

# Analyst Briefing Notes

## Budget Committee

(February 10, 2009)

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Contacts: Judy Broughton  
 Manager, Financial Planning  
 Tel: (416) 392-8393

Mike Yu  
 Senior Financial Planning Analyst  
 Tel: (416) 392-3646

## Executive Summary

- Transportation Services provides safe, efficient and effective transportation solutions to serve the needs of residents, businesses and visitors in an environmentally, socially and economically prudent manner. Transportation Services is delivered through three main services: Road and Sidewalk Maintenance; Transportation Network Control and Safety; and Client Direct Right of Way Services and Public Realm.
- The key challenges and opportunities for Transportation Services over the next 3 years include:
  - Responding to the Mayor and Council priorities including: Making Toronto a Clean and Beautiful City; completing the Bike Plan by 2012; implementing Transit City; and supporting the City's climate change targets of reducing greenhouse gas emissions and locally generated smog causing pollutants.
  - Legislative challenges of meeting the ever evolving Provincial maintenance standards in order to ensure health and safety of all users of the City's right of ways, which includes roads, laneways, bridges and sidewalks.
  - Competing and conflicting service demands that result from the diverse users of the City's right of ways.
  - The number of street events that have increased in both size and scope stretching Transportation operational resources' ability to adequately manage the City's right of ways for these activities.
  - The effects of climate change on the aging infrastructure throughout the City increases the need and costs for timely maintenance and replacement.
  - Increases in snowfall have resulted in more frequent snow clearing and incidents of potholes and cracking on transportation infrastructure.
- Transportation Services has established the following key service objectives over the next 3 years to address the challenges and opportunities outlined above:
  - Complete the roll out of street furniture over the next 3 years and invest \$0.020 million per year per ward in community and demonstration projects that make Toronto more clean and beautiful and improve the public realm.
  - Dedicate staff resources to complete the Bike Plan by 2012.
  - Continue to strengthen capital coordination with the TTC in order to facilitate the implementation of Transit City on the City's right of ways.

- Harmonize service standards and adopt best practices to ensure maintenance of the City's right of ways are in conformance with Provincial standards and to continue to rank among the highest of member municipalities that form part of the Ontario Municipal CAO's Benchmarking Initiative (OMBI).
  - Continue to advance the Climate Change Adaptation, Clean Air and Sustainable Energy Action Plan through a number of environmental initiatives.
  - Develop environmental and climate change risk assessment methods in order to evaluate operational and environmental impacts and develop adaptive actions to mitigate risks to the effects of climate change.
  - Work with City divisions to improve capital delivery rate from the current level of 65% to 80%.
- The 2009 Recommended Operating Budget provides \$91.494 million gross in base and new funding for a broad range of priority actions that address the challenges, opportunities and objectives set out below:

- **Maintenance of a Safe and Reliable Transportation System**

The maintenance of a safe and reliable municipal transportation system is important for a strong economy and to ensure the safety of the general public. The City is responsible for meeting the ever evolving Provincial maintenance standards in order to ensure health and safety of all users of the City's right of way.

The 2009 Recommended Operating Budget provides new funding of \$0.060 million gross to hire an additional By-law Officer and Engineering Technology Technician to ensure timely processing of Municipal Road Damage Deposits (MRDD). The timely processing of MRDD ensures that funding is available to ensure damages to the City's roadways are repaired and in conformance with Provincial maintenance standards.

In response to the increased challenges of winter maintenance a number of new provisions were introduced to the new seven year winter maintenance contracts for the period 2008-2015 to respond to the increasing frequency and amounts of snowfall. The Program's 2009 Recommended Operating Budget includes \$82.882 million gross, an increase of \$18.458 million in base funding for winter maintenance that will make a safe city safer.

- **Environmental Initiatives**

The 2009 Recommended Operating Budget includes \$0.210 million gross in new funding for 3 additional staff to enable the completion of the Bike Plan by 2012. Funding is recovered from the 2009 Transportation Services Capital Budget and user fees from Bicycle Stations and Lockers.

New funding of \$0.108 million gross is provided for summer and winter maintenance for the TTC Downsview-York University Busway to help ensure reliable transit service which will help to increase demand and promote a Transit City.

The completion of the Bike Plan and support for Transit City will help to encourage modes of transportation that will help the City meet its climate change targets.

### ➤ **Operational Requirements to Improve Capital Delivery**

The 2009 Recommended Operating Budget is investing \$0.157 million net to improve capital delivery. Funding is provided to enable the Purchasing Division to add by two positions to deal with the significant increase in the number of competitive call documents related to Transportation Services capital works over the last few years. This investment will help to increase Transportation Services capital delivery from the current rate of 65% to 80% and ensure replacement and repair of aging infrastructure is achieved in a timely manner.

### ➤ **A Clean and Beautiful City**

The 2009 Recommended Operating Budget provides support for a Clean and Beautiful City through the continued roll out of 3,500 standardized pieces of street furniture in 2009 managed by the Public Realm Unit. Other investments include \$0.880 million gross in neighbourhood beautification programs through community and demonstration projects and \$1.210 million gross to clean-up of 360 orphan spaces. In total the Program's 2009 Recommended Operating Budget includes \$8.040 million in base funding to support a clean and beautiful city.

- For 2008, Transportation Services is projecting year-end net expenditures of \$196.358 million which is \$28.803 million or 17.2% over the 2008 Approved Operating Budget of \$167.555 million. The projected year-end net variance is attributable to the following:
  - The large accumulation of snow from January to April and in December 2008. This resulted in over expenditures in overtime payments, salt, sand and snow removal activities in the amount of \$38.394 million.
  - Additional cost increases of \$4.450 million arising from the new seven year winter maintenance and salt contracts that became effective in the fall of 2008.
  - Over expenditures were partially offset by \$14.530 million under spending in various non-winter maintenance programs. The under expenditures include salaries and benefits of \$4.270 million, materials & supplies of \$0.957 million, equipment of \$0.431 million, asphalt, roadway, roadside and traffic sign maintenance of \$5.945 million, other contracted services (e.g. boulevard maintenance, curb maintenance, traffic signal electronics maintenance pavement marking, grass cutting) of \$2.070 million, facility maintenance and other expenses of \$0.447 million.
  - The under expenditures were due to vacant positions in the Public Realm unit that will be filled in 2009 and the longer than normal winter season in early 2008 which delayed the start of non-winter maintenance activities.
  - Funding for the over expenditures will be addressed as part of the Final Year-End Operating Variance Report and may include a withdrawal from the Winter Control Stabilization Reserve to reduce the projected year-end unfavourable variance.

**Table 1: 2009 Recommended Budget**

	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>	260,511.1	289,314.1	280,223.6	571.4	280,795.0	20,283.9	7.8	1,166.2	992.8
<b>REVENUE</b>	92,955.7	92,955.7	97,279.3	409.5	97,688.8	4,733.1	5.1	162.4	0.0
<b>NET EXP.</b>	167,555.4	196,358.4	182,944.3	161.9	183,106.2	(15,550.8)	(9.3)	1,003.8	992.8
<b>Approved Positions</b>	1,348.2	1,313.2	1,347.2	6.0	1,353.2	5.0	0.4		
<b>TARGET</b>			<b>164,204.3</b>		<b>164,204.3</b>				
<b>\$ Over / (Under) Program Target</b>			<b>18,740.0</b>		<b>18,901.9</b>				
<b>% Over / (Under) Program Target</b>			<b>11.4%</b>		<b>11.5%</b>				

- The 2009 Recommended Operating Budget for Transportation Services, including funding for enhanced service priority actions is \$183.106 million net and is \$18.902 million or 11.5% above the 2009 target of \$164.204 million net which is 2% below the Approved 2008 Operating Budget of \$167.555 million net.
- The 2009 Recommended Operating Budget for Transportation Services is comprised of base funding of \$280.224 million gross and \$182.944 million net and enhanced priority actions of \$0.571 million gross and \$0.162 million net. Approval of the 2009 Recommended Operating Budget will result in the Program’s complement increasing by 0.4% or 6 positions from 1,347.2 to 1,353.2 staff.
  - The 2010 Outlook anticipates a net increase of \$1.004 million in operating costs which include merit and step adjustments, incremental impact of newly assumed roads and created bike lanes and annualized operating costs for newly installed traffic signals in 2009.
  - The 2011 Outlook includes an increase of \$0.993 million net for merit and step adjustments and newly assumed roads in 2011 and created bike lanes in 2010.
  - The 2010 and 2011 Outlooks do not include a provision for COLA as this is subject to future negotiations.
- The 2009 Recommended Base Budget funds the Program’s key cost drivers including: the annualized impact of 2008 cost of living adjustments (COLA); merit and step increases; the annualized impact of newly installed red light cameras and traffic signals from 2008; increased cost of winter, road and bike lane maintenance that total \$21.893 million net. The additional cost pressures are partially defrayed by the following:
  - An increased contribution from the Road and Sidewalk Reserve Fund of \$1.100 million net to support road maintenance costs.

- The transfer of road, sidewalk and boulevard major repairs of \$2.000 million to the Transportation Capital Budget in order to coordinate with state of good repair capital projects.
- A reduction in contracted services, materials and supplies and equipment for a savings of \$1.730 million.
- An increase in permit parking and front yard parking fees of \$0.420 million will increase cost recovery for winter maintenance on local roads.
- The 2009 Recommended Operating Budget addresses a broad range of priority actions for services and activities that advance the Mayor's Mandate and Council's policy agenda. These include:
  - **Climate Change Adaptation, Clean Air and Sustainable Energy Action Plan:** Initiatives include facilitating sustainable transportation initiatives such as cycling, transit and walking. Other major environmental initiatives include: continued implementation of the Salt Management Plan and LED traffic signal lamp conversions.
  - **Making A Safe City Safer:** Maintenance of a safe and reliable municipal transportation system to ensure the safety of the general public. Including a number of new provisions to the new seven year winter maintenance contracts for the period 2008-2015 to respond to the increasing frequency and amounts of snowfall.
  - **A Clean and Beautiful City:** Continued roll out of 3,500 pieces of standardized street furniture, investments of \$0.880 million gross for community and demonstration projects and \$1.210 million gross for the clean-up of 360 orphan spaces.
- Transportation Services' 2009 Recommended Operating Budget will fund:
  - The maintenance of 5,590 kilometers of road, 7,945 kilometers of sidewalks, 595 bridges, 91 kilometers of bike lanes and 138 kilometers of shared roadways in a safe and reliable state.
  - Enhanced winter maintenance for bike lanes including the Martin Goodman Trail, and increased provisions for snow removal.
  - Continued investment to improve the public realm including the roll out of 3,500 pieces of harmonized street furniture and clean-up of 360 orphan spaces in 2009.
  - Staffing to facilitate completion of the Bike Plan by 2012 including the completion of 70 kilometers of bike lanes for 2009.
  - Continued implementation of environmental initiatives such as the promotion of sustainable modes of transportation, the Salt Management Plan, tree planting along City's right of ways, LED traffic signal lamp conversions and greening of the Transportation Services fleet in order to help meet the City's climate change targets.
  - Planning and design work to implement the Sheppard East Light Rapid Transit line which is the first capital project of the Transit City plan.

- The administration of approximately 456 street events on the City's right of ways ranging from small block parties organized by resident volunteers to professionally organized events such as the Pride, Toronto Caribbean Carnival/Caribana and Santa Clause parades and the Toronto Waterfront Marathon.

**Recommendations**

The City Manager and Acting Chief Financial Officer recommend that:

1. Council approve the 2009 Recommended Operating Budget for Transportation Services of \$280.135 million gross and \$183,106 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Roadway Services	138,107.8	104,271.2
Roadside Services	56,688.7	33,037.6
Traffic Planning/Right-Of-Way Management	20,558.4	(6,862.5)
Traffic and Safety Services	45,594.9	41,395.0
Infrastructure Management	17,820.9	14,598.7
District Management & Overhead	1,224.1	(2,334.0)
Technical & Program Support	800.2	(999.8)
Total Program Budget	<u>280,795.0</u>	<u>183,106.2</u>

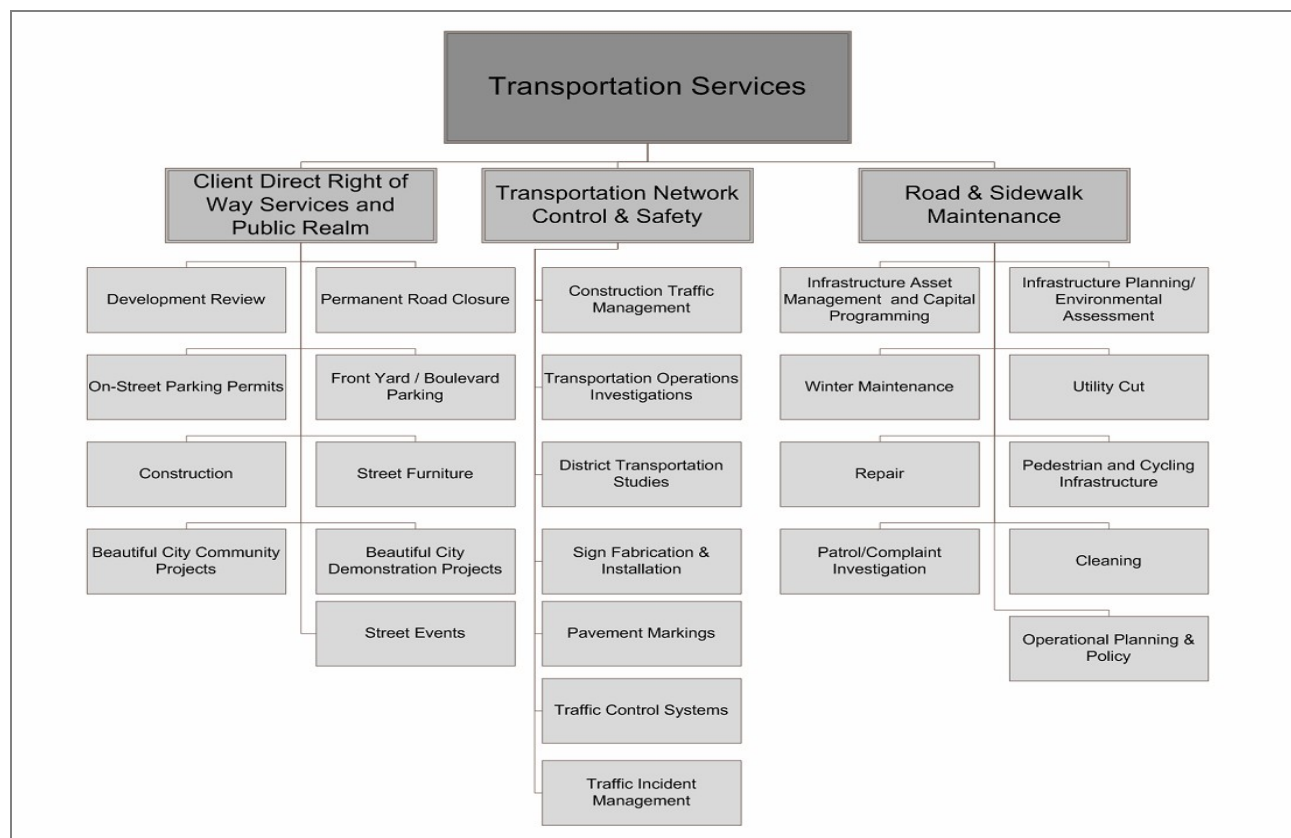


Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City’s municipal transportation system.

Transportation Services is delivered through three main services: Road and Sidewalk Maintenance; Transportation Network Control and Safety; and Client Direct Right of Way Services and Public Realm.

- 1) **Road and Sidewalk Maintenance** provides year-round maintenance for road, sidewalk, boulevard, walkway, bike lane, bridge and public lane networks to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users and motorists.
- 2) **Transportation Network Control & Safety** monitors, analyzes and manages the safe and efficient use of the City’s transportation network in support of the Official Plan’s transportation objectives.
- 3) **Client Direct Right of Way Services and Public Realm** provides direct client services such as development review and issuance of permits within the City’s road allowance and manages public spaces to achieve a beautiful, functional and safe public realm.

### Program Map



### **Service Challenges and Opportunities**

Transportation Services provides transportation solutions to serve the needs of residents, businesses and visitors within an environment of numerous service challenges and opportunities. The provision of these services is vital to the health and economic well being of the City and must be provided 24 hours a day, 7 days a week. The following outlines some of the major key service drivers:

#### **Mayor/Council Priorities**

Transportation Services faces many challenges and opportunities emanating from the Mayor and Council priorities and includes the following:

- Making Toronto a Clean and Beautiful City by improving the look and feel of the Public Realm requires the coordination of all elements such as street furniture, orphan spaces and public art and murals along the City's right of ways.
- Completing the Bike Plan. To design and implement all the projects required to finish the remaining 410 km of bike lanes, 122 km of shared roadways and 83 km of off-road paths by 2012 will be a challenge.
- Supporting a Transit City is a major capital works undertaking along the City's right of ways that will require close coordination with the TTC and staff efforts to minimize traffic disruptions during construction.
- Supporting the City's climate change targets requires the need to facilitate modes of transportation that help to minimize environmental impacts which increases the diversity of users of the City's right of ways and service demands.

#### **Legislative Changes**

Legislative challenges and opportunities arising from the need to comply with Provincial requirements to meet the minimum maintenance standards in order to ensure the health and safety of all users of the City's right of ways. Provincial requirements constantly evolve and the challenge for Transportation Services is the need to remain in conformance within the funding available.

#### **Service Demands**

In an effort to address the City's climate change targets, Transportation Services will facilitate increased opportunities for enhancing modes of transportation that will help meet climate change targets, such as transit, cycling and walking. The number of diverse users of the City's right of ways has contributed to increasing competing and conflicting demands. The number of street events has increased in both size and scope which has stretched Transportation operational resources' ability to adequately manage the City's right of ways for these activities.

Aging infrastructure increases the need for maintenance and replacement requiring greater staff time to manage projects and any associated disruptions to traffic on the City's right of ways. Climate change is contributing to increasing snowfalls as frequency of lake-effect precipitation is increased as lakes take longer to freeze in the winter resulting in greater amount of moisture that can be picked

up by storms. This results in greater amounts of snowfall which raises the cost for winter maintenance and repair of the City's right of ways. Increased moisture in the winter increases the impact of freezing and subsequent thawing on the City's transportation infrastructure creating more frequent incidents of potholes and cracking which require repair. Increased snowfall raises the cost of winter maintenance by requiring greater amounts of snow clearing. The greater frequency of snowfalls also lessens the probability that snow cleared to the roadside will naturally melt causing the need for snow removal which further increases the cost of winter maintenance.

The aging infrastructure also increases the need for Transportation Services to plan and deliver capital works in a timely manner and to ensure the continued maintenance of transportation network in a safe and reliable state.

### **Service Objectives**

The service objectives for Transportation Services address the challenges and opportunities outlined above, and primarily reflect the Program's commitment to facilitate transportation solutions that serve the needs of all residents, businesses and visitors in an environmentally responsible manner. The following section outlines the Program's key service objectives over the next 3 years:

1. Continue to work with City divisions to improve delivery capital rate from the current level of 80%.
2. Complete roll out of Street Furniture over the next 3 years and continue to invest \$0.020 million per year per ward in community and demonstration projects that make Toronto more clean and beautiful and improve the public realm.
3. Complete the Bike Plan by 2012 which includes facilitating completion of the remaining 410 km of bike lanes, 122 km of shared roadways and 83 km of off-road paths.
4. Continue to strengthen coordination with the TTC in order to facilitate the implementation of Transit City on the City's right of ways.
5. Harmonize service standards and adoption of best practices to ensure maintenance of the City's right of ways are in conformance with Provincial standards and continue to rank the among the highest of member municipalities that form part of the Ontario Municipal CAO's Benchmarking Initiative (OMBI).
6. Continue to advance the Climate Change Adaptation, Clean Air and Sustainable Energy Action Plan through a number of environmental initiatives such as: development of a Walking Strategy; Salt Management Plan; LED traffic signal lamp conversions and Roadside tree plantings.
7. Develop environmental and climate change risk assessment methods in order to evaluate operational and environmental impacts and develop adaptive actions to mitigate risks to the effects of climate change.

## **Priority Actions**

The 2009 Recommended Operating Budget provides \$91.494 million gross in base and new funding for a broad range of priority actions for services and activities that advance the Mayor's Mandate and Council's policy agenda. These include:

### ***Climate Change Adaptation, Clean Air and Sustainable Energy Action Plan***

The 2009 Recommended Operating Budget includes funding for a number of environmental initiatives that support the goal of achieving the City's climate change targets. These include new funding of \$0.210 million gross for three additional staff to enable the completion of the Bike Plan by 2012. In addition, new funding of \$0.108 million gross will provide summer and winter maintenance for the new TTC Downsview-York University Busway that will help to promote a Transit City. Other major environmental initiatives include: continued implementation of the Salt Management Plan that has helped to reduce average annual salt consumption by 24,000 tons since 2001.

### ***Making A Safe City Safer***

The maintenance of a safe and reliable municipal transportation system is important for a strong economy and to ensure the safety of the general public. This priority is heightened during the traditional winter season from November to April which requires extensive major winter service operations during these months. Effective deployment of these winter service operations ensures that emergency vehicles and the public travel safely, the transit system provides the public with timely service and commerce continues to function.

Climate change is increasing the frequency and severity of winter storms in the City. Increasing temperatures cause lakes to take longer to freeze in the winter resulting in greater amount of moisture that can be picked up by storms. This results in greater frequency and amounts of snowfall which increases the cost and difficulty of maintaining a safe and reliable municipal transportation system.

In response to the increased challenges of winter maintenance a number of new provisions were introduced to the new seven year winter maintenance contracts for the period 2008-2015. The new provisions include the following: combination salter and plough units are being introduced to increase efficiency; self contained snow removal crews have been included to decrease response time in the event of a snow removal emergency; provisions to improve the level of bus stop clearing, crosswalks and pedestrian ramps at intersections and installation of GPS on a broad range of equipment will ensure a level of contract management and quality assurance not previously available. The Program's 2009 Recommended Operating Budget includes \$82.882 million in base funding for winter maintenance, an increase of \$18.458 million that will make a safe city safer.

### ***A Clean and Beautiful City***

The 2009 Recommended Operating Budget provides support for a Clean and Beautiful City through the continued roll out of 3,500 standardized street furniture in 2009 managed by the Public Realm Unit. Other investments include \$0.880 million gross in neighbourhood beautification programs through community and demonstration projects and \$1.210 million gross to clean-up of 360 orphan

spaces. In total the Program's 2009 Recommended Operating Budget includes \$8.040 million in base funding to support a clean and beautiful city.

### *Promoting a more Efficient and Effective Public Service*

The 2009 Recommended Operating Budget includes a number of new and enhanced service priority initiatives to improve efficiency and effectiveness. The 2009 Recommended Operating Budget provides new funding of \$0.037 million gross for a field investigator to ensure that roads in Scarborough District are maintained in accordance with Provincially mandated standards. Funding of \$0.060 million gross is also provided for one By-law Officer and one Engineering Technology Technician 3 position for municipal road damage deposit files in order to reduce the backlog of requests and improve service to the public. Transportation Services is increasing its funding by \$0.157 million gross to the Purchasing Division in order to deal with the significant increase in the number of competitive call documents related to Transportation Services capital works over the last few years in an effort to further improve capital delivery. In total the 2009 Recommended Operating Budget is investing \$0.254 million gross in new funding to promote a more efficient and effective public service.

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>	255,137.2	260,511.1	289,314.1	28,803.0	11.1%
<b>REVENUES</b>	86,207.2	92,955.7	92,955.7	0.0	0.0%
<b>NET EXP.</b>	168,930.0	167,555.4	196,358.4	28,803.0	17.2%
<b>Approved Positions</b>	1,300.6	1,348.2	1,313.2	(35.0)	-2.6%

Note \* Source Transportation Service's 2008 Third Quarter Operating Budget Variance Report.

## 2008 Experience

- Transportation Services reported a year-to-date unfavourable net variance of \$6.370 million or 4.8% of planned expenditures for the nine months ended September 30, 2008.
- Much of the variance at nine months was primarily due to large accumulation of snow from January to April 2008. Over expenditures totalled \$30.394 million. Part of the winter maintenance overspending was offset by \$3.428 million in revenues received earlier than anticipated and \$21.230 million in under expenditures in various non-winter maintenance programs to partially mitigate over expenditures associated with higher than normal winter maintenance activities. Under expenditures occurred in salaries and benefits of \$4.270 million, materials & supplies of \$0.957 million, equipment of \$0.431 million, asphalt, roadway, roadside and traffic sign maintenance of \$11.145 million, other contracted services (e.g. boulevard maintenance, curb maintenance, traffic signal electronics maintenance pavement marking, grass cutting) of \$3.570 million, facility maintenance & other expenses of \$0.447 million.
- Transportation Services is projecting a year-end net over expenditure of \$28.803 million or 17.2%. Additional over expenditures in the fourth quarter include \$8 million for winter maintenance due to the heavy snowfall in December, cost increases of \$4.450 million arising from the new winter maintenance and salt contracts. There is \$5.200 million in accelerated expenditures in equipment, asphalt, roadway, roadside and traffic sign maintenance, and \$1.500 million in other contracted services that result from expenditures that were delayed from the third quarter. Funding for the over expenditures will be addressed as part of the Final Year-End Operating Variance Report and may include a withdrawal from the Winter Control Stabilization Reserve to reduce the projected year-end unfavourable variance.

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

- The significant unfavourable operating variance in 2008 resulted from winter maintenance costs due to the large accumulation of snow during the winter of 2007/2008 and due to cost increases included in the new seven-year winter maintenance and salt contracts tendered and awarded in the summer of 2008. Together the total unfavourable variance for winter maintenance is forecasted to be \$42.844 million at year-end. The unfavourable variance was partially offset by savings in non-winter maintenance activities, including salaries and savings in contracted services and other expenses of \$14.120 million.
- The approval of the new seven-year winter maintenance and salt contracts in 2008 resulted in an increase of \$18.458 million in the 2009 Recommended Operating Budget. Transportation Services has continued to maintain where feasible the savings incurred in non-winter maintenance activities in 2008 to offset the financial impact of winter maintenance on the 2009 Recommended Operating Budget.



**Table 3: 2009 Recommended Base Budget**

(In \$000s)	2008 Appvd. Budget	2009 Recommended Base	Change 2009 Recommended Base v. 2008 Appvd. Budget		FY Incremental Outlook	
					2010	2011
	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>	260,511.1	280,223.6	19,712.5	7.6	967.2	992.8
<b>REVENUE</b>	92,955.7	97,279.3	4,323.6	4.7	0.0	0.0
<b>NET EXP.</b>	167,555.4	182,944.3	15,388.9	9.2	967.2	992.8
<b>Approved Positions</b>	1,348.2	1,347.2				
<b>NET TARGET</b>		<b>164,204.3</b>				
<b>\$ Over / (Under) Program Target</b>		<b>18,740.0</b>				
<b>% Over / (Under) Program Target</b>		<b>11.4%</b>				

**2009 Recommended Base Budget**

The 2009 Recommended Base Budget for Transportation Services is \$280.224 million gross and \$182.944 million net and is \$18.740 million or 11.4% over the 2009 target of \$164.204 million net which is 2% less than the 2008 Approved Operating Budget of \$167.555 million net.

The additional \$19.713 million in gross expenditures recommended for the 2009 Base Budget reflects an increase of 7.6% compared to the 2008 Approved Operating Budget of \$260.511 million. The majority of the increase is additional funding required for winter maintenance of \$18.458 million. The increased cost of winter maintenance is driven by the price of the contracts awarded in the summer of 2008 and the escalating price of salt throughout North America. Other increases include the non-discretionary cost of labour which includes merit and step increases and the 2008 annualized cost of living allowances of \$1.984 million. Increases in gross expenditures have been offset by the reduction of non-winter maintenance contracted services of \$1.380 million.

The 2009 Recommended Base Budget revenues of \$97.279 million are \$4.324 million or 4.7% higher than the 2008 Approved Operating Budget of \$92.956 million. The increase in revenues results from increased contributions from the Public Realm Reserve Fund of \$3.077 million, the Road and Sidewalk Reserve Fund of \$1.100 million in order to fund the annualized cost of the Public Realm Unit that was established in 2008 and to more accurately recover the cost to repair damaged sidewalks and roads. Other increases in revenue include a 12.5% fees for parking permits and front yard parking of \$0.420 million to reflect partial cost recovery for the increased cost of winter maintenance and street cleaning on local roads with overnight parking.

The 2009 Recommended Base Budget net expenditures of \$182.944 million is an increase of \$15.389 million or 9.2% compared to the 2008 Approved Operating Budget of \$167.555 million.



The increase in net expenditures is primarily due, the rise in cost of winter maintenance, as outlined above.

The 2009 Recommended Base Budget includes 1347.2 approved positions, reflects a decrease of one temporary position from the 2008 approved complement. This position will be transferred to the City Manager's Office for the Mayor's Tower Renewal project.

### 2009 Key Cost Drivers and Reduction Strategies

The 2009 Recommended Operating Budget incorporates the following key cost drivers and reduction strategies:

- Escalating winter maintenance cost increases of \$18.458 million net is the primary cost driver. The increase in the cost of this service is driven by the shortage in the supply of salt as a result of the large accumulation of snow throughout North America and recalibration of contract prices in the new seven year contracts approved in 2008.
- Non-discretionary costs of labour which include the annualized impact of COLA from 2008 and negotiated wage harmonization for Local 79 result in additional costs of \$1.169 million net.
- Merit and step increases of \$0.775 million net have driven up the cost of salaries and benefits.
- Increased kilometers of new roads assumed and newly created bike lanes add additional costs of \$0.590 million in 2009.
- These pressures are partially offset by the following;
  - Major Service Level Reduction of \$1.547 million net for postponing the continued expansion of the Red Light Camera expansion from 77 to 98 cameras in order to evaluate the cost recovery of existing cameras in 2009.
  - Minor Service Level change involving the transfer of road, sidewalk and boulevard work to the Capital Budget to recognize repairs that are extending the useful life of Transportation infrastructure for a savings of \$2.000 million.
  - Efficiencies in non-winter maintenance contracted services resulting in a savings of \$1.380 million net.
  - Increases in contribution from the Road and Sidewalk Repair Reserve Fund of \$1.100 million net in order more accurately reflect cost recovery from deposits to repair damaged sidewalks and roads.
  - Increase parking permit fees by 12.5% for an revenue increase of \$0.420 million net in order to increase cost recovery for street maintenance on local roads with overnight parking.

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

The 2010 and 2011 Outlooks maintain the projected 2009 level of service, accounting for the cost of merit/step increments for union and non-union staff and a forecasted increase in the 291 kilometers of newly assumed roads and created bike lanes. This results in an incremental impact of \$0.967 million net for 2010 and \$0.993 million net for 2011.



**Table 4**  
**2009 New / Enhanced Service Priority Actions: Summary**  
**(In \$000s)**

Description	2009 Recommended		Rec. New Positions	Net Incremental Impact	
	Gross Exp.	Net Exp.		2010	2011
	\$	\$	#	\$	\$
<b>Enhanced Services:</b>					
<b>(a) Enhanced Service Priorities - Council Approved</b>					
Bike Plan Cycling Positions Funded Through Capital Budget	110.8	0.0	2.0		
Project Lead & Assistant Planner for Bike Infrastructure	99.0	0.0	1.0		
<b>(b) Enhanced Service Program Initiated</b>					
<b>Subtotal Enhanced Services</b>	209.8	0.0	3.0	0.0	0.0
<b>New Services:</b>					
<b>(a) Enhanced Service Priorities - Council Approved</b>					
<b>(b) New Service Priorities - Program Initiated:</b>					
Purchasing Staff Resources	157.3	157.3	0.0		
By-Law Officer for Municipal Road Damage Deposit	30.9	0.0	1.0		
Engineering Technology Technician 3 for MRDD Files	29.3	0.0	1.0		
TTC York University Bus Lane Summer and Winter Maintenance	107.5	(32.0)	0.0		
Field Investigator Roads	36.6	36.6	1.0	36.6	
<b>Subtotal New Services</b>	361.6	161.9	3.0	36.6	0.0
<b>Total New/Enhanced Services</b>	571.4	161.9	6.0	36.6	0.0

**2009 Recommended New / Enhanced Service Priority Actions****Enhanced Service Priority Actions – Council Directed:**

On December 10, 2008, Council approved the 2009 Transportation Services Capital Budget which provided capital funding to complete the Bike Plan by 2012. The following two enhanced service priorities are required to implement the capital projects necessary to complete the Bike Plan by 2012.

***Bike Plan Cycling Positions (\$0.111 million gross and \$0 net)***

Funding of \$0.111 million gross and \$0 net for a permanent Senior Traffic Field Investigator and a Traffic Field Investigator position is recommended in order to undertake the field investigations, traffic and parking studies necessary to increase the amount of bike lanes designed and approved from 50 kilometers in 2008 to an average of 103 kilometers over the next four years in order to complete the Bike Plan by 2012. The full cost of this new and enhanced service priority in 2010 will be \$0.163 million gross and \$0 net. These positions are being funded through the 2009 Approved Capital Budget.

***Project Lead and Assistant Planner for Cycling Infrastructure (\$0.099 million gross and \$0 net)***

Funding of \$0.099 million gross and \$0 net is recommended for two permanent positions which include a Project Lead and an Assistant Planner to be responsible for enhancing delivery of cycling promotion programs including Bike Month, bicycle lockers and the development of a new Bike Share program. The Assistant Planner position is intended to replace the existing Mail Clerk position which will be eliminated resulting in an increase of one position. These positions will enhance program delivery as part of the Bike Plan and will be funded from recoveries from the 2009 Approved Capital Budget and user fees from the Bike Station and Locker program. The full cost of this new and enhanced service priority in 2010 will be \$0.149 gross and \$0 net.

**New Service Priority Actions – Program Initiated:*****Purchasing Staff Resources (\$0.157 million gross and \$0.157 million net)***

Funding of \$0.157 million gross and net is recommended to provide funding to Purchasing and Materials Management (PMMD) from Transportation Services for two Purchasing positions dedicated to support Transportation Services capital delivery. PMMD currently does not have adequate staff to issue the significant increase in competitive call documents forecasted for Transportation Services. It is recommended that a new dedicated permanent Senior Corporate Buyer and a new dedicated Support Assistant C position will be hired to enable PMMD to process the forecasted increase call documents. The Transportation Services' Recommended 2009 Base Budget was reduced by \$0.157 million to reallocate funding for this new service priority investment.

***By-Law Officer for Municipal Road Damage Deposit (\$0.031 million gross and \$0 net)***

Funding of \$0.031 million and \$0 net for a temporary By-Law Officer position is recommended to work in the field to review claims which will help to eliminate the backlog of Municipal Road Damage Deposit (MRDD) files prior to 2006 to determine whether deposits should be returned,

remain active or should be forfeited to City accounts. This position will be funded from the Road and Sidewalk Repair Reserve Fund and the full cost of this position for 2010 is \$0.062 million gross and \$0 net.

***Engineering Technology Technician for MRDD (\$0.029 million gross and \$0 net)***

Funding of \$0.029 million gross and \$0 net for an Engineering Technology Technician position is recommended to review and process the backlog of Municipal Road Damage Deposit (MRDD) files prior to 2006 to determine files that are active versus ones that are dormant in which deposits can be forfeited to City accounts. This position will be funded from the Road and Sidewalk Repair Reserve Fund and the full cost of this position for 2010 is \$0.059 million gross and \$0 net.

***TTC York University Bus Lane Summer and Winter Maintenance (\$0.108 million gross and \$0.032 net revenue)***

Funding of \$0.108 million gross is recommended for this enhanced service priority in order to provide roadway and roadside summer and winter maintenance for the new TTC Downsview-York University Busway. The cost of this enhanced service priority and estimated recovery for existing staff time required to provide maintenance will be fully recoverable from the TTC resulting in a net revenue of \$0.032 million.

***Field Investigator Roads (\$0.037 million gross and net)***

Funding of \$0.037 million gross and net for a permanent Field Investigator will enable Transportation Services to improve maintenance standards in the Scarborough district for patrol and inspection of all road classifications. It is anticipated that the increase in maintenance standards will result in fewer claims for vehicular accidents, pot holes and slips and falls on sidewalks resulting in an anticipated future reduction of insurance premiums corporately. The Transportation Services' 2009 Base Budget was reduced by \$0.037 million to reallocate funding for this new service priority investment.

## **2009 Budget Issues**

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

The 2009 Recommended Operating Budget for Transportation Services of \$183.106 million net is \$18.902 million or 11.5% above the 2009 target of \$164.204 million net, 2% less than the 2008 Approved Operating Budget of \$167.555 million net. The increase in the 2009 Recommended Operating Budget is primarily driven by the cost of winter maintenance of \$18.458 million net. The increase in the cost of winter maintenance resulted from the new seven-year contracts that were tendered and awarded in the summer of 2008 and the escalating price of salt experienced throughout North America. Other significant increases in the 2009 Recommended Operating Budget include increases in non-discretionary costs of labour of \$1.945 million which includes the annualization of COLA from 2008 and the wage harmonization settlement with Local 79 and merit and step increases for 2009.

### **2009 Reduction Strategies**

To mitigate the cost pressures, the 2009 Recommended Operating Budget incorporates the following reduction strategies:

- Increased contribution from the Road and Sidewalk Reserve Fund of \$1.100 million net to support road maintenance costs
- The transfer of road, sidewalk and boulevard capital repairs of \$2.000 million net to the Transportation Capital Budget to enhance coordination with the other state of good repair capital projects.
- Operating cost reductions in contracted services and other non-staffing efficiencies for a savings of \$1.730 million net.
- Increase in permit parking and front yard parking fees of \$0.419 million net to reflect cost recovery for enhanced winter maintenance on local roads.

### **Winter Maintenance**

In 2008, the various five-year winter maintenance contracts throughout the City expired after the 2007/2008 winter season. New seven-year winter maintenance contracts were tendered and awarded during the summer of 2008 and became effective at the commencement of the 2008/2009 winter season. The expired contracts had capped cost increases to an average of 1.5%, while surrounding GTA municipalities were experiencing cost escalations in the neighborhood of 2.5-3.0%. As a result, there was a recalibration of contract prices that was offered by the various contractors throughout the City during the tendering process in 2008.

With the recalibration of contract prices in 2008, the effects of climate change combined with the current level of efficiencies that are achievable for 2009, the budget for winter maintenance is no longer sufficient at \$64 million without incurring an adverse effect on service levels. Climate change is increasing the frequency and severity of winter storms in the City. Increasing temperatures causes lakes to take longer to freeze in the winter resulting in greater amount of moisture that can be picked up by storms. This increase in lake-effect storms results in greater frequency and amounts of snowfall which increases the costs and difficulty of maintaining a safe and reliable municipal transportation system.

Transportation Services remains committed to not only ensuring that the current service levels for winter maintenance are maintained in order to ensure the health of safety of its residents but also to enhance where feasible, areas which will help address the City's climate change targets as listed in the following;

- Commitment to improve service levels for transit users and pedestrians. Included in the new winter maintenance contracts for sidewalks is a commitment to clear bus stops, crosswalks, and pedestrian ramps at intersections within 48 hours of equipment being mobilized to clear the roadway.
- Increased priority for cyclists to clear on-street bike lanes located on main roads. For a period of 48 to 72 hours after a storm, ploughs are sent out again on the roadway to clear curb lanes, where the majority of bike lanes are located, with instructions to operators to move the snow as close as possible to curb without blocking the public sidewalk in order ensure at least 1 metre of bike lane is open for use.
- For the first time in 2009, there will be winter maintenance on parts of the Martin Goodman Trail providing two bicycle routes into the downtown core from the east from Northern Dancer Boulevard to Sherbourne Street and from the west from the Humber River Pedestrian Bridge to Bathurst Street.

Contained in the new seven-year winter maintenance contracts are a number of provisions to improve the effectiveness and efficiency of winter maintenance listed in the following;

- Combination salter and plough units have been introduced to the arterial road contracts that are capable of performing both operations at the same time. It is forecasted that this equipment will reduce standby costs by \$2.745 million over the life of the winter maintenance contracts for arterial roads.
- Local roads contracts contain a pilot project to test ploughs that have the ability to clear roads and driveways at the same time. The success of this pilot project will enhance the effectiveness of the driveway windrow clearing program.
- In response to the unusually severe winter of 2007/2008, approximately fourteen self-contained snow removal crews have been included in all the local road ploughing contracts as a contingency item in order to decrease response time in the event of a snow removal emergency.
- The new seven-year winter maintenance contracts now require contractors to maintain Global Positioning Systems (GPS) in all salt trucks, sidewalk machines and bus stops machines as well as ensuring that at least one plough from each arterial or collector team is equipped with one.

- The installation of GPS ensures a level of contract management and quality assurance not previously available by improving the ability to track vehicles and monitor the status of snow clearing operations.

In total, the cost increase of winter maintenance in 2009 will be \$18.458 million net. Of that amount \$16.786 million results from the increase in the cost of contracted services required and \$1.672 million from the escalating price of salt. The severe 2007/2008 winter season throughout North America depleted emergency supplies in many areas and combined with the reduction of salt mining due to the wet spring, shortages in the supply of salt have increased the price by as much as three times the cost since 2007. Some of the cost increase in winter maintenance will be partially offset by the revenue increase from permit parking fees. The efficiency and effectiveness of winter maintenance is reduced on local roads that permit overnight parking, requiring a greater amount of resources and time than on streets that do not have this provision. In recognition of the need to offset some of the cost of providing winter maintenance on local roads, permit parking fees have been adjusted in 2009 by 12.5%, a level that balances affordability with the appropriate level of service demanded by residents.

### **Increase in User Fees**

Transportation Services user fees, with the exception for permit parking and front yard parking fees, have been increased by 3.7% from 2008 levels in accordance with the regulations contained in Chapter 441 in the Toronto Municipal Code. Chapter 441 limits increases in user fees to the consumer price index for the Toronto Census Metropolitan Area during the twelve-month period ending on October 1 in the year immediately preceding the year. The increase recommended for Permit Parking and Front Yard Parking Fees is 12.5%.

The increase of Permit Parking and Front Yard Parking Fees above 3.7% reaches a balance between cost recovery required to maintain street cleaning and winter maintenance service levels on local streets that permit overnight parking with ones that do not have this provision and affordability. The logistics of street cleaning and winter maintenance on local roads that permit overnight parking makes these operations less efficient and often requires greater utilization of resources to maintain service levels equivalent to roads that do not allow parked cars during these times. The 2009 recommended increase will raise permit parking fees for the first residential vehicle from \$127.44 to \$143.40 per year and front yard parking from \$150.03 to \$168.72 per year.

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

### **Laneway Windrow Snow Clearing**

The Public Works and Infrastructure Committee at its meeting on November 12, 2008 referred a proposal to undertake a pilot project for the removal of windrows at entrances to public laneways at a cost of approximately \$0.050 million to the 2009 Operating Budget process.

The City currently provides windrow snow clearing for residents, where possible, providing a high level of service. Currently, the clearing of entrances to laneways is utilized on an extraordinary complaint basis only and the pilot project proposes to determine the most suitable equipment if any, for removing snow at laneway entrances. It is estimated that to implement a complete program at all laneway entrances, would cost approximately \$3 to \$4 million. In consideration of the already



substantial cost increases for winter maintenance and economic uncertainty in 2009, it is not recommended that such a pilot project be funded.

## **Outstanding Issues from 2008 and Prior Years**

### **Red Light Camera Implementation**

On May 23, 24 and 25, 2006 City Council adopted, as amended, Clause 18 of Policy & Finance Report 4 entitled “Red-Light Camera Operations: Contract Extension and Request for Proposal 9148-05-5048 for the Supply, Installation, Operation and Maintenance of Red-Light Camera Systems Within the City of Toronto and Other Municipalities Within Ontario”.

This report authorized the supply, installation, operation and maintenance of an additional 88 red-light cameras and 132 sites within the City of Toronto by the end of 2009. Currently, 77 red light cameras have been installed by the end of 2008. The cost of the expansion of the red light cameras was to be offset by fine revenue from tickets issued from infractions captured by red light cameras and from processing fees collected from other partnering municipalities. Actual revenues received to date have been much lower than anticipated. Factors that have impacted the cost recovery from red light cameras include fewer charges than anticipated and a greater number of requests for trials than forecasted. Cost recovery to date was also lower than expected due to the slower than anticipated implementation of red light cameras caused by delays in the approval of Provincial regulations authorizing the expansion of the cameras. The result is that cost recovery from red light cameras fines has not been sufficient to offset the cost of the expansion of the program to date.

Recently the Province agreed to review the possibility of increasing the fines as requested by City Council on April 28 and 29, 2008 from \$180 to \$500 per offense and combined with the increased court space in 2009, it is anticipated that revenue recovered from fines will be much improved for 2009. However until the level of cost recovery on the existing 77 cameras is known it is recommended that the installation of the remaining 21 cameras be postponed to 2010. The General Managers of Court Services and Transportation Services will report back to Budget Committee as part of the 2<sup>nd</sup> Quarter Variance on the status of Red Light Camera revenues and fine revenues realized in 2009 as compared to budget.

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>1,302.2</b>	<b>259,610.1</b>	<b>92,955.7</b>	<b>166,654.4</b>		
In-year approvals and technical adjustments	46.0	329.6	0.0	329.6		
Corporate adjustments		571.4		571.4		
<b>2008 Approved Operating Budget</b>	<b>1,348.2</b>	<b>260,511.1</b>	<b>92,955.7</b>	<b>167,555.4</b>		
Prior year impacts		3,479.6	1,661.4	1,818.2	786.3	775.3
Economic factors		20,130.6	488.7	19,641.9		
<b>Adjusted Base Budget</b>	<b>1,348.2</b>	<b>284,121.3</b>	<b>95,105.8</b>	<b>189,015.5</b>	<b>786.3</b>	<b>775.3</b>
Other base changes		2,064.6	(105.2)	2,169.8	180.9	217.5
Base revenue changes		97.0	721.0	(624.0)		
Recommended Service Level Adjustments:						
Base changes	(1.0)					
Service efficiencies		(350.0)		(350.0)		
Revenue adjustments			1,519.8	(1,519.8)		
Minor service impact		(4,200.3)		(4,200.3)		
Major service impact		(1,509.0)	37.9	(1,546.9)		
<b>Total Recommended Base Adjustments</b>	<b>(1.0)</b>	<b>(3,897.7)</b>	<b>2,173.5</b>	<b>(6,071.2)</b>	<b>180.9</b>	<b>217.5</b>
<b>2009 Recommended Base Budget</b>	<b>1,347.2</b>	<b>280,223.6</b>	<b>97,279.3</b>	<b>182,944.3</b>	<b>967.2</b>	<b>992.8</b>
<b>2009 Program Operating Target</b>				<b>164,204.3</b>		
<b>% Over (Under) Program Target</b>				<b>11.4%</b>		
<b>% Over (Under) 2008 Appvd. Budget</b>				<b>9.2%</b>		

**Appendix B**

**Summary of Service Level Adjustments**

**Appendix C**

**Summary of 2009 Recommended New/Enhanced  
Service Priority Actions**

Appendix D

Program Summary by Expenditure Category

CLUSTER: B PROGRAM: TRANSPORTATION SERVICES							
	2008 Approved Budget	2008 Projected Actuals	2009 Recommended Budget	Change from 2008 Approved Budget		2010 Outlook	2011 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	96,789.3	93,592.6	99,919.4	3,130.1	3.2%	100,868.1	101,643.4
Materials and Supplies	14,084.4	23,052.2	14,637.8	553.4	3.9%	14,637.8	14,855.3
Equipment	1,137.4	1,137.4	1,151.8	14.4	1.3%	1,151.8	1,151.8
Services & Rents	116,289.0	131,320.9	131,524.9	15,235.9	13.1%	131,742.4	131,742.4
Contributions to Capital							
Contributions to Reserve/Res Funds	15,789.2	15,789.2	16,590.0	800.8	5.1%	16,590.0	16,590.0
Other Expenditures	1,020.0	1,020.0	1,649.7	629.7	61.7%	1,649.7	1,649.7
Interdivisional Charges	15,401.7	15,401.7	15,321.4	(80.3)	(0.5%)	15,321.4	15,321.4
<b>TOTAL GROSS EXPENDITURES</b>	<b>260,511.1</b>	<b>281,314.1</b>	<b>280,795.0</b>	<b>20,283.9</b>	<b>7.8%</b>	<b>281,961.2</b>	<b>282,954.0</b>
Interdivisional Recoveries	14,029.1	14,029.1	14,168.6	139.5	1.0%	14,168.6	14,168.6
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	29,111.0	29,111.0	29,341.9	230.9	0.8%	29,341.9	29,341.9
Transfers from Capital Fund	12,979.9	12,979.9	12,708.0	(271.9)	(2.1%)	12,810.2	12,810.2
Contribution from Reserve Funds	7,096.8	12,296.8	16,218.4	9,121.6	128.5%	15,516.2	15,516.2
Contribution from Reserve							
Sundry Revenues	29,738.9	24,538.9	25,251.9	(4,487.0)	(15.1%)	26,014.3	26,014.3
<b>TOTAL REVENUE</b>	<b>92,955.7</b>	<b>92,955.7</b>	<b>97,688.8</b>	<b>4,733.1</b>	<b>5.1%</b>	<b>97,851.2</b>	<b>97,851.2</b>
<b>TOTAL NET EXPENDITURES (EXCLUDING CAPITAL FINANCING)</b>	<b>167,555.4</b>	<b>188,358.4</b>	<b>183,106.2</b>	<b>20,283.9</b>	<b>12.1%</b>	<b>184,110.0</b>	<b>185,102.8</b>
<b>APPROVED POSITIONS</b>	<b>1,348.2</b>	<b>1,313.2</b>	<b>1,353.2</b>	<b>5.0</b>	<b>0.4%</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 \$
<b>Fleet Reserve</b> Projected Contributions	XQ1301	(2,373.0)	3,000.0	3,000.0	3,000.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>3,000.0</b>	<b>3,000.0</b>	<b>3,000.0</b>
<b>Insurance Reserve Fund</b> Projected Contributions	XR1010	27,775.0	12,790.0	12,790.0	12,790.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>12,790.0</b>	<b>12,790.0</b>	<b>12,790.0</b>
<b>Light Emiting Diode (LED) Reserve Fund</b> Projected Contributions	XR1407	1,294.5	800.0	800.0	800.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>800.0</b>	<b>800.0</b>	<b>800.0</b>
<b>Road and Sidewalk Repair Reserve Fund</b> Projected Withdrawals	XR1402	17,145.2	(2,960.0)	(3,020.2)	(3,020.2)
<b>Total Reserve / Reserve Fund Draws / Withdrawals</b>			<b>(2,960.0)</b>	<b>(3,020.2)</b>	<b>(3,020.2)</b>
<b>Public Realm Reserve Fund</b> Projected Withdrawals	XR1410	27,754.9	(13,258.4)	(12,496.0)	(12,496.0)
<b>Total Reserve / Reserve Fund Draws / Withdrawals</b>			<b>(13,258.4)</b>	<b>(12,496.0)</b>	<b>(12,496.0)</b>