

THE CORPORATION OF THE CITY OF WINDSOR
Office of the City Treasurer – Finance

**MISSION STATEMENT:**

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #16662 AFB/11544	Report Date: July 9, 2012
Author's Name: Don Nantais	Date to Council: July 29, 2013
Author's Phone: 519 255-6100 ext. 1668	Classification #:
Author's E-mail: dnantais@city.windsor.on.ca	

To: Mayor and Members of City Council

Subject: 2013 Second Quarter Operating Budget Variance Report

1. RECOMMENDATION: City Wide: _____ Ward(s): _____

THAT Council **RECEIVE FOR INFORMATION** the 2013 2nd Quarter Operating Budget Variance Report dated July 29, 2013 from the CFO & City Treasurer and;

THAT the CAO in concert with the CFO & City Treasurer **BE DIRECTED** to continue monitoring the 2013 Operating Budget and Actuals and pro-actively take steps to mitigate any significant variances projected.

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

Annual Operating Budgets for City departments are set at the beginning of the calendar year based on Council direction, economic trends and local information available at the time. The departments monitor their expenditures and revenues on an ongoing basis and project to the end of the year to ensure that they remain within the approved budget. As with any forecasting, the projections become more accurate as the year unfolds and as more information becomes available.

The City's annual budget includes a \$1.5 million budget stabilization contingency line item that is used to help offset any unforeseen variances that can materialize throughout the year.

In addition to the City's tax levy funded Operating Budget, certain expenditures are funded through specific non tax levy streams such as Legislated Building Permits, On / Off Street Parking Operations, and Sewer Surcharge, as detailed in the discussion section of this report.

3. DISCUSSION:

The financial position of the Corporation is directly affected by uncontrollable factors such as weather conditions, unemployment rates, tax appeals, fuel, electricity, interest rates, settlement of litigation brought against the City and social assistance caseloads. As a result, material fluctuations in the projected variances can occur if any unforeseen event occurs or the event is of an unforeseen magnitude.

Based on information as of June 30, 2013, Administration is projecting an estimated year end surplus of \$1.122 million prior to the use of the noted \$1.5 million contingency allowance. With the contingency factored in, the projected year-end variance represents an estimated surplus of \$2.622 million.

The following table provides a summary of the 2013 projected year-end variances for the City Departments and Agencies, Boards & Commissions, by projected dollar value from largest deficit to largest surplus.

Table A: 2013 Second Quarter Operating Budget Variance by Department

Departments / Divisions	2012 Year End Surplus/ (Deficit)	2013 Annual Net Budget	Q2 - 2013 Projected Surplus / (Deficit)	Variance as a % of Gross Budget
Engineering	6,654	8,649,979	(389,000)	-3.5%
Huron Lodge	(121,759)	7,797,907	(258,000)	-1.2%
Council Services	424,874	3,443,477	(206,500)	-1.5%
Recreation & Culture	(160,597)	9,044,667	(150,000)	-0.9%
PW Operations	419,513	11,573,484	(77,000)	-0.3%
Planning	(259,315)	2,736,269	0	0.0%
Mayor's Office	0	438,179	0	0.0%
Council Administrative Services	10,423	741,281	0	0.0%
Corporate Human Resource Accounts	233,384	(5,735,375)	0	0.0%
Legal	(479,405)	6,832,655	0	0.0%
Building	199,506	2,146,385	0	0.0%
Comm. Development & Health Office	(8,870)	92,840	0	0.0%
Parks & Facility Operations	(34,284)	19,497,415	0	0.0%
CAO's Office	222,610	1,354,061	0	0.0%
Human Resources	129,391	3,722,478	33,000	0.8%
Fire & Rescue Services	114,938	35,133,818	60,000	0.2%
Information Technology	77,607	5,322,836	65,000	1.0%
Finance	376,256	6,529,604	88,000	1.0%
Environmental	22,690	12,621,610	140,000	0.4%
Housing & Children's Services	467,549	21,150,846	247,000	0.3%
Employment & Social Services	1,170,187	15,961,498	937,000	0.8%
Corporate Financial Accounts	(2,497,114)	(279,305,665)	1,288,000	0.8%
Total City Departments	314,238	(110,249,751)	1,777,500	0.3%
Windsor Police Services	89,971	72,282,957	(470,000)	-0.6%
Transit Windsor	(413,938)	12,289,811	(186,000)	-0.7%
Windsor Public Library	0	7,939,359	0	0.0%
Agency Grants	(133,209)	16,150,454	0	0.0%
Committees of Council	30,776	87,170	0	0.0%
Total Agencies, Boards & Commissions	(105,633)	108,749,751	(656,000)	-0.5%
Total Corporation	208,605	(1,500,000)	1,121,500	0.1%
Budget Stabilization Contingency Acct.	1,500,000	1,500,000	1,500,000	100%
Net Operating Budget Surplus	\$1,708,605	0	2,621,500	0.3%

Administration is working diligently to reduce the projected departmental variances by incorporating appropriate mitigating measures in the departments.

Further details explaining the composition of these numbers and mitigating measures are provided in *Appendix A* of this report.

The projected year-end variance is also broken down by major account categories and presented in the table below:

Table B: 2013 Second Quarter Operating Budget Variance by Category

CATEGORIES	NET FAVOURABLE/ (UNFAVOURABLE) VARIANCES
REVENUE:	
User Fees, Permits & Charges	(\$753,500)
Taxes - Municipal	(\$380,000)
Grants & Subsidies	(\$369,000)
Other Miscellaneous Revenue	(\$112,000)
Taxes - Education	\$0
Recovery of Expenditures	\$220,000
Transfers from Other Funds	\$390,000
Investment Income & Dividends	\$400,000
SUBTOTAL - REVENUE	(604,500)
EXPENSE:	
Operating & Maintenance Supplies	(\$1,020,000)
Minor Capital	(\$200,000)
Utilities, Insurance & Taxes	(\$197,000)
Financial Expenses	\$0
Transfers to Education Entities	\$0
Transfers to External Agencies	\$0
Purchased Services	\$79,500
Other Miscellaneous Expenditures	\$212,000
Transfer for Social Services	\$988,000
Salaries & Benefits	1,529,500
Transfers to Reserves & Capital Funds	1,834,000
SUBTOTAL - EXPENSES	3,226,000
2013 Projected Year End Surplus	2,621,500

Revenue Variance:

The largest portion of the projected revenue variance is comprised of a shortfall in User Fees, Permits & Charges across the Corporation, which can be attributed to the volume decreases. The Municipal Taxes category is projecting a deficit resulting from lower penalties and interest on taxes due to concentrated tax collection efforts. The Grants and Subsidies variance is due to lower than expected operating costs in the Employment Services Programs within Employment and Social Services.

Offsetting these revenue deficits are revenue surpluses related to Corporate Investments and a Transfer from Other Funds of one time capital funding for Transit Windsor.

Expenditure Variance:

On the expenditure side, the significant variance in the Operating and Maintenance Supplies category is mainly due to the higher than budgeted fleet maintenance costs at Transit Windsor and Building, equipment and infrastructure repairs required at Parks. It should be noted that Transit and Parks have taken mitigating steps to reduce the deficit in this expense item by delaying other non emergency projects. The bulk of the expenditure savings have been realized in Salaries & Benefits, through salary gapping and corporate provisions that typically offset costs in departments for workers compensation awards and other such items.

Non-Tax Levy Variances

Building Permit Operations

<i>Budgeted Draw on Permit Reserve</i>	<i>Projected Draw at Year End</i>	<i>Projected Year End Variance</i>
\$720,299	(\$1,189,299)	(\$469,000)

Construction statistics as of June 30, 2013 (1,158 permits) are below that of 2012 (1,575 permits) for the same period. Also, the permit counts are largely concentrated in property renovations and new housing starts. These types of permits generate lower permit revenues compared to permits for new construction of the larger industrial, commercial and institutional (ICI) type projects. The (ICI) categories traditionally represent a large portion of the permit based revenue for the Corporation.

Mitigating efforts are continually being implemented by the Building Department to help reduce and control any draw against the Building Permit Fee Reserve each year. Those efforts include gapping and elimination of positions where possible, frugal management of all controllable operating costs, increased efficiencies and implementing new fees and cost recovery of services rendered.

Implementation of the City Council approved Building Permit Fee Reserve Deficit Reduction Action Plan (September 19, 2011) remains on schedule for completion in 2013/2014.

On / Off Street Parking Operations

<i>Budgeted Transfer to Reserve</i>	<i>Projected Year End (rounded)</i>	<i>Projected Year End Variance</i>
\$531,276	\$531,276	\$0

On / Off Street Parking Operations is expecting to transfer the full budgeted transfer amount of \$531,276 and any surpluses realized for the year. This projection could fluctuate depending upon any unforeseen change in revenues or expenditures before year end.

Sewer Surcharge Funded Operations

<i>Budgeted</i>	<i>Projected Year End</i>	<i>Projected Year End Variance</i>
\$58,273,921	\$59,473,921	\$1,200,000

The Sewer Surcharge funded operations in Environmental Services is projecting a year-end surplus of approximately \$400,000.

The primary reason for this surplus relates to revenue from Sewage Treatment at the Little River Pollution Control Plant. A projected year-end revenue surplus of \$235,000 is expected at the Little River Pollution Control Plant due to the sewage treatment rate returning to normal levels for 2013 and a slight volume increase in the amount of sewage treated at that particular plant.

In addition, there are surpluses projected within the Pump Stations of \$100,000 and Electrical area of \$50,000, due to staffing vacancies within the areas. Lastly, a small surplus \$15,000 has been projected for the Landfill perpetual care costs, based on lower than anticipated monitoring costs.

Sewer Surcharge revenue has been trending higher as at May 31, 2013 and it is anticipated that a surplus of \$800,000 will materialize by the end of the year.

Therefore, the overall projected year end surplus for Sewer Surcharge Funded Operations is expected to be approximately \$1.2 million. Any year-end variance will be taken into account during the annual review of the sewer surcharge budget as part of the 2014 budget process.

Other Related Matters

Handi Transit

During the 2010 Budget deliberations, it was approved by Council that Handi Transit be included as part of our regular quarterly reports to Council. As a result, they have been included in Appendix A (see page 31). Handi Transit is projecting to break even for 2013.

4. RISK ANALYSIS:

There are a number of potential risks that can have a significant impact on the year-end financial results:

1. Current macro and micro economic conditions such as changes to local unemployment rates, volatility of energy costs, commodity prices and interest rates as well as supply and demand for products and services.
2. Seasonal variability with respect to revenues (i.e. Recreation fees) and expenses (i.e. winter control)
3. Potential increase in staffing costs due to factors such as sick call replacement, modified duties (particularly in mandated or 24 / 7 operational areas), WSIB, joint job evaluation or other arbitration decisions, health benefit usage (Green Shield) and such other. Some of these costs may be covered by corporate provisions / reserves.
4. Potential increase to unavoidable expenditures such as mandated repairs and maintenance and allied purchase of materials and supplies, legal expenses, streetlight maintenance, etc.
5. The Net Tax Additions / Reductions account is extremely difficult to project with certainty. There are still some significant appeals in progress and any variances in this account will vary dramatically based on the outcomes and timing of the settlements.
6. The significant use of estimates, historical knowledge and judgment in developing budgets and projecting actuals for the year implies that actual year end revenues and expenditures may differ significantly from quarterly projections. One way to mitigate this risk and help to offset any unexpected or one-time variances is by way of the annual \$1.5 million budget stabilization contingency account. Due to the favourable projection of an overall year end surplus, this contingency line item may not be utilized in 2013.

5. FINANCIAL MATTERS:

As discussed throughout the report.

Refer to *Appendix A* for detailed descriptions to support the departmental projected year end variances.

Appendix B of this report includes a list of relevant operational and economic statistics (extracted from various sources) as background information and is depicted graphically by quarter, by year, for ease of reference and comparison purposes.

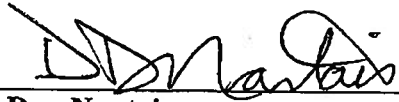
6. CONSULTATIONS:

All City Departments provided details and comments to augment the analysis performed by the Finance Department.

7. CONCLUSION:

Administration's best estimate calls for a projected year end surplus of \$ 1,121,500 which does not include the use of the budget stabilization contingency of \$1.5 million.

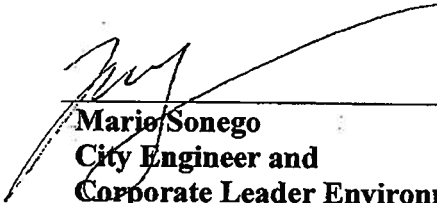
As indicated throughout this report, the second quarter variance projection is subject to significant refinements as the fiscal year progresses. Mitigating measures and steps have and will be implemented where possible in order to minimize unfavourable variances by year end.



Don Nantais
Financial Planning Administrator, for
Building and Planning



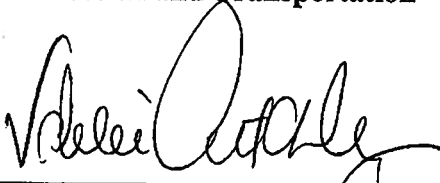
Onorio Colucci
Chief Financial Officer and City Treasurer
and Corporate Leader Finance and
Technology



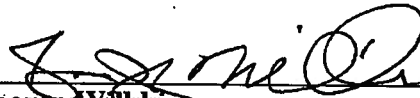
Mario Sonogo
City Engineer and
Corporate Leader Environmental
Protection and Transportation



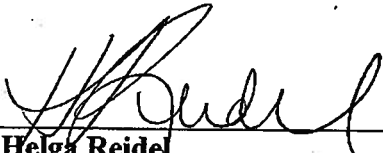
Jelena Payne
Community Development and Health
Commissioner and Corporate Leader Social
Development, Health, Recreation and
Culture



Valerie Critchley
City Clerk/Licence Commissioner and
Corporate Leader Public Engagement and
Human Services



George Wilkki
City Solicitor and Corporate Leader
Economic Development and Public Safety



Helga Reidel
Chief Administrative Officer

APPENDICES:

- Appendix A – Components of the Q2 2013 Operating Budget Variance Report**
- Appendix B – Operational & Economic Statistics**

DEPARTMENTS/OTHERS CONSULTED:

Name: Andrew Daher, Manager, Operating Budget Control & Financial Administration
Phone #: 519 255 6100 ext. 6613

NOTIFICATION :

Name	Address	Email Address	Telephone	FAX

2013 SECOND QUARTER OPERATING VARIANCE SUMMARY BY DEPARTMENT / DIVISION

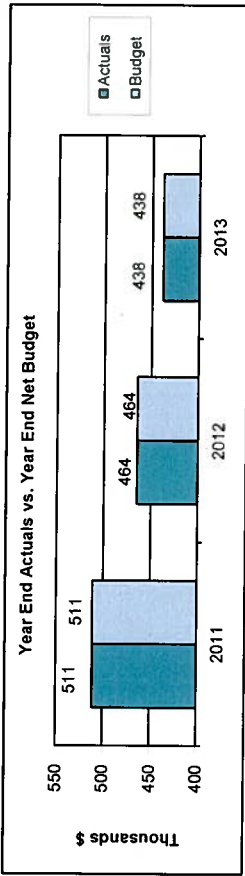
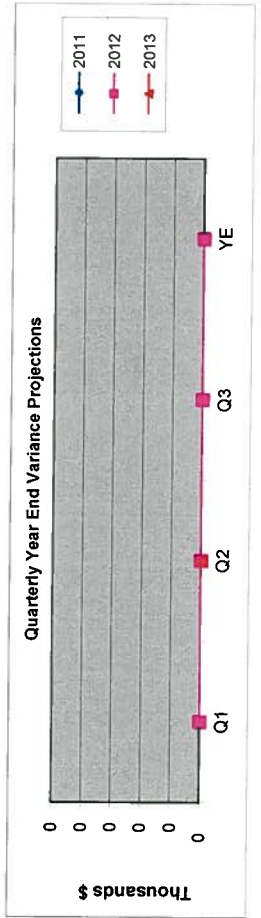
Departments/Divisions	Page #	2012					2013			
		Annual Gross Budget	Annual Net Budget	Q2 (May 31) Projected Surplus / (Deficit)	Year End Surplus/ (Deficit)	% Var. of Gross Bgt.	Annual Gross Budget	Annual Net Budget	Q2 (May 31) Projected Surplus / (Deficit)	Y.E. % Var. of Gross Bgt.
Representation										
Mayor's Office	1	464,481	464,481	0	0	0.0%	438,179	438,179	0	0.0%
Council Administrative Services	2	798,453	798,453	0	10,423	1.3%	741,281	741,281	0	0.0%
Total Representation		1,262,934	1,262,934	0	10,423	0.8%	1,179,460	1,179,460	0	0.0%
Office of the Chief Administrative Officer										
CAO's Office	3	1,577,999	1,577,999	113,000	222,610	14.1%	1,354,061	1,354,061	0	0.0%
Total Office of the Chief Admin. Officer		1,577,999	1,577,999	113,000	222,610	14.1%	1,354,061	1,354,061	0	0.0%
Office of the Chief Financial Officer										
Finance	4,5	8,172,313	5,659,287	(15,000)	376,256	4.6%	9,049,487	6,529,604	88,000	1.0%
Information Technology	6	6,467,384	5,128,337	71,000	77,607	1.2%	6,669,110	5,322,836	65,000	1.0%
Corporate Financial Accounts	7,8	184,614,476	(278,523,323)	1,342,000	(2,497,114)	-1.4%	156,801,892	(279,305,665)	1,288,000	0.8%
Total Office of the Chief Financial Officer		199,254,173	(267,735,699)	1,398,000	(2,043,251)	-1.0%	172,520,489	(267,453,225)	1,441,000	0.8%
Office of City Clerk										
Council Services	9	12,763,917	3,188,106	372,000	424,874	3.3%	13,632,010	3,443,477	(206,500)	-1.5%
Human Resources	10	3,942,138	3,565,918	0	129,391	3.3%	4,124,652	3,722,478	33,000	0.8%
Corporate Human Resource Accounts	11	37,306,800	1,778,012	(120,000)	233,384	0.6%	39,963,101	(5,735,375)	0	0.0%
Total Office of City Clerk		54,012,855	8,532,036	252,000	787,649	1.5%	57,719,763	1,430,580	(173,500)	-0.3%
Office of the City Solicitor										
Legal	12,13	10,460,211	7,165,836	(300,000)	(479,405)	-4.6%	10,470,778	6,832,655	0	0.0%
Fire & Rescuc Services	14	34,465,658	33,813,373	10,000	114,938	0.3%	35,775,103	35,133,818	60,000	0.2%
Building	15	5,874,107	2,041,106	85,000	199,506	3.4%	5,884,847	2,146,385	0	0.0%
Planning	16	3,206,862	2,464,788	(152,000)	(259,315)	-8.1%	3,289,143	2,736,269	0	0.0%
Total Office of the City Solicitor		54,006,838	45,485,103	(357,000)	(424,276)	-0.8%	55,419,871	46,849,127	60,000	0.1%
Office of the City Engineer										
Engineering	17	10,662,829	7,902,104	(210,000)	6,654	0.1%	11,244,979	8,649,979	(389,000)	-3.5%
Environmental	18	35,317,209	12,617,291	(100,000)	22,690	0.1%	35,177,037	12,621,610	140,000	0.4%
PW Operations	19,20	26,973,162	10,797,703	162,000	419,513	1.6%	27,388,577	11,573,484	(77,000)	-0.3%
Parks & Facility Operations	21,22	26,191,801	17,425,825	(81,000)	(34,284)	-0.1%	28,715,531	19,497,415	0	0.0%
Total Office of the City Engineer		99,145,001	48,742,923	(229,000)	414,573	0.4%	102,526,124	52,342,488	(326,000)	-0.3%
Community Development & Health										
Comm. Development & Health Office	23	522,603	89,358	0	(8,870)	-1.7%	660,188	92,840	0	0.0%
Employment & Social Services	24	119,581,320	17,964,834	898,000	1,170,187	1.0%	117,309,462	15,961,498	937,000	0.8%
Housing & Children's Services	25	90,747,778	21,201,530	0	467,549	0.5%	89,197,605	21,150,846	247,000	0.3%
Huron Lodge	26	20,720,557	7,365,162	0	(121,759)	-0.6%	21,713,302	7,797,907	(258,000)	-1.2%
Recreation & Culture	27	17,550,521	8,782,731	(340,000)	(160,597)	-0.9%	17,633,739	9,044,667	(150,000)	-0.9%
Total Community Development & Health		249,122,779	55,403,615	558,000	1,346,510	0.5%	246,514,296	54,047,758	776,000	0.3%
Total City Departments		658,382,579	(106,731,089)	1,735,000	314,238	0.0%	637,234,064	(110,249,751)	1,777,500	0.3%
Agencies, Boards & Commissions										
Windsor Police Services	28	76,704,906	68,168,086	0	89,971	0.1%	80,140,114	72,282,957	(470,000)	-0.6%
Transit Windsor	29,30	29,855,258	12,409,811	(562,000)	(413,938)	-1.4%	28,245,389	12,289,811	(186,000)	-0.7%
Windsor Public Library	32	7,939,359	7,939,359	0	0	0.0%	7,939,359	7,939,359	0	0.0%
Agency Grants	33	16,053,391	16,053,391	50,000	(133,209)	-0.8%	16,150,454	16,150,454	0	0.0%
Committees of Council	34	87,170	87,170	0	30,776	35.3%	87,170	87,170	0	0.0%
Total Agencies, Boards & Commissions		131,213,356	105,231,089	(251,000)	(105,633)	-0.1%	132,562,486	108,749,751	(656,000)	-0.5%
Total Corporation (excl. Handi Transit*)		789,595,935	(1,500,000)	1,484,000	208,605	0.0%	769,796,550	(1,500,000)	1,121,500	0.1%
Budget Stabilization Contingency Acct.		1,500,000	1,500,000	1,500,000	1,500,000	100%	1,500,000	1,500,000	1,500,000	100%
Net Operating Budget Surplus (excl. Handi Transit)		791,095,935	0	2,984,000	\$ 1,708,605	0.2%	771,296,550	0	2,621,500	0.3%

* Note: While the Handi Transit Variance is included on page 33 of Appendix A, the amount is not included in the City's overall variance, since Handi Transit uses a separate accounting system.

MAYOR'S OFFICE
Financial Summary

	2011			2012			2013			Actuals * / Year End		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1		Projection As at Q2	Projection As at Q3
Annual Gross Budget				511,396				464,481				438,179
Annual Net Budget				511,396				464,481				438,179
Annual Net Expenditures				511,396				464,481				438,179
Year End Variance				0				0				0
Variance as % of Gross Budget				0				0				0

* Actuals as projected at Q2 and Q3



Description

No significant variance is projected at this time.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:
1. Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

Mitigating Steps

N/A

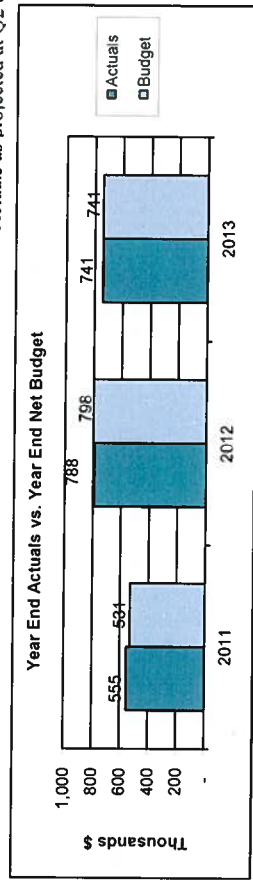
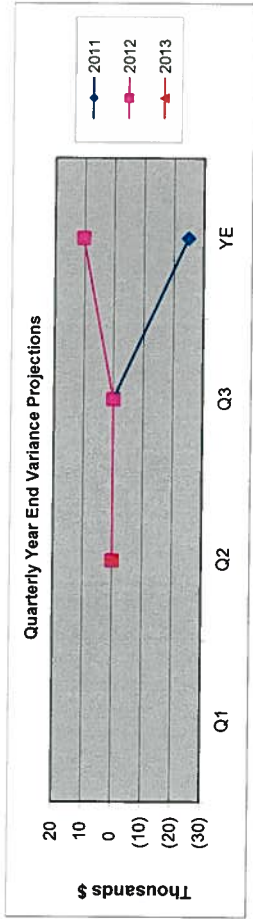
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COUNCIL ADMINISTRATIVE SERVICES

Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	
Annual Gross Budget				530,594				798,453	
Annual Net Budget				530,594				798,453	
Annual Net Expenditures				555,401				788,030	
Year End Variance		0	0	(24,807)	0	0	0	10,423	
Variance as % of Gross Budget				-4.7%				1.3%	

* Actuals as projected at Q2 and Q3



Description

There are no significant variances being projected at this time.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

\$ -

Mitigating Steps

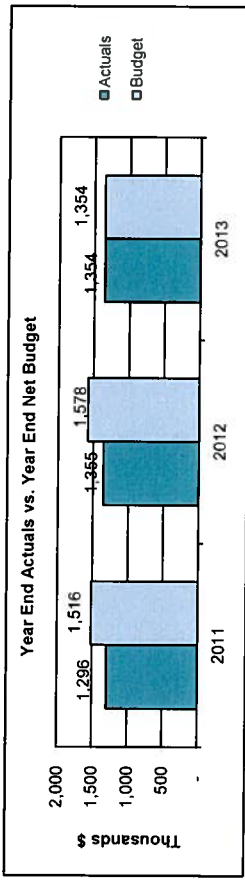
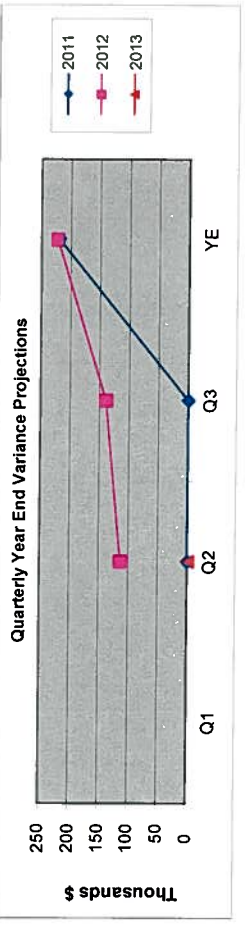
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OFFICE OF THE CAO

Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	
Annual Gross Budget				1,515,666				1,354,061	
Annual Net Budget				1,515,666				1,354,061	
Annual Net Expenditures				1,295,777				1,354,061	
Year End Variance		0	0	219,889				1,354,061	
Variance as % of Gross Budget				14.5%		7.2%			
						139,000			
						8.8%			
								222,610	
								14.1%	

* Actuals as projected at Q2 and Q3



Description

There is no anticipated variance at this time. It should be noted that budgets included in the CAO's Office for Consulting and Economic Development are considered to be provisional and may result in a positive variance at year end.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

Category

Amount

- 1.
- 2.

Net Projected Year End Surplus

Mitigating Steps

N/A

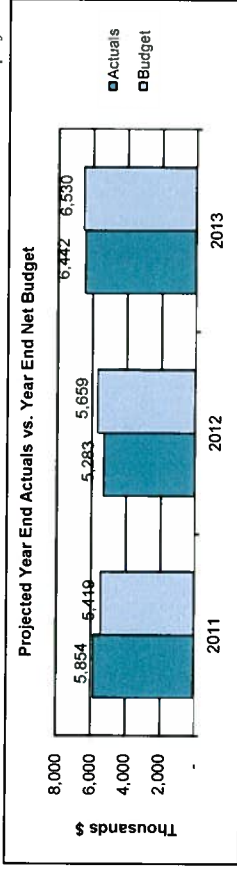
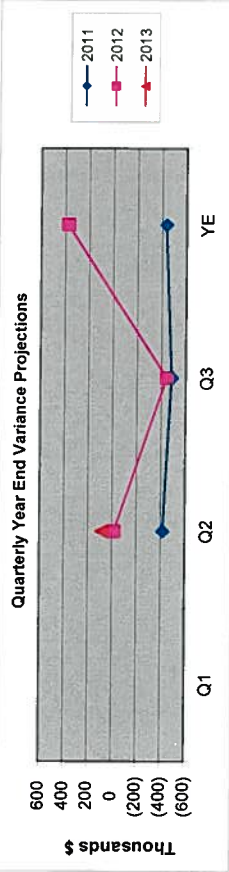
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FINANCE

Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q3	Projection As at Q2	Projection As at Q1	Projection As at Q3	Actuals * / Year End
Annual Gross Budget				7,948,050					9,049,487
Annual Net Budget				5,419,390					6,529,604
Annual Net Expenditures				5,853,589					6,441,604
Projected Year End Variance		(416,500)	(485,000)	(434,199)	(445,000)	88,000			
Variance as % of Gross Budget		-5.2%	-6.1%	-5.5%	-5.4%	1.0%			

* Actuals as projected at Q2 and Q3



Description

Finance is currently projecting a year-end surplus of approximately \$88,000.

Utilities Accounts

Hydro accounts for the 1st quarter of 2013 are tracking 3.9% lower in consumption however, it should be noted that the average cost per kilowatt hour has increased by approximately 1%. Current analysis indicates that the hydro account is trending towards an overall surplus of approximately \$300,000 by year-end. However climate changes, (i.e. a hot summer), may have a significant adverse effect on consumption as well as costs across all corporate sites/facilities. For example, an increase of \$0.02 to the 'per kilowatt hour' of the global adjustment, which does occur with regularity +/-, could have a budget impact of approx \$115,000 for each month the adjustment occurs.

Natural Gas accounts for the 1st quarter are 23.3% higher in consumption and 13.2% lower in cost per cubic meter resulting in an overall increase of 7.1% in costs. This translates to a year end projected deficit of approximately (\$100,000). Average temperatures were four (4) degrees colder per month compared to 2012 which underscores the increase in consumption. On a go forward basis, other uncontrollable weather variables would include a cooler spring and a colder than normal fall/winter temperatures, having an adverse impact on year-end operating costs. Commodity gas prices appear to be trending higher in the last six months, and this may result in higher costs in the future. Administration is also undertaking an analysis of the gas meter at Windsor Water World which is tracking 66,000 cubic meters higher than 2012 representing 3% of total volume consumed corporate wide to date.

Water accounts for the 1st quarter of 2013 indicate a decrease in consumption and a slight increase in costs, resulting in a zero budget variance projection. Uncontrollable weather variables could include a hot dry summer which would increase consumption needs through the City's irrigation systems in turn increasing costs along with a negative impact of the budget variance. No projected variance in the Thermal Energy accounts is anticipated at this time.

Utilities projections are based on available data as of April 2013. Going forward, weather conditions will have a plus/minus impact on consumption and costs and any changes to the projections will be communicated in subsequent variance reports.

Other Issues

Tax Lien Registration Fees is projected to experience a shortfall of approximately (\$90,000).

A deficit of approximately (\$22,000) in Dial-Up Revenues is projected based on year-to-date activity. This and other tax-related revenues are dependent upon taxpayer activity and behaviours which make these revenue streams difficult to predict.

A projected deficit in salaries is anticipated to be offset by salary gapping from various areas within the department.

FINANCE

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Hydro Accounts
2. Natural Gas Accounts
3. Tax Lien Registration Fees
4. Dial-Up Revenue

Net Projected Year End Surplus

Category	Amount
Utilities, Insurance & Taxes	\$ 300,000
Utilities, Insurance & Taxes	(100,000)
Other Miscellaneous Revenue	(90,000)
Other Miscellaneous Revenue	(22,000)
	<u>\$ 88,000</u>

Mitigating Steps

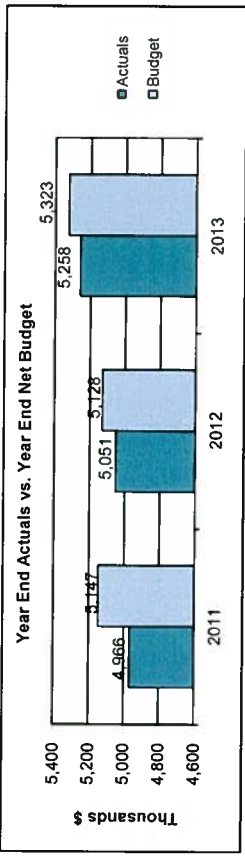
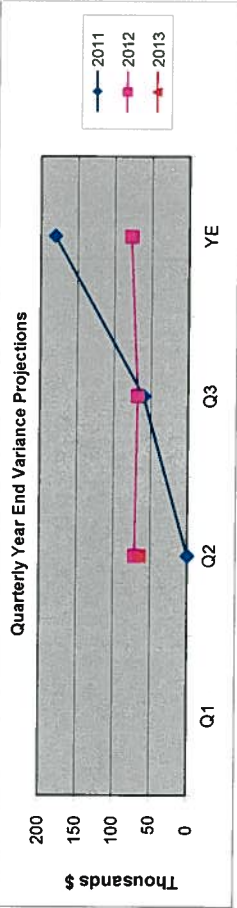
N/A

INFORMATION TECHNOLOGY

Financial Summary

	2011			2012			2013			Actuals * / Year End
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End		
Annual Gross Budget				6,286,323				6,467,384	6,669,110	
Annual Net Budget				5,146,744				5,128,337	5,322,836	
Annual Net Expenditures				4,966,360				5,050,730	5,257,836	
Year End Variance				180,384				77,607		
Variance as % of Gross Budget				2.9%				1.2%		
		0	60,000		71,000	68,000		65,000		
			1.0%		1.1%	1.1%		1.0%		

* Actuals as projected at Q2 and Q3



Description

It is anticipated that salary gapping due to internal promotions will result in a small year-end surplus.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

Category	Amount
Salaries & Benefits	\$ 65,000

Net Projected Year End Surplus

\$ 65,000

Mitigating Steps

N/A

CORPORATE FINANCIAL ACCOUNTS

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. WSIB Retro Payments
2. Non-Union Overtime
3. Corporate Salary and Wages Provision
4. Miscellaneous Budget Adjustments
5. Penalty and Interest on Taxes
6. Payments in Lieu
7. Sewer Surcharge Recovery
8. Interest on Investments
9. Waiver of Fees
10. Sick Leave Gratuity

Category	Amount
Salaries & Benefits	150,000
Salaries & Benefits	305,000
Salaries & Benefits	410,000
Salaries & Benefits	280,000
Taxes - Municipal	(200,000)
Taxes - Municipal	(180,000)
Transfers to Reserves & Capital Funds	123,000
Investment Income & Dividends	400,000
User Fees, Permits & Charges	-
Salaries & Benefits	-

Net Projected Year End Surplus

\$ 1,288,000

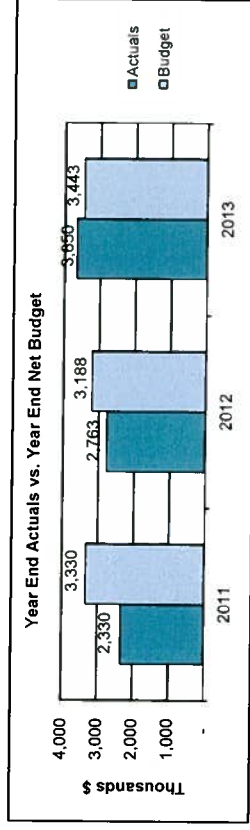
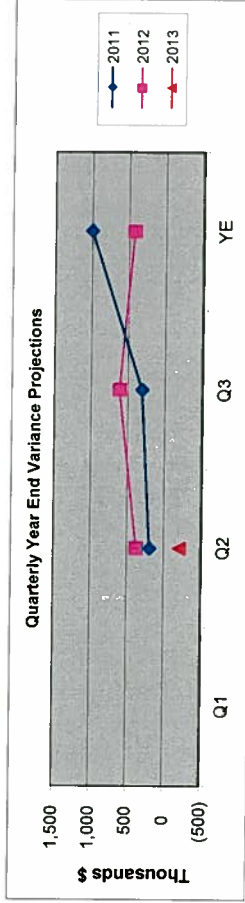
Mitigating Steps

N/A

COUNCIL SERVICES
Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	
Annual Gross Budget				12,273,535				13,632,010	
Annual Net Budget				3,330,478				3,443,477	
Annual Net Expenditures				2,329,969				3,649,977	
Year End Variance	194,000	309,000	1,000,509	424,874	613,000	(206,500)			
Variance as % of Gross Budget	1.6%	2.5%	8.2%	3.3%	4.8%	-1.5%			

* Actuals as projected at Q2 and Q3



Description

The Policy, Gaming and Licensing Division is projecting a year end surplus of \$20,000. A surplus of \$50,000 is anticipated in E-Bingo Fees due to the higher level of activity in the gaming E-Bingo Halls, of which the City receives a contracted percentage of the activity/sales at the E-Bingo Halls from the Ontario Lottery and Gaming Corporation (OLG). Based on the volume of activity they are experiencing to the end of May and assuming it was to continue at the same level for the remainder of the year a potential surplus of approximately \$50,000 could be realized.

The Provincial Offences Division is projecting a year end deficit of (\$421,296) in the Court Fine fees account with the Corporation of the City of Windsor's portion of (\$226,500) representing 53.7% of the total budget shortfall. This projection is based on \$6,800,000 in gross Court Fines to the end of the year with the assumption that collection will reach the same level as prior years. This is the most conservative option and reflects a number of strategies that have been put in place to minimize a larger variance to year end. Other calculations considered a straight line projected deficit of (\$391,300) based on results to June 30 and an analysis of the components of Court Fines for a deficit of (\$476,900) as potential City budget shortfalls.

No significant year end variances are projected for the Council Services, Communications and Customer Service and Employee Relations Divisions.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

Policy, Gaming and Licensing Division	Category	Amount
1. E-Bingo Fees	User Fees, Permits & Charges	\$ 50,000
2. Dog License Fees	User Fees, Permits & Charges	(30,000)
Sub-Total Policy, Gaming and Licensing Division		\$ 20,000
3 Provincial Offences Division	User Fees, Permits & Charges	\$ (226,500)
3 Court Fine Fees		\$ (206,500)
Net Projected Year End Deficit		\$ (206,500)

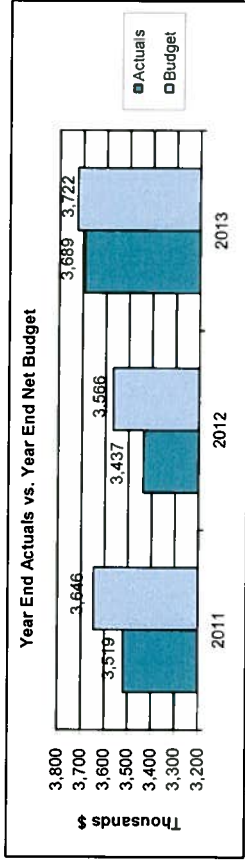
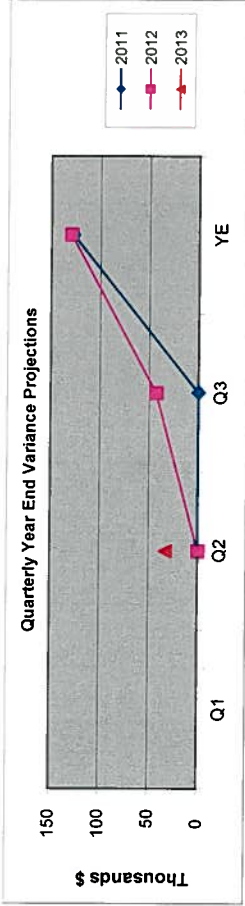
Mitigating Steps

HUMAN RESOURCES

Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals * / Year End	
Annual Gross Budget				3,770,466				4,124,652	
Annual Net Budget				3,646,208				3,722,478	
Annual Net Expenditures				3,518,597				3,689,478	
Year End Variance		0	0	127,611	0	43,000	33,000		
Variance as % of Gross Budget				3.4%		1.1%	0.8%		

* Actuals as projected at Q2 and Q3



Description

Human Resources Department is projecting a year end surplus of \$33,000.

A surplus of \$17,000 is anticipated in the Temporary Salary account in addition to operational savings of \$16,000. A surplus of \$10,000 is projected in multiple accounts, including Registrations and Conferences, due to timing constraints by staff as they aim to complete projects currently underway such as Physical Demand Analysis' of each position, and transforming the structure of HR policies and procedures. A further surplus of \$6,000 is expected in the Travel account due to increased workload throughout the department in a variety of projects and work assignments.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Temporary Salary account
2. Membership and Registration accounts
3. Travel accounts

Category	Amount
Salaries & Benefits	\$ 17,000
Other Miscellaneous Expenditures	10,000
Purchased Services	6,000

Net Projected Year End Surplus

\$ 33,000

Mitigating Steps

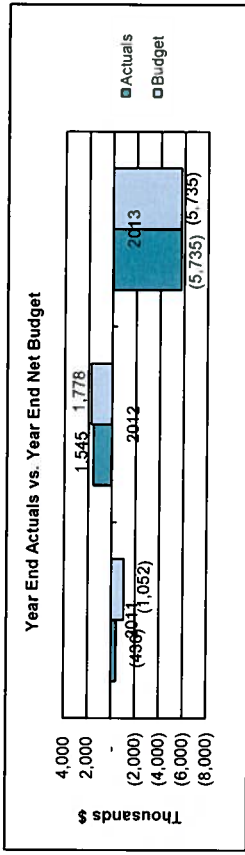
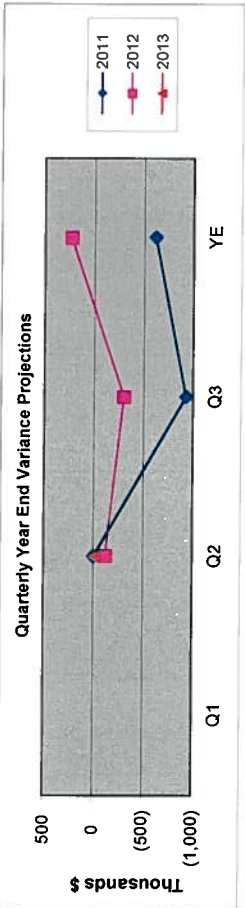
N/A

CORPORATE HUMAN RESOURCE ACCOUNTS

Financial Summary

	2011			2012			2013			Actuals * / Year End
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	
Annual Gross Budget										39,963,101
Annual Net Budget										(5,735,375)
Annual Net Expenditures				(1,051,741)	(1,051,741)	(436,141)				(5,735,375)
Year End Variance		0	(929,000)	(615,600)	(120,000)	(300,000)		0		
Variance as % of Gross Budget			88.3%	58.5%	-0.3%	-0.8%				0.6%

NOTE: 2010 budget and actual information is not comparable due to the changes to the budget costs centres arising out of corporate realignment. * Actuals as projected at Q2 and Q3



Description

No significant variance is projected at this time.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:
 1 Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

Mitigating Steps

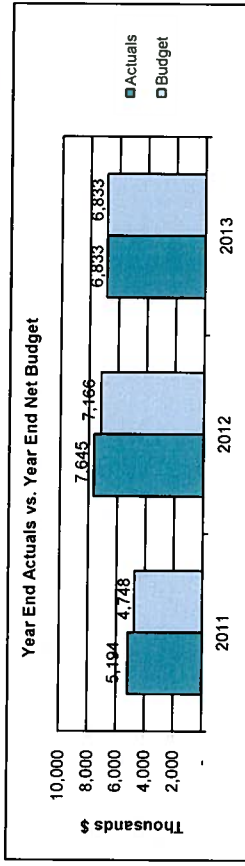
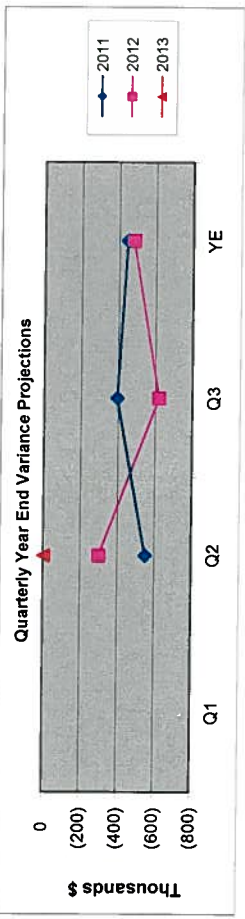
N/A

\$ -

LEGAL
Financial Summary

	2011		2012		2013	
	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2
Annual Gross Budget						
Annual Net Budget						
Annual Net Expenditures						
Year End Variance	(550,000)	(395,000)	(300,000)	(619,000)		0
Variance as % of Gross Budget	-5.3%	-3.8%	-2.9%	-5.9%		
Actuals Year End	7,866,533	4,748,105	10,460,211	7,165,836		10,470,778
	5,194,063	(445,958)	7,645,241	(479,405)		6,832,655
		-5.7%		-4.6%		

* Actuals as projected at Q2 and Q3



Description

The Legal department is projecting to be on budget overall at year end, but with the individual account variances as described below.

Candereel lease: \$145,000

Due in part to decreased common area maintenance fees, the total lease payments on the Candereel property will be lower than budgeted. This surplus will be partially offset by decreased lease revenue from the vacancy of one of the sub-leased units, for a projected net surplus of \$145,000 in 2013. This budget will be adjusted accordingly in the 2014 budget process.

Salary gapping: \$130,000

As a result of current vacancies in the department, a surplus of \$130,000 is projected in the permanent salary account.

Enwin legal work: (\$30,000):

Due to the timing of the budget approval for this item and the time required to make the necessary arrangements, the Legal department has not yet begun legal work on EnWin's behalf. It is anticipated that this transition will occur in the immediate future, and an estimated deficit of \$30,000 will be realized due to this timing.

User fees: (\$40,000)

A deficit of \$40,000 is projected in this account as public demand for the preparation of site plan agreements and other legal documents has steadily diminished over the past several years. These revenues have decreased by over 40% since 2009, and these revenues are expected to continue to move with the economy.

Labour arbitration: (\$65,000)

A deficit of \$65,000 is projected in this account due to the costs incurred for continuing and new labour arbitration files.

By-law prosecutions and fines: (\$140,000)

Expenses to prosecute by-law offences have increased as prosecutions have transferred from an in-house articling student to external legal services. In addition, by-law fine revenue has decreased over 50% since 2009, and this trend is expected to continue in 2013. Combined, these deficits are projected to total \$140,000 in 2013. If the proposed transfer of by-law prosecutions to the Provincial Offences Division takes place in 2013, the deficit will be decreased. A draft Risk Based Business Process Review report by the Consultant of Enterprise Risk and Project Management is currently being circulating for comments.

LEGAL

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Canderel Lease
 2. Salary Gapping
 3. Enwin Legal Work
 4. User Fees
 5. Labour Arbitration
 6. By-law Prosecutions & Fines
- Net Projected Year End Surplus**

Category	Amount
Other Miscellaneous Expenditures	\$ 145,000
Salaries & Benefits	130,000
User Fees, Permits & Charges	(30,000)
User Fees, Permits & Charges	(40,000)
Purchased Services	(65,000)
User Fees, Permits & Charges	(140,000)
	<u>\$ -</u>

Mitigating Steps

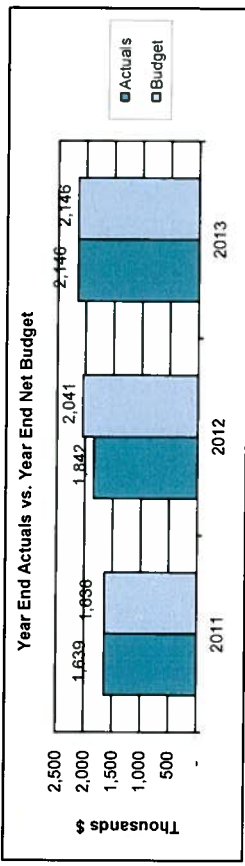
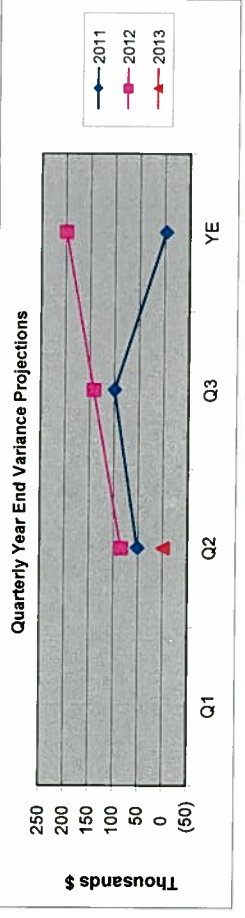
N/A

BUILDING

Financial Summary

	2011			2012			2013					
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End
Annual Gross Budget				5,941,918				5,874,107				5,884,847
Annual Net Budget				1,635,959				2,041,106				2,146,385
Annual Net Expenditures				1,638,671				1,841,600				2,146,385
Year End Variance				(2,712)				199,506				0
Variance as % of Gross Budget				0.0%				3.4%				
		51,500	100,000		85,000	142,000				0		
		0.9%	1.7%		1.4%	2.4%						

* Actuals as projected at Q2 and Q3



Description

Tax Levy Funded Budget

The Building Department at this point in time is on track for and projecting a zero operating variance for the year.

Legislated Permits Funded Budget

Permit revenues to date are below levels observed for the same period in 2012. While there is a lot of activity in low cost construction projects which conversely provide lower permit fees. volumes are down in the higher value projects which traditionally represent more significant permit fees and help the revenue budget immensely. Any revenue shortfall will require a similar draw on the Building Permits Fee Reserve. A revenue shortfall of (\$469,000) is projected, in addition to the 2013 budgeted draw of (\$720,299) for a total projected draw of (\$1,189,299). Administration is intently studying additional mitigating measures to help offset the projected negative variance.

Summary of Description - Tax Levy Funded Budget

In summary, the second quarter projected year end variance is comprised of the following:

- I. Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

\$ -

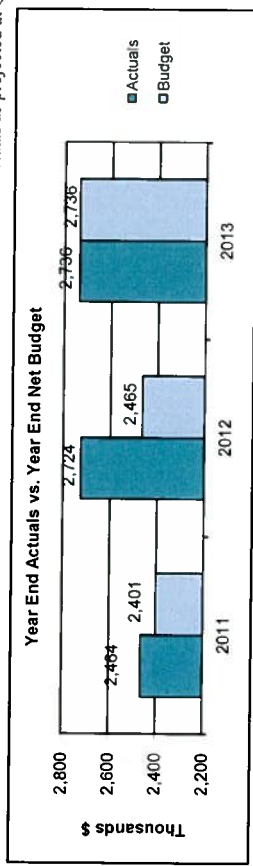
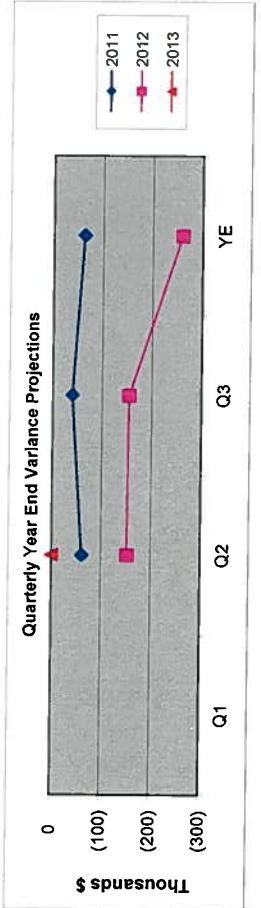
Mitigating Steps

The Building Department team strives to mitigate operating expenditures each year and explore revenue enhancement where possible. The Deficit Reduction Action Plan remains on schedule for full implementation by the end of 2014 which is hoped to reduce the annual Reserve draw significantly further.

PLANNING
Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3
Annual Gross Budget			3,254,233			3,206,862			3,289,143
Annual Net Budget			2,401,159			2,464,788			2,736,269
Annual Net Expenditures			2,463,725			2,724,103			2,736,269
Year End Variance		(61,000)	(40,000)		(152,000)	(154,000)		0	
Variance as % of Gross Budget		-1.9%	-1.2%		-4.7%	-4.8%			
Actuals Year End			(62,566)			(259,315)			
			-1.9%			-8.1%			

* Actuals as projected at Q2 and Q3



Description

The Planning Department is projecting at this time no variance for 2013.

Planning Department revenues are projected to fall short of budget targets in 2013 within the following Divisions: Street and Alley Closings, Committee of Adjustment and Development Applications. These revenues, for the most part, are tied directly to the level of local economic activity which still remains below that of just a few years ago. Expenses overall for 2013 will be mostly kept in check to help offset revenue shortfalls and to minimize the year end Departmental variance. One employee of the Department continues to be in receipt of Worker Compensation Insurance Benefits which may exceed \$35,000 for 2013.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Projected Revenue Shortfall
2. Projected WSIB Claimant Benefits
3. Anticipated Salary Gapping
4. Recoveries of Co-op Student time on projects
5. Mitigating of Misc. Expenses: (i.e. office supplies, postage, advertising, purchased services)
6. Staff gapping (4 months) of newly vacant position

Net Projected Year End Surplus

Category	Amount
User Fees, Permits & Charges	\$ (119,000)
Other Miscellaneous Expenditures	(35,000)
Salaries & Benefits	70,000
Recovery of Expenditures	18,000
Other Miscellaneous Expenditures	29,000
Salaries & Benefits	37,000
	\$ -

Mitigating Steps

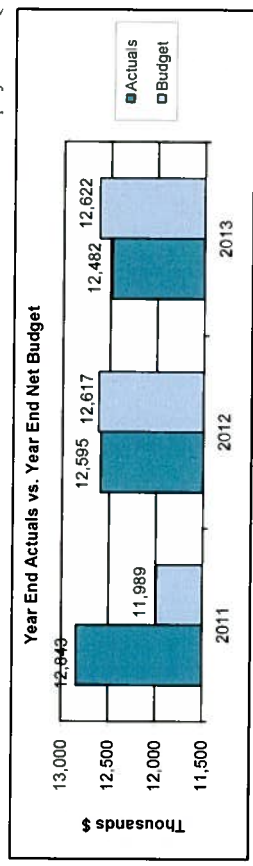
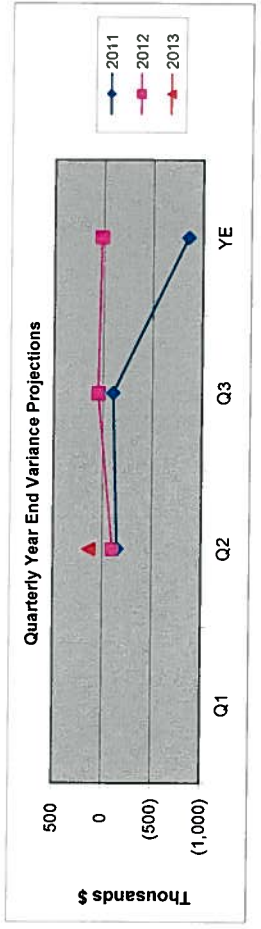
The Planning Department continues to adopt measures of mitigating all expenditures that are within its discretion and control as well as extracting efficiency enhancements from existing resources. Options for cost recovery are continually being examined.

ENVIRONMENTAL

Financial Summary

	2011			2012			2013			Actuals * / Year End
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	
Annual Gross Budget			33,423,055			33,317,209				35,177,037
Annual Net Budget			11,988,948			12,617,291				12,621,610
Annual Net Expenditures			12,843,372			12,594,601				12,481,610
Year End Variance		(150,000) -0.4%	(854,424) -2.6%		(100,000) -0.3%	50,000 0.2%		140,000 0.4%		
Variance as % of Gross Budget										

* Actuals as projected at Q2 and Q3



Description

The Environmental Services area is projecting a year-end surplus of \$140,000, as at the end of the 2nd quarter. A few small surpluses in the area are contributing to this projection: Residential waste tonnage for 2013 is projected to be approximately 1,500 tonnes below the budgeted figure of 43,925 tonnes. As a result, the department is projecting a surplus of approximately \$77,000 in contractor collection costs based on the projected tonnage.

Offsetting this surplus in the waste collection area is a small projected deficit of \$10,000 related to lower than anticipated revenues for containerized waste collection.

Total waste tonnage (both residential and commercial) is projected to be approximately 1,800 tonnes below the budgeted annual figure of 53,925 tonnes. As a result, the department is projecting a surplus of approximately \$58,000 related to landfill tipping fee costs.

Yard Waste tonnages thus far are slightly below last year's pace through the opening half of 2013. As a result, this area is projected to incur some savings of approximately \$40,000 with respect to Landfill Tipping Fees, in addition to lower than budgeted contractor costs for yard waste collection.

Offsetting these surpluses is a projected deficit of \$25,000 within the Street Sanitation division's, "Clean the City" program. Administration will work to mitigate this deficit over the course of the remainder of the year in the hopes of reducing this figure.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Waste Collection
2. Waste Collection - Containerized Collection
3. Waste Disposal - Landfill Tipping Fees
4. Waste Diversion - Yard Waste
5. Street Sanitation - Clean the City

Category	Amount
Operating & Maintenance Supplies	\$ 77,000
User Fees, Permits & Charges	(10,000)
Operating & Maintenance Supplies	58,000
Operating & Maintenance Supplies	40,000
Salaries & Benefits	(25,000)
	\$ 140,000

Net Projected Year End Surplus

Mitigating Steps

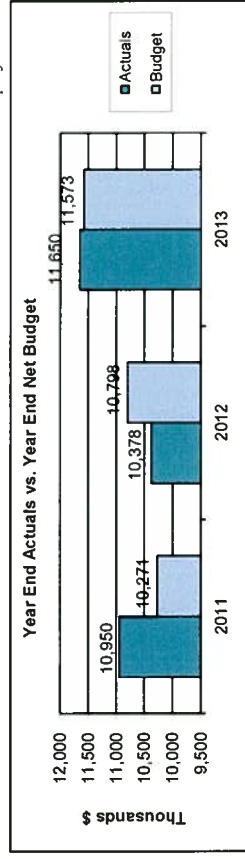
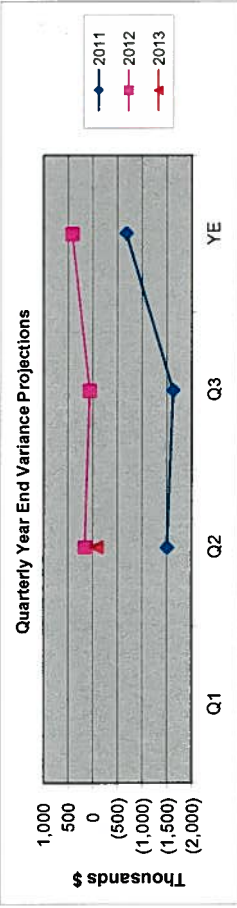
N/A

PW OPERATIONS

Financial Summary

	2011		2012		2013		Actuals * / Year End
	Projection As at Q1	Projection As at Q2	Projection As at Q2	Projection As at Q3	Projection As at Q2	Projection As at Q3	
Annual Gross Budget		30,138,814		26,973,162		27,388,577	
Annual Net Budget		10,270,634		10,797,703		11,573,484	
Annual Net Expenditures		10,949,807		10,378,190		11,650,484	
Year End Variance		(679,173)		419,513		(77,000)	
Variance as % of Gross Budget		-2.5%		1.5%		-0.3%	
		(1,500,000)		63,000		(77,000)	
		-5.4%		0.2%		-0.3%	
		(1,500,000)		162,000		(77,000)	
		-5.0%		0.6%		-0.3%	

* Actuals as projected at Q2 and Q3



Description

The Public Works Operations Department is projecting an overall year-end deficit of (\$77,000).

Due to unrecoverable labour and salary gapping in Field Services, and surplus capital recoveries in the Right of Way Maintenance Division, Administration is projecting an overall deficit of (\$38,000) for 2013.

Based on average winter conditions over the past 7-years, winter conditions in the 1st quarter of 2013, and the guaranteed contract payments for the 2012/2013 and 2013/2014 seasons, Administration is projecting a 2013 year-end deficit of (\$250,000) for Winter Control. It should also be noted, any winter events in the latter part of 2013 resulting in residential roll-outs will add approximately \$250,000 to the year-end deficit for each roll-out required.

Due to a decrease in the number of parking tickets issued, Administration is projecting a 2013 year-end deficit of (\$50,000) related to parking ticket revenue. The main issues affecting the current ticket counts are the general economic conditions in Windsor, the number of tickets voided throughout the year, and higher levels of compliance across the City.

Based on the 2013 Fleet Budget Development, Administration is expecting a 2013 year-end surplus of \$211,000 related to the annual depreciation payments resulting for a change put in place in 2012 that has the Fleet depreciation budget remaining unchanged from year to year.

A year-end surplus of \$50,000 is projected in the Traffic Operations Division related to revenue collected from the Parkway Infrastructure Constructors (PIC) for work done on the new parkway. While the current analysis is projecting a surplus related to PIC revenue, we do expect to incur additional costs for 2013 that will offset this surplus. These costs cannot be quantified at this time.

PW OPERATIONS

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Winter Control - Overall Deficit
2. Parking Enforcement - Ticket Revenue Deficit
3. Field Services/ROW Maintenance - Revenue Deficit, Recoveries
4. Fleet Management - Depreciation Surplus
5. Traffic Operations - Revenue Surplus, Parkway Infrastructure Constructors (PIC)

Net Projected Year End Deficit

Category	Amount
Purchased Services	\$ (250,000)
User Fees, Permits & Charges	(50,000)
Recovery of Expenditures	(38,000)
Transfers to Reserves & Capital Funds	211,000
User Fees, Permits & Charges	50,000
	<u>\$ (77,000)</u>

Mitigating Steps

Administration will be conducting a complete analysis for the 2014 budget process related to the revenues in Field Services and Right of Way Maintenance which will result in revenue budget adjustments as required to mitigate future deficits and surpluses in these accounts.

An analysis of the ticket revenue trends and conditions will be completed for the 2014 budget process. In addition to general budget adjustments, Administration is expecting a material decrease in the number of tickets voided in 2014 as a new Administrative Penalty System (APS) will be implemented with the Legal Department by the end of 2013 which will replace the current court system. Administration is also expecting a decrease in the number of appeals being processed as new handhelds will be in use in summer 2013 that will provide photo evidence of infractions.

The variance related to the PIC revenue in Traffic Operations will continue until services are no longer provided by the Division or the Parkway is completed.

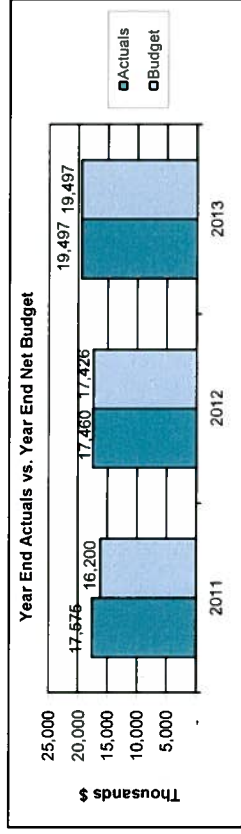
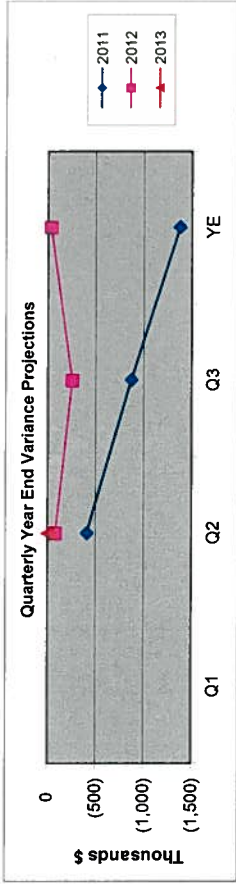
The variance related to the Fleet Division depreciation will continue to be an annual reportable variance each year as this budget is no longer adjusted annually.

PARKS & FACILITY OPERATIONS

Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals * / Year End	
Annual Gross Budget				25,508,717				28,715,531	
Annual Net Budget				16,200,386				19,497,415	
Annual Net Expenditures				17,575,262				19,497,415	
Year End Variance	(410,000)	(870,000)	(870,000)	(1,374,876)	(81,000)	(255,000)		19,497,415	
Variance as % of Gross Budget	-1.6%	-3.4%	-3.4%	-5.4%	-0.3%	-0.9%		19,497,415	
								0	

* Actuals as projected at Q2 and Q3



Description

Overall, Parks & Facility Operations is reporting to come in on budget at year end, with no variance projected.

Parks

The Parks Division is projecting a surplus of \$114,000 at year end.

The projected Revenue surplus of \$376,000 is attributed to increased recoveries in tree trimming from capital and Windsor Utilities Commission, the annual plant sale, recoverable work and revenues from vacant lot seasonal work such as snow removal and grass cutting.

The wage accounts collectively represent a net surplus of \$6,500. The projected surplus this year is due to wage gapping.

A surplus of \$261,500 in External Contract work and other purchased services is primarily attributed to changes in work processes (i.e. internal staff doing work). Festival lighting is one example of this efficiency. Typically, Parks contracted this work out but last year, in their on-going effort to find efficiencies, the department performed most of the festival lighting work with their existing workforce without impacting service levels in other areas. This External Contract work surplus helped to offset the (\$36,000) deficit in First Aid, Office and Program Supplies combined. With aging infrastructure, equipment, and unexpected repairs, the department continues to strive to focus on core duties, to find efficiencies where possible, and to keep costs within the limits of their budget while providing facilities, playgrounds and parks areas that are safe, clean, and operating at a service-level that the citizens and stakeholders are accustomed to and have come to expect.

The (\$494,000) deficit in Building/Equipment Repairs and Infrastructure Maintenance Materials is partially offset by the revenue surplus (discussed above) as much of these costs relate to recoverable work performed by the skilled trades, for other departments.

Although difficult to quantify at this time of the year, there are potential risk issues that arise primarily in the summer months, as this is Parks' busiest time of year. Heavy storms in the area, overly wet weather, heavy graffiti and vandalism as well as unforeseeable requests and special events can significantly affect the demands of Parks' work plans and budget dollars.

PARKS & FACILITY OPERATIONS

Facility Operations

The Facility Operations division is currently projecting a year-end deficit of approximately (\$114,000). A portion of the projected deficit is attributable to facility maintenance costs in the amount of (\$150,000) for required repairs to our existing facilities. The Fire Halls in particular are aging facilities that require a great deal of maintenance to keep them operational such as, boiler repairs, foundation repairs and HVAC unit repairs that are not supported by the current budget level. A deficit of (\$73,700) is being forecasted related to Fire Hall maintenance. The remaining deficit of (\$76,300) for maintenance costs is primarily related to unanticipated repair costs at our aging Recreation, Parks and Public Works facilities. To mitigate the deficit, only urgent repairs will be done in excess of the operating budget and the Facilities division will continue to utilize the Facility 360 application to schedule preventative maintenance to expand the useful life-cycle of our current facilities and provide a more proactive approach to building maintenance that should help reduce the impact of unanticipated repairs.

In 2013, the budget for recreational caretakers of \$379,093 was transferred to Facility Operations to streamline the delivery of caretaking services corporately. Facility Operations is projecting a year-end deficit of (\$87,000) for recreational caretakers. An employee has been on extended sick leave with an undetermined return date that has primarily contributed to the deficit with additional costs being incurred for regular sick leave and vacation leave coverage. This deficit will be off-set by the overall management of local 82 staff between Parks & Facilities and Recreation.

The Art Gallery of Windsor (AGW) was officially acquired by the City of Windsor in January of 2013. Facility Operations is responsible for all maintenance, caretaking, security and utility costs for the facility. A surplus of \$104,000 is being projected for year-end based on identified maintenance repairs and available work capacity to complete all necessary repairs in 2013. Facility Operations has been completing an assessment to determine the maintenance needs of the facility and with the opening of the Family Aquatic Complex (FAC) anticipate that certain AGW maintenance items that are deemed non-critical will be deferred until 2014.

A surplus of \$19,000 is being projected for the sale of additional parking passes to 3rd parties in the City Hall Square area. This revenue projection is based on 1st and 2nd quarter revenue received and is in line with actual revenue from 2012 of \$52,800.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

<u>Category</u>	<u>Amount</u>
<u>Parks</u>	
1. Tree Trim Revenue, Vacant Lots, Rental Income	\$ 376,000
2. Salary gapping, vacancies, WSIB	6,500
3. Maintenance Contracts, Security and other External Services	261,500
4. First Aid, Office and Program Supplies	(36,000)
5. Vandalism, Building, Equipment & Infrastructure Repairs and Materials	(494,000)
Sub-Total Parks	<u>\$ 114,000</u>
<u>Facilities</u>	
1. Recreation Caretakers	\$ (87,000)
2. Building Maintenance and Repairs	(150,000)
3. CHS Parking Revenue	19,000
4. Art Gallery	104,000
Sub-Total Facilities	<u>\$ (114,000)</u>
Net Projected Year End Surplus	\$ -

Mitigating Steps

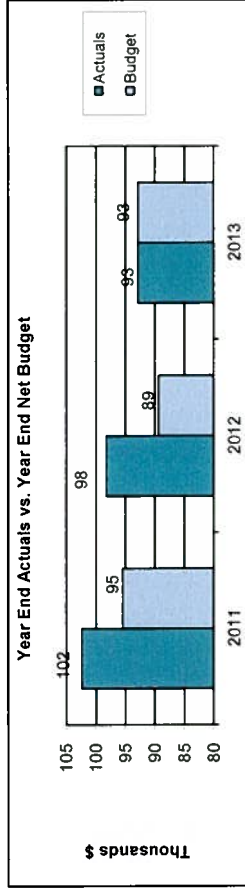
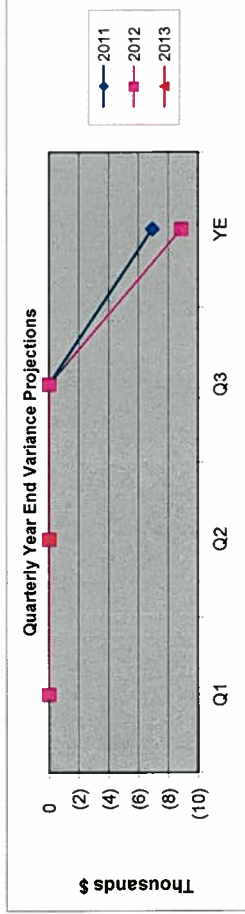
To mitigate the overall Facility Operations deficit the division will continue to monitor work orders using the Facility 360 application to proactively respond to required maintenance and repairs. Work Order requests that are deemed non-critical or unnecessary will be managed within the operating budget limits. Parks will continue to strive to focus on core duties, to find efficiencies where possible and to keep costs within the limits of their budget while providing facilities, playgrounds and parks areas that are safe, clean, and operating at a service-level that the citizens and stakeholders are accustomed and have come to expect.

COMMUNITY DEVELOPMENT & HEALTH OFFICE

Financial Summary

	2011			2012			2013			
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals * / Year End
Annual Gross Budget			493,103			522,603				660,188
Annual Net Budget			95,453			89,358				92,840
Annual Net Expenditures			102,375			98,228				92,840
Year End Variance		0	(6,922)	0	0	(8,870)		0		
Variance as % of Gross Budget			-1.4%			-1.7%				

* Actuals as projected at Q2 and Q3



Description

Based on actuals and information available at this time, it is anticipated that the Office of the Community Development and Health Commissioner will be on budget at year end.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

\$ -

Mitigating Steps

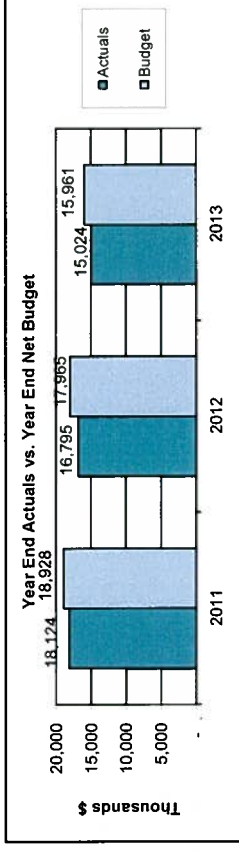
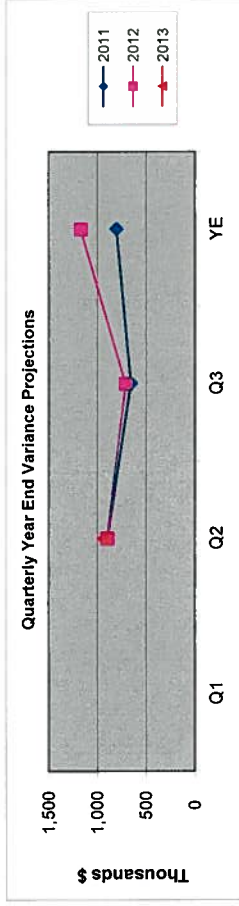
N/A

EMPLOYMENT & SOCIAL SERVICES

Financial Summary

	2011			2012			2013		
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3
Annual Gross Budget			118,414,549			119,581,320			117,309,462
Annual Net Budget			18,928,063			17,964,834			15,961,498
Annual Net Expenditures			18,124,105			16,794,647			15,024,498
Year End Variance			803,957			1,170,187			937,000
Variance as % of Gross Budget			0.7%			0.6%			0.8%

* Actuals as projected at Q2 and Q3



Description

Based on information available at this time and expenditure trends observed as at May 30, 2013, the Employment and Social Services Department is projected to end the year with a surplus of \$937,000 broken down by program as follows:

Ontario Works (OW) Program Delivery (previously Administration and Employment Assistance) is projected to have a net city surplus of \$479,000 at year end. Employment Related Expenses are lower than budget due to the decrease in the average monthly caseload trend from the 9,950 budgeted compared to the 9,481 the actual average caseload for January to May. A \$746,000 gross surplus is due to vacant positions for the first half of the year. Vacant positions are currently being recruited and with the expectation that the vacant positions will be filled as of the end of August 2013. Lower than expected Employment Related Expenses, Employment Programming, and Operating costs are expected to add \$685,000 to the gross surplus. The Province and the County share in the gross savings resulting in projected revenue deficits of (\$816,000) and (\$136,000) respectively. The development of new employers contracts or employment programs in the latter part of the year may reduce the projected year end surplus.

Ontario Works Financial Assistance is projected to end the year with a surplus of \$488,000. The 2013 actual average Ontario Works caseload is trending at 4.7% lower than the budgeted average caseload. Ontario Works discretionary benefit expenditures are expected to remain within the provincial funding cap.

100% Municipal Assistance is projected to end the year with a deficit of (\$30,000) largely attributed to higher than projected funeral and burial expenses.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

OW Program Delivery	Category	Amount
1. OW Program Delivery - Employment Related Expenses	Purchased Services	\$ 127,000
2. OW Program Delivery - Salary and Benefits	Salaries & Benefits	746,000
3. OW Program Delivery - Employment Initiatives	Transfer for Social Services	530,000
4. OW Program Delivery - Operating Supplies	Operating & Maintenance Supplies	28,000
5. OW Program Delivery - MCSS Subsidy	Grants & Subsidies	(816,000)
6. OW Program Delivery - County Revenue	Recovery of Expenditures	(136,000)
Sub-Total OW Program Delivery		\$ 479,000
7. OW Financial Assistance	Transfer for Social Services	488,000
8. 100% Municipal Assistance	Transfer for Social Services	(30,000)
Net Projected Year End Surplus		\$ 937,000

Mitigating Steps

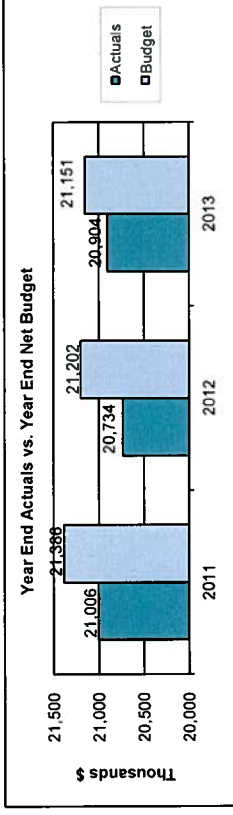
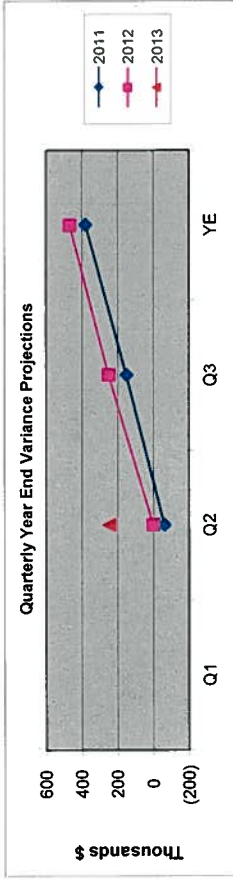
Existing vacancies are expected to be filled as of the end of August 2013. The establishment of employment programs to meet client and employer/investor needs continue to be explored, pursued and developed.

HOUSING & CHILDREN'S SERVICES

Financial Summary

	2011		2012		2013		Actuals * / Year End
	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	
Annual Gross Budget							89,197,605
Annual Net Budget							21,150,846
Annual Net Expenditures							20,903,846
Year End Variance							247,000
Variance as % of Gross Budget	(62,000)	151,000	0	251,000		0.3%	0.3%
	-0.1%	0.2%	0.3%	0.3%			

* Actuals as projected at Q2 and Q3



Description

Overall, Housing and Children Services is projecting a year end surplus variance of \$247,000 for 2013, broken down by program, as follows:

Housing is projecting a net surplus of \$267,000. Of this surplus, \$325,000 (net city) is a result of subsidy reductions due to RGI (Rent Geared Income) increases and provider mortgage renewals at lower rates of interest. In addition, one-time year end operating subsidy reconciliations are projected to add \$196,000 (net city) to the year-end surplus, which is currently not included in the projection as there are a number of in-year, one-time pressures related to the Housing portfolio at this time. These funds will be used to assist housing providers with carbon monoxide detector installations required by City of Windsor By-Law, legislated installation or upgrade of car top guard rails on existing elevators and other health and safety repairs. Offsetting the surplus is a deficit in Administration of (\$58,000) due to higher than expected workers compensation expense and salary costs.

Community Homelessness Prevention Initiative (CHPI) is not projecting a year end surplus at this time. Program utilization was slow during the months of January to March but demand has been increasing since April of this year. There is a potential Net City surplus of \$755,000 if projected expenditures remain at its current level. Administration's approach to expenditures under this program is to first utilize provincial funding and then municipal funding. At this time, municipal funds utilization is minimal but plans are being implemented to increase expenditure in the CHPI program. In addition to the CHPI Municipal budget, the City of Windsor/County of Essex was granted a onetime funding of \$938,591 to assist them through the transition to implementing CHPI in the region. As 2013 is a transition year under this program and with the development of a 10 Year Housing and Homelessness Plan it is anticipated that funds will be fully allocated to support people in need of housing supports in the 2014 year.

Children's Services is projecting a deficit of (\$20,000) primarily due to higher salary costs.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Housing Subsidy Surplus
2. Housing Administration Deficit
3. Children Services

Net Projected Year End Surplus

Category	Amount
Grants & Subsidies	\$ 325,000
Salaries & Benefits	(58,000)
Grants & Subsidies	(20,000)
Net Projected Year End Surplus	\$ 247,000

Mitigating Steps

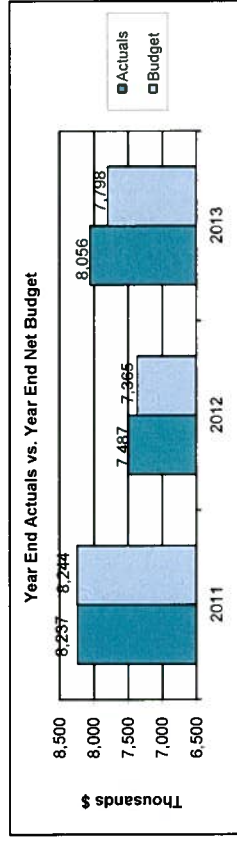
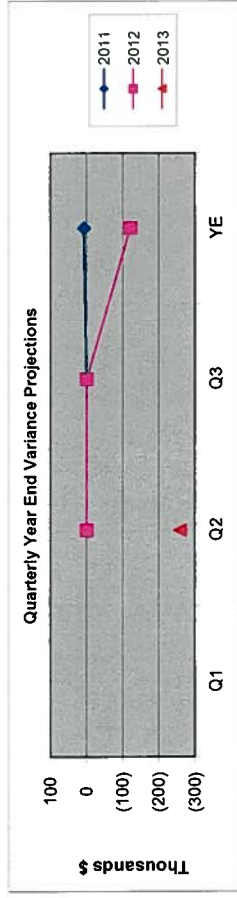
Community Homelessness Prevention Initiative: Plans are underway for some initiatives that will line up with the 10 Year Housing and Homelessness Plan to address the potential surplus and a report will be brought to Council requesting approval to implement these initiatives. It is the intent of the department to fully utilize both the Provincial and Municipal budgets.

HURON LODGE

Financial Summary

	2011		2012		2013	
	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2
Annual Gross Budget						
Annual Net Budget						
Annual Net Expenditures	21,119,693	8,244,298	20,720,557	7,365,162	21,713,302	7,797,907
Year End Variance	8,237,031	7,267	(121,759)		(258,000)	8,055,907
Variance as % of Gross Budget	0.09%	0.09%	-0.6%		-1.2%	

* Actuals as projected at Q2 and Q3



Description

Huron Lodge is projecting to end the year with a deficit of (\$258,000).

The MOHLTC announced some funding opportunities and changes which will give Huron Lodge a positive variance of approximately \$142,000 in the Grants & Subsidies Category. Additional funding includes Behavioural Supports Enhancement of approximately \$3,000 of which \$23,000 will be annualized and one-time funding for Staff Training and Development of \$29,000. In addition, the model for high intensity needs funding has changed from submitting claims to receiving a monthly per diem. The high intensity needs funding per diems are estimated to be \$60,000 in 2013.

The department continues to have obligations to pay WSIB expenses, which are projected to end the year in a budget shortfall of (\$220,000). As part of the 2013 budget process, council approved a budget increase of \$50,000 to the WSIB accounts which has helped reduce the projected 2013 year end variance (when compared to the 2012 year end deficit of \$331,134).

Salaries are projected to end the year with a deficit of (\$147,000). Salaries are difficult to project because the department is obligated to replace staff in the event of absences due to mandatory training, attendance at work issues, non-occupational accommodations and modified duties due to WSIB. The replacement costs of salaries will continue to be monitored closely by the department and reported in subsequent variance reports.

Nursing Supplies and Incontinence Product costs are a challenge for the department. With the increasing acuity of residents, nursing supplies and incontinence products may see an unfavourable variance of (\$26,000). Historically, unfavourable variances in these accounts were absorbed by the department.

Other miscellaneous accounts are projected to end the year with an unfavourable variance of approximately (\$7,000).

Unfavourable variances projected for this quarter are comparable to those Huron Lodge has previously disclosed in Operating Budget Variance Reports in 2012. As part of the 2013 budget process, council approved a budget increase for maintenance and repairs for the building and equipment of \$100,000. At this time, the department is projecting to meet the budget for these accounts by year end. As the building is utilized on a 24 hour, 7 days a week basis, the cost of the repairs to both the building and equipment is at risk for a budget shortfall. The department continues to review these accounts monthly to minimize any deficits by year end.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Increase in Funding
2. WSIB
3. Salary Accounts
4. Nursing Supplies and Incontinence Products
5. Other Miscellaneous Accounts

Net Projected Year End Deficit

Category	Amount
Grants & Subsidies	\$ 142,000
Salaries & Benefits	(220,000)
Salaries & Benefits	(147,000)
Operating & Maintenance Supplies	(26,000)
Other Miscellaneous Expenditures	(7,000)
Net Projected Year End Deficit	\$ (258,000)

Mitigating Steps

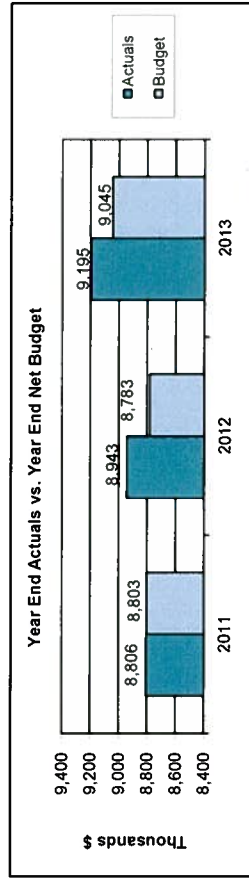
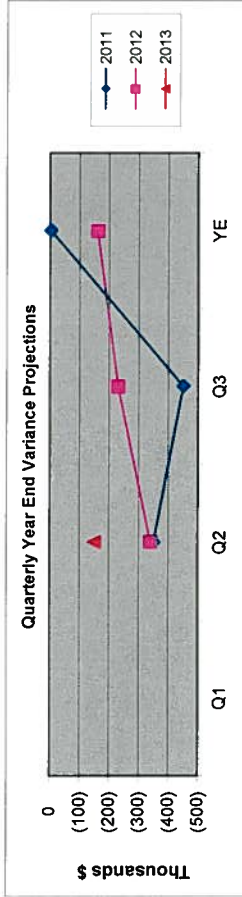
N/A

RECREATION & CULTURE

Financial Summary

	2011		2012		2013	
	Projection As at Q1	Projection As at Q2	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q3
Annual Gross Budget						
Annual Net Budget						
Annual Net Expenditures						
Year End Variance	(351,000)	(450,000)	(340,000)	(230,000)	(150,000)	(150,000)
Variance as % of Gross Budget	-2.0%	-2.5%	-1.9%	-1.3%	-0.9%	-0.9%
Actuals Year End	17,706,633	17,706,633	17,550,521	17,550,521	17,633,739	17,633,739
	8,802,986	8,802,986	8,782,731	8,782,731	9,044,667	9,044,667
	8,805,822	8,805,822	8,943,328	8,943,328	9,194,667	9,194,667
	(2,856)	(2,856)	(160,597)	(160,597)		
	0.0%	0.0%	-0.9%	-0.9%		

* Actuals as projected at Q2 and Q3



Description

The Recreation and Culture department has highlighted potential variance risks within the operating divisions. Based on all available information at the time of this report the department is projecting a potential overall year end variance of (\$150,000), comprised of WSIB, Retro Payments, Sick Coverage and Net Facility Shortfalls.

- 1) Recreation and Culture is projecting a deficit of approximately (\$40,000) in salaries and wages due to WSIB payments, sick coverage and JJE retro payments. These JJE retro's are offset corporately.
- 2) Recreation and Culture is projecting a potential revenue shortfall of (\$235,000) within its recreational facilities. At the beginning of February 2013 the chiller at Forest Glade Arena Rink A went out of service and resulted in an early close of the ice rental season for Rink A. While the chiller was receiving required repairs Forest Glade Arena lost the use of the ice which resulted in loss of ice rental revenue, public skating revenue and concession sales along with the costs of repairing the chiller. However, Recreation and Culture is diligently working on increasing revenue streams as well as curtailing expenditures for facility and equipment repairs and purchases within other Recreational facilities.
- 3) Recreation and Culture is projecting a savings within the Cultural Services department in the amount of \$45,000.
- 4) Recreation and Culture will decrease expenses by putting their mitigating expenditure strategies into place by closing facilities during the low peak periods (ex. arenas) and cancelling programs with low registrations. In addition, the department is decreasing expenditures wherever possible in the 2013 operating year such as building repairs, plant equipment repairs, program supplies and travel expenses to assist in mitigating the projected deficit variance for the 2013 year end (as identified below). It is projected that these mitigating expenditure strategies will result in \$40,000 worth of savings.
- 5) The Recreation and Culture Department share 8120 staffing with the Parks Department however these budgets are fixed. Where one Department has a surplus in their 8120 account, the other will have a deficit to offset. Recreation and Culture is projecting a surplus in 8120 of approximately \$40,000 due to the use of transitional employees at outdoor arenas.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Salary Issues (WSIB, Retro, Sick Coverage)
2. Net Facility Shortfalls
3. Cultural Services Savings
4. Mitigating Expenditure Initiatives
5. Shared Parks & Rec L82 Labour

Net Projected Year End Deficit

Category	Amount
Salaries & Benefits	\$ (40,000)
User Fees, Permits & Charges	(235,000)
Other Miscellaneous Expenditures	45,000
Other Miscellaneous Expenditures	40,000
Salaries & Benefits	40,000
Net Projected Year End Deficit	\$ (150,000)

Mitigating Steps

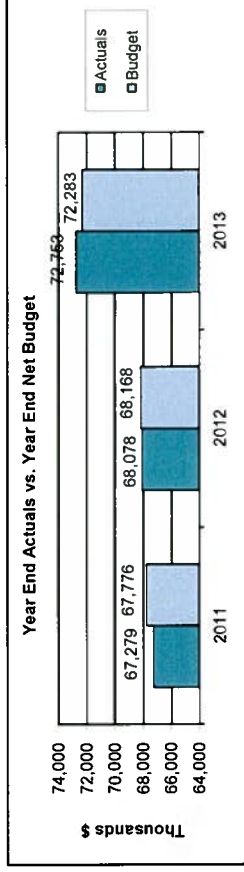
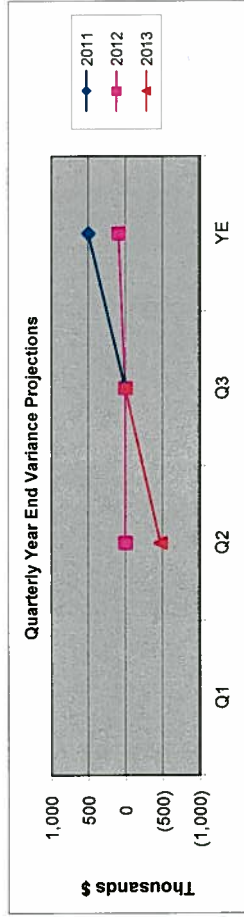
Recreation and Culture in 2013 is closely monitoring the monthly financial statements and will bring forward concerns or anticipated variances as part of the quarterly variance to Council. The department has and will continue to implement the short-term mitigating steps and will be continuing to review them going forward. Some of the short-term actions includes adjusting hours of operations, staffing and controlling expenditures to high priority issues such as mechanical and structural repairs. With the economy starting to recover it is felt that these controls are manageable however a long-term solution includes consolidating facilities.

POLICE SERVICES

Financial Summary

	2011			2012			2013			Actuals * / Year End	
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2		Projection As at Q3
Annual Gross Budget				75,382,021							80,140,114
Annual Net Budget				67,776,443							72,282,957
Annual Net Expenditures				67,279,131							72,752,957
Year End Variance				497,312	0	0	0		(470,000)	0	
Variance as % of Gross Budget				0.7%					-0.6%		

* Actuals as projected at Q2 and Q3



Description

Note: These comments were provided by the Windsor Police Service (WPS) administration, as the Finance department does not provide financial support to the WPS.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Under Project Accountability, the WPS Board approved the relocation of the new Risk Management Unit. Costs include retrofit & renovations, furniture & fixtures, and lease payments for the balance of the year.
2. Retroactive payroll benefits payout to former employee.
3. Additional overtime costs due to major crimes investigations and corresponding court attendance costs.
4. Various unforeseen minor equipment replacement costs due to age, obsolescence or breakdown.

Net Projected Year End Deficit

\$ (470,000)

Mitigating Steps

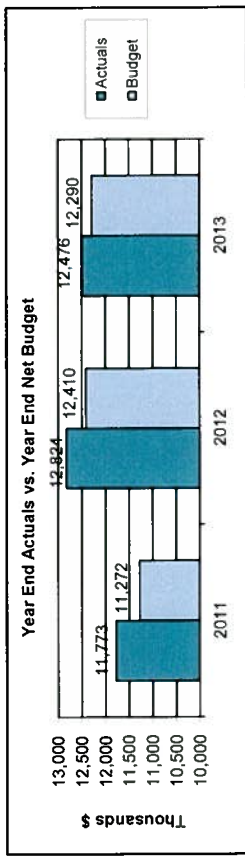
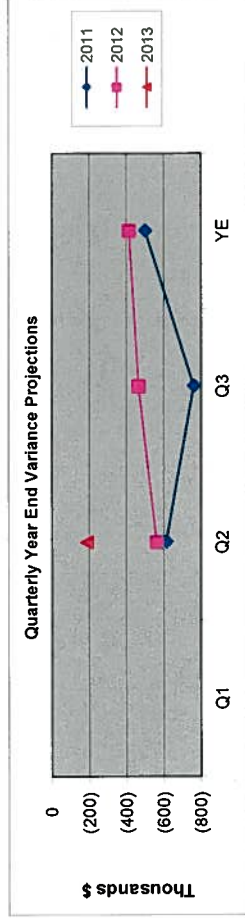
1) The WPS continues to aggressively monitor and control overtime costs which have slowly been decreasing over the past few years, however, with the occurrence of unforeseen major crimes, investigation and corresponding court costs will rise accordingly. 2) The Service has also been very diligent in delaying the replacement of equipment and trying to extend the life through repairs and maintenance, unfortunately, we have begun to reach the point where equipment has become obsolete with service and parts no longer available. This is forcing the resulting replacements in order to continue to provide service and to ensure the health and safety of our employees. All purchasing is done in accordance with the city purchasing bylaw.

TRANSIT WINDSOR

Financial Summary

	2011		2012		2013	
	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2
Annual Gross Budget						
Annual Net Budget						
Annual Net Expenditures						
Year End Variance	(613,000)	(761,373)	(562,000)	(464,000)	(186,000)	(186,000)
Variance as % of Gross Budget	-2.1%	-2.7%	-1.9%	-1.6%	-0.7%	-0.7%
Actuals						
Year End	28,617,525	11,272,079	29,855,258	12,409,811	28,245,389	12,289,811
	11,772,630	(500,551)	12,823,749	(413,938)	12,475,811	12,475,811

* Actuals as projected at Q2 and Q3



Description

Transit Windsor Administration monitors the operating budget on an ongoing basis. Current fuel prices are resulting in a projected deficit in the Fuel and Lubricants account of approximately (\$180,000). Transit Windsor will continue to monitor this closely and report the projected variance to the Board of Directors on a monthly basis.

Vehicle Maintenance Materials are projected to exceed budget estimates at this point by approximately (\$390,000). This over expenditure will be offset by the Enhanced Capital One Time Funding approved for Fleet Maintenance in the amount of \$400,000 in the 2013 Capital Budget. Salary, Wages and Benefits accounts are projected to be within budget estimates for 2013. In late 2011, Transit Windsor received some infractions that resulted in the MTO inspection division increasing the frequency of regular audits from semi-annually to quarterly. In 2012, Transit Windsor invested additional overtime dollars to ensure new processes and procedures were in place. Transit Windsor also internally implemented a more thorough inspection schedule for the fleet. Three audits were conducted in 2012 which resulted in positive results and no violations. As a result of this improvement, MTO decreased their audit inspections back to every six months. In April, 2013, MTO conducted an audit which coincided with the six month inspection schedule. The inspection resulted in favourable results and no violations were noted on the sample of the Transit fleet selected for inspection.

At this point, Transit Revenues are expected to exceed budget estimates slightly with a projected surplus of approximately \$45,000

A year end deficit of approximately (\$51,000) is being projected for caretaking, maintenance and security services related to the Windsor International Transit Terminal (WITT). Facility Operations provides these services to the WITT and recovers the full cost based on actual usage. Transit Windsor and Facility Operations have been in continuing discussions related to the level of service provided and the full cost recovery of these services, as actual usage has historically exceeded Transit Windsor's budget level. Transit Windsor will continue to monitor the services levels at the WITT and work with Facility Operations to develop appropriate mitigating steps to ensure adequate maintenance and security services are maintained, while managing the projected variance.

As recently reported to Council, in early June, 2013, facility maintenance staff identified a corroded case which resulted in a hole in the rear piston of one of the hoists. This has the potential to cause the hoist to drop, however there are safety measures in place to prevent injury. The hoist was immediately locked out, taking it out of service and it was determined that it requires a complete replacement. Working with the City of Windsor's Purchasing Division, Transit Windsor obtained quotes from two bidders to repair the hoist. To help expedite the process in ordering the parts and minimizing operational downtime, Administration through an email poll to the Transit Board on June 17th, 2013 supported the funding for this project from Transit Windsor's 2013 Operating Budget and simultaneously requested Windsor City Council to consider providing emergency funding for this unbudgeted repair. In addition to the hoist replacement, Transit staff has been monitoring two zip doors in the garage. These zip doors have exceeded their useful life and continue to fail. Replacing one zip door is approximately \$32,000 plus HST. Transit will continue to monitor these doors and should replacement be required. Administration will report back to the Board for approval. The 2013 facilities repairs operating budget is \$85,000. Administration is monitoring the level of spending in this account closely and has deferred several discretionary repairs. At this point, there is approximately \$28,000 available for use for the remainder of 2013 should the request for emergency funding not be approved.

Administration will continue to identify mitigating factors in 2013 in an effort to ensure Transit Windsor remains within total budget estimates.

TRANSIT WINDSOR

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Projected deficit in the Fuel and Lubricants account
2. Projected deficit in the Vehicle Maintenance account due to the aging fleet
3. Enhanced Capital One Time Funding for Fleet Maintenance
4. Caretaking, maintenance and security services related costs at WITT
5. Projected surplus in Transit Revenue

Net Projected Year End Deficit

Category	Amount
Operating & Maintenance Supplies	\$ (180,000)
Operating & Maintenance Supplies	(390,000)
Transfers from Other Funds	390,000
Operating & Maintenance Supplies	(51,000)
User Fees, Permits & Charges	45,000
	<u><u>\$ (186,000)</u></u>

Mitigating Steps

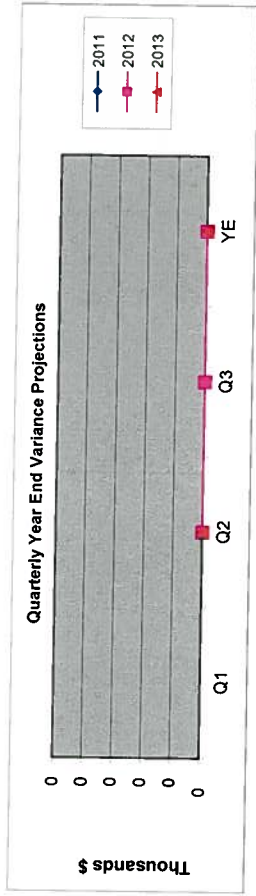
N/A

WINDSOR PUBLIC LIBRARY

Financial Summary

	2011			2012			2013					
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals * / Year End
Annual Gross Budget				7,939,359				7,939,359				7,939,359
Annual Net Budget				7,939,359				7,939,359				7,939,359
Annual Net Expenditures				7,939,359				7,939,359				7,939,359
Year End Variance		0	0	0		0	0	0		0		0
Variance as % of Gross Budget												

* Actuals as projected at Q2 and Q3



Description

This budget line item refers to the City's annual grant to the Windsor Public Library. As per consistent practice, based on the Council approved annual grant amount (\$7.9m), four equal quarterly payments are made to the WPL. Therefore, there are no variances within this line item. Should there be a variance within the WPL's operating budget, it will be reported through the Board and addressed as such.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Annual Grant Funding

Category

Amount
\$ -

Net Projected Year End Surplus

Mitigating Steps

N/A

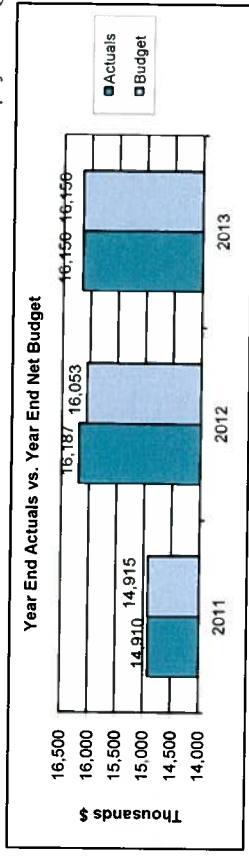
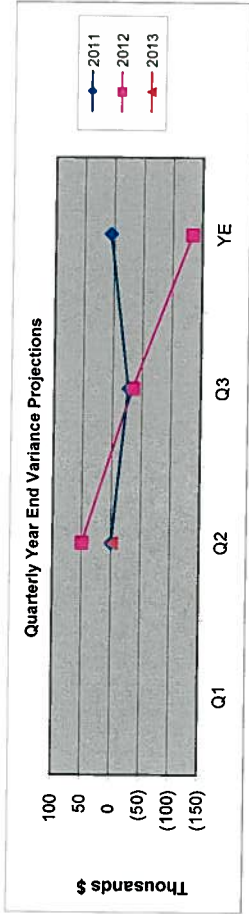
\$ -

AGENCY GRANTS

Financial Summary

	2011			2012			2013				
	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Projection As at Q1	Projection As at Q2	Projection As at Q3	Actuals Year End	Actuals * / Year End
Annual Gross Budget			14,915,034			16,053,391				16,150,454	16,150,454
Annual Net Budget			14,915,034			16,053,391				16,150,454	16,150,454
Annual Net Expenditures			14,909,804			16,186,600				16,150,454	16,150,454
Year End Variance		0	(26,940)		50,000	(34,000)		0		0	0
Variance as % of Gross Budget			0.0%		0.3%	-0.2%				-0.8%	-0.8%

* Actuals as projected at Q2 and Q3



Description

No significant variance is projected at this time.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

\$ -

Mitigating Steps

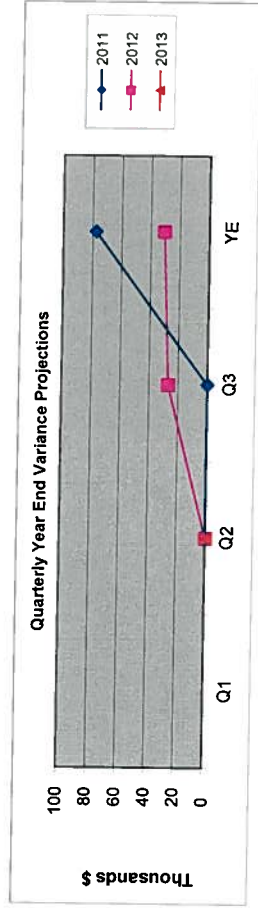
N/A

COMMITTEES OF COUNCIL

Financial Summary

	2011		2012		2013		Actuals * / Year End
	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	Projection As at Q1	Projection As at Q2	
Annual Gross Budget							87,170
Annual Net Budget							87,170
Annual Net Expenditures							56,394
Year End Variance		0		0		0	87,170
Variance as % of Gross Budget				31.0%			35.3%

* Actuals as projected at Q2 and Q3



Description

No significant variance is projected at this time.

Summary of Description

In summary, the second quarter projected year end variance is comprised of the following:

1. Projected to be on budget

Category

Amount
\$ -

Net Projected Year End Surplus

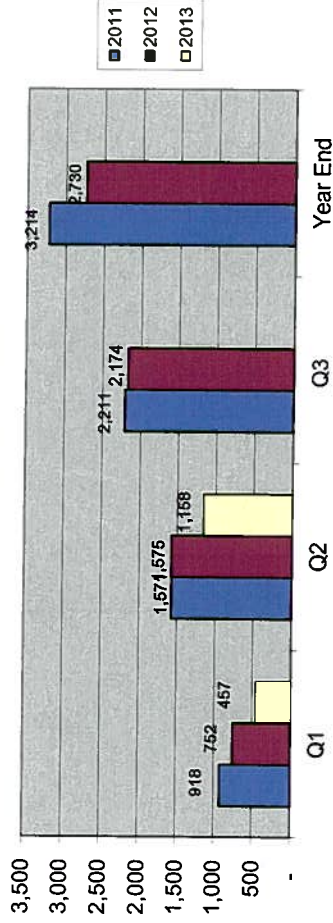
Mitigating Steps

N/A

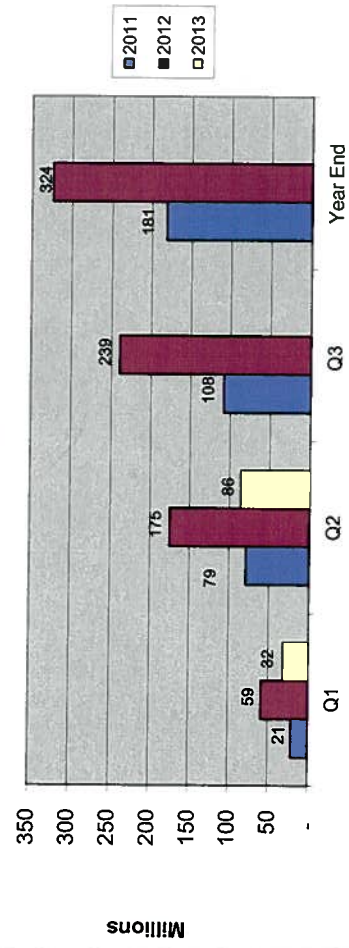
\$ -

Building Permit Activity

Number of Building Permits

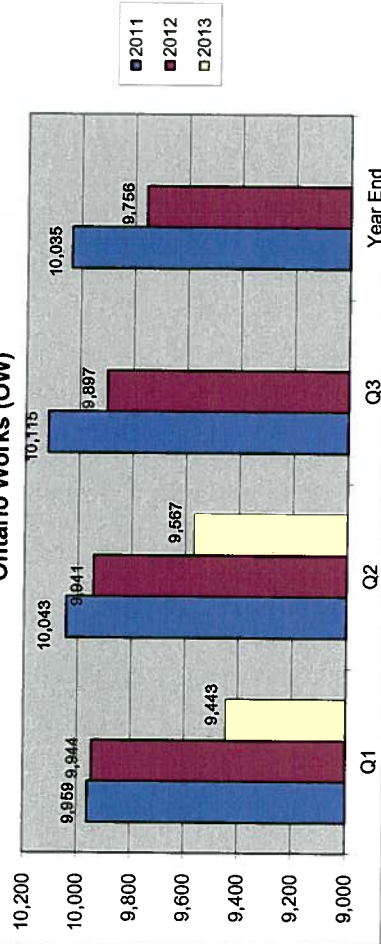


Value of Construction YTD

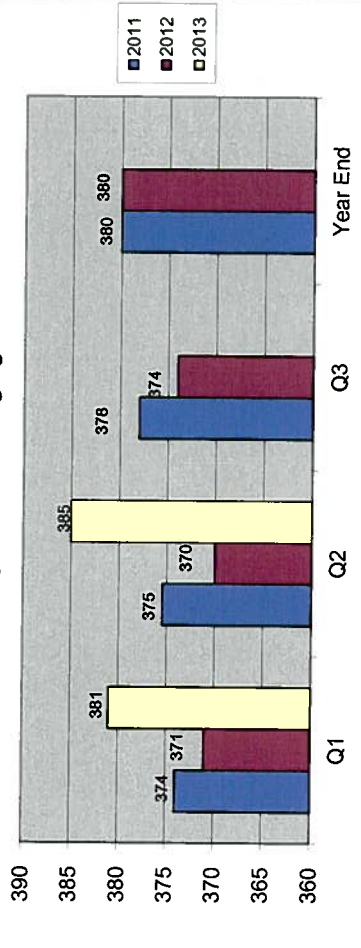


Social Services Caseloads (Average Monthly Caseload)

Ontario Works (OW)

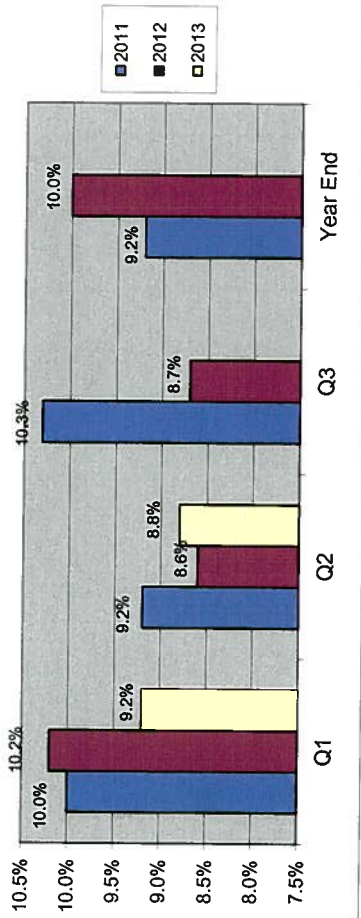


Domiciliary Hostels - Lodging Homes

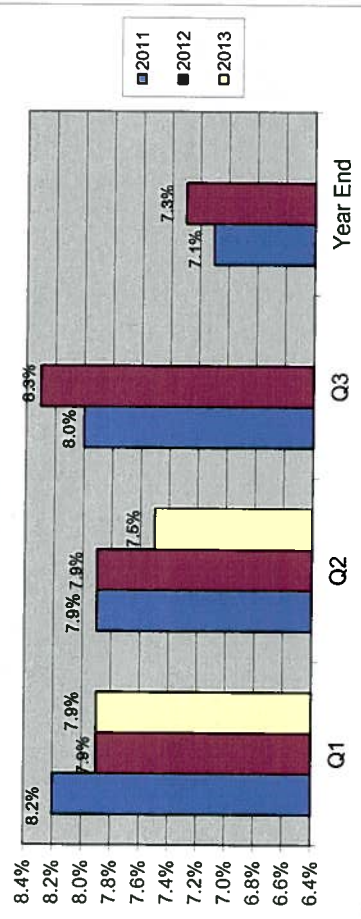


Unemployment Rates (3-month Moving Average, unadjusted)

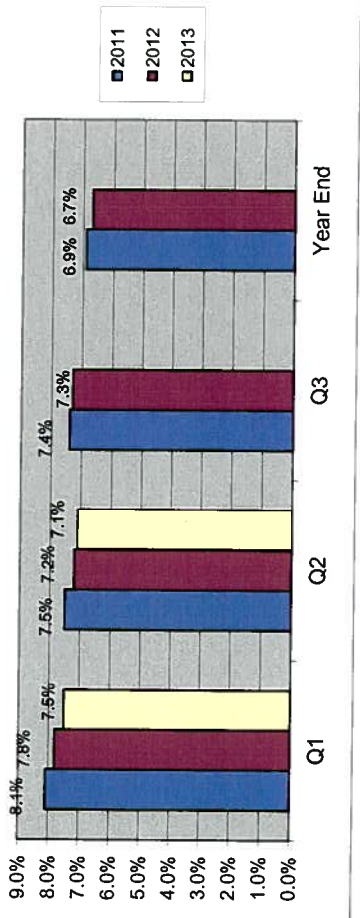
Windsor (Census Metropolitan Area - CMA)



Ontario



Canada



SOURCE: Statistics Canada

Transit Windsor Ridership (Combined Cash & Pass Fares)

SOURCE: Transit Windsor

