

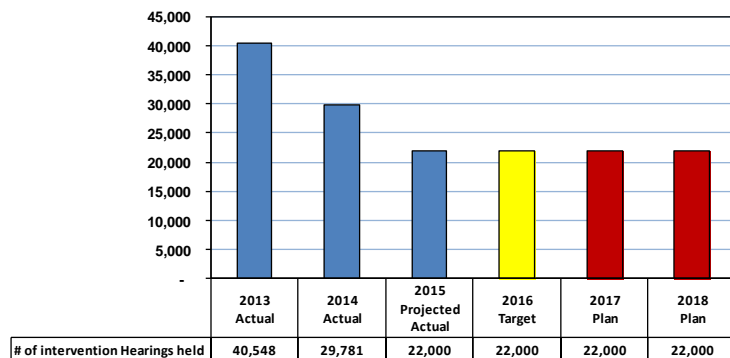
2016 Service Levels Provincial Offences/ Licensing Tribunal Dispute Resolution

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
			Hearings	Trial Court	Approved	7-16 months time to trial
Intervention	Intake Court	Approved	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application
	Appeals Court	Approved	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification
	Licensing Tribunal	Approved	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request

The 2016 Service Levels for Provincial Offences/ Licensing Tribunal Dispute Resolution Service reflect the following changes: The Hearing activity service level for Trial Courts will decrease from 7 months to 6 months reflecting the ability to resolve disputes in a shorter period of time, given lower volumes of charges and due to the implementation of the Early Resolution Initiative.

Service Performance

Number of Intervention Hearings Held



- Intervention Hearings held will continue to be slightly lower than in past years due to reduced charge volumes experienced since 2012.

Table 5
2016 Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget			New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
				2016	Base	% Change			\$	%	\$	%	\$	%
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Hearings	7,532.9	7,722.9	(409.1)	7,313.8	(219.1)	(2.9%)		7,313.8	(219.1)	(2.9%)	18.3	0.3%	61.5	0.8%
Interventions	959.5	901.1	(9.7)	891.4	(68.1)	(7.1%)		891.4	(68.1)	(7.1%)	1.1	0.1%	3.7	0.4%
Total Gross Exp.	8,492.4	8,624.0	(418.8)	8,205.2	(287.2)	(3.4%)		8,205.2	(287.2)	(3.4%)	19.4	0.2%	65.2	0.8%
REVENUE														
Hearings	951.7	995.6		995.6	43.9	4.6%		995.6	43.9	4.6%	15.8	1.6%	15.8	1.6%
Interventions	158.1	173.8		173.8	15.7	9.9%		173.8	15.7	9.9%	6.3	3.6%	6.3	3.5%
Total Revenues	1,109.8	1,169.4		1,169.4	59.6	5.4%		1,169.4	59.6	5.4%	22.1	1.9%	22.1	1.8%
NET EXP.														
Hearings	6,581.2	6,727.3	(409.1)	6,318.2	(263.0)	(4.0%)		6,318.2	(263.0)	(4.0%)	2.5	0.0%	45.7	0.7%
Interventions	801.4	727.3	(9.7)	717.6	(83.8)	(10.5%)		717.6	(83.8)	(10.5%)	(5.2)	-0.7%	(2.6)	(0.4%)
Total Net Exp.	7,382.6	7,454.6	(418.8)	7,035.8	(346.8)	(4.7%)		7,035.8	(346.8)	(4.7%)	(2.7)	-0.04%	43.1	0.6%
Approved Positions	84.5	84.5		84.5				84.5						

The **Provincial Offences/ Licensing Tribunal Dispute Resolution** service provides administrative and courtroom support for hearings stemming from offences under the Provincial Offences Act and from applications through the Toronto Licensing By-law.

The Provincial Offences/ Licensing Tribunal Dispute Resolution's 2016 Operating Budget of \$8.205 million gross and \$7.036 million net is \$0.347 million or 4.7% under the 2015 Approved Net Budget.

- Base budget pressures of \$0.072 million net arise primarily in *Hearings* activity due to the increased costs for Provincial recoveries for the Justice of the Peace and known salary and benefit adjustments.

In order to offset the above pressures the service was able to achieve base and service efficiency savings of \$0.419 million, primarily in the *Hearings* activity which requires the largest proportion of the staff complement to supply courtroom support. These include:

- Line-by Line savings of \$0.051 million net based on past spending and considering future requirements.
- Gapping increased by \$0.368 million to reflect current staffing requirements based on caseload.

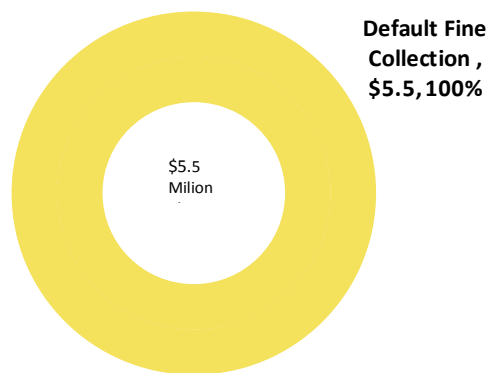
Default Fine Collection Management



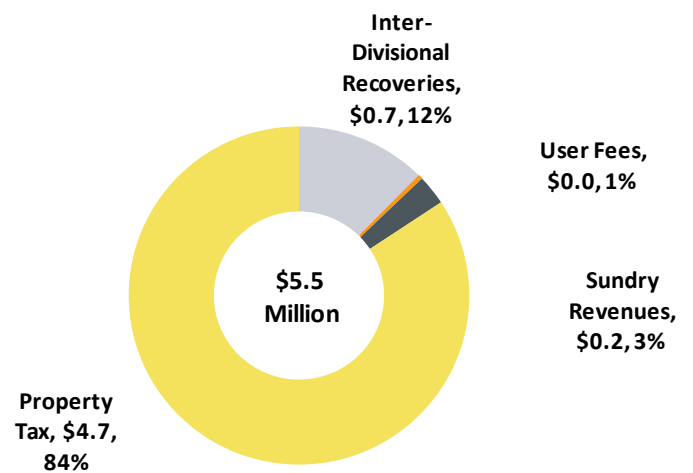
What We Do

- Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

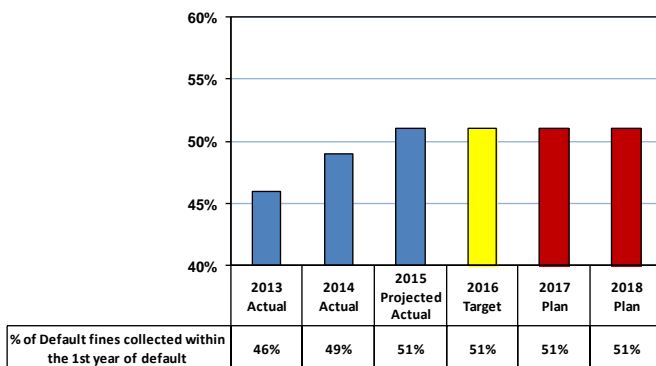
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



Number of Fines Collected within 1'st Year of Default



- Default fine collections are projected to increase from 46% in 2013 to 51% in 2016 and are projected to flat line through 2017 and 2018.
- Current projections reflect improved collection procedures that include increased reliance on collection agencies and improved collection techniques, including electronic phone applications.

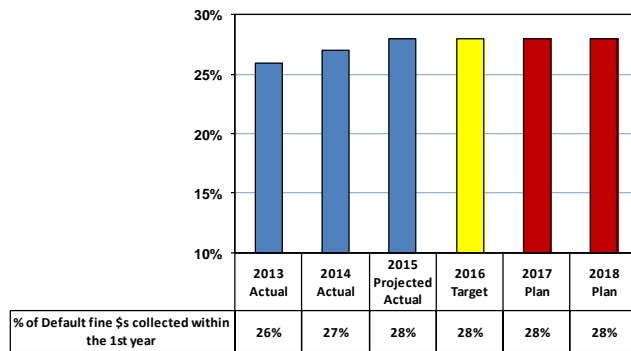
2016 Service Levels Default Fine Collection

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
	Processing Payments	Approved	24 hours of receipt	24 hours of receipt	24 hours of receipt	24 hours of receipt

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Default Fine Collection Service.

Service Performance

% of Default Fine \$ Collected within 1st Year of Default



- The 2015 projections for the dollar value of fines collected in the 1st year of default has increased from 26% in 2013 to a projection of 28% in 2015, with 2016 and future years remaining flat at 28%
- This increase is due in part to a reduction in the charge volumes for 2015 and future years, combined with improved collection operations.

Table 6

2016 Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015			New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan		
	\$	\$	\$	2016 Base	Budget	% Change	\$	\$	\$	%	\$	%	\$	%	
GROSS EXP.															
Default Fine Collection Management	5,485.2	5,620.3	(100.8)	5,519.5	34.3	0.6%		5,519.5	34.3	0.6%	8.6	0.2%	21.2	0.4%	
Total Gross Exp.	5,485.2	5,620.3	(100.8)	5,519.5	34.3	0.6%		5,519.5	34.3	0.6%	8.6	0.2%	21.2	0.4%	
REVENUE															
Default Fine Collection Management	790.4	868.8		868.8	78.4	9.9%		868.8	78.4	9.9%	31.6	3.6%	30.6	3.4%	
Total Revenues	790.4	868.8		868.8	78.4	9.9%		868.8	78.4	9.9%	31.6	3.6%	30.6	3.3%	
NET EXP.															
Default Fine Collection Management	4,694.8	4,751.5	(100.8)	4,650.7	(44.1)	(0.9%)		4,650.7	(44.1)	(0.9%)	(23.0)	-0.5%	(9.4)	(0.2%)	
Total Net Exp.	4,694.8	4,751.5	(100.8)	4,650.7	(44.1)	(0.9%)		4,650.7	(44.1)	(0.9%)	(23.0)	-0.5%	(9.4)	(0.2%)	
Approved Positions	19.6	19.5		19.5	(0.1)	(0.5%)		19.5	(0.1)	(0.5%)					

The **Default Fine Collection Management** service provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

The 2016 Operating Budget of \$5.520 million gross and \$4.650 million net is \$0.044 million or 1.0% under the 2015 Approved Net Budget.

Base budget pressures of \$0.057 million net are primarily due to an increase of \$0.119 million for Provincial cost recoveries for Justice of the Peace and other enforcement activities, known salary and benefit adjustments, offset by reductions from Toronto Police Services over time for court room appearances.

In order to offset the above pressures, the 2016 service changes for the Default Fine Collection consists of base and service efficiency savings of \$0.100 million, as detailed below:

- Line-by Line savings of \$0.037 million net based on past spending and considering future requirements; and
- Gapping has been increased by \$0.063 million to reflect current staffing requirements based on caseload.

Court Case Management

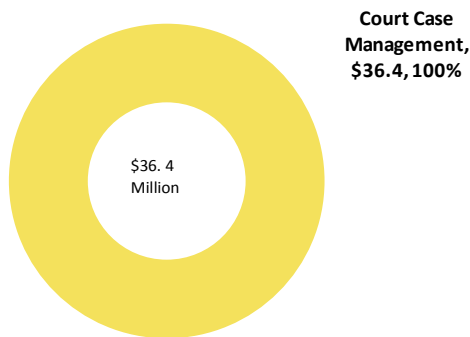


What We Do

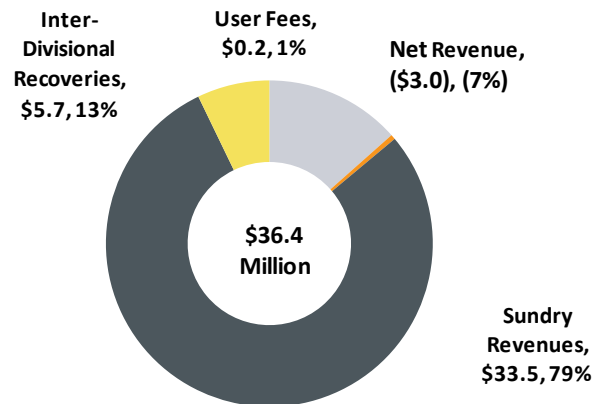
Provide administrative services to record and track breaches of laws by individuals in support of maintaining safe communities by:

- Completing court administration processes respecting charges issued by enforcement officers and others under Provincial law;
- Providing information to the public, creating, updating and maintaining the court record;
- Scheduling trials and other hearings, processing payments; and
- Identifying unpaid fines for enforcement.

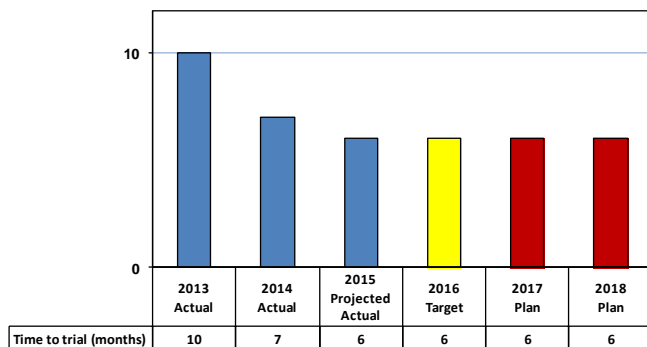
2016 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)



of Months to Trial



- The implementation of the Early Resolution Initiative continues to help reduce the average number of months to trial with further improvements anticipated in 2016.

**2016 Service Levels
Court Case Management**

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
			Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days
Provincial Offences non-parking charges		Approved				
Provincial Offences parking charges		Approved				

Overall the 2016 Service Levels are consistent with the Approved 2015 Service Levels for Court Case Management.

**Table 7
2016 Service Budget by Activity**

(\$000s)	2015	2016 Operating Budget							Incremental Change						
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015 Budget		% Change	New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan		
	\$	\$	\$	2016	Base				\$	\$	\$	%	\$	%	\$
GROSS EXP.															
Court Case Management	35,553.5	36,646.0	(291.5)	36,354.5	801.0	2.3%		36,354.5	801.0	2.3%	45.6	0.1%	131.1	0.4%	
Total Gross Exp.	35,553.5	36,646.0	(291.5)	36,354.5	801.0	2.3%		36,354.5	801.0	2.3%	45.6	0.1%	131.1	0.4%	
REVENUE															
Court Case Management	52,683.5	39,333.8	56.0	39,389.8	(13,293.7)	(25.2%)		39,389.8	(13,293.7)	(25.2%)	262.3	0.7%	262.3	0.7%	
Total Revenues	52,683.5	39,333.8	56.0	39,389.8	(13,293.7)	(25.2%)		39,389.8	(13,293.7)	(25.2%)	262.3	0.7%	262.3	0.7%	
NET EXP.															
Court Case Management	(17,130.0)	(2,687.8)	(347.5)	(3,035.3)	14,094.7	(82.3%)		(3,035.3)	14,094.7	(82.3%)	(216.7)	0.1%	(131.2)	4.0%	
Total Net Exp.	(17,130.0)	(2,687.8)	(347.5)	(3,035.3)	14,094.7	(82.3%)		(3,035.3)	14,094.7	(82.3%)	(216.7)	7.1%	(131.2)	4.0%	
Approved Positions	177.8	178.0		178.0		0.2		178.0	0.2	0.1%					

The **Court Case Management Service** provides administrative services to record and track breaches of laws by individuals in support of maintaining safe communities.

The Court Case Management Service's 2016 Operating Budget of \$36.355 million gross and (\$3.035) million net is \$14.095 million or 82.3% under the 2015 Approved Net Budget.

- Base pressures in this Service are driving the overall cost for the Program and are mainly a result of the reduction in fine revenue and the reversal of the \$12.0 million to be collected from the backlog of unpaid fines recorded in 2015.
- This pressure is partially offset by a revenue adjustment of \$1.0 million from a Provincial amendment taking effect January 1, 2016 that provides for a higher fee to be assessed for fines paid late.
- In order to offset the above pressures, in addition to the service changes common among all services, the adjustment to Toronto Police Services overtime budget is included, which will reduce the 2016 base budget by \$0.365 million.



Part II:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

Revenue Realignment

The 2015 Approved Operating Budget for Court Services included revenue of \$54.584 million. A number of revenue adjustments have been included in the 2016 Budget, resulting in 2016 revenue of \$41.428 million, a reduction of \$13.156 million from 2015. These adjustments are noted in the following table:

	(\$000's)
2015 Approved Revenue Budget	54,583.7
Reversal of one-time revenue (Bill 31)	(12,000.0)
Reduction based on lower charge volumes	(3,000.0)
Amendment to Provincial Regulation 678/92 allowing municipalities to assess higher late fine payment fee	1,000.0
Increase in other recoveries *	<u>844.3</u>
2016 Revenue Budget	41,428.0

* Adjustment in default collections and Parking Tag recoveries

Bill 31

- The 2015 Approved Operating Budget for Court Services included \$12.0 million as one-time revenue to be collected from the backlog of defaulted traffic-related tickets, which are subject to a new collection sanction as outlined in Bill 31. This legislation identifies a range of new driver-related fines, including speeding and other highway traffic offences that can be added to the license plate database in the same manner as the current practice that allows for the suspension of an individual's driver's license.
- The City currently has unpaid fines of \$245 million that fall under the Highway Act and Compulsory Automobile Insurance Act that are subject to collection under this sanction. Approximately half of the \$245 million of these fines have been imposed within the last 5 years, with the balance comprised of accounts that have been outstanding for a longer period. The \$12.0 million one-time revenue provision in 2015 was based on a 5% collection rate of the \$245 million.
- As Court Services has no experience with this new legislation, the \$12.0 million is considered as one-time revenue and is reversed from the 2016 Recommended Operating Budget. Program staff will continue to closely monitor the collection activities resulting from the new collection sanction when implemented by the Province and report any variance from collection assumptions through the operating variance process.

Impact of Reduced Provincial Offence Charge Volumes on Fine Revenue

- Court Services revenue is derived from the payment of moving violation and other non-parking fines (Fine Revenue), with small portions of revenue received from transcript production, on-line payment transaction fees and from the recovery of costs from other City Programs. Program recoveries relate to the use of program resources, including courtrooms, Justices of the Peace and City staff that are primarily allocated to parking ticket trials and costs associated with the administration of the Toronto Licensing Tribunal.
- The Program uses charge volumes as the basis for determining Fine Revenue. As noted in the following table, the trend of lower charge volumes has resulted in a significant reduction in Fine Revenue.

Analysis of Charge Volumes and Fine Revenue

Fine Revenues (\$ 000)	2012	2013	2014	2015 *	Variance ***	2016 **	Outlooks **
Budget - Fine Revenues	\$59,144.0	\$61,414.0	\$59,976.0	\$33,257.0		\$30,257.0	\$30,257.0
Actual - Revenues	\$61,486.0	\$43,822.0	\$31,586.0	\$27,802.0			
Fine Revenues - Over/ (Under)	\$2,342.0	(\$17,592.0)	(\$28,390.0)	(\$5,455.0)			
Fine Revenue related to actual charges issued (Note 1)	\$46,361.4	\$34,165.9	\$24,444.9	\$27,802.0		\$30,257.0	\$30,257.0
Budget- Total # Charges	750,000	675,000	525,000	460,000		375,800	375,800
Actual # Charges							
Toronto Police Services ***	573,352	403,150	259,152	278,925	(121,075)	316,000	316,000
Red Light Camera	37,846	32,087	26,997	27,398	(402)	27,800	27,800
OPP	13,882	15,189	13,464	15,995	2,595	13,400	13,400
Other Enforcement Agencies	24,037	17,139	18,818	17,682	(1,118)	18,600	18,600
Total # Actual Charges	649,117	467,565	318,431	340,000	(120,000)	375,800	375,800
Variance to Volume Budget - Over/ (Under)	(100,883)	(207,435)	(206,569)	(120,000)			

(Note 1) Revenue adjusted to reflect charges issued, excluding timing related court settlements.

* 3rd Quarter projections; ** Budgets/ Outlooks

*** 2015 TPS budgeted volumes were 400,000, with actuals of 278,928 reflecting an unfavourable variance of 30%

- The table compares the actual charge volumes by enforcement agency from 2012 to 2015 (projected to year end). Charges were at the highest level in 2012 at 649,117 and dropped to 318,431 in 2014, the lowest volume experienced since Court Services assumed responsibility from the Province to deliver court administration services in January, 2002.
- The 2015 year-end projected total number of charges filed is 340,000 compared to the budget of 460,000, with the largest variance related to Toronto Police Service (TPS) with projections of 278,925 representing 70% of the estimated 400,000 charge volumes.
- The 2015 projected volumes of 278,925 for TPS have dropped significantly from 573,352 in 2012, a reduction of 294,427 or 51%. Concurrently, projected 2015 volumes of 27,398 for Red Light Cameras have dropped from 37,846 in 2012, a drop of 10,448, or 28%.
- The effect in fine revenue from lower charge volumes equates to a reduction from \$46.3 million in 2013 to \$27.8 million projected in 2015.

- Court Services has no control over the amount of revenue generated by individual charges issued by enforcement agencies or court decisions.
- The enforcement agencies determine the appropriate level of community engagement; discussions with TPS have indicated that there has been a change in strategy to now provide maximum resources for community safety and support, leaving fewer officers for traffic enforcement.
- Similarly, the reduction in Red Light Camera volumes reflects a significant drop in the number of angle-type collisions, a trend that has continued since 2007, as there are now 25% fewer recorded vehicular accidents at intersections.
- While the previous years' outlooks had projected an increase in volumes of 100,000 for both 2016 and 2017, current projections indicate that these volumes will not materialize. Consequently, following the reduction in the 2015 Fine Revenue budget of \$26.7 million from \$59.9 million in 2014, the 2016 Fine Revenue budget includes a further reduction of \$3.0 million.
- This recognizes the need to estimate fine revenues in line with estimated charge volume based on recent actual experience, with projected TPS charge volumes of 316,000 for 2016 and in future years.

Certified Statements

- Staff are no longer pursuing the use of Certified Statements with respect to parking matters applications. City staff are currently reviewing other City-By-Law matters for Certified Statement applications.
- Court Services is currently working with staff in the City Solicitor's Office, Revenue Services and Toronto Police-Parking Enforcement on a report to the Government Management Committee that will recommend the City move all parking matters out of the judicial system to a new administrative model - the Administrative Penalty System (APS) - as permitted by a new Regulation under the City of Toronto Act effective July 1, 2015.
 - The report to the Government Management Committee will recommend the City move forward with the new administrative model (APS) that will replace the current administrative process for processing parking tag violations.
 - The report will highlight that during the first year of implementation, budget impacts will be higher than in prior years, as the first year will also include the final year costs of supporting the court based process needed to finalize the disputes received prior to implementing the new administrative penalty system

Issues Impacting Future Year

Courtroom Capacity

- Currently, Court Services provides services in 30 court rooms located in 4 facilities across the City. Court Services is scheduled to move its existing facilities at Old City Hall and at Dundas and University Avenue into a new court facility at the corner of Front and Jarvis Streets.

- This new court, located in the St Lawrence Market North building, is tentatively scheduled for occupancy late in 2018 or early 2019.
- Court Services will be working with Facilities and Real Estate to assess the operating impact of consolidating its court-room operations, and will adjust its operational costs in the future-year outlooks, once the savings from the relocation has been determined.
- Court Services is also reviewing its capacity requirements given the reduction in TPS charges and the changes to how parking tickets and disputes are processed. Court Services, Legal and Revenue Services staff are working with Human Resources, IT staff and others to develop a comprehensive plan to integrate the changes under the Administrative Penalty System that will replace the current court based procedures used to process parking tickets.
- It is recommended that the Director of Court Services to explore options to generate operational savings by undertaking a fulsome review of future courtroom and administrative requirements to manage the new workload for parking violations as well as for charges filed by the enforcement agencies in 2016 for inclusion with the Program's 2017 Budget Submission.



Appendices:



Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, Court Services accomplished the following:

- ✓ Collection methods involving City Legal and Court Services continue to yield positive results. Defaulted fines are being attached against property owned by a person in default as part of the Good Government Act amendment.
- ✓ Court offices served 30,000 individuals at public counters and in trial courts each month, the Programs' public enquiry line answers over 10,000 phone calls and 1,700 email enquiries per month.
- ✓ A self-serve filing option provides customers wishing to meet with a prosecutor prior to a court date to make this appointment request on-line.
- ✓ The Court Case Web Look-Up application implemented in December 2013 continues to receive about 1,100 online-weekly visits, helping individuals and their legal representatives obtain non-personal information about their court case without contacting staff and at times convenient to them.
- ✓ The Court Services web site provides real-time public counter average waiting times (in minutes) to assist customers in planning their time.
- ✓ The successful implementation of the early resolution program and reduction in the number of trials going to court has decreased costs for police officers to attend court trials.
- ✓ Bill 31 Road Safety Legislation received Royal Assent in June, 2015, which will increase collection of fines using new sanctions as the changes allow for additional types of driver related offences with unpaid fines to be subject to license plate denial sanction.
- ✓ Staff have worked with provincial colleagues on a review of provincially regulated court costs with a view to offsetting increased court resource expenses with the first change being the new Regulation increasing the fee for paying a fine late from \$20 to \$40 effective January 1, 2016.

Appendix 2

2016 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013	2014	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected Actual *	Budget	2015 Approved Budget	%	2017	2018
	\$	\$	\$	\$	\$	\$		\$	\$
Salaries and Benefits	19,778.3	18,762.5	19,782.5	18,408.1	19,044.8	(737.7)	(3.7%)	19,118.4	19,336.2
Materials and Supplies	134.4	111.3	157.7	107.9	127.1	(30.6)	(19.4%)	127.1	127.1
Equipment	82.7	9.8	105.4	35.2	60.3	(45.1)	(42.8%)	60.3	60.3
Services & Rents	8,877.5	7,371.5	8,147.4	7,590.1	9,942.9	1,795.5	22.0%	9,942.9	9,942.9
Contribution to Capital	70.6	70.6	84.4	84.4	84.4			84.4	84.4
Contributions to Reserve/Res Funds									
Other Expenditures	1,750.3	1,484.9	1,820.2	1,800.8	1,813.6	(6.6)	(0.4%)	1,813.6	1,813.6
Interdivisional Charges	22,349.0	19,313.1	19,433.5	17,694.4	19,006.0	(427.5)	(2.2%)	19,006.0	19,006.0
Total Gross Expenditures	53,042.8	47,123.7	49,531.1	45,720.9	50,079.1	548.0	1.1%	50,152.7	50,370.5
Interdivisional Recoveries	5,248.0	5,403.5	6,918.8	6,862.4	7,428.0	509.2	7.4%	7,428.0	7,428.0
Provincial Subsidies									
Federal Subsidies									
Other Subsidies									
User Fees & Donations	340.9	256.7	282.0	261.0	245.0	(37.0)	(13.1%)	245.0	245.0
Transfers from Capital Fund									
Contribution from Reserve/Reserve Funds	217.8								
Sundry Revenues	45,531.7	33,574.0	47,382.9	42,048.5	33,754.9	(13,628.0)	(28.8%)	34,070.9	34,386.9
Total Revenues	51,338.4	39,234.2	54,583.7	49,171.9	41,427.9	(13,155.8)	(24.1%)	41,743.9	42,059.9
Total Net Expenditures	1,704.4	7,889.5	(5,052.6)	(3,451.0)	8,651.2	13,703.8	(271.2%)	8,408.8	8,310.6
Approved Positions	282.0	246.0	282.0	232.0	282.0			247.0	247.0

For additional information regarding the 2015 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, 2015" approved by City Council at its meeting on December 9, 2015.

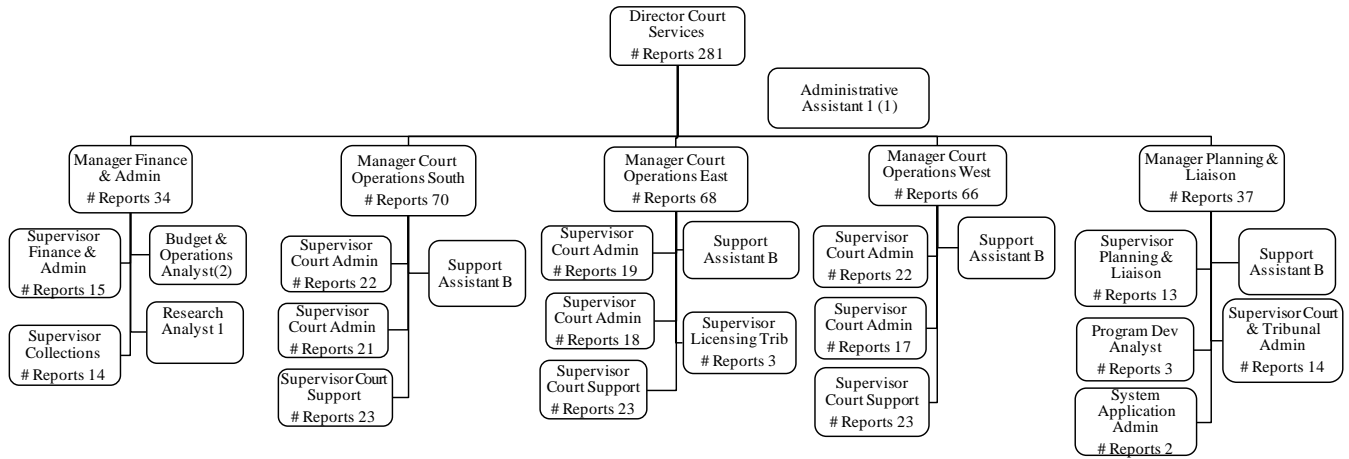
<http://www.toronto.ca/legdocs/mmis/2015/bu/bqrd/backgroundfile-85376.pdf>

Impact of 2015 Operating Variance on the 2016 Budget

- Court Services is projecting a favourable net of \$3.451 million, which reflects lower than budgeted fine revenue, primarily due to lower than budgeted charge volumes from TPS.
- The impact of lower charge volumes has been incorporated into the 2016 Operating budget by reducing fine revenue by \$3.0 million.
- Savings totaling \$0.525 million have been included in Court Services' 2016 Operating Budget a reduction in TPS overtime for courtroom appearances and in legal costs associated with the impact of the lower charge volumes.

Appendix 3

2016 Organization Chart



2016 Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	23.0	1.0	257.0	282.0
Temporary					
Total					282.0

Appendix 4

Summary of 2016 Service Changes

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		25,355.4	25,355.4	25,439.8	25,524.2
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			84.4	84.4	84.4
Total Reserve / Reserve Fund Draws / Contributions			84.4	84.4	84.4
Other Program / Agency Net Withdrawals & Contributions		25,355.4			
Balance at Year-End		25,355.4	25,439.8	25,524.2	25,608.6

Appendix 6a

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		5,271.0	5,271.0	2,145.0	1,745.0
Provincial Offences Courts Stabilization Reserve	XQ0704				
<i>Proposed Withdrawals (-)</i>			(3,126.0)	(400.0)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions			(3,126.0)	(400.0)	-
Other Program / Agency Net Withdrawals & Contributions		5,271.0			
Balance at Year-End		5,271.0	2,145.0	1,745.0	1,745.0

* Required to fund St Lawrence North Court construction