



## Appendix D | Reserve and Reserve Funds



**2023 RESERVE FUNDS**

**Budget**

	Corporate Reserves						Development Charges	
	Arbitration	Insurance	Mediation	Sick Leave	WSIB	Learning & Development		
	('000's)							
<b>A</b>	<b>Opening Balance</b>	96	1,842	25	3,627	2,890	421	25,087
	<b>Revenues</b>							
	Transfer from Operating	40	-	-	3,135	1,493	330	-
	Transfer from Capital	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	-	-	-	-	-
	Transfer from Internal Charges	-	2,977	-	-	-	-	-
	Interest Income	1	11	1	81	55	10	137
	Other	-	69	1	-	15	(1)	26,121
<b>B</b>	<b>Subtotal Revenues</b>	<b>41</b>	<b>3,057</b>	<b>2</b>	<b>3,216</b>	<b>1,563</b>	<b>339</b>	<b>26,258</b>
	<b>Expenses</b>							
	Transfer to Operating	-	-	-	-	-	30	-
	Transfer to Capital	-	-	-	-	-	-	14,491
	Transfer to Reserve Fund	-	-	-	-	-	-	2,426
	Transfer to Internal Charges	-	-	-	-	-	-	-
	Direct Expenditures	130	2,814	-	2,582	2,739	293	-
	Other	-	-	-	1,185	72	-	-
<b>C</b>	<b>Subtotal Expenses</b>	<b>130</b>	<b>2,814</b>	<b>-</b>	<b>3,767</b>	<b>2,811</b>	<b>323</b>	<b>16,917</b>
<b>D</b>	<b>Net Change (B-C)</b>	<b>(89)</b>	<b>243</b>	<b>2</b>	<b>(551)</b>	<b>(1,248)</b>	<b>16</b>	<b>9,341</b>
<b>E</b>	<b>Ending Balance (A+D)</b>	<b>7</b>	<b>2,085</b>	<b>27</b>	<b>3,076</b>	<b>1,642</b>	<b>437</b>	<b>34,428</b>
	<b>Reserve Fund Target Level</b>							
	Minimum	65	2,480	25	10,435	10,338	220	-
	Maximum	98	3,720	125	15,652	15,506	330	5,000

**2023 RESERVE FUNDS  
Budget**

	Program Specific Reserves								
	Active Group Sportsplex	Economic Development	EDIF 2.0	Election	Oktoberfest	Public Art	Municipal Accom Tax	Energy Retrofit	Affordable Housing
<b>A Opening Balance</b>	321	2,389	5,676	(50)	35	65	139	454	1,574
<b>Revenues</b>									
Transfer from Operating	-	425	673	135	12	-	-	37	-
Transfer from Capital	-	5	-	-	-	-	-	-	-
Transfer from Reserve Fund	-	-	-	-	-	5	-	-	786
Transfer from Internal Charges	-	-	-	-	-	-	-	-	-
Interest Income	8	57	119	7	1	1	3	12	48
Other	-	-	9,227	1	1	-	387	167	-
<b>B Subtotal Revenues</b>	<b>8</b>	<b>487</b>	<b>10,019</b>	<b>143</b>	<b>14</b>	<b>6</b>	<b>390</b>	<b>216</b>	<b>834</b>
<b>Expenses</b>									
Transfer to Operating	-	-	-	-	-	-	-	-	-
Transfer to Capital	-	502	11,568	-	-	-	-	-	-
Transfer to Reserve Fund	-	5	-	-	-	-	-	-	-
Transfer to Internal Charges	-	-	-	-	-	-	-	-	-
Direct Expenditures	6	60	-	-	35	10	-	-	-
Other	-	-	-	-	-	-	387	167	-
<b>C Subtotal Expenses</b>	<b>6</b>	<b>567</b>	<b>11,568</b>	<b>-</b>	<b>35</b>	<b>10</b>	<b>387</b>	<b>167</b>	<b>-</b>
<b>D Net Change (B-C)</b>	<b>2</b>	<b>(80)</b>	<b>(1,549)</b>	<b>143</b>	<b>(21)</b>	<b>(4)</b>	<b>3</b>	<b>49</b>	<b>834</b>
<b>E Ending Balance (A+D)</b>	<b>323</b>	<b>2,309</b>	<b>4,127</b>	<b>93</b>	<b>14</b>	<b>61</b>	<b>142</b>	<b>503</b>	<b>2,408</b>
<b>Reserve Fund Target Level</b>									
Minimum	-	-	-	-	15	-	-	-	-
Maximum	500	10,000	10,000	775	50	65	1,900	400	-

**2023 RESERVE FUNDS  
Budget**

	Stabilization Reserves										
	Building Enterprise Stab.	Gas Utility (Delivery) Stab.	Gas Utility (Supply) Stab.	Golf Enterprise Stab.	Parking Enterprise Stab.	Sanitary Sewer Utility Stab.	Stormwater Utility Stab.	Water Utility Stab.	Investment Stab.	Tax Stab.	Weather Events Stab.
<b>A Opening Balance</b>	13,554	1,091	6,206	(1,061)	(613)	9,519	1,510	7,431	2,160	7,558	1,517
<b>Revenues</b>											
Transfer from Operating	-	-	140	-	-	-	-	-	-	110	-
Transfer from Capital	-	-	-	-	-	-	-	-	-	-	-
Transfer from Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Charges	-	-	-	-	-	-	-	-	-	-	-
Interest Income	386	31	177	(37)	(17)	271	43	212	62	217	35
Other	-	(1)	-	-	-	-	-	(1)	-	-	-
<b>B Subtotal Revenues</b>	<b>386</b>	<b>30</b>	<b>317</b>	<b>(37)</b>	<b>(17)</b>	<b>271</b>	<b>43</b>	<b>211</b>	<b>62</b>	<b>327</b>	<b>35</b>
<b>Expenses</b>											
Transfer to Operating	3,402	398	-	487	1,531	3,453	1,204	846	-	34	-
Transfer to Capital	-	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-	-
Direct Expenditures	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-
<b>C Subtotal Expenses</b>	<b>3,402</b>	<b>398</b>	<b>-</b>	<b>487</b>	<b>1,531</b>	<b>3,453</b>	<b>1,204</b>	<b>846</b>	<b>-</b>	<b>34</b>	<b>-</b>
<b>D Net Change (B-C)</b>	<b>(3,016)</b>	<b>(368)</b>	<b>317</b>	<b>(524)</b>	<b>(1,548)</b>	<b>(3,182)</b>	<b>(1,161)</b>	<b>(635)</b>	<b>62</b>	<b>293</b>	<b>35</b>
<b>E Ending Balance (A+D)</b>	<b>10,538</b>	<b>723</b>	<b>6,523</b>	<b>(1,585)</b>	<b>(2,161)</b>	<b>6,337</b>	<b>349</b>	<b>6,796</b>	<b>2,222</b>	<b>7,851</b>	<b>1,552</b>
<b>Reserve Fund Target Level</b>											
Minimum	6,784	4,497	4,508	252	710	6,246	2,540	5,058	-	6,933	1,620
Maximum	10,176	6,745	6,763	377	1,064	9,370	3,809	7,587	3,347	20,799	3,239

**2023 RESERVE FUNDS  
Budget**

	Capital Reserves							
	Building Enterprise Cap.	Gas Utility Cap.	Golf Enterprise Cap.	Parking Enterprise Cap.	Sanitary Sewer Utility Cap.	Stormwater Utility Cap.	Water Utility Cap.	Tax Cap.
<b>A Opening Balance</b>	8	125	(162)	755	15,640	6,777	5,071	2,521
<b>Revenues</b>								
Transfer from Operating	-	-	91	-	-	-	-	-
Transfer from Capital	-	-	-	-	-	-	-	-
Transfer from Reserve Fund	-	-	-	-	-	-	-	-
Transfer from Internal Charges	-	-	-	-	-	-	-	-
Interest Income	-	2	(6)	18	310	-	120	31
Other	-	-	-	-	-	-	1	(1)
<b>B Subtotal Revenues</b>	<b>-</b>	<b>2</b>	<b>85</b>	<b>18</b>	<b>310</b>	<b>-</b>	<b>121</b>	<b>30</b>
<b>Expenses</b>								
Transfer to Operating	-	-	-	-	-	-	-	144
Transfer to Capital	-	100	-	2	2,974	6,777	190	2,346
Transfer to Reserve Fund	-	-	-	-	-	-	-	-
Transfer to Internal Charges	-	-	-	-	-	-	-	-
Direct Expenditures	-	-	258	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
<b>C Subtotal Expenses</b>	<b>-</b>	<b>100</b>	<b>258</b>	<b>2</b>	<b>2,974</b>	<b>6,777</b>	<b>190</b>	<b>2,490</b>
<b>D Net Change (B-C)</b>	<b>-</b>	<b>(98)</b>	<b>(173)</b>	<b>16</b>	<b>(2,664)</b>	<b>(6,777)</b>	<b>(69)</b>	<b>(2,460)</b>
<b>E Ending Balance (A+D)</b>	<b>8</b>	<b>27</b>	<b>(335)</b>	<b>771</b>	<b>12,976</b>	<b>-</b>	<b>5,002</b>	<b>61</b>
<b>Reserve Fund Target Level</b>								
Minimum	27	6,900	56	621	12,933	10,293	9,534	750
Maximum	81	20,700	167	1,864	38,799	30,878	28,601	5,932

**2023 RESERVE FUNDS  
Budget**

	Capital Reserves										
	DC Recovery	Auditorium Ticket Sales	Technology Infrastructure	Equipment	Facility Infrastructure	Canada Comm Bldg	Gas Utility Investment	Hydro Investment	Business Parks	Land Inventory	Recreational Land
<b>A Opening Balance</b>	704	455	1,254	3,693	5	4,262	4,405	7,508	2,963	2,265	10,523
<b>Revenues</b>											
Transfer from Operating	-	291	-	4,292	1,700	-	15,847	-	-	-	94
Transfer from Capital	-	-	-	1,671	-	-	-	-	-	-	-
Transfer from Reserve Fund	2,426	-	-	-	-	-	-	-	257	-	-
Transfer from Internal Charges	-	-	1,752	-	-	-	-	-	-	-	-
Interest Income	14	12	13	79	-	73	86	154	76	53	270
Other	-	-	27	237	-	7,718	-	5,993	-	(1)	850
<b>B Subtotal Revenues</b>	<b>2,440</b>	<b>303</b>	<b>1,792</b>	<b>6,279</b>	<b>1,700</b>	<b>7,791</b>	<b>15,933</b>	<b>6,147</b>	<b>333</b>	<b>52</b>	<b>1,214</b>
<b>Expenses</b>											
Transfer to Operating	-	105	-	20	-	-	9,458	1,350	-	-	-
Transfer to Capital	2,454	145	-	5,112	1,677	10,264	8,185	7,100	-	-	(59)
Transfer to Reserve Fund	257	-	-	-	-	-	-	-	-	-	-
Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-	-
Direct Expenditures	-	-	1,453	-	-	-	-	-	-	212	-
Other	-	-	51	2,021	-	-	-	-	-	-	-
<b>C Subtotal Expenses</b>	<b>2,711</b>	<b>250</b>	<b>1,504</b>	<b>7,153</b>	<b>1,677</b>	<b>10,264</b>	<b>17,643</b>	<b>8,450</b>	<b>-</b>	<b>212</b>	<b>(59)</b>
<b>D Net Change (B-C)</b>	<b>(271)</b>	<b>53</b>	<b>288</b>	<b>(874)</b>	<b>23</b>	<b>(2,473)</b>	<b>(1,710)</b>	<b>(2,303)</b>	<b>333</b>	<b>(160)</b>	<b>1,273</b>
<b>E Ending Balance (A+D)</b>	<b>433</b>	<b>508</b>	<b>1,542</b>	<b>2,819</b>	<b>28</b>	<b>1,789</b>	<b>2,695</b>	<b>5,205</b>	<b>3,296</b>	<b>2,105</b>	<b>11,796</b>
<b>Reserve Fund Target Level</b>											
Minimum	-	163	795	3,010	-	-	2,500	2,500	-	-	-
Maximum	5,000	489	2,385	9,030	-	3,859	7,500	7,500	5,000	5,000	5,000

Ratings are being provided for all reserves and this indicates how the projected reserve balance compares to the minimum target balance.

**Rating Legend**

- Reserve has a positive balance and is at or above the maximum reserve target
- Reserve has a positive balance and is at or above the minimum reserve target but below maximum target
- Reserve has a positive balance but is below the minimum reserve target
- Reserve has no balance or a negative balance

(000's)	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2023 Rating
<b>CORPORATE:</b>					
Arbitration	143	93	96	7	Yellow
Insurance	1,927	2,250	1,842	2,084	Yellow
Mediation	23	24	25	27	Green
Sick Leave	6,333	6,332	3,627	3,077	Yellow
WSIB	4,789	3,350	2,890	1,642	Yellow
Learning & Development	417	420	421	438	Black
<b>Total Corporate Reserves</b>	<b>13,632</b>	<b>12,469</b>	<b>8,901</b>	<b>7,275</b>	<b>Yellow</b>
<i>Minimum Corporate Reserves</i>	23,378	23,408	23,528	23,342	
<i>Maximum Corporate Reserves</i>	35,244	35,203	35,385	35,118	
<b>DEVELOPMENT:</b>					
Development Charges	16,517	16,325	25,087	34,428	Black
<i>Minimum Development Reserves</i>	-	-	-	-	
<i>Maximum Development Reserves</i>	5,000	5,000	5,000	5,000	
<b>PROGRAM SPECIFIC:</b>					
Activa Group Sportsplex	327	325	321	324	Green
Economic Development	2,392	1,688	2,389	2,308	Green
EDIF 2.0	6,213	12,916	5,676	4,127	Green
Election	343	(50)	(50)	91	Green
Oktoberfest	27	28	35	13	Yellow
Public Art	69	65	65	61	Green
Municipal Accommodation Tax	256	256	139	142	Green
Energy Retrofit	434	365	454	503	Black
Affordable Housing	-	2,025	1,574	2,409	Black
<b>Total Program Specific Reserves</b>	<b>10,060</b>	<b>17,617</b>	<b>10,603</b>	<b>9,978</b>	<b>Green</b>
<i>Minimum Program Specific Reserves</i>	15	15	15	15	
<i>Maximum Program Specific Reserves</i>	23,675	23,690	23,690	23,690	



(000's)	2021 Actual	2022 Budget	2022 Projection	2023 Budget	2023 Rating
<b>STABILIZATION:</b>					
Building Enterprise Stabilization	14,560	13,271	13,554	10,539	● Black
Gas Utility (Delivery) Stabilization	4,038	2,179	1,091	724	● Yellow
Gas Utility (Supply) Stabilization	3,599	1,891	6,206	6,523	● Green
Golf Enterprise Stabilization	(1,041)	(1,517)	(1,061)	(1,584)	● Red
Parking Enterprise Stabilization	1,556	577	(613)	(2,162)	● Red
Sanitary Sewer Utility Stabilization	9,270	9,119	9,519	6,337	● Green
Storm Water Utility Stabilization	1,028	1,138	1,510	349	● Yellow
Water Utility Stabilization	7,425	6,963	7,431	6,797	● Green
Investment Stabilization	1,814	43	2,160	2,221	● Green
Tax Stabilization	7,699	7,563	7,558	7,851	● Green
Weather Events	2,599	2,619	1,517	1,552	● Yellow
<b>Total Stabilization Reserves</b>	<b>52,547</b>	<b>43,846</b>	<b>48,872</b>	<b>39,147</b>	● Green
<i>Minimum Stabilization Reserves</i>	<i>34,349</i>	<i>36,626</i>	<i>37,109</i>	<i>39,147</i>	
<i>Maximum Stabilization Reserves</i>	<i>65,011</i>	<i>68,673</i>	<i>70,221</i>	<i>73,278</i>	
<b>CAPITAL</b>					
Building Enterprise Capital	7	8	8	8	● Yellow
Gas Utility Capital	616	221	125	27	● Yellow
Golf Enterprise Capital	(18)	(190)	(162)	(335)	● Red
Parking Enterprise Capital	752	755	755	771	● Green
Sanitary Sewer Utility Capital	12,384	10,913	15,640	12,977	● Green
Storm Water Utility Capital	3,124	2,989	6,777	-	● Yellow
Water Utility Capital	5,409	5,072	5,071	5,001	● Yellow
Tax Capital	3,936	1,871	2,521	62	● Yellow
DC Recovery	1,186	704	704	432	● Green
Auditorium Ticket Sales	464	456	455	507	● Black
Technology Infrastructure	1,665	1,254	1,254	1,542	● Green
Equipment	7,259	3,691	3,693	2,820	● Yellow
Facility Infrastructure	2	5	5	29	● Black
Canada Community Building	8,494	5,702	4,262	1,790	● Green
Gas Utility Investment	7,414	4,372	4,405	2,694	● Green
Hydro Investment	8,760	6,975	7,508	5,205	● Green
Business Parks	(1,552)	3,013	2,963	3,296	● Green
Land Inventory	1,925	2,300	2,265	2,105	● Green
Recreational Land	7,911	8,353	10,523	11,796	● Black
<b>Total Capital Reserves</b>	<b>69,737</b>	<b>58,464</b>	<b>68,771</b>	<b>50,727</b>	● Green
<i>Minimum Capital Reserves</i>	<i>46,814</i>	<i>47,937</i>	<i>47,937</i>	<i>50,082</i>	
<i>Maximum Capital Reserves</i>	<i>167,822</i>	<i>171,091</i>	<i>171,091</i>	<i>177,786</i>	
<b>Total Reserves:</b>	<b>162,493</b>	<b>148,721</b>	<b>162,234</b>	<b>141,555</b>	● Green
<i>Minimum Total Reserves</i>	<i>104,556</i>	<i>107,986</i>	<i>108,589</i>	<i>112,586</i>	
<i>Maximum Total Reserves</i>	<i>296,752</i>	<i>303,657</i>	<i>305,387</i>	<i>314,872</i>	