimated<br>2011 Cashflow<br>Forecast | YTD Gross<br>Expenditures<br>(Jan. 1 - June 30) | Projected<br>Spending<br>To Year-End<br>(Dec. 31, 2011) | Year End Projected<br>Variance to<br>Budgeted<br>Cashflow |
|---|--|---|---|---|
| <b>Region Controlled Programs:</b>                  |  |   |   |   |
| <b>Public Works</b>                                 |  |   |   |   |
| Water   | 300,000                                | 106,802   | 300,000   | -   |
| Wastewater  | 107,048                                | 39,398  | 107,048   | -   |
| Waste Management                                    | 26,700                                 | 2,745   | 11,555  | 15,145  |
| Transportation                                      | 110,000                                | 26,261  | 110,000   | -   |
| Development Services                                | 0                                      | 0   | 0   | -   |
| Operations Support                                  | 20,189                                 | 4,933   | 15,861  | 4,328   |
|   | \$ 563,937                             | \$ 180,139                                      | \$ 544,464  | \$ 19,473   |
| <b>Health Services:</b>                             |  |   |   |   |
| Long Term Care                                      | 6,403                                  | 355   | 6,403   | -   |
| Paramedic Services                                  | 12,190                                 | 893   | 19,329  | (7,139)   |
| Public Health                                       | 1,574                                  | 381   | 670   | 904   |
|   | \$ 20,167                              | \$ 1,629  | \$ 26,402   | \$ (6,235)  |
| <b>Human Services:</b>                              |  |   |   |   |
| Childrens' Services                                 | 550                                    | 414   | 1,464   | (914)   |
| Social Housing                                      | 86,484                                 | 29,887  | 92,055  | (5,571)   |
| Ontario Works                                       | 750                                    | 67  | 1,133   | (383)   |
|   | \$ 87,784                              | \$ 30,368                                       | \$ 94,652   | \$ (6,868)  |
| <b>Internal Support:</b>                            |  |   |   |   |
| Corporate Services                                  | 1,979                                  | 438   | 727   | 1,252   |
| Employee and Business Services                      | 42,527                                 | 12,572  | 34,305  | 8,222   |
| Executive/Council                                   | 1,434                                  | -   | 482   | 952   |
|   | \$ 45,940                              | \$ 13,010                                       | \$ 35,514   | \$ 10,426   |
| <b>Region Controlled Programs Total:</b>            | \$ 717,828                             | \$ 225,146                                      | \$ 701,032  | \$ 16,796   |
| <b>External Organizations</b>                       |  |   |   |   |
| Ontario Provincial Police                           | 6,100                                  | 33  | 6,100   | -   |
| GO Transit  | 0                                      | (31,940)  | 0   | -   |
| Peel Regional Police                                | 37,533                                 | 11,471  | 37,533  | -   |
| Conservation Authorities                            | 1,314                                  | 708   | 1,314   | -   |
| Hospitals   | 0                                      | 0   | 0   | -   |
| <b>Total Region Financed External Organizations</b> | \$ 44,947                              | \$ (19,728)                                     | \$ 44,947   | \$ -  |
| <b>Total Region</b>                                 | \$ 762,775                             | \$ 205,418                                      | \$ 745,979  | \$ 16,796   |



Region of Peel  
Continuity Schedule of Reserves and Reserve Funds (\$'000)  
As at June 30, 2011

|                                 | Reserves                |               |   |                         |                              |                |              | Total |
|---------------------------------|-------------------------|---------------|---|-------------------------|------------------------------|----------------|--------------|-------|
|                                 | Capital<br>Construction | Stabilization | Vehicle and<br>Equipment<br>Replacement | Building<br>Replacement | Other<br>Restricted<br>Funds | DC Funds       |              |       |
| Balance January 1, 2011         | \$ 607,852              | \$ 200,409    | \$ 187,730                              | \$ 205,629              | \$ 18,283                    | \$ (228,951)   | \$ 990,952   |       |
| Contribution                    | 80,716                  | 2,669         | 11,961                                  | 8,108                   | 543                          | 298,929        | 402,925      |       |
| Interest                        | 12,132                  | 5,352         | 3,349                                   | 3,693                   | 321                          | (13,844)       | 11,004       |       |
| Transfers and Other             | -                       | (5,500)       | -                                       | -                       | -                            | -              | (5,500)      |       |
| Expenditures                    | (4,271)                 | (1,606)       | (12,583)                                | (3,723)                 | (2,164)                      | (99,067)       | (123,414)    |       |
| Balance June 30, 2011           | 696,429                 | 201,324       | 190,457                                 | 213,706                 | 16,983                       | (42,932)       | 1,275,967    |       |
| Balances Committed              | (566,082)               | (22,628)      | (72,239)                                | (68,230)                | (9,110)                      | (1,259,387)    | (1,997,677)  |       |
| Balance Available June 30, 2011 | \$ 130,347              | \$ 178,696    | \$ 118,218                              | \$ 145,476              | \$ 7,873                     | \$ (1,302,319) | \$ (721,710) |       |

**Region of Peel  
Reserves & Reserve Fund Balance by Program (\$'000)**

As at June 30, 2011

| Program                      | Reserves                |                   |   |                         |                    | DC and<br>Restricted<br>Reserve<br>Funds | Total                | Committed<br>Balances | Balance<br>Available |
|------------------------------|-------------------------|-------------------|---|-------------------------|--------------------|--|----------------------|-----------------------|----------------------|
|                              | Capital<br>Construction | Stabilization     | Vehicle and<br>Equipment<br>Replacement | Building<br>Replacement |                    |  |                      |                       |                      |
| Roads                        | \$ 95,847               | \$ 6,050          | \$ -                                    | \$ -                    | \$ 9,941           | \$ 111,839                               | \$ (410,601)         | \$ (298,763)          |                      |
| Waste Management             | 133,334                 | 2,472             | -                                       | 43,828                  | 205                | 179,838                                  | (34,906)             | 144,933               |                      |
| PW Operation Support Tax     | -                       | -                 | 18,435                                  | (2,149)                 | -                  | 16,287                                   | (12,300)             | 3,987                 |                      |
| Regional Planning            | 1,814                   | 526               | -                                       | -                       | (836)              | 1,505                                    | (2,593)              | (1,088)               |                      |
| Long Term Care               | (1,363)                 | 5,408             | 5,454                                   | 13,278                  | 3,306              | 26,083                                   | (14,917)             | 11,166                |                      |
| TransHelp                    | -                       | 541               | 3,627                                   | 1,716                   | 13,359             | 19,243                                   | (8,378)              | 10,865                |                      |
| Children's Services          | -                       | 13,070            | -                                       | 2,618                   | 638                | 16,327                                   | (1,120)              | 15,207                |                      |
| Public Health                | 2,506                   | 1,620             | 1,942                                   | -                       | 4,457              | 10,525                                   | (3,095)              | 7,430                 |                      |
| Housing Accounts             | (15,576)                | 7,681             | -                                       | 71,710                  | 694                | 64,509                                   | (92,757)             | (28,248)              |                      |
| Police                       | -                       | 30,998            | 64,354                                  | 34,657                  | 5,249              | 135,259                                  | (62,545)             | 72,714                |                      |
| Police - PRP                 | -                       | 20,556            | 64,354                                  | 34,657                  | 4,068              | 123,635                                  | (54,363)             | 69,272                |                      |
| Police - OPP                 | -                       | 10,443            | -                                       | -                       | 1,182              | 11,624                                   | (8,182)              | 3,442                 |                      |
| Ontario Works                | -                       | 13,154            | -                                       | 2,423                   | 1,949              | 17,525                                   | (3,467)              | 14,059                |                      |
| Conservation                 | 5,757                   | -                 | -                                       | -                       | -                  | 5,757                                    | (1,092)              | 4,664                 |                      |
| GO Transit                   | 2,144                   | -                 | -                                       | -                       | 548                | 2,692                                    | -                    | 2,692                 |                      |
| Paramedic Services           | 31,761                  | 415               | 4,715                                   | 11,032                  | 1,443              | 49,367                                   | (27,162)             | 22,204                |                      |
| Hospitals                    | 17,661                  | -                 | -                                       | -                       | -                  | 17,661                                   | (2,922)              | 14,739                |                      |
| Water                        | 146,915                 | 5,146             | -                                       | 11,999                  | (111,667)          | 52,394                                   | (660,183)            | (607,788)             |                      |
| Director's Office Wastewater | 181,503                 | 8,870             | -                                       | 8,111                   | 43,923             | 242,408                                  | (555,838)            | (313,430)             |                      |
| PW Operation Support Rate    | -                       | -                 | 43,477                                  | 4,403                   | -                  | 47,880                                   | (4,008)              | 43,871                |                      |
| Internal Support Services    | 94,126                  | 105,366           | 48,453                                  | 10,079                  | 839                | 258,864                                  | (99,793)             | 159,071               |                      |
| <b>Total</b>                 | <b>\$ 696,429</b>       | <b>\$ 201,319</b> | <b>\$ 190,457</b>                       | <b>\$ 213,706</b>       | <b>\$ (25,950)</b> | <b>\$ 1,275,962</b>                      | <b>\$(1,997,677)</b> | <b>\$ (721,715)</b>   |                      |