

2011 TAX OPERATING BUDGET

PUBLIC WORKS DEPARTMENT

2011 OPERATING BUDGET

PUBLIC WORKS COMMITTEE

FEBRUARY 16, 2011



2011 TAX OPERATING BUDGET

AGENDA

1. PUBLIC WORKS ACCOMPLISHMENTS
2. CHALLENGES 2011 AND BEYOND
3. MITIGATING BUDGET IMPACTS
4. 2011 BUDGET OVERVIEW
5. COUNCIL REFERRED PROGRAMS
6. ENHANCEMENT PROGRAMS
7. RISKS WITHIN OPERATING BUDGET ASSUMPTIONS
8. ADDITIONAL INFORMATION REQUESTS
9. OFFICE OF ENERGY INITIATIVES PRESENTATION
10. NEXT STEPS

2011 TAX OPERATING BUDGET

**PUBLIC WORKS
ACCOMPLISHMENTS**



ACCOMPLISHMENTS

- Implemented Restructuring in 2010
- 2010 Budget
 - \$500,000 reduction and 4 FTE reduction as identified in September 2009
 - Additional \$4.9 million in reductions in preparing the maintenance level budget
 - Further reductions in budget of \$2.3 million to achieve the 2% net guideline



ACCOMPLISHMENTS

- 12 year life cycle on buses - \$1.2M cumulative savings since 2006
- Office of Energy Initiatives - \$17 Million ROI
- Cogeneration Facility – WWTP
- Glanbrook Landfill – gas to energy project
- City Hall – District Cooling (chiller replacement program)
- Neighbourhood Asset Management Pavement Preservation Program
- Storm Event Response Group
- Diversion Rates
- New Transit Terminal
- Floral Traffic Islands / Sponsorship
- Multi-res Green Cart Program



ACCOMPLISHMENTS

- Downtown Cleanliness Program
- Advocacy on extended producer responsibility
- Extreme Park Makeover
- Winter Control Program Service Levels
- ISF Projects
- Greenfleet / Hybrid Bus Fleet
- Capital Project Delivery – 80%
- Asset Management Program – community engagement for service level review
- Public Works restructuring
- Downtown Capital Renewal / Revitalization
- Street Tree Trimming Program
- Golden Age Transit Pass
- TDM – Transportation Demand Management



2011 TAX OPERATING BUDGET

**CHALLENGES IN 2011
AND BEYOND**



CHALLENGES 2011 & BEYOND

- Maintaining compliance leadership
- Increased pressure on taxes and reserves
- Implement final stages of reorganization
- Funding the capital program
- Aging infrastructure
- Maintaining current levels of service
- Operating and maintaining a more complex asset base due to growth of capital infrastructure
- Delivering active capital projects in 2011
- Employee Management – Performance / Support
- AODA Transportation Standard



CHALLENGES 2011 & BEYOND

- Support population and employment growth
- Proactively managing over \$14 B in existing capital infrastructure
- Implementing a focused asset management approach for infrastructure renewal supported by multi-year business plan
- Developing Community Engagement - SOTI
- Managing 250,000 tonnes of solid waste per year
- Complying with complex Provincial acts and regulations
- Driving ambitious \$2 billion 10 year capital program
- Uncertain energy markets

2011 TAX OPERATING BUDGET

MITIGATING BUDGET IMPACTS



MITIGATING BUDGET IMPACTS IN PUBLIC WORKS

- Revisited 10 year capital plan to smooth capital spending while still delivering required service capacity
- Leverage automation to optimize service delivery
- Manage labour requirements based on seasonal and specialized programs
- Continue with energy management program to realize energy savings and reduce consumption
- Service Delivery Review - CMO



2011 TAX OPERATING BUDGET

2011 BUDGET OVERVIEW



ASSET BASE GROWTH

ASSET INVENTORY

Asset Type	2005/2006	2009/2010	Change in Inventory from	
	Inventory	Inventory	2005-2010	
Traffic Signals (#)	490	513	23	4.69%
Streetlights (#)	44,152	44,909	757	1.71%
Catch Basins (#)		33,500	33,500	N/A
Bike Lanes (km)	90	120	30	33.33%
Facilities (Corporate) (sqf)	2,874,444	3,047,531	173,087	6.02%
Waste Management Facilities (#)	7	11	4	57.14%
Fleet Vehicles (#)	1,158	1,289	131	11.31%
Transit Vehicles (HSR & ATS) (#)	270	287	17	6.30%
Storm Ponds (#)	120	145	25	20.83%
Parks (#)	292	386	94	32.19%
Trees (Urban ROW) (#)	130,000	137,000	7,000	5.38%
Trees (Rural ROW) (#)	100,000	107,000	7,000	7.00%
Cemeteries (sites)	67	67	0	0.00%
Trails (km)	46	52	6	13.04%



ASSET BASE GROWTH

ASSET INVENTORY

Asset Type	2005	2006	2007	2008	2009 / 10	Change in Inventory from	
	Inventory	Inventory	Inventory	Inventory	Inventory	2005-2010	
Roads (In km)	6,297	6,366	6,447	6,492	6,522	225	3.57%
Sidewalks (km)	2,325	2,332	2,342	2,351	2,367	42	1.81%
Bridges (#)	352				390	38	10.80%
Water Mains (km)	1,923	1,930	1,943	1,950	1,965	42	2.18%
Sewer Mains (km)	2,644	2,661	2,685	2,699	2,700	56	2.12%



INCREMENTAL OPERATING COSTS

Incorporated Into Annual Budgets

Incremental Operating Costs (\$000's)							
	Year 2006	Year 2007	Year 2008	Year 2009	Year 2010	Year 2011	Year 2012
Requested	\$ 1,113	\$ 5,104	\$ 2,114	\$ 2,809	\$ 791	\$ 540	\$ 934
Included in Annual Budget:	\$ -	\$ 3,168	\$ -	\$ 321	\$ 355	\$ 540	\$ -



2011 BASE BUDGET SAVINGS

Note: identified budget savings have no impact on program / service levels and have been incorporated into the 2011 departmental base budget

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF BUDGET SAVINGS	\$ NET IMPACT
Transit	HSR	Fare Revenue - ridership growth	\$ (984,435)
Transit	HSR	Urban Charter Revenue	\$ (36,000)
Transit	HSR & ATS	Changes to HST has resulted to overall lower costs	\$ (291,250)
Transit	HSR	Elimination of Telephone Landlines resulting in overall lower costs	\$ (76,360)
Transit	ATS	Taxi Scrip Coupon Revenue	\$ (110,530)
Facilities	Corporate Buildings	Reduction of Heating Fuel Natural Gas by 10% - Gross number is corporate wide not including EMS or Police. Net is impact in EFFT only.	\$ (116,130)
Fleet	Central Garage	Changes to HST has resulted in overall lower costs	\$ (119,000)
Office of Energy Initiatives	Office of Energy Initiatives	Demand Response Program	\$ (50,000)
O & WM	Parks	Sport Field Line Marking (PW08143b)	\$ (150,000)
O & WM	Parks	Park Shrub Bed Maintenance	\$ (146,000)
O & WM	Various	2010 Budget - Operating impacts from Capital not approved	\$ (436,000)
O & WM	Various	Inventory growth from previous years	\$ (849,050)
O & WM	Disposal	Recycling Revenues	\$ (500,000)
O & WM	Disposal	Waste Diversion Ontario Funding - increase reflecting 5 year average	\$ (171,000)
TOTAL BUDGET SAVINGS INCORPORATED INTO THE 2011 DEPARTMENTAL BASE BUDGET			(\$4,035,755)

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GROSS - NET LEVY CHANGE

2011 Maintenance Budget Year Over Year Review

	2008 Budget Restated	2009 Budget Restated	2010 Budget Restated	2011 Budget
Net Levy	165,279,865	171,057,202	175,930,983	181,460,351
Gross Expenditures	252,394,671	261,223,029	265,135,306	275,343,999
Gross Revenues	-87,114,807	-90,165,827	-89,204,323	-93,883,648

Change in Gross Expenditures		8,828,358	3,912,277	10,208,693
% Change		3.5%	1.5%	3.9%
Change in Gross Revenues		-3,051,021	961,504	-4,679,325
% Change		3.5%	(1.1)%	5.2%
Net Levy Change		5,777,337	4,873,781	5,529,368
% Change		3.5%	2.8%	3.1%



2011 GROSS - NET DEPARTMENTAL BUDGET

Public Works - Tax

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
<i>EMPLOYEE RELATED COST</i>	136,179,625	135,589,005	140,945,175	0	140,945,175	4,765,550	3.5%
<i>MATERIAL AND SUPPLY</i>	19,795,670	18,883,926	20,453,168	(170,000)	20,283,168	487,498	2.5%
<i>VEHICLE EXPENSES</i>	28,180,406	20,157,073	28,019,440	0	28,019,440	(160,966)	(0.6)%
<i>BUILDING AND GROUND</i>	8,355,740	8,002,520	8,618,339	0	8,618,339	262,599	3.1%
<i>CONSULTING</i>	198,260	249,200	178,260	0	178,260	(20,000)	(10.1)%
<i>CONTRACTUAL</i>	65,774,902	65,413,680	68,784,784	(330,000)	68,454,784	2,679,882	4.1%
<i>AGENCIES and SUPPORT PAYMENTS</i>	168,250	168,250	168,250	0	168,250	0	0.0%
<i>RESERVES / RECOVERIES</i>	4,034,582	13,016,551	5,409,139	0	5,409,139	1,374,557	34.1%
<i>COST ALLOCATIONS</i>	(363,225)	(293,000)	474,738	0	474,738	837,963	230.7%
<i>FINANCIAL</i>	2,811,096	2,195,412	2,792,706	0	2,792,706	(18,390)	(0.7)%
TOTAL EXPENDITURES	265,135,306	263,382,617	275,843,999	(500,000)	275,343,999	10,208,693	3.9%
<i>FEES AND GENERAL</i>	(56,814,298)	(56,690,780)	(59,234,606)	0	(59,234,606)	(2,420,308)	(4.3)%
<i>GRANTS AND SUBSIDIES</i>	(10,981,658)	(8,689,959)	(11,182,170)	0	(11,182,170)	(200,512)	(1.8)%
<i>RESERVES</i>	(21,408,367)	(22,686,979)	(23,466,872)	0	(23,466,872)	(2,058,505)	(9.6)%
TOTAL REVENUES	(89,204,323)	(88,067,717)	(93,883,648)	0	(93,883,648)	(4,679,325)	(5.2)%
NET LEVY	175,930,983	175,314,900	181,960,351	(500,000)	181,460,351	5,529,368	3.1%

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* RAPID TRANSIT OFFICE IS INCLUDED IN THE GROSS BUDGET – NET LEVY IMPACT OF 0%

2011 MAJOR COST DRIVERS FOR DEPARTMENT**Maintenance / Service Level****Expenditures**

– Employee Related	\$4,700,000
– Contractual Obligations	2,700,000
– Reserve Contribution	1,375,000
– Global Adj & Electricity Rate Incr.	945,000
– Risk Management	528,000
– HST (parts decrease)	(407,000)

Revenues

– Transit Ridership Revenue	(1,131,000)
– Waste Revenues	(1,100,000)
– Transfer from Reserves	(2,058,000)
– Subsidies	(200,000)



2011 NET OPERATING BUDGET BY DIVISION

Public Works - Tax

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Draft / 2011 Budget \$	%
Energy, Fleet, Facilities & Traffic Operations	17,194,529	17,879,823	17,845,057	0	17,845,057	650,528	3.8%
PW-General Administration	10,211	2,660	0	0	0	(10,211)	(100.0)%
Operations and Waste Management	113,908,983	111,497,982	118,632,711	(500,000)	118,132,711	4,223,729	3.7%
Environment and Sustainable Infrastructure	1,317,392	2,561,333	1,318,021	0	1,318,021	629	0.0%
Transit	43,499,868	43,373,102	44,164,562	0	44,164,562	664,693	1.5%
NET LEVY	175,930,983	175,314,900	181,960,351	(500,000)	181,460,351	5,529,368	3.1%

2011 NET OPERATING BUDGET BY DIVISION

Public Works - Tax

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Draft / 2011 Budget	
						\$	%
Energy, Fleet, Facilities & Traffic Operations	17,194,529	17,879,823	17,845,057	0	17,845,057	650,528	3.8%
PW-General Administration	10,211	2,660	0	0	0	(10,211)	(100.0)%
Operations and Waste Management	113,908,983	111,497,982	118,632,711	(500,000)	118,132,711	4,223,729	3.7%
Environment and Sustainable Infrastructure	1,317,392	2,561,333	1,318,021	0	1,318,021	629	0.0%
Transit	43,499,868	43,373,102	44,164,562	0	44,164,562	664,693	1.5%
NET LEVY	175,930,983	175,314,900	181,960,351	(500,000)	181,460,351	5,529,368	3.1%

Additional Reductions

(2,980,120)

Net Levy with Additional Reductions

2,549,248 1.4%

RECOMMENDED SAVINGS OPTIONS*

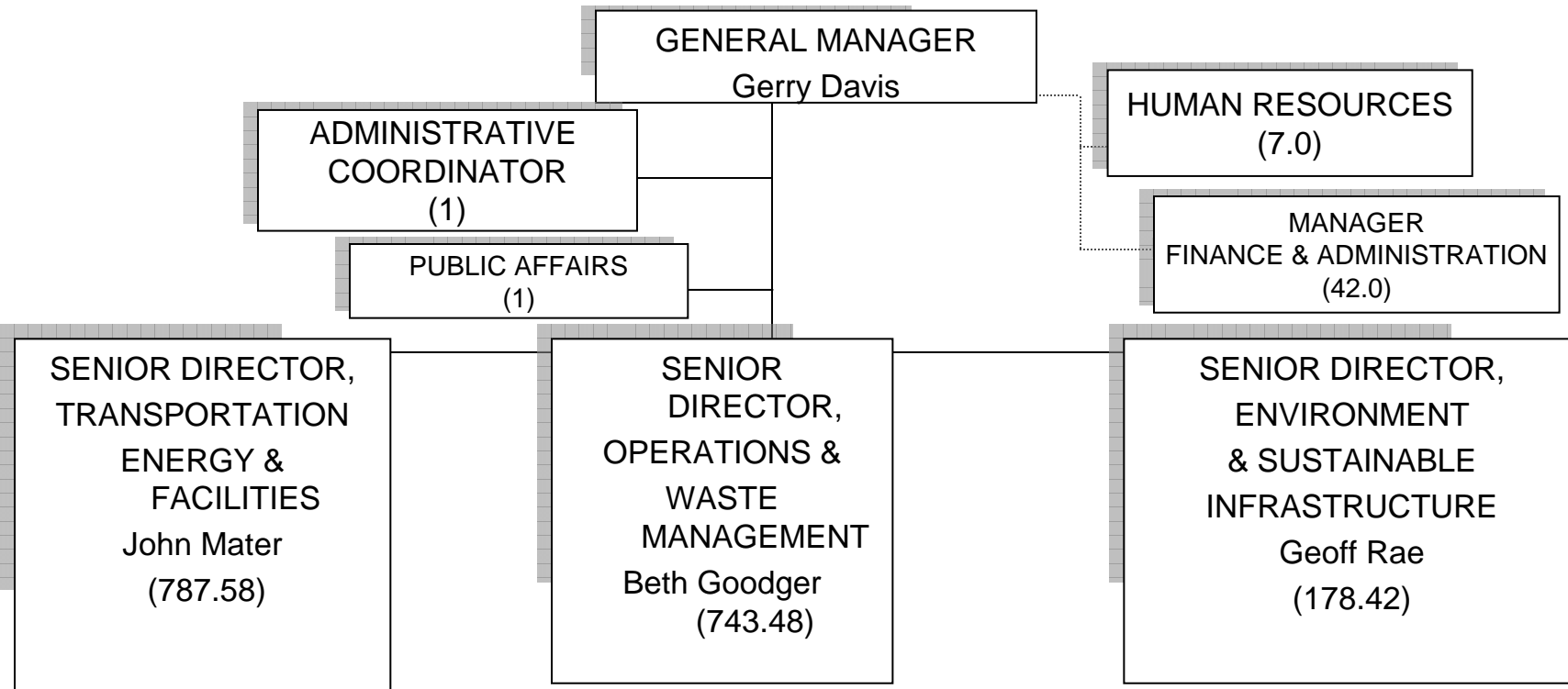
	2010 Budget	2011 Draft Budget	\$ Change	% Change
Gross Expenditures	\$265,135,306	275,843,999	\$10,708,693	4.0%
Gross Revenues	\$89,204,323	\$93,883,648	\$4,679,325	(5.2%)
Net Levy	\$175,930,983	\$181,960,351	\$6,029,368	3.4%
Options				
Winter Control (Page 33)		(\$500,000)	(\$500,000)	N/A
	\$175,930,983	\$181,460,351	\$5,529,368	3.1%

*Page 2 of report (FCS11023a) – Included in Draft Budget

ADDITIONAL SAVINGS OPTIONS*

	2010 Budget	2011 Draft Budget	\$ Change	% Change
Net Levy	\$175,930,983	\$181,460,351	\$5,529,368	3.1%
*Proposed Initiatives				
Winter Control		(\$300,000)	\$5,229,368	
Energy Efficiency		(\$100,000)	\$5,129,368	
Transit Liability Account		(\$100,000)	\$5,029,368	
Energy Reserve		(\$730,120)	\$4,299,248	
Red Light Camera Reserve		(\$200,000)	\$4,099,248	
No Service Cuts, Attrition and Departmental Reorganization		(\$1,550,000)	\$2,549,248	
Revised Net Levy	\$175,930,983	\$178,480,231	\$2,549,248	1.4%

OVERVIEW



Complement (FTE)	Management*	Other	Total	Staff to Mgt Ratio
2010	35.0	1,726.48	1,761.48	49.33
2011	35.0	1,726.48	1,761.48	49.33
Change	0.0	0.0	0.0	

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* Restated to reflect the reorganization implemented in 2009

2011 TAX OPERATING BUDGET

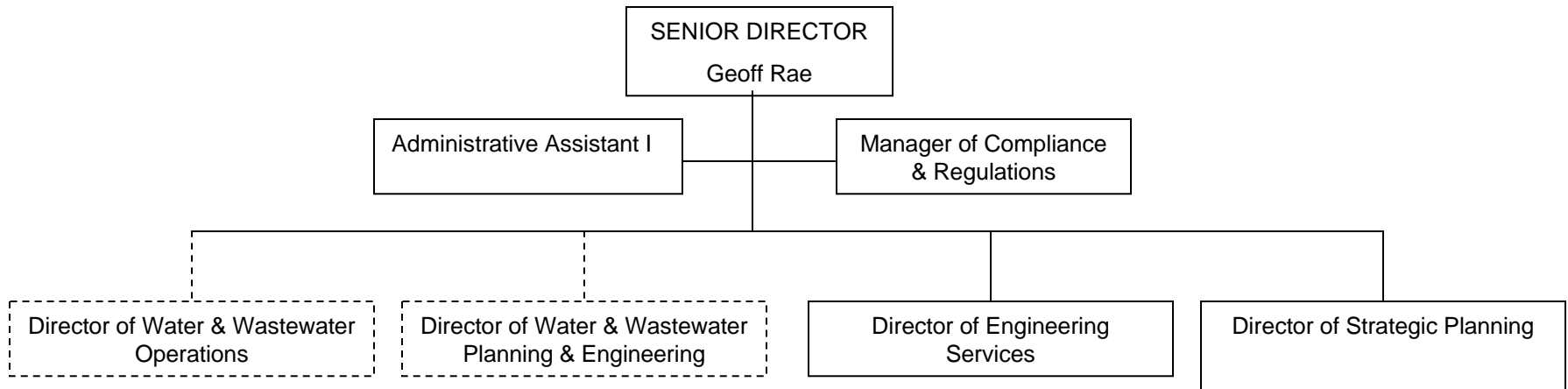
2011 Budget by Division



Environment & Sustainable Infrastructure Division



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	11.0	167.42	178.42	15.22
2011	11.0	167.42	178.42	15.22
Change	0.0	0.0	0.0	

2011 GROSS - NET DIVISIONAL BUDGET

Environment and Sustainable Infrastructure

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
<i>EMPLOYEE RELATED COST</i>	15,945,356	16,516,741	17,391,933	0	17,391,933	1,446,577	9.1%
<i>MATERIAL AND SUPPLY</i>	296,945	298,045	310,095	0	310,095	13,150	4.4%
<i>VEHICLE EXPENSES</i>	68,430	68,430	71,820	0	71,820	3,390	5.0%
<i>BUILDING AND GROUND</i>	47,160	48,010	39,840	0	39,840	(7,320)	(15.5)%
<i>CONSULTING</i>	0	25,940	0	0	0	0	0.0%
<i>CONTRACTUAL</i>	1,767,305	1,768,065	2,118,115	0	2,118,115	350,810	19.8%
<i>AGENCIES and SUPPORT PAYMENTS</i>	2,250	2,250	2,250	0	2,250	0	0.0%
<i>RESERVES / RECOVERIES</i>	567,193	600,141	979,773	0	979,773	412,580	72.7%
<i>COST ALLOCATIONS</i>	1,570,240	2,101,684	2,130,124	0	2,130,124	559,884	35.7%
<i>FINANCIAL</i>	265,400	265,400	225,000	0	225,000	(40,400)	(15.2)%
TOTAL EXPENDITURES	20,530,279	21,694,706	23,268,950	0	23,268,950	2,738,671	13.3%
<i>FEES AND GENERAL</i>	(1,983,882)	(1,976,310)	(2,738,515)	0	(2,738,515)	(754,633)	(38.0)%
<i>GRANTS AND SUBSIDIES</i>	(240,648)	0	0	0	0	240,648	100.0%
<i>RESERVES</i>	(16,988,357)	(17,157,063)	(19,212,414)	0	(19,212,414)	(2,224,057)	(13.1)%
TOTAL REVENUES	(19,212,887)	(19,133,373)	(21,950,929)	0	(21,950,929)	(2,738,042)	(14.3)%
NET LEVY	1,317,392	2,561,333	1,318,021	0	1,318,021	629	0.0%

2011 NET OPERATING BUDGET BY SECTION

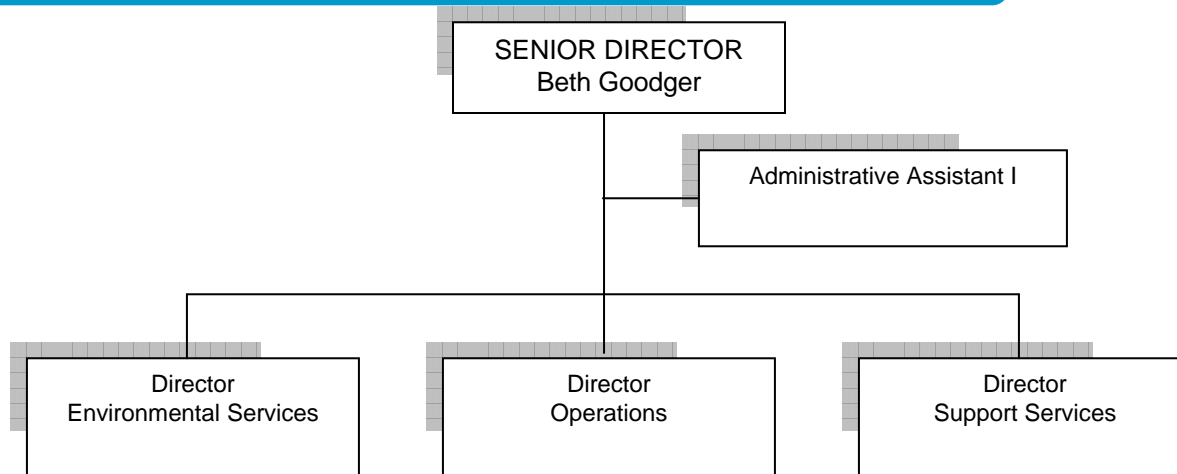
Environment and Sustainable Infrastructure

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
ESI Engineering Services	1,318,022	2,211,982	1,318,021	0	1,318,021	0	0.0%
ESI Rapid Transit	0	0	0	0	0	0	0.0%
ESI Strategic Planning	(629)	349,351	0	0	0	629	100.0%
NET LEVY	1,317,392	2,561,333	1,318,021	0	1,318,021	629	0.0%

Operations & Waste Management Division



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff/Mgt Ratio
2010	12.0	731.48	743.48	60.96
2011	12.0	731.48	743.48	60.96
Change	0.0	0.0	0.0	

2011 GROSS - NET DEPARTMENTAL BUDGET

Operations and Waste Management

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
EMPLOYEE RELATED COST	51,118,948	49,600,584	53,256,312	0	53,256,312	2,137,364	4.2%
MATERIAL AND SUPPLY	9,332,355	9,029,173	9,573,974	(170,000)	9,403,974	71,619	0.8%
VEHICLE EXPENSES	9,208,950	9,908,950	9,412,160	0	9,412,160	203,210	2.2%
BUILDING AND GROUND	1,535,880	1,635,880	1,594,649	0	1,594,649	58,769	3.8%
CONSULTING	146,380	146,380	126,380	0	126,380	(20,000)	(13.7)%
CONTRACTUAL	47,882,589	47,191,870	50,103,344	(330,000)	49,773,344	1,890,755	3.9%
AGENCIES and SUPPORT PAYMENTS	156,000	156,000	156,000	0	156,000	0	0.0%
RESERVES / RECOVERIES	9,253,824	9,249,079	9,727,705	0	9,727,705	473,881	5.1%
COST ALLOCATIONS	2,520,933	2,322,318	2,941,101	0	2,941,101	420,168	16.7%
FINANCIAL	424,990	424,990	433,390	0	433,390	8,400	2.0%
TOTAL EXPENDITURES	131,580,849	129,665,224	137,325,015	(500,000)	136,825,015	5,244,167	4.0%
FEES AND GENERAL	(13,877,523)	(13,860,499)	(14,427,411)	0	(14,427,411)	(549,888)	(4.0)%
GRANTS AND SUBSIDIES	(2,757,280)	(2,757,280)	(3,198,440)	0	(3,198,440)	(441,160)	(16.0)%
RESERVES	(1,037,063)	(1,549,463)	(1,066,453)	0	(1,066,453)	(29,390)	(2.8)%
TOTAL REVENUES	(17,671,866)	(18,167,242)	(18,692,304)	0	(18,692,304)	(1,020,438)	(5.8)%
NET LEVY	113,908,983	111,497,982	118,632,711	(500,000)	118,132,711	4,223,729	3.7%

2011 NET OPERATING BUDGET BY SECTION

Operations and Waste Management

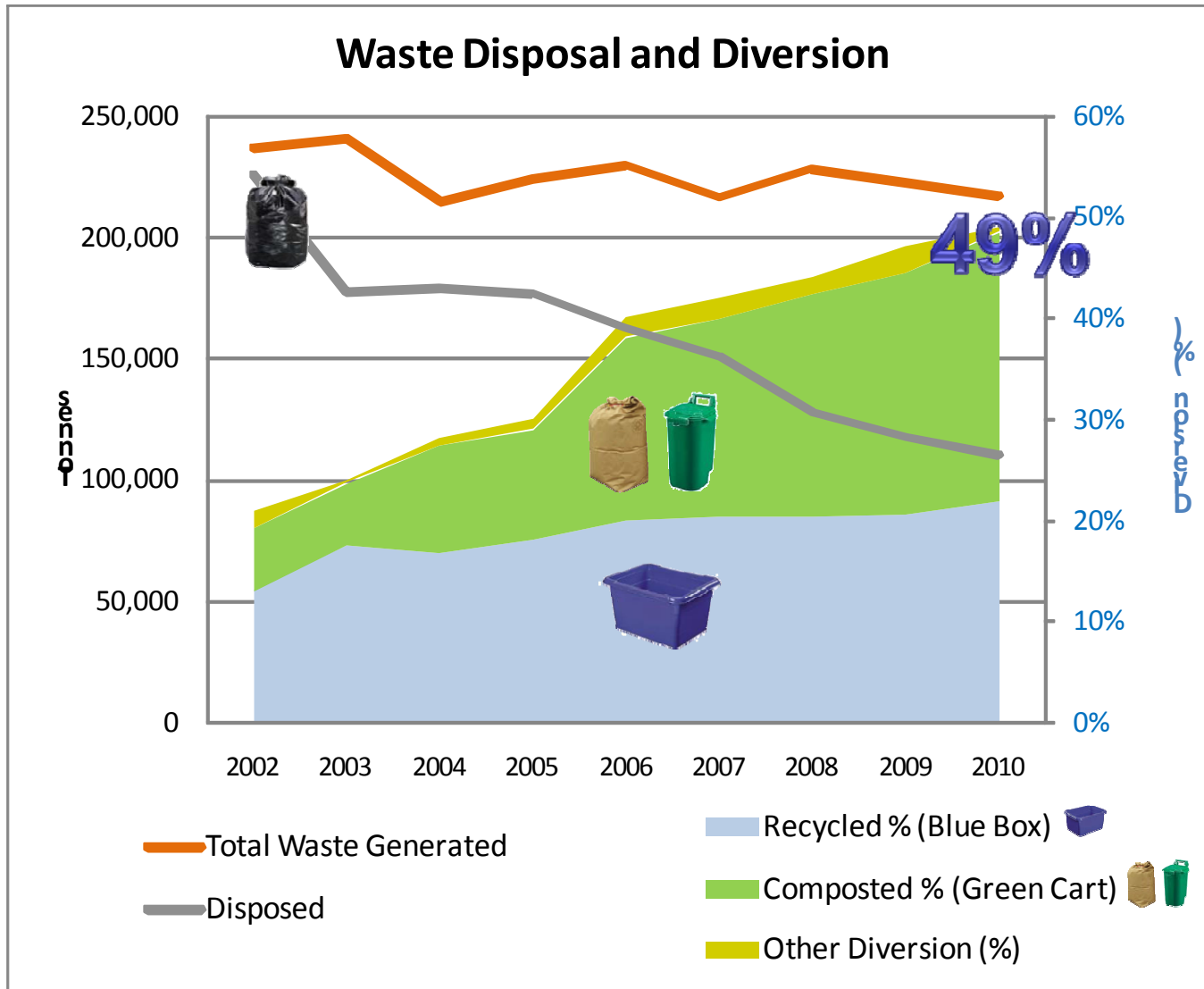
	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Environmental Services	38,148,794	39,164,146	39,732,522	0	39,732,522	1,583,728	4.2%
Operations	69,907,402	67,558,841	72,470,188	-500,000	71,970,188	2,062,787	3.0%
Support Services	5,852,787	4,774,995	6,430,001	0	6,430,001	577,214	9.9%
NET LEVY	113,908,983	111,497,982	118,632,711	-500,000	118,132,711	4,223,729	3.7%

2011 NET BUDGET BY PROGRAM

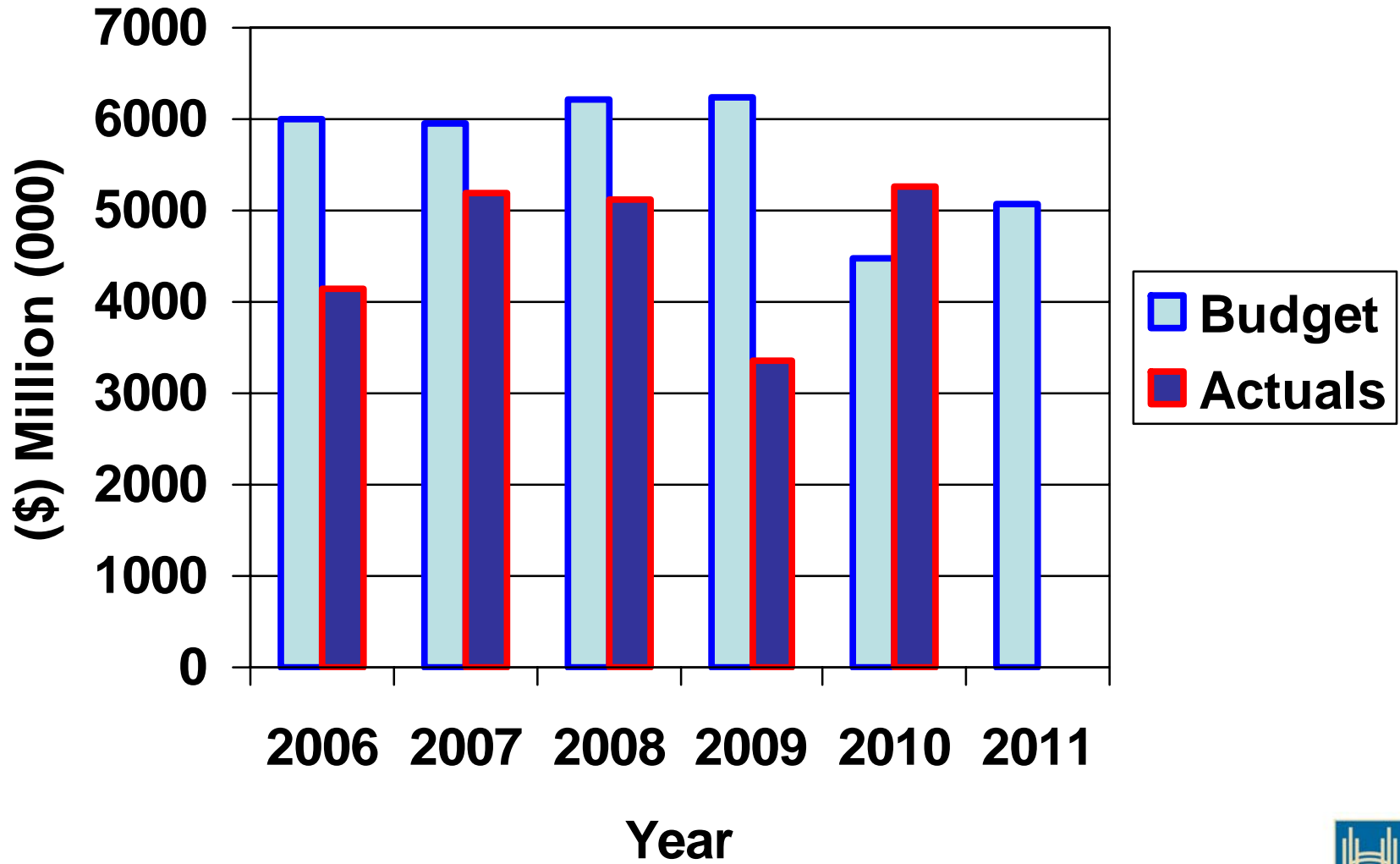
Operations and Waste Management Division by Program Delivery

	2010 Budget Restated	2010 Forecast	2011 Budget Draft	2011 Requested vs. 2010 Restated Budget	
				\$	%
Cemeteries	2,306,555	2,258,719	2,313,651	7,095	0.3%
Forestry	6,490,241	6,219,062	6,841,842	351,601	5.4%
Horticulture	3,014,247	2,937,586	2,977,125	(37,122)	(1.2)%
Parks	15,794,512	15,944,513	16,724,120	929,608	5.9%
Roads	52,891,971	50,066,486	54,810,482	1,918,512	3.6%
Waste Management	33,411,456	34,071,616	34,465,492	1,054,036	3.2%
Total Operations & Waste Management	113,908,983	111,497,982	118,132,712	4,223,729	3.7%

ACCOMPLISHMENTS – CURRENT DIVERSION STATUS



RECYCLING PROGRAM REVENUES



WINTER CONTROL PROGRAM (WCP)

- Recommended Program Change to reduce the WCP by \$500,000 to reflect expected positive variance for 2010
- Budget developed based on five year average of actual costs (2005-2009)
- Establish policy to target WCP Reserve balance of 25% of five year average and transfer positive variances to the Reserve (Report PW11014)



WINTER CONTROL PROGRAM (WCP)

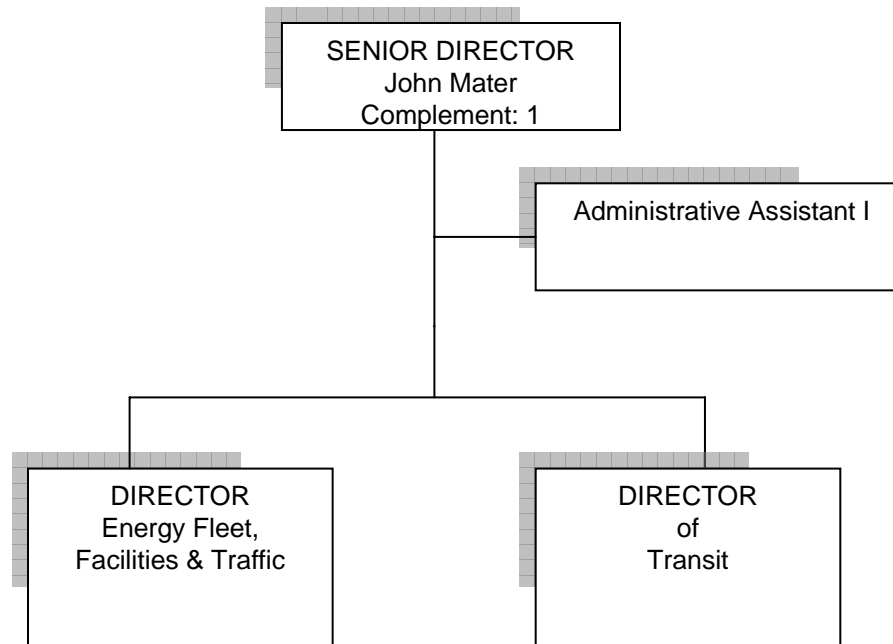
Operating Budget History			
Year	Budget (without reserve contributions)	Actuals (without reserve contributions)	Variance
2004	\$16,962,500	\$23,831,709	-\$6,869,209
2005	\$17,764,290	\$25,474,707	-\$7,710,417
2006	\$20,183,250	\$15,560,770	\$4,622,480
2007	\$20,415,090	\$27,311,897	-\$6,896,807
2008	\$24,416,832	\$32,599,816	-\$8,182,984
2009	\$24,596,077	\$22,172,386	\$2,423,691
2010	\$23,795,705	\$19,100,000*	\$4,695,705*
2011	\$23,966,038	TBD	TBD

* FORECAST YEAR END POSITION

Transportation, Energy and Facilities Division



OVERVIEW



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2010	10.00	777.58	787.58	78.76
2011	10.00	777.58	787.58	78.76
Change	0.00	0.00	0.00	

2011 GROSS - NET DIVISIONAL BUDGET

Energy, Fleet, Facilities and Traffic Operations

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
EMPLOYEE RELATED COST	15,620,060	15,677,840	15,977,787	0	15,977,787	357,727	2.3%
MATERIAL AND SUPPLY	8,411,850	7,802,188	8,876,750	0	8,876,750	464,900	5.5%
VEHICLE EXPENSES	7,025,350	(688,776)	6,995,560	0	6,995,560	(29,790)	(0.4)%
BUILDING AND GROUND	5,848,500	5,469,956	6,131,460	0	6,131,460	282,960	4.8%
CONTRACTUAL	2,361,724	3,057,990	2,502,018	0	2,502,018	140,294	5.9%
AGENCIES and SUPPORT PAYMENTS	10,000	10,000	10,000	0	10,000	0	0.0%
RESERVES / RECOVERIES	(12,774,904)	(3,824,613)	(13,177,433)	0	(13,177,433)	(402,529)	(3.2)%
COST ALLOCATIONS	202,241	166,582	176,506	0	176,506	(25,735)	(12.7)%
FINANCIAL	603,503	612,585	588,503	0	588,503	(15,000)	(2.5)%
TOTAL EXPENDITURES	27,308,324	28,283,753	28,081,151	0	28,081,151	772,827	2.8%
FEES AND GENERAL	(6,816,868)	(6,601,659)	(7,135,400)	0	(7,135,400)	(318,532)	(4.7)%
RESERVES	(3,296,927)	(3,802,271)	(3,100,694)	0	(3,100,694)	196,233	6.0%
TOTAL REVENUES	(10,113,795)	(10,403,930)	(10,236,094)	0	(10,236,094)	(122,299)	(1.2)%
NET LEVY	17,194,529	17,879,823	17,845,057	0	17,845,057	650,528	3.8%

2011 NET OPERATING BUDGET BY SECTION

Energy, Fleet, Facilities and Traffic Operations

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
Energy Management	714,079	570,689	714,313	0	714,313	234	0.0%
Fleet	173,767	1,174,328	150,421	0	150,421	(23,347)	(13.4)%
Facilities	6,421,905	6,397,012	6,344,948	0	6,344,948	(76,957)	(1.2)%
Traffic Operations	9,884,778	9,737,794	10,635,376	0	10,635,376	750,597	7.6%
NET LEVY	17,194,529	17,879,823	17,845,057	0	17,845,057	650,528	3.8%

Transit



2011 GROSS - NET DIVISIONAL BUDGET

Transit

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
EMPLOYEE RELATED COST	49,290,417	49,557,188	50,018,971	0	50,018,971	728,554	1.5%
MATERIAL AND SUPPLY	1,697,550	1,697,550	1,636,080	0	1,636,080	(61,470)	(3.6)%
VEHICLE EXPENSES	11,877,676	10,868,470	11,539,900	0	11,539,900	(337,776)	(2.8)%
BUILDING AND GROUND	850,440	774,913	781,470	0	781,470	(68,970)	(8.1)%
CONSULTING	51,880	76,880	51,880	0	51,880	0	0.0%
CONTRACTUAL	12,988,535	12,667,475	13,286,067	0	13,286,067	297,532	2.3%
RESERVES / RECOVERIES	6,838,581	6,840,696	7,718,439	0	7,718,439	879,858	12.9%
COST ALLOCATIONS	587,611	360,665	590,262	0	590,262	2,651	0.5%
FINANCIAL	1,517,203	892,437	1,545,813	0	1,545,813	28,610	1.9%
TOTAL EXPENDITURES	85,699,893	83,736,273	87,168,882	0	87,168,882	1,468,988	1.7%
FEES AND GENERAL	(34,130,275)	(34,252,312)	(34,933,280)	0	(34,933,280)	(803,005)	(2.4)%
GRANTS AND SUBSIDIES	(7,983,730)	(5,932,679)	(7,983,730)	0	(7,983,730)	0	0.0%
RESERVES	(86,020)	(178,181)	(87,310)	0	(87,310)	(1,290)	(1.5)%
TOTAL REVENUES	(42,200,025)	(40,363,171)	(43,004,320)	0	(43,004,320)	(804,295)	(1.9)%
NET LEVY	43,499,868	43,373,102	44,164,562	0	44,164,562	664,693	1.5%

2011 NET OPERATING BUDGET BY SECTION

Transit

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Budget / 2011 Draft	
						\$	%
ATS	11,963,481	11,963,953	12,028,837	0	12,028,837	65,356	0.5%
HSR	31,536,387	31,409,149	32,135,724	0	32,135,724	599,337	1.9%
NET LEVY	43,499,868	43,373,102	44,164,562	0	44,164,562	664,693	1.5%

Public Works Department

Council Referred Items

(not included in draft budget)



2011 COUNCIL REFERRED ITEMS

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF Council Referred Enhancement	Annualized		
			\$ GROSS IMPACT	\$ NET IMPACT	FTE Impact
O&WM	Collection	Waste collection services for Festivals & Special Events	\$ 70,000	\$ 40,000	0.00
O&WM	Disposal	Diversion Options - Street sweeping recycling	\$ 320,000	\$ 320,000	0.00
O&WM	Recycling	Diversion Options - Drywall Recycling	\$ 297,000	\$ 297,000	0.00
O&WM	Forestry	Street Tree Trimming Program	\$ 786,000	\$ 786,000	9.00
Transportation, Energy & Facilities	Transit - HSR	HSR Service Level Enhancements as per PW10101	\$ 2,670,000	\$ -	29.00
Transportation, Energy & Facilities	Transit - HSR	To provide legislated, growth in corporate mandated and transit due diligence training requirements as per PW10101	\$ 330,000	\$ -	3.00
Department TOTAL			\$4,473,000	\$1,443,000	41.00

Waste Collection
Festivals & Special Events
Council Referred Items
(not included in draft budget)

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2011 COUNCIL REFERRED ITEMS

- Enhancement is to provide full waste management services at special events, including green cart collection (Report PW08057a)
- Consistent service levels at all events at an additional cost of \$40,000 per year
- Not recommended due to budget pressures and low diversion benefit
- Fee for service alternative is available for green cart collection



Diversion Options Street Sweeping Recycling Council Referred Items

(not included in draft budget)

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2011 COUNCIL REFERRED ITEMS

- Recommendation (a) of Report PW07151d, as amended, referred February 7, 2011 Public Works Committee
- Street sweepings are currently landfilled
- Enhancement will result in 4% diversion from landfill and \$800,000 per year in future avoided landfill costs
- In house recycling considered as part of report PW07151c (June 2010) and was not recommended due to:
 - Approval requirements
 - Capital requirements to screen and process the materials
 - Standards for aggregates, sand and other materials



2011 COUNCIL REFERRED ITEMS

- Council approved moving forward with a competitive process and referral to the 2011 budget process
- Tender included costs to remove street sweepings from yards and process for market use, 7 bids received
- \$320K in costs are based on tender prices, net of disposal cost savings, and lower than projected in report PW07151c



Diversion Options
Drywall Recycling
Council Referred Items
(not included in draft budget)

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2011 COUNCIL REFERRED ITEMS

- Addressed in PW07151d and deemed not to be cost effective at this time
- Will be referred to the Solid Waste Management Master plan for future consideration including exploring use of local facilities as opportunities develop



Street Tree Trimming Program

Council Referred Items

(not included in draft budget)

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2011 COUNCIL REFERRED ITEMS

- Currently at a 12.7 year trimming cycle for street trees, down from 19 years
- Program began in 2006, targeting a 10 year phase-in of resources to achieve a 5 year trimming cycle
- Currently two years behind in implementation due budget pressures
- Recommending deferral of 2011 operating budget request to allow time for staff to review and report back on service delivery options
- Coordination with action plan to address Emerald Ash Borer (EAB)

2011 COUNCIL REFERRED ITEMS

Implementation Schedule for Street Tree Trimming Program Implementation (\$ in 1000's)							
	2006	2007	2008	2009	2010	2011*	2012
Phase	1	2	3a	3b	4a	n/a	TBD
In House	\$184	\$318	\$333	\$0	\$0	\$0	TBD
Contractual	\$68	\$183	\$0	\$170	\$180	\$0	TBD
Sub Total	\$252	\$501	\$333	\$170	\$180	\$0	TBD
Capital	\$128	\$193	\$357	\$421	\$340	\$0	TBD
Additional FTEs	2	3	4	-	-	-	TBD
Cycle (years)	19	17	15.8	14	12.7	12.7	TBD

* RECOMMENDING NO SERVICE LEVEL INCREASE IN 2011 UNTIL FULL REVIEW BY COMMITTEE

HSR Service Levels Council Referred Items

(not included in draft budget)

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2011 COUNCIL REFERRED ITEMS

- That \$3 million in Provincial Gas Tax (PGT) currently allocated to fleet capital replacement be reallocated to the Transit Operating Budget to fund;
 - (i) \$2.67 million Conventional Transit (HSR) service level improvements and 29 FTE (Bus Operational and Maintenance Staff), as detailed in Appendix “B” attached to Report PW10101;
 - (ii) \$330,000 to increase the Transit Training Instructor complement by 1 FTE and the Bus Operator complement by 2 FTE, as summarized in Appendix “C” attached to Report PW10101.



Public Works Department

Program Enhancement Options

(not included in draft budget)



2011 PROGRAM ENHANCEMENT OPTIONS

DIVISION	SERVICE / PROGRAM	DESCRIPTION OF Program Enhancement	Annualized		
			\$ GROSS IMPACT	\$ NET IMPACT	FTE Impact
O&WM	Roads	Road and Sidewalk Safety Maintenance - Roads Maintenance Activities	\$ 1,200,000	\$ 1,200,000	TBD
O&WM	Collection	Downtown Cleanliness Program - enhanced sidewalk power washing	\$ -	\$ -	2.00
O&WM	Disposal	Composting Facility and Leaf & Yard Waste Program Optimization	\$ (23,000)	\$ (23,000)	
O&WM	Roads	Stormwater Facilities Maintenance	\$ 2,000,000	\$ 2,000,000	TBD
ESI	Surveys	Corridor Control Management (Right of Way Project Management)	\$ 110,000	\$ -	1.00
Department TOTAL			\$3,287,000	\$3,177,000	3.00

Road & Sidewalk Safety Maintenance (PW11017)

Program Enhancement Options

(not included in draft budget)

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2011 PROGRAM ENHANCEMENT OPTIONS

- Provincially legislated Minimum Maintenance Standards (MMS) were amended in 2010
- MMS changes impact the service delivery requirements for the City's road & sidewalk maintenance program, primarily for road patrol, inspection programs, and response protocols for deficiencies
- Enhancement addresses safety and compliance issues
- Overall cost of 2,700 claims resolution for roads infrastructure of \$14.2M between 2001 and 2010



2011 PROGRAM ENHANCEMENT OPTIONS

Enhancement request of \$1.2 M is required to address public safety priorities:

- Sidewalk Inspection & Repairs - \$600K
 - 2010 inspection reports identified approx. 43,000 defective sidewalk bays
 - Sidewalk/curb trips & falls represents 43% (\$6.1M) of claims resolution costs
 - Additional funds will increase the number of sidewalk discontinuity repairs to address public safety concerns
- Road Patrol - \$100K
 - Funds will result in increased road patrol frequency and update data collection requirements
 - Increased road patrol will help to manage risk and defend against claims
 - Software and hardware upgrades are required to meet the amended MMS patrolling requirements
- Roadways & Bridges - \$500K
 - Additional funds will be allocated towards surface treatments to improve ride-ability and safety



Downtown Cleanliness Program Enhanced Sidewalk Power-Washing Program Enhancement Options

(not included in draft budget)

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Composting Facility Leaf and Yard Optimization Program Enhancement Options

(not included in draft budget)

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Storm Water Facilities Maintenance

Program Enhancement Options (not included in draft budget)

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2011 PROGRAM ENHANCEMENT OPTIONS

- Enhancement request of \$2 M to improve the Storm Water Facility Maintenance Program including program development and rehabilitation of municipally owned storm water infrastructure:

Item	Amount (\$K)
Annual Catch basin cleaning	\$735
Catch basin repairs	\$150
Storm water maintenance ponds (SWMP)	\$650
Maintenance of culverts, outfalls, and structures	\$270
Annual inspection and maintenance of stormceptors	\$75
Program development and monitoring system	\$75
Asset inventory & condition data management	\$45
Total	\$2,000



2011 PROGRAM ENHANCEMENT OPTIONS

Enhancement request components:

- \$735K for annual inspection and cleaning of 33,500 municipally-owned catch basins. Currently on a seven year cleaning cycle.
- \$150K for repair and rehabilitation of damaged catch basins
- \$650,000 for capital maintenance and lifecycle rehabilitation works for storm water management ponds
- \$270K for the annual roadside ditching program, emergency capital maintenance and lifecycle rehabilitation of culverts
- \$75K to establish and develop an annual inspection and cleaning of stormceptors to meet Environmental Protection Act
- \$75K for program support to assist with storm water management program development and support monitoring requirements
- \$45K for inventory and condition assessment database development to support program management



**Corridor Control Management
Program Enhancement Options
(not included in draft budget)**

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Additional Information



CONTRACTED OPERATIONS

Program	Overview of Contracted Services
Cemeteries	<ul style="list-style-type: none"> •Contracted grass cutting at smaller cemeteries (54 sites) •Internal resources utilized for grass cutting at major cemeteries (13 sites)
Forestry	<ul style="list-style-type: none"> •Approx 35% of grid street tree trimming work provided by private sector •Mix of internal / external adopted with program implementation
Horticulture	<ul style="list-style-type: none"> •Specialty services contracted (e.g. Irrigation system start up and shut down)
Parks	<ul style="list-style-type: none"> •Trades and specialty services contracted (e.g.. Plumbing, electrical, fencing, graffiti removal, etc.)
Roads	<ul style="list-style-type: none"> •Winter Control – Linc/RHVP, major priority roads, standby (tractors/ graders), on-call (smaller equipment) is contracted •Maintenance – roadside mowing, dust control, haulage, asphalt planing, sidewalk repairs
Waste	<ul style="list-style-type: none"> •50/50 split of public/private providers for organics, leaf and yard waste, garbage and bulk collection •100% contracted recycling collection •100% contracted operation of waste processing and disposal facilities



ILLEGAL DUMPING STATISTICS

- Increase in activity in 2010
- No increase in amount of material collected (parks, roads, recreation)
- High compliance with one container limit at curb
- Will continue to monitor in 2011

Description	2009	2010	% Increase
Service Requests for Illegal Dumping (Public Works/MLE)	2,618	2,794	6.7%

FUEL PRICING

- Fuel Price risk for 2011 is high - Budget at \$0.87 cents for diesel and unleaded fuel
- Fuel pricing impacts on budget:
 - Diesel – one cent per liter increase equates to about \$100,000 in cost impacts.
 - Gasoline – one cent per liter increase equates to about \$20,000 in cost impacts.



HISTORICAL TRANSIT SERVICE LEVELS

- Staff given direction to provide follow-up to Amalgamated Transit Union (ATU) delegation at the December 14 Transit budget presentation:
 - “Hamilton had more Transit service 21 years ago”
- CUTA records 1989 to 2009:
 - annual revenue service hours reduction of (-17)% or (-136,765) hours
 - ridership decline of (-23)% or (-6.4) million trips
 - service area population growth of +21%
- 2000 to 2010, population has grown by +13% while revenue service hours/capita have declined by (-1%), overall passenger trips have grown by +1%.



OFFICE OF ENERGY INITIATIVES



ENERGY UPDATE
Transportation, Energy & Facilities



PRESENTATION - ENERGY UPDATE

Overview

1. Energy Program Background
2. Savings Methodology
3. Cumulative Energy Savings
4. Return on Investment
5. Key Performance Indicators
6. 2009/2010 Energy Cost & Consumption
7. Corporate Energy Trends
8. Electricity & Natural Gas Budget Drivers
9. 2011 Energy Conservation Projects
10. Fuel Budget Price Risk
11. Fuel – Market Volatility



BACKGROUND**City of Hamilton Energy Program**

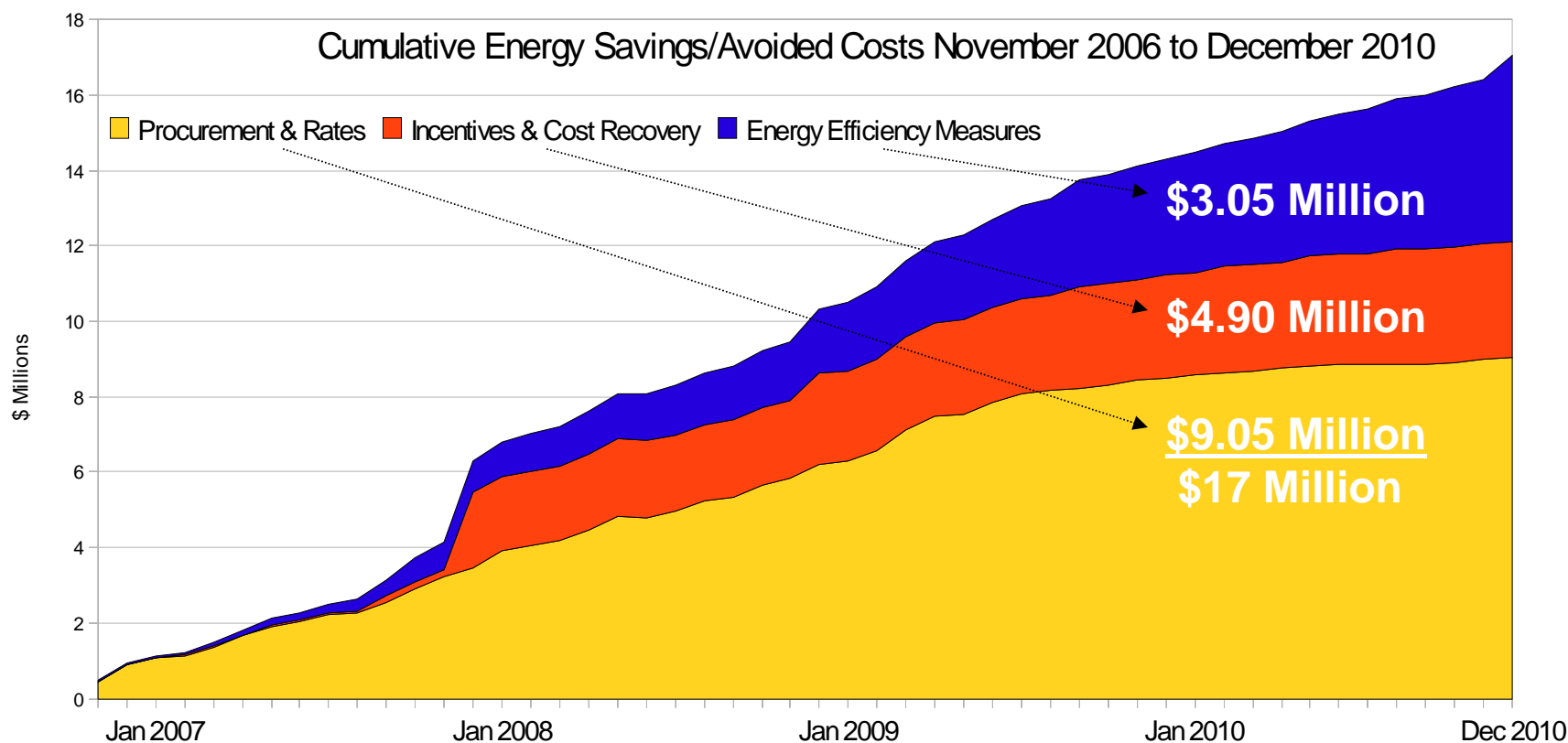
- Council Mandate 2005
- Office of Energy Initiatives 2006
- Corporate Energy Policy 2007 (Targeted Reductions)
- Energy Commodity Policy 2007 (Revised 2008)

Internal Audit of Energy Results

- Audit Report 2009-12 – Public Works - Office of Energy Initiatives - Verification of Reported Savings (AUD10016) - The rationale, principles and assumptions used to calculate and report costs savings, avoided costs and energy usage are appropriate and the various components are adequately supported.

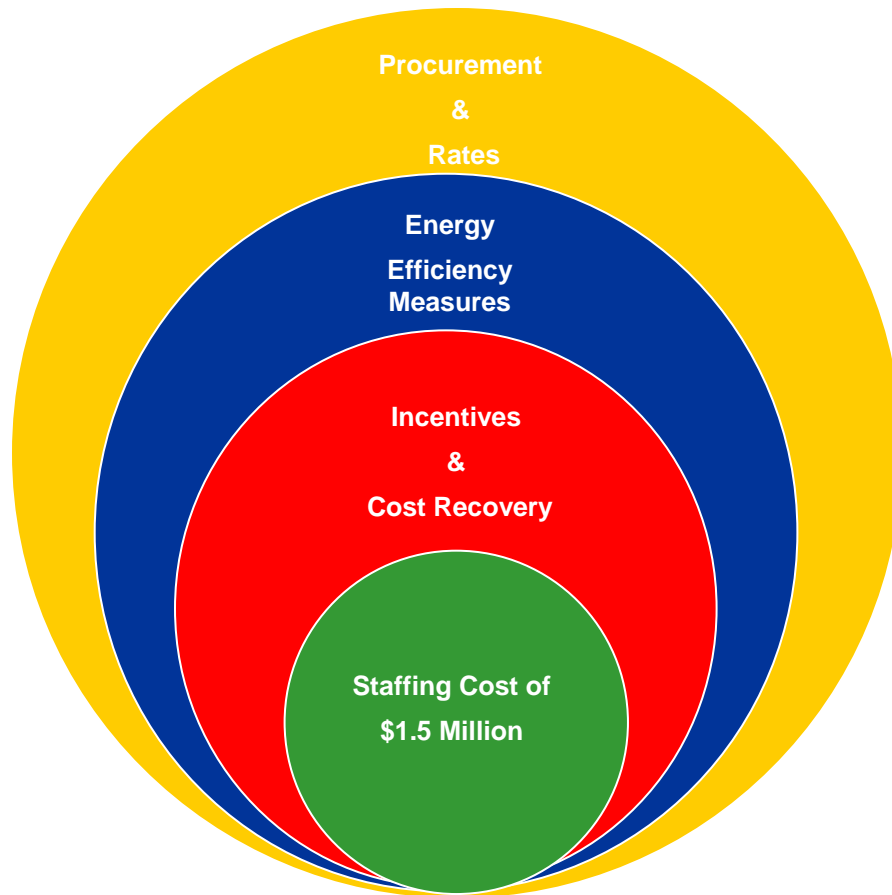


As of Year End 2010 the Total Cumulative Energy Savings for the City of Hamilton Now Exceeds \$17,000,000



Energy Program – Return on Investment

\$15.5 Million ROI (Cumulative) for a \$1.5 Million Investment



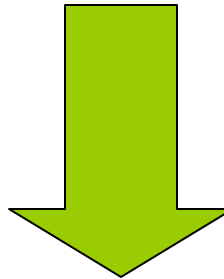
Energy Intensity KPI's for City Facilities

KEY PERFORMANCE INDICATORS (KPI'S)
Electricity & Natural Gas

Energy Intensity ekWh/ft²

	2006	2007	2008	2009	2010
City Hall	52.34	39.34	17.70	17.41	18.35
Public Works – Corporate	31.98	30.60	27.99	25.42	23.79
Community Services	50.46	51.97	50.08	50.17	44.42
City Services	33.40	34.69	33.86	29.93	29.77
City Total	38.71	38.99	37.35	35.19	32.58

Trend



Overall 2010's ekWh/ft² is **15.8% lower** than 2006 for all City Facilities

ekWh – equivalent kilowatt hours

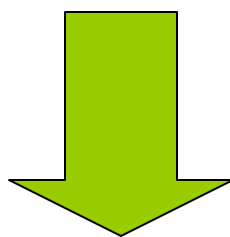
Energy Cost KPI's for City Facilities

KEY PERFORMANCE INDICATORS (KPI'S)
Electricity & Natural Gas

Energy Cost Intensity \$/ft²

	2006	2007	2008	2009	2010
City Hall	\$ 4.00	\$ 2.99	\$ 1.72	\$ 1.72	\$ 1.91
Public Works – Corporate	\$2.14	\$1.79	\$1.63	\$1.56	\$1.46
Community Services	\$3.11	\$2.98	\$2.84	\$2.94	\$2.63
City Services	\$2.64	\$2.54	\$2.40	\$2.20	\$2.05
City Total	\$2.61	\$2.40	\$2.27	\$2.22	\$2.03

Trend



Overall 2010's cost per ft² is **22.2% lower** than 2006 for all City Facilities



2009/ 2010 Natural Gas (Budget vs. Actual)

Natural Gas \$			
Year	Rate	Levy	Total
2009 Budget	\$850,000	\$5,286,430	\$6,136,430
2009 Actual	\$928,619	\$4,655,399	\$5,584,018
Variance	(\$78,619)	\$631,031	\$552,412
2010 Budget	\$965,850	\$4,949,841	\$5,915,691
2010 Actual	\$862,789	\$3,864,517	\$4,727,306
Variance	\$103,061	\$1,085,324	\$1,188,385

- ❑ 2009 & 2010 had Positive Budget Variances of **\$552,411** & **\$1.2 million**
- ❑ In 2011 Natural Gas Budgets Have Been **Reduced 10% (\$0.6M)**
- ❑ Natural Gas Commodity Rates Have **Declined Almost 30%** from 2005 to 2011



2009/ 2010 Electricity (Budget vs. Actual)

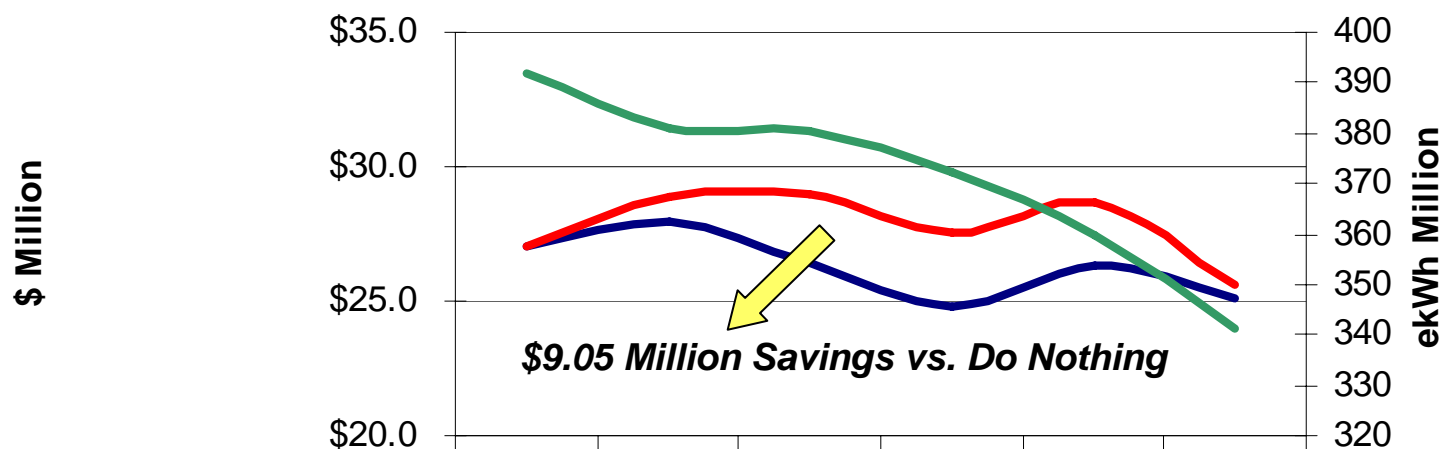
Electricity \$			
Year	Rate	Levy	Total
2009 Budget	\$8,607,880	\$9,289,738	\$17,897,618
2009 Actual	\$8,680,145	\$9,171,155	\$17,851,300
Variance	(\$72,265)	\$118,583	\$46,318
2010 Budget	\$8,951,040	\$9,036,858	\$17,987,898
2010 Actual	\$8,778,538	\$9,468,687	\$18,247,225
Variance	\$172,502	(\$431,829)	(\$259,327)

- ❑ 2009 had a Positive Budget Variance of **\$46,318**
- ❑ 2010 had a Negative Budget Variance of **(\$259,327)**



Energy Consumption & Cost Trends

Annual Energy Consumption & Actual Energy Costs vs. Do Nothing



	2005	2006	2007	2008	2009	2010
Actual Cost \$	\$27.0	\$28.0	\$26.4	\$24.8	\$26.4	\$25.1
Do Nothing \$	\$27.0	\$28.9	\$28.9	\$27.6	\$28.7	\$25.6
Total Energy (ekWhs)	391.7	381.1	380.6	372.2	359.6	341.5

\$ Million

— Actual Cost \$ — Do Nothing \$ — Total Energy (ekWhs)

* Electricity & Natural Gas

Public Works

Sample Electricity Bill – Remains Complex

Electricity Consumption:

• Electricity Used	Per kWh	Spot market
Calendar 2009 & 2010 Avg. Hourly Ontario Energy Price		\$0.033
Global Adjustment/Provincial Benefit	Per kWh	\$0.03

Delivery:

• Delivery Service Charge (Fixed)	Per Month	\$251.89
• Delivery (Variable)	Per kW	\$0.8761
• Transmission Charge Connection	Per kW	\$1.7739
• Transmission Charge Network	Per kW	\$2.0572

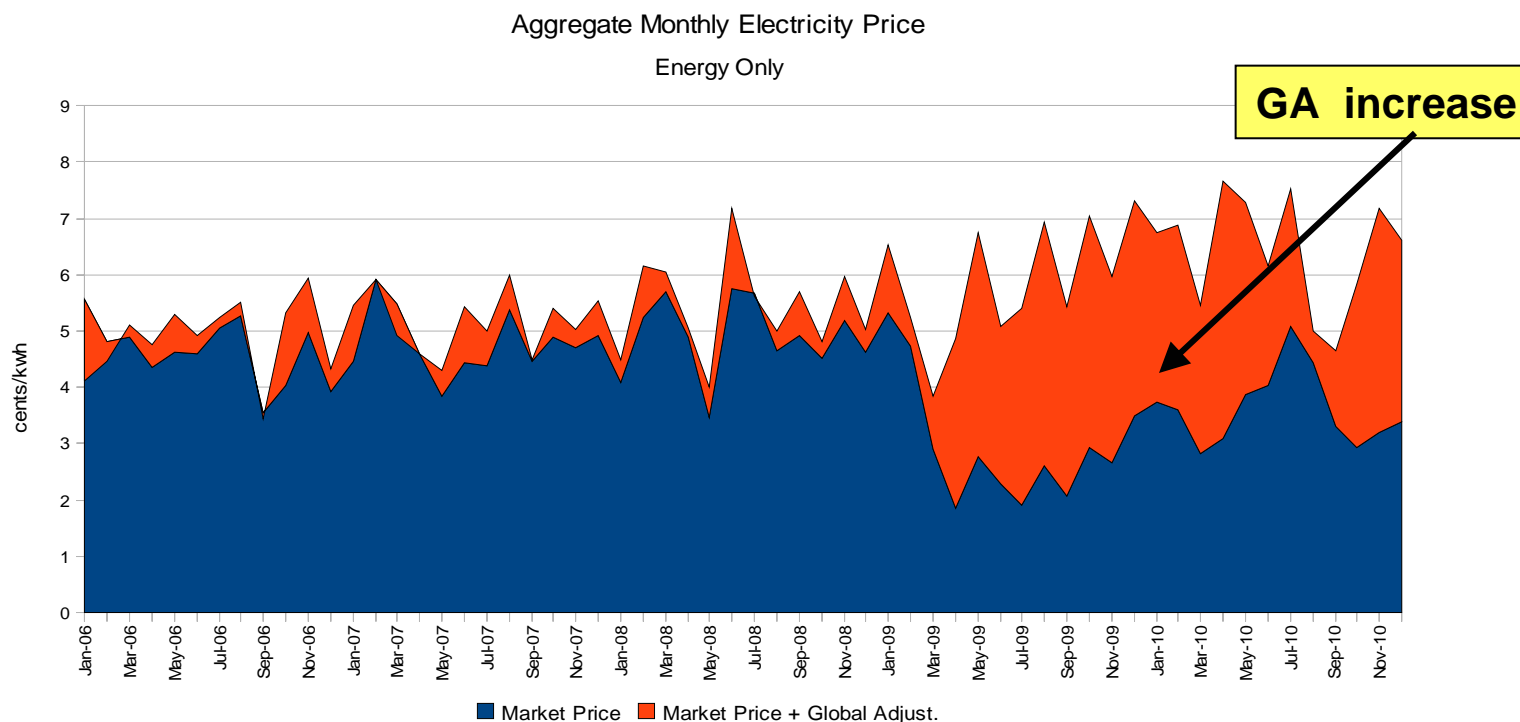
Regulatory Charges:

• Regulatory Charges	Per kWh	\$0.0068725
• Standard Service Supply	Per Month	\$0.25
• Debt Retirement Charge	Per kWh	\$0.0070



Global Adjustment (GA) - Cost Implications

- This is a **non-controllable cost** that all electricity consumers are obligated to pay. It is considered a non-controllable cost because it is not possible to hedge against (there is no hedging mechanism in the market).
- The GA was created by the Province as a catch all to fund electricity supply contracts, renewable energy supply contracts (e.g. solar PV, wind) and the Ontario Power Authorities funding for electricity conservation programs.



Street Lighting – Electricity Cost Drivers

Street Lighting

Global Adjustment & Distribution Rate Increases

- This is a regulated distribution rate increase (Horizon Utilities & Hydro One) due to previous utility cost of service studies and recent rate mandates by the Ontario Energy Board.
- In past years increases have been partially offset by:
 - ❑ removing street lighting from the RPP (Regulated Price Plan) rate for an electricity commodity savings of \$967,000
 - ❑ a partial recovery from the Energy Reserve of \$350,000 to offset previous budgetary pressures.
- Total Street Lighting 2011 Budget Impact = \$730,120
 - ❑ Street and Signal Lighting Global Adjustment and Rate Increases (Traffic Operations) \$380,120.
 - ❑ Elimination of Reserve Recovery (One-Time in 2010 – Traffic Operations) \$350,000



2011 Energy Initiatives

- **District Cooling Loop**
 - Project Completion and Full Commissioning in Q2
- **Energy Efficient Lighting and Controls**
 - Libraries (started in 2010 – Library budget)
 - Arena's, Fire Stations, Wentworth Operating Centre, Hamilton Convention Centre
- **Water & Waste Water**
 - Variable Frequency Drives & Operational Efficiency
 - Bio methane
- **Water Efficiency**
 - Macassa Lodge (toilet retrofit)
- **Renewable Energy Pilot**
 - Continuation of Solar PV Pilot with Horizon Energy



Fuel Pricing & Price Risk

Annual \$/Litre (Budget vs. Actual)

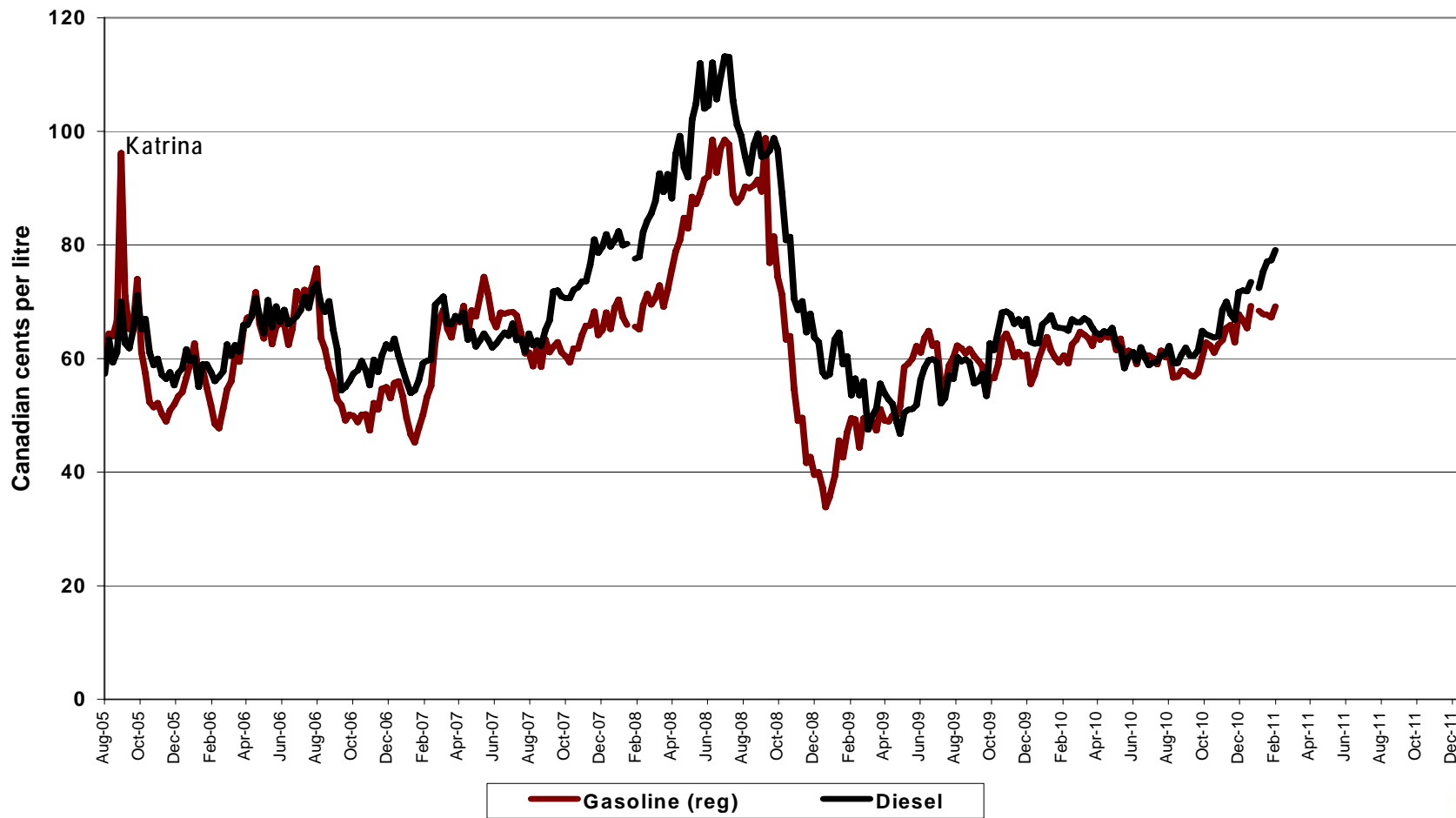
		2007	2008	2009	2010	2011
Diesel	Budget	\$0.87	\$0.90	\$0.95	\$0.87	\$0.87
	Actual	\$0.86	\$1.11	\$0.80	\$0.87	
Gasoline	Budget	\$0.87	\$0.90	\$0.95	\$0.87	\$0.87
	Actual	\$0.91	\$1.05	\$0.83	\$0.91	

- For 2011 pricing is based on annual estimates and current proposed budget levels.
- Actual pricing for January 2011 exceeded **\$1.035 per litre**.
- **Fuel pricing impacts on budget:**
 - **Diesel** - one cent per litre increase equates to about \$100,000 in cost impacts.
 - **Gasoline** - one cent per litre increase equates to about \$20,000 in cost impacts.
- No ability to hedge fuel – Current hedge pricing exceeds budget levels. Therefore full exposure to market volatility.
- Budget price risk for 2011 is high - 2008 is an example of what can happen.



Fuel Price & Market Volatility

Hamilton Unbranded Rack Prices
 Before Taxes & Delivery
 (source: Bloomberg Oil Buyer's Guide)



Questions?



2011 NET OPERATING BUDGET BY DIVISION

Public Works - Tax

	2010 Budget	2010 Projected Actual	2011 Base Budget	2011 Savings Options	2011 Draft Budget	2010 Draft / 2011 Budget	
						\$	%
Energy, Fleet, Facilities & Traffic Operations	17,194,529	17,879,823	17,845,057	0	17,845,057	650,528	3.8%
PW-General Administration	10,211	2,660	0	0	0	(10,211)	(100.0)%
Operations and Waste Management	113,908,983	111,497,982	118,632,711	(500,000)	118,132,711	4,223,729	3.7%
Environment and Sustainable Infrastructure	1,317,392	2,561,333	1,318,021	0	1,318,021	629	0.0%
Transit	43,499,868	43,373,102	44,164,562	0	44,164,562	664,693	1.5%
NET LEVY	175,930,983	175,314,900	181,960,351	(500,000)	181,460,351	5,529,368	3.1%

Additional Reductions

(2,980,120)

Net Levy with Additional Reductions

2,549,248 1.4%

Next Steps



- Continue to review options to mitigate budget impacts
- Follow up on direction and information requests from Committee
- Next Public Works Budget Deliberations Meeting – March 28, 2011



Thank You

