

Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Policy, Planning, Finance & Administration

2018 OPERATING BUDGET OVERVIEW

Policy, Planning, Finance & Administration (PPF&A) provides centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so they can focus on providing services to Toronto's residents and businesses.

2018 Operating Budget Summary

The total cost to deliver these services is \$23.181 million gross and \$9.099 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	23,344.7	23,180.6	(164.1)	(0.7%)
Revenues	14,246.1	14,082.0	(164.1)	(1.2%)
Net Expenditures	9,098.6	9,098.6	0.0	0.0%

Through operational efficiencies, the Program is able to fully offset \$0.049 million in operating budget pressures arising mainly from inflation for salaries and benefit costs while maintaining the 2017 levels for 2018.

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CONTACTS

Program:

Carol Moore

Executive Director

Tel: (416) 397-4669

Email: Carol.Moore@toronto.ca

Corporate:

David Troian

Manager, Financial Planning

Tel: (416) 392-7896

E-Mail: David.Troian@toronto.ca

FAST FACTS

- Processed over 56,000 vendor invoices
- Issued over 37,000 customer invoices
- Processed \$155 million in accounts receivable transactions
- Processed bi-weekly payroll files for over 6,200 Cluster B employees
- Conducted 140 public consultation events to support Cluster B projects
- Distributed approximately 15,000 emergency preparedness publications across Toronto in multiple languages
- Led the Cluster B process for Excellence Toronto certification, achieving Bronze certification in 2017

TRENDS

- The Office of Emergency Management has maintained a current Business Impact Analysis for all City Programs since 2013. 91% of City Programs have completed all Business Continuity plans.
- The Program continues to transform service delivery through automation and streamlining processes.
- For 2018 and onwards, the Program anticipates that it will continue to maintain current service levels.

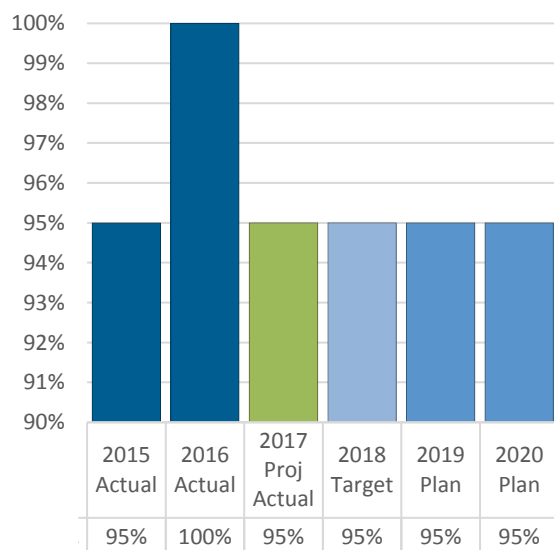
KEY SERVICE DELIVERABLES FOR 2018

PPF&A offers centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so they can focus on providing services to Toronto's residents and businesses.

The 2018 Operating Budget will enable PPF&A to continue to:

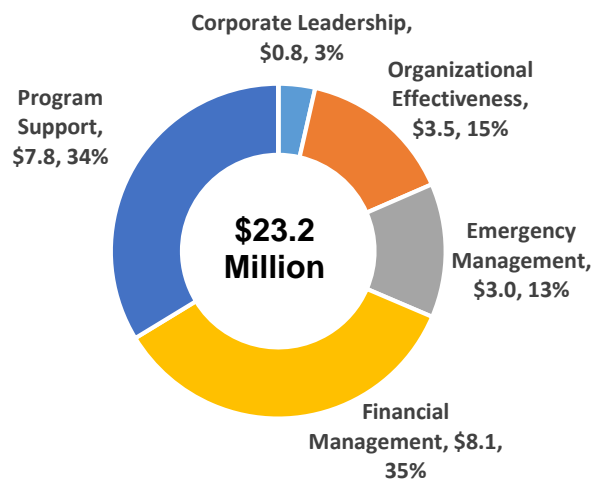
- The implementation of PPF&A's Strategic Plan objectives:
 - Service excellence;
 - Responsible management of public resources; and
 - Commitment to staff.
- Provide financial and administrative support to Cluster B Programs.
- Provide continuous liaison and construction coordination with external organizations to integrate with City capital projects, minimizing aggregate construction disruption to the public.
- Maintain 100% compliance with Municipal Code Chapter 59: Emergency Management requirements and those under the *Emergency Management and Civil Protection Act*.
- Ensure ongoing readiness of the City's Emergency Operations Centre and ability to have it staffed within 2 hours of a request for activation.

Refunds of Customer Deposits

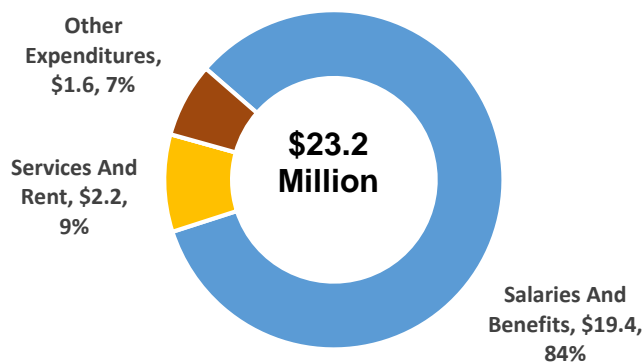


Where the money goes:

2018 Budget by Service

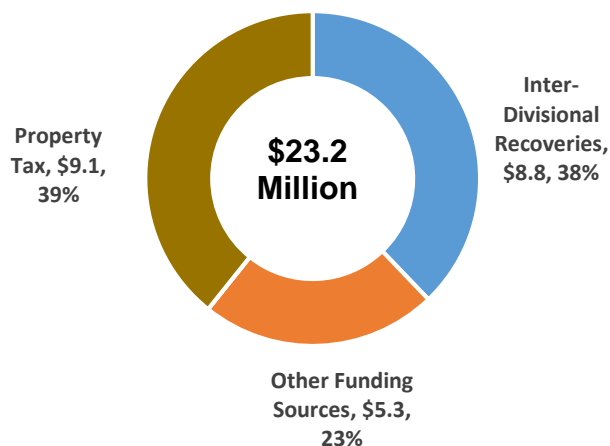


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Implementing new corporate technology, policies and processes** to automate manual processes while maintaining service levels.
 - ✓ Leverage corporate technology improvements such as Employee Self-Serve/Management Self-Serve, e-Time, and SAP Ariba projects.
- **Attracting and retaining skilled staff**
 - ✓ Continue to focus on staff training and cross-training to enhance skill sets.
 - ✓ Provide development opportunities for staff through acting assignments and special projects.
 - ✓ Build workforce capacity with support from Human Resources to fill vacant positions.
 - ✓ Document key business processes to clarify roles and responsibilities.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for PPF&A is \$23.181 million gross and \$9.099 million representing an increase of 0% to the 2017 Approved Operating Budget. The Program achieved the target of 0% net change through:
 - ✓ Base expenditure reductions (\$0.049 million) from hydro costs.
- New and enhanced funding of \$0.373 million is included for:
 - ✓ Coordinators Outreach & Special Projects to engage the public in the Basement Flooding Protection Program and Local Roads Resurfacing Program
- Staff complement will increase by 2.6 from 2017 to 2018 from 190.4 positions to 193.1 positions.
- The 2018 Preliminary Operating Budget provides funding for the ongoing support to the Deputy City Manager and Cluster B Divisions, ongoing readiness of the City's Emergency Operations Centre, and continuation of coordinating major capital projects through:
 - ✓ Corporate Leadership
 - ✓ Organizational Effectiveness
 - ✓ Emergency Management
 - ✓ Financial Management
 - ✓ Program Support

Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Policy, Planning, Finance & Administration of \$23.181 million gross, \$9.099 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Corporate Leadership	824.1	824.1
Organizational Effectiveness	3,457.7	271.5
Emergency Management	3,001.7	2,766.7
Financial Management	8,084.9	4,228.4
Program Support	7,812.2	1,007.8
Total Program Budget	<u>23,180.6</u>	<u>9,098.6</u>

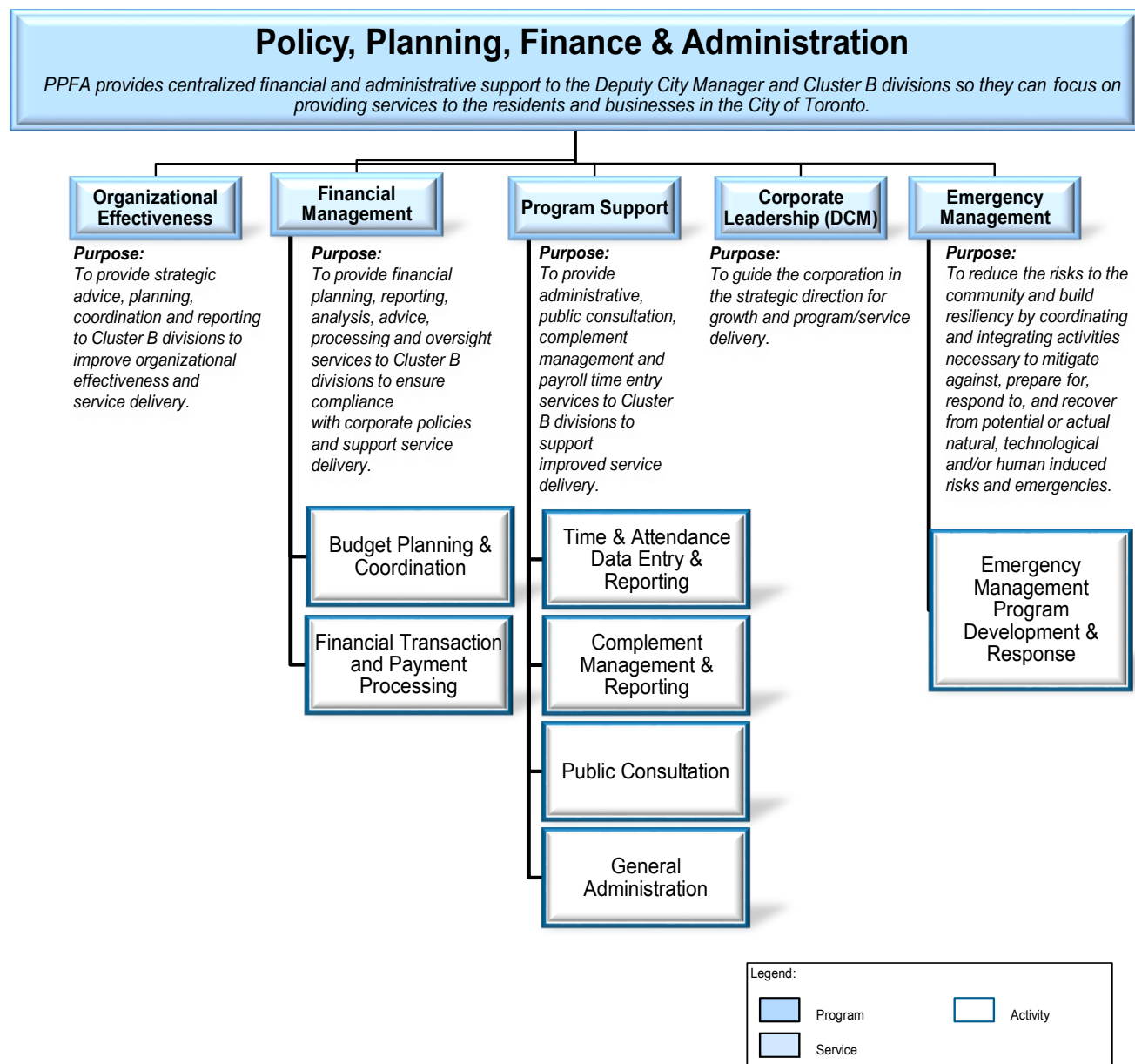
2. City Council approve the 2018 service levels for Policy, Planning, Finance & Administration as outlined on pages 15, 17, 20, and 24 of this report, and associated staff complement of 193.1 positions, comprising 3.0 capital project delivery positions and 190.1 operating service delivery positions.



Part 1

2018-2020 Service Overview and Plan

Program Map



Service Customer

Organizational Effectiveness	Financial Management	Program Support	Corporate Leadership	Office of Emergency Management
<ul style="list-style-type: none"> City Manager & DCMs Staff – City Divisions Waterfront Secretariat Customers of Cluster B Divisions 	<ul style="list-style-type: none"> DCM Cluster B Staff – City Divisions Waterfront Secretariat Suppliers of Cluster B Divisions 	<ul style="list-style-type: none"> DCM Cluster B Staff – City Divisions Waterfront Secretariat Suppliers of Cluster B divisions 	<ul style="list-style-type: none"> Staff – City Divisions Waterfront Secretariat Customer of Cluster B Divisions Suppliers of Cluster B Divisions 	<ul style="list-style-type: none"> Staff – City Divisions Staff – Agencies & Boards
Indirect (Beneficiary)	Indirect (Beneficiary)	Indirect (Beneficiary)	Indirect (Beneficiary)	Indirect (Beneficiary)
<ul style="list-style-type: none"> Residents Businesses Visitors 	<ul style="list-style-type: none"> Residents Businesses Visitors 	<ul style="list-style-type: none"> Residents Businesses Visitors 	<ul style="list-style-type: none"> Residents Businesses Visitors 	<ul style="list-style-type: none"> Residents Businesses Visitors

Table 1
2018 Preliminary Operating Budget and Plan by Service

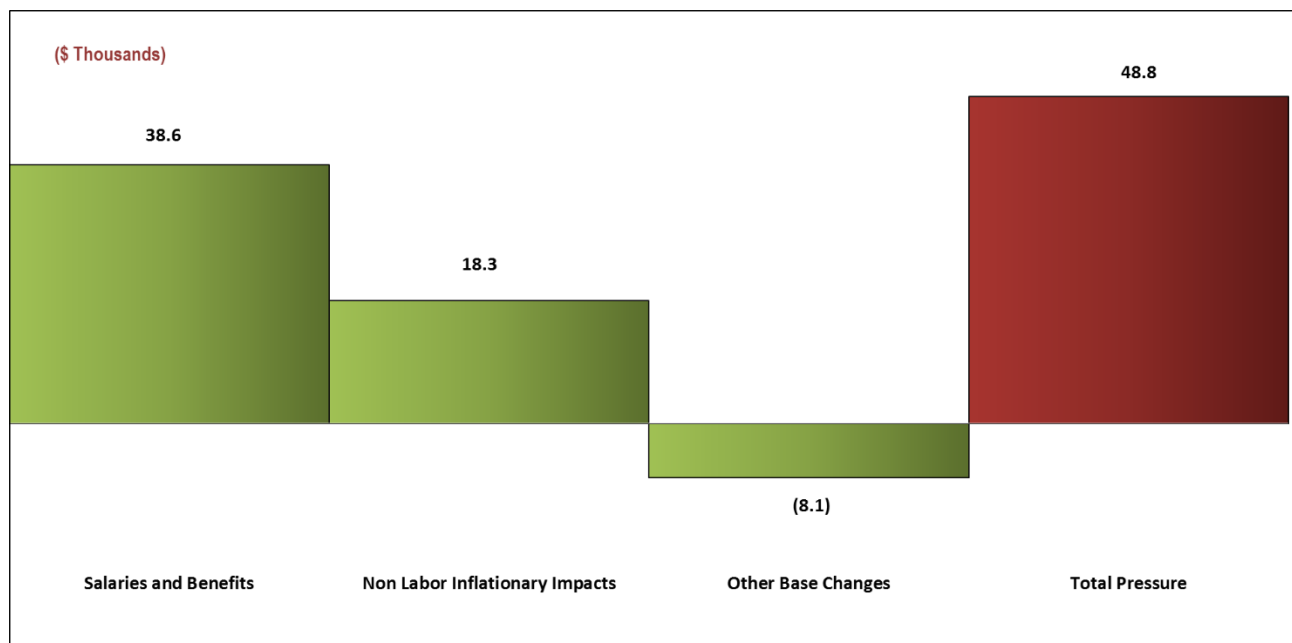
(In \$000s)	2017		2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget			2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Corporate Leadership											
Gross Expenditures	818.8	876.2	824.1	0.0	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0		0.0	
Net Expenditures	818.8	876.2	824.1	0.0	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Organizational Effectiveness											
Gross Expenditures	4,052.3	1,763.4	3,457.7	0.0	3,457.7	(594.7)	(14.7%)	(1,561.6)	(45.2%)	52.1	2.7%
Revenue	3,769.6	1,615.7	3,186.1	0.0	3,186.1	(583.5)	(15.5%)	(1,608.1)	(50.5%)	0.0	
Net Expenditures	282.7	147.6	271.5	0.0	271.5	(11.2)	(4.0%)	46.5	17.1%	52.1	16.4%
Emergency Management											
Gross Expenditures	3,016.4	2,952.0	3,001.7	0.0	3,001.7	(14.6)	(0.5%)	66.7	2.2%	72.5	2.4%
Revenue	235.0	322.0	235.0	0.0	235.0	0.0		0.0		0.0	
Net Expenditures	2,781.4	2,630.0	2,766.7	0.0	2,766.7	(14.6)	(0.5%)	66.7	2.4%	72.5	2.6%
Financial Management											
Gross Expenditures	8,102.1	8,460.0	8,084.9	0.0	8,084.9	(17.2)	(0.2%)	218.5	2.7%	155.1	1.9%
Revenue	3,856.5	3,763.1	3,856.5	0.0	3,856.5	0.0		0.0		0.0	
Net Expenditures	4,245.7	4,697.0	4,228.4	0.0	4,228.4	(17.2)	(0.4%)	218.5	5.2%	155.1	3.5%
Program Support											
Gross Expenditures	7,355.1	6,926.0	7,439.1	373.1	7,812.2	457.2	6.2%	142.6	1.8%	87.6	1.1%
Revenue	6,385.0	6,378.0	6,431.3	373.1	6,804.4	419.4	6.6%	14.1	0.2%	12.9	0.2%
Net Expenditures	970.1	548.0	1,007.8	0.0	1,007.8	37.8	3.9%	128.5	12.7%	74.7	6.6%
Total											
Gross Expenditures	23,344.7	20,977.7	22,807.5	373.1	23,180.6	(164.1)	(0.7%)	(1,112.4)	(4.8%)	391.9	1.8%
Revenue	14,246.1	12,078.9	13,708.9	373.1	14,082.0	(164.1)	(1.2%)	(1,594.0)	(11.3%)	12.9	0.1%
Total Net Expenditures	9,098.6	8,898.9	9,098.6	0.0	9,098.6	0.0	0.0%	481.6	5.3%	379.0	4.0%
Approved Positions	190.4		190.1	3.0	193.1	2.6	1.4%	0.0	0.0%	0.0	

PPF&A's 2018 Preliminary Operating Budget is \$23.181 million gross and \$9.099 million net, representing a 0% increase to the 2017 Approved Net Operating Budget and achieves the budget reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures of \$0.049 million are mainly attributable to inflationary increases for salaries and benefits. The transfer of 0.4 crossing guard positions to Transportation Services reduces the Program's base pressure by \$0.008 million.
- To offset the base pressure, PPF&A was able to achieve base expenditure savings of \$0.049 million through line by line reviews by comparing budget against actual experience, netting base budget pressures to \$0.
- New and enhanced services of \$0.373 million consists of the addition of three coordinators in the Public Consultation Unit to support public engagement of various capital programs. Costs will be fully recovered from capital projects delivered through Engineering & Construction Services, for a \$0 net impact.
- Approval of the 2018 Preliminary Operating Budget will result in PPF&A's total staff complement increasing by 2.6 positions from 190.4 to 193.1 positions.
- The 2019 and 2020 Plan increases are attributable to the inflation of salaries and benefits, adding incremental pressures of \$0.482 million and \$0.379 million.

The following graphs summarize the operating budget pressures for PPF&A and the actions taken to offset/reduce these pressures to meet the budget reduction target.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

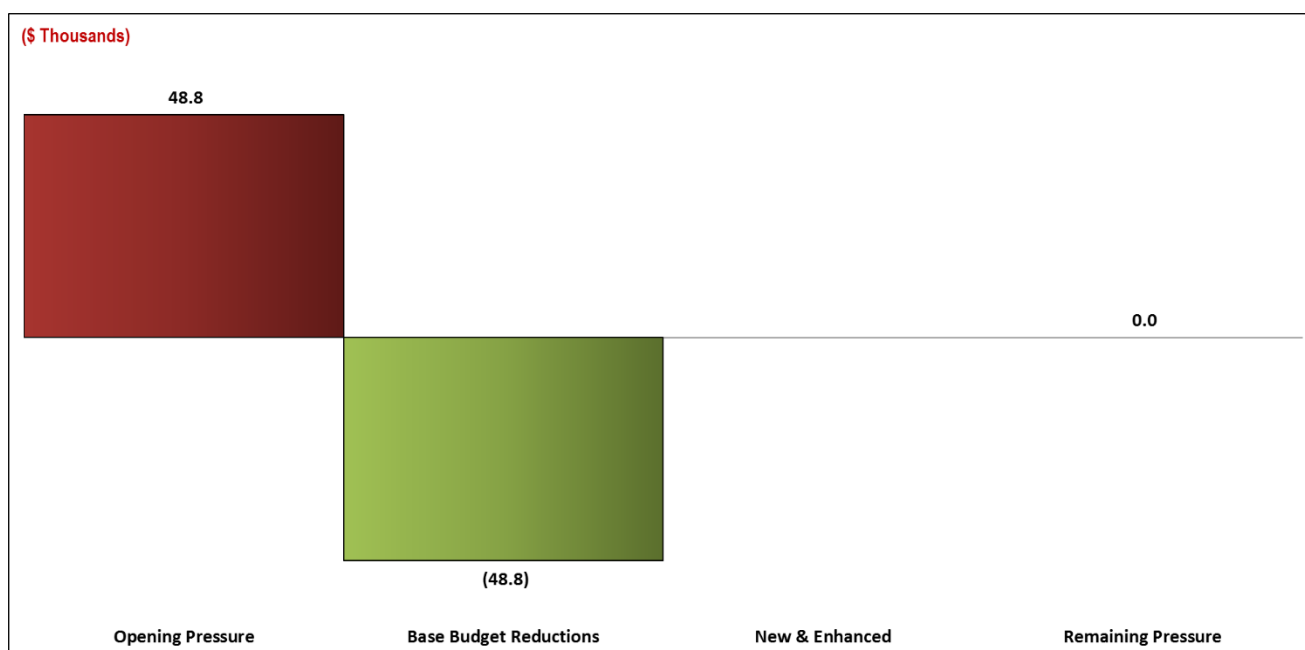


Table 2
Key Cost Drivers

(In \$000s)	2018 Base Operating Budget					Total	
	Corporate Leadership	Organizational Effectiveness	Emergency Management	Financial Management	Program Support		
	\$	\$	\$	\$	\$	\$	Position
Gross Expenditure Changes							
Prior Year Impacts							
1 1 PTIF Funded Position					46.3	46.3	
Salaries and Benefits							
COLA, Progression Pay, Step Increases, and Realignments	5.3	(23.8)	(18.2)	(17.2)	92.6	38.6	
Other Base Expenditure Changes							
IDC/IDR (inflationary increases for I&T, Facilities, and Fleet)		12.7	3.6		2.1	18.3	
2 Metrolinx Regional Express Rail		(576.3)				(576.3)	
Crossing Guard Consolidation					(8.1)	(8.1)	(0.4)
Total Gross Expenditure Changes	5.3	(587.5)	(14.6)	(17.2)	132.9	(481.2)	(0.4)
Revenue Changes							
Base Revenue Changes							
1 1 PTIF Funded Position					46.3	46.3	
2 Metrolinx Regional Express Rail		(576.3)				(576.3)	
Total Revenue Changes		(576.3)			92.7	(530.0)	
Net Expenditure Changes	5.3	(11.2)	(14.6)	(17.2)	40.2	48.8	(0.4)

Key cost drivers for PPF&A are discussed below:

Gross Expenditure Changes

- Prior Year Impacts:
 - On May 24, 2017, City Council considered the "Operating Variance Report for the Three-Month Period Ended March 31, 2017 EX25.13" and approved the request of 1.0 temporary position for PPF&A to support the public consultation process for City Planning's technical and planning analysis of major rapid transit projects. The position added an incremental pressure of \$0.046 million in 2018 and is fully funded by the Public Transit Infrastructure Fund (PTIF).
- Salaries and Benefits
 - Salaries and benefits add a pressure of \$0.039 million, mainly attributed to salary inflationary costs of \$0.127 million which was partially offset by the decrease of \$0.083 million for savings in benefits.

Other Base Changes

- Inter-divisional charges will increase by \$0.018 million mainly due to inflationary increases from I&T licenses, services from Facilities, Real Estate, Environment & Energy (FREEE), and fleet charges.
- City Council on February 16, 2017 considered the "2017 Capital and Operating Budgets EX22.2" and directed the Major Capital Infrastructure Coordination (MCIC) Office to advance the City's review of design submission and permit approvals submitted by Metrolinx in support of the Regional Express Rail (RER), with the full expenditures recovered from Metrolinx. Costs and funding were estimated at \$2.184 million in 2017. Work is advancing slower than expected and the funds have been adjusted by \$0.576 million in 2018 to capture the remaining balance of \$1.608 million.
- In 2018, 0.4 of a crossing guard position will be transferred to Transportation Services to consolidate the Crossing Guard program. This transfer will reduce PPF&A's expenditures by \$0.008 million with a corresponding increase to Transportation Services.

In order to achieve the budget target, PPF&A's 2018 Preliminary Operating Budget includes base expenditure savings of \$0.049 million net as detailed below.

Table 3
Actions to Achieve Budget Reduction Target
2018 Preliminary Service Change Summary

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change			
	Corporate Leadership		Organizational Effectiveness		Emergency Management		Financial Management		Program Support		\$	\$	#	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:																	
Base Expenditure Changes																	
Line by Line Review									(48.8)	(48.8)	(48.8)	(48.8)					
Base Expenditure Change									(48.8)	(48.8)	(48.8)	(48.8)					

Base Expenditure Changes (Savings of \$0.049 million gross & \$0.049 million net)

- The 2018 Operating Budget includes a reduction of \$0.049 from utilities to align the budget with actual experience.

Table 4
2018 Preliminary New & Enhanced Service Priorities

Description (\$000s)	New and Enhanced										Total New and Enhanced			Incremental Change			
	Corporate Leadership		Organizational Effectiveness		Emergency Management		Financial Management		Program Support		\$	\$	Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities																	
Staff Initiated:																	
Consultation Coordinators (Basement Flooding/Local Roads)									373.1		373.1		3.0				
Sub-Total Staff Initiated									373.1		373.1		3.0				
Total Enhanced Services									373.1		373.1		3.0				

The 2018 Preliminary Operating Budget includes funding for the following enhanced service priority:

Enhanced Service Priorities (\$0.373 million gross & \$0 net)

Consultation Coordinators for the Basement Flooding Protection and Local Roads Resurfacing Programs

- The Public Consultation Unit requires 3.0 permanent Coordinator Outreach & Special Projects to support the public engagement of two City programs, Basement Flooding Protection Program and the Local Road Resurfacing program, adding a pressure of \$0.373 million and is fully funded by capital projects delivered by Engineering & Construction Services (ECS), netting the pressure to \$0.
- The coordinators will act as field ambassadors, proactively communicating with the local community and the on-site contractors about the program and any potential issues, developing and providing Construction Notices, and responding to any construction inquiries.
- The Basement Flooding Protection Program is expected to nearly double in expenditures from 2017 (\$51 million) to 2018 (\$95 million) and the Local Road Resurfacing Program continues with gradual increases over the ten year term (\$58 million in 2018 to \$69 million in 2019).
- Currently, field ambassadors are procured by ECS from external consultants to engage with residents and businesses regarding the construction projects. By providing the services in-house, the City will have better quality assurance over interactions with the public on local construction projects and better manage consultant costs.

Approval of the 2018 Preliminary Operating Budget for PPF&A will result in a 2019 incremental net cost of \$0.482 million and a 2020 incremental net cost of \$0.379 million to maintain the 2018 service levels, as discussed in the following section.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Prior Year Impacts										
1 PTIF Funded Position	4.4	4.4	-			3.2	3.2	-		
Annualization of Consultation Coordinators	9.7	9.7				9.7	9.7			
Salaries and Benefits			-					-		
COLA, Progression Pay, Step Increases, and Realignments	482.8		482.8	5.3%		378.6		378.6	3.9%	
Other Base Changes			-					-		
Other expenditures	(1.2)		(1.2)	(0.0%)		0.4				
Metrolinx Regional Express Rail	(1,608.1)	(1,608.1)	-			-	-	-		
Total Incremental Impact	(1,112.4)	(1,594.0)	481.6	5.3%	-	391.9	12.9	378.6	3.9%	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Inflationary labour costs offset by Public Transit Infrastructure Funds (PTIF) of one coordinator, adding no additional pressure to the 2019 and 2020 years.
- Consultation coordinators for the Public Consultation Unit are expected to add an incremental pressure of \$0.010 million in 2019 and 2020 each, due to inflationary increases for salaries and benefits, with costs recovered from the capital projects.
- Inflationary increases to salaries and benefits (including progression and step pay) for PPF&A staff, adding an incremental pressure of \$0.483 million in 2019 and \$0.379 million in 2020.
- Other expenditures are expected to decrease by \$0.001 million, mainly due to further reductions in hydro costs. Inflationary increases from interdivisional services such as I&T attribute to an incremental increase of \$0.001 million in 2020.
- Incremental adjustment of \$1.608 million in 2019 to remove the funds provided to advance the Regional Express Rail review as work is anticipated to be completed in 2018.



Part 2

2018 Preliminary Operating Budget by Service

Corporate Leadership

What We Do



- Guide the corporation in the strategic direction for growth and program/service delivery.
- Provide corporate oversight and administrative governance of Cluster B Programs.
- Provide coordination on major City-wide initiatives and projects.

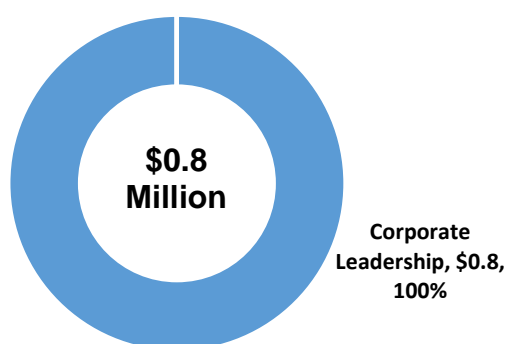
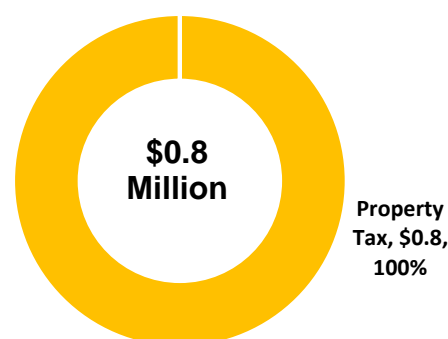
2018 Service Budget by Activity
(\$Ms)2018 Service by Funding Source
(\$Ms)

Table 6
2018 Preliminary Service Budget by Activity

	2018 Preliminary Operating Budget					Incremental Change					
	2017										
	Approved Budget	Preliminary Base	Preliminary Base Budget vs. 2017 Budget	% Change	Preliminary Budget	2018 Preliminary Budget vs. 2017 Budget		2019 Plan		2020 Plan	
(\$000s)	\$	\$	\$	%	\$	\$	%	\$	%	\$	%
GROSS EXP.											
Corporate Leadership	818.8	824.1	5.3	0.6%	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Total Gross Exp.	818.8	824.1	5.3	0.6%	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
REVENUE											
Corporate Leadership				-			-		-		-
Total Revenues				-			-		-		-
NET EXP.											
Corporate Leadership	818.8	824.1	5.3	0.6%	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Total Net Exp.	818.8	824.1	5.3	0.6%	824.1	5.3	0.6%	21.4	2.6%	24.6	2.9%
Approved Positions	5.0	5.0			5.0						

The **Corporate Leadership** service provides strategic direction for growth and program/service delivery, corporate oversight and administrative governance of Cluster B Programs, and provides coordination on major City-wide initiatives and projects.

The 2018 Preliminary Operating Budget of \$0.824 million gross and \$0.824 million net is \$0.005 million or 0.6% over the 2017 Approved Net Budget. The inflationary adjustment for salaries and benefits was the main driver of the \$0.005 million pressure added in 2018.

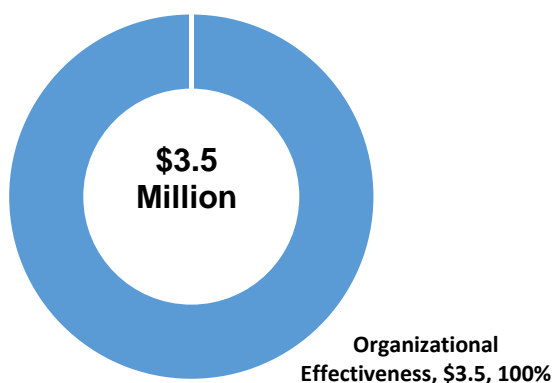
Organizational Effectiveness



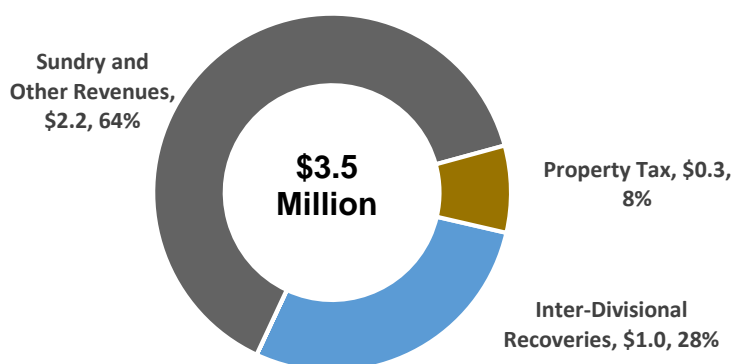
What We Do

- Provide management reporting.
- Lead Cluster B process for Excellence Toronto certification.
- Coordination of major capital infrastructure projects (MCIC). Development of a coordinated 5-year capital program that integrates with external agencies and utilities.

**2018 Service Budget by Activity
(\$Ms)**



**2018 Service by Funding Source
(\$Ms)**



2018 Service Levels Organizational Effectiveness

Type	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Cross Divisional Planning & Coordination	Administrative support and coordination	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
	Strategy and policy development	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
	Implement Support	% of assignments completed within agreed upon timelines	Approved	100%	100%	100%	100%
Performance Measurement	Monitoring and tracking	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Monthly reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Quarterly reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Annual reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
	Ad hoc reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
Program Review	Service improvement	% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
	Organizational design	% of issues reported within agreed upon timelines	Approved	100%	100%	100%	100%
	New business process documentation development	% of new business process documentation developed within agreed upon timelines	Approved	100%	100%	100%	100%
	Existing business process documentation	% of business process documentation maintained at all times	Approved	100%	100%	100%	100%
	Process improvement recommendations	% of business process improvement recommendations developed within agreed upon timelines	Approved	100%	100%	100%	100%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Organizational Effectiveness.

Table 6
2018 Preliminary Service Budget by Activity

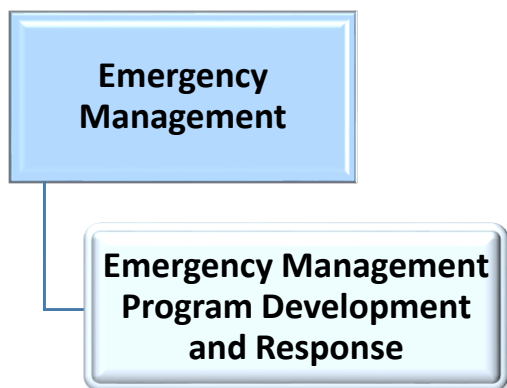
(\$000s)	2017					2018 Preliminary Operating Budget				Incremental Change				
	Approved Budget	Preliminary Base	Preliminary Base Budget vs. 2017 Budget	% Change	Preliminary Budget	2018 Prelim Budget vs. 2017 Budget								
	\$	\$	\$	%	\$	\$	%	\$	%	\$	%			
GROSS EXP.														
Organizational Effectiveness	4,052.3	3,457.7	(594.7)	(14.7%)	3,457.7	(594.7)	(14.7%)	(1,561.6)	(45.2%)	52.1	2.7%			
Total Gross Exp.	4,052.3	3,457.7	(594.7)	(14.7%)	3,457.7	(594.7)	(14.7%)	(1,561.6)	(45.2%)	52.1	2.7%			
REVENUE														
Organizational Effectiveness	3,769.6	3,186.1	(583.5)	(15.5%)	3,186.1	(583.5)	(15.5%)	(1,608.1)	(50.5%)					
Total Revenues	3,769.6	3,186.1	(583.5)	(15.5%)	3,186.1	(583.5)	(15.5%)	(1,608.1)	(50.5%)					
NET EXP.														
Organizational Effectiveness	282.7	271.5	(11.2)	(4.0%)	271.5	(11.2)	(4.0%)	46.5	17.1%	52.1	16.4%			
Total Net Exp.	282.7	271.5	(11.2)	(4.0%)	271.5	(11.2)	(4.0%)	46.5	17.1%	52.1	16.4%			
Approved Positions	12.8	12.8	(0.0)	(0.0%)	12.8	(0.0)	(0.0%)							

The **Organizational Effectiveness** service provides strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

Organizational Effectiveness' 2018 Preliminary Operating Budget of \$3.458 million gross and \$0.272 million net is \$0.011 million or 4.0% under the 2017 Approved Net Budget.

- The reduction in the base budget of \$0.011 million is mainly attributed to benefit savings.

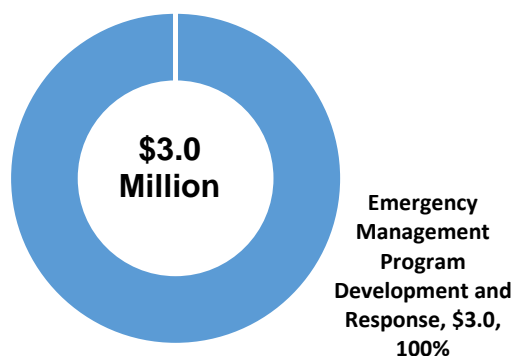
Emergency Management



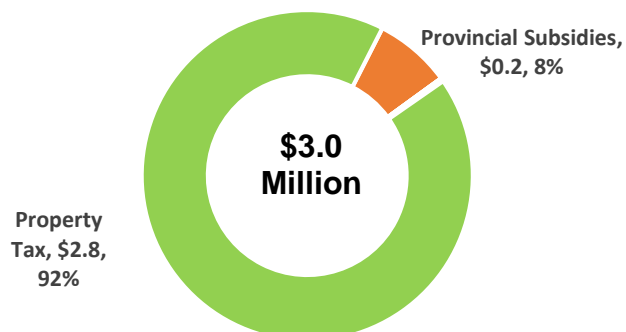
What We Do

- Coordinating agency for emergency and disaster activities as part of the City's Emergency Management Program
- Develops programs and plans to prevent disasters, if possible
- Organizes and coordinates emergency responses when disasters and emergencies occur
- Coordinates and implements recovery plans

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



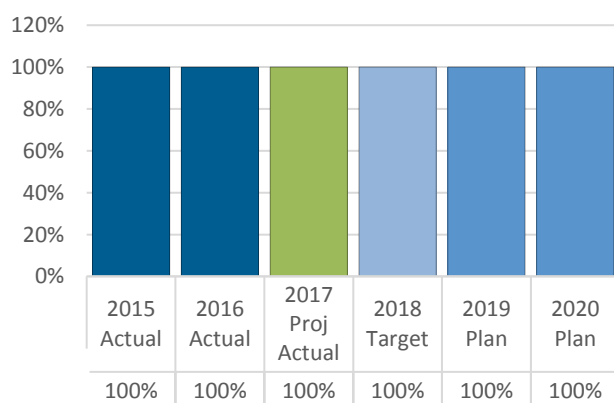
2018 Service Levels Emergency Management

Activity	Type	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Emergency Management Program Development and Response	Customer Service	Communications (Phone, Email, Material Request)	% acknowledged in 1 business day and responded within 3 business days	Approved	90%	90%	90%	90%
	Municipal Program Requirements		% of compliance with the requirements under the Toronto Municipal Code	Approved	100%	100%	100%	100%
	Provincial Program Requirements		% of compliance with the requirements under the Act	Approved	100%	100%	100%	100%
	Exercise Program		% of satisfaction survey for annual exercise	Approved	80%	80%	80%	80%
	Training Program	Training Courses	Achieve % on satisfaction survey for all training courses	Approved	80%	80%	80%	80%
		Basic Emergency Management Provincial Certificates Levels	# achieved	Approved	50	50	50	25
		Basic Incident Management System Provincial Certificates	# achieved	Approved	75	75	100	25
		Incident Management System Level 200 Provincial Certificates	# achieved	Approved	75	75	100	25
		Advanced Emergency Operations Centre	# achieved	Approved				6
	Public Education Program		Achieve % on satisfaction survey for public education/awareness presentations	Approved	80%	80%	80%	80%
	Business Continuity	Business Impact Analysis	% of Divisions with a business impact analysis	Approved	90%	90%	90%	90%
		Business Continuity Plan	% of Divisions with a current business continuity plan	Approved	90%	90%	90%	90%
		Tested/Exercised Business Continuity Plans	% of Divisions with tested or exercised business continuity plans in place	Approved	90%	90%	90%	90%
	OEM 24/7 On-Call	On Call Service	% of calls responded to within 15 minutes of initiation	Approved	100%	100%	100%	100%
	Emergency Operation Centre (EOC)	Normal Hours	% of appropriate staffing at EOC within 15 minutes of requests	Approved	100%	100%	100%	100%
		After Hours	% of appropriate staffing at EOC within 2 hours of requests	Approved	100%	100%	100%	100%
		Deep EOC Staffing Plan	% of 5 Deep EOC Staffing Plan	Approved	80%	80%	80%	80%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Emergency Management. The service has added a new certificate to achieve in 2018, the Advanced Emergency Operations Centre to support further staff development providing service benefits to the Office of Emergency Management.

Service Performance Measure

% of on-call responses to all calls within 15 minutes of initiation



- This measure indicates the percentage of on-call responses to all calls received by the Office of Emergency Management within 15 minutes of initiation.
- Calls have been responded to within the target time of 15 minutes and the Program anticipates that it will achieve 100% from 2018 onwards.

Table 6
2018 Preliminary Service Budget by Activity

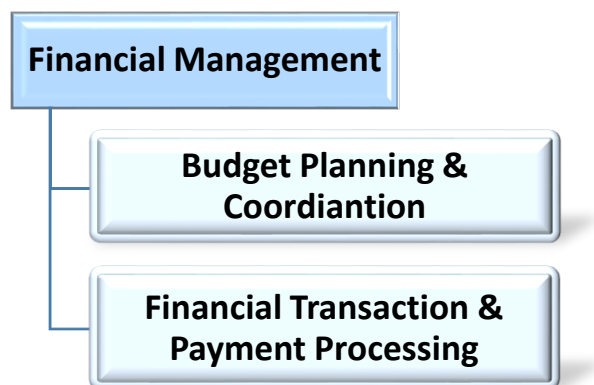
(\$000s)	2018 Preliminary Operating Budget					2018 Preliminary Budget vs. 2017 Budget		Incremental Change			
	Approved Budget	Preliminary Base	Preliminary Base Budget vs. 2017 Budget	% Change	Preliminary Budget			2019 Plan		2020 Plan	
	\$	\$	\$	%	\$	\$	%	\$	%	\$	%
GROSS EXP.											
Emergency Management Program Development & Response	3,016.4	3,001.7	(14.6)	(0.5%)	3,001.7	(14.6)	(0.5%)	66.7	2.2%	72.5	2.4%
Total Gross Exp.	3,016.4	3,001.7	(14.6)	(0.5%)	3,001.7	(14.6)	(0.5%)	66.7	2.2%	72.5	2.4%
REVENUE											
Emergency Management Program Development & Response	235.0	235.0			235.0						
Total Revenues	235.0	235.0			235.0						
NET EXP.											
Emergency Management Program Development & Response	2,781.4	2,766.7	(14.6)	(0.5%)	2,766.7	(14.6)	(0.5%)	66.7	2.4%	72.5	2.6%
Total Net Exp.	2,781.4	2,766.7	(14.6)	(0.5%)	2,766.7	(14.6)	(0.5%)	66.7	2.4%	72.5	2.6%
Approved Positions	18.0	18.0			18.0						

The **Emergency Management's** services are to reduce the risks to public safety and create disaster resilient communities through the development, implementation and maintenance of a comprehensive City of Toronto emergency management program. The Office of Emergency Management directs, manages, coordinates and integrates the emergency management activities necessary to mitigate, prepare, respond and recover from potential or actual emergencies. The service also develops a corporate business continuity program to maintain critical operations and services due to unplanned interruptions or crisis.

Emergency Management's 2018 Preliminary Operating Budget of \$3.002 million gross and \$2.767 million net is \$0.015 million or 0.5% under the 2017 Approved Net Budget.

- The reduction in the base budget of \$0.015 million is mainly attributed to benefit savings.

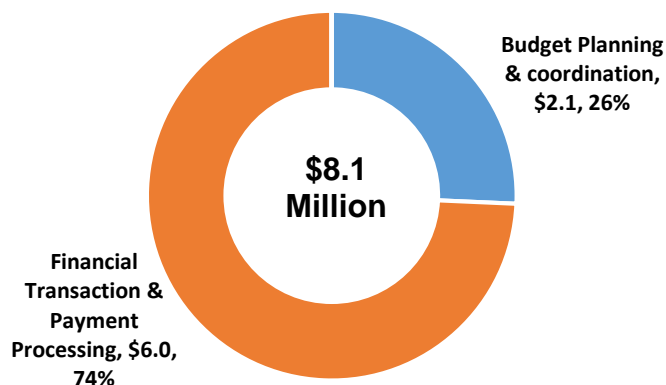
Financial Management



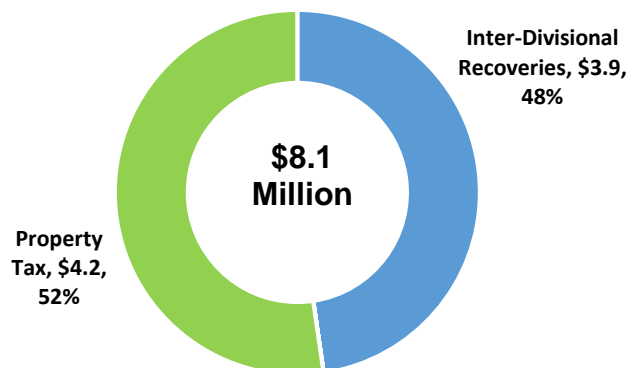
What We Do

- Financial transaction processing for Cluster B Divisions.
- Capital and Operating budget preparation and submission for Cluster B Divisions.
- Monthly and Quarterly variance reporting and analysis.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels

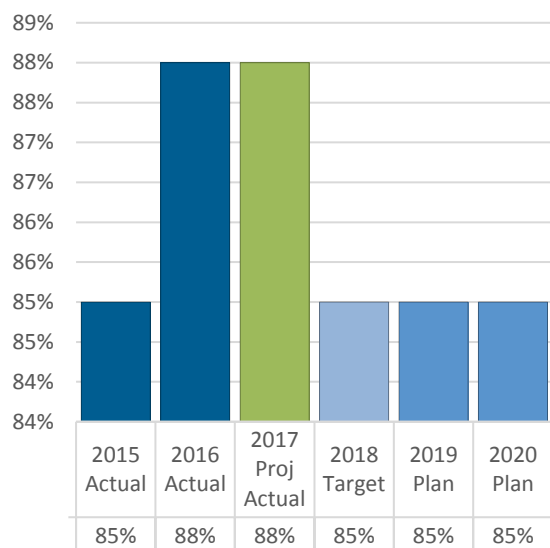
Financial Management

Activity	Type	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Budget Planning & Coordination	Budget coordinated, prepared and submitted		% of Cluster B budgets support and coordinated within deadlines	Approved	100%	100%	100%	100%
	Research, data generation, analysis and presentation		% of requests acknowledged within 2 days	Approved	95%	95%	95%	95%
	Assistance with service planning		% of Cluster B Service Plans supported and submitted within timelines	Approved	100%	100%	100%	100%
	Management reporting and control	Monthly Variance Reports	% of reports issued within 7 days after month end	Approved	80%	80%	80%	80%
		Corporate Variance Reports	% of reports issued within agreed upon timelines	Approved	100%	100%	100%	100%
Financial Transaction & Payment Processing	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
	Management reporting and control		% of accounts reconciled within 30 days of month end	Approved	100%	100%	100%	100%
	Business advice and consultation		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
	Purchasing and procurement	Purchasing documents	% of documents processed in SAP within 3 business days to source and place order	Approved	90%	90%	90%	90%
		Informal Calls (\$7,500 - \$50,000)	% of informal calls processed within 60 days	Approved	90%	90%	90%	90%
	Accounts payable		% of invoices confirmed for payment within 60 days	Approved	85%	85%	85%	85%
	Accounts receivable		% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request	Approved	90%	90%	90%	90%
	Collect and process customer payments	Collection	% of undisputed accounts receivable collected within agreed upon payment terms	Approved	70%	70%	70%	70%
		Deposit	% of customer payments deposited by the next business day	Approved	100%	100%	100%	100%
		Account updates	% of accounts updated within 5 business days upon receipt of supporting documents	Approved	90%	90%	90%	90%
	Collect and process customer deposits and prepare refunds for payment	Customer deposits	% of customer deposits processed within 48 hours of receipt	Approved	100%	100%	100%	100%
		Refunds	% of completed refund requests processed within 10 business days of receipt	Approved	90%	90%	90%	90%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Financial Management.

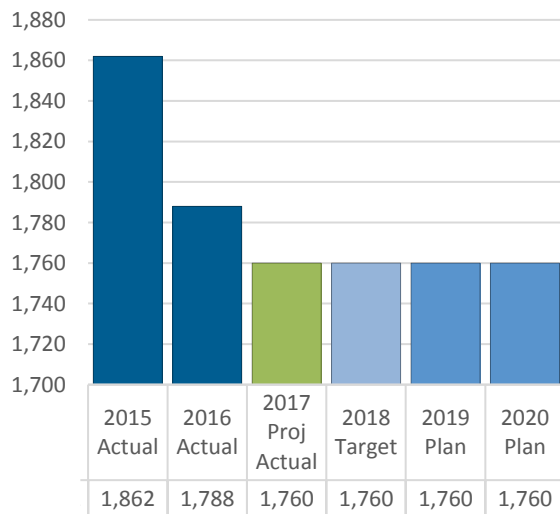
Service Performance Measures

Invoices Confirmed for Payment



- Vendor invoices are reviewed to confirm that goods and services have been received before payment.
- The Program has a target of 85% of invoices to be reviewed and confirmed within 60 days of the invoice date.

Average # of Purchasing Line Items Processed per Employee



- This measure indicates the average number of purchase line items processed per accounting assistant.
- There was a drop from 2015 to 2016 because Solid Waste Management Services started to create the majority of their own purchase orders in 2015.
- The Program has a target of 1,760 transactions per employee planned for 2017 onwards.

Table 6
2018 Preliminary Service Budget by Activity

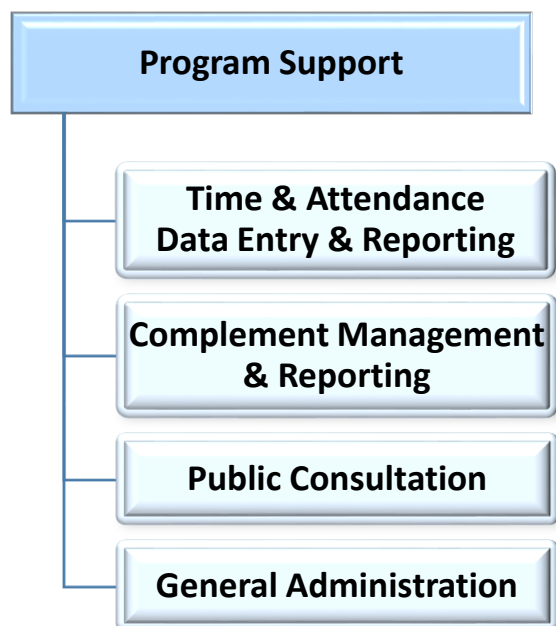
(\$000s)	2018 Preliminary Operating Budget					2018 Preliminary Budget vs. 2017 Budget		Incremental Change			
	Approved Budget	Preliminary Base	Preliminary Base Budget vs. 2017 Budget	% Change	Preliminary Budget			2019 Plan		2020 Plan	
	\$	\$	\$	%	\$	\$	%	\$	%	\$	%
GROSS EXP.											
Budget Planning & coordination	2,067.2	2,077.9	10.7	0.5%	2,077.9	10.7	0.5%	59.1	2.8%	63.3	3.0%
Financial Transaction & Payment Processing	6,034.9	6,007.0	(27.9)	(0.5%)	6,007.0	(27.9)	(0.5%)	159.4	2.7%	91.8	1.5%
Total Gross Exp.	8,102.1	8,084.9	(17.2)	(0.2%)	8,084.9	(17.2)	(0.2%)	218.5	2.7%	155.1	1.8%
REVENUE											
Budget Planning & coordination	905.1	905.1			905.1						
Financial Transaction & Payment Processing	2,951.4	2,951.4			2,951.4						
Total Revenues	3,856.5	3,856.5			3,856.5						
NET EXP.											
Budget Planning & coordination	1,162.1	1,172.8	10.7	0.9%	1,172.8	10.7	0.9%	59.1	5.0%	63.3	5.1%
Financial Transaction & Payment Processing	3,083.5	3,055.6	(27.9)	(0.9%)	3,055.6	(27.9)	(0.9%)	159.4	5.2%	91.8	2.9%
Total Net Exp.	4,245.7	4,228.4	(17.2)	(0.4%)	4,228.4	(17.2)	(0.4%)	218.5	5.2%	155.1	3.4%
Approved Positions	82.5	82.5	0.0	0.0%	82.5	0.0	0.0%	(0.0)	(0.0%)		

The **Financial Management** service provides financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery.

Financial Management's 2018 Preliminary Operating Budget of \$8.085 million gross and \$4.228 million net is \$0.017 million or 0.4% under the 2017 Approved Net Budget.

- The reduction in the base budget of \$0.017 million is mainly attributed to benefit savings.

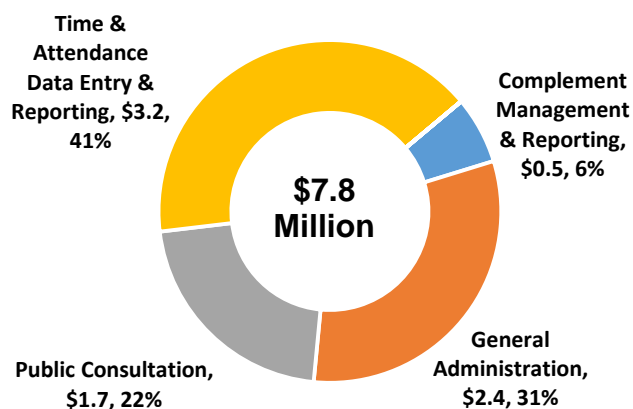
Program Support



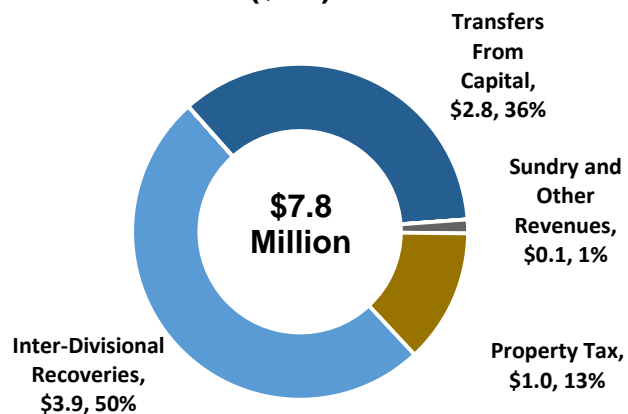
What We Do

- Payroll time entry for over 6,200 Cluster B employees
- Complement management and reporting
- Public consultation support for Cluster B divisions
- General administrative support

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels

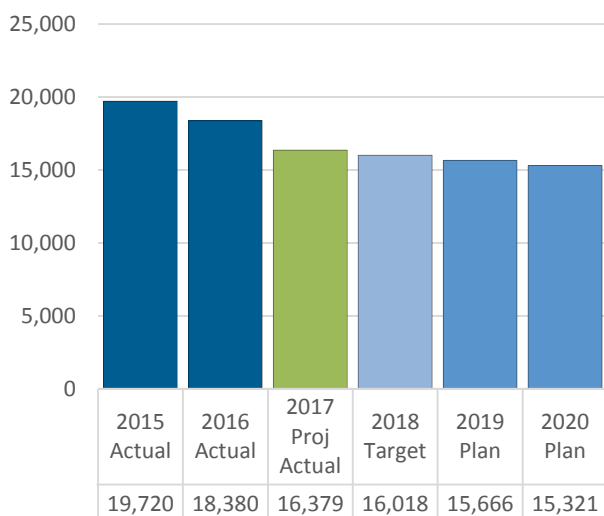
Program Support

Activity	Type	Sub - Type	Service Level Description	Status	2015	2016	2017	2018
Time & Attendance - Data Entry & Reporting	Payroll advice and reporting	Monthly attendance management reports	% of reports provided	Approved	100%	100%	100%	100%
		Other reports	% of reports provided within 5 days	Approved	100%	100%	100%	100%
	Time and attendance - Data entry and reporting	Time sheets	% of time sheets entered	Approved	100%	100%	100%	100%
Complement Management & Reporting	Complement management	Employee records updates	% of employee records updates completed within 2 days	Approved	95%	95%	95%	95%
	Various monthly and/or ad hoc reports		% of reports completed within agreed upon timelines	Approved	95%	95%	95%	95%
	Client consultation/support		% of requests acknowledged within 2 days	Approved	100%	100%	100%	100%
	CM related documentation (Organizational Change Approval Form and Staff Requisition)		# of days to prepare	Approved	1	1	1	1
Program Communications & Consultation			% of compliance to meet notification guidelines, legislated requirements, and client and program needs	Approved	100%	100%	100%	100%
General Administration	Office Space Coordination		% of client needs met within Corporate Guidelines	Approved	100%	100%	100%	100%
	Telephony Coordination		% coordinated within 5 business days	Approved	95%	95%	95%	95%
	Courier/Mail Services		% delivered within 2 business days	Approved	90%	90%	90%	90%

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Program Support.

Service Performance Measures

Average # of Payroll Lines Entered per Employee



- This measure indicates the average number of payroll lines entered per payroll assistant.
- The division projects 16,018 lines to be entered per employee in 2018, and over 15,000 lines to be processed per payroll assistant in 2019 and 2020.
- Modernization of SAP is contributing the downward trend of lines expected to be entered, allowing payroll assistants to focus more on review, control and compliance responsibilities.

Table 6
2018 Preliminary Service Budget by Activity

(\$000s)	2017		2018 Preliminary Operating Budget				2018 Preliminary Budget vs. 2017 Budget		Incremental Change			
	Approved Budget	Preliminary Base	Preliminary Base Budget vs. 2017 Budget	% Change	New/Enhanced	Preliminary Budget			2019 Plan	2020 Plan		
	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.												
Complement Management & Reporting	486.7	496.6	9.9	2.0%		496.6	9.9	2.0%	11.8	2.4%	8.7	1.7%
General Administration	2,482.1	2,442.7	(39.4)	(1.6%)		2,442.7	(39.4)	(1.6%)	25.6	1.1%	18.3	0.7%
Public Consultation	1,248.8	1,314.8	66.0	5.3%	373.1	1,687.9	439.1	35.2%	45.7	2.7%	32.6	1.9%
Time & Attendance Data Entry & Reporting	3,137.4	3,185.0	47.6	1.5%		3,185.0	47.6	1.5%	59.5	1.9%	28.0	0.9%
Total Gross Exp.	7,355.1	7,439.1	84.1	1.1%	373.1	7,812.2	457.2	6.2%	142.6	1.8%	87.6	1.1%
REVENUE												
Complement Management & Reporting	311.4	311.4				311.4						
General Administration	1,556.9	1,556.9				1,556.9						
Public Consultation	2,025.7	2,072.1	46.3	2.3%	373.1	2,445.2	419.4	20.7%	14.1	0.6%	12.9	0.5%
Time & Attendance Data Entry & Reporting	2,491.0	2,491.0	(0.0)	(0.0%)		2,491.0	(0.0)	(0.0%)				
Total Revenues	6,385.0	6,431.3	46.3	0.7%	373.1	6,804.4	419.4	6.6%	14.1	0.2%	12.9	0.2%
NET EXP.												
Complement Management & Reporting	175.4	185.3	9.9	5.7%		185.3	9.9	5.7%	11.8	6.4%	8.7	4.4%
General Administration	925.2	885.8	(39.4)	(4.3%)		885.8	(39.4)	(4.3%)	25.6	2.9%	18.3	2.0%
Public Consultation	(776.9)	(757.3)	19.7	(2.5%)		(757.3)	19.7	(2.5%)	31.6	(4.2%)	19.7	(2.7%)
Time & Attendance Data Entry & Reporting	646.4	694.0	47.6	7.4%		694.0	47.6	7.4%	59.5	8.6%	28.0	3.7%
Total Net Exp.	970.1	1,007.8	37.8	3.9%		1,007.8	37.8	3.9%	128.5	12.7%	74.7	6.6%
Approved Positions	72.2	71.9	(0.4)	(0.5%)	3.0	74.9	2.6	3.7%				

The **Program Support** service provides administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support improved service delivery.

Program Support's 2018 Preliminary Operating Budget of \$7.812 million gross and \$1.008 million net is \$0.038 million or 3.9% over the 2017 Approved Net Budget.

- To offset inflationary increases in salaries and benefits, the 2018 Preliminary Operating Budget includes a reduction in hydro costs of \$0.049 million.
- The 2018 Preliminary Operating Budget includes funding of \$0.373 million gross and \$0 net for the 3 new coordinators in the Public Consultation Unit to provide public engagement services for the Basement Flooding Protection Program and Local Roads Resurfacing Program. Funding from Toronto Water and Transportation Services' capital projects will fund these positions through Engineering & Construction Services' delivery.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Policy, Planning, Finance & Administration accomplished the following:

- ✓ Provided ongoing Cluster B support and co-ordination of various payroll transformation projects, i.e. eTime Pilot Project, Employee & Manager Self Service
- ✓ Expanded MCIC's scope of information that is regularly exchanged between the TTC and the City's Engineering & Construction Services
- ✓ Prepared monthly management information reports for Cluster B Divisions to support operations
- ✓ Distributed almost 15,000 emergency preparedness publications to the public, City Divisions, and civic centres across Toronto in multiple languages
- ✓ Reviewed approximately 900 special event emergency action plans
- ✓ Processed over 56,000 vendor invoices for payment
- ✓ Issued over 37,000 customer invoices
- ✓ Processed \$155 million in accounts receivables transactions
- ✓ Processed bi-weekly payroll files for over 6,200 Cluster B employees, requiring more than 540,500 payroll line entries
- ✓ Processed 1,500 staff requisitions and 500 organization change requests
- ✓ Conducted 140 public consultation events to support Cluster B projects
- ✓ Led Cluster B process for Excellence Toronto certification, achieving Bronze certification in 2017

Appendix 2

2018 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	Actual *	Budget	\$	%	\$	\$
Salaries And Benefits	18,252.1	18,510.6	18,940.8	18,219.9	19,390.7	449.9	2.4%	19,887.4	20,278.6
Materials & Supplies	506.2	472.0	807.8	775.0	752.5	(55.3)	(6.8%)	750.9	750.9
Equipment	49.0	156.1	153.9	153.0	160.4	6.5	4.2%	160.4	160.4
Service And Rent	216.7	329.6	2,729.0	1,108.1	2,152.7	(576.3)	(21.1%)	544.6	544.6
Contribution To Reserves/Reserve Funds	125.7	125.7	130.5	130.5	130.5			130.5	130.5
Inter-Divisional Charges	662.4	729.5	582.7	590.9	593.9	11.2	1.9%	594.5	595.2
Total Gross Expenditures	19,812.2	20,324.0	23,344.7	20,977.7	23,180.6	(164.1)	(0.7%)	22,068.2	22,460.1
Inter-Divisional Recoveries	8,226.3	8,408.6	8,778.5	8,543.7	8,771.3	(7.2)	(0.1%)	8,771.3	8,771.3
Provincial Subsidies	225.0	225.0	225.0	225.0	225.0			225.0	225.0
User Fees & Donations	23.0	21.4	10.0	10.0	10.0			10.0	10.0
Transfers From Capital	2,321.4	2,340.5	2,346.0	2,346.0	2,765.4	419.4	17.9%	2,779.5	2,792.4
Sundry and Other Revenues	237.4	406.9	2,886.6	954.1	2,310.2	(576.3)	(20.0%)	702.2	702.2
Total Revenues	11,033.1	11,402.4	14,246.1	12,078.9	14,082.0	(164.1)	(1.2%)	12,488.0	12,500.9
Total Net Expenditures	8,779.0	8,921.6	9,098.6	8,898.9	9,098.6	0.0	0.0%	9,580.2	9,959.2
Approved Positions			190.4	180.4	193.1	2.6	1.4%	193.1	193.1

* Based on the 9-month Operating Variance Report

For additional information regarding the 2017 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, 2017" that goes to Budget Committee at its meeting on November 27, 2017.

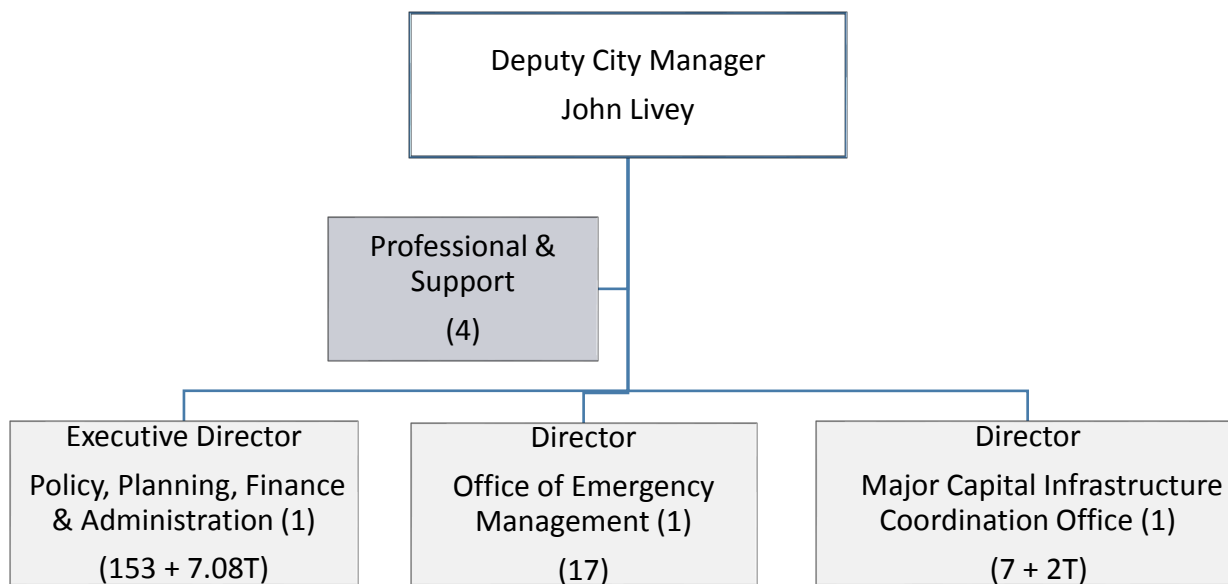
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- In 2017, Major Capital Infrastructure Coordination (MCIC) Office experienced delays with the Metrolinx funded Regional Express Rail (RER) project to advance the City's review of design submission and permit approvals submitted by Metrolinx. Work has progressed at a slower pace and PPF&A expects to spend and recover only \$0.576 million in 2017. The balance of the work has been shifted into 2018 for completion.
- Vacancies resulted in lower salary and benefit expenditures in 2017. This under expenditure is not expected to continue in 2018 as PPF&A expects to fill those vacancies.

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	4.0	19.0	42.0	116.0	181.0
	Temporary			2.0	7.1	9.1
	Total Operating	4.0	19.0	44.0	123.1	190.1
Capital	Permanent			3.0		3.0
	Temporary					-
	Total Capital	-	-	3.0	-	3.0
Grand Total		4.0	19.0	47.0	123.1	193.1

Appendix 5

Summary of 2018 New / Enhanced Service Priorities

2018 Operating Budget - Preliminary New and Enhanced Services

Summary by Service (\$000's)

Form ID		Citizen Focused Services B	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
14747		Consultation Coordinators (Basement Flooding/Local Roads)						
72	Positive	Description:						

Add 3 Coordinator Outreach & Special Projects to the Public Consultation Unit to provide public engagement of the Basement Flooding Protection Program and Local Roads Resurfacing Program. The coordinators will act as field ambassadors, proactively communicating with the local community and the on-site contractors about the program and any potential issues, developing and providing Construction Notices, and responding to any construction inquiries. Costs will be recovered from the capital projects of Toronto Water and Transportation Services, netting the pressure to \$0. The coordinators will act as field ambassadors, proactively communicating with the local community and the on-site contractors about the program and any potential issues, developing and providing Construction Notices, and responding to any construction inquiries. Costs will be recovered from the capital projects of Toronto Water and Transportation Services, netting the pressure to \$0.

Service Level Impact:

Adding 3 Coordinator Outreach & Special Projects to the PCU will ensure there is sufficient support in the field as the Basement Flooding Program expects to double in size from 2017 (\$0.051 million to \$0.095 million in 2018) and the Local Road Resurfacing Program continues with gradual increases over the ten year term (\$0.058 million in 2018 to \$0.069 million in 2019).

Equity Statement:

The proposal may have a positive impact on new immigrants and refugees, persons with disabilities and persons with low literacy who may require additional support in order to access and understand information related to City construction projects. Therefore, it may increase access to City information.

Service: PA-Program Support

Preliminary New / Enhanced Services:	373.1	373.1	0.0	3.00	0.0	0.0
Total Preliminary New / Enhanced Services:	373.1	373.1	0.0	3.00	0.0	0.0

Category:

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

74 - New Services
75 - New Revenues

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance		15.5	15.5	37.1	58.8
Vehicle Reserve - OEM	XQ1802				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			21.7	21.7	21.7
Total Reserve / Reserve Fund Draws / Contributions		15.5	37.1	58.8	80.5

* Based on 9-month 2017 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Withdrawals (-) / Contributions (+)		
			2018	2019	2020
			\$	\$	\$
Projected Beginning Balance		25,981.1	25,981.1	26,089.8	26,198.6
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			108.8	108.8	108.8
Total Reserve / Reserve Fund Draws / Contributions		25,981.1	26,089.8	26,198.6	26,307.4

* Based on 9-month 2017 Reserve Fund Variance Report