

# Analyst Briefing Notes

## Budget Committee

(February 10, 2009)

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## Executive Summary

- Waterfront Secretariat is responsible for managing the resources necessary to advance, simplify, and expedite waterfront revitalization by providing one window access to Waterfront Toronto and government partners to all municipal programs, services and agencies involved in the revitalization of Toronto's waterfront.
- Waterfront Secretariat faces challenges and opportunities in achieving considerable progress on the waterfront due to multiple demands and expectations from the various orders of government and the public. Council has required significant deliverables by 2010 and the public is calling for physical changes on the Waterfront in order to consider that progress is being made. Other challenges include Waterfront Secretariat's reliance on a limited number of staff in other City Divisions and ensuring that Waterfront Toronto and the government partners develop a strategy to ensure adequate funds will be available for waterfront renewal and that the initiative remains a priority for all governments.
- Waterfront Secretariat has established objectives to address the key challenges and opportunities. The Secretariat's principal service objective is to ensure that the City effectively undertakes all steps necessary for Waterfront Toronto to achieve the deliverables outlined in its Five-Year Plan, as endorsed by City Council, through program, financial and environmental management. This Five-Year Plan is updated yearly. Further, Waterfront Secretariat has specific objectives related to projects beyond the mandate of Waterfront Toronto which include finalizing the Western Waterfront Master Plan and the launch of environmental assessments for the Gardiner/Lakeshore corridor. The Secretariat will also be implementing the Waterfront Parks Funding Strategy.
- The 2009 Recommended Operating Budget for the Waterfront Secretariat will continue to fund staffing resources dedicated to priority initiatives aimed at delivering the strategic priorities outlined in Council's policy agenda of "Making Progress on the Waterfront". The Secretariat advances progress on the waterfront by leading and expediting Waterfront Revitalization on behalf of the City.
- For 2008, the Waterfront Secretariat projects year-end net expenditures of \$1.042 million which will be \$0.040 million or 3.7% below the 2008 Approved Operating Budget of \$1.082 million net. The projected year-end favourable variance is largely attributable to the following:
  - New staff was hired later in the year than anticipated resulting in decreased expenditure and revenue as the new positions were fully funded by capital.
  - Waterfront Secretariat also experienced higher gapping than expected as one employee was transferred to Long-Term disability. In 2009, Waterfront Secretariat will be at full complement as an employee will be returning from maternity leave in the year.

**Table 1: 2009 Recommended Budget**

(In \$000s)	2008		2009 Recomm'd Operating Budget			Change - 2009 Recommended Operating Budget v. 2008 Appvd. Budget		FY Incremental Outlook	
	2008 Appvd. Budget	2008 Projected Actual	2009 Base	2009 New/Enhanced	2009 Operating Budget	\$	%	2010	2011
	\$	\$	\$	\$	\$			\$	\$
<b>GROSS EXP.</b>	1,563.0	1,442.0	1,596.9		1,596.9	33.9	2.2	56.6	9.6
<b>REVENUE</b>	481.0	400.0	585.0		585.0	104.0	21.6	7.2	5.2
<b>NET EXP.</b>	1,082.0	1,042.0	1,011.9	0.0	1,011.9	(70.1)	(6.5)	49.4	4.4
<b>Approved Positions</b>	11.0	10.0	11.0		11.0	0.0	0.0		
<b>TARGET</b>			<b>1,060.4</b>		<b>1,060.4</b>				
<b>\$ Over / (Under) Program Target</b>			<b>(48.5)</b>		<b>(48.5)</b>				
<b>% Over / (Under) Program Target</b>			<b>-4.6%</b>		<b>-4.6%</b>				

- The 2009 Recommended Operating Budget for Waterfront Secretariat is \$1.012 million net which is \$0.049 million or 4.6% lower than the 2009 budget target for Waterfront Secretariat of \$1.060 million net or 2% less than the 2008 Approved Operating Budget.
- The 2009 Recommended Operating Budget is \$1.597 million gross and \$1.012 million net and is comprised of base funding with no funding for new/enhanced priority action and with staff complement remaining at 2008 levels of 11 positions. The recommended budget will maintain 2008 service levels.
  - The 2010 Outlook includes an increase of \$0.049 million in net expenditures arising from adjustments to salary and benefits for one position which will be returning to full time hours, and merit and step increases.
  - The 2011 Outlook includes an increase of \$0.004 million in net expenditures for anticipated merit and step increases.
  - The Outlooks for 2010 and 2011 do not include a provision for COLA, as further increases are subject to future negotiations
- The 2009 Recommended Operating Budget funds Waterfront Secretariat’s key cost drivers including staff related costs for merit and step and the annualization of 3 staff and 2008 COLA that totals \$0.139 million gross offset by reductions of \$0.116 million gross due to staff savings. There is an increase in revenue of \$0.104 million resulting from a transfer from the Waterfront Revitalization Initiative Capital program to fund the full year impact of 3 positions in 2009 and merit and step increases for 5 Waterfront Secretariat staff working on capital projects.
- The Waterfront Secretariat’s 2009 Recommended Operating Budget contributes to the achievement of the Mayor and Council priority of “Making Progress on the Waterfront” by

managing the City's participation in the Waterfront Revitalization Initiative. The Initiative will focus on fulfilling the Mayor's priorities of "Continue to Build a Clean, Green and Beautiful Waterfront" and "Create a Better Transit Today" by creating parks and public spaces on the waterfront, upgrading passenger capacity and safety at Union Station and creating a rapid transit system through the East Bayfront and West Don Lands.

- Waterfront Secretariat is responsible for advancing the Waterfront Revitalization Initiative and the 2009 Recommended Operating Budget will fund:
  - External Consulting and Legal expertise to help support a variety of complex waterfront issues such as the Regional Sports Complex and Sports Node, George Brown campus and developer proposal calls on City lands.
  - Continuation of full staff complement and the conversion of 3 temporary positions to permanent status (fully funded by capital) to address the significant increase in workload as waterfront renewal proceeds and development begins on City lands.

**Recommendations**

The City Manager and Acting Chief Financial Officer recommend that:

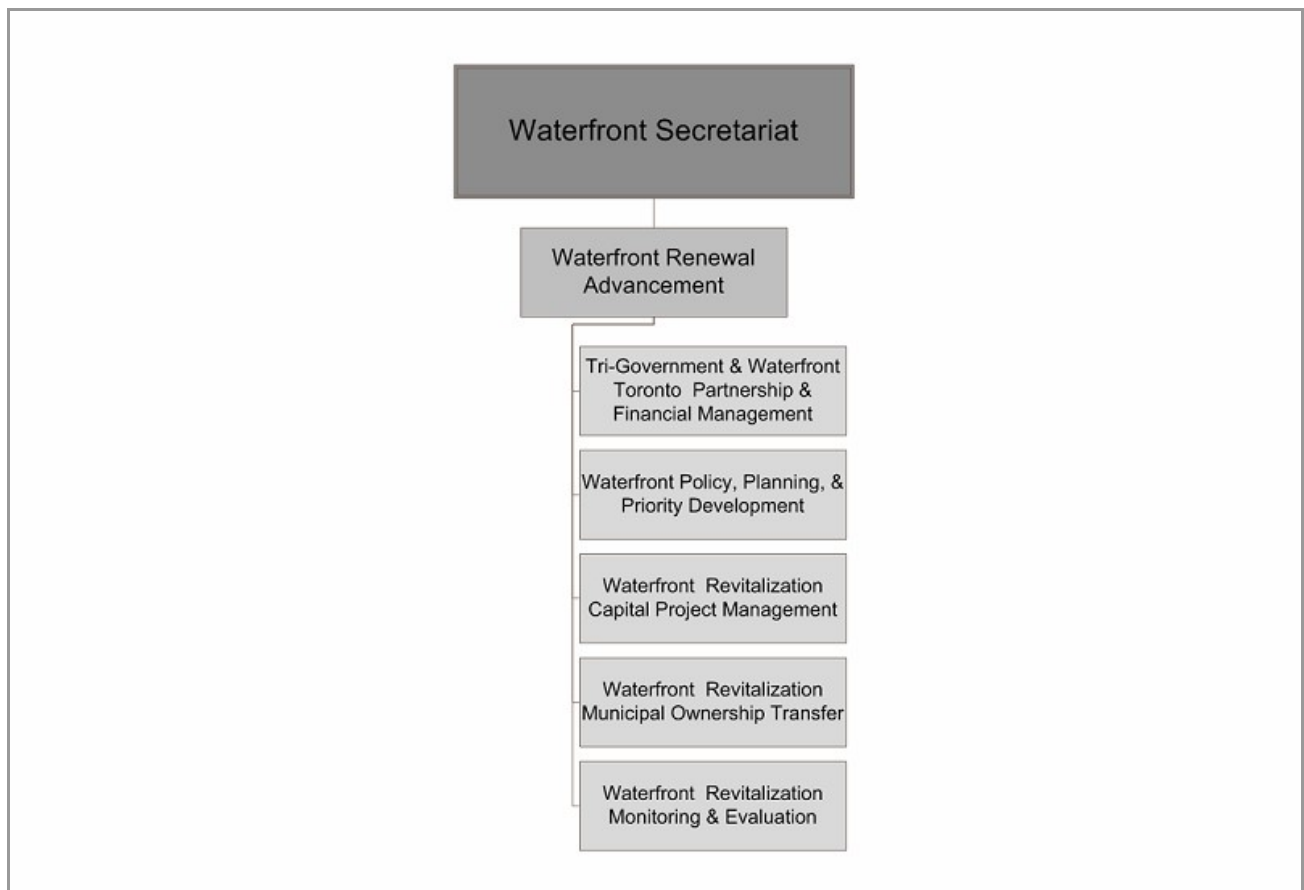
- 1. Council approve the 2009 Recommended Operating Budget for Waterfront Secretariat of \$1.597 million gross and \$1.012 million net, comprised of the following service:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Waterfront Renewal Advancement	<u>1,596.9</u>	<u>1,011.9</u>
Total Program Budget	<u>1,596.9</u>	<u>1,011.9</u>

The Waterfront Secretariat manages and coordinates the resources necessary to advance, simplify, and expedite waterfront revitalization by providing one-window access for Waterfront Toronto and other orders of government to all municipal programs, services and agencies. The Secretariat ensures that all City policies, priorities and regulatory authorities are respected and expedited and that the City speaks with a “single voice” by collaborating across Divisions, Agencies, Boards and Commissions in the planning and delivery of the Waterfront Revitalization Initiative. It is leading the processes required to implement the waterfront vision.

The Program Map details the activities that Waterfront Secretariat performs to help advance waterfront renewal.

### Program Map



### Service Challenges and Opportunities

Waterfront Secretariat’s primary focus is to expedite waterfront revitalization activities over the next three years, to focus on “shovel in the ground” initiatives. The provision of these services is vital to the advancement of waterfront renewal. Waterfront Secretariat faces challenges and opportunities in

achieving its mandate due to increased demands and expectations to begin construction in the waterfront. Further, development on the waterfront puts additional pressure on both the Waterfront Secretariat and other City Divisions to participate in the growth and maintenance of completed projects. The following highlights Waterfront Secretariat's key service drivers:

- **Mayor/Council Priorities**

“Making Progress on the Waterfront” is a priority for the Mayor and City council. By the end of 2010, most of the major parks and public realm spaces on the waterfront are required to be completed by Waterfront Toronto. Waterfront Secretariat must also ensure that priorities such as transit, sustainable development, affordable housing and green spaces are met when developing the waterfront. With the amount of significant deliverables and emerging priorities, there is pressure on City resources for ongoing support.

- **Service Demands**

In order for the public to feel that progress has been made on the waterfront, they need to see physical changes. The demand for rapid implementation will put increased pressure on Waterfront Secretariat to ensure timely delivery of “shovel in the ground” activities while making certain that regulatory requirements are met. Waterfront Toronto helps keep the public apprised of the status of various projects through public consultation and public meetings.

- **Approved Strategic Plans**

Waterfront Toronto receives funding from all three orders of government. Waterfront Secretariat faces the challenge of ensuring that Waterfront Toronto and government partners develop a strategy to ensure that adequate funds will be available and that waterfront revitalization will remain a priority within all governments. The Toronto Waterfront Revitalization Initiative Five-Year Business Plan /Ten-Year Forecast (2008 – 2017) was adopted by Council at its meeting of October 29 and 30, 2008 and it outlines deliverables, funding requirements and cost-sharing arrangements for waterfront revitalization . The approved plan resulted in major changes to the prioritization and re-phasing of initiatives to focus on showing significant construction over the next five years. This five-year plan is updated annually. There is also a Memorandum of Understanding between Waterfront Toronto and the Secretariat that confirms deliverables for Waterfront Toronto's 2008/09 fiscal year on a project-by-project basis. The Secretariat will also ensure that Waterfront Toronto, with government partners, develops a strategy to attract private investment and other sources of revenue.

- **Human Resources**

Waterfront Secretariat relies on a limited number of staff in other Divisions for issues related to planning, implementation and maintenance. The Secretariat must ensure that there are sufficient City resources to meet the deliverables for the Waterfront Revitalization Initiative. In 2009, \$0.200 million previously provided for the Western Waterfront Master Plan has been reallocated to provide for additional Legal and consulting expertise. Waterfront Secretariat will also report to Council in 2009 with updated estimates on the operating budget impact of waterfront renewal on City programs and services.

### **Service Objectives**

Waterfront Secretariat's service objectives address the challenges and opportunities faced by focusing on ensuring that the City effectively undertakes all steps necessary to achieve the deliverables outlined in the Five-Year Plan for Waterfront Revitalization as endorsed by City Council.

The Waterfront Secretariat's priority over the next three years is to expedite "shovel in the ground" activities through effective program management, financial and environmental management and oversight. The Waterfront Secretariat plans to accomplish the following objectives in 2009:

- Ensure that the City effectively takes all regulatory, management and other steps necessary to achieve deliverables outlined in the Long-Term Funding Plan (2008-2017) for Waterfront Toronto, in a manner that reflects City policies and priorities.
- Continue to manage and direct activities in the Waterfront beyond the mandate of Waterfront Toronto including finalizing and securing council endorsement of the Western Waterfront Master Plan, advancement of the Fort York Pedestrian Bridge Environmental Assessment (EA) and related Heritage Trails, launching EAs for improvements to the Gardiner/Lakeshore Corridor and developing a regional sports, recreation and community facility in the Waterfront with institutional and other partners.
- Support construction activities in the East Bayfront, West Don Lands and the Central Waterfront, including Rees and Simcoe heads of Slip, servicing and road construction for the Corus, Dockside and George Brown College developments and ensuring start of construction of Phase 1 of Lake Ontario Park.
- Lead the City process to complete a City/Waterfront Toronto Memorandum of Understanding confirming Waterfront Toronto's deliverables for 2009 on a project-by-project basis.
- Implement the Waterfront Parks Funding Strategy approved by Council in December 2008.
- Prepare an updated report to Council on the impact of Waterfront Renewal on the City's Operating Budget.
- Facilitate completion of the Queens Quay Redesign Environmental Assessment and detailed design.
- Ensure that governance, funding, auditing, accountability, cash management, environmental assessment, and land/asset management issues are effectively addressed by the City, with its provincial and federal partners.



## Priority Actions

The Waterfront Secretariat manages and coordinates the resources necessary to advance, simplify, and expedite revitalization of the Waterfront.

The 2009 Recommended Operating Budget for the Secretariat advances the strategic priorities outlined in Council's policy agenda of "*Making Progress on the Waterfront*" by providing funding for the resources necessary to lead and direct the City's participation in waterfront renewal, which is funded through the Capital Plan for the Waterfront Revitalization Initiative. The latter is aligned with, but not limited to the following priorities outlined in the City's strategic priorities:

- ***Better Transit Today***

The 5-Year Recommended Capital Plan calls for a cash flow funding of \$82.043 million for Transportation Initiatives that include developing light rapid transit system through the East Bayfront and West Donlands, undertaking environmental assessment on the Gardiner/Lakeshore corridor and Fort York Pedestrian Bridge. The Plan also includes \$53.369 million for the Union Station Subway platform to create a '*Better Transit Today*' by upgrading passenger capacity and safety at Union Station.

- ***Economy that Creates Jobs for Torontonians & Prosperity for Whole Country***

The Precinct Implementation Projects with funding of \$106.189 million for 5 years, will develop the West Don Lands and East Bayfront Precincts as well as the Portlands and will realize the goal of nurturing a "*stronger economy*" by strengthening key economic clusters through the creation of community improvement plans and tax incremental funding districts thereby allowing the City to make major investments in infrastructure and recoup the benefits through increased tax revenue.

- ***Build on a Clean and Beautiful City Program***

The Waterfront Revitalization Initiative will continue to '*Build on a Clean and Beautiful City Program*' by developing parks and public spaces in the West Don Lands, East Bayfront and the Central Waterfront and areas such as Port Union (\$5.873 million) and Mimico (\$5.760 million). There is also a total 5 year funding of \$35.153 million for Sports Fields and Facilities and Parks Development.

- ***Continue to Help House the Homeless***

This Initiative will further provide an immediate opportunity to co-ordinate the City's interest to '*Continue to Help House the Homeless*' by developing affordable housing across the waterfront. East Bayfront and West Don Lands developments have a target of 20% affordable housing.

**Table 2: 2008 Budget Variance Review**

(In \$000s)	2007 Actuals	2008 Approved Budget	2008 Projected Actuals*	2008 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
<b>GROSS EXP.</b>	1,102.1	1,563.0	1,442.0	(121.0)	(7.7)
<b>REVENUES</b>	212.4	481.0	400.0	(81.0)	(16.8)
<b>NET EXP.</b>	889.7	1,082.0	1,042.0	(40.0)	(3.7)
<b>Approved Positions</b>	8.0	11.0	10.0	(1.0)	(9.1)

Source: \*Projected Actuals Based on the September 30, 2008 Variance Report.

## 2008 Experience

Waterfront Secretariat's Third Quarter Operating Budget Variance Report indicates a favourable variance of \$0.040 million net at year-end that will be 3.7% below the 2008 Approved Operating Budget of \$1.082 million. The forecasted favourable variance arises from savings in gross expenditures.

The 2008 expenditures for Waterfront Secretariat are projected at \$1.442 million by the end of the year, 7.7%, or \$0.121 million below the 2008 Approved Operating Budget expenditures of \$1.563 million. The total variance of \$0.121 million is due to new staff being hired later in the year as well as higher gapping than anticipated, as one employee was transferred to long-term disability status.

Waterfront Secretariat is projecting that its year-end revenue, which comprises of transfers from the Waterfront Revitalization Initiative's Capital Budget, will be \$0.400 million by the end of the year, 16.8%, or \$0.081 million below the 2008 Approved Operating Budget revenue of \$0.481 million. This variance is due to staff positions being filled later than planned as recoveries match the costs of these positions.

It is projected that 10 of the 11 approved positions for the Waterfront Secretariat will continue to be filled at year-end and that Waterfront Secretariat will be at full complement in 2009 when an employee will be returning from maternity leave.

## Impact of 2008 Operating Variance on the 2009 Recommended Budget

In 2009, there will be a full recovery of capital as all 5 capital positions will be filled for the entire year. The long-term disability position will continue to be backfilled on a temporary basis but the employee will be working part time hours for the full year.



**Table 3: 2009 Recommended Base Budget**

(In \$000s)	2008 Appvd. Budget	2009 Recommended Base	Change		FY Incremental Outlook	
			2009 Recommended Base v. 2008 Appvd. Budget		2010	2011
	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>	1,563.0	1,596.9	33.9	2.2	56.6	9.6
<b>REVENUE</b>	481.0	585.0	104.0	21.6	7.2	5.2
<b>NET EXP.</b>	1,082.0	1,011.9	(70.1)	(6.5)	49.4	4.4
<b>Approved Positions</b>	11.0	11.0	0.0	0.0		
<b>NET TARGET</b>		<b>1,060.4</b>				
<b>\$ Over / (Under) Program Target</b>		<b>(48.5)</b>				
<b>% Over / (Under) Program Target</b>		<b>-4.6%</b>				

**2009 Recommended Base Budget**

The 2009 Recommended Base Budget for Waterfront Secretariat is \$1.012 million net and is \$0.049 million or 4.6% lower than the 2009 budget target of \$1.060 million net which is 2% less than the 2008 Approved Operating Budget.

The additional \$0.034 million gross or 2.2% increase in recommended base funding is required to fund staff related costs of \$0.139 million and non-staff expenditures of \$0.035 million but is offset by staff related cost savings of \$0.115 million and a reduction of costs for external expertise of \$0.022 million.

Budgeted revenue for 2009 is \$0.104 million or 21.6% greater than in 2008. This increase is comprised of transfers from the Waterfront Revitalization Capital Budget to fund the full year impact of 3 positions and merit and step increases for 5 employees who work on capital projects.

The 2009 Recommended Base Budget of \$1.012 million net represents a \$0.070 million or 6.5% decrease over Waterfront Secretariat’s 2008 Approved Operating Budget.

The 2009 recommended staffing level will remain at 11 approved positions but 3 temporary positions will become permanent in 2009 in order to alleviate turnover. Service levels will be maintained at those delivered in 2008.

**2009 Key Cost Drivers and Reduction Strategies**

The following is a summary of the key cost drivers for 2009 and reduction strategies to help mitigate them:

- Annualization of 3 new staff approved in 2008 and 2008 COLA adjustments have increased the 2009 Recommended Base Budget by \$0.106 million gross.
- Merit and Step increases are offset by a reduction of the 2008 leap year provision associated fringe benefit costs, a revision of staff maternity leave and a gapping adjustment. This will decrease costs by \$0.007 million.
- Adjustments of non-staff expenditures to reflect 2008 actual experience and 2009 requirements, resulting in additional costs of \$0.035 million.
- To alleviate some of this expenditure impact, the 2009 Recommended Base budget incorporates:
  - An increase of \$0.104 million in transfers from the Waterfront Revitalization Initiative's 2009 Capital Budget to fund salary and benefit adjustments for 5 staff positions involved in direct capital project implementation activities.
  - Adjustments to salary and benefit costs to reflect actual costs resulting in a reduction of \$0.031 million.
- The 2009 Recommended Base budget includes the following service efficiency:
  - An amount of \$0.200 million of funding previously approved by Council for the Western Waterfront Plan has been reallocated to fund external legal expertise. Additional external legal support was recommended to Waterfront Secretariat by City legal in order to support and advance a variety of complex issues relating to the waterfront. Waterfront Secretariat was able to reduce the funding amount by \$0.022 million, leaving a balance of \$0.178 million for external legal advice, while maintaining service levels.

**2010 and 2011 Outlook: Net Incremental Impact**

The 2010 and 2011 Outlooks maintain the 2009 recommended level of service.

- The 2010 Outlook includes an increase of \$0.049 million in net expenditures to reflect one position returning to full time hours, after being filled on a part time basis in 2009 as well as merit and step increases.
- The 2011 Outlook includes an increase of \$0.004 million in net expenditures to reflect anticipated merit and step increases.

Outlooks do not include a provision for COLA given that these increases are subject to future negotiations.

## **2009 Budget Issues**

### **2009 Recommended Operating Budget vs. Guideline**

The 2009 Recommended Operating Budget for Waterfront Secretariat of \$1.012 million net is below the minus 2% reduction budget target by an additional \$0.049 million or 4.6%. This decrease is driven by a one-time savings in salary costs for reduced working hours for one employee plus a reduction in the amount of funding that was reallocated to external legal expertise.

The original funding for external legal and consulting expertise of \$0.200 million was reduced by \$0.022 million, leaving a balance of \$0.178 million in 2009. Waterfront Secretariat will utilize funding for external expertise for a variety of complex issues related to the Waterfront such as the Regional Sports Complex, George Brown College, developer proposal calls on City lands, development and implementation of agreements for the delivery of various waterfront utilities, Heritage Trails design and implementation, and updating the MOU between City, Waterfront Toronto and impacted agencies. Waterfront Secretariat staff have confirmed their ability to work within recommended resources in 2009 and maintain service levels.

### **Issues Referred to the 2009 Operating Budget Process**

#### **Operating Budget Impacts of the New Waterfront Infrastructure**

At its meeting on November 19 and 20, 2007, City Council directed that the staff report *EX 13.4 Operating Budget Impacts of New Waterfront Infrastructure* be referred to the Budget Committee during the 2008 and future year budget processes and that commencing in 2009, the Deputy City Manager responsible for Waterfront Revitalization, and the Deputy City Manager and Chief Financial Officer report every two years with updated information and projections on the operating impact of waterfront renewal on all City Agencies, Boards, and Commissions and Divisions as well as Waterfront Toronto.

Waterfront Secretariat will lead the process of creating a 2<sup>nd</sup> staff report with updated information and projections on the operating impact of waterfront renewal on all City Agencies, Boards, Commissions and Divisions in 2009. Due to revisions in Waterfront Toronto's prioritization and re-phasing of waterfront development, it is expected that there will be significant adjustments to the November 2007 report. The report will be presented to Council prior to the start of the 2010 Budget deliberations in 2009.

#### **Waterfront Parks Operations and Capital State of Good Repair Funding Strategy**

On December 1, 2 and 3, 2008 Council adopted the staff report *EX 26.16 Waterfront Parks Operations and Capital State of Good Repair Funding Strategy* which recommended strategies to mitigate the financial impact of new waterfront parks and public spaces on City operating and capital state of good repair budgets. Revenues from strategies in this report are intended to augment base funding provided through municipal sources. In the short term, these strategies include securing a contribution from Waterfront Toronto of 10% of its capital budget for parks and public

spaces to be held in a Waterfront Capital Preservation Reserve Fund managed by the City and used to cover the first five years of operating. The report also proposed other short-term and long-term funding strategies.

Based on this staff report, City Council, directed that the Waterfront Secretariat, with Waterfront Toronto and other affected City programs, explore the following longer term strategies for financing the operating and capital state of good repair costs of waterfront parks and public spaces:

- development of a concession strategy
- creation of BIAs
- a special services levy
- waterfront philanthropic and sponsorship strategy
- funding mechanisms identified in the Parks and Recreation's Strategic Plan "Our Common Grounds"

The Director, Waterfront Secretariat and the General Manager, Parks, Forestry and Recreation will report back to the Executive Committee in 2009 on the feasibility of long-term funding options identified for all waterfront parks.

Further, when the updated *Operating Budget Impacts of the New Waterfront Infrastructure 2<sup>nd</sup>* Report is presented to Council in 2009, Waterfront Secretariat will need to address the status of the Waterfront Capital Preservation Reserve Fund and strategies for addressing capital preservation of the Central Waterfront Public Realm.

Appendix A

2009 Recommended Base Budget Changes vs. 2008 Approved Budget

(In \$000s)	Summary of 2009 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2010	2011
		\$	\$	\$	\$	\$
<b>2008 Council Approved Operating Budget</b>	<b>11.0</b>	<b>1,562.6</b>	<b>481.0</b>	<b>1,081.6</b>	<b>0.0</b>	<b>0.0</b>
In-year approvals and technical adjustments						
Corporate adjustments		0.4		0.4		
<b>2008 Approved Operating Budget</b>	<b>11.0</b>	<b>1,563.0</b>	<b>481.0</b>	<b>1,082.0</b>	<b>0.0</b>	<b>0.0</b>
Prior year impacts		66.3	97.8	(31.5)		
Zero base items		(0.5)		(0.5)		
Economic factors		33.0	15.8	17.2	4.4	4.4
<b>Adjusted Base Budget</b>	<b>11.0</b>	<b>1,661.8</b>	<b>594.6</b>	<b>1,067.2</b>	<b>4.4</b>	<b>4.4</b>
Other base changes		(43.3)	(9.6)	(33.7)	45.0	
Base revenue changes						
Recommended Service Level Adjustments:						
Base changes						
Service efficiencies		(21.6)		(21.6)		
Revenue adjustments						
Minor service impact						
Major service impact						
<b>Total Recommended Base Adjustments</b>	<b>0.0</b>	<b>(64.9)</b>	<b>(9.6)</b>	<b>(55.3)</b>	<b>45.0</b>	<b>0.0</b>
<b>2009 Recommended Base Budget</b>	<b>11.0</b>	<b>1,596.9</b>	<b>585.0</b>	<b>1,011.9</b>	<b>49.4</b>	<b>4.4</b>
<b>2009 Program Operating Target</b>				<b>1,060.4</b>		
<b>% Over (Under) Program Target</b>				<b>-4.6%</b>		
<b>% Over (Under) 2008 Appvd. Budget</b>				<b>-6.5%</b>		

**Appendix B**

**Summary of Service Level Adjustments**



Appendix D

Program Summary by Expenditure Category

CLUSTER: B PROGRAM: WATERFRONT SECRETARIAT							
	2008 Approved Budget	2008 Projected Actuals	2009 Recommended Budget	Change from 2008 Approved Budget		2010 Outlook	2011 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	1,234.7	1,113.7	1,254.4	19.7	1.6%	1,311.0	1,320.6
Materials and Supplies	1.1	1.1	1.1	0.0	0.0%	1.1	1.1
Equipment	0.8	0.8	0.8	0.0	0.0%	0.8	0.8
Services & Rents	322.1	322.1	333.8	11.7	3.6%	333.8	333.8
Contributions to Reserve/Res Funds	2.3	2.3	2.3	0.0	0.0%	2.3	2.3
Interdivisional Charges	2.0	2.0	4.6	2.6	127.5%	4.6	4.6
<b>TOTAL GROSS EXPENDITURES</b>	<b>1,563.0</b>	<b>1,442.0</b>	<b>1,596.9</b>	<b>33.9</b>	<b>2.2%</b>	<b>1,653.6</b>	<b>1,663.2</b>
Transfers from Capital Fund	481.0	400.0	585.0	104.0	21.6%	592.2	597.4
<b>TOTAL REVENUE</b>	<b>481.0</b>	<b>400.0</b>	<b>585.0</b>	<b>104.0</b>	<b>21.6%</b>	<b>592.2</b>	<b>597.4</b>
<b>TOTAL NET EXPENDITURES</b>	<b>1,082.0</b>	<b>1,042.0</b>	<b>1,011.9</b>	<b>(70.1)</b>	<b>(6.5%)</b>	<b>1,061.4</b>	<b>1,065.8</b>
<b>APPROVED POSITIONS</b>	<b>11.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>11.0</b>	<b>11.0</b>

**Appendix E**

**Inflows / Outflows to / from Reserves & Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2008	Proposed Withdrawals (-) / Contributions (+)		
			2009	2010	2011
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	27,774.8	2.3	2.3	2.3
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>2.3</b>	<b>2.3</b>	<b>2.3</b>