

Analyst Briefing Notes

Budget Committee - February 16, 2010

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PART I: 2010 OPERATING BUDGET

Executive Summary

- Toronto Environment Office (TEO) serves the community and the corporation as a centre of environmental expertise and leadership by coordinating and implementing action across the City on substantive environmental issues and concerns through research, collaborative planning, program development and public policy recommendations that emphasize sustainable development.
- Key service objectives for 2010 include facilitating the completion of all recommendations in the Climate Change Action Plan (including the full implementation of key initiatives such as Live Green Toronto, the Eco Roof Incentive and Smart Commute programs) and substantive progress on the implementation of the City's Sustainable Energy Strategy: The Power to Live Green. Other service objectives include increasing community outreach programs and completion of the Climate Drivers Study and the Climate Change Adaptation Environmental Risk Assessment project.
- 2009 accomplishments for TEO include facilitating completion of approximately half of the recommendations from the *Climate Change Action Plan*, adoption of the Power to Live Green: Toronto's Sustainable Energy Strategy by City Council, implementation of Live Green Toronto Program, provision of \$0.750 million in grants through the Eco-Roof Program, launch of the Home Energy Assistance Toronto (HEAT), as well as initiation of a number of new programs.
- For 2009, TEO is projecting year-end net expenditures of \$3.146 million which are \$0.403 million or 11.3% below the 2009 Approved Operating Budget of \$3.549 million. The favourable variance is a result of over-achieved gapping due to delayed hiring for 5.6 vacant positions.
 - Delayed hiring for some vacant positions from 2009 will extend into 2010 and continue to result in over-achieved gapping.

Table 1: 2010 Recommended Budget

	2009		2010 Recommended Operating Budget			Change - 2010 Recommended Operating Budget v. 2009 Appvd. Budget		FY Incremental Outlook	
	2009 Appvd. Budget	2009 Projected Actual	2010 Rec. Base	2010 Rec. New/Enhanced	2010 Rec. Budget			2011	2012
(In \$000s)	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	9,414.2	9,011.4	12,758.0	0.0	12,758.0	3,343.8	35.5	126.1	63.6
REVENUE	5,865.0	5,865.0	9,386.3	0.0	9,386.3	3,521.3	60.0	0.0	0.0
NET EXP.	3,549.2	3,146.4	3,371.7	0.0	3,371.7	(177.5)	(5.0)	126.1	63.6
Approved Positions	28.6	28.6	28.6	0.0	28.6	0.0	0.0	0.0	0.0
TARGET COMPARISON			2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target			
NET BUDGET			3,436.4	3,371.7	(64.7)	3,259.0			
PROGRAM REDUCTION (\$)			(284.3)	(349.0)	(64.7)	(177.5)			
PROGRAM REDUCTION (%)			(8.0)	(9.8)	(1.8)	(5.0)			

- The 2010 Recommended Operating Budget for the Toronto Environment Office of \$12.758 million gross and \$3.372 million net is \$0.178 million net or 5% below the 2009 Approved Operating Budget. The 2010 Recommended Operating Budget includes \$0.349 million net in reduction savings, representing 9.8% of the 2009 Operating Budget thereby exceeding reduction target of by \$0.065 million net or 1.8%.
- The 2010 Recommended Operating Budget for Toronto Environment Office does not include funding for any new or enhanced service priority action. Approval of the 2010 Recommended Budget will not impact the Program's total staff complement.
- The 2010 Recommended Operating Budget for Toronto Environment Office results in incremental future year net impacts of \$0.126 million in 2011 and \$0.064 million in 2012.
 - In 2011, TEO anticipates incremental increases of \$0.126 million for COLA, progression pay and step increases.
 - The 2012 Outlook anticipates incremental increases of \$0.64 million for progression pay and step increases.
 - Toronto Environment Office presented viable 2011 service change options during the 2010 Operating Budget process. These options will be further reviewed over the course of the year and presented for consideration with the 2011 Operating Budget.
- The 2009 Recommended Operating Budget is comprised of base funding of \$12.758 million gross and \$3.372 million net. The 2010 Recommended Base Budget provides funding for the following key cost drivers:
 - Increases to salaries and benefits for the cost of living adjustments (COLA) and step and progression pay increases totalling \$0.101 million.
 - An increase of \$0.070 million to include additional funding provided by Metrolinx for a temporary Coordinator position for the Smart Commute Program to address the growing demand.
 - A transfer of \$0.100 million for funding the Investigate Deep Lake Water Cooling project and \$0.350 million for Climate Change Adaptation, fully funded from the Strategic Infrastructure Partnership Reserve Fund, from the Toronto Environment Office's Capital Budget.
- The cost drivers noted above will be partially off-set by re-alignment of salary and benefit costs with current requirements resulting in base budget savings of \$0.171 million.
- The Program's 2010 Recommended Operating Budget includes Service Changes with savings of \$0.178 million for 2010 with no incremental impact in 2011. The Service Changes include reduction of advertising and promotions expenditures for Live Green Toronto Program and reduction in expenditures for professional and technical services. Approval of these service change actions will not impact the Program's total staffing complement.

- The 2010 Recommended Operating Budget for Toronto Environment Office provides funding for the Program to complete, continue and initiate the following activities:
 - Continue to support residents, businesses and neighbourhoods in taking action on climate change and air quality through the provision of access to expertise, such as the Live Green Toronto Community Animators, and financial supports (up to 50 funded projects for Live Green Toronto, up to 55 funded applications for Eco-Roof Financial Incentive, and \$2 million in grants for Home Energy Assistance Toronto);
 - Continue to encourage all residents and businesses to take action on improving the natural environment through community outreach activities delivered as part of the Live Green Toronto, Smart Commute, Cut-it Out, Local Air Quality Studies and other programs;
 - Develop and implement a standard methodology for conducting Climate Change Adaptation and Environmental Risk Assessments of all City Operations;
 - Continue to support all City Agencies, Boards, Commissions and Divisions in undertaking the actions necessary to develop and implement major environmental strategies, in particular the Climate Change Action Plan, the Climate Change Adaptation Strategy and the Sustainable Energy Strategy; and
 - Continue work on identifying environmental issues and concerns requiring priority action through initiatives, such as the Climate Drivers Study and the Greenhouse Gas and Air Quality Inventory.

Recommendations

The City Manager and Chief Financial Officer recommend that:

- 1. City Council approve the 2010 Recommended Operating Budget for Toronto Environment Office of \$12.758 million gross and \$3.372 million net, comprised of the following service:

<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Toronto Environment Office	<u>12,758.0</u>	<u>3,371.7</u>
Total Program Budget	<u>12,758.0</u>	<u>3,371.7</u>

PART II: 2010 SERVICE OVERVIEW AND PLAN

Mission Statement

The Toronto Environment Office serves the community as a centre of environmental expertise and leadership by coordinating and implementing action on substantive environmental issues and concerns through research, collaborative planning, program development and sound public policy recommendations that emphasize sustainable development.

Program Map



2010 Recommended Services: Overview

The Toronto Environment Office delivers two main services: Environmental Awareness, Education, Advocacy & Advisory and Corporate Environmental Support Services.

Environmental Awareness, Education, Advocacy & Advisory

Environmental Awareness, Education, Advocacy & Advisory Services focus on implementing activities that support and catalyze residents, neighbourhoods and businesses into taking action on environmental issues of concern. This service is comprised of the following activity types:

- Green Toronto Awards – 200 applications received and reviewed in 2010
- Events
 - Green Toronto Festival – approximately 120 to 130 requests to be a vendor at the festival

- Community Events – expecting to reach 300,000 people at community events
- Live Green Toronto
 - Community Animators – 15,000 residents signed up as Live Green Members by the Community Animators
 - Live Green Toronto Volunteers – 800 people registered as volunteers
 - Grants for neighbourhood and community groups – expect to fund 40 to 50 projects
- Home Energy Assistance Toronto (HEAT)
 - Grants to homeowners for insulation – \$2 million in grants to be awarded in 2010
- Eco Roof Program – receipt of 65 applications and funding 50 to 55 applications
- Smart Commute – 15 employers for Smart Commute Toronto Central representing 75,000 to 100,000 employees
- Cut-It-Out – 500 to 750 small engines collected from the public at 44 Environment Days

Corporate Environmental Support Services

Corporate Environmental Support Services works to improve environmental sustainability through strategic planning, by coordinating development and delivery of environmental policy and programs, and identifying environmental risk exposures. This service is comprised of the following activities:

- Environmental Policy/Plan Development
 - Corporate/Community Strategy Development – preparing a strategy for urban agriculture for April-May, 2010
 - Policy/Regulatory Development – planning 10 reports for City Council in 2010
 - Operating Policy Development – continued support for implementation of the local food procurement policy
- Corporate Environmental Implementation
 - Monitoring Implementation
 - Climate Change, Clean Air & Sustainable Energy Action Plan – 2009 Annual report to be presented in April – estimated over 1/2 of recommendations completed
 - Climate Change Adaptation Strategy – Annual report to be presented in April
 - Power to Live Green: Toronto's Sustainable Energy Strategy

- Environmental Monitoring & Reporting
 - Inventory and Reporting
 - GHG and Air Quality Emissions Inventory – Data Collection
 - NPRI Reporting – Annual report completed
 - Policy Coordination
 - Executive Environment Team – support eleven meetings
 - ABCCD presentations to P&E Committee on green initiatives – establish mechanisms for ongoing tracking, required to report on bi-annually

Service Objectives

The service objectives for TEO include managing and coordinating delivery of the recommendations within the Climate Change Action Plan. Facilitating the completion of all recommendations in the Climate Change Action Plan reflects Toronto Environment Office's strong commitment to the environmental sustainability of the City. The Toronto Environment Office's measurable service objective targets for 2010 and beyond are the following:

- **Climate Change, Clean Air and Sustainable Energy Action Plan:**

- *Successfully facilitate completion of all recommendations arising from the Climate Change, Clean Air and Sustainable Energy Action Plan and initiate action on the recommendations arising from the Power to Live Green: Toronto's Sustainable Energy Strategy.*

Toronto's *Climate Change, Clean Air and Sustainable Energy Action Plan* was developed to ensure that the City of Toronto and its residents, businesses and communities take action to cut greenhouse gas emissions, clean the air and create a sustainable energy future. The plan outlines 68 recommended actions that will benefit residents, businesses and community groups. Half of the recommendations were completed by the end of 2009 with the remaining recommendations to be implemented by the end of 2010. The *Power to Live Green: Toronto's Sustainable Energy Strategy* was adopted by City Council on November 30, 2009 and identifies new actions that need to be taken to continue Toronto on the path of achieving its greenhouse gas reduction targets.

- *Complete two key initiatives arising from the Climate Change Adaptation Strategy: The Climate Drivers Study and the Risk Assessment Study.*

Work was initiated in 2009 on the Climate Drivers Study and will be completed in 2010. This study will provide information about probable changes to climate patterns arising from climate change and will be used to inform the development of policies, programs and operational changes needed to adapt to climate change. The Risk Assessment Study has started and is utilizing the Transportation Services and Shelter, Support and Housing Services Divisions as case studies for the development of an approach for identifying and

evaluating climate change and environmental risks in City Operations to ensure appropriate plans and actions are taken to mitigate these risks.

- **Green Toronto Awards:**

- *Increase the number of applicants for the Green Toronto Awards.*

Toronto Environment Office administers and processes Green Toronto Awards. These awards are the City of Toronto's environmental awards of excellence that honour and celebrate the individuals, organizations and companies leading the way to a cleaner, greener and more livable Toronto. The number of applications for the Green Toronto Awards increased from 140 applications in 2008 to 181 applications in 2009 and is expected to reach 200 applications in 2010.

- **Ongoing Implementation and Community Outreach:**

- *Successfully implement various TEO's programs.*

Toronto Environment Office will continue the ongoing implementation of the Live Green Toronto, the Eco-Roof Incentive, Smart Commute, Home Energy Assistance Toronto, Cut-it Out, Local Air Quality Study and other programs.

- *Continue to increase community outreach.*

In 2009 it was estimated that 300,000 people were reached through marketing and outreach initiatives organized by TEO with 6,000 individuals signing up as Live Green members. In 2010, TEO expects to reach at least the same number of people through its outreach and education initiatives with approximately 15,000 people signing up as Live Green members.

PART III: 2009 EXPERIENCE

2009 Accomplishments

- Toronto Environment Office major accomplishments for 2009 include:
 - Approximately half of the recommendations from the *Climate Change Action Plan* were completed. The remaining recommendations will be completed by the end of 2010.
 - The Power to Live Green: Toronto's Sustainable Energy Strategy which is the second phase of the *Climate Change Action Plan* was adopted by City Council in November 2009.
 - Live Green Toronto was fully established and the first status report outlining achievements was adopted by City Council in November 2009.
 - \$0.750 million in grants were allocated and disbursed for green roof and cool roofs on industrial and commercial buildings through the Eco-Roof Program.
 - The Home Energy Assistance Toronto (HEAT) grant program was officially launched in September and approximately 1,750 homeowners were eligible for a grant in 2009.
 - A number of new programs such as Cut-It-Out Toronto, Local Air Quality Study and Urban Agriculture Initiative were initiated.
 - Research and policy development was conducted in such areas as small engines, green taxi strategy and local food procurement.

Table 2: 2009 Budget Variance Review (\$000s)

(In \$000s)	2008 Actuals	2009 Approved Budget	2009 Projected Actuals*	2009 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
GROSS EXP.	2,646.7	9,414.2	9,011.4	(402.8)	(4.3)
REVENUES	40.5	5,865.0	5,865.0	0.0	0.0
NET EXP.	2,606.2	3,549.2	3,146.4	(402.8)	(11.3)
Approved Positions	23.6	28.6	23.0	(5.6)	(19.6)

*Projected Actuals Based on the September 30, 2009 Variance Report

2009 Budget Variance Analysis

The Toronto Environment Office Third Quarter Variance report projects that the Program will be \$0.403 million or 11.3% below the 2009 Approved Operating Budget of \$3.549 million by year-end.

- The favourable variance is a result of over-achieved gapping due to delayed hiring for 5.6 vacant positions.

Impact of 2009 Operating Variance on the 2010 Recommended Budget

- Delayed hiring for some vacant positions from 2009 will extend into 2010 and continue to result in over-achieved gapping.

PART IV: 2010 RECOMMENDED BASE BUDGET

Table 3: 2010 Recommended Base Budget (\$000s)

	2009 Appvd. Budget	2010 Recommended Base	Change 2010 Recommended Base v. 2009 Appvd. Budget		FY Incremental Outlook	
			\$	%	2011	2012
(In \$000s)	\$	\$	\$	%	\$	\$
GROSS EXP.	9,414.2	12,758.0	3,343.8	35.5	126.1	63.6
REVENUE	5,865.0	9,386.3	3,521.3	60.0	0.0	0.0
NET EXP.	3,549.2	3,371.7	(177.5)	(5.0)	126.1	63.6
Approved Positions	28.6	28.6	0.0	0.0	0.0	0.0

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
NET BUDGET	3,436.4	3,371.7	(64.7)	3,259.0
PROGRAM REDUCTION (\$)	(284.3)	(349.0)	(64.7)	(177.5)
PROGRAM REDUCTION (%)	(8.0)	(9.8)	(1.8)	(5.0)

Table 3a: Program Reduction Requirements (\$000s)

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	3,549.2	
Pressures Reported with 2010 Outlook	64.7	0.0
Pressures Not Reported with 2010/2011 Outlook	106.8	
5% Reduction Target	(177.5)	(177.5)
Additional Pressures not in 2010 Reported Outlook	(106.8)	TBD
Program Reduction Target	(284.3)	(177.5)
Net Budget Target	3,436.4	3,259.0

2010 Recommended Base Budget

The 2010 Recommended Base Budget of \$3.372 million net represents a \$0.178 million or 5.0% decrease over Toronto Environment Office's 2009 Approved Operating Budget of \$3.549 million net. The 2010 Recommended Base Budget includes \$0.101 million in 2010 Base Budget increases, which have been offset by \$0.349 million in budget reductions arising from recommended Service Changes.

With the inclusion of \$0.065 million in budget pressures reported in 2009 through the 2010 Outlook, the 2010 Recommended Base Budget of \$3.372 million net represents \$0.065 million or 1.8% in Program reductions above the Toronto Environment Office's 2010 Operating Budget reduction target of \$0.284 million or 8%.

Approval of the 2010 Recommended Base Budget will not impact the Program's total staff complement.

2010 Base Budget Key Cost Drivers

The 2010 Recommended Base Budget provides funding for the following key cost drivers:

- Increases to salaries and benefits for the cost of living adjustments (COLA) and step and progression pay increases totalling \$0.101 million.
- An increase of \$0.070 million to include additional funding provided by Metrolinx for a temporary Coordinator position for the Smart Commute Program in order to address the growing demand.
- A transfer of \$0.100 million for funding the Investigate Deep Lake Water Cooling project and \$0.350 million for Climate Change Adaptation, fully funded from the Strategic Infrastructure Partnership Reserve Fund, from the Toronto Environment Office's Capital Budget. (See Part VII for further details)

The cost drivers noted above will be partially off-set by re-alignment of salary and benefit costs with current requirements resulting in base budget savings of \$0.171 million.

2010 Service Changes

The Program's 2010 Recommended Base Budget includes service change savings of \$0.178 million resulting from the following service review actions:

Minor Service Level Changes

- Reduction of \$0.108 million of advertising and promotions for Live Green Toronto Program.
- Reduction of \$0.070 million in expenditures for professional and technical services.

Refer to Part V for a discussion regarding the 2010 Recommended Base Budget Service Changes.

2011 and 2012 Outlook: Net Incremental Impact

Approval of the 2010 Recommended Base Budget for Toronto Environment Office will result in 2011 and 2012 incremental increase of \$0.126 million and \$0.064 million respectively to maintain the 2010 level of service and staff complement. Future year costs are primarily attributed to the following:

- The 2011 Outlook for Toronto Environment Office anticipates incremental increases of \$0.126 million for COLA increases, progression pay and step increases.
 - The 2010 Recommended Operating Budget will not result in any 2011 incremental service change savings to assist the Program in achieving their 2011 reduction target of a further decrease of \$0.178 million or 5% of the 2009 Approved Operating Budget.
 - Toronto Environment Office has presented viable 2011 reduction options during the 2010 operating budget process. These options will be further reviewed over the course of the year and presented for consideration during the 2011 Operating Budget process.
- The 2012 Outlook anticipates incremental increases of \$0.064 million for progression pay and step increases only.

PART V: 2010 RECOMMENDED SERVICE CHANGES

Table 4: 2010 Recommended Service Change Summary
(In \$000s)

Description	2010 Recommended Service Changes				Net Incremental Impact	
	Position Change	Gross Exp.	Net Exp.	% Change over 2009 Budget	2011	
	#	\$	\$	#	\$	# Pos
Base Change Summary	0.0	(110.3)	(171.5)	-4.8%	126.1	63.6
Service Efficiencies:						
Revenue Changes:						
Minor Service Level Changes:						
Reduce Expenditures for Professional and Technical Services		(70.0)	(70.0)	-2.0%		
Reduce Advertising and Promotions for Live Green Toronto		(107.5)	(107.5)	-3.0%		
Major Service Level Changes:						
Sub-Total Service Changes	0.0	(177.5)	(177.5)	-5.0%	0.0	0.0
Total Changes	0.0	(287.8)	(349.0)	-9.8%	126.1	63.6

2010 Recommended Service Changes

The budgetary impact of implementing the following service changes are included in the 2010 Recommended Base Budget for Toronto Environment Office, with savings of \$0.178 million in 2010 without any incremental savings to be realized in 2011 and beyond. Approval of the recommended service changes will not impact the Program's total staffing complement.

Service Changes

The following 2 recommended service changes included in Toronto Environment Office's 2010 Recommended Base Budget, resulting in 2010 savings of \$0.178 million net are discussed below.

Minor Service Level Changes:

Reduction in Expenditures for Professional and Technical Services

The 2010 Recommended Operating Budget for Toronto Environment Office includes a reduction in expenditures for professional and technical services of \$0.070 million. In 2009, the Toronto Environment Office had been asked to absorb a \$0.140 million contribution for the C40 Secretariat in London, England with a commitment for 2010 of \$0.070 million. The \$0.140 million was part of TEO's base budget and was reallocated from professional and technical services. Instead of

reallocating \$0.070 million in reduced C40 Secretariat contribution back to professional and technical services, the Program identified this funding as a permanent reduction in 2010. This decrease in funding will not impact total staffing complement or limit the Program's ability to access external expertise to assist in the implementation of the recommendations arising from the recently adopted Sustainable Energy Strategy.

Reduction in Expenditures for Advertising and Promotions for Live Green Toronto Program

The 2010 Recommended Operating Budget for Toronto Environment Office includes a reduction in funding for advertising and promotion for the Live Green Toronto Program of \$0.108 million. The level of advertising conducted for the Live Green Program will remain the same as in 2009, however TEO will do less advertising in high end media outlets such as the Toronto Star and will instead focus its advertising on other, less costly forums. TEO will also be purchasing a smaller volume of promotional materials such as water bottles, pens and hats than in previous years. This decrease in funding will not impact the Program's staffing complement.

PART VII: ISSUES FOR DISCUSSION**2010 Budget Issues*****Transfer of Carry Forward Funding from Capital to Operating Budget***

After careful review for capital eligibility during the 2009 Capital Budget process, it was recommended that all of the new 2009 capital projects for Toronto Environment Office in the amount of \$4.725 million gross be included as new and enhanced priority actions in the 2009 Operating Budget. Therefore, the Toronto Environment Office's 2009 Capital Budget included no new funding and consisted only of the carry forward funding from 2008 in the amount of \$1.525 million. The Program is projecting year-end capital spending of \$1.075 million or 70.5%. The balance of funding from the Strategic Infrastructure Partnership Reserve Fund which was allocated to the Capital Budget, consisting of \$0.100 million for funding the Investigate Deep Lake Water Cooling project and \$0.350 million for Climate Change Adaptation, is included in the 2010 Recommended Operating Base Budget. This results from the Climate Change Adaptation project being deferred to 2010 and under spending in the Investigate Deep Lake Water Cooling project, which is exploring the feasibility of extending the existing water cooling system to other areas of the City.

2011 and Future Year Issues***2011 Reduction Target***

Toronto Environment Office has presented feasible 2011 reduction options during the 2010 Budget process to achieve the Program's 2011 reduction target of \$0.178 million or 5% of the 2009 Approved Operating Budget. These options will be further reviewed over the course of the year and presented for consideration during the 2011 Operating Budget process.

Appendix A

2010 Recommended Base Budget Changes vs. 2009 Approved Budget

(In \$000s)	Summary of 2010 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2011	2012
		\$	\$	\$	\$	\$
2009 Council Approved Operating Budget	28.6	8,887.7	5,365.0	3,522.7	0.0	0.0
Technical Adjustments		526.5	500.0	26.5		
In-Year Budget Adjustments						
2009 Approved Operating Budget	28.6	9,414.2	5,865.0	3,549.2	0.0	0.0
Prior Year Impacts:						
Annualizations from Prior Year						
Reversals from Prior Year						
Operating Impacts of Capital						
Zero Base Items						
Economic Increases:						
Salary		105.6	4.3	101.3	126.1	63.6
Non Salary						
Adjusted Base Budget	28.6	9,519.8	5,869.3	3,650.5	126.1	63.6
Base Expenditure Changes		3,415.7	3,517.0	(101.3)		
Base Revenue Changes						
2010 Base Budget Prior to Service Changes	28.6	12,935.5	9,386.3	3,549.2	126.1	63.6
Recommended Service Changes:						
Service Efficiencies						
Revenue Changes						
Minor Service Level Changes		(177.5)		(177.5)		
Major Service Level Changes				0.0		
Total Recommended Base Changes	0.0	(177.5)	0.0	(177.5)	0.0	0.0
2010 Recommended Base Budget	28.6	12,758.0	9,386.3	3,371.7	126.1	63.6

Appendix B
Summary of Service Changes

Appendix D

Program Summary by Expenditure Category

CLUSTER: B PROGRAM: TORONTO ENVIRONMENT OFFICE							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Changes	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	2,712.7	2,309.9	2,777.8	65.1	2.4%	2,825.9	2,889.5
Materials and Supplies	124.3	124.3	169.5	45.2	36.4%	169.5	169.5
Equipment	2.0	2.0	2.0	0.0	0.0%	2.0	2.0
Services & Rents	3,018.0	3,017.9	3,833.9	816.0	27.0%	3,911.1	3,911.1
Contributions to Capital	3,855.2	3,855.2	5,908.9	2,053.7	0.0%	5,908.9	5,908.9
Contributions to Reserve/Res Funds	12.2	12.2	12.2	0.0	0.0%	12.2	12.2
Interdivisional Charges	139.8	139.8	53.7	(86.1)	(61.6%)	53.7	53.7
Required Adjustments							
TOTAL GROSS EXPENDITURES	9,864.2	9,461.3	12,758.0	2,893.9	29.3%	12,883.3	12,946.9
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Revenues	140.0	140.0	172.0	32.0	22.9%	172.0	172.0
User Fees & Donations	500.0	500.0	700.3	200.3	40.1%	699.5	699.5
Transfers from Capital Fund	500.0	500.0	0.0	(500.0)	0.0%	0.0	0.0
Contribution from Reserve Funds	5,175.0	5,175.0	8,514.0	3,339.0	64.5%	8,514.0	8,514.0
Contribution from Reserve							
Sundry Revenues							
Required Adjustments							
TOTAL REVENUE	6,315.0	6,315.0	9,386.3	3,071.3	48.6%	9,385.5	9,385.5
TOTAL NET EXPENDITURES	3,549.2	3,146.3	3,371.7	(177.4)	(5.0%)	3,497.8	3,561.4
APPROVED POSITIONS	28.6	28.6	28.6	0.0	0.0%	28.6	28.6

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2009	Proposed Withdrawals (-) / Contributions (+)		
			2010	2011	2012
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	32,445.4	12.2		
Home Energy Assistance Toronto RF	XR1719	165.7	(2,400.0)		
Strategic Infrastructure Partnership RF	XR1714	331,022.8			
Live Green - Animators			(1,275.0)		
Live Green - Marketing			(500.0)		
Live Green - Community Investment Fund			(1,650.0)		
Live Green - Festivals & Events			(150.0)		
Live Green - Local Food Issues			(125.0)		
Local Air Quality			(119.0)		
Eco Roof			(1,200.0)		
Climate Change Adaptation - Risk Assessment			(350.0)		
Climate Change Adaptation - Research			(645.0)		
Deep Water Cooling			(100.0)		
Total Reserve / Reserve Fund Draws / Contributions		363,633.9	(8,501.8)	0.0	0.0