

**Agenda – Standing Policy Committee on Finance – January 9, 2018**

**REPORTS**

**Item No. 1                      Financial Status Report and Forecast to November 30, 2017**

**WINNIPEG PUBLIC SERVICE RECOMMENDATION:**

That the Financial Status Report and Forecast to November 30, 2017 be received as information.

## ADMINISTRATIVE REPORT

**Title:** Financial Status Report and Forecast to November 30, 2017

**Critical Path:** Standing Policy Committee on Finance – Executive Policy  
Committee – Council

### AUTHORIZATION

Author	Department Head	CFO	CAO
P.Olafson	M. Ruta	B. D'Avignon, Acting for M. Ruta	G. Chartier, acting for D. McNeil

### EXECUTIVE SUMMARY

The Financial Status Report and Forecast to November 30, 2017 currently anticipates a projected surplus of \$8.7 million. This has improved from the \$1.7 million surplus previously reported (as at October 31).

Based on experience of the past few years it is not unusual for the projected surplus to have improvements in the final month of the year. The average change over the last four of five reported years between November and year-end is \$3.5 million, ranging from \$0.6 – 6.8 million.

The increase in forecasted surplus from October is largely attributable to an improvement in forecasted net taxes added as well as forecasted improvements in the Transit Department's financial status. In October, net taxes added were projected to be under budget by \$2.5 million, but this outlook has subsequently improved to be better than budget by \$200 thousand. This increase was due to the completion of complex subdivisions and related assessment and taxation transactions in 2017 instead of 2018 as initially expected. The Transit Department has seen improvements in both fare revenues and additional cost savings through the remainder of the year, which has eliminated the need for the General Revenue fund to provide an additional transfer which had been forecasted in October.

The 2017 tax-supported budget includes a transfer up to \$5 million from the Financial Stabilization Reserve Fund to the General Revenue Fund. As a result of the 2016 deficit elimination measures and a forecasted short fall of municipal taxes for 2017, the Financial Stabilization Reserve is forecasted to afford only \$2.8 million at this time, which is included in this report. This has improved from the October forecast as a result of the aforementioned improvement in net taxes added.

Based on the surplus projected in this report, no additional transfer from the Financial Stabilization Reserve Fund (beyond what is included in the November projection) is anticipated at this time. In the event an additional transfer is necessary, a recommendation has been

provided to Council regarding utilizing funds in the Financial Stabilization Reserve Fund, and a subsequent replenishment plan. This will be considered for approval at the January 25, 2018 Council meeting. If a surplus remains at December 31, 2017, it will be transferred to the Financial Stabilization Reserve Fund.

At the March 13, 2017 meeting of the Standing Policy Committee on Finance, the Public Service tabled a report that provided information on the 2017 cost mitigation measures for the City of Winnipeg. The report outlined targeted cost reductions for each tax-supported department, as well as for Transit and Water and Waste. This Financial Status Report includes \$9.5 million in tax-supported budget savings through these measures.

## **RECOMMENDATIONS**

That the Financial Status Report and Forecast to November 30, 2017 be received as information.

## **REASON FOR THE REPORT**

On December 17, 1997, City Council approved clause 1 of the report of the Standing Committee on Fiscal Issues, which requires that a periodic report be approved on a quarterly basis by the Standing Committee on Fiscal Issues. Since that time, the Standing Committee on Fiscal Issues has been renamed Standing Policy Committee on Finance.

## **IMPLICATIONS OF THE RECOMMENDATIONS**

At this time, the Public Service anticipates a projected surplus of \$8.7 million. The Public Service anticipates that the projected surplus will increase in the final month of the year based on financial improvements typically realized from that forecasted for November 30, as well as through continued efforts to control expenses without impacting the delivery of core services. The Public Service monitors the General Revenue Fund on a regular basis.

## **HISTORY/DISCUSSION**

The forecasted results at November and the year-end position before final transfers for the General Revenue Fund for the past five years were as follows:

Year	Surplus (deficit) in millions at November 30	Surplus (deficit) in millions at December 31 before Final Transfers
2016	\$ (6.2)	\$ (5.1)
2015	11	16.3
2014	(6.1)	0.7
2013	(2.4)	(1.8)
2012	N/A	15.9

## **2017 Cost Mitigation Measures – Update**

At the March 13, 2017 meeting of the Standing Policy Committee on Finance, the Public Service tabled a report that provided information on the 2017 cost mitigation measures for the City of Winnipeg. The report outlined targeted cost reductions for each tax-supported department, as well as for Transit and Water and Waste. Due largely to record snowfall in December, the 2016 fiscal year ended in a tax-supported deficit prior to Council approved deficit elimination measures. The Council adopted budget for 2017 had estimated a surplus in 2016 of \$9.5 million. The City must now manage this shortfall and find \$9.5 million in savings in addition to the efficiencies' savings included in the 2017 tax-supported budget. This Financial Status Report includes \$9.5 million in tax-supported budget savings through these measures.

In its 2016 year-end Financial Status Report for the General Revenue Fund, a \$5.1 million deficit was reported. As a result of previously Council approved deficit elimination measures, \$1.4 million was retained in the General Revenue Fund in respect of net supplementary taxes and tax roll adjustments, \$0.4 million was also retained in the General Revenue Fund in respect of interest net of investment management fees, and \$3.3 million was transferred from the Financial Stabilization Reserve in order to balance for 2016.

The 2017 tax-supported budget includes a transfer of up to \$5.0 million from the Financial Stabilization Reserve Fund to the General Revenue Fund. As a result of the deficit elimination measures employed in 2016 and a shortfall in municipal taxes forecasted for 2017, the Financial Stabilization Reserve is forecasted to only afford \$2.8 million at this time and is reflected, as such, in this report. This is an improvement from the October report in which only \$0.1 was able to be transferred. This improvement is due to the completion of complex subdivisions and related assessment and taxation transactions in 2017 instead of 2018 as initially expected, which increased the forecasted net taxes added for 2017 from a short fall of \$2.5 million in October to better than budget by \$200 thousand in November.

## **Provincial funding and other**

The Province has introduced a new envelope funding model for the City of Winnipeg. In discussions with Provincial representatives, the City was notified that Transit and Winnipeg Police Services grants would be consistent with 2016 actual funding without inflationary increases resulting in a forecasted budget shortfall in 2017.

### **Transit**

Transit's financial status has been significantly impacted by changes to the Provincial funding model and less than expected passenger revenue.

The following table depicts summarized financial information for Transit (also see Schedule 4):

	November Forecast	2017 Budget	November Forecast Variance	October Forecast Variance
Passenger fares and other revenue	\$ 83.7	\$ 87.9	\$ (4.2)	\$ (6.0)
Province of Manitoba transfer	40.1	48.3	(8.2)	(8.2)
<b>TOTAL</b>	<b>123.8</b>	<b>136.2</b>	<b>(12.4)</b>	<b>(14.2)</b>
Expenses	176.6	182.3	5.7	2.9
Transfer to SWRT Payment Reserve	3.4	5.1	1.7	1.7
<b>TOTAL</b>	<b>180.0</b>	<b>187.4</b>	<b>7.4</b>	<b>4.6</b>
<b>DEFICIT BEFORE OTHER ITEMS</b>	<b>(56.2)</b>	<b>(51.2)</b>	<b>(5.0)</b>	<b>(9.6)</b>
Transfer to Bus Replacement Reserve	(0.2)	(3.9)	3.7	3.7
Transfer from General Revenue Fund	53.3	55.1	(1.8)	0.9
<b>Deficit</b>	<b>(3.1)</b>	<b>-</b>	<b>(3.1)</b>	<b>(5.0)</b>
Retained Earnings, beginning of the year	12.2	12.2	-	-
Allocated to Capital Spending	(7.1)	(11.1)	4.0	4.0
<b>Retained Earnings, end of year</b>	<b>\$ 2.0</b>	<b>\$ 1.1</b>	<b>\$ 0.9</b>	<b>\$ (1.0)</b>

In May, the Province tabled Bill 36, *The Budget Implementation and Tax Statutes Amendment Act, 2017*. The Act repealed the 50/50 funding formula relating to Transit operating costs. The reduced level of provincial funding combined with the decreased transfer related to the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve has resulted in a shortfall in the Provincial transfer of \$8.2 million.

Transit is also experiencing a forecasted shortfall of \$3.8 million relating to declining passenger revenue (included in the \$4.2 million shortfall in passenger fares and other revenue disclosed in the table above). Lower ridership than planned is the primary reason for this. Compared to 2015, sample passenger counts indicate weekday ridership has declined by 9%. Ridership is influenced by many factors such as gasoline prices, demographics, weather, etc. Decrease in ridership is a national and North American trend and has been reported by many cities including Calgary, Ottawa, and Toronto.

The department is forecasting \$7.4 million in cost savings to help offset the impact of reduced ridership and Provincial funding. Included in this total is a reduced transfer of \$1.7 million to the Southwest Rapid Transitway (Stage 2) and Pembina Highway Underpass Payment Reserve. In 2015, the Province committed to funding \$1.7 million towards eligible bus purchases and has recently indicated they would not be providing

this previously committed funding. Also included in cost savings are savings relating to salary expenses.

The department also is contributing \$1.8 million of \$9.5 million, to the City's cost mitigation measures, thereby reducing the transfer from the General Revenue Fund. It is accomplishing this through a combination of reducing the transfer to the Bus Replacement Reserve (\$0.4 million) and using a portion of retained earnings to partially fund 2017 operations (\$1.4 million, which was approved at the June 21, 2017 Council meeting).

In order to reduce the financial impact to the General Revenue Fund, the Transit department has also identified additional savings options to help balance its budget. A report with savings options tabled at the September 15, 2017 meeting of Standing Policy Committee on Finance was approved by Council on September 28, 2017. The additional savings options include a decrease in transfer to the Bus Replacement Reserve of \$3.3 million and a deferral of capital spending utilizing retained earnings of \$3.6 million. These options have been included in this report, which in addition to a slight increase in fare revenues and further expense savings seen to the end of November have eliminated the need for an additional transfer from the General Revenue Fund at this time.

### **Police Services**

The Police Services has been notified that it will not receive \$0.6 million relating to 2016 programs. Further, as a result of the new funding model, an additional shortfall of \$0.6 million for 2017 programs exists. The total impact to the Police Department's net revenues is \$1.2 million related to 2016 and 2017 Provincial funding decisions for the cadet and helicopter maintenance programs.

### **Fire Paramedic Service**

The Fire Paramedic Service has been in discussions with the Winnipeg Regional Health Authority (WRHA) regarding funding for ambulance services for both 2017 and future years. These discussions are ongoing and while no decisive long term funding agreement has been reached because of the transition of Emergency Medical Services to the Shared Health Services Manitoba organization in early 2018, the WRHA has advised, in writing, that 2017 funding will continue in line with 2016 levels. At this time the WRHA is seeking additional funding from Manitoba Health to address the funding shortfall that arises from cost increases in providing services throughout 2017 but at the same level as 2016 – this is estimated at around \$2.1million at the time of this forecast. The department expects the WRHA to make good the funding position for 2017 and thus no reduction in funding has been forecasted for 2017.

## **Summary**

In addition to the operating budget implications noted above, capital budgets will be impacted. The City and the Province are continuing discussions regarding Provincial funding to the City for 2017 and 2018.

## **Assessment Appeals**

Consistent with past reports, included in the Assessment and Taxation Department's forecast is an additional provision of \$2.2 million concerning outstanding assessment appeals (for a total forecasted 2017 expense of \$6.3 million). For accounting purposes, the department estimates a value representing what outstanding assessment appeals may cost the City. The additional provision made in 2017 represents the estimated shortfall for this account as of December 31, 2016.

Under the previous four-year assessment cycle, the number of appeals outstanding decreased in the third and fourth year which allowed the department, tax agents and the Municipal Board to schedule and complete a larger number of appeals prior to the end of the assessment cycle. The City is currently in its fourth two-year assessment cycle and a trend is developing with respect to the pace Municipal Board Appeals are scheduled, heard and determined. At November 30, 2017, approximately 1,400 assessment appeals are outstanding.

The liability to the City is also impacted by interest applied to the outstanding appeals. Pursuant to *The Municipal Act (Interest on Excess Taxes Regulation 51/97)*, interest payable on tax refunds resulting from successful appeals is set at 4.75% per year.

A recent analysis of the assessment appeal liability indicates that another \$4.6 million is required to fully fund the estimated liability. This unfunded liability has been considered in the 2018 budget process.

## **Other**

Corporate Finance Department has prepared this report showing forecasted revenues and expenses to December 31, 2017, for the General Revenue Fund, Utility Funds and Municipal Accommodations Fund. This information was obtained from departments and was based on actual data as at November 30, 2017.

Attachments included are the following:

Schedule 1 – The City of Winnipeg – General Revenue Fund – Financial Status Report and Forecast;

Schedule 2 – The City of Winnipeg – General Revenue Fund – Budget Variances;

Schedule 3 – The City of Winnipeg – General Revenue Fund – Reconciliation of October to September Forecast;

Schedule 4 – The City of Winnipeg – Summary by Fund; and

Schedule 5 – The City of Winnipeg – General Revenue Fund – Net Mill Rate by Department.



<b>FINANCIAL IMPACT</b>
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**Financial Impact Statement    Date: December 28, 2017**

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**Project Name:**

**Financial Status Report November 30, 2017**

**COMMENTS:**

This report is prepared for information purposes.

**Melissa Wensel**

Acting Manager of Financial Reporting and Accounting Services

## **CONSULTATION**

This Report has been prepared in consultation with:

All City of Winnipeg Departments

## **OURWINNIPEG POLICY ALIGNMENT**

01-3 Prosperity Direction 1 Provide Efficient and Focused Civic Administration and Governance. This report supports demonstration of accountability by the City's public service through reporting.

## **SUBMITTED BY**

Department: Corporate Finance  
Division: Corporate Controller's  
Prepared by: Melissa Wensel  
Date: December 28, 2017  
File No:  
Attachments:

**THE CITY OF WINNIPEG - GENERAL REVENUE FUND**  
**FINANCIAL STATUS REPORT AND FORECAST**

Schedule 1

Actual for the eleven month period ended November 30, 2017

forecasted for the year ending December 31, 2017

(in thousands of dollars)

(unaudited)

	Adopted Budget	Forecast	Variance From Budget	Year to Date Actual
<b>REVENUES</b>				
Taxation	\$ 678,845	\$ 677,863	\$ (982)	\$ 614,922
Government transfers	127,789	126,500	(1,289)	117,421
Sale of goods and services	62,796	60,807	(1,989)	54,255
Regulation fees	59,210	56,550	(2,660)	49,976
Other	39,121	39,710	589	2,646
Payments-in-lieu of taxes	36,134	36,135	1	33,061
Interest	34,102	36,292	2,190	34,364
Transfer from other funds	41,512	31,576	(9,936)	18,222
Total Revenues	1,079,509	1,065,433	(14,076)	924,867
<b>EXPENSES</b>				
Assessment and taxation	20,856	21,396	(540)	15,467
Audit	1,379	1,282	97	905
Chief administrative offices	4,353	4,204	149	3,722
City clerks	14,947	14,578	369	12,645
Community services	114,892	112,187	2,705	101,752
Corporate	59,197	56,662	2,535	53,041
Corporate finance	9,073	8,150	923	7,718
Corporate support services	35,996	34,892	1,104	30,743
Council	3,532	3,474	58	3,008
Fire paramedic service	199,219	195,789	3,430	176,292
Legal services	3,078	3,075	3	2,805
Mayor's office	1,863	1,606	257	970
Museums	1,031	1,031	-	1,038
Planning, property and development	45,598	44,781	817	38,619
Police services	288,000	284,368	3,632	258,563
Policy and strategic initiatives	812	638	174	589
Public works	229,991	225,163	4,828	208,091
Street lighting	13,399	12,426	973	11,337
Water and waste	32,293	31,016	1,277	25,913
Total Expenses	1,079,509	1,056,718	22,791	953,218
<b>FORECASTED SURPLUS</b>	\$ -	\$ 8,715	\$ 8,715	\$ (28,351)

Notes:

(1) See Schedule 5 for comparable departmental view.

**THE CITY OF WINNIPEG - GENERAL REVENUE FUND**  
**BUDGET VARIANCES ARISING FROM THE**  
**NOVEMBER 30, 2017 FORECAST**  
**FOR THE YEAR ENDING DECEMBER 31, 2017**

**Schedule 2**

*(in millions of dollars)*  
*(unaudited)*

**Corporate Accounts:**

Unfavourable variance in Corporate Accounts is mostly related to the following:

• cost mitigation measures relating to Transit:		
· reduced transfer to Bus Replacement Reserve.	0.4	
· utilization of retained earnings.	1.4	
Reduction in transfer to Transit due to cost mitigation measures	<u>1.8</u>	
• a shortfall in the transfer from the General Purpose Reserve due to the 2016 deficit.	(9.5)	
• a decrease in budgeted savings.	(7.7)	
• a shortfall in the transfer from the Financial Stabilization Reserve.	(2.2)	
• savings from adjustments to provisions.	8.0	
• savings in debt and finance charges.	<u>1.7</u>	\$ (7.9)

The Street Lighting's favourable variance is mainly due to light and power cost savings.

1.0

The Police Services department's favourable variance is mainly due to savings associated with the new collective agreement with the Winnipeg Police Association. These savings are offset by lower Provincial funding relating to the cadet program and police helicopter.

1.3

**Planning, Property and Development:**

• As part of the cost mitigation measures, Planning, Property and Development is reporting savings to expenses and additional revenues.	0.7	
• The remaining favourable variance is mostly related to savings from position vacancies and transfer from Municipal Accommodations.	<u>1.3</u>	2.0

**Corporate Finance:**

• As part of the cost mitigation measures, Corporate Finance is reporting savings to expenses.	0.5	
• The remaining favourable variance is mostly related to savings from higher capital construction interest and other revenues and recoveries.	<u>2.0</u>	2.5

**THE CITY OF WINNIPEG - GENERAL REVENUE FUND**  
**BUDGET VARIANCES ARISING FROM THE**  
**NOVEMBER 30, 2017 FORECAST**  
**FOR THE YEAR ENDING DECEMBER 31, 2017 (CONTINUED)**

**Schedule 2**

(in millions of dollars)

(unaudited)

**Community Services:**

- As part of the cost mitigation measures, Community Services is reporting savings to expenses. **1.1**
- The remaining favourable variance is mostly related to savings from position vacancies and revenues exceeding budget. **1.9** **3.0**

**Public Works:**

- As part of the cost mitigation measures, Public Works is reporting savings in expenses and additional revenues. **3.0**
- The remaining variance is mostly related to savings from position vacancies and insect control expenditures due to favourable weather conditions. These savings are offset by an unfavourable variance in snow clearing program expenditures, relating to the ongoing snow clearing and removal from December 2016. **0.3** **3.3**

Other departmental cost mitigation measures. **2.4**

Other departmental revenues and expenses. **1.1**

***Forecasted Surplus*** **\$ 8.7**

(1) See Schedule 1 and 5 for breakdown of other departmental revenues and expenses.

**THE CITY OF WINNIPEG - GENERAL REVENUE FUND  
RECONCILIATION OF OCTOBER TO NOVEMBER FORECAST  
NOVEMBER 30, 2017 FORECAST  
FOR THE YEAR ENDING DECEMBER 31, 2017**

**Schedule 3**

*(in millions of dollars)*

*(unaudited)*

Forecasted General Revenue Fund Surplus - October 31, 2017	\$	1.7
Favourable variance in Corporate Accounts is mostly related to the following:		
• a decreased transfer to Transit.	2.7	
• an increased transfer from the Financial Stabilization Reserve.	2.7	
• other.	<u>(0.3)</u>	5.1
Other departmental revenues and expenses.		<u>1.9</u>
<b><i>Forecasted General Revenue Fund Surplus - November 30, 2017</i></b>	<b>\$</b>	<b><u>8.7</u></b>

# THE CITY OF WINNIPEG - SUMMARY BY FUND FINANCIAL STATUS REPORT AND FORECAST

Schedule 4

Actual for the eleven month period ended November 30, 2017

forecasted for the year ending December 31, 2017

(in thousands of dollars)

(unaudited)

	Adopted Budget	Forecast	Variance From Budget	Actual
<b>General Revenue Fund</b>				
Revenues	\$ 1,079,509	\$ 1,065,433	\$ (14,076)	\$ 924,867
Expenses	1,079,509	1,056,718	22,791	953,218
Surplus/(Deficit)	<u>\$ -</u>	<u>\$ 8,715</u>	<u>\$ 8,715</u>	<u>\$ (28,351)</u>
<b>Transit System</b>				
Revenues	\$ 136,158	\$ 123,771	\$ (12,387)	\$ 116,523
Expenses	182,246	176,680	5,566	157,904
Transfer to SWRT Payment Reserve	(5,100)	(3,400)	1,700	(3,400)
	<u>(51,188)</u>	<u>(56,309)</u>	<u>(5,121)</u>	<u>(44,781)</u>
Transfer to Bus Replacement Reserve	(3,938)	(160)	3,778	-
Transfer from General Revenue Fund	55,126	53,326	(1,800)	51,246
Surplus/(Deficit)	<u>\$ -</u>	<u>\$ (3,143)</u>	<u>\$ (3,143)</u>	<u>\$ 6,465</u>
<b>Waterworks System</b>				
Revenues	\$ 128,502	\$ 126,357	\$ (2,145)	\$ 115,780
Expenses	77,401	73,865	3,536	78,240
	<u>51,101</u>	<u>52,492</u>	<u>1,391</u>	<u>37,540</u>
Transfer to Water Main Renewal Reserve	(16,500)	(16,500)	-	(12,375)
General Revenue Fund	<u>(14,943)</u>	<u>(14,943)</u>	<u>-</u>	<u>-</u>
Surplus Prior to Principle Debt Repayments	19,658	21,049	1,391	25,165
Principle Debt Repayments	<u>(4,462)</u>	<u>(4,462)</u>	<u>-</u>	<u>-</u>
Surplus	<u>\$ 15,196</u>	<u>\$ 16,587</u>	<u>\$ 1,391</u>	<u>\$ 25,165</u>

## THE CITY OF WINNIPEG - SUMMARY BY FUND FINANCIAL STATUS REPORT AND FORECAST

*Actual for the eleven month period ended November 30, 2017*

*forecasted for the year ending December 31, 2017*

*(in thousands of dollars)*

*(unaudited)*

	Adopted Budget	Forecast	Variance From Budget	Actual
<b>Sewage Disposal System</b>				
Revenues	\$ 181,250	\$ 177,055	\$ (4,195)	\$ 161,816
Expenses	87,002	81,236	5,766	86,219
	<u>94,248</u>	<u>95,819</u>	<u>1,571</u>	<u>75,597</u>
Transfer to Reserves	(37,870)	(37,380)	490	(13,655)
Transfer to General Revenue Fund	<u>(32,090)</u>	<u>(31,445)</u>	<u>645</u>	<u>(10,485)</u>
Surplus	<u>\$ 24,288</u>	<u>26,994</u>	<u>2,706</u>	<u>51,457</u>
<b>Solid Waste Disposal</b>				
Revenues	\$ 44,483	\$ 46,460	\$ 1,977	\$ 33,873
Expenses	42,191	38,413	3,778	29,384
	<u>2,292</u>	<u>8,047</u>	<u>5,755</u>	<u>4,489</u>
Transfer to Reserves	<u>(377)</u>	<u>(1,355)</u>	<u>(978)</u>	<u>(264)</u>
Surplus Prior to Principle Debt Repayments	1,915	6,692	4,777	4,225
Principle Debt Repayments	<u>(2,179)</u>	<u>(2,196)</u>	<u>(17)</u>	<u>-</u>
Surplus/(Deficit)	<u>\$ (264)</u>	<u>\$ 4,496</u>	<u>\$ 4,760</u>	<u>\$ 4,225</u>
<b>Municipal Accommodations Fund</b>				
Revenues	\$ 75,242	\$ 74,542	\$ (700)	\$ 67,335
Expenses	64,309	62,668	1,641	53,428
	<u>10,933</u>	<u>11,874</u>	<u>941</u>	<u>13,907</u>
Transfer to: General Revenue Fund	<u>(10,933)</u>	<u>(11,874)</u>	<u>(941)</u>	<u>(180)</u>
Surplus	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,727</u>



**THE CITY OF WINNIPEG - GENERAL REVENUE FUND**  
**FINANCIAL STATUS REPORT AND FORECAST**

**Schedule 5**

*forecasted for the year ending December 31, 2017*  
*(in thousands of dollars)*  
*(unaudited)*

	<i>Revenues</i>			<i>Expenses</i>			<i>Net Mill Rate</i>
	<b>Adopted Budget</b>	<b>Forecast</b>	<b>Variance Budget/Forecast</b>	<b>Adopted Budget</b>	<b>Forecast</b>	<b>Variance Budget/Forecast</b>	<b>Variance Budget/Forecast</b>
Assessment and taxation	\$ 673,002	\$ 673,515	\$ 513	\$ 20,856	\$ 21,396	\$ (540)	\$ (27)
Audit	-	-	-	1,379	1,282	97	97
Chief administrative offices	-	-	-	4,353	4,204	149	149
City clerks	531	1,052	521	14,947	14,578	369	890
Community services	17,792	18,041	249	114,892	112,187	2,705	2,954
Corporate	137,876	127,413	(10,463)	59,197	56,662	2,535	(7,928)
Corporate finance	5,439	6,989	1,550	9,073	8,150	923	2,473
Corporate support services	2,096	1,596	(500)	35,996	34,892	1,104	604
Council	-	-	-	3,532	3,474	58	58
Fire paramedic service	64,330	61,390	(2,940)	199,219	195,789	3,430	490
Legal services	653	691	38	3,078	3,075	3	41
Mayor's office	-	-	-	1,863	1,606	257	257
Museums	-	-	-	1,031	1,031	-	-
Planning, property and development	41,424	42,619	1,195	45,598	44,781	817	2,012
Police services	47,104	44,809	(2,295)	288,000	284,368	3,632	1,337
Policy and strategic initiatives	-	-	-	812	638	174	174
Public works	76,462	74,937	(1,525)	229,991	225,163	4,828	3,303
Street lighting	-	-	-	13,399	12,426	973	973
Waterworks and waste	12,800	12,381	(419)	32,293	31,016	1,277	858
<b>Forecasted Surplus</b>	<b>\$ 1,079,509</b>	<b>\$ 1,065,433</b>	<b>\$ (14,076)</b>	<b>\$ 1,079,509</b>	<b>\$ 1,056,718</b>	<b>\$ 22,791</b>	<b>\$ 8,715</b>