

Analyst Briefing Notes

Budget Committee - February 16, 2010

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Executive Summary

- The Waterfront Secretariat is responsible for leading and managing all City activities and resources necessary to advance, simplify and expedite the transformation and renewal of Toronto's Waterfront by providing one window access to Waterfront Toronto and government partners to all municipal programs, services and agencies involved in waterfront revitalization. The Waterfront Secretariat ensures that the City effectively undertakes all steps necessary for Waterfront Toronto to achieve the deliverables in its Five-Year Plan as endorsed by City Council, through program, financial, governance and environmental management.
- The key service objectives for Waterfront Secretariat for 2010 include:
 - Supporting regulatory and construction activities in the East Bayfront, West Don Lands and the Central Waterfront, including Jarvis Sugar Beach Park, Sherbourne Park and Don River Park, the new George Brown College campus, Toronto Community Housing affordable housing, and the Regional Sports Complex.
 - Continuing to manage and direct activities in the Waterfront, including advancement of the Fort York Pedestrian bridge and related Heritage Trails, continuation of Environmental Assessments (EA) for the improvement of the Gardiner Lakeshore Corridor and the development of regional sports, recreation and community facilities in the Waterfront with institutional and other partners.
 - Leading the Tri-government/ Waterfront Toronto negotiations on the Waterfront Long-Term Funding Plan (2010-2019).
 - Leading the City process to complete a City /Waterfront Toronto Memorandum of Understanding confirming Waterfront Toronto's deliverables for 2010 on a project-by-project basis.
 - Ensure that governance, funding, audit, accountability, risk management, environmental assessment, and land/asset management issues are effectively addressed by the City, with its provincial and federal partners.
- The Waterfront Secretariat achieved the following major accomplishments in 2009:
 - Advanced the implementation of East Bayfront, West Don Lands and the Port Lands including the construction of 2 major parks, a Toronto Community Housing (TCHC) project, and the Leslie Street Greening Project.
 - Led the City processes for the construction of two additional wavedecks in the Central Waterfront and the Martin Goodman Trail extension through Ontario Place.

- Managed City involvement in the Environmental Assessment and related planning processes for the Queens Quay Revitalization EA, for the Lower Don Lands Precinct, Gardiner East and Fort York Pedestrian/Cycle Bridge.
- Led tri-government/Waterfront Toronto negotiations on the Waterfront Long-Term Funding Plan (2009-2018).
- Prepared Waterfront-wide Handover Protocol for completed projects.
- Completed recruitment of City's three citizen representatives on the Waterfront Toronto Board.
- For 2009, the Waterfront Secretariat projects year-end net expenditures of \$0.917 million which will be \$0.077 million or 7.7% below the 2009 Approved Operating Budget of \$0.994 million net. The projected year-end favourable variance is largely attributable to savings in external contracted services.
- A reduction to external legal and technical expertise costs of \$0.053 million is included in the Waterfront Secretariat's 2010 Recommended Operating Budget.

Table 1: 2010 Recommended Budget

(In \$000s)	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
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	1,578.9	1,389.0	1,547.1	0.0	1,547.1	(31.8)	(2.0)	(19.5)	0.0
REVENUE	585.0	472.0	590.0	0.0	590.0	5.0	0.9	10.0	0.0
NET EXP.	993.9	917.0	957.1	0.0	957.1	(36.8)	(3.7)	(29.5)	0.0
Approved Positions	11.0	11.0	11.0	0.0	11.0	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	957.1	957.1	0.0	911.8
PROGRAM REDUCTION (\$)	(53.4)	(53.4)	(0.0)	(49.7)
PROGRAM REDUCTION (%)	(5.4)	(5.4)	(0.0)	(5.0)

- The 2010 Recommended Operating Budget for the Waterfront Secretariat is \$0.957 million net and is \$0.037 million or 3.7% below the 2009 Approved Operating Budget of \$0.994 million net and achieves the 2010 Program Reduction Target of \$0.053 million net or 5.4% of the 2009 Approved Operating Budget.
- The 2010 Recommended Operating Budget for the Waterfront Secretariat is comprised of base funding of \$1.547 million gross and \$0.957 million net with no funding for new / enhanced service priorities. Approval of the 2010 Recommended Operating Budget will maintain the Program's staff complement at 11.0 approved positions.
- The 2011 Outlook projects \$0.030 million in net incremental savings and includes cost of living allowance pressures of \$0.028 million offset by increased recoveries from capital of

\$0.010 million and service review reductions to external legal and technical expertise services of \$0.048 million. There is no projected net 2012 incremental outlook.

- The 2010 Recommended Base Budget provides funding for the following key cost drivers:
 - Cost of living allowance (COLA) increases resulting in an increase of \$0.014 million.
 - Progression pay increases of \$0.006 million.
 - A detailed position by position review of salaries and benefits resulting in a pressure of \$0.009 million.
- The cost drivers noted above will be partially off-set by the following savings included in the 2010 Recommended Operating Budget:
 - Base reductions to non-staff accounts to reflect actual experience in 2009, resulting in savings of \$0.053 million, including reductions to external legal and technical expertise service needs.
 - Recoveries from capital projects of \$0.012 million.
- There are no 2010 Recommended Service Changes for the Waterfront Secretariat.
- The 2010 Recommended Operating Budget of \$1.547 million gross provides funding for the Waterfront Secretariat to:
 - Advise City Council on the business performance, governance, and fiscal requirements of the Toronto Waterfront Revitalization Initiative.
 - Provide and review strategic direction on the management of municipal assets and infrastructure in the Designated Waterfront Area.
 - Manage and expedite implementation of new and existing policies, priorities, and regulatory processes so as to implement the Waterfront vision on a timely basis.
 - Ensure that the City and its Divisions, Agencies, Boards and Commissions speak with a “single voice” on all Waterfront Revitalization.
 - Support and advance a variety of complex Waterfront issues such as:
 - The Regional Sports Complex and Sports Node Project– a partnership involving at least four partners, and for which the City has assumed a lead role.
 - An employment study for the Port Lands, which is expected to result in recommendations that, when implemented, will expedite the incremental renewal of the area.
 - Development of an earned revenue strategy to support City Parks in Waterfront areas.
 - City review and approval of the Bayside development in East Bayfront precinct with a third party proponent

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2010 Recommended Operating Budget for Waterfront Secretariat of \$1.547 million gross and \$0.957 million net, comprised of the following service:

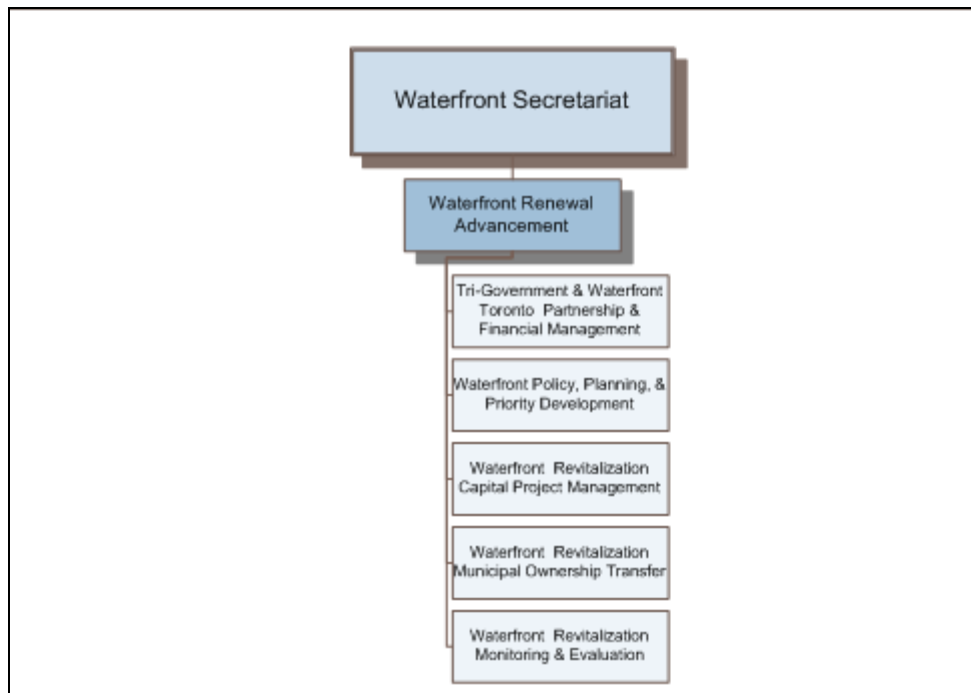
<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Waterfront Renewal Advancement	<u>1,547.1</u>	<u>957.1</u>
Total Program Budget	<u>1,547.1</u>	<u>957.1</u>

2. The Deputy City Manager responsible for the Waterfront Secretariat and the Deputy City Manager and Chief Financial Officer report back to the Executive Committee on the updated Operating Budget Impacts of New Waterfront Infrastructure in time to inform the preparation of the 2011 Operating Budget.

Mission Statement

Waterfront Secretariat leads and expedites the Waterfront Revitalization Initiative on behalf of the City of Toronto. The Secretariat ensures that all City policies, priorities and regulatory authorities are respected and expedited, in order to enable development of an economically, socially and environmentally sustainable Waterfront, in partnership with Waterfront Toronto and the other levels of government.

Program Map



2010 Recommended Service: Overview

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 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.

Waterfront Renewal Advancement

The Waterfront Secretariat ensures that the City effectively undertakes all steps necessary for Waterfront Toronto to achieve the deliverables in its Five-Year Plan as endorsed by City Council, through program, financial, governance and environmental management, through the following activities and types:

- Tri-government & Waterfront Toronto Partnership and Financial Management:
 - Fiscal management of the Waterfront Revitalization Initiative
 - Tri-government Long-Term Funding Plan and associated reporting to Council
 - Funding Agreements, Contribution Agreements, and Funding Transfers to Waterfront Toronto
 - Annual Capital and Operating Budget
 - Estimation and Mitigation of impact of new Waterfront parks and other Municipal infrastructure
- Waterfront Policy, Planning and Priority Development:
 - Precinct Planning processes
 - Environmental Assessment processes
 - Ontario Municipal Board case management
 - Waterfront Policy, Technical and Financial Studies
 - Requests for Proposal/Requests for Quotation and other Waterfront proposal calls
- Waterfront Revitalization Capital Project Management:
 - Inter-divisional project management/technical teams
 - Waterfront protocols and guidelines
 - City priorities
 - One-window City access
 - Project management for City-led projects beyond the mandate of Waterfront Toronto
- Waterfront Revitalization Municipal Ownership Transfer:
 - Due diligence review, including cost estimation
 - Mitigation of risk to the City
 - Transfer process
- Waterfront Revitalization Monitoring and Evaluation:
 - Project review and evaluation
 - Staff and other resource allocation
 - Achievement of Council priorities

Service Objectives

Waterfront Secretariat's service objectives focuses 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, through effective program management, financial and environmental management and oversight. The Waterfront Secretariat has set the following service objectives in 2010:

- Support regulatory and construction activities in East Bayfront including the implementation of the Parkside development, completion of Jarvis Sugar Beach Park and Sherbourne Park, development of a lake-based Stormwater Management system, delivery of District Energy and the approval of prospective leases and land sales for the Bayside development.
- Commence the EA for Gardiner East including an ideas forum, development of an alternative solution and evaluation of criteria and seek approval of the preferred alternative for the York/ Bay/ Yonge Street Ramp Class EA
- Seek Council approval on Waterfront Toronto's precinct plans, Infrastructure EA and related planning approvals for the Lower Don Lands Precinct
- Support activities in West Don Lands including the construction of Don River Park and affordable housing for Toronto Community Housing Corporation, and continued road development of Mill Street, Bayview Avenue and River Street.
- Advance the detailed design and construction process for the Fort York Pedestrian/ Cycle Bridge and integrating the Heritage Trails concept into the West Don Lands infrastructure.
- Advance the planning and design process and initiate construction of the Regional Sport Complex.
- Lead the tri-government/ Waterfront Toronto negotiations on the Waterfront Long-Term Funding Plan (2010-2019).
- Lead the City process to complete a City/Waterfront Toronto Memorandum of Understanding confirming Waterfront Toronto's deliverables for 2010 on a project-by-project basis.
- Ensure that governance, funding, audit, accountability, risk management, environmental assessment, and land/asset management issues are effectively addressed by the City, with its provincial and federal partners.
- Prepare an updated report to Council on the impact of Waterfront Renewal on the City's Operating Budget.

2009 Accomplishments

The Waterfront Secretariat's major accomplishments in 2009 include:

- Advancing the implementation of the East Bayfront development by leading the City processes for: construction of Jarvis Sugar Beach and Sherbourne Parks; negotiation of a long-term lease for the new George Brown College Waterfront campus; the start of the first market development TCHC property; and the Queen's Quay Revitalization EA.
- Led the City processes for the construction of two additional wavedecks in the Central Waterfront (Simcoe and Rees wavedecks) and the Martin Goodman Trail extension through Ontario Place.
- Managed the development of the Western Waterfront Master Plan and the public consultation process and preparation of terms of reference for the Gardiner East EA.
- Led the City staff review of Waterfront Toronto's Precinct plans, Infrastructure Environmental Assessment and related planning approvals for the Lower Don Lands Precinct.
- Continued facilitation of greening projects in the Port Lands including the Leslie Street greening and Cherry Street/ Commissioners Street intersection improvements.
- Completed the Fort York Pedestrian/ Cycle Bridge EA.
- Secured approval of applications and submissions for roads and infrastructure to be constructed in the West Don Lands Precinct including Mill Street, Bayview Avenue and River Street.
- Managed the Intergovernmental Steering Committee and working groups involving City Divisions, Agencies, Boards and Commissions and external stakeholders.
- Led the Tri-government and Waterfront Toronto negotiations on the Waterfront Long-Term Funding Plan (2009-2018).
- Completed the Indemnity Agreement with the Province and a Security Fund Agreement with Waterfront Toronto for the West Don Lands Phase I.
- Prepared Waterfront-wide Handover Protocol for review by City Divisions.
- Completed recruitment of City's three citizen representatives on the Waterfront Toronto Board.
- Completed interim Silva Cell soil technology guidance document and conducted a workshop as part of the Toronto Learning Summit.

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.	1,360.2	1,578.9	1,389.0	(189.9)	(12.0)
REVENUES	371.2	585.0	472.0	(113.0)	(19.3)
NET EXP.	989.0	993.9	917.0	(76.9)	(7.7)
Approved Positions	11.0	11.0	11.0	0.0	0.0

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

2009 Budget Variance Analysis

The Waterfront Secretariat's Third Quarter Variance report projects that the Program will be \$0.077 million or 7.7% below the 2009 Approved Operating Budget of \$0.994 million by year-end.

- Waterfront Secretariat's projected favourable variance primarily reflects savings in external contracted services.

Impact of 2009 Operating Variance on the 2010 Recommended Budget

- Based on the 2009 experience and the work plan needs for legal, technical and other external services, the Waterfront Secretariat is reducing external contracted services by \$0.053 million in 2010.

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.	1,578.9	1,547.1	(31.8)	(2.0)	(19.5)	0.0
REVENUE	585.0	590.0	5.0	0.9	10.0	0.0
NET EXP.	993.9	957.1	(36.8)	(3.7)	(29.5)	0.0
Approved Positions	11.0	11.0	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	957.1	957.1	0.0	911.8
PROGRAM REDUCTION (\$)	(53.4)	(53.4)	(0.0)	(49.7)
PROGRAM REDUCTION (%)	(5.4)	(5.4)	(0.0)	(5.0)

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

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	993.9	
Pressures Reported with 2010 Outlook / 2011 Outlook	12.9	4.4
Pressures not in 2010 Outlook / 2011 Outlook	3.7	
5% Reduction Target	(49.7)	(49.7)
Additional Pressures not in 2010 Reported Outlook	(3.7)	TBD
Program Reduction Target	(53.4)	(49.7)
Net Budget Target	957.1	911.8

2010 Recommended Base Budget

The 2010 Recommended Base Budget of \$0.957 million net represents a \$0.037 million or 3.7% decrease over Waterfront Secretariat's 2009 Approved Operating Budget of \$0.994 million. The 2010 Recommended Base Budget includes funding of \$0.017 million for base budget increases, which have been offset by decreases of \$0.053 million or 5.4% arising from base budget savings.

The 2010 Recommended Base Budget of \$0.957 million net achieves the Waterfront Secretariat's 2010 Operating Budget Program reduction target of \$0.053 million or 5.4% of the 2009 Approved Operating Budget.

- The 2010 Recommended Operating Budget accommodates labour costs arising from inflationary and non-inflationary pressures offset by reductions to non-staff account expenditures and increased recoveries from capital.

Approval of the 2010 Recommended Base Budget will not change the Program's staff complement of 11 approved positions.

2010 Base Budget Key Cost Drivers

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

- Cost of living allowance (COLA) increases for staff totaling \$0.014 million.
- Progression pay increases of \$0.006 million.
- A detailed position by position review of salaries and benefits resulting in an increase of \$0.009 million.

The cost drivers noted above will be offset by the following savings included in the 2010 Recommended Base Budget:

- Adjustments to non-staff accounts to reflect actual experience in 2009, resulting in savings of \$0.053 million, including reductions to external expertise services.
- Recoveries from capital projects of \$0.012 million for COLA and progression pay increases for staff funded from capital projects.

2010 Service Changes

There are no 2010 service changes recommended for the Waterfront Secretariat.

2011 and 2012 Outlook: Net Incremental Impact

Approval of the 2010 Recommended Base Budget for the Waterfront Secretariat will result in 2011 incremental savings of \$0.030 million net to maintain the 2010 level of service and staff complement.

- Future year net costs for 2011 are primarily attributed to cost of living allowance increases of \$0.028 million offset by increased recoveries from capital projects of \$0.010 million and service efficiency savings from external legal and technical expertise services of \$0.048 million.
- There are no projected 2012 incremental impacts.



2011 and Future Year Issues

2011 Reduction Targets

The Waterfront Secretariat has identified further reductions to external legal and technical expertise of \$0.048 million towards meeting the 2011 reduction target, reducing the total budget for these services from \$0.248 million to \$0.200 million. This proposal will be further evaluated and finalized during the 2011 Operating Budget process.

Outstanding Issues from 2009 and Prior Years

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.

The 2009 summer labour disruption and revisions in Waterfront Toronto's prioritization and re-phasing of waterfront development have delayed the completion of the first update report to date. Waterfront Secretariat staff is leading the process of preparing the first update report and is managing the timeline for completion. It is recommended that the Deputy City Manager responsible for the Waterfront Secretariat and the Deputy City Manager and Chief Financial Officer submit the report for consideration by Executive Committee in time to inform the preparation of the 2011 Operating Budget.

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	11.0	1,596.9	585.0	1,011.9	0.0	0.0
Technical Adjustments						
In-Year Budget Adjustments		(18.1)		(18.1)		
2009 Approved Operating Budget	11.0	1,578.8	585.0	993.8	0.0	0.0
Prior Year Impacts:						
Annualizations from Prior Year						
Reversals from Prior Year						
Operating Impacts of Capital						
Zero Base Items		(53.4)		(53.4)	(47.8)	
Economic Increases:						
Salary		19.4	11.6	7.8	18.3	
Non Salary						
Adjusted Base Budget	11.0	1,544.8	596.6	948.2	(29.5)	0.0
Base Expenditure Changes		2.3	(6.6)	8.9		
Base Revenue Changes						
2010 Base Budget Prior to Service Changes	11.0	1,547.1	590.0	957.1	(29.5)	0.0
Recommended Service Changes:						
Service Efficiencies						
Revenue Changes						
Minor Service Level Changes						
Major Service Level Changes						
Total Recommended Base Changes	0.0	0.0	0.0	0.0	0.0	0.0
2010 Recommended Base Budget	11.0	1,547.1	590.0	957.1	(29.5)	0.0

Appendix D

Program Summary by Expenditure Category

CLUSTER: B PROGRAM: WATERFRONT SECRETARIAT							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	1,236.4	1,096.5	1,258.0	21.6	1.7%	1,286.4	1,286.4
Materials and Supplies	1.1	1.1	1.1	(0.0)	(2.6%)	1.1	1.1
Equipment	0.8	0.8	1.0	0.2	25.0%	1.0	1.0
Services & Rents	333.8	283.8	280.1	(53.7)	(16.1%)	232.3	232.3
Contributions to Capital				0.0	n/a		
Contributions to Reserve/Res Funds	2.2	2.2	2.2	0.0	0.0%	2.2	2.2
Other Expenditures				0.0	n/a		
Interdivisional Charges	4.6	4.6	4.7	0.1	1.7%	4.7	4.7
TOTAL GROSS EXPENDITURES	1,578.9	1,389.0	1,547.1	(31.8)	(2.0%)	1,527.6	1,527.6
Interdivisional Recoveries				0.0	n/a		
Provincial Subsidies				0.0	n/a		
Federal Subsidies				0.0	n/a		
Other Subsidies				0.0	n/a		
User Fees & Donations				0.0	n/a		
Transfers from Capital Fund	585.0	472.0	590.0	5.0	0.9%	600.0	600.0
Contribution from Reserve Funds				0.0	n/a		
Contribution from Reserve				0.0	n/a		
Sundry Revenues				0.0	n/a		
TOTAL REVENUE	585.0	472.0	590.0	5.0	0.9%	600.0	600.0
TOTAL NET EXPENDITURES	993.9	917.0	957.1	(36.8)	(3.7%)	927.6	927.6
APPROVED POSITIONS	11.0	11.0	11.0	0.0	0.0%	11.0	11.0

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Corporate Reserve / 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	32,534.1	2.2	2.2	2.2
Total Reserve / Reserve Fund Draws / Contributions			2.2	2.2	2.2