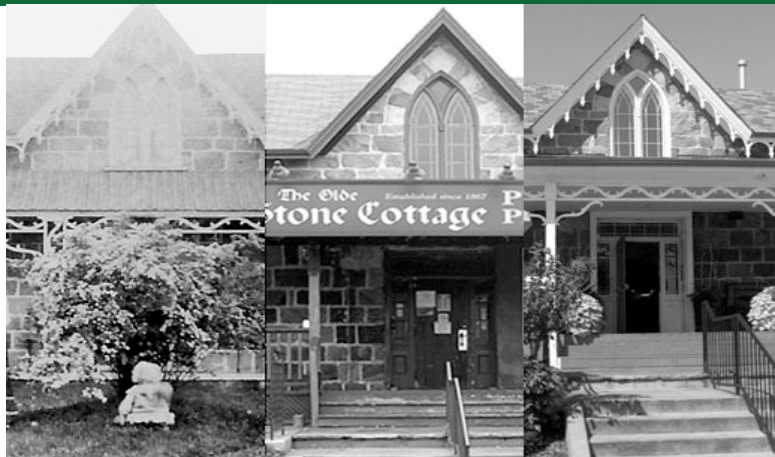




OPERATING PROGRAM SUMMARY



Heritage Toronto 2014 OPERATING BUDGET OVERVIEW

What We Do

Heritage Toronto raises awareness of Toronto's architectural, archaeological, natural and cultural heritage by delivering volunteer-led walks, bus and cycling tours around the City, installing heritage plaques and markers to commemorate buildings and events, and producing the annual Heritage Toronto Awards event.

2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$0.312 million net as shown below.

(In \$000s)	2013 Budget	2014 Budget	Change	
			\$	%
Gross Expenditures	740.1	761.3	21.2	2.9%
Gross Revenue	428.3	449.5	21.2	0.0
Net Expenditures	311.8	311.8	-	-

Moving into this year's budget, Heritage Toronto was facing a pressure of \$0.060 million mainly due to the cost of living increases for staff and alignment of salary and benefits budgets with actual experience. These pressures were fully offset by reduced funding requirement for materials and supplies and completed War of 1812 and Diversity projects, as well as additional user fee revenue and an increased Provincial contribution.

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III: 2014 Service Overview and Plan	5
IV: 2014 Operating Budget	9
V: Issues for Discussion	N/A

Appendices:

1) 2013 Performance	12
2) Operating Budget by Expense Category	13
3) Summary of 2014 Service Changes	N/A
4) Summary of 2014 New & Enhanced Service Changes	16
5) Inflows/Outflows to / from Reserves & Reserve Funds	17
6) 2014 User Fee Rate Changes	N/A

Fast Facts

- Heritage Toronto delivered 76 heritage tours and 6 heritage lectures in 2013.
- Heritage Toronto Installed 40 plaques and markers and distributed 12 on-line publications in 2013.
- Heritage Toronto successfully delivered War of 1812 and Diversity projects.

Trends

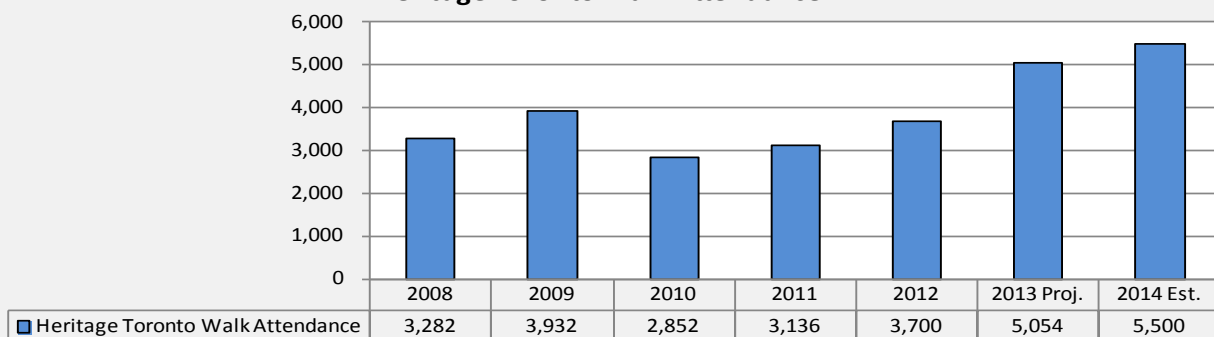
- The number of participants in the Heritage Toronto Tours has been steadily growing, resulting in increasing average donation per tour from \$57 in 2011 to a projected \$65 in 2014.
- Heritage Toronto Awards attendance has been increasing over the years from 550 attendees in 2011 to projected 900 attendees in 2014.

Our Service Deliverables for 2014

Heritage Toronto continues to work on increasing awareness about the importance of the City of Toronto's shared heritage and cultural assets among the general population and visitors. The 2014 Operating Budget will fund:

- Delivery of 76 heritage tours which include walking, cycling, bus and boutique tours.
- Installation of 40 plaques and markers around the City.
- Delivery of 17 heritage lectures: Heritage Toronto strives to deliver at least one heritage lecture every three months.
- Distribution of 12 on-line publications: Heritage Toronto has updated its website to better share archival publications.
- Building public awareness about Toronto's heritage assets: Heritage Toronto saw increased participation in its programs in 2013 and expects this growth to continue as it further partners with local diverse cultural organizations and historical societies.
- Coordination of community and stakeholder consultations.
- Continuation of existing and new partnerships: Heritage Toronto will continue to pursue new partnerships and build on existing partnerships in order to integrate diverse cultural organizations into ongoing programs (i.e. new heritage walks, more diverse attendance at the Heritage Awards and Italian plaques initiative).

Heritage Toronto Walk Attendance

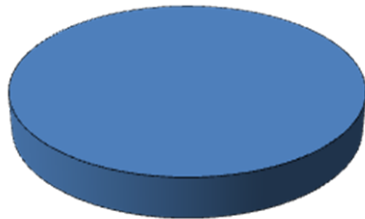


2014 Budget Expenditures & Funding

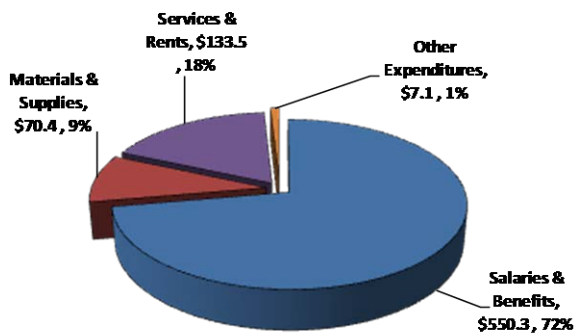
Where the money goes:

2014 Operating Budget by Service
\$0.761 Million

Heritage
Toronto,
\$761.0, 100%

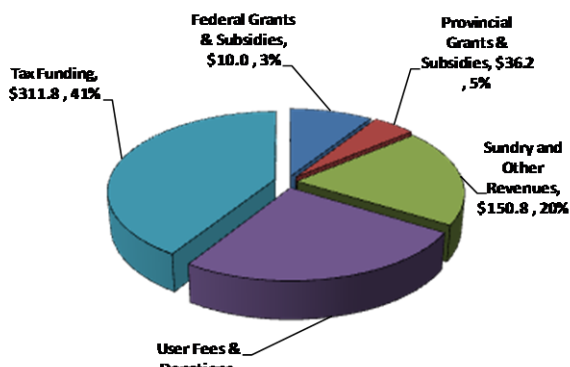


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source
\$0.761 Million



Key Challenges & Priority Actions

- Heritage Toronto needs to secure a marketing assistant position for effective outreach and expansion of programming into suburban communities.
- The 2014 Operating Budget includes a New and Enhanced Service Change, enabling Heritage Toronto to secure one marketing assistant position. This position will be fully funded by additional federal subsidies, user fee revenues and donations.
- The new marketing assistant position will enable Heritage Toronto to further develop existing and create new opportunities for partnership development and fundraising.
- Heritage Toronto also needs to secure additional location that will give the Program exhibit and programming space to better partner with community organizations and display Toronto's heritage.

II: COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

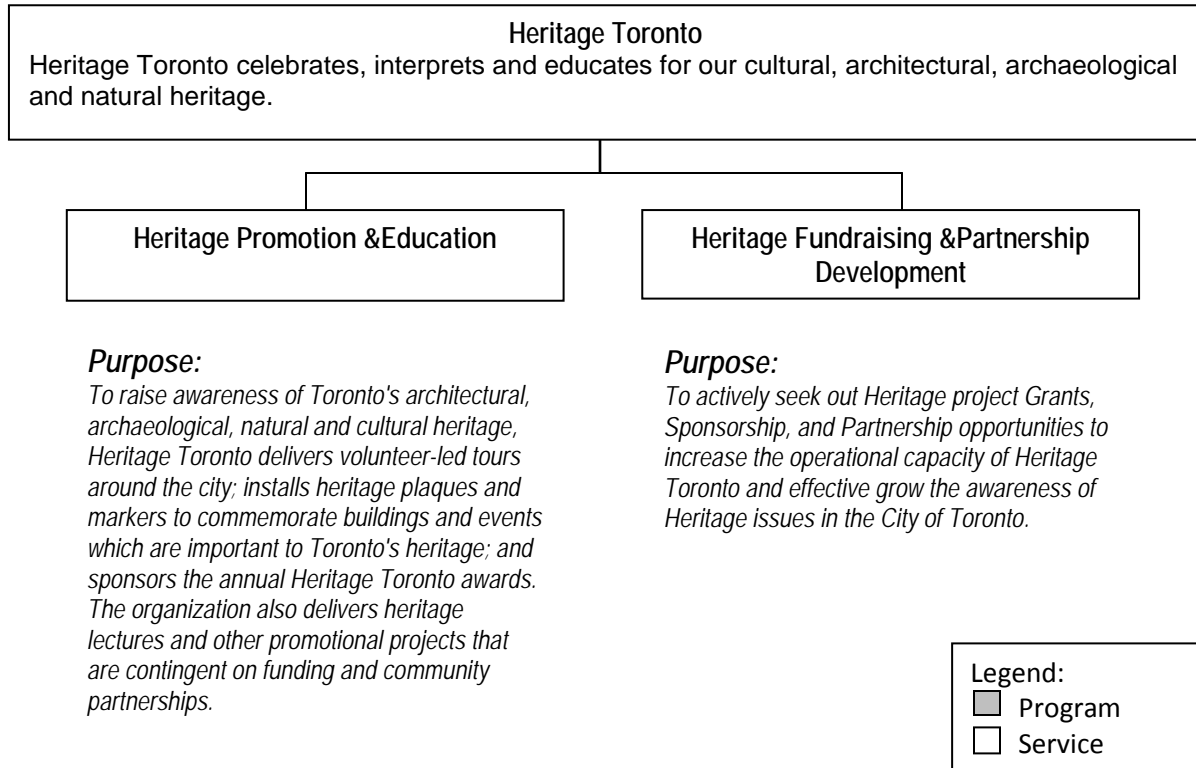
1. City Council approve the 2014 Operating Budget for Heritage Toronto of \$0.761 million gross and \$0.312 million net, comprised of the following service:

	Gross	Net
<u>Service:</u>	<u>(\$000s)</u>	<u>(\$000s)</u>
Heritage Toronto	761.3	311.8
Total Program Budget	<u>761.3</u>	<u>311.8</u>

2. City Council approve Heritage Toronto 2014 service levels, as outlined on page 7, and associated staff complement of 7 positions.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map



Service Customer

Heritage Promotion & Education

- Heritage Event participants
- Online (Website) Visitors
- Heritage Lecture Attendees
- Council

Heritage Partnership & Development

- Local Business Communities
- Local Heritage Societies
- Local Diverse Cultural Associations
- Federal and Provincial Government
- Not for Profit Organizations
- Corporations

2014 Service Deliverables

The 2014 Operating Budget of \$0.761 million gross and \$0.312 million net for Heritage Toronto will provide funding to:

- Deliver 76 heritage tours (walking, cycling, bus, boutique);
- Install 40 plaques and markers;
- Deliver 17 heritage lectures;
- Distribute 12 on-line publications;
- Build public awareness about Toronto's heritage assets;
- Coordinate liaisons and consultations; and
- Continue to develop existing and new partnerships.

What we do

Heritage Promotion and Education

- Raise awareness of Toronto's architectural, archaeological, natural and cultural heritage.
- Deliver volunteer-led walks, cycling and bus tours around the city.
- Install plaques and markers to commemorate buildings and events which are important to Toronto's heritage.
- Deliver heritage lectures and other promotional projects that are contingent on funding and community partnerships.

Heritage Fundraising and Partnership Development

- Actively seek out Heritage project grants, sponsorship and partnership opportunities to increase the operational capacity of Heritage Toronto and effectively grow the awareness of heritage issues in the City of Toronto.

2014 Service Levels

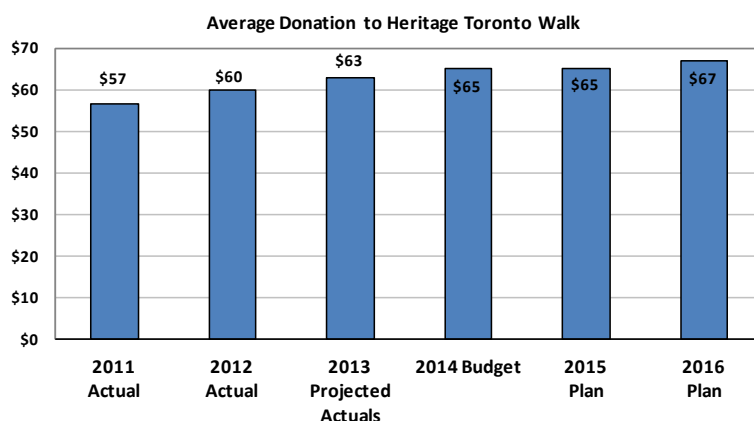
Heritage Toronto

Heritage Toronto Service	Activity	2014 Service Level
Heritage Promotion & Education	Tours	10% growth in heritage tours
	Plaques and Markers	40 markers and plaques on an annual basis
	Heritage Awards	Annual Heritage Awards presented with a focus on increasing audience to 900 people
	Heritage Lectures	One heritage lecture per quarter
	Liaisons and Consultations	Have 100% representation of all Heritage organizations to contribute to the performance report for the term of Council
	Print / On-line Publications	To provide new monthly cultural contributions to the online publications
Heritage Fundraising & Partnership Development	Federal Grants	To have 15% of operations funded from Federal Grants
	Provincial Grants	To have 25% of operations funded from Provincial Grants
	Charitable Donations	In pilot phase
	Corporate Sponsorships	Long-term commitments from corporate sponsors around 5%
	Partnerships	To retain 25% of secured partnership value for Heritage Toronto operations

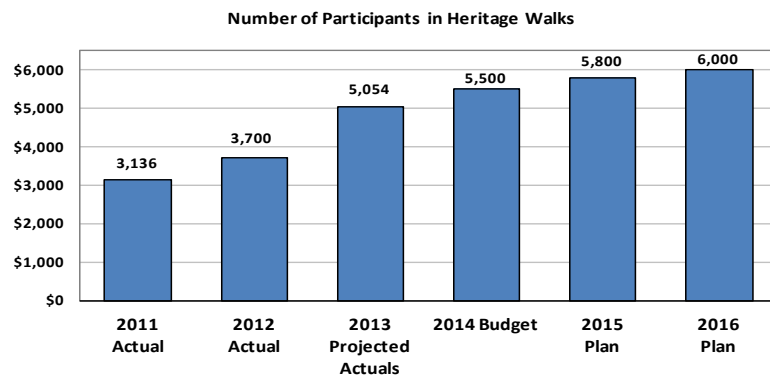
Service Performance Measures

- Heritage Toronto is a separate City Agency and does not follow City's standards for performance measures at this time.
- Heritage Toronto's performance measures are based on volume, customer service quality and community input.

Output and Outcome Measures

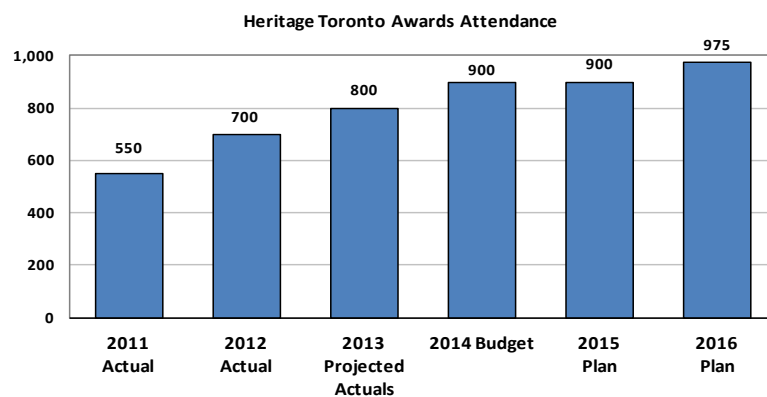


- Heritage Toronto received an average donation of \$57 per walk in 2011 and \$60 in 2012.
- In 2013, the Program projects it will achieve an average donation of \$63 per walk.
- As popularity of heritage walks grows, the Program is targeting an average donation of \$65 per walk in 2014.
- Fundraising and sponsorships are an increasingly important revenue generating activity which determines Heritage Toronto's ability to meet its key service objectives and reduce its reliance on City funding. The organization has set targets to increase revenues every year by 10% and established new funding partnerships with the Federal and Provincial governments.



- Heritage Toronto had 3,136 attendees in 2011 and 3,700 in 2012 participating in its walks.
- In 2013, the Program projects 5,054 individuals will have participated in Heritage Walks.
- As popularity of heritage walks grows, the Program set a future target of 5,500 participants in 2014, 5,800 in 2015 and 6,000 in 2016.

- One of the Program's key service output measures is the number of attendees that participate in the Heritage Toronto walks.
- Attendees determine the number of walks organized by Heritage Toronto.

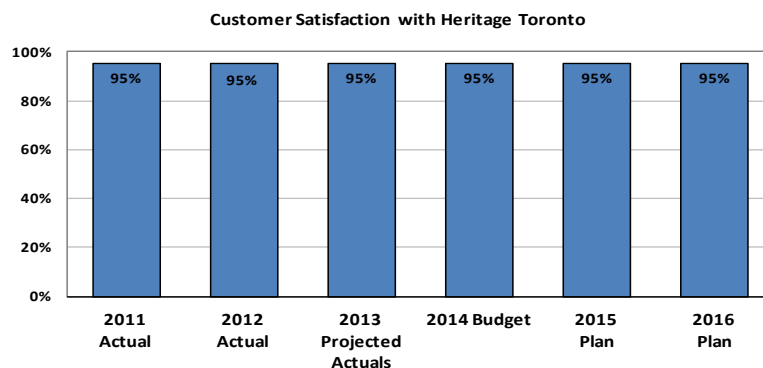


- 550 people attended the 2011 Awards and 700 people attended in 2012.
- In 2013, 800 people attended the Awards and it is projected that 900 will attend in 2014 and 2015.
- Heritage Toronto tracks attendance for the Heritage Toronto Awards which creates an opportunity for the Program to raise funding

through increased sponsorship and increase awareness of Heritage Toronto's work.

- In 2013, Heritage Toronto raised \$0.100 million as a result of the Awards.

Customer Satisfaction Measures



- Heritage Toronto measures the satisfaction levels of customers with the Heritage Walks through surveys.
- Customer satisfaction with Heritage Toronto walks has been at 95% since 2010 and is projected to be the same or higher in 2014 and future years.

IV: 2014 Total Operating Budget

2014 Operating Budget (In \$000s)

(In \$000s)	2013		2014 Operating Budget			2014 vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Base	2014 New/Enhanced	2014 Budget			2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Heritage Toronto											
Gross Expenditures	740.1	740.1	727.0	34.3	761.3	21.2	2.9%	13.4	1.8%	9.5	1.2%
Revenue	428.3	428.3	415.2	34.3	449.5	21.2	4.9%	7.0	1.6%	3.0	0.7%
Total Net Expenditures	311.8	311.8	311.8	-	311.8	(0.0)	0.0%	6.4	2.1%	6.5	2.0%
Approved Positions	6.0	6.0	6.0	1.0	7.0	1.0	16.7%	-	0.0%	-	0.0%

Note: 2013 Projected Actuals as of September 30, 2013

The 2014 Operating Budget for Heritage Toronto of \$0.761 million gross and \$0.312 million net equals the 2013 Approved Budget of \$0.312 million net and meets the budget target of a 0% increase.

- The 2014 Operating Budget provides funding of \$0.011 million for cost of living adjustments and progression pay and \$0.049 million to align salaries and benefits with actual experience.
- The 2014 Operating Budget also includes net savings of \$0.060 million to reflect various base budget expenditure reductions and revenue increases.
- The 2014 Operating Budget does not include any service changes.
- Funding for a New and Enhanced Service Priority Action for one marketing assistant position has been included in the 2014 Operating Budget. This position will be fully funded by additional Federal subsidies, user fees and donations.

The 2014 Operating Budget increases the Program's approved staff complement from 6 to 7 positions as highlighted in the table below:

2014 Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	6.0	7.0	7.0
In-year Adjustments			
Adjusted Staff Complement	6.0	7.0	7.0
Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects			
- Service Change Adjustments			
- New / Enhanced	1.0		
Total	7.0	7.0	7.0
% Change over prior year	16.7%	-	-

**2014 Base Budget
(In \$000s)**

(In \$000s)	2013 Budget	2014 Base	Change 2014 Base vs. 2013 Approved Budget		Incremental Change			
			\$	%	2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Heritage Toronto								
Gross Expenditures	740.1	727.0	(13.1)	-1.8%	12.4	1.7%	9.1	1.2%
Revenue	428.3	415.2	(13.1)	-3.1%	6.0	1.4%	2.6	0.6%
Net Expenditures	311.8	311.8	-	0.0%	6.4	2.1%	6.5	2.0%
Approved Positions	6.0	6.0	-					

The 2014 Base Budget of \$0.727 gross and \$0.312 million net equals the 2013 Approved Budget of \$0.312 million net and meets the budget target of a 0% increase.

- The 2014 Base Budget provides additional funding of \$0.060 million for cost of living adjustments and progression pay, as well as funding to align salaries and benefits with actual experience.
- This required additional funding is fully offset by savings of \$0.060 million due to various base budget changes. These changes include savings of \$0.018 million due to reduced materials and supplies costs, reduced funding of \$0.055 million due to the completion of War of 1812 and Diversity projects, additional revenue of \$0.021 million to be received from an increased Provincial contribution and increased user fee revenue; partially offset by a pressure of \$0.034 million due to a reduced Federal contribution.
- The key cost drivers combined with other base budget changes reduce both gross expenditures and revenues by \$0.013 million, for a zero net impact, as outlined below:

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Base Budget
Gross Expenditure Changes	
COLA and Progression Pay	
COLA	5.8
Progression Pay	5.0
Other Base Budget Changes	
Salary and Benefits increase to match actuals	49.2
Reduced Materials & Supplies	(18.0)
Completion of War of 1812 and Diversity projects	(55.1)
Total Changes	(13.1)
Revenue Changes	
User Fee Revenue	6.2
Reduced Federal Contribution	(34.3)
Provincial Subsidies	15.0
Total Changes	(13.1)
Net Expenditures	-

**2014 New / Enhanced Service Priority Actions
(In \$000s)**

Description	2014			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
Enhanced Services Priorities							
Marketing Assistant	34.3		1.0				
Sub-Total	34.3	-	1.0	-	-	-	-
New Service Priorities							
Sub-Total	-	-	-	-	-	-	-
Total	34.3	-	1.0	-	-	-	-

Enhanced Service Priorities

Marketing Assistant

- The 2014 Operating Budget includes a New and Enhanced Service Change, enabling Heritage Toronto to receive one marketing assistant position. This position will be fully funded by additional federal subsidies, user fee revenues and donations.
- The new marketing assistant position will enable Heritage Toronto to further develop existing and create new opportunities for partnership development and fundraising.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
COLA and Fringe Benefits	13.4		13.4	4.3%		9.5		9.5	3.0%	
Sub-Total	13.4	-	13.4	4.3%	-	9.5	-	9.5	3.0%	-
Anticipated Impacts:										
Increase revenue from user fees & donations		7.0	(7.0)	-2.2%			3.0	(3.0)	-0.9%	
Sub-Total	-	7.0	(7.0)	-2.2%	-	-	3.0	(3.0)	-0.9%	-
Total Incremental Impact	13.4	7.0	6.4	2.1%	-	9.5	3.0	6.5	2.0%	-

The 2014 Operating Budget for Heritage Toronto will result in incremental cost increases of \$0.006 million in 2015 and incremental cost increases of \$0.007 million in 2016 to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- *Staffing costs:* Additional funding of \$0.013 million will be required in 2015 and \$0.010 million in 2016 for annual increases for salaries and benefits.

Anticipated Impacts:

- These costs will be partially offset by anticipated additional revenue of \$0.007 million in 2015 and \$0.003 million in 2016 from user fees and donations as a result of increased participation in Heritage Toronto programs.

Appendix 1

2013 Service Accomplishments

2013 Key Accomplishments

In 2013, Heritage Toronto achieved the following results:

Marketing and Promotion

- ✓ Hired a marketing director and developed and executed marketing strategy for programming.
- ✓ Expanded Heritage Toronto's reach in suburban areas.

Programming Expansion

- ✓ Created tours programs to include walking tours, boutique tours, cycling and bus tours.
- ✓ Increased awareness of Heritage Toronto and heritage issues in Toronto.
- ✓ Increased partnerships with diverse cultural communities.

Financial Capacity

- ✓ Researched financial structures from sister organizations and updated financial capacity with target on fee for service programming and individual donations.
- ✓ Developed a package for multi-year corporate partnerships.

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
(\$000s)	\$	\$	\$	\$	\$	%
Gross Expenditures	693.5	692.0	740.1	740.1	-	-
Revenues	347.1	380.2	428.3	428.3	-	-
Net Expenditures	346.4	311.8	311.8	311.8	-	-
Approved Positions	6.5	6.0	6.0	6.0	-	-

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- Heritage Toronto's preliminary year-end variance report indicates that the Program is on target to spend 100% of the 2013 Approved Net Operating Budget of \$0.312 million.

Impact of 2013 Operating Variance on the 2014 Operating Budget

- There is no impact of the 2013 Operating Variance on the 2014 Operating Budget.

Appendix 2

2014 Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011 Actual	2012 Actual	2013 Budget	2013 Projected Actual	2014 Budget	2014 Change from 2013 Budget		2015 Plan	2016 Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	489.0	476.0	456.0	456.0	550.3	94.3	20.7%	562.5	571.7
Materials and Supplies	113.7	66.6	91.9	91.9	70.4	(21.5)	-23.4%	67.9	70.1
Equipment									
Services & Rents	85.0	146.3	188.6	188.6	133.5	(55.1)	-29.2%	137.2	135.3
Contributions to Capital									
Contributions to Reserve/Res Funds	1.0	0.9	1.1	1.1	1.1	-	0.0%	1.1	1.1
Other Expenditures	4.8	2.2	2.5	2.5	6.0	3.5	140.0%	6.0	6.0
Interdivisional Charges									
Total Gross Expenditures	693.5	692.0	740.1	740.1	761.3	21.2	2.9%	774.7	784.2
Interdivisional Recoveries									
Provincial Subsidies		29.0	30.0	30.0	36.2	6.2	20.7%	36.2	36.2
Federal Subsidies		5.6	70.0	70.0	70.0	-	0.0%	70.0	70.0
Other Subsidies									
User Fees & Donations	195.5	162.7	177.5	177.5	192.5	15.0	8.5%	199.5	202.5
Transfers from Capital Fund									
Contribution from Reserve Funds									
Contribution from Reserve									
Sundry Revenues	151.6	182.9	150.8	150.8	150.8	-	0.0%	150.8	150.8
Required Adjustments									
Total Revenues	347.1	380.2	428.3	428.3	449.5	21.2	4.9%	456.5	459.5
Total Net Expenditures	346.4	311.8	311.8	311.8	311.8	(0.0)	0.0%	318.2	324.7
Approved Positions	6.0	6.0	6.0	6.0	7.0	1.0	16.7%	-	-

2014 Key Cost Drivers

Salaries and Benefits

- Salaries and Benefits are the largest expenditure category and account for 72% of the total expenditures, followed by services and rents at 18% and materials and supplies at 9%.
- Salaries and Benefits will increase by \$0.094 million from 2013 to 2014 to reflect \$0.011 million for cost of living and progression pay increases, \$0.049 million required to align salaries and benefits budget with actual experience, as well as funding of \$0.034 million for the new marketing assistant position.

Materials and Supplies

- Materials and Supplies will decrease by \$0.022 million to reflect lower funding requirements for website maintenance, iPhone applications and Doors Open Toronto.

Services and Rents

- Services and Rents will decrease by \$0.055 million from 2013 to 2014 to reflect completion of War of 1812 and Diversity projects.

Other Expenditures

- Other Expenditures will increase by \$0.004 million which is required to expand marketing and outreach initiatives.

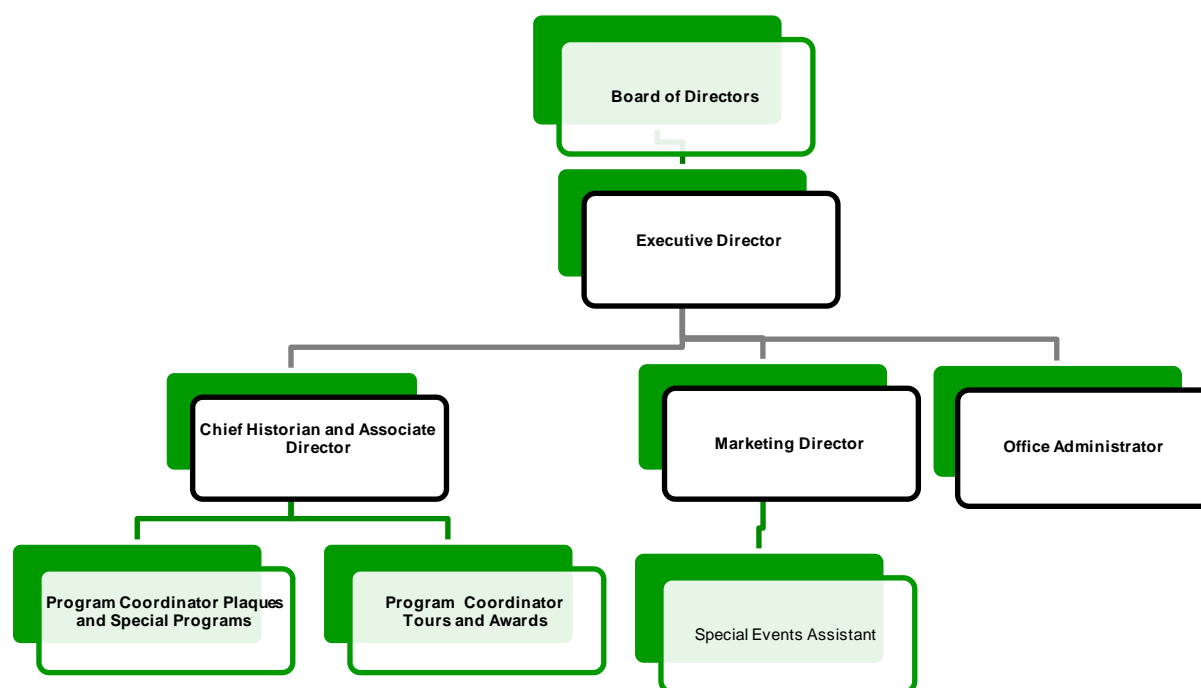
User Fees and Donations

- User fees and donations are the largest revenue category and account for 43% of the total revenues, flowed by sundry revenues (which include revenue from Plaques & Markers Program, iPhone apps and lecture series) at 34%, federal subsidies at 15% and provincial subsidies at 8%.
- In 2014, the user fee revenues and donations are expected to increase by \$0.015 million as a result of increased participation in Heritage Toronto programs.

Heritage Toronto spends on its programs the amount it receives in contributions or user fees. Between 2011 and 2013 total revenues have been steadily increasing and offsetting the growing expenditures. These increases were primarily due to increased fundraising, donations, sponsorships and grant funding.

Appendix 2 - Continued

2014 Organization Chart



2013 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	3.0	3.0	1.0		7.0
Part-Time					-
Total	3.0	3.0	1.0	-	7.0

Appendix 4

Summary of 2014 New / Enhanced Service Changes

2014 Operating Budget - Council Approved New and Enhanced Services

Summary by Service

(\$000s)

Form ID		Agencies - Cluster Program: Heritage Toronto	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

2908 **Marketing Assistant Position**

72 1 **Description:**

The 2014 Operating Budget includes a New and Enhanced Service Change, enabling Heritage Toronto to receive one marketing assistant position. This position will be fully funded by additional federal subsidies, user fee revenues and donations.

Service Level Impact:

This position will assist Heritage Toronto in outreaching to all the local regions and neighbourhoods in Toronto to better partner with local community groups in order to tell their stories. The position will be fully funded by additional federal subsidies, user fees and donations.

Service: Heritage Toronto

Staff Recommended:	34.3	34.3	0.0	1.0	0.0	0.0
BC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
EC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
CC Recommended Change:	0.0	0.0	0.0	0.0	0.0	0.0
Total Council Approved:	34.3	34.3	0.0	1.0	0.0	0.0
Staff Recommended:	34.3	34.3	0.0	1.0	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0

Category:

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

2014 Operating Budget - Council Approved New and Enhanced Services

Summary by Service

(\$000s)

Form ID		Agencies - Cluster Program: Heritage Toronto	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Council Approved New/Enhanced Services:			34.3	34.3	0.0	1.0	0.0	0.0

Category:

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

2014 Operating Budget - Council Approved New and Enhanced Services
Summary by Service
(\$000s)

Form ID		Agencies - Cluster Program: Heritage Toronto	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Summary:

Staff Recommended:	34.3	34.3	0.0	1.0	0.0	0.0
Budget Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
Executive Committee Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
City Council Approved:	0.0	0.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:	34.3	34.3	0.0	1.0	0.0	0.0

Category:

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

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013	Proposed Withdrawals (-) / Contributions (+)		
			2014	2015	2016
		\$	\$	\$	\$
Projected Beginning Balance		18,307.1	18,307.1	36,762.2	51,417.2
Insurance Reserve Fund	XR1010		1.1	1.1	1.1
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	18,308.2	36,763.3	51,418.3
Other program / Agency Net Withdrawals & Contributions			18,454.0	14,653.9	15,089.3
Balance at Year-End		18,307.1	36,762.2	51,417.2	66,507.6