Appendix-D | Reserve and Reserve Funds:

2024 RESERVE FUNDS
Budget

	('000's)	Corporate Reserves						Development Charges
		Arbitration	Insurance	Mediation	Sick Leave	WSIB	Learning & Development	
A	**Opening Balance**	180	2,233	26	6,554	5,681	473	(11,315)
	Revenues							
	Transfer from Operating	40	-	-	3,197	1,510	336	-
	Transfer from Capital	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	-	-	-	-	-
	Transfer from Internal Charges	-	3,336	-	-	-	-	-
	Interest Income	6	23	1	227	174	17	(263)
	Other	-	70	1	-	12	(1)	98,641
B	**Subtotal Revenues**	**46**	**3,429**	**2**	**3,424**	**1,696**	**352**	**98,378**
	Expenses							
	Transfer to Operating	-	-	-	-	-	30	-
	Transfer to Capital	-	-	-	-	-	-	89,105
	Transfer to Reserve Fund	-	-	-	-	-	-	1,948
	Transfer to Internal Charges	-	-	-	-	-	-	-
	Direct Expenditures	40	3,207	-	2,139	2,889	299	-
	Other	-	-	-	1,208	73	-	-
C	**Subtotal Expenses**	**40**	**3,207**	**-**	**3,347**	**2,962**	**329**	**91,053**
D	**Net Change (B-C)**	**6**	**223**	**1**	**77**	**(1,265)**	**24**	**7,324**
E	**Ending Balance (A+D)**	**186**	**2,456**	**27**	**6,631**	**4,416**	**497**	**(3,991)**
	Reserve Fund Target Level							
	Minimum	65	2,530	25	10,435	10,338	230	-
	Maximum	98	3,794	125	15,652	15,506	345	5,000

2024 RESERVE FUNDS
Budget

	('000's)	Program Specific Reserves								
		Activa Group Sportsplex	Economic Development	EDIF 2.0	Election	Oktoberfest	Public Art	Municipal Accom Tax	Energy Retrofit	Affordable Housing
A	**Opening Balance**	336	2,384	3,903	(59)	43	73	734	759	1,173
									-	-
	Revenues								-	-
	Transfer from Operating	-	379	1,018	138	12	-	-	600	-
	Transfer from Capital	-	5	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	-	-	-	5	-	-	-
	Transfer from Internal Charges	-	-	-	-	-	-	-	-	-
	Interest Income	12	85	173	-	2	2	25	20	20
	Other	-	-	27,296	1	1	-	390	203	-
B	**Subtotal Revenues**	**12**	**469**	**28,487**	**139**	**15**	**7**	**415**	**823**	**20**
	Expenses									
	Transfer to Operating	-	117	-	-	-	-	100	-	-
	Transfer to Capital	-	110	25,200	-	-	-	-	960	1,200
	Transfer to Reserve Fund	-	5	-	-	-	-	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-
	Direct Expenditures	6	60	1,018	-	3	10	-	-	-
	Other	-	-	-	-	-	-	305	203	-
C	**Subtotal Expenses**	**6**	**292**	**26,218**	**-**	**3**	**10**	**405**	**1,163**	**1,200**
D	**Net Change (B-C)**	**7**	**177**	**2,270**	**138**	**11**	**(3)**	**12**	**(340)**	**(1,180)**
E	**Ending Balance (A+D)**	**343**	**2,561**	**6,173**	**79**	**54**	**70**	**746**	**419**	**(7)**
	Reserve Fund Target Level									
	Minimum	-	-	-	-	15	-	-	-	-
	Maximum	500	10,000	10,000	775	50	65	1,900	400	-

2024 RESERVE FUNDS
Budget

	('000's)	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.
A	**Opening Balance**	12,819	2,127	8,346	(1,402)	365	10,127	26	8,201	2,000	17,752	1,955
	Revenues											
	Transfer from Operating	-	916	-	-	-	-	625	-	-	110	-
	Transfer from Capital	-	-	-	-	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
	Transfer from Internal Charges	-	-	-	-	-	-	-	-	-	-	-
	Interest Income	641	106	417	(75)	18	506	1	410	100	890	98
	Other	-	(1)	-	-	-	-	-	(1)	-	-	-
B	**Subtotal Revenues**	**641**	**1,021**	**417**	**(75)**	**18**	**506**	**626**	**409**	**100**	**1,000**	**98**
	Expenses											
	Transfer to Operating	2,257	-	2,451	193	1,072	2,405	-	142	-	-	-
	Transfer to Capital	-	-	-	-	-	-	-	-	-	-	-
	Transfer to Reserve Fund	-	-	-	-	-	-	-	248	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-	-
	Direct Expenditures	-	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-	-
C	**Subtotal Expenses**	**2,257**	**-**	**2,451**	**193**	**1,072**	**2,405**	**-**	**390**	**-**	**-**	**-**
D	**Net Change (B-C)**	**(1,616)**	**1,023**	**(2,033)**	**(268)**	**(1,054)**	**(1,899)**	**626**	**20**	**100**	**1,000**	**98**
E	**Ending Balance (A+D)**	**11,203**	**3,150**	**6,313**	**(1,670)**	**(689)**	**8,228**	**652**	**8,221**	**2,100**	**18,752**	**2,053**
	Reserve Fund Target Level											
	Minimum	7,077	4,923	3,691	284	641	6,910	2,733	5,481	-	7,280	1,620
	Maximum	10,616	7,384	5,537	426	961	10,365	4,100	8,221	2,000	21,839	3,239

2024 RESERVE FUNDS
Budget

	('000's)	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.
A	**Opening Balance**	8	22	(76)	778	17,808	261	8,747	1,667
	Revenues								
	Transfer from Operating	-	-	93	-	-	-	-	-
	Transfer from Capital	-	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	-	-	-	-	248	-
	Transfer from Internal Charges	-	-	-	-	-	-	-	-
	Interest Income	-	1	(11)	27	479	9	260	38
	Other	-	-	-	-	-	-	1	(1)
B	**Subtotal Revenues**	**-**	**1**	**82**	**27**	**479**	**9**	**509**	**37**
	Expenses								
	Transfer to Operating	-	-	-	-	-	-	-	-
	Transfer to Capital	-	-	-	-	4,125	-	1,324	1,148
	Transfer to Reserve Fund	-	-	-	-	-	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-
	Direct Expenditures	-	-	555	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-
C	**Subtotal Expenses**	**-**	**-**	**555**	**-**	**4,125**	**-**	**1,324**	**1,148**
D	**Net Change (B-C)**	**-**	**1**	**(472)**	**27**	**(3,646)**	**9**	**(816)**	**(1,109)**
E	**Ending Balance (A+D)**	**8**	**23**	**(548)**	**805**	**14,162**	**270**	**7,931**	**558**
	Reserve Fund Target Level								
	Minimum	16	7,000	749	602	18,840	11,449	10,660	750
	Maximum	48	21,100	2,247	1,805	56,520	34,346	31,979	5,932

2024 RESERVE FUNDS
Budget

	('000's)	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
A	**Opening Balance**	608	764	2,522	5,591	36	44	2,654	7,466	3,070	2,786	13,423
	Revenues											
	Transfer from Operating	-	411	-	4,425	2,217	-	15,847	-	-	-	94
	Transfer from Capital	-	-	-	1,374	-	-	-	-	-	464	-
	Transfer from Reserve Fund	1,948	-	-	-	-	-	-	-	-	-	-
	Transfer from Internal Charges	-	-	1,720	-	-	-	-	-	-	-	-
	Interest Income	15	27	64	196	2	18	90	172	108	105	485
	Other	-	-	27	579	-	8,018	-	8,293	-	(1)	850
B	**Subtotal Revenues**	**1,963**	**438**	**1,811**	**6,574**	**2,219**	**8,036**	**15,937**	**8,465**	**108**	**568**	**1,429**
	Expenses											
	Transfer to Operating	-	105	-	20	-	-	9,458	3,650	-	-	-
	Transfer to Capital	2,324	309	-	7,122	2,192	7,068	6,582	9,762	-	-	100
	Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-	-
	Direct Expenditures	-	-	1,340	-	-	-	-	-	-	50	-
	Other	-	-	52	2,403	-	-	-	-	-	-	-
C	**Subtotal Expenses**	**2,324**	**414**	**1,392**	**9,545**	**2,192**	**7,068**	**16,040**	**13,412**	**-**	**50**	**100**
D	**Net Change (B-C)**	**(361)**	**24**	**419**	**(2,970)**	**27**	**969**	**(104)**	**(4,947)**	**108**	**519**	**1,328**
E	**Ending Balance (A+D)**	**247**	**788**	**2,941**	**2,621**	**63**	**1,013**	**2,550**	**2,519**	**3,178**	**3,305**	**14,751**
	Reserve Fund Target Level											
	Minimum	-	163	695	3,010	-	-	2,500	2,500	-	-	-
	Maximum	5,000	489	2,085	9,030	-	4,009	7,500	7,500	5,000	5,000	5,000

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)	2023 Budget	2023 Projection	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
CORPORATE:							
Arbitration	90	180	186	193	199	126	131
Insurance	2,233	2,233	2,456	2,702	2,916	3,092	3,227
Mediation	26	26	27	28	30	32	33
WSIB	3,905	5,681	4,416	3,089	1,673	163	(1,444)
Learning & Development	461	473	497	554	612	674	739
Total Corporate Reserves	6,721	8,602	7,591	6,574	5,438	4,096	2,696
Minimum Corporate Reserves	23,622	*23,622*	*23,622*	*23,622*	*23,702*	*23,784*	*24,432*
Maximum Corporate Reserves	35,521	*35,521*	*35,521*	*35,520*	*35,641*	*35,763*	*36,736*
DEVELOPMENT:							
Development Charges	2,737	(11,315)	(3,991)	(2,285)	(12,382)	(2,897)	(17,235)
Minimum Development Reserves	-	-	-	-	-	-	-
Maximum Development Reserves	5,000	*5,000*	*5,000*	*5,000*	*5,000*	*5,000*	*5,000*

(000's)	2023 Budget	2023 Projection	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
PROGRAM SPECIFIC:							
Activa Group Sportsplex	330	336	343	350	357	364	372
Economic Development	2,224	2,384	2,561	2,776	3,101	3,433	3,774
EDIF 2.0	4,180	3,903	6,173	2,869	9,674	10,294	22,497
Election	(24)	(59)	79	224	(487)	(355)	(216)
Oktoberfest	8	43	54	64	76	54	66
Public Art	72	73	70	68	65	62	59
Municipal Accommodation Tax	561	734	746	759	773	790	805
Energy Retrofit	2,228	759	419	1,037	1,670	2,318	2,982
Affordable Housing	1,203	1,173	(7)	(7)	(8)	(8)	(8)
Total Program Specific Reserves	10,780	9,346	10,437	8,139	15,220	16,952	30,331
Minimum Program Specific Reserves	15	15	15	15	15	15	15
Maximum Program Specific Reserves	3,190	3,190	3,190	3,190	3,190	3,190	3,190

(000's)	2023 Budget	2023 Projection	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
STABILIZATION:							
Building Enterprise Stabilization	10,064	12,819	11,203	9,817	10,145	10,548	10,982
Gas Utility (Delivery) Stabilization	2,528	2,127	3,150	4,344	5,154	5,938	5,547
Gas Utility (Supply) Stabilization	6,356	8,346	6,313	5,322	3,524	3,884	4,259
Golf Enterprise Stabilization	(1,601)	(1,402)	(1,670)	(1,757)	(1,730)	(1,682)	(1,618)
Parking Enterprise Stabilization	103	365	(689)	(1,949)	(2,949)	(3,952)	(4,988)
Sanitary Sewer Utility Stabilization	6,613	10,127	8,228	7,284	4,492	3,257	3,596
Storm Water Utility Stabilization	(122)	26	652	(1,653)	(2,775)	(6,087)	(2,085)
Water Utility Stabilization	7,182	8,201	8,221	5,200	2,976	3,603	5,421
Investment Stabilization	2,057	2,000	2,100	2,205	2,315	2,431	2,553
Tax Stabilization	7,009	17,752	18,752	19,802	20,905	22,063	23,279
Weather Events	1,955	1,955	2,053	2,155	2,263	2,376	2,495
Total Stabilization Reserves	42,143	62,316	58,313	50,771	44,320	42,380	49,442
Minimum Stabilization Reserves	39,147	39,909	40,639	42,624	44,668	46,738	48,528
Maximum Stabilization Reserves	71,930	73,074	74,687	78,211	81,850	85,558	88,875

(000's)	2023 Budget	2023 Projection	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
CAPITAL							
Building Enterprise Capital	8	8	8	8	8	9	9
Gas Utility Capital	22	22	23	24	24	25	25
Golf Enterprise Capital	(335)	(76)	(548)	(470)	(388)	(301)	(208)
Parking Enterprise Capital	778	778	805	825	845	866	887
Sanitary Sewer Utility Capital	15,728	17,808	14,162	8,234	4,952	2,523	23
Storm Water Utility Capital	252	261	270	277	284	291	298
Water Utility Capital	5,454	8,747	7,931	3,799	2,663	2,728	746
Tax Capital	676	1,667	558	(397)	(410)	(425)	(440)
DC Recovery	341	608	247	314	206	153	151
Auditorium Ticket Sales	621	764	788	927	1,100	1,285	1,480
Technology Infrastructure	2,522	2,522	2,941	3,581	3,537	3,537	3,524
Equipment	5,290	5,591	2,621	585	(692)	(303)	(1,005)

(000's)	2023 Budget	2023 Projection	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
CAPITAL (cont'd)							
Facility Infrastructure	36	36	63	70	52	23	20
Canada Community Building	(595)	44	1,013	(2,491)	(2,239)	(766)	1,274
Gas Utility Investment	2,617	2,654	2,550	2,505	2,512	2,515	2,513
Hydro Investment	5,249	7,466	2,519	2,730	2,915	3,626	6,002
Business Parks	3,314	3,070	3,178	3,289	3,404	3,523	3,646
Land Inventory	2,162	2,786	3,305	3,369	3,705	3,784	3,866
Recreational Land	11,755	13,423	14,751	16,126	17,549	19,022	20,546
Total Capital Reserves	55,895	68,180	57,184	43,306	40,028	42,116	43,356
Minimum Capital Reserves	50,082	50,082	58,934	58,989	58,969	59,009	59,095
Maximum Capital Reserves	177,786	177,786	204,590	204,755	204,696	204,818	205,075
Total Reserves:	118,276	137,129	129,534	106,505	92,624	102,647	108,590
Minimum Total Reserves	*112,866*	*113,628*	*123,210*	*125,250*	*127,354*	*129,546*	*132,070*
Maximum Total Reserves	*293,427*	*294,571*	*322,988*	*326,676*	*330,377*	*334,329*	*338,876*