



Legal Services

What We Do

We provide the highest quality of legal services to the City of Toronto and function as a strategic resource for Council, City Divisions and Agencies. Legal Services responds to the increasing demand by the City for legal services and promotes risk management and various mitigation strategies by delivering three main services:

- Civil Litigation
- Prosecution
- Solicitor

Why We Do It

We contribute to shaping City progress by providing excellent legal services and strategic advice.

Our Experience & Success

- The Administrative Penalty System for parking disputes won two awards including a City Manager Award in the Customer Service Category.
- We provided advice with respect to the 2018 municipal election and represented the City in litigation with respect to Bill 5 (Better Local Government Act, 2018).
- We provided strategic legal advice and negotiation/drafting support with respect to major high-value capital projects including Union Station Revitalization, development of Transit Initiatives & related claims.
- We assisted in negotiations of renewal collective agreements, and we represented the City in the Interest Arbitration proceedings for its paramedics & part time Long Term Care Home employees.
- We represented the City and/or the Toronto Police Services Board at broad ranging Coroner's Inquests.
- We navigated the transition between the pre and post Bill 139 changes to the Planning Act and achieved important milestones on city-wide appeals of OPA 320 & the City's comprehensive zoning by-law 569-2013.

Key Challenges

- Adapting to Legislative change
- Knowledge transfer & succession planning
- Increased service demands

Priority Actions

- Within existing resources we are working to ensure a thorough analysis of new legislation. Where possible, we conduct in-house training.
- We have been proactive in preparing to shift responsibilities & mentoring of junior lawyers.
- We continue to monitor and efficiently schedule staff resources and to focus on core legal work while assisting clients with templates where practical.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$65.7	\$66.5	\$65.6
Revenues	\$46.1	\$45.9	\$44.2
Net Expenditures	\$19.6	\$20.6	\$21.4
Approved Positions	388.9	387.9	378.9

Our Key Service Levels



Real estate transactions closed on contracted dates **100%** of the time.



Construction contracts completed within 3 weeks of receipt of required documents **90%** of the time.



Employment law matters handled by in-house counsel **95%** of the time



Bills required by Council are tracked and submitted for enactment as required **100%** of the time.



Parking Tags online dispute time of 80 days **80%** of the time.



Register **90%** of all development related agreements within 5 business days of receipt of all necessary documentation.

Source of Image: www.icons8.com

Key Service Deliverables

Conduct **+2,900** hours of client training

Attend **+320** hearings in relation to planning matters such as Ontario Municipal Board (OMB) & Toronto Local Appeal Body (TLAB)

Complete **+107,400** hours preparing contracts, by-laws, reports and providing opinions

Handle **+97%** of Employment law matters using in-house counsel

Complete **+1,000** property subsearches and verified ownership for another **+1,500**

Conduct **+174,000** online screening reviews of parking violations under APS

Attend **+11,700** hours of hearings, tribunals, court and discoveries by lawyers

Assigned **+450** new litigation files and **+170** new collection files

Who We Serve

Prosecution

- City Council
- City Divisions
- Agencies & Boards
- Individuals charged with offences

Beneficiaries

- Residents
- Businesses
- Visitors

Civil Litigation

- City Council
- City Divisions
- Agencies & Boards

Beneficiaries

- Residents
- Businesses
- Visitors

Solicitor

- City Council
- City Divisions & Accountability Officers
- Agencies & Boards

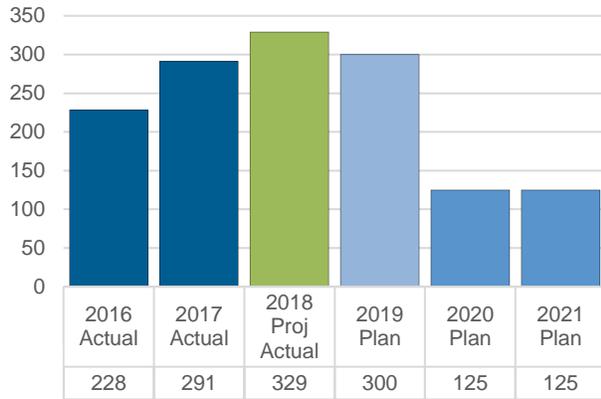
Beneficiaries

- Residents
- Businesses
- Visitors

How Well We Are Doing

Performance Measures

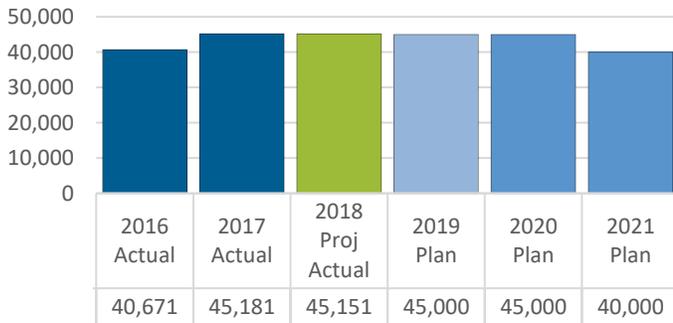
of LPAT/OMB/TLAB Hearings Heard



Behind the Numbers

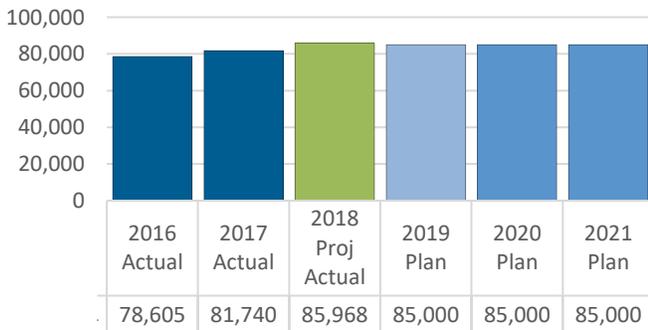
- The numbers presented here include all TLAB, LPAT and OMB Hearings, but exclude Liquour Licence Hearings.
- The number of TLAB/LPAT/OMB hearings increased in 2018 and is expected to remain somewhat consistent in 2019 due to the hearing backlog created with the introduction and passage of Bill 139.
- The number of hearings may reduce in future years once the Bill 139 legislation is properly implemented and the backlog of old appeals clears. However it is not anticipated that staff resources will decrease as the nature of the work will shift from barrister to solicitor work.

Hours Spent Providing Advice & Opinions



- In 2018, Legal Services is projecting to have spent 45,151 hours providing advice and opinions to our clients. This is projected to remain at a similar levels in 2019 and 2020 but approach 2016 levels in 2021 with the scheduled ending of various projects.
- While the number of hours spent providing advice and opinions has remained constant over the past 2 years, the complexity of the issues we are being asked to advise on has grown.

of Hours Spent on Reviewing Contracts/Agreements and other legal documents



- The number of hours spent preparing and reviewing contracts, files, By-Laws and reports has grown substantially over the past 2 years due to an increase in the complexity and volume of work undertaken.
- Improved accuracy in tracking and identifying tasks undertaken.

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2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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2. 2019 Operating Budget by Service
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4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Legal Services of \$65.669 million gross, \$19.602 million net for the following services:

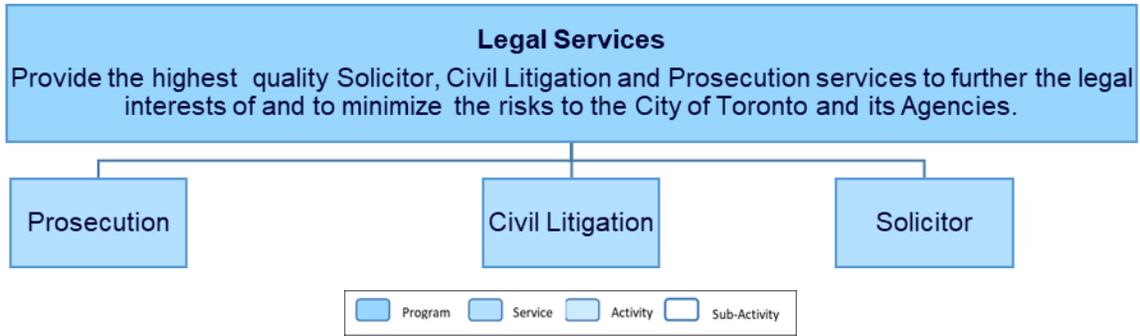
Service:	Gross (\$000s)	Net (\$000s)
Prosecution	21,597.9	2,177.3
Civil Litigation	16,107.0	7,781.2
Solicitor	27,963.8	9,643.5
Total Program Budget	65,668.7	19,602.0

2. City Council approve the 2019 service levels for Legal Services as outlined in Appendix 3 of this report, and associated staff complement of 388.9 positions, comprising of 4.0 capital positions and 384.9 operating positions.



2019 STAFF RECOMMENDED OPERATING BUDGET

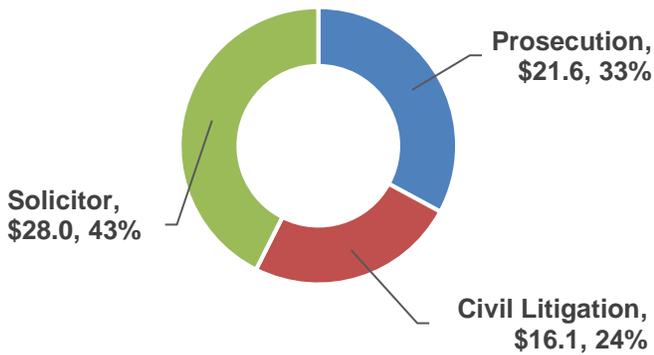
PROGRAM MAP



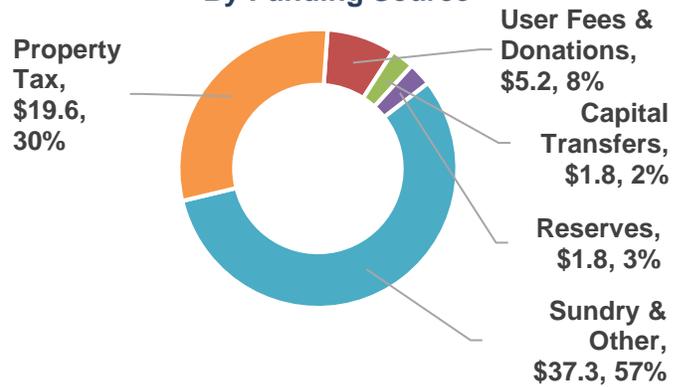
2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$65.7M

By Service



By Funding Source



- **0%** Budget change over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.729M** Inflationary increase in salaries and benefits.
- **\$0.565M** Reduction in salary and benefits costs based actual experience.
- **\$0.240M** Inflationary increase in Development Application Fee and other user fee revenue adjustments.
- **\$1.331M** New/enhanced funding requested to provide legal support for programs specific initiatives, fully funded by client programs or reserves. No net impact to the Legal Services' budget.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Prosecution									
Gross Expenditures	20,516.0	18,829.7	20,809.1	788.8	21,597.9	1,081.9	5.3%	325.7	138.2
Revenue	18,899.6	16,098.8	18,631.8	788.8	19,420.6	521.1	2.8%	267.1	210.0
Net Expenditures	1,616.5	2,730.9	2,177.3		2,177.3	560.8	34.7%	58.6	(71.8)
Civil Litigation									
Gross Expenditures	15,531.9	13,892.8	15,983.8	123.2	16,107.0	575.1	3.7%	444.0	313.9
Revenue	7,822.5	6,462.7	8,202.6	123.2	8,325.8	503.3	6.4%	53.1	32.9
Net Expenditures	7,709.4	7,430.1	7,781.2		7,781.2	71.8	0.9%	390.9	281.0
Solicitor									
Gross Expenditures	27,840.8	25,429.7	27,545.0	418.7	27,963.8	123.0	0.4%	19.4	(1,335.3)
Revenue	17,564.7	18,316.1	17,901.6	418.7	18,320.3	755.6	4.3%	(501.2)	(1,976.1)
Net Expenditures	10,276.1	7,113.6	9,643.5		9,643.5	(632.6)	(6.2%)	520.6	640.7
Total									
Gross Expenditures	63,888.7	58,152.2	64,337.9	1,330.7	65,668.7	1,780.0	2.8%	789.0	(883.3)
Revenue	44,286.8	40,877.6	44,736.0	1,330.7	46,066.7	1,780.0	4.0%	(181.0)	(1,733.2)
Total Net Expenditures	19,602.0	17,274.6	19,602.0		19,602.0	0.0	0.0%	970.0	849.9
Approved Positions	377.9	362.0	378.9	10.0	388.9	11.0	2.9%	(1.0)	(9.0)

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes
(\$0.001 Net)

- Inflationary adjustments for salaries and benefits \$0.729M.
- Adjustments to salary budget based on actual experience (\$0.565M)
- Inflationary increase in Development Application Fees for full cost recovery (\$0.207M) and other Legal user fees (\$0.033M)

New/Enhanced Service Priorities
(\$1.331M Gross / \$0 Net)

- Funding of \$1.211M to provide legal support to client programs for various initiatives fully recovered from client programs.
- \$0.120M has been rebudgeted for the organizational review of the current Legal Services operations. Funding will be recovered from Non-Program Expenditure Budget for Service Efficiency Review.

Future Year Plan

- Inflationary increases in salaries and benefits.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Legal Services' 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Legal Services is \$19.602 million net or 0% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

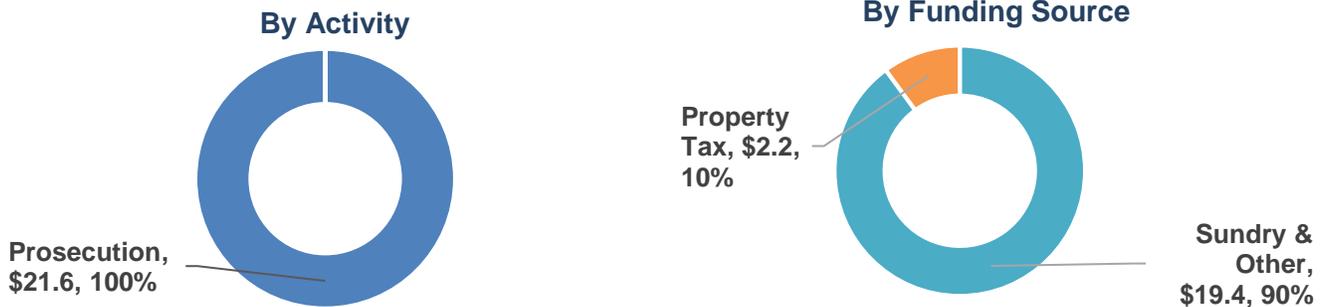
(In \$000s)	Services			Total	
	Prosecution	Civil Litigation	Solicitor	\$	Positions
	\$	\$	\$		
2018 Council Approved Operating Budget (Net)	1,616.5	7,709.4	10,276.1	19,602.0	377.9
Base Expenditure Changes					
Salaries and Benefits					
Inflationary Adjustment in Salaries and Benefits	406.3	425.8	(103.7)	728.5	
Salary Adjustment Based on Actual		(181.3)	(383.6)	(564.9)	
Other Base Expenditure Changes					
Increased recoveries from client programs	154.4	(14.9)	(1,074.3)	(934.7)	
Elimination of Rent and Security Costs for APS Hearing/Screening Offices (\$0.394M Gross)	0.0				
Additional Prosecution Support for Court Services (\$0.094M Gross)	0.0				1.0
Sub-Total Base Expenditure Changes	560.8	229.7	(1,561.6)	(771.1)	1.0
Base Revenue Changes					
Base User Fee Changes (Inflation)			(32.5)	(32.5)	
Development Application Fee Rate Increase (Inflation)		64.3	(271.6)	(207.3)	
Recoveries from Metrolinx		(222.1)	1,233.0	1,010.9	
Sub-Total Base Revenue Changes		(157.8)	928.9	771.1	
Total Base Changes	560.8	71.9	(632.6)	0.0	1.0
New & Enhanced Services					
Enhanced Service Priorities					
Legal Support to Toronto Water for Contracts & Service Agreements (\$0.115M Gross)			0.0		1.0
Legal Support for Affordable Housing (\$0.184M Gross)			0.0		1.0
Legal Support for Insurance Claims (\$0.123M Gross)		0.0			1.0
Legal Support to Municipal Licensing & Standards Division for Enforcement Litigation & Prosecution Charges (\$0.247M Gross)	0.0				2.0
Legal Support for Fire Services (\$0.174M Gross)	0.0				1.0
Legal to Court Services for Distracted Driving Charges (\$0.368M Gross)	0.0				4.0
Legal Services Organizational Review (\$0.120M Gross)			0.0		
Sub-Total New & Enhanced Services					10.0
Total 2019 Staff Recommended Operating Budget (Net)	2,177.2	7,781.3	9,643.4	19,602.0	388.9

Note:

- For additional information, refer to [Appendix 5](#) (page 24) for the 2019 Staff Recommended New and Enhanced Service Priorities.

Prosecution fields a variety of legal issues including constitutional and Charter challenges and provides training to enforcement officers. Prosecute a wide range of offences set out under City by-laws and Provincial statutes including matters under the Fire Protection and Prevention Act, the Building Code, Smoke Free Ontario Act, Trespass to Property Act, and the Highway Traffic Act. In addition, the Prosecution unit also screens Administrative Penalties in relation to parking disputes. The new screening process replaces the Provincial Offences Act trial dispute process for parking tags.

2019 Staff Recommended Operating Budget \$21.6M



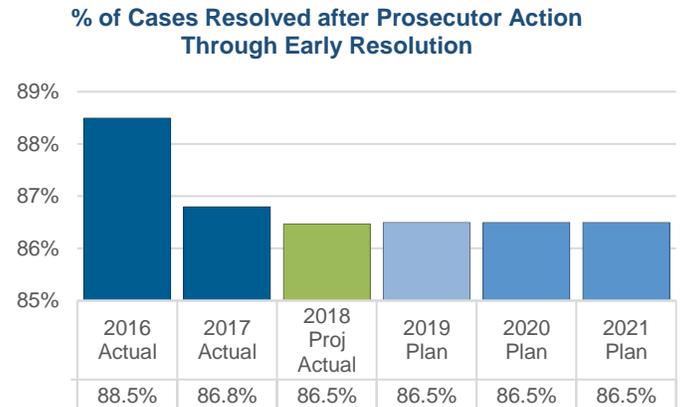
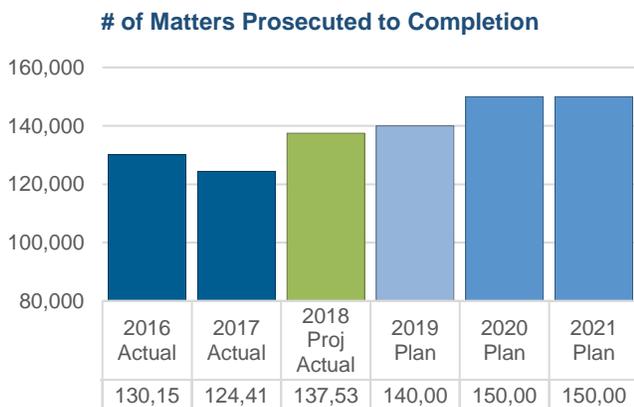
Refer to [Appendix 2](#) (page 22) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Refer to [Appendix 3](#) (page 23) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

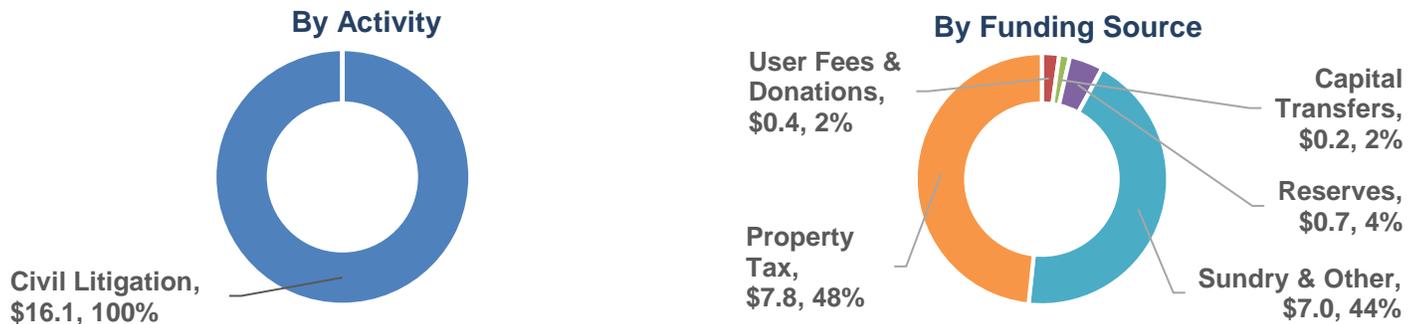
Service Performance Measures



- The number of matters prosecuted to completion are expected to remain stable for 2019, then will increase in 2020 & 2021.
- The percentage of cases resolved after prosecutor action through Early Resolution process are expected to remain stable for 2018 and beyond.

Civil Litigation provides legal representation to the City of Toronto in the resolution of lawsuits, claims and administrative tribunal hearings. Legal Services is required to attend hearings to represent the City of Toronto and to provide resolution for lawsuits, claims and administrative tribunal hearings.

2019 Staff Recommended Operating Budget \$16.1M



Refer to [Appendix 2](#) (page 22) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



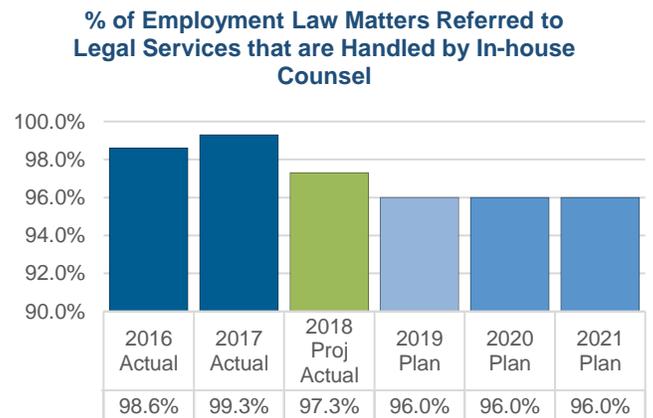
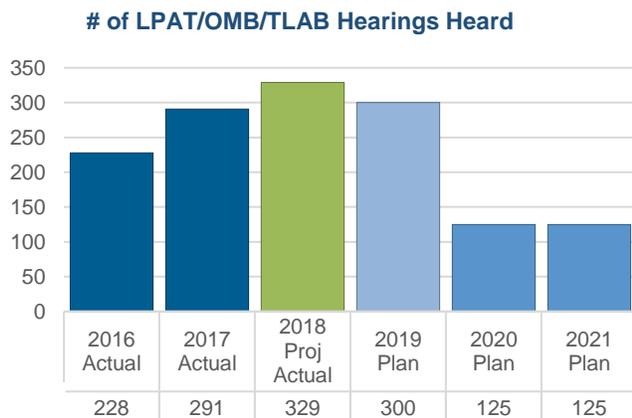
Employment law matters handled by in-house counsel **95%** of the time.



Legal Counsel for the City ensures timely response to referral to arbitration to avoid statutory referrals **100%** of the time.

Refer to [Appendix 3](#) (page 23) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

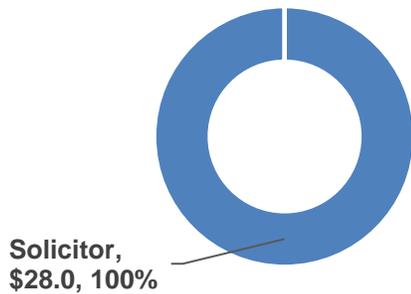


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- The number of TLAB/LPAT/OMB hearings increased in 2018 and is expected to remain somewhat consistent in 2019 due to the hearing backlog created with the introduction and passage of Bill 139.
- The number of hearings may reduce in future years, once the Bill 139 legislation is properly implemented and the backlog of old appeals clears. However it is not anticipated that staff resources will decrease as the nature of the work will shift from barrister to solicitor work (see chart below re: hours spent on contracts).
- Legal Counsel for the City contacts Union Legal Counsel in relation to grievance matters referred to arbitration. It is more cost-effective to use in-house Legal Counsel to handle these type of matters.
- The number of employment law matters that are handled by in-house counsel are expected to have decline slightly for 2018 and future years.

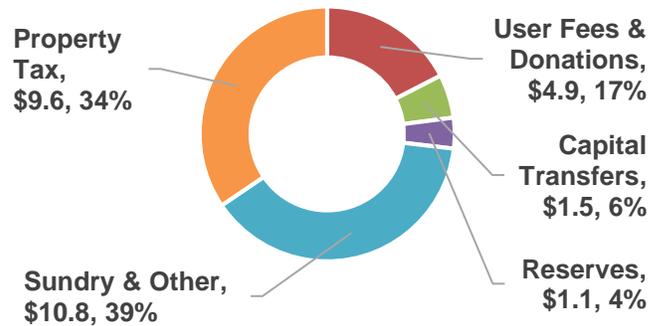
Solicitor provides legal advice and review/preparation contracts and related documents; also draft, review and provide legal opinions and sign off City contracts and agreements.

2019 Staff Recommended Operating Budget \$28.0M

By Activity



By Funding Source



Refer to [Appendix 2](#) (page 22) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Real estate transactions closed on contracted dates **100%** of the time.



Construction contracts completed within **3 weeks** of receipt of required documents **90%** of the time.

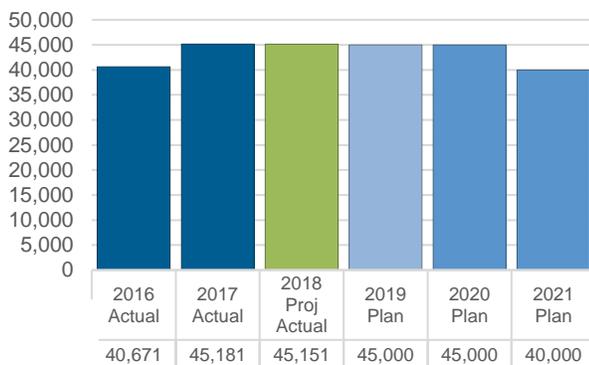


Bills required by Council are tracked and submitted for enactment as required **100%** of the time.

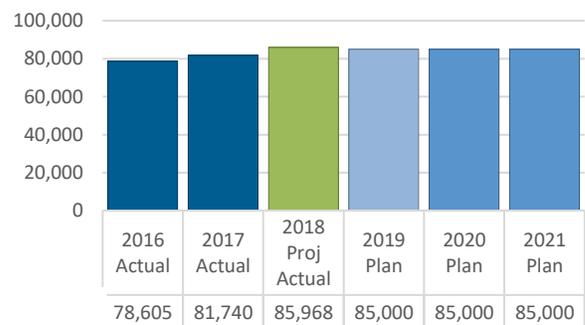
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Service Performance Measures

Hours Spent Providing Advice & Opinions



of Hours Spent on Reviewing Contracts/Agreements and other legal documents



- In 2018, Legal Services is projecting to have spent 45,151 hours providing advice and opinions to our clients. This is projected to remain at a similar levels in 2019 and 2020 but approach 2016 levels in 2021 with the scheduled ending of various projects.
- While the number of hours spent providing advice and opinions has remained constant

- The number of hours spent preparing and reviewing contracts, files, By-Laws and reports has grown substantially over the past 2 years due to an increase in the complexity and volume of work undertaken.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Assisted in negotiations of renewal collective agreements, and we represented the City in the Interest Arbitration proceedings for its paramedics & part time Long Term Care Home employees.
- Navigated the transition between the pre and post Bill 139 changes to the Planning Act and achieved important milestones on city-wide appeals of OPA 320 & the City's comprehensive zoning by-law 569-2013.
- Provided advice with respect to the 2018 municipal election and represented the City in litigation with respect to Bill 5 (Better Local Government Act, 2018).
- Represented the City and/or the Toronto Police Services Board at broad ranging Coroner's Inquests.
- The Administrative Penalty System for parking disputes won two awards – MISA (Municipal Information Systems Association Award of Excellence) and a City Manager Award in the Customer Service Category.
- Worked with various divisions on complex enforcement initiatives including illegal cannabis dispensaries, complex Fire prosecutions, and illegal rooming houses.
- Provided strategic legal advice and negotiation/drafting support with respect to major high-value capital projects including Union Station Revitalization, development of Transit Initiatives & related claims.
- Continued to provide advice with respect to the Provincial Construction Act changes to the legislative framework for construction liens, interim adjudication and payment processes.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$1.543 million gross and \$0 net for new and enhanced services in the 2018 Operating Budget for Legal Services. A status on their implementation and results to date are highlighted below:

Legal Support for Gardiner Expressway Rehabilitation

- The two temporary positions that were approved for a period of 3 years by Engineering and Construction Services (ECS) to engage in a review of title to the Gardiner Expressway and adjoining properties for the purpose of facilitating the timely implementation of the F.G. Gardiner Strategic Rehabilitation Plan have been filled and are being funded by ECS.

Increase Support for Insurance Claims

- One permanent Accounting Clerk position was approved to assist the processing and reporting of the increasing insurance claims due to an increasing trend of claims against the City.
- This position has not been filled yet due to competing demands and awaiting possible recommendations flowing from review of organizational design.

Legal Support for Waterfront Revitalization

- One temporary position was approved for a two year period to support the implementation of the Waterfront Revitalization Initiatives. This proposal is tied to the City Building and Economic Vitality objectives of the City's strategic plan. It facilitates smart urban growth in the waterfront area by providing the required staff resources to implement projects such as the Innovation Centre, Bayside, the Bentway and Cherry Street Lake Fill.
- The one position (senior lawyer) was hired in 2018 and it is funded fully from the Waterfront Revitalization Initiative Capital Account.

Legal Support for TTC Real Estate Division

- Two temporary positions were approved for a period of three years in the Real Estate Law Group of Legal Services to provide legal support on TTC matters.
- One lawyer and one law clerk have been hired in 2018 and are being fully recovered from the TTC 2017 Approved Capital Budget (Project CTT028 Easier Access).

Legal Support for the Toronto Water Infrastructure Project

- Four temporary positions were approved for a period of two years in the Real Estate Law Group of Legal Services to facilitate the construction and installation of physical services and infrastructure, including the Don River and Central Waterfront Tunnel Project and Basement Flooding Protection Program, which are fundamental to the City's quality of life.
- These four temporary positions have been filled and are being funded fully by Toronto Water.

Legal Services Organizational Review

- Legal Services obtained approval through the 2018 Budget process for \$0.120 million for a service efficiency review and which has been budgeted for in 2019. This review will identify optimal organizational design for efficient operations using up-to-date methods and technology. The funding for this review will be recovered from Non-Program Expenditure Budget for Service Efficiency Reviews.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	42,446.3	52,382.2	46,003.3	55,108.8	2,726.6	5.2%
Materials & Supplies	398.8	538.6	402.9	539.6	1.0	0.2%
Equipment	122.8	117.9	172.4	132.9	15.0	12.7%
Service and Rent	3,187.9	2,425.7	3,341.9	2,149.9	(275.7)	(11.4%)
Contribution To Capital						
Contribution To Reserves/Reserve Funds	75.6	75.6	75.6	75.6		
Other Expenditures	0.6		0.6			
Inter-Divisional Charges	7,045.5	8,348.8	8,155.5	7,661.9	(686.9)	(8.2%)
Total Gross Expenditures	53,277.3	63,888.7	58,152.2	65,668.7	1,780.0	2.8%
Inter-Divisional Recoveries	25,115.4	29,450.1	26,313.9	30,723.0	1,272.9	4.3%
Provincial Subsidies						
Federal Subsidies						
Other Subsidies						
User Fees & Donations	5,763.9	4,613.2	5,628.4	5,234.6	621.4	13.5%
Licences & Permits Revenue						
Transfers From Capital	1,307.1	2,437.3	460.0	1,764.2	(673.1)	(27.6%)
Contribution From Reserves/Reserve Funds	955.9	1,790.1	1,790.1	1,790.1		
Sundry and Other Revenues	4,409.8	5,996.1	6,685.2	6,554.9	558.7	9.3%
Total Revenues	37,552.1	44,286.8	40,877.6	46,066.7	1,780.0	4.0%
Total Net Expenditures	15,725.3	19,602.0	17,274.6	19,602.0	0.0	0.0%
Approved Positions		377.9	362.0	388.9	11.0	2.9%

* Year-End Projection Based on Q3 2018 Variance Report

Legal Services is projecting to be underspent by \$2.327 million at year-end, primarily due to vacancies.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- As the projected underspending in 2018 is driven by vacant positions and recruitment is underway to fill these vacancies, there is no impact to the 2019 Operating Budget.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET**2019 Budget Overview****2019 Operating Budget:**

- The 2018 Operating Budget for Legal Services provided the funds required for the provision of advice with respect to the 2018 municipal election and representation of the City in litigation with respect to Bill 5 (Better Local Government Act, 2018); implementation of the Administrative Penalty System for parking disputes; and provision of strategic legal advice and negotiation/drafting support with respect to major high-value capital projects including Union Station Revitalization, development of Transit Initiatives & related claims.
- The 2019 Staff Recommended Operating Budget for Legal Services with \$19.602 million net, unchanged from the 2018 Approved Operating Budget, but with incremental \$1.780 million gross, fully funded by client divisions, will provide funding for Legal Services to continue to provide the highest quality of legal support to Council, City Divisions and Agencies.
- The inflationary increase in salaries and benefits will be fully offset by increased recoveries from client programs and higher revenues from Development Application Fees and other user fees.
- The staff complement will increase by 11.0 from 377.9 to 388.9.
- One temporary full-time position in the base budget is recommended to provide additional prosecution support for Court Services. This position will be fully recovered from Court Services.
- New and enhanced funding of \$1.331 million gross, \$0 net and 10 new full-time positions have been recommended to provide legal support for the following initiatives:
 - **Legal Support for Insurance Claims**

There has been an increasing trend of claims against the City. One permanent Solicitor 3 position has been recommended to provide support and legal advice for the increasing insurance claims. This position will be fully funded by the Insurance Reserve Fund (XR1010).
 - **Legal Support for Municipal Licensing & Standards (ML&S)**

Two permanent positions (1 Solicitor 1 and 1 Law Clerk) have been recommended to provide support for cannabis charges with general legal advice, enforcement litigation and prosecution of charges. These two new positions will be fully recovered from the Municipal Licensing and Standards Division (ML&S).
 - **Legal Support for Fire Services**

One additional permanent Solicitor1 position has been recommended to provide prosecution and legal advice to support the fire prevention bureau to address Fire Code violations and fire safety hazards within the authority of the Fire Protection and Prevention Act (FPPA), Provincial Offences Act (POA) and applicable regulations and Fire Marshal directives. This position will be fully recovered from Fire Services.
 - **Legal Support for Toronto Water**

One permanent Solicitor3 position has been recommended to provide legal advice and support to Toronto Water including development of contract templates for service agreements, processing of service agreements and analyzing Federal and Provincial policy and regulatory requirements. This position will be fully recovered from Toronto Water.
 - **Legal Support for Affordable Housing**

One permanent Solicitor1 position has been recommended to handle the increased volume and complexity of legal agreements and negotiations for Affordable Housing. This position will be fully recovered from Affordable Housing.

- Prosecution Support for Court Services

4.0 permanent positions have been recommended to provide additional prosecution support for Distracted Driving and Cannabis charges. These new positions will be fully funded by Court Services.
- Organizational Review

\$0.120 million has been re-budgeted to fund a third party review of the current Legal Services' operation due to delayed issuance of the RFP that was expected in 2018. Funding for this review will be recovered from Non-Program Expenditure Budget for Service Efficiency Review.

OTHER ISSUES IMPACTING THE 2019 BUDGET

Modernization, Transformation and Innovation Initiatives

Organizational Review

- Legal Services will be undertaking a review of its organization in 2019. This was first approved in 2018. The issuance of the RFP was delayed due to competing priorities and \$0.120 million has been re-budgeted in 2019.
- The review will evaluate three aspects of the Legal Services' operations, including management structure, document management and organization of the administration unit/support staff function. This engagement is to identify optimal organizational design for efficient operations using up to date methods and technology.

ISSUES IMPACTING FUTURE YEARS

Modernization, Transformation and Innovation Initiatives

Housing Now Initiative

- On December 13, 2018, City Council approved the new Housing Now Initiative to activate 11 City-owned sites for the development of affordable housing within mixed-income, mixed-use and transit-oriented communities. The first phase of the Housing Now Initiative will activate the 11 Properties with the potential to create approximately 10,000 new residential units.

Item CC1.3: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.3>
- A report entitled '*Implementing the Housing Now Initiative*' has been considered by City Council that recommends the addition of 1.0 temporary (2020 - 2023) full-time position for \$0.227 million gross and \$0 net to Legal Services' complement to support the expedited delivery of the 11 identified properties, subject to approval of funding from the City Building Reserve Fund. Should the item be adopted by City Council, the future Operating Budgets for Legal Services will be adjusted accordingly. Future year staffing requests will be subject to Council approval through the annual budget process.

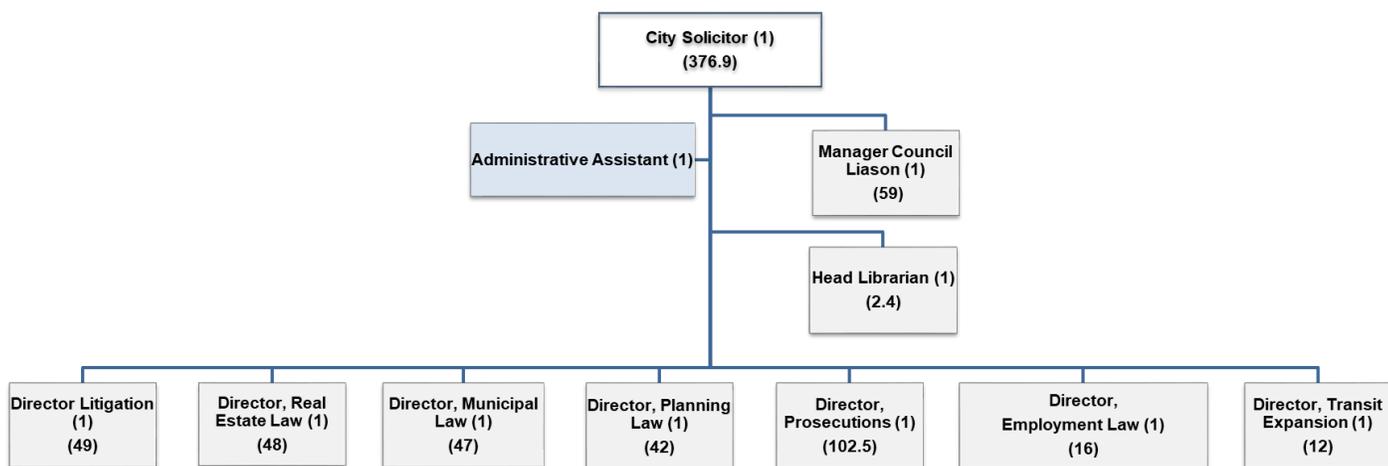
Item EX1.1: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX1.1>



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement for Legal Services is 388.9 positions, comprising 4.0 capital positions and 384.9 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	8.0	14.0	206.0	133.4	361.4
	Temporary		1.0	9.5	13.0	23.5
	Total Operating	8.0	15.0	215.5	146.4	384.9
Capital	Permanent				0.5	0.5
	Temporary			1.5	2.0	3.5
	Total Capital	-	-	1.5	2.5	4.0
Grand Total		8.0	15.0	217.0	148.9	388.9

Appendix 2 2019 Operating Budget by Services

Prosecution

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Prosecution								
Gross Expenditures	20,516.0	20,809.1	788.8	21,597.9	1,081.9	5.3%	325.7	138.2
Revenue	18,899.6	18,631.8	788.8	19,420.6	521.1	2.8%	267.1	210.0
Net Expenditures	1,616.5	2,177.3	0.0	2,177.3	560.8	34.7%	58.6	(71.8)
Total								
Gross Expenditures	20,516.0	20,809.1	788.8	21,597.9	1,081.9	5.3%	325.7	138.2
Revenue	18,899.6	18,631.8	788.8	19,420.6	521.1	2.8%	267.1	210.0
Total Net Expenditures	1,616.5	2,177.3	0.0	2,177.3	560.8	34.7%	58.6	(71.8)
Approved Positions	109.7	114.8	7.0	121.8	12.1	11.1%	(1.0)	0.0

Civil Litigation

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Civil Litigation								
Gross Expenditures	15,531.9	15,983.8	123.2	16,107.0	575.1	3.7%	444.0	313.9
Revenue	7,822.5	8,202.6	123.2	8,325.8	503.3	6.4%	53.1	32.9
Net Expenditures	7,709.4	7,781.2	0.0	7,781.2	71.8	0.9%	390.9	281.0
Total								
Gross Expenditures	15,531.9	15,983.8	123.2	16,107.0	575.1	3.7%	444.0	313.9
Revenue	7,822.5	8,202.6	123.2	8,325.8	503.3	6.4%	53.1	32.9
Total Net Expenditures	7,709.4	7,781.2	0.0	7,781.2	71.8	0.9%	390.9	281.0
Approved Positions	97.7	98.5	1.0	99.5	1.8	1.9%	(0.0)	0.0

Solicitor

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Solicitor								
Gross Expenditures	27,840.8	27,545.0	418.7	27,963.8	123.0	0.4%	19.4	(1,335.3)
Revenue	17,564.7	17,901.6	418.7	18,320.3	755.6	4.3%	(501.2)	(1,976.1)
Net Expenditures	10,276.1	9,643.5	0.0	9,643.5	(632.6)	(6.2%)	520.6	640.7
Total								
Gross Expenditures	27,840.8	27,545.0	418.7	27,963.8	123.0	0.4%	19.4	(1,335.3)
Revenue	17,564.7	17,901.6	418.7	18,320.3	755.6	4.3%	(501.2)	(1,976.1)
Total Net Expenditures	10,276.1	9,643.5	0.0	9,643.5	(632.6)	(6.2%)	520.6	640.7
Approved Positions	170.6	165.6	2.0	167.6	(3.0)	(1.7%)	(0.0)	(9.0)

Appendix 3

2019 Service Levels

Prosecution

Activity	Type	Service Level Description	Status	2015	2016	2017	2018	2019
Prosecution	Respond to written public complaints	complaints responded within 30 days	Approved	N/A	N/A	80%	80%	80%
			Actual					

Civil Litigation

Activity	Type	Service Level Description	Status	2015	2016	2017	2018	2019
Civil Litigation	Legal Counsel for the City ensures timely response to referral to arbitration to avoid statutory referrals 100% of the time.	within 30 days	Approved	N/A	N/A	100%	100%	100%
			Actual	N/A	N/A			

Solicitor

Activity	Type	Service Level Description	Status	2015	2016	2017	2018	2019
solicitor	Sign off on property requisitions	within 7 days of receipt	Approved	N/A	N/A	90%	90%	
			Actual					
	Close real estate transactions on contracted dates, except due to 3rd party responsibility.		Approved	N/A	N/A	90%	90%	
			Actual	N/A	N/A	90%		
	Standard Site Plan Agreements will be registered on title within 8 weeks of receipt		Approved	N/A	N/A	90%	90%	
			Actual					

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	Decision Document Item Number	New and Enhanced Services Priorities						Total			Incremental Change			
		Prosecution		Civil Litigation		Solicitor		\$	\$	Position	2020 Plan		2021 Plan	
		Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities														
Staff Initiated:														
Legal to Court Services for distracted driving charges		367.7						367.7		4.0				(4.0)
Legal to Toronto Water for contracts & service agreements						114.7		114.7		1.0				(1.0)
Legal Support for Insurance Claims				123.2				123.2		1.0				(1.0)
Legal Support for Fire Services		174.3						174.3		1.0				(1.0)
Legal Support for Affordable Housing						184.1		184.1		1.0				(1.0)
Legal to ML&S for enforcement litigation & prosecution chrgs		246.8						246.8		2.0				(2.0)
Legal Services Organizational Review						120.0		120.0						
Sub-Total Staff Initiated		788.8		123.2		418.7		1,330.7		10.0				(10.0)
Total Enhanced Services		788.8		123.2		418.7		1,330.7		10.0				(10.0)
Total 2019 New / Enhanced Services		788.8		123.2		418.7		1,330.7		10.0				(10.0)

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Other City Programs Program - Legal Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
17831		Legal to ML&S for enforcement litigation & prosecution chrgrs						
72	Positive	Description: Fund two additional permanent Legal positions (legal solicitor and law clerk) in Legal Services to assist Municipal Licensing and Standards with general legal advice, enforcement litigation and prosecution of charges. Service Level Impact: This resource request will assist in enforcement and closure of illegal storefronts and policy development leading up to cannabis legalization. Equity Statement: The proposal is unlikely to have an equity impact. Service: Prosecution						
Total Staff Recommended Changes:			246.8	246.8	0.0	2.00	0.0	0.0
Staff Recommended New/Enhanced Services:			246.8	246.8	0.0	2.00	0.0	0.0

17797		Legal Support for Toronto Water						
72	No Impact	Description: The addition Solicitor 3 (Junior Lawyer) to the current complement of lawyers from the Municipal Law section is required to support Toronto Water's legal needs. The Solicitor 3 will provide support for senior solicitors and direct services to Toronto Water, including: Development of contract templates for service agreements; Processing of service agreements utilizing contract templates; Reviewing background documents and preparing summaries; Researching court decisions and case law, in connection with legal matters before Toronto Water; Analyzing Federal and Provincial policy and regulatory requirements; Reviewing postings to the Ontario Bill of Rights and assist in writing submissions; Assist in receiving, maintaining and tracking legal service requests from Toronto Water. Service Level Impact: More efficient and timely processing of legal service requests to help Toronto Water provide key services to ratepayers and businesses, provide environmental protection, maintain regulatory compliance and contribute to the economic growth and well-being of the city through such projects as expansion of the Deep Lake Water Cooling system to provide cost efficiencies for air conditioning of downtown office buildings and public institutions. Equity Statement: There is no equity impact.						

Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Other City Programs Program - Legal Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Solicitor						
		Total Staff Recommended Changes:	114.7	114.7	0.0	1.00	0.0	0.0
		Staff Recommended New/Enhanced Services:	114.7	114.7	0.0	1.00	0.0	0.0

17799	Legal Support for Affordable Housing
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72	No Impact
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Description:

The addition of a senior lawyer is required to assist and support succession planning and to ensure continuity of the high levels of service currently being experienced and are necessary to protect the interests of the City and our federal-provincial partners with regards to Affordable Housing matters.

Service Level Impact:

Enable handling of the increased volume and complexity of legal agreements and negotiations arising from: Development deals which often involve multiple parties including more than one order of government and/or agency, along with private and/or non-profit organizations. New programs such as the City's Open Door Affordable Housing Program, four new City Development Charges programs (purpose-built rental, affordable home ownership, laneway suites pilot grants program and deferral program) and a possible provincial DCs Rebate program, with new legal agreements to be prepared and executed for all. Changes to federal and provincial housing programs with 2019 being a key transition year under the new National Housing Strategy and the Canada-Ontario bi-lateral agreement under the NHS. Proposed increased housing targets under the new Housing Opportunities Toronto Action Plan 2020-2030, to be prepared for Council approval in 2019.

Equity Statement:

The proposal is unlikely to have an equity impact.

Service: Solicitor

Total Staff Recommended Changes:	184.1	184.1	0.0	1.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	184.1	184.1	0.0	1.00	0.0	0.0
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17800	Legal Support for Insurance Claims
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72	No Impact
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Description:

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Other City Programs Program - Legal Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

One permanent Solicitor 3 (Junior Lawyer) is requested to the current complement of lawyers providing legal support to claims files. The position is to be fully funded by the Insurance Reserve Fund.

Service Level Impact:

To enable us to address both the increase in claims files and continue to bring more claims work-in-house. It is cheaper to bring the work-in-house by increasing capacity, to address the increase in demand and try to reduce costs.

Equity Statement:

There is no equity impact.

Service: Civil Litigation

Total Staff Recommended Changes:	123.2	123.2	0.0	1.00	0.0	0.0
Staff Recommended New/Enhanced Services:	123.2	123.2	0.0	1.00	0.0	0.0

17832	Legal Support for Fire Services
72	No Impact

Description:

A second dedicated solicitor is required for prosecution and legal advice to support the fire prevention bureau, address Fire Code violations and fire safety hazards within the authority of the Fire Protection and Prevention Act (FPPA) and applicable regulations as well as Fire Marshal directives.

Service Level Impact:

A presumptive ceiling of 18 months to have all fire safety enforcement matters concluded in Provincial Offences; significantly increasing the demand on the Prosecutor's time to prepare for trial. The regulatory changes and rise in Provincial Offences charges that are required to be tried pursuant to the new presumptive ceiling requires an increase in legal resources.

Equity Statement:

There is no equity impact.

Service: Prosecution

Total Staff Recommended Changes:	174.3	174.3	0.0	1.00	0.0	0.0
Staff Recommended New/Enhanced Services:	174.3	174.3	0.0	1.00	0.0	0.0

Category:

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Other City Programs Program - Legal Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
18127		Legal to Court Services for distracted driving charges						
72	No Impact	Description: Four additional staff in the Prosecutions unit to provide leadership and to prosecute Provincial Offences Act charges laid from the amendments to penalties arising from convictions of distracted driving provisions of the Highway Traffic Act. The anticipated increase in trials in the Provincial Offences Courts will increase trial preparation required and disclosure obligations. The Prosecutions unit is seeking funding to support the prosecutorial requirements needed to support the changes to the distracted driving provisions. Service Level Impact: Three (3) additional Prosecutor 1s are required to prosecute the charges, one (1) Law Clerk is required to provide support to prosecutors and one (1) Supervisor is required to provide leadership to the prosecutors. Equity Statement: There is no equity impact. Service: Prosecution						
Total Staff Recommended Changes:			367.7	367.7	0.0	4.00	0.0	0.0
Staff Recommended New/Enhanced Services:			367.7	367.7	0.0	4.00	0.0	0.0

18733		Legal Services Organizational Review_2019						
72	No Impact	Description: Legal Services has identified the need for a third party organizational review of three aspects of their business, including management structure, document management and organization of the administration unit/support staff function. This engagement is to identify optimal organizational design for efficient operations using up to date methods and technology. Funding for this review will be recovered from Non-Program Expenditure Budget for Service Efficiency Review. Service Level Impact: No impact to service level. Equity Statement: The proposal is unlikely to have an equity impact. Service: Solicitor						

Category:

71 - Operating Impact of New Capital Projects
72 - Enhanced Services-Service Expansion

74 - New Services
75 - New Revenues

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Other City Programs Program - Legal Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended Changes:	120.0	120.0	0.0	0.00	0.0	0.0
		Staff Recommended New/Enhanced Services:	120.0	120.0	0.0	0.00	0.0	0.0

Summary:

		Staff Recommended New / Enhanced Services:	1,330.7	1,330.7	0.0	10.00	0.0	0.0
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Category:

71 - Operating Impact of New Capital Projects 74 - New Services
72 - Enhanced Services-Service Expansion 75 - New Revenues

Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Surrender, Discharge, Release or Assumption documentation	Solicitor	Full Cost Recovery	Per document	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Discharge of Mortgage	Solicitor	Full Cost Recovery	Per discharge	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Consent to document registration	Solicitor	Full Cost Recovery	Per consent	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Correcting Deed	Solicitor	Full Cost Recovery	Per deed	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Compliance Request	Solicitor	Full Cost Recovery	Per property	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Due Diligence Request by Purchasers of Municipal Property	Solicitor	Full Cost Recovery	Per Request	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Review Tenant's Notice of Lease	Solicitor	Full Cost Recovery	Per notice	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Renewal of Lease/Licence	Solicitor	Full Cost Recovery	Per renewal	\$497.99	\$6.22		\$504.21	\$504.21	\$504.21
Lease/Licence Amending Agreement	Solicitor	Full Cost Recovery	Per agreement	\$497.99	\$6.22		\$504.21	\$504.21	\$504.21
Response to Applications for First Registration in Land Titles	Solicitor	Full Cost Recovery	Per application	\$497.99	\$6.22		\$504.21	\$504.21	\$504.21
Encroachment Agreement	Solicitor	Full Cost Recovery	Per agreement	\$621.64	\$7.77		\$629.41	\$629.41	\$629.41
Easement Agreement	Solicitor	Full Cost Recovery	Per agreement	\$621.64	\$7.77		\$629.41	\$629.41	\$629.41
Preparation of Nominal Sum Lease or Licence	Solicitor	Full Cost Recovery	Per document	\$621.64	\$7.77		\$629.41	\$629.41	\$629.41
Consent to Applications Where City is Interested Party	Solicitor	Full Cost Recovery	Per consent	\$621.64	\$7.77		\$629.41	\$629.41	\$629.41
Landlord's or Tenant's Lease Acknowledgement (a) routine	Solicitor	Full Cost Recovery	Per acknowledg ment	\$373.20	\$4.67		\$377.87	\$377.87	\$377.87
Landlord's or Tenant's Lease Acknowledgement (b) complex	Solicitor	Full Cost Recovery	Per acknowldg ment	\$1,243.29	\$15.54		\$1,258.83	\$1,258.83	\$1,258.83
Consent to Assignment or Sublet of Lease/Licence (a) routine	Solicitor	Full Cost Recovery	Per consent	\$248.42	\$3.11		\$251.53	\$251.53	\$251.53
Consent to Assignment or Sublet of Lease/Licence (b) complex	Solicitor	Full Cost Recovery	Per consent	\$2,487.71	\$31.10		\$2,518.81	\$2,518.81	\$2,518.81
Consent to Security Documents or a refinancing (a) routine	Solicitor	Full Cost Recovery	Per consent	\$621.64	\$7.77		\$629.41	\$629.41	\$629.41
Consent to Security Documents or a refinancing (b) complex	Solicitor	Full Cost Recovery	Per consent	\$2,487.71	\$31.10		\$2,518.81	\$2,518.81	\$2,518.81
Preparation & Registration of Order	Solicitor	Full Cost Recovery	Per Order	\$467.84	\$5.85		\$473.69	\$473.69	\$473.69
Preparation & Discharge of Order	Solicitor	Full Cost Recovery	Per discharge	\$293.23	\$3.67		\$296.90	\$296.90	\$296.90
Title Investigation	Solicitor	Full Cost Recovery	Per Title Investigati on	\$117.51	\$1.47		\$118.98	\$118.98	\$118.98
Solicitor Services	Solicitor	Full Cost Recovery	Per Hour	\$175.71	\$2.20		\$177.91	\$177.91	\$177.91

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		2,099.0	1,799.0	1,440.1	1,081.2
Arbitration and Legal Awards	XQ1709				
<i>Withdrawals (-)</i>					
<i>Transfer to Operating</i>		(300.0)	(358.9)	(358.9)	(358.9)
Total Reserve / Reserve Fund Draws / Contributions		1,799.0	1,440.1	1,081.2	722.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		1,799.0	1,440.1	1,081.2	722.3

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			109,357.7	108,957.7	108,557.7
Building Code Act Serv Improvement RF	XR1305				
<i>Withdrawals (-)</i>			(400.0)	(400.0)	(400.0)
<i>Transfer to Operating</i>					
<i>Contributions (+)</i>					
xxxxxxx					
Total Reserve / Reserve Fund Draws / Contributions		109,357.7	108,957.7	108,557.7	108,157.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		109,357.7	108,957.7	108,557.7	108,157.7

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			20,697.3	19,822.3	18,947.3
Development Application Review Reserve Fund	XR1307				
<i>Withdrawals (-)</i>			(875.0)	(875.0)	(875.0)
Total Reserve / Reserve Fund Draws / Contributions		20,697.3	19,822.3	18,947.3	18,072.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		20,697.3	19,822.3	18,947.3	18,072.3

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			31,921.8	32,056.3	32,190.7
Insurance Reserve Fund	XR1010				
<i>Contributions (+)</i>			134.5	134.5	134.5
Total Reserve / Reserve Fund Draws / Contributions		31,921.8	32,056.3	32,190.7	32,325.2
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,921.8	32,056.3	32,190.7	32,325.2

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			1,204.8	1,124.1	1,043.5
Vehicle Reserve- It Sustainment	XQ1508				
<i>Withdrawals (-)</i>			(215.1)	(215.1)	(215.1)
Total Reserve / Reserve Fund Draws / Contributions		1,204.8	1,124.1	1,043.5	962.8
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		1,204.8	1,124.1	1,043.5	962.8

* Based on 9-month 2018 Reserve Fund Variance Report