

Analyst Briefing Notes

Budget Committee (February 10, 2009)

PART I: 2009 OPERATING BUDGET

Executive Summary	2
Recommendations	5

PART II: 3-YEAR SERVICE OVERVIEW AND PLAN

Service Challenges and Opportunities.....	7
Service Objectives.....	7
Priority Actions	8

PART III: 2008 BUDGET VARIANCE ANALYSIS

2008 Experience	9
Impact of 2008 Operating Variance on the 2009 Recommended Budget.....	9

PART IV: 2009 RECOMMENDED BASE BUDGET

2009 Recommended Base Budget.....	10
2009 Key Cost Drivers and Reduction Strategies	10

PART V: RECOMMENDED NEW/ENHANCED SERVICE PRIORITY ACTIONS

2009 Recommended New/Enhanced Service Priority Actions	12
--	----

PART VI: ISSUES FOR DISCUSSION

2009 Budget Issues.....	14
Issues Referred to the 2009 Operating Budget Process	N/A

Appendix A: 2009 Recommended Base Budget Changes vs. 2008 Approved Budget	16
--	----

Appendix B: Summary of Service Level Adjustments	17
---	----

Appendix C: Summary of 2009 Recommended New/Enhanced Service Priority Actions	18
--	----

Appendix D: Program Summary by Expenditure Category.....	19
---	----

Appendix E: Inflows/Outflows to/from Reserves and Reserve Funds	20
--	----

Contacts: Judy Skinner
 Manager, Financial Planning
 Tel: (416) 397-4219

May Chong
 Financial Planning Analyst
 Tel: (416) 397-4473

PART I: 2009 OPERATING BUDGET**Executive Summary**

- Yonge-Dundas Square (YDS), as an event venue and public space for the general public, is managed by a Board of Management whose mission is to promote and operate the Square as a unique public space/event venue and enhance the vitality of downtown Toronto by running an exceptional events program. An array of programs which are multicultural and free to the public, are funded 100% by earned revenues and sponsorships. They animate the square and promote the vision of Yonge-Dundas Square as a community focal point, gathering place and as a space for public accessible culture. Yonge-Dundas Square delivers three services to the public: public event production; public coordination; and Yonge-Dundas Square public space coordination.
- Yonge-Dundas Square, over the next three years, faces some key service challenges and opportunities. A range of issues have emerged as a result of the strong growth in demand for event-related use of the Square. The Board is undertaking a review of its current Business Plan including the appropriate balancing of program objectives, staffing impacts, and budgetary considerations. YDS will continue to strike an appropriate balance between community and private sector uses while maintaining time for the public to have quiet enjoyment of the Square. YDS will maintain a strong facility management program and 24-hour onsite security and maintenance with limited resources and no increase in net operating budget for the provision of this service. Aging of the facility requires investment to prevent deterioration of this important public asset, while capital and operating funding, resources and expertise are constrained throughout the City.
- The 2009 Recommended Operating Budget supports Yonge-Dundas Square's ongoing service objectives to keep the Square available and affordable; to continue to run an exceptional events program; to continue with popular self-produced multicultural programming; to continue emphasizing the Square as a community focal point, gathering place and public resource; and continue to increase community outreach efforts.
- Yonge-Dundas Square's priority actions to address its challenges, opportunities and service objectives include:
 - in 2009, developing and approving a new 5-Year Business Plan and Strategic Plan that acknowledges strong growth in usage and attendance while maintaining a balance of program objectives;
 - updating the Square's sponsorship strategy to provide additional revenue to support Yonge-Dundas Square programming and community events; and
 - continuing to establish the Square as a primary venue for major cultural festivals and celebrations.

- For 2008, Yonge-Dundas Square is projecting a year-end net expenditure of \$0.577 million that is expected to be \$0.007 million or 1.2% below the 2008 Approved Operating Budget of \$0.584 million. This favourable variance is attributable to increased activity and usage of the venue/civic square resulting in higher than expected event permits and event support revenue, and correspondingly higher event programming and event support costs. The increased demand for usage of the Square in 2008 is expected to continue in 2009.

Table 1: 2009 Recommended Budget

(In \$000s)	2008		2009 Recommended Operating Budget			Change - 2009 Recommended Operating Budget vs. 2008 Appvd. Budget		FY Incremental Outlook	
	2008 Appvd. Budget	2008 Projected Actual	2009 Base	2009 New/Enhanced	2009 Operating Budget			2010	2011
	\$	\$	\$	\$	\$			%	\$
GROSS EXP.	1,351.8	1,605.7	1,440.2	178.0	1,618.2	266.4	19.7	9.0	0.0
REVENUE	768.0	1,028.8	868.1	178.0	1,046.1	278.1	36.2	9.0	0.0
NET EXP.	583.8	576.9	572.1	0.0	572.1	(11.7)	(2.0)	0.0	0.0
Approved Positions	4.0	4.0	4.0	1.0	5.0	1.0	25.0	0.0	0.0
TARGET			572.1		572.1				
\$ Over / (Under) Program Target			(0.0)		(0.0)				
% Over / (Under) Program Target			0.0%		0.0%				

- The 2009 Recommended Operating Budget for Yonge-Dundas Square of \$0.572 million net met the 2009 target which is 2% less than the approved 2008 Operating Budget.
- The 2009 Recommended Operating Budget is comprised of base funding of \$1.440 million gross and \$0.572 million net and funding for new/enhanced service priorities of \$0.178 million gross and zero net. Approval of the 2009 Recommended Operating Budget will result in the Program’s staff complement increasing by 1.0 position to 5.0 approved positions.
 - Yonge-Dundas Square projects no net increase in its 2010 and 2011 net operating budgets. The 2010 and 2011 Outlooks maintain the 2009 recommended level of service.
- The 2009 Recommended Base Budget incorporates the Program’s key cost drivers including salary increases, non-labour inflationary increases and other base changes that total \$0.088 million in additional gross expenditures to deliver 2008 services in 2009 dollars. To offset increased operating costs, the Board of Yonge-Dundas Square has approved increases to event permit fee rates; this results in \$0.100 million of additional revenue in 2009.
- The Recommended New/Enhanced Service Priorities, totalling \$0.178 million gross and \$0 net, with the addition of one permanent full-time event coordinator, will provide increased event support services demanded by the larger more complex events, and supports the objectives of the Program to maintain the high level of client service required to facilitate community, private sector and cultural events that contribute to economic development, tourism and public safety, and continue to establish the Square as a primary venue for major cultural festivals and celebrations.

- The 2009 Recommended Operating Budget will enable Yonge-Dundas Square to produce 156 YDS programmed events and host 137 community and private sector events, various City events, plus major cultural events such as Luminato, Nuit Blanche, TIFF, NXNE, and Just for Laughs, for a planned total of 315 events in 2009 as compared to 312 in 2008. The 2010 and 2011 Outlooks call for 320 and 325 events on the Square respectively. Estimated event attendance and community usage of the Square in 2009 is projected to be 1.050 million people, 1.1 million people in 2010 and 1.150 million people in 2012.

Recommendations

The City Manager and Acting Chief Financial Officer recommend that:

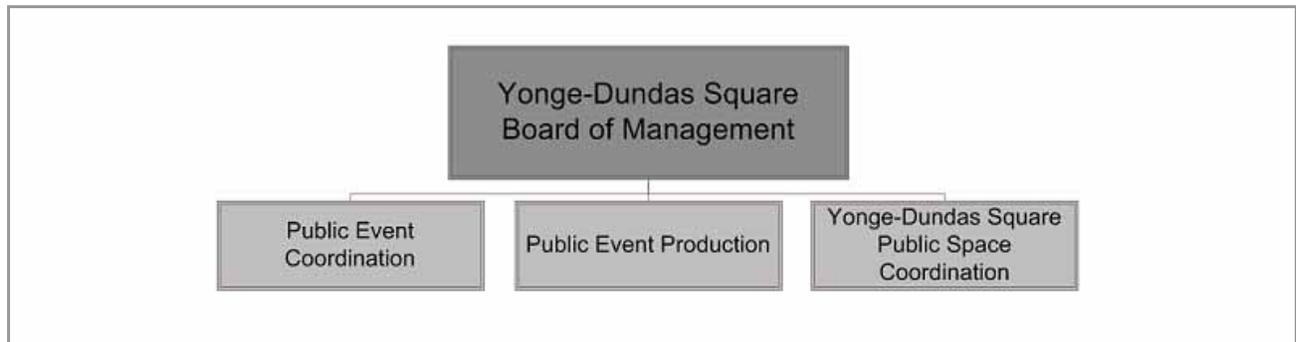
- 1. Council approve the 2009 Recommended Operating Budget for Yonge-Dundas Square of \$1.618 million gross and \$0.572 million net, comprised of the following service:

<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Yonge-Dundas Square	<u>1,618.2</u>	<u>572.1</u>
Total Program Budget	<u>1,618.2</u>	<u>572.1</u>

PART II: 3-YEAR SERVICE OVERVIEW AND PLAN

- Yonge-Dundas Square is an event venue/public open space for the general public.
- The mission of the Yonge-Dundas Square Board of Management is to responsibly manage the Yonge-Dundas Square and enhance the vitality of Downtown Toronto; to launch, promote and operate the Square as a unique public space, borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by way of its activities, security, and cleanliness.
- The Board of Yonge-Dundas Square is charged with the overall management and operation of the Square. Since free community programs are offered on the Square, operations are financed through generation of revenues from commercial permits and sponsorships, and an annual support from the City.
- As an event venue, the Square can accommodate events of various sizes. A wide range of activities, such as community celebrations, cultural festivals, theatrical events, concerts, receptions, and promotions, appeal to residents of Toronto and tourists alike and showcase local businesses.
- Yonge-Dundas Square produces an array of programs which are multicultural and free to the public, but which are funded 100% by earned revenues and sponsorships. They animate the square and promote the vision of Yonge-Dundas Square as a community focal point, gathering place and resource for the citizens of Toronto.
- Yonge-Dundas Square's strategic directions are:
 - To continue to run an exceptional events program, enabling Yonge-Dundas Square to maximize its contribution to the continued revitalization of the Downtown Yonge area.
 - Continue with multicultural programming that attracts a broad demographic while continuing high usage levels from both the public and private sector.
 - Continue to develop strong ties with major cultural festivals that meet the overarching objectives of the City for the Square, promoting the venue as a community focal point and as a space for public accessible culture.
 - To build on the strong base of sponsor support that subsidizes program objectives through private sector partnerships.
- Yonge Dundas Square delivers three services to the public, with a total staffing complement of 5.0 approved positions. The three public services and their associated activities are public event production, public event coordination, and Yonge-Dundas Square public space coordination as shown in the following Program Map:

Program Map



Service Challenges and Opportunities

Yonge-Dundas Square's Board of Management will continue to address these key service challenges and opportunities:

- A range of issues have emerged as a result of the strong growth in demand for event-related use of the Square. The Board of Management is undertaking a review of the existing Business Plan including the appropriate balancing of program objectives, staffing impacts, and budgetary considerations. A new Business Plan should be in place prior to the 2010 Operating Budget consideration.
- Aging of the facility requires investment to prevent deterioration of important public asset.
- Continuing to maintain strong facility management program and 24/7/365 onsite security and maintenance with limited resources and no increase in net operating budget.
- Continuing to strike an appropriate balance between community and private sector uses while maintaining time for the public to have quiet enjoyment of the Square.
- Slowing the rate of growth of activity as the Square reaches its annual capacity of available days for events.
- As demand for the venue exceeds availability, an opportunity is provided for the Board to review the venue booking policy and the permit fee rate restructure.

Service Objectives

The following service objectives for Yonge-Dundas Square address the challenges and opportunities outlined above:

- To keep the Square available and affordable as a primary vehicle for multicultural community festivals and celebrations.
- To continue with popular self-produced multicultural programming that animates the Square and showcases the facility as a premier outdoor urban event venue.

- To continue the successful ongoing strategy of emphasizing the Square as a community focal point, gathering place and public resource. This strategy contributes to the overall contribution by the Square to the continued revitalization of the Downtown Yonge area.
- To continue to increase community outreach efforts through media partnerships, an in-house marketing strategy, annual professional media relations, the publication of an annual Programme Guide and the maintenance of the online Community Access Portal.

Priority Actions

The 2009 Recommended Operating Budget will fund Yonge-Dundas Square's key priority actions:

- To develop and approve a new 5-Year Business Plan and Strategic Plan that acknowledges strong growth in usage and attendance while maintaining a balance of program objectives.
- To update the Square's sponsorship strategy, providing additional revenue to support Yonge-Dundas Square programming and community events.
- To support the Mayor's Agenda for Prosperity and make the City of Toronto feel vibrant and alive with energy and creativity by continuing to establish the Square as a primary venue for major cultural festivals and celebrations – round the clock, every day of the year.

PART III: 2008 BUDGET VARIANCE ANALYSIS

Table 2: 2008 Budget Variance Review

(In \$000s)	2007 Actuals	2008 Approved Budget	2008 Projected Actuals*	Variance 2008 Appvd. Budget vs. Projected Actuals	
	\$	\$	\$	\$	%
GROSS EXP.	1,433.8	1,351.8	1,605.7	253.9	18.8
REVENUES	898.3	768.0	1,028.8	260.8	34.0
NET EXP.	535.5	583.8	576.9	(6.9)	(1.2)
Approved Positions	4.0	4.0	4.0	0.0	0.0

Source: *Projected Actuals based on the September 30, 2008 Variance Report.

2008 Experience

Yonge-Dundas Square’s 3rd Quarter Variance Report shows increased activity and usage of the venue/civic square resulting in higher than expected event permits and event support revenue and correspondingly higher event programming and event support costs.

Event attendance increased dramatically in 2008, primarily for two reasons:

- Facility usage has increased again as it has every year since the venue opened.
- Major cultural events such as Luminato, TIFF, NXNE, and Just for Laughs attracted large audiences. Yonge-Dundas Square hopes to top the one million mark in event attendance by the end of 2008.

Revenues have also increased dramatically in 2008, with earned revenues also exceeding \$1.0 million for the first time. The cost of providing the services and oversight required for this level of operations has mitigated the positive financial effects, with increased staffing requirements and additional employee benefit costs being major factors.

A small favourable net variance of \$0.007 million or 1.2% below the 2008 Approved Operating Budget is forecasted for year-end.

Impact of 2008 Operating Variance on the 2009 Recommended Budget

Increased demand for usage of the Yonge-Dundas Square venue/public space in 2008 is expected to continue in 2009. The higher revenue levels achieved in 2008 from event permits and Artisan Market, and from event support services, are reflected in the 2009 Recommended Operating Budget. The additional labour, materials, supplies and services costs directly associated with the provision of event support services and the increased volume of events on the Square that generated the additional revenues are also reflected in the 2009 Recommended Operating Budget.

PART IV: 2009 RECOMMENDED BASE BUDGET

Table 3: 2009 Recommended Base Budget

(In \$000s)	2008 Appvd. Budget	2009 Recommended Base	Change 2009 Recommended Base vs. 2008 Appvd. Budget		FY Incremental Outlook	
					2010	2011
	\$	\$	\$	%	\$	\$
GROSS EXP.	1,351.8	1,440.2	88.4	6.5	0.0	0.0
REVENUE	768.0	868.1	100.1	13.0	0.0	0.0
NET EXP.	583.8	572.1	(11.7)	(2.0)	0.0	0.0
Approved Positions	4.0	4.0	0.0	0.0	0.0	0.0
NET TARGET		572.1				
\$ Over / (Under) Program Target		(0.0)				
% Over / (Under) Program Target		0.0%				

2009 Recommended Base Budget

The 2009 Recommended Base Budget for Yonge-Dundas Square of \$0.572 million net met the 2009 target of 2% less than the 2008 Approved Operating Budget. The 2009 Recommended Base Budget will maintain service levels provided in 2008.

The primary cost driver for Yonge-Dundas Square is increased operating costs to support the increased volume of activities and events on the Square. As revenues grow, the expenditures required to support the incremental activities, expanded programming, and to meet operational requirements, are expected to grow proportionately. Each \$1.00 dollar of additional revenue requires approximately 75 cents of additional expenditures.

2009 Key Cost Drivers and Reduction Strategies

An additional \$0.088 million in gross expenditures recommended for the Program's Base Budget is needed to fund inflationary increases to the 2008 operating budget to deliver 2008 services in 2009 dollars.

To offset increased operating costs, Yonge-Dundas Square is increasing event permit fee rates by 30%. This results in additional revenues of \$0.100 million in 2009. (See page 12)

Funding from the City operating budget has declined from 64% of gross expenditures in 2003 to an actual 37% in 2007, a projected year-end estimate of 36% in 2008, and 35% planned estimate in the 2009 Recommended Operating Budget.

2010 and 2011 Outlook: Net Incremental Impact

Yonge-Dundas Square projects no net increase in its 2010 and 2011 net operating budgets. The 2010 and 2011 Outlooks maintain the 2009 recommended level of service. The Board of Management has not committed itself to any projected salary/wage increase amounts in 2010 and 2011 at this time. As is Yonge-Dundas Square's practice, any budgetary pressures such as salary/wage increases, inflationary increases due to economic factors, are usually offset by increased revenue through permit fee rate increases tied to inflation, more sponsorships, expand programming and increase volume of events and activities on the Square.

PART V: RECOMMENDED NEW SERVICE PRIORITY ACTIONS

Table 4
2009 New / Enhanced Service Priority Actions: Summary
(In \$000s)

Description	2009 Recommended		Rec. New Positions	Net Incremental Impact	
	Gross Exp.	Net Exp.		2010	2011
	\$	\$	#	\$	\$
Enhanced Services:					
(a) Enhanced Services - Council Approved					
(b) Enhanced Services - Program Initiated Event Support Increase	178.0	0.0	1.0	0.0	0.0
Sub-Total Enhanced Services	178.0	0.0	1.0	0.0	0.0
New Services:					
(a) New Services - Council Approved					
(b) New Services - Program Initiated					
Sub-Total New Services	0.0	0.0	0.0	0.0	0.0
Total New/Enhanced Services	178.0	0.0	1.0	0.0	0.0

2009 Recommended New / Enhanced Service Priority Actions

Enhanced Service Priority Actions – Program Initiated:

Event Support Increase Requires One Additional Self-funded Event Coordinator Position

The 2009 Recommended Operating Budget for Yonge-Dundas Square includes an additional full-time event coordinator position (effective April 2009), bringing the permanent full-time staffing complement to five in 2009.

Yonge-Dundas Square has seen a sharp rise in facility usage, especially by major cultural festivals such as Luminato, Nuit Blanche, Just for Laughs and Toronto International Film Festival. Increased client expenses for these types of events increase both YDS expenses and revenue. To keep pace with the rapid growth of YDS’ business and meet the increasing service demands, the Board approved the addition of one permanent full-time event coordinator position, bringing the permanent full-time staff complement to five in 2009. This additional approved position has no net impact on the operating budget as the additional costs are recoverable from clients.

In both 2007 and 2008, the Board has approved the hiring of a seasonal temporary employee to work as an Event Coordinator from approximately May through October. In 2008, YDS’ business grew

yet again, particularly with large scale complex events and film shoots. This type of increase has resulted occasionally in almost round the clock staffing as well the facilitation of critical time between events where one event moves out and another moves in. Collective lieu time in 2008 has more than doubled over 2007, and none of the event staff have been afforded the opportunity to take substantial vacation time.

Considering the continued growth of YDS' business, the amount of planning and preparation involved in the off-season, and the need to provide opportunity for staff to take vacation time, it is recommended that this position be approved as a permanent full-time approved position in the 2009 Operating Budget.

By adding one permanent Events Coordinator, the existing high levels of professional service to public and private sector clients will be maintained. Providing adequate resources will allow YDS to maintain the required high level of client service required to facilitate community, private sector and cultural events that contribute to economic development, tourism and public safety objectives.

The funding source for this one additional approved position is from increased earned revenues from permit fees and event support services cost recovery; this full-time events coordinator will support revenues of \$0.178 million, of which \$0.147 million is derived from event support services cost recovery and \$0.031 million from additional event permits. This event coordinator facilitates the delivery of event support service requirements such as electrical, audio-visual, security, maintenance and equipment rental, for event-related direct recoverable operating costs estimated at \$0.147 million in the 2009 Recommended Operating Budget. The full year salary cost of this permanent full-time event coordinator position is \$0.040 million; the 2009 cost will be \$0.031 million for 9 months (April – December), resulting in a 2010 annualization impact of \$0.009 million (January – March). This self-funded position will result in a net zero impact on the 2009 Operating Budget and 2010 Outlook.

PART VI: ISSUES FOR DISCUSSION

2009 Budget Issues

Yonge-Dundas Square (YDS) Booking Policy and 2009 Event Permit Fee Rates

The 2009 Recommended Operating Budget for Yonge-Dundas Square reflects the Board approved 2009 event permit rates applicable to the commercial/private sector and revised permit fee discounts for charitable and non-profit organizations/community groups.

In early 2008 YDS staff were requested to review the existing booking policy for the Square and report back to the Board.

In discussions over the summer, staff looked at a range of options. Taking a holistic approach was necessary as a major review of existing policy had not taken place since the Board lowered event permit fees in 2004 in part to generate interest in the then new facility. At that time not only was the fee structure reviewed, but a “shoulder season” for Spring and Fall was also established to create further interest for event producers.

Since 2004, usage of the Square has risen dramatically along with event attendance. In this same time period the Square has also come into its own, becoming a home to several major cultural and community festivals. A situation where business needed to be attracted has now evolved into a time management issue with staff working to maintain a variety of balances (events and downtime; private sector / community usage). Ensuring that community groups who have in recent years made a home at YDS are able to continue doing so has been identified by staff as a priority for the future.

After reviewing numerous options, YDS staff recommended the following booking policy changes:

- Allowing community groups who intend to seek the endorsement of a City Councillor to book time on the Square at least 90 days in advance of their event with a minimum \$500 deposit. The same, existing deposit schedule policy would be applied to these applications as other bookings.
- Eliminate the shoulder season and simplifying the permit fees to have one “off-season” rate (Jan. 2 – Mar. 14) and a “high-season” rate (Mar. 15 – Jan. 1).
- Limiting access to promotional space on the Square by not accepting applications prior to 45 days before the day of the event.

YDS staff also reviewed the rates charged and the Board approved the following rates for 2009. The rates from previous years are included for comparison.

Event Permits

	May 16 – Oct. 14 Dec. 1 – Jan. 1	March 15 – May 15 Oct. 15 – Nov. 30	Jan. 2 – Mar. 14
Original Rates:	\$5,750	\$3,795	\$1,897
2004 Rates:	\$2,250	\$1,485	\$ 742.50
2008 Rates:	\$2,500	\$1,650	\$ 825

	Mar. 15 – Jan. 1	Jan. 2 – Mar. 14
2009 Rates:	\$3,250 (30% increase over 2008 rate)	\$1,375 (67% increase)

Promotional Space (10" x 10")

Original Rate:	n/a
2004 Rate:	\$250
2007 Rate:	\$500
2008 Rate:	\$500
2009 Rate:	\$750 (50% increase over 2008 rate)

In September 2008, Yonge-Dundas Square's Board of Management approved the YDS booking policy and 2009 event permit fee rate changes, to take effect January 1, 2009. The Board-approved permit fee changes for 2009 eliminated the spring/fall shoulder season and increased the top rate from \$2,500 per day to \$3,250 per day. This amounts to an increase of approximately 30% or \$0.100 million in additional revenue. The pricing strategy is to gradually raise event permit fee rates back up to the original rates established for the Square. The rates will be reviewed by the Board again in 2009 prior to the 2010 budgeting process.

Charitable and not-for-profit discounts for 2009

The Board approved recommendations on permit fee discounts for the charitable and not-for-profit sectors.

The following discounts are currently available:

- Registered Charities: 25%
- Non-Profit Organizations: 15%
- Multi-Date Bookings: 10% (three or more confirmed bookings)

Recently approved permit fee changes for 2009 eliminated the spring/fall shoulder season and increased the top rate from \$2,500 per day to \$3,250 per day. This amounts to an increase of approximately of 30%.

In October 2008, the Board approved the recommendation on further discounts to community groups to ensure that YDS remains financially accessible. This action will have minimal impact on the 2009 Operating Budget. The following discounts will be applied for 2009 to ensure that the Square remains financially accessible to community organizations:

- Registered Charities: 40%
- Non-Profit Organizations: 25%
- Multi-Date Bookings: 10% (three or more confirmed bookings)

Community organizations will also still be eligible to request a letter of endorsement of a City Councillor to have their permit fee waived (limited to one day per year, per group).

Appendix A

2009 Recommended Base Budget Changes vs. 2008 Approved Budget

(In \$000s)	Summary of 2009 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2010	2011
		\$	\$	\$	\$	\$
2008 Council Approved Operating Budget	4.0	1,351.5	768.0	583.5	0.0	0.0
In-year approvals and technical adjustments						
Corporate adjustments		0.3		0.3		
2008 Approved Operating Budget	4.0	1,351.8	768.0	583.8	0.0	0.0
Prior year impacts						
Zero base items						
Economic factors		88.4		88.4		
Adjusted Base Budget	4.0	1,440.2	768.0	672.2	0.0	0.0
Other base changes						
Base revenue changes						
Recommended Service Level Adjustments:						
Base changes						
Service efficiencies						
Revenue adjustments						
Minor service impact: Increase Permit Fee Rates			100.1	(100.1)		
Major service impact						
Total Recommended Base Adjustments	0.0	0.0	100.1	(100.1)	0.0	0.0
2009 Recommended Base Budget	4.0	1,440.2	868.1	572.1	0.0	0.0
2009 Program Operating Target				572.1		
% Over (Under) Program Target				0.0%		
% Over (Under) 2008 Appvd. Budget				-2.0%		

Appendix B

Summary of Service Level Adjustments

Appendix C

**Summary of 2009 Recommended New/Enhanced
Service Priority Actions**

Appendix D
Program Summary by Expenditure Category

AGENCIES, BOARDS AND COMMISSIONS PROGRAM: YONGE-DUNDAS SQUARE							
	2008 Approved Budget	2008 Projected Actuals	2009 Recommended Budget	Change from 2008 Approved Budget		2010 Outlook	2011 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	344.0	319.7	365.9	21.9	6.4%	374.9	374.9
Materials and Supplies	145.0	176.0	174.0	29.1	20.0%	174.0	174.0
Equipment	36.0	40.0	40.0	4.0	11.1%	40.0	40.0
Services & Rents	824.9	1,068.0	1,036.3	211.4	25.6%	1,036.3	1,036.3
Contributions to Capital							
Contributions to Reserve/Res Funds	2.0	2.0	2.0	0.0	0.0%	2.0	2.0
Other Expenditures							
Interdivisional Charges							
TOTAL GROSS EXPENDITURES	1,351.8	1,605.7	1,618.2	266.4	19.7%	1,627.2	1,627.2
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations							
Transfers from Capital Fund							
Contribution from Reserve Funds							
Contribution from Reserve							
Other Revenues	768.0	1,028.8	1,046.1	278.1	36.2%	1,055.1	1,055.1
TOTAL REVENUE	768.0	1,028.8	1,046.1	278.1	36.2%	1,055.1	1,055.1
TOTAL NET EXPENDITURES	583.8	576.9	572.1	(11.7)	(2.0%)	572.1	572.1
APPROVED POSITIONS	4.0	4.0	5.0	1.0	25.0%	5.0	5.0

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2008	Proposed Withdrawals (-) / Contributions (+)		
			2009	2010	2011
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	27,774.8	2.0		
Total Reserve / Reserve Fund Draws / Contributions			2.0	0.0	0.0