



The Corporation of the Town of Milton

Report To:	Council
From:	Glen Cowan, Chief Financial Officer / Treasurer
Date:	November 15, 2021
Report No:	CORS-058-21
Subject:	Operating Budget Review Report - September 2021
Recommendation:	<p>THAT the operating report for the nine months ending September 2021 along with a projected year end surplus position of \$408,959 including COVID mitigation and funding be received;</p> <p>THAT accounts receivable write-offs in the amount of \$30,611.71 be approved.</p>

EXECUTIVE SUMMARY

This report provides a detailed review and update of the operating budget through September 2021 with the following information of note:

- Gross operating-related revenue losses in 2021 associated with the pandemic (including OLG revenue) is projected to be \$15.4 million, or \$5.6 million greater than budget
- Despite the higher than anticipated lost revenue, a projected net favourable variance of \$408,959 for the year is being forecasted, reflecting Federal-Provincial funding received, internal mitigation strategies and other areas of cost savings and increased revenues
- Current projections continue to suggest that, with the external funding received and current mitigation efforts, the \$1.4 million budgeted contribution from the Tax Rate Stabilization Reserve to offset the impacts of the pandemic will not be required

The financial position of the Town will continue to change throughout the balance of the year due to factors such as the impacts of COVID-19, weather conditions, utility and fuel usage and rates, position vacancies and development activity.

REPORT

Background

Corporate Policy No. 113: Financial Management - Budget Management identifies that a comprehensive review of the Town's operating budget will be undertaken in association



Background

with its May 31 balances. Corporate Policy No. 61: Financial - Cash Management & Investments as well as Ontario Regulation 438/97 identifies that reporting to Council on the investment portfolio must be done at least annually. This report is to satisfy the requirements as set out in those policies.

The revenue and expenditures that are shown in the financial statements within Appendix A are presented on a cash basis, and therefore exclude accruals.

Discussion

Operating Budget Monitoring for the period ending September 30, 2021

The following table reflects forecasted variances to the 2021 budget by department based on expectations for program delivery for the remainder of the year. Should changes occur with respect to Provincial restrictions that impact the ability to provide certain services it will result in revisions to the forecasted financial position of the Town for fiscal 2021.

Department	2021 Approved Budget \$	2021 Forecast \$	Over/(Under) Budget \$
Mayor & Council	621,434	610,771	(10,663)
Executive Services	13,722,744	13,484,329	(238,415)
Corporate Services	10,318,312	10,732,149	413,837
General Government	(57,893,201)	(57,418,896)	474,305
Community Services	29,545,254	30,228,755	683,501
Development Services	3,685,456	1,953,932	(1,731,524)
Library	-	-	-
Hospital Expansion	-	-	-
BIA	-	-	-
Total Town of Milton	-	(408,959)	(408,959)

Note 1 Figures include rounding and may result in minor variances to the Attached Financial Schedules.

Total projected 2021 revenue losses due to the pandemic are estimated at \$15.3 million which includes \$9.8 million in recreation services, \$1.2 million in transit and \$4.3 Million in reduced proceeds from the Ontario Lottery and Gaming Corporation (OLG) due to the continued closure of Woodbine (Mohawk). While the 2021 budget included a certain degree of estimated revenue losses, the amounts identified above are \$5.5 million greater than budget, although \$1.2 Million of that amount has no net operating impact as it relates to additional losses of OLG revenue which are transferred to reserve when received.

The Town has continued to be proactive in managing the financial impacts of the pandemic through identifying cost mitigation opportunities to reduce the impact of the lost revenues during this period. Cost savings from the required closure of facilities and reductions in both recreation and transit services partially offset the revenue losses and are estimated at \$6.7 million for the year, or \$2.0 million greater than budget.



Discussion

The Town received a variety of Federal and Provincial financial support for the pandemic in 2021 including \$993,000 related to the Safe Restart Agreement - Municipal Operating stream and \$1,502,534 related to the COVID19 Provincial Recovery Funding. These funds are expected to be fully utilized in 2021 to offset the above noted pressures. In addition, the Town is eligible to receive \$1,022,739 in Safe Restart - Transit stream funding Phase 2/3, of which it is projected that \$662,512 will be utilized in 2021, reflective of the degree to which transit revenue losses are able to be offset by cost savings. Since this funding had not yet been announced prior to budget development, it had not been included in the 2021 budget but is included in the projections for 2021.

The 2021 budget included \$1.4 million of planned cost savings to offset the impacts of the pandemic including savings from staff vacancies and planned reductions in spending across the organization. The savings to be generated from these initiatives are expected to achieve budget.

Additional savings are being reported in other areas including \$1,520,115 of additional planning related revenues, \$479,906 in winter maintenance, \$232,050 in additional winter and streetlight cost recoveries from developers as a result of shifts in timing of subdivision assumptions, \$200,000 in additional penalties and interest revenue on taxes receivable and \$156,048 related to Regional recoveries. These additional savings are partially offset by higher than expected tax writes offs of \$875,000, an estimated reduction in parking ticket revenue of \$278,800, and an anticipated loss of Provincial Offences Act revenues of \$386,418.

The federal-provincial funding, planned cost mitigation efforts and additional areas of savings are expected to be sufficient to offset the impacts of the pandemic in 2021. Staff are currently projecting a surplus of \$408,959. The planned \$1.4 million contribution from the Tax Rate Stabilization Reserve is currently not expected to be required in 2021.

The financial position of the Town can change with any further provincial restrictions as well as other factors including weather and staff will continue to monitor and report back to Council as additional information becomes available.

Balance Sheet Monitoring as at September 30, 2021

Investments and Cash Management

Economic Update

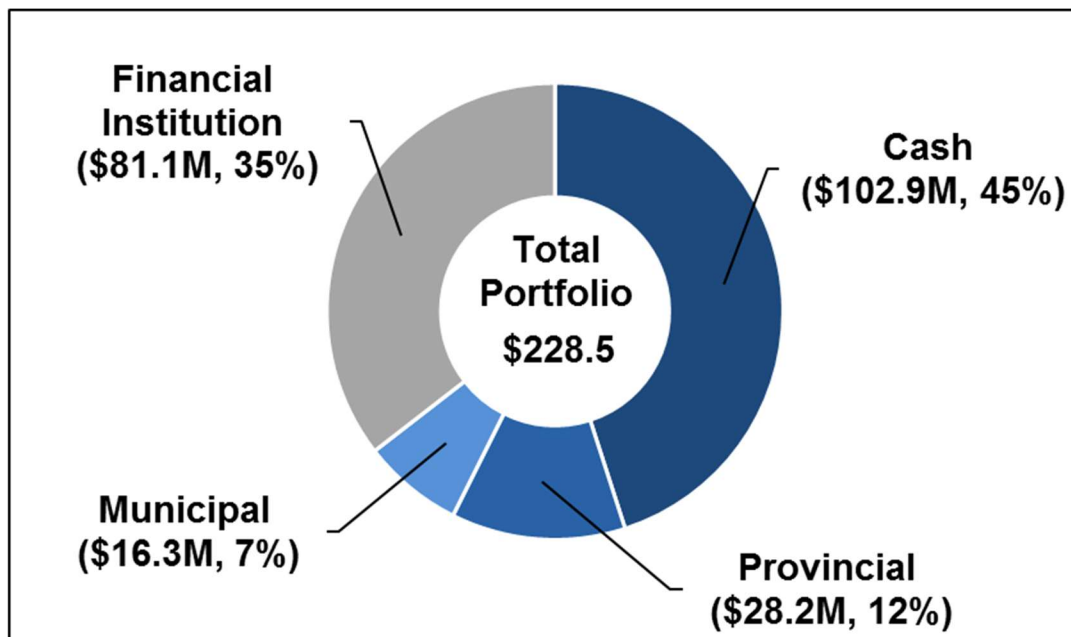
Discussion

As the economy continues to recover from the COVID-19 pandemic, growth remains strong however could be hampered by supply chain disruptions and higher inflation expectations. With an improving economic outlook and higher inflation moving into 2022 long-term bond yields have started to increase and move towards pre-pandemic levels as illustrated in Appendix 3.

The Bank of Canada has held the overnight rate at a historic low of 0.25% since the start of the pandemic however estimates from the major Canadian Banks are forecasting multiple rate hikes over the next two years. Higher interest rates and yields will result in greater than anticipated investment returns, providing additional funds for the capital program, but also increase the cost for any new debenture issuances of the Town.

Portfolio Summary / Cash and Investment Positions

A summary of the overall portfolio as of September 30, 2021 is shown in the chart below and a detailed comparison of the limitations on holdings, as set out in Financial Management - Treasury Policy No. 116, is included in Appendix 4. All securities held in the first nine months of 2021 satisfied the Town’s credit rating requirements.





Discussion

The Town is currently carrying a high cash balance due to market conditions, timing of tax collections and payments, proceeds from the recent debenture issuance that occurred at the end of May and upcoming capital project expenditures.

With the market starting to price in higher levels of inflation, long-term investment opportunities are starting to look more attractive compared to the last 18 months. Short-term investments still remain a challenge as the Town’s bank account yields similar or higher returns than some short-term and mid-term investments. Staff will continue to monitor market conditions and funding requirements for the purposes of making investment decisions while adhering to the objectives of the Town’s Treasury Policy No. 116.

2021 Investment Income Forecast

Current projections show the gross investment income may end the year \$0.2 million above the \$2.9 million that was incorporated into the 2021 budget. Due to market conditions the forecast may be revised throughout the year. In accordance with the Town’s Financial Principles Policy No. 110, investment income generated in excess of budget will be transferred to reserve at year end.

Property Tax Collection

The Town of Milton collects property taxes for the Town, Region of Halton and the Halton Boards of Education as legislated under the Municipal Act, 2001. The following table provides an update on the Town’s current year tax collection up to October 5, 2021. As shown, the 2021 collection rate to date is trending slightly above the Town’s 2019 historical rates.

Tax Year	Total Billable Properties	Properties with Arrears as of Oct 05	Annual Tax Levy ¹	Current Year Collections (as of Oct 5) ¹	Current Year Past Due ¹	Current Year % Paid
2021	40,589	7,174	\$220,793,440	\$183,843,363	\$11,588,014	83.3%
2020 ²	39,458	4,559	\$212,617,287	\$147,408,101	\$7,477,431	69.3%
2019	38,303	6,751	\$201,480,906	\$162,497,042	\$11,221,349	80.7%

1 Includes Town, Region and Educational shares - Final Annual Tax Levy.

2 Penalty was not run and charged for either June or September 2020 due to COVID-19. Due dates were deferred to August and October 2020.

Debenture Obligations



Discussion

As of September 30, 2021 the Town has an estimated \$44.6 million in total debt outstanding, reflecting both \$4.6 million in debenture repayments that have occurred to date in 2021 as well as a participation in the Regional debenture issuance in May 2021. As all principal payments have been completed there will be no change in the outstanding balance until year end.

In addition to the debenture obligations outlined below, \$10.7 million of debt that has been previously approved by Council remains yet to be issued. Based on the status of projects with unissued debt as a funding source, it is expected that no additional debt will be issued by the Town during 2021.

Existing Debenture Obligations (\$000)	Debt at Dec 31, 2020	2021 New Issuance	Principal Payments to Sept 30	Debt at Sept 30 2021	Forecast Dec 31, 2021
Tax Supported Debt	\$11,328	\$12,335	\$(1,979)	\$21,684	\$21,684
Reserve Fund Debt	45	0	(22)	23	23
Development Charge Debt	993	0	(797)	196	196
Capital Provision Debt (Hospital)	11,027	0	(1,476)	9,551	9,551
Hospital Expansion Debt (see below)	13,486	0	(303)	13,184	13,184
Total	\$36,879	\$12,335	(\$4,577)	\$44,638	\$44,638

The Hospital sinking fund debenture is held and managed by the Region of Halton, for the purposes of retiring the debt at maturity. The annual \$302,726 sinking fund contribution and the interest income to be earned on the investments of the sinking fund over 30 years were projected at the outset to fully cover the principal payment due at maturity. The balance at December 31, 2021 as shown will be further reduced by the interest earned to date on the fund which will be reported by the Region to the Town for year end.

Reserves and Reserve Funds

Reserves and reserve funds are an important element of the Town’s long-term financial plan. They allow the Town to set aside funds for a future purpose and fulfil a critical financial need for the municipality. They make provisions for the replacement and rehabilitation of existing Town assets, provide a contingency for one-time and unforeseeable events, and provide flexibility to manage debt levels and protect the Town’s financial position.



Discussion

The anticipated reserve and reserve fund balances for 2021 are outlined in the table below. Balances by individual reserve and reserve funds are shown in Appendix 5.

Reserves and Reserve Funds (\$000)	As at Dec 31, 2020	As at Sept 30, 2021	Forecasted Dec 31, 2021	Surplus/ (Deficit) to Budget
Stabilization	\$13,028	\$15,135	\$16,693	\$5,277
Corporate Use	7,103	7,842	8,307	1,265
Infrastructure Non Growth	49,918	48,126	47,907	3,611
Infrastructure Growth	45,201	49,148	64,753	(284)
Program Specific	8,777	9,185	11,272	(372)
Board, Committee & Other	3,116	2,293	1,949	(122)
Total	\$127,144	\$131,729	\$150,881	\$9,375

The forecasted 2021 balance is based on December 31, 2020 balance plus projected 2021 activity as identified in the 2021 budget and includes any forecasted adjustments that have been identified in 2021. Following is commentary on forecasted 2021 year end reserve balances that are expected to be significantly different than budget:

Stabilization Reserves & Reserve Funds

The Tax Rate Stabilization Reserve is expected to be \$3.2 million higher than anticipated which is a reflection of the \$1.2 million transfer of a portion of the 2020 surplus to mitigate impacts from the pandemic (see staff report CORS-017-21) and an expectation that the budgeted \$1.4 million transfer to the operating fund in 2021 will no longer be required as a result of the Federal/Provincial funding received and internal mitigation efforts along with an estimated \$0.2 million in additional investment income.

The Building Rate Stabilization Reserve Fund is expected to be almost \$2 million higher as a result of 2020 building activity being higher than anticipated.

Corporate Use Reserves

The WSIB reserve is expected to be \$1.3 million higher than anticipated as a result of \$1.3 million of year end surplus being transferred to begin to mitigate the impacts of the discontinuation of the Town's WSIB excess insurance coverage (see staff report CORS-017-21) as well as a further \$0.2 million recommended transfer through this report which represents the 2021 premium savings associated with the discontinuation of the excess insurance coverage.



Infrastructure Non Growth

Due to the closure of Woodbine Mohawk Park for an extended period of time, the revenue proceeds from the OLG are forecasted to be significantly below budget. The 2021 budget had already provided for a \$3.1 million loss in revenues. While it's uncertain how much revenue will be received by the Town in 2021, staff have conservatively forecast that a further \$1.2 million revenue loss may occur in 2021 which would result in a projected year end balance of \$2.7 million in this reserve.

The OLG reserve is primarily used to fund the Town's infrastructure program but is also used to fund the Community Fund program and a portion of the Hospital debt. Included in the projected year end balances is the budgeted transfer of \$0.1 million of funds from the OLG reserve to the Hospital Expansion reserve to continue meet the 2021 debenture repayment obligations. The shortfall in this reserve will lead to less funding available to invest in the Town's infrastructure program. As a result, the overall 10 year forecast will need to be reduced by an equivalent expenditures, additional Town funding will be required, or a combination thereof.

The Federal Gas Tax Fund underwent a name change during 2021, going forward the program is now called the Canada Community-Building Fund. Eligibility criteria will remain unaffected, with one exception, fire stations are now eligible for funding. In August the Town received a portion of the 2021 top up funds resulting in an additional \$3.4 million leading to a higher than anticipated balance at year end of \$3.9 million. The top up funds will be transferred to reserve and utilized on eligible capital projects through the 2022 budget and forecast.

Infrastructure Growth

Following a detailed analysis done as part of the 2022 budget development, the Development Charge (DC) Reserves are currently projecting to be \$2.1 million lower than expected. The revised projection reflects the timing of expected revenue and expenditures within capital projects.

Board, Committee & Other

The 2021 budget included a budgeted contribution from the Library Tax Rate Stabilization Reserve in the amount of \$150,000 to continue to phase in the impacts of the Sherwood branch opening. With savings from branch closures during the pandemic it is expected that the transfer required may only be \$28,911.

The balance of reserves are largely expected to achieve budgeted year end balances.

2021 Accounts Receivable Write-offs



The Corporation of the Town of Milton

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Discussion

Accounting Policy No. 115 states that any write-off of amounts owing to the Town in excess of \$10,000 must be approved by Council. The following is a summary of the amounts recommended to be written off.

Invoice #	Amount	Invoice Detail	Reason for Write off
ENG001299	\$17,719.36	Motor vehicular collision recovery-damage to signal pole & components	Individual was uninsured, is nonresponsive and cannot be located.
ENG001297	\$12,892.35	Motor vehicular collision recovery-damage to signal pole & components	Individual was uninsured, is nonresponsive and cannot be located.

Financial Impact

The September 2021 variance review process has identified a potential surplus of \$408,959, which includes the utilization of funding from the Safe Restart program as well as the COVID-19 Recovery funding and excludes the budgeted transfer from the Tax Rate Stabilization Reserve.

The financial position of the Town will continue to change with any further provincial restrictions affecting service provision throughout the balance of the year. The year end financial position may also be impacted by other factors including weather related activity, utility and fuel usage and rates, tax write-offs and position vacancies among other items.

The results of the September variance review process, as well as the on-going monitoring of the Town's financial position, will be used to inform the preparation of the Town's 2022 Budget.

Respectfully submitted,

Glen Cowan
Chief Financial Officer / Treasurer

For questions, please contact: Jennifer Kloet, CPA, CA 905-878-7252 x2216



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Attachments

Appendix 1 - September 2021 Operating Financial Statements
Appendix 2 - September 2021 Operating Variance Commentary by Department
Appendix 3 - Interest Rates and Bond Yields
Appendix 4 - Investment Portfolio Holdings and Limitations
Appendix 5 - Reserve and Reserve Fund Continuity Schedule

CAO Approval
Andrew M. Siltala
Chief Administrative Officer

Recognition of Traditional Lands

The Town of Milton resides on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the HuronWendat and Haudenosaunee people. The Town of Milton shares this land and the responsibility for the water, food and resources. We stand as allies with the First Nations as stewards of these lands.

**TOWN OF MILTON - SUMMARY
OPERATING FINANCIAL STATEMENT
September 2021**

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
MAYOR AND COUNCIL	463,371	478,991	621,434	(10,663)	610,771	(131,780)	78%
EXECUTIVE SERVICES	8,487,660	8,973,510	13,722,744	(238,415)	13,484,329	(4,510,819)	67%
CORPORATE SERVICES	5,973,462	6,889,012	10,318,312	413,837	10,732,149	(3,843,137)	64%
GENERAL GOVERNMENT	(51,150,152)	(56,012,093)	(57,893,201)	474,305	(57,418,896)	1,406,803	98%
COMMUNITY SERVICES	18,174,398	20,242,766	29,545,254	683,501	30,228,755	(9,985,989)	67%
DEVELOPMENT SERVICES	1,834,306	515,492	3,685,456	(1,731,524)	1,953,932	(1,438,440)	26%
LIBRARY	(1,889,429)	(1,214,754)				(1,214,754)	
HOSPITAL EXPANSION	(450,719)	(442,967)				(442,967)	
BIA	(93,537)	(112,200)				(112,200)	
Total TOWN OF MILTON	(18,650,640)	(20,682,243)		(408,959)	(408,959)	(20,273,284)	

TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021

MAYOR AND COUNCIL

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
MAYOR AND COUNCIL							
MAYOR AND COUNCIL							
EXPENDITURES							
Salaries and Benefits	442,091	438,333	543,369		543,369	105,036	81%
Administrative	22,131	37,001	58,004	(10,000)	48,004	11,003	77%
Financial			5,000		5,000	5,000	
Purchased Goods	394	600	701		701	101	86%
Purchased Services	6,739	10,299	30,263	(663)	29,600	19,301	35%
Total EXPENDITURES	471,355	486,233	637,337	(10,663)	626,674	140,441	78%
REVENUE							
Financing Revenue			(5,000)		(5,000)	(5,000)	
Recoveries and Donations	(7,984)	(7,241)	(10,903)		(10,903)	(3,662)	66%
Total REVENUE	(7,984)	(7,241)	(15,903)		(15,903)	(8,662)	46%
Total MAYOR AND COUNCIL	463,371	478,992	621,434	(10,663)	610,771	131,779	78%
Total MAYOR AND COUNCIL	463,371	478,992	621,434	(10,663)	610,771	131,779	78%
Total MAYOR AND COUNCIL	463,371	478,992	621,434	(10,663)	610,771	131,779	78%

TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021

EXECUTIVE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
EXECUTIVE SERVICES							
OFFICE OF THE CAO							
EXPENDITURES							
Salaries and Benefits	338,194	369,459	563,895		563,895	194,436	66%
Administrative	7,575	7,792	19,195	(5,000)	14,195	6,403	55%
Purchased Goods	6,516	5,779	5,507	1,012	6,519	740	89%
Purchased Services	136,352	6,279	370,291	(326,443)	43,848	37,569	14%
Total EXPENDITURES	488,637	389,309	958,888	(330,431)	628,457	239,148	62%
REVENUE							
Financing Revenue	(16,071)	(16,144)	(16,144)		(16,144)		100%
User Fees and Service Charges	(28,340)	(287)	(45,500)	42,500	(3,000)	(2,713)	10%
Total REVENUE	(44,411)	(16,431)	(61,644)	42,500	(19,144)	(2,713)	86%
Total OFFICE OF THE CAO	444,226	372,878	897,244	(287,931)	609,313	236,435	61%
STRATEGIC INITIATIVES AND ECONOMIC DEVELOPMENT							
EXPENDITURES							
Salaries and Benefits	344,980	466,792	751,703	(1,065)	750,638	283,846	62%
Administrative	4,723	6,079	23,923	(4,922)	19,001	12,922	32%
Financial	605	72	1,858		1,858	1,786	4%
Transfers to Own Funds	10,242	8,827	26,867		26,867	18,040	33%
Purchased Goods	1,014	192	14,233	(3,630)	10,603	10,411	2%
Purchased Services	51,038	44,982	220,813	(76,061)	144,752	99,770	31%
Reallocated Expenses	1,593	1,318	2,402		2,402	1,084	55%
Total EXPENDITURES	414,195	528,262	1,041,799	(85,678)	956,121	427,859	55%
REVENUE							
Financing Revenue	(19,227)	(8,916)	(33,816)	24,900	(8,916)		100%
Grants		(16,300)		(16,300)	(16,300)		100%
Recoveries and Donations	(25,000)	(25,000)	(40,000)	15,000	(25,000)		100%
User Fees and Service Charges	(30,661)	(21,074)	(116,309)	61,751	(54,558)	(33,484)	39%
Total REVENUE	(74,888)	(71,290)	(190,125)	85,351	(104,774)	(33,484)	68%
Total STRATEGIC INITIATIVES AND ECONOMIC DEVELOPMENT	339,307	456,972	851,674	(327)	851,347	394,375	54%
FIRE							
EXPENDITURES							
Salaries and Benefits	6,549,809	6,994,156	10,698,360	17,000	10,715,360	3,721,204	65%
Administrative	32,909	28,213	66,921	(10,820)	56,101	27,888	50%
Financial	2,524	2,748	1,427	1,327	2,754	6	100%
Transfers to Own Funds	987,850	1,004,606	1,002,668	1,938	1,004,606		100%
Purchased Goods	33,269	34,605	115,048	23,300	138,348	103,743	25%
Purchased Services	116,483	129,367	242,135	6,513	248,648	119,281	52%

TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021

EXECUTIVE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Fleet Expenses	158,192	133,395	156,180		156,180	22,785	85%
Reallocated Expenses			453		453	453	
Total EXPENDITURES	7,881,036	8,327,090	12,283,192	39,258	12,322,450	3,995,360	68%
REVENUE							
Financing Revenue	(10,407)	(11,962)	(10,024)	(1,938)	(11,962)		100%
Grants		(31,977)	(2,500)	(29,477)	(31,977)		100%
Recoveries and Donations	(93,029)	(72,168)	(142,000)	2,000	(140,000)	(67,832)	52%
User Fees and Service Charges	(73,476)	(67,319)	(154,847)	40,000	(114,847)	(47,528)	59%
Total REVENUE	(176,912)	(183,426)	(309,371)	10,585	(298,786)	(115,360)	61%
Total FIRE	7,704,124	8,143,664	11,973,821	49,843	12,023,664	3,880,000	68%
Total EXECUTIVE SERVICES	8,487,657	8,973,514	13,722,739	(238,415)	13,484,324	4,510,810	67%
Total EXECUTIVE SERVICES	8,487,657	8,973,514	13,722,739	(238,415)	13,484,324	4,510,810	67%

TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021

CORPORATE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
CORPORATE SERVICES							
FINANCE							
EXPENDITURES							
Salaries and Benefits	3,022,306	3,354,380	4,851,099	31,264	4,882,363	1,527,983	69%
Administrative	25,535	24,126	60,807	(17,627)	43,180	19,054	56%
Financial	1,891	5,181	4,108	1,500	5,608	427	92%
Purchased Goods	22,629	21,069	47,143	(12,488)	34,655	13,586	61%
Purchased Services	119,799	153,822	186,884	55,787	242,671	88,849	63%
Total EXPENDITURES	3,192,160	3,558,578	5,150,041	58,436	5,208,477	1,649,899	68%
REVENUE							
Financing Revenue	(2,203,218)	(2,388,774)	(2,521,511)	(85,283)	(2,606,794)	(218,020)	92%
User Fees and Service Charges	(346,787)	(509,849)	(805,173)	82,483	(722,690)	(212,841)	71%
Reallocated Revenue	(102,849)	(139,732)	(279,464)	65,406	(214,058)	(74,326)	65%
Total REVENUE	(2,652,854)	(3,038,355)	(3,606,148)	62,606	(3,543,542)	(505,187)	86%
Total FINANCE	539,306	520,223	1,543,893	121,042	1,664,935	1,144,712	31%
INFORMATION TECHNOLOGY							
EXPENDITURES							
Salaries and Benefits	1,590,986	1,674,246	2,717,893	(247,559)	2,470,334	796,088	68%
Administrative	1,130	9,299	30,085	(2,395)	27,690	18,391	34%
Purchased Goods	1,331,486	1,297,461	1,497,574	(64,008)	1,433,566	136,105	91%
Purchased Services	648,261	847,076	1,212,891	(137,348)	1,075,543	228,467	79%
Total EXPENDITURES	3,571,863	3,828,082	5,458,443	(451,310)	5,007,133	1,179,051	76%
REVENUE							
Financing Revenue	(146,447)	(62,250)	(219,689)		(219,689)	(157,439)	28%
User Fees and Service Charges	(20)		(100)		(100)	(100)	
Reallocated Revenue		(1,059)	(115,886)	96,572	(19,314)	(18,255)	5%
Total REVENUE	(146,467)	(63,309)	(335,675)	96,572	(239,103)	(175,794)	26%
Total INFORMATION TECHNOLOGY	3,425,396	3,764,773	5,122,768	(354,738)	4,768,030	1,003,257	79%
HUMAN RESOURCES							
EXPENDITURES							
Salaries and Benefits	572,987	936,347	1,124,432	491,575	1,616,007	679,660	58%
Administrative	52,214	83,799	261,751	(500)	261,251	177,452	32%
Purchased Goods	2,867	22,383	66,857	(900)	65,957	43,574	34%
Purchased Services	49,584	33,459	185,568	(1,300)	184,268	150,809	18%
Total EXPENDITURES	677,652	1,075,988	1,638,608	488,875	2,127,483	1,051,495	51%
REVENUE							
Financing Revenue	(147,403)	(192,513)	(150,939)	(41,574)	(192,513)		100%
Reallocated Revenue	(91,382)	(92,874)	(144,482)		(144,482)	(51,608)	64%

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CORPORATE SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Total REVENUE	(238,785)	(285,387)	(295,421)	(41,574)	(336,995)	(51,608)	85%
Total HUMAN RESOURCES	438,867	790,601	1,343,187	447,301	1,790,488	999,887	44%
LEGISLATIVE & LEGAL SERVICES							
EXPENDITURES							
Salaries and Benefits	1,616,684	1,753,407	2,670,748	62,312	2,733,060	979,653	64%
Administrative	20,007	22,670	54,544	(13,794)	40,750	18,080	56%
Financial	22,639	34,285	28,834	5,500	34,334	49	100%
Purchased Goods	13,639	5,528	20,891	(4,049)	16,842	11,314	33%
Purchased Services	229,108	608,922	649,846	20,777	670,623	61,701	91%
Reallocated Expenses	75,528	77,322	103,095		103,095	25,773	75%
Total EXPENDITURES	1,977,605	2,502,134	3,527,958	70,746	3,598,704	1,096,570	70%
REVENUE							
Financing Revenue	(61,937)	(63,420)	(133,736)		(133,736)	(70,316)	47%
Recoveries and Donations	(11,784)	(64,776)	(21,500)	(63,712)	(85,212)	(20,436)	76%
User Fees and Service Charges	(794,980)	(1,004,879)	(1,899,779)	246,604	(1,653,175)	(648,296)	61%
Total REVENUE	(868,701)	(1,133,075)	(2,055,015)	182,892	(1,872,123)	(739,048)	61%
Total LEGISLATIVE & LEGAL SERVICES	1,108,904	1,369,059	1,472,943	253,638	1,726,581	357,522	79%
STRATEGIC COMMUNICATIONS							
EXPENDITURES							
Salaries and Benefits	429,872	578,934	926,116	(48,369)	877,747	298,813	66%
Administrative	2,021	15,360	18,937	(500)	18,437	3,077	83%
Purchased Goods	727	1,069	8,000	(1,000)	7,000	5,931	15%
Purchased Services	37,055	40,963	74,440	(3,531)	70,909	29,946	58%
Total EXPENDITURES	469,675	636,326	1,027,493	(53,400)	974,093	337,767	65%
REVENUE							
Financing Revenue	(8,689)	(191,972)	(191,972)		(191,972)		100%
Total REVENUE	(8,689)	(191,972)	(191,972)		(191,972)		100%
Total STRATEGIC COMMUNICATIONS	460,986	444,354	835,521	(53,400)	782,121	337,767	57%
Total CORPORATE SERVICES	5,973,459	6,889,010	10,318,312	413,843	10,732,155	3,843,145	64%
Total CORPORATE SERVICES	5,973,459	6,889,010	10,318,312	413,843	10,732,155	3,843,145	64%

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GENERAL GOVERNMENT

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
GENERAL GOVERNMENT							
GENERAL GOVERNMENT							
EXPENDITURES							
Salaries and Benefits	400,734	5,001		5,001	5,001		100%
Administrative	75,332	32,937	120,000		120,000	87,063	27%
Financial	3,535,186	3,674,086	3,451,561	856,703	4,308,264	634,178	85%
Transfers to Own Funds	20,610,540	23,517,420	32,164,195	521,683	32,685,878	9,168,458	72%
Purchased Goods	329,641						
Purchased Services	328,115	127,736	274,365	(160,663)	113,702	(14,034)	112%
Reallocated Expenses	3,890						
Total EXPENDITURES	25,283,438	27,357,180	36,010,121	1,222,724	37,232,845	9,875,665	73%
REVENUE							
External Revenue Transferred to Reser	(2,691,238)	(3,133,404)	(7,694,070)	(649,082)	(8,343,152)	(5,209,748)	38%
Financing Revenue	(3,084,057)	(2,642,918)	(8,509,188)	2,563,529	(5,945,659)	(3,302,741)	44%
Taxation	(67,424,736)	(71,648,918)	(71,907,021)	(281,424)	(72,188,445)	(539,527)	99%
Payments In Lieu	(933,952)	(995,739)	(950,890)	(44,602)	(995,492)	247	100%
Grants		(1,744,267)		(2,495,534)	(2,495,534)	(751,267)	70%
Recoveries and Donations	(77,225)	(580)		(5,001)	(5,001)	(4,421)	12%
User Fees and Service Charges	(987,988)	(1,815,803)	(2,910,378)	326,158	(2,584,220)	(768,417)	70%
Reallocated Revenue	(1,234,396)	(1,387,644)	(1,931,774)	(162,463)	(2,094,237)	(706,593)	66%
Total REVENUE	(76,433,592)	(83,369,273)	(93,903,321)	(748,419)	(94,651,740)	(11,282,467)	88%
Total GENERAL GOVERNMENT	(51,150,154)	(56,012,093)	(57,893,200)	474,305	(57,418,895)	(1,406,802)	98%
Total GENERAL GOVERNMENT	(51,150,154)	(56,012,093)	(57,893,200)	474,305	(57,418,895)	(1,406,802)	98%
Total GENERAL GOVERNMENT	(51,150,154)	(56,012,093)	(57,893,200)	474,305	(57,418,895)	(1,406,802)	98%

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COMMUNITY SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
COMMUNITY SERVICES							
RECREATION AND CULTURE FACILITIES							
EXPENDITURES							
Salaries and Benefits	2,688,232	2,547,509	5,197,869	(969,736)	4,228,133	1,680,624	60%
Administrative	8,901	8,850	39,963	(15,202)	24,761	15,911	36%
Financial	337,057	151,365	386,334	(189,112)	197,222	45,857	77%
Transfers to Own Funds	1,620,773	1,891,892	1,772,757	202,000	1,974,757	82,865	96%
Purchased Goods	291,003	106,984	758,827	(242,285)	516,542	409,558	21%
Purchased Services	2,848,826	2,193,530	5,483,158	(366,156)	5,117,002	2,923,472	43%
Reallocated Expenses	37,101	119,770	172,483	(33,429)	139,054	19,284	86%
Total EXPENDITURES	7,831,893	7,019,900	13,811,391	(1,613,920)	12,197,471	5,177,571	58%
REVENUE							
Financing Revenue	(342,792)	(529,266)	(632,677)	(17,828)	(650,505)	(121,239)	81%
Grants	(473,892)	(585,046)	(910,117)	10,000	(900,117)	(315,071)	65%
Recoveries and Donations	(163,809)	(6,931)	(68,551)	36,073	(32,478)	(25,547)	21%
User Fees and Service Charges	(2,409,138)	(1,105,585)	(5,139,748)	2,204,224	(2,935,524)	(1,829,939)	38%
Reallocated Revenue	(198,270)	(175,039)	(423,651)	60,429	(363,222)	(188,183)	48%
Total REVENUE	(3,587,901)	(2,401,867)	(7,174,744)	2,292,898	(4,881,846)	(2,479,979)	49%
Total RECREATION AND CULTURE F/	4,243,992	4,618,033	6,636,647	678,978	7,315,625	2,697,592	63%
ADMINISTRATION AND CIVIC FACILITIES							
EXPENDITURES							
Salaries and Benefits	2,062,424	2,189,413	2,622,884	477,215	3,100,099	910,686	71%
Administrative	18,845	16,816	40,374	(9,437)	30,937	14,121	54%
Financial	17,648	54,384	59,893	2,688	62,581	8,197	87%
Transfers to Own Funds	341,060	248,472	304,406	47,219	351,625	103,153	71%
Purchased Goods	33,313	29,708	63,600	4,393	67,993	38,285	44%
Purchased Services	554,149	610,587	1,004,862	29,758	1,034,620	424,033	59%
Reallocated Expenses	32,427	67,610	68,795		68,795	1,185	98%
Total EXPENDITURES	3,059,866	3,216,990	4,164,814	551,836	4,716,650	1,499,660	68%
REVENUE							
Financing Revenue	(1,057,178)	(970,874)	(1,377,877)	(42,354)	(1,420,231)	(449,357)	68%
Recoveries and Donations	(16,409)	(24,422)	(21,114)	(8,425)	(29,539)	(5,117)	83%
User Fees and Service Charges	(168,905)	(176,057)	(294,686)	30,498	(264,188)	(88,131)	67%
Total REVENUE	(1,242,492)	(1,171,353)	(1,693,677)	(20,281)	(1,713,958)	(542,605)	68%
Total ADMINISTRATION AND CIVIC FA	1,817,374	2,045,637	2,471,137	531,555	3,002,692	957,055	68%
PROGRAMS							
EXPENDITURES							
Salaries and Benefits	1,787,884	1,531,576	3,455,180	(1,074,181)	2,380,999	849,423	64%

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	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Administrative	12,104	2,486	45,609	(27,654)	17,955	15,469	14%
Financial	21,341	52,531	329,855	(9,225)	320,630	268,099	16%
Transfers to Own Funds			3,350		3,350	3,350	
Purchased Goods	34,567	39,155	187,930	(57,511)	130,419	91,264	30%
Purchased Services	91,893	85,044	656,805	(89,151)	567,654	482,610	15%
Reallocated Expenses	201	269	30,750	(3,192)	27,558	27,289	1%
Total EXPENDITURES	1,947,990	1,711,061	4,709,479	(1,260,914)	3,448,565	1,737,504	50%
REVENUE							
Financing Revenue	(49,974)	(22,035)	(323,640)	48,255	(275,385)	(253,350)	8%
Grants	(65,802)	(112,006)	(48,000)	(77,244)	(125,244)	(13,238)	89%
Recoveries and Donations	(67,114)	(34,520)	(382,180)	18,685	(363,495)	(328,975)	9%
User Fees and Service Charges	(852,030)	(613,708)	(2,355,246)	1,316,612	(1,038,634)	(424,926)	59%
Total REVENUE	(1,034,920)	(782,269)	(3,109,066)	1,306,308	(1,802,758)	(1,020,489)	43%
Total PROGRAMS	913,070	928,792	1,600,413	45,394	1,645,807	717,015	56%
OPERATIONS							
EXPENDITURES							
Salaries and Benefits	4,578,985	4,623,206	6,803,928	(47,489)	6,756,439	2,133,233	68%
Administrative	3,354	5,933	43,304	(16,243)	27,061	21,128	22%
Transfers to Own Funds	1,633,498	1,658,785	1,658,785		1,658,785		100%
Purchased Goods	853,410	979,846	1,805,768	(241,403)	1,564,365	584,519	63%
Purchased Services	3,512,668	3,774,486	7,791,845	(699,353)	7,092,492	3,318,006	53%
Fleet Expenses	630,157	599,479	1,011,430		1,011,430	411,951	59%
Reallocated Expenses	2,466,887	2,723,323	3,642,412		3,642,412	919,089	75%
Total EXPENDITURES	13,678,959	14,365,058	22,757,472	(1,004,488)	21,752,984	7,387,926	66%
REVENUE							
Financing Revenue	(205,987)	(112,766)	(241,749)	(103)	(241,852)	(129,086)	47%
Grants				(100,000)	(100,000)	(100,000)	
Recoveries and Donations	(1,830,964)	(1,670,895)	(3,359,174)	410,763	(2,948,411)	(1,277,516)	57%
User Fees and Service Charges	(221,870)	(262,578)	(1,074,710)	15,503	(1,059,207)	(796,629)	25%
Reallocated Revenue	(2,680,679)	(3,053,715)	(4,051,502)	(3,633)	(4,055,135)	(1,001,420)	75%
Total REVENUE	(4,939,500)	(5,099,954)	(8,727,135)	322,530	(8,404,605)	(3,304,651)	61%
Total OPERATIONS	8,739,459	9,265,104	14,030,337	(681,958)	13,348,379	4,083,275	69%
TRANSIT							
EXPENDITURES							
Salaries and Benefits	182,790	168,957	268,962		268,962	100,005	63%
Administrative	1,078	6,670	9,904	(1,420)	8,484	1,814	79%
Financial			300		300	300	
Transfers to Own Funds	1,326,511	1,376,578	1,376,578		1,376,578		100%

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COMMUNITY SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Purchased Goods	2,466	3,557	13,778		13,778	10,221	26%
Purchased Services	2,315,694	2,781,135	4,403,857	172,524	4,576,381	1,795,246	61%
Fleet Expenses	520,497	616,248	1,285,900	(96,628)	1,189,272	573,024	52%
Reallocated Expenses	59,965	54,204	66,826	4,000	70,826	16,622	77%
Total EXPENDITURES	4,409,001	5,007,349	7,426,105	78,476	7,504,581	2,497,232	67%
REVENUE							
Financing Revenue	(1,491,481)	(990,263)	(1,276,772)		(1,276,772)	(286,509)	78%
Grants		(225,354)		(662,512)	(662,512)	(437,158)	34%
Recoveries and Donations	(94,599)	(18,924)	(308,525)	232,971	(75,554)	(56,630)	25%
User Fees and Service Charges	(362,413)	(387,611)	(1,034,089)	460,593	(573,496)	(185,885)	68%
Total REVENUE	(1,948,493)	(1,622,152)	(2,619,386)	31,052	(2,588,334)	(966,182)	63%
Total TRANSIT	2,460,508	3,385,197	4,806,719	109,528	4,916,247	1,531,050	69%
Total COMMUNITY SERVICES	18,174,403	20,242,763	29,545,253	683,497	30,228,750	9,985,987	67%
Total COMMUNITY SERVICES	18,174,403	20,242,763	29,545,253	683,497	30,228,750	9,985,987	67%

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DEVELOPMENT SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
DEVELOPMENT SERVICES							
PLANNING SERVICES							
EXPENDITURES							
Salaries and Benefits	1,333,120	1,503,241	2,171,136	50,385	2,221,521	718,280	68%
Administrative	2,483	8,926	52,279	(8,008)	44,271	35,345	20%
Purchased Services	28,213	43,684	52,077	(2,072)	50,005	6,321	87%
Total EXPENDITURES	1,363,816	1,555,851	2,275,492	40,305	2,315,797	759,946	67%
REVENUE							
Financing Revenue	(357,252)	(403,429)	(597,936)	(19,780)	(617,716)	(214,287)	65%
Recoveries and Donations	(16,827)	(26,681)	(43,850)		(43,850)	(17,169)	61%
User Fees and Service Charges	(1,512,355)	(2,180,600)	(1,204,006)	(1,540,640)	(2,744,646)	(564,046)	79%
Total REVENUE	(1,886,434)	(2,610,710)	(1,845,792)	(1,560,420)	(3,406,212)	(795,502)	77%
Total PLANNING SERVICES	(522,618)	(1,054,859)	429,700	(1,520,115)	(1,090,415)	(35,556)	97%
BUILDING SERVICES							
EXPENDITURES							
Salaries and Benefits	2,180,565	2,227,147	3,749,847	(378,417)	3,371,430	1,144,283	66%
Administrative	39,648	48,779	137,504	(49,477)	88,027	39,248	55%
Financial	(10)	10				(10)	
Transfers to Own Funds		2,410,096	3,530,215	243,558	3,773,773	1,363,677	64%
Purchased Goods	3,950	950	16,095	(7,500)	8,595	7,645	11%
Purchased Services	15,082	19,296	36,537	(6,970)	29,567	10,271	65%
Reallocated Expenses	1,308,685	1,494,462	2,270,419	(22,441)	2,247,978	753,516	66%
Total EXPENDITURES	3,547,920	6,200,740	9,740,617	(221,247)	9,519,370	3,318,630	65%
REVENUE							
Financing Revenue	(684,680)	(8,916)	(8,916)		(8,916)		100%
User Fees and Service Charges	(2,863,240)	(6,191,821)	(9,731,699)	221,249	(9,510,450)	(3,318,629)	65%
Total REVENUE	(3,547,920)	(6,200,737)	(9,740,615)	221,249	(9,519,366)	(3,318,629)	65%
Total BUILDING SERVICES		3	2	2	4	1	75%
INFRASTRUCTURE MANAGEMENT							
EXPENDITURES							
Salaries and Benefits	1,071,782	1,211,542	2,055,459	(197,063)	1,858,396	646,854	65%
Administrative	8,038	14,643	33,267	(6,299)	26,968	12,325	54%
Financial			41,095		41,095	41,095	
Transfers to Own Funds	271,000						
Purchased Goods	12,300	15,531	35,730		35,730	20,199	43%
Purchased Services	1,076,699	934,950	1,912,899	10,603	1,923,502	988,552	49%
Reallocated Expenses	105	2,532	7,926		7,926	5,394	32%
Total EXPENDITURES	2,439,924	2,179,198	4,086,376	(192,759)	3,893,617	1,714,419	56%

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DEVELOPMENT SERVICES

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
REVENUE							
Financing Revenue	(736,786)	(793,282)	(1,041,773)		(1,041,773)	(248,491)	76%
Recoveries and Donations	(31,521)	(12,286)	(12,657)		(12,657)	(371)	97%
User Fees and Service Charges	(119,614)	(99,186)	(291,923)	(151,826)	(443,749)	(344,563)	22%
Total REVENUE	(887,921)	(904,754)	(1,346,353)	(151,826)	(1,498,179)	(593,425)	60%
Total INFRASTRUCTURE MANAGEMEN	1,552,003	1,274,444	2,740,023	(344,585)	2,395,438	1,120,994	53%
DEVELOPMENT ENGINEERING							
EXPENDITURES							
Salaries and Benefits	1,093,378	1,027,182	1,874,373	(273,150)	1,601,223	574,041	64%
Administrative	13,372	12,334	22,253	2,502	24,755	12,421	50%
Purchased Goods	86		1,036	(1,036)			
Purchased Services	336,998	170,047	214,351	95,901	310,252	140,205	55%
Total EXPENDITURES	1,443,834	1,209,563	2,112,013	(175,783)	1,936,230	726,667	62%
REVENUE							
Financing Revenue	(54,838)	(36,424)	(101,601)	46,601	(55,000)	(18,576)	66%
Recoveries and Donations	(42,891)	(19,490)	(84,420)	44,420	(40,000)	(20,510)	49%
User Fees and Service Charges	(983,906)	(1,046,129)	(1,642,940)	98,924	(1,544,016)	(497,887)	68%
Reallocated Revenue	(149,810)	(151,603)	(229,797)	22,927	(206,870)	(55,267)	73%
Total REVENUE	(1,231,445)	(1,253,646)	(2,058,758)	212,872	(1,845,886)	(592,240)	68%
Total DEVELOPMENT ENGINEERING	212,389	(44,083)	53,255	37,089	90,344	134,427	(49%)
ADMINISTRATION							
EXPENDITURES							
Salaries and Benefits	494,997	312,540	425,931	27,690	453,621	141,081	69%
Administrative	3,796	8,002	16,599	(5,200)	11,399	3,397	70%
Purchased Goods	14,607	11,935	47,950	(27,500)	20,450	8,515	58%
Purchased Services	152,259	157,381	69,470	161,899	231,369	73,988	68%
Total EXPENDITURES	665,659	489,858	559,950	156,889	716,839	226,981	68%
REVENUE							
Financing Revenue	(59,681)	(110,167)	(97,470)	(15,697)	(113,167)	(3,000)	97%
Recoveries and Donations		(18,141)		(37,413)	(37,413)	(19,272)	48%
User Fees and Service Charges	(13,451)	(21,559)		(7,693)	(7,693)	13,866	280%
Total REVENUE	(73,132)	(149,867)	(97,470)	(60,803)	(158,273)	(8,406)	95%
Total ADMINISTRATION	592,527	339,991	462,480	96,086	558,566	218,575	61%
Total DEVELOPMENT SERVICES	1,834,301	515,496	3,685,460	(1,731,523)	1,953,937	1,438,441	26%
Total DEVELOPMENT SERVICES	1,834,301	515,496	3,685,460	(1,731,523)	1,953,937	1,438,441	26%

TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021

LIBRARY

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
LIBRARY							
LIBRARY							
EXPENDITURES							
Salaries and Benefits	2,052,479	2,515,944	3,700,064	(263,490)	3,436,574	920,630	73%
Administrative	18,878	31,501	36,315	13,264	49,579	18,078	64%
Financial	3,773	4,462	5,728		5,728	1,266	78%
Transfers to Own Funds	577,936	604,003	604,003		604,003		100%
Purchased Goods	259,090	244,352	283,606		283,606	39,254	86%
Purchased Services	281,896	316,218	460,602	(676)	459,926	143,708	69%
Reallocated Expenses	194,407	178,181	386,926	(19,704)	367,222	189,041	49%
Total EXPENDITURES	3,388,459	3,894,661	5,477,244	(270,606)	5,206,638	1,311,977	75%
REVENUE							
Financing Revenue	(363,416)	(17,903)	(167,903)	121,089	(46,814)	(28,911)	38%
Taxation	(4,785,491)	(5,039,861)	(5,039,861)		(5,039,861)		100%
Grants	(55,704)		(57,554)	1,850	(55,704)	(55,704)	
Recoveries and Donations	(24,630)	(18,568)	(14,596)	(7,333)	(21,929)	(3,361)	85%
User Fees and Service Charges	(48,646)	(33,081)	(197,328)	154,999	(42,329)	(9,248)	78%
Total REVENUE	(5,277,887)	(5,109,413)	(5,477,242)	270,605	(5,206,637)	(97,224)	98%
Total LIBRARY	(1,889,428)	(1,214,752)	2	(1)	1	1,214,753	(121,475,200%
Total LIBRARY	(1,889,428)	(1,214,752)	2	(1)	1	1,214,753	(121,475,200%
Total LIBRARY	(1,889,428)	(1,214,752)	2	(1)	1	1,214,753	(121,475,200%

**TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021**

HOSPITAL EXPANSION

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
HOSPITAL EXPANSION							
HOSPITAL EXPANSION							
EXPENDITURES							
Financial	2,054,232	2,060,123	2,503,090		2,503,090	442,967	82%
Total EXPENDITURES	2,054,232	2,060,123	2,503,090		2,503,090	442,967	82%
REVENUE							
Financing Revenue	(2,504,950)	(2,503,090)	(2,503,090)		(2,503,090)		100%
Total REVENUE	(2,504,950)	(2,503,090)	(2,503,090)		(2,503,090)		100%
Total HOSPITAL EXPANSION	(450,718)	(442,967)				442,967	
Total HOSPITAL EXPANSION	(450,718)	(442,967)				442,967	
Total HOSPITAL EXPANSION	(450,718)	(442,967)				442,967	

**TOWN OF MILTON
OPERATING FINANCIAL STATEMENT
September 2021**

BIA

	2020 YTD ACTUAL	2021 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
BIA							
BIA							
EXPENDITURES							
Salaries and Benefits	82,371	100,251	141,125	1,550	142,675	42,424	70%
Administrative		45				(45)	
Financial	2,570	2,083	3,500		3,500	1,417	60%
Purchased Goods	420	983	7,500	13,316	20,816	19,833	5%
Purchased Services	50,582	69,830	140,394	(22,625)	117,769	47,939	59%
Reallocated Expenses	3,000	4,059	3,500	1,809	5,309	1,250	76%
Total EXPENDITURES	138,943	177,251	296,019	(5,950)	290,069	112,818	61%
REVENUE							
Financing Revenue		(39,132)	(39,132)	24,295	(14,837)	24,295	264%
Taxation	(232,279)	(235,110)	(238,637)		(238,637)	(3,527)	99%
Grants		(6,088)		(10,550)	(10,550)	(4,462)	58%
Recoveries and Donations		(8,070)	(500)	(10,070)	(10,570)	(2,500)	76%
User Fees and Service Charges	(200)	(1,050)	(500)	(550)	(1,050)		100%
Reallocated Revenue			(17,250)	2,825	(14,425)	(14,425)	
Total REVENUE	(232,479)	(289,450)	(296,019)	5,950	(290,069)	(619)	100%
Total BIA	(93,536)	(112,199)				112,199	
Total BIA	(93,536)	(112,199)				112,199	
Total BIA	(93,536)	(112,199)				112,199	

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2021 Operating Variance Commentary By Department

Variances impacting multiple departments of the Town are highlighted below.

Staff Gapping

Historically the Town has budgeted for savings from staff vacancies in the amount of \$500,000. For the 2021 budget, the budgeted savings from staff vacancies was increased to \$1,225,000 as a means to mitigate continued pressures from COVID-19. Of this amount, \$525,000 was budgeted in Community Services, the area most impacted by the pandemic, and the balance of \$700,000 was budgeted in General Government for staff savings across the rest of the organization.

As staff gapping savings are identified, the salary and benefit budget is reduced within the respective department while an offsetting variance is shown against the budgets in General Government and Community Services up to the full year budgeted gapping amounts. This redistributes the annual budget from the departments as the savings are being incurred.

By end of September 2021, the Town wide staff gapping savings identified were \$1,619,620. The target of \$1,225,000 has been met, with the excess of \$394,620 over budget resulting in a net favourable variance to the Town. Additional savings from the temporary leaves of part time staff are reported within each affected department below.

Insurance

As previously reported through CORS-014-21, the Town's comprehensive insurance portfolio premium for 2021 increased by 25% for the overall program. A resulting unfavourable variance of \$74,662 is being reported for the Town. Insurance costs have been allocated across departments and corresponding forecast changes reflecting variances to budget for each department have been completed.

As discussed through CORS-026-21 and CORS-048-21, excess WSIB insurance coverage was no longer available to the Town beginning in March 2021. Going forward, it is most beneficial to self-insure this exposure and reallocate any funds that would have been used for premiums for this Excess WSIB policy to the Town's WSIB reserve account to offset any claims that may arise. As such, the savings of \$167,341 from the 2021 budgeted Excess WSIB premiums were transferred to the WSIB reserve. A revision to the Town's Treasury Policy (Policy No. 116) will occur through the next planned update in order to reflect the updated reserve balance target for the WSIB reserve.

Legal

The Town has traditionally budgeted and booked all operating related legal invoices within the Executive Services department. In order to realize administrative efficiencies in the processing of legal invoices, each Town department is now responsible for managing and processing their own legal costs. As a result, the legal budget was reallocated to Town departments.

Appendix 2 - CORS-058-21

2021 Operating Variance Commentary By Department

Variances identified within specific departments are as follows:

Mayor & Council - \$10,663 Projected Favourable

The variance is the result of expected savings in professional development of \$10,000 and the insurance allocation of \$663.

Executive Services - \$238,415 Projected Favourable

Office of the CAO is reporting a favourable variance of \$287,931, which primarily relates to the reallocation of legal budget, along with savings in professional development.

Strategic Initiatives and Economic Development is reporting savings of \$327. Staff gapping savings are expected to be \$41,195. Further savings in marketing initiatives, advertising as well as other purchased goods and services and admin costs are expected to be \$87,783. Of these savings, \$27,000 was used towards a temporary contract position to provide added support in this division. A Digital Service Squad grant in the amount of \$25,000 was received and will fund a temporary staff position and other miscellaneous costs for 2021-2022. The portion of grant funding and offsetting costs related to 2021 are \$16,300. Savings within this division are offset by a projected loss in revenue of \$101,651 associated with reduced lease revenue, donations, and fees and service charges at the Milton Education Village Innovation Centre.

Fire is projecting a deficit of \$49,843. Increased volume of fire activity is resulting in an expected increase of overtime costs of \$17,000. This is partially offset by savings of \$9,422 within administration costs and other areas. As previously reported through ES-001-21, a Fire Safety Grant in the amount of \$31,700 has been received to support the cost of new training initiatives. Fees and other revenues are expected to be below budget by \$42,285 in 2022.

Corporate Services - \$413,837 Projected Unfavourable

The Finance division is reporting a deficit of \$121,042. Net staff gapping savings of \$17,842 are being reported. Additional staffing costs of \$114,511 related to the implementation of the HRIS system have been forecast which are fully recovered from the capital budget. The reallocation of the legal expense budget is resulting in increased expenses of \$70,000. Expected savings in administrative expenses and purchased goods of \$44,328 are being reported. The COVID-19 pandemic has led to reduced commercial activity, resulting in reduced revenues of \$93,152 in the areas of credit card rebates, taxation fees and service charges, interest on accounts receivable, and HST recoveries.

Information Technology is reporting savings of \$354,738. This is largely due to net staff gapping savings of \$155,987. Savings of \$179,108 are expected in annual software maintenance/service agreements due to reduced spending and a deferral of some costs to 2022. Communications savings of \$50,000 are also projected due to lower cell phone

Appendix 2 - CORS-058-21

2021 Operating Variance Commentary By Department

costs. The implementation of an Agenda Management System as reported through CORS-021-21 will result in additional costs of \$36,252, which are being funded through reduced costs of \$8,500 in web hosting services as well as cost reductions in the Legislative and Legal Services division and the Strategic Communications Division as further outlined below.

Human Resources is reporting a deficit of \$447,301 primarily due to expected costs associated with HR legal matters. Additional staffing costs of \$41,574 related to the HRIS implementation have been forecast which are fully recoverable from the capital project.

The Legislative and Legal Services division is reporting a deficit of \$253,638, largely due to parking ticket revenue which is expected to be below budget by \$278,800. Increased legal expenses of \$75,000 and court awarded fines revenue of \$42,500 are the result of the reallocation of legal budget. A planned reduction of spending in printing, shipping and consultant costs in the amount of \$22,300 is being used fund the aforementioned implementation of the Agenda Management System. Additional savings of \$35,972 are the result of reduced advertising, marketing initiatives, printing and records management costs. Lastly, the Town received funding from the Region of Halton in the amount of \$137,000 to be used for providing enhanced COVID enforcement activity. This funding was used to retain two Community Officers over a 12-month period resulting in additional costs and an offsetting recovery of \$63,712 that will be realized in 2021, with the balance of \$73,288 realized in 2022. There was no net impact to the Town associated with this.

Strategic Communications is reporting savings of \$53,400, which is primarily related to staff gapping savings of \$48,369 as well as planned reductions in spending of approximately \$5,000 to fund the costs associated with the Agenda Management System.

General Government - \$474,305 Projected Unfavourable

Subsequent to the approval of the 2021 budget, it was announced that Milton would be eligible to receive \$993,000 in funding from the Federal-Provincial Safe Restart Agreement Phase 2, and \$1,502,534 from the 2021 Provincial COVID-19 Recovery Fund to be used towards managing the financial pressures associated with COVID-19. Since this funding had not yet been announced prior to budget development, it had not been included in the 2021 budget but has now been included in the projections for 2021. The 2021 budget did, however, include a planned contribution from the Tax Rate Stabilization Reserve in the amount of \$1,408,529 in order to offset the budgeted impacts of COVID in 2021. With the federal/provincial funding along with the internal mitigation efforts it is projected that the Town will no longer require funds from the Tax Rate Stabilization Reserve in 2021 and the financial projections show a planned removal of this funding.

Savings from staff vacancies in 2021 have been budgeted at \$700,000 within General Government. The full amount has been realized to date. As staff gapping savings are identified, the salary and benefit budget is reduced within the respective department while an offsetting variance is shown in General Government up to the full year budgeted

Appendix 2 - CORS-058-21

2021 Operating Variance Commentary By Department

gapping amount of \$700,000. This redistributes the annual budget from the departments as the savings are being incurred. It should be noted, as mentioned previously, an additional \$525,000 of staff gapping savings have been achieved and are being reported directly within Community Services.

A realignment of staffing positions within Development Services has resulted in a reporting change whereby staffing costs are higher than budget within Development Services but offset by a recovery of \$162,463 from the Building division that is reported within General Government. There are no net changes to staffing complement as a result of this reporting change.

Although not affecting the projected year end position, increased development activity has resulted in a net anticipated surplus of \$1,587,350 in capital provision and per unit processing fees. This will in turn result in a higher than anticipated balance transferred to reserve as fees are received.

Payments in Lieu and Taxation payments have been finalized for the year leading to a net surplus of \$44,602. Increased legal fees of \$6,500 are the result of the reallocation of legal costs. Tax write-offs are trending higher than budget and a potential deficit of \$875,000 is currently being projected. Partially offsetting this is a forecasted surplus in penalties and interest charges on taxes receivable of \$200,000. An increase in supplementary tax revenues of \$300,000 is expected, which will be offset by a transfer to reserve in accordance with Town policy.

Investment income is projected to exceed budget by \$200,000 as a result of the portfolio balance being higher than anticipated. Aggregate permit fees are expected to exceed budget by \$121,992 and land transactions previously expected to result in revenues of \$655,000 are no longer anticipated for 2021. These items will have no net impact to the Town because they are offset by transfers to or from reserves, in accordance with Town policy.

Halton Court Services is projecting significant reductions in gross revenues for 2021 which will impact revenue distribution to the Halton municipalities, particularly as it is expected that their full net 2021 position may be used to increase the balance in their stabilization reserve. As a result, a negative variance in Provincial Offences Act revenues in the amount of \$386,418 is being forecast for the Town in 2021 at this time.

As discussed previously, savings of \$167,340 due to WSIB Excess Insurance policy ending in March were recommended to be transferred to the WSIB Reserve to provide funding for future claims with no net impact.

Lastly, revenue from the OLG is projected to be lower than budget by \$1,200,000 for 2021 due to the COVID-19 related closure of Woodbine (Mohawk) for a portion of the year. There is no net impact to the 2021 operating budget as a large portion of OLG revenue is transferred to reserve for use in the capital program.

2021 Operating Variance Commentary By Department

Community Services - \$683,501 Projected Unfavourable

Recreation and Culture Facilities is projecting a net deficit to budget of \$678,978. The 2021 budget included revenue losses of \$2.3 million partially offset by expenditure savings of \$1.1 million, reflecting expected ongoing impacts of the pandemic. Facility closures and reduced hours throughout 2021 are resulting in a further expected revenue loss of \$2.3 million. This is partially offset by staff gapping savings of full time staff positions of \$498,768 and increased part time staff savings of \$470,968. Additional reductions in purchased goods and services of \$608,441 and additional savings of \$122,932 in Arts Centre expenses provide further mitigation.

Administration and Civic Facilities is projecting a deficit of \$531,555. As previously mentioned, staff gapping savings specific to Community Services of \$525,000 was budgeted within this division. Staff gapping savings within each Community Services division is shown as savings within the division in which it originated while an offsetting variance is shown against the budget within Administration and Civic Facilities up to the full year budgeted gapping amounts. Staff gapping savings within Community Services has reached the target of \$525,000. Along with full time staff gapping savings of \$33,761 in this division, hourly part time savings due to COVID-19 closures in the amount of \$14,024 and purchased goods and services reductions of \$25,976 are expected. The allocation of insurance premiums and legal fees resulted in increased costs of \$49,993. User fee revenues associated with facility rental insurance fee premiums are reduced by \$30,498 but are more than offset by additional lease revenue of \$42,354.

Programs are reporting a forecasted negative variance to budget of \$45,394. The 2021 budget included revenue losses of \$3.9 million, along with costs savings of \$2.4 million. Additional lost revenue of \$1,306,308 is expected for the year which is partially offset by \$381,988 in staff gapping savings of full time positions and \$692,193 in reduced hourly part-time costs. An additional \$146,662 of savings is projected in purchased goods and services. Increased grant funding from Canada Summer Jobs and the New Horizons for Seniors provided \$77,244 of additional revenue. Savings of \$40,071 are the result of decreased training/professional development and reduced contributions to Town events.

Operations is reporting overall savings of \$681,958. Staff gapping savings of \$97,277 are forecast. Savings in winter maintenance contracts and materials are expected to be \$479,903. Additional developer recoveries of winter maintenance costs of \$95,796 is being reported due to a shift in timing of subdivision assumptions. A realignment between the Town and Regional budgets is resulting in a net surplus of \$156,048. Savings in professional development of \$16,243 are anticipated. The crack sealing program is progressing as planned and all 2021 work was completed with savings of \$92,113 as fewer roads required this treatment. An additional \$100,000 contract increase in tree plantings is being recovered through grant funding. Offsetting these positive variances are a write-off of \$72,000 of asphalt grinding inventory expected in 2021, higher than expected insurance and utility costs of \$44,589 and, a shortfall in sport field revenues of \$111,299 due to the provincial restrictions affecting how services were able to be offered.

2021 Operating Variance Commentary By Department

Transit is reporting a deficit in the amount of \$109,528. The 2021 transit budget included estimated revenue losses of \$479,809 and cost savings of \$558,112 as a result of the pandemic. However, service and ridership has been impacted to a greater degree than expected as a result of provincial restrictions in 2021. Revenue losses in transit for the year are now projected to be \$1,173,373, or \$693,564 higher than budget. At the same time, the full year savings in the area of contracts, fuel and maintenance are now projected to be \$443,372, or \$114,740 lower than budget. Savings in advertising expenditures of \$39,192 are being forecast. The Town is eligible to receive federal-provincial funding from the Safe Restart Agreement - Transit Phase to offset some of the pressures in the estimated amount of \$662,512.

Development Services - \$1,731,523 Projected Favourable

Planning Services is reporting a surplus in the amount of \$1,520,115, largely driven by increased activity and revenues for zoning amendments, subdivision applications and site plans among other fees, which are slightly offset by an increase in staffing costs associated with overtime.

Building Services permit application revenues are expected to be below budget by \$242,338 in 2021. While it is forecast that 5,501,964 square feet non-residential building permit applications will be issued this year relative to 3,930,408 square feet budgeted, residential permit activity is expected to be under budget with 1,716 permit applications expected relative to a budget of 2,501. However, with staff gapping savings of \$289,859 as well as savings in other areas, the Building division is still projecting to achieve a surplus position in 2021 resulting in an expected transfer \$243,558 to the Building Stabilization Reserve Fund.

Infrastructure Management is projecting a \$344,585 favourable variance. Of this amount, \$199,937 is related to savings in the costs of Crossing Guards, as a result of pandemic related school closures. Increased fee revenue of \$136,254 related to developer recoveries of streetlight hydro and maintenance costs is being forecast due to a shift in timing of subdivision assumptions. Additional peer review costs are being forecast in the amount of \$29,519 which are fully recoverable from developers.

Development Engineering is reporting a deficit of \$37,089. Savings due to staff vacancies in the amount of \$273,150 are being reported, which is partially offset by reduced revenues of \$206,128 budgeted to be generated by those positions. An additional expenditure of \$8,500 has been included to complete a floodline mapping study. Site plan fees are expected to be greater than budget by \$55,452. A projected increased cost of \$150,158 is due to performing more work on undeveloped subdivisions than will be recovered through the Engineering and Inspection Fees. Although the fees were updated through the 2016 User Fee Study, CORS-047-16, to start addressing the deficit, further shortfalls continue to be incurred until existing multi-year agreements entered into using the previous fee structure are complete. The Engineering and Inspection fees will be

Appendix 2 - CORS-058-21

2021 Operating Variance Commentary By Department

further reviewed through a planned comprehensive user fee review in 2022 to ensure these fees are set to recover the cost of providing service to the greatest extent possible.

The Administration division has a deficit of \$96,086. Staff gapping savings in the amount of \$77,047 is being reported. A realignment of staffing positions from the Building division is resulting in increased staff costs within the Administration Division of \$104,737. There is no net impact on a Town-wide basis from this reallocation as the positions continue to be recovered through Building activity through an offsetting reallocated recovery within General Government. A reduction of \$32,700 in administrative and purchased goods is offset by an increase in purchased services of \$14,486. Increased legal costs of \$110,000 are the result of the change in legal invoice processing. Higher than expected recoveries from capital in the area of project management are expected to result in additional revenues of almost \$16,000.

Library - No Projected Net Variance

Library is expecting reduced part-time staffing costs of approximately \$263,490 as a result of facility closures during the pandemic. The cost savings are partially offset by reduced fee and fine revenue of \$154,999. The 2021 budget included a transfer from the Library Tax Rate Stabilization Reserve of \$150,000 to continue to phase in the impacts of the new Sherwood branch. It is projected that this transfer can be reduced by \$121,089 as a result of the net savings within the department.

Hospital - No Projected Net Variances

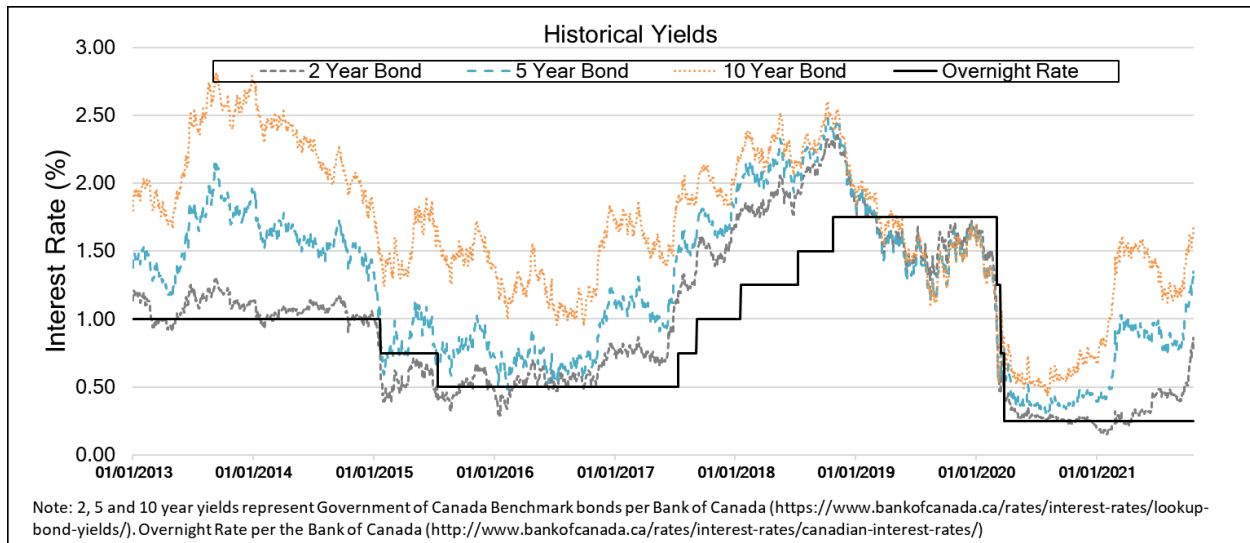
BIA - No Projected Net Variances

The BIA continues to experience alterations to their normal operations due to COVID-19. A forecasted increase of \$10,070 in fundraising and donations is contributing favourably to the bottom line. Additional grant funding in the amount of \$10,550 for Canada Summer Jobs and a Digital Reconnect grant is being forecast. Net savings in purchased goods and services of \$9,309 are expected. Anticipated net savings will be transferred back to the BIA reserve through year end.

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Interest Rates and Bond Yields

Historical overnight rates and bond yields are illustrated in the graph below. As the economic outlook has started to improve long term bond rates have started to increase towards pre-pandemic levels. Since the end of December 2020 the 10 year Government of Canada bond yield has improved from 0.70% to 1.51% at the end of September 2021. The Bank of Canada Overnight rate has been held at 0.25% since March 2020.



The immediate impact for the Town is that short and medium term investments remain challenging as the interest rate currently received on the Town's bank account yields similar or higher returns than some short and medium term investments. Favourable long term opportunities are starting to become available.

Appendix 4 - CORS-058-21

Investment Portfolio Holdings and Limitations

Authorized Investments (\$ Millions) and Limitations (30-Sep-2021)										
Category / Sector ⁽¹⁾	Remaining Term			Total	% of Portfolio	Portfolio Maximum	Individual Maximum ⁽²⁾	Term Limitation (Years)	Minimum DBRS Rating ⁽³⁾	
	Less than 1 Year	1 to 5 Years	5 to 10 Years						Short-term	Long-Term
Cash	\$102.88	\$0.00	\$0.00	\$102.88	45%					
Federal and Federal Guaranteed⁽⁴⁾	\$0.00	\$0.00	\$0.00	\$0.00	0%	100%	100%	20	N/A	A (low)
Provincial and Provincial Guaranteed⁽⁴⁾										
Alberta	\$0.00	\$2.09	\$4.28	\$6.36	3%		20%	15	R-1 (low)	A (low)
British Columbia	0.00	2.73	0.94	\$3.67	2%		20%			
Manitoba	0.00	3.21	1.11	\$4.33	2%		20%			
Nova Scotia	1.05	0.00	0.00	\$1.05	0%		20%			
Ontario	0.00	2.68	3.99	\$6.67	3%		20%			
Prince Edward Island	0.00	0.00	0.99	\$0.99	0%		20%			
Quebec	0.00	2.31	1.79	\$4.10	2%		20%			
Saskatchewan	0.00	0.00	1.06	\$1.06	0%		20%			
Provincial and Provincial Guaranteed Sub-total	\$1.05	\$13.03	\$14.16	\$28.24	12%	100%				
Municipal and Municipal Guaranteed										
BC Municipal Finance Authority	\$0.00	\$0.00	\$1.01	\$1.01	0%		10%	15	R-1 (low)	A (low)
City of Toronto	0.00	0.00	0.97	0.97	0%		10%			
Regional Municipality of York	0.00	5.23	4.27	9.50	4%		10%			
Regional Municipality of Peel	0.00	0.00	1.05	1.05	0%		10%			
City of Montreal	0.00	0.00	2.61	2.61	1%		10%			
City of Vancouver	0.00	0.00	1.07	1.07	0%		10%			
Municipal and Municipal Guaranteed Sub-total	\$0.00	\$5.23	\$10.99	\$16.21	7%	50%				
Boards / Schools⁽⁵⁾ Sub-total	\$0.00	\$0.00	\$0.00	\$0.00	0%	15%		15	R-1 (low)	AA(low)
Financial Institution										
Schedule I Bank (Six Majors)⁽⁶⁾										
Bank of Montreal	\$4.00	\$13.00	\$0.00	\$17.00	7%		20%	10	R-1 (low)	A(low)
Bank of Nova Scotia (The)	6.00	21.00	2.00	29.00	13%		20%			
Canadian Imperial Bank of Commerce	0.00	4.00	0.00	4.00	2%		20%			
Toronto-Dominion Bank (The)	0.00	4.06	0.00	4.06	2%		20%			
Schedule I Bank (Six Majors) Sub-total	\$10.00	\$42.06	\$2.00	\$54.06	24%	60%				
Other Sch I, Sch II, Trust Loan, Credit Union										
First Ontario	\$10.00	\$0.00	\$0.00	\$10.00	4.4%		10%	2	R-1 (mid)	A(low)
Meridian	17.00	0.00	0.00	17.00	7.4%		10%			
Other Sch I/Sch II/Trust/Credit Union Sub-total	\$27.00	\$0.00	\$0.00	\$27.00	12%	20%				
Financial Institution Sub-total⁽⁷⁾	\$37.00	\$42.06	\$2.00	\$81.06	35%	60%				
ONE Investment Program⁽⁸⁾	\$0.00	\$0.00	\$0.00	\$0.00	0%	25%		N/A	N/A	N/A
Asset Backed Securities	\$0.00	\$0.00	\$0.00	\$0.00	0%	10%	5%	5	R-1 (high)	AAA
Commercial paper or promissory notes	\$0.00	\$0.00	\$0.00	\$0.00	0%	10%	5%	1	R-1 (mid)	N/A
Total	\$140.93	\$60.31	\$27.15	\$228.39	100%					

Notes:

(1) Per definitions and regulations under Ontario Regulation 438/97.

(2) Individual maximum applies to either an individual institution or in the case of the ONE Investment Program it applies to individual portfolios.

(3) Equivalent ratings from Moody's Investor Services, Standard and Poor's or Fitch Ratings are also acceptable.

(4) A minimum of 10% of the portfolio must be in the Federal or Provincial category.

(5) Includes a University in Ontario that is authorized to engage in an activity described in section 3 of the Post-secondary Education Choice and Excellence Act, 2000 and a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002.

(6) Six major Schedule I Banks include: Bank of Montreal, Bank of Nova Scotia (The), Canadian Imperial Bank of Commerce, National Bank of Canada, Royal Bank of Canada and Toronto-Dominion Bank (The).

(7) The overall Financial Institution category shall not exceed 60% of the total portfolio, within this category:

- i) Aggregate holdings of the Six major Schedule I Banks shall not exceed 60% of the total portfolio; and
- ii) Aggregate holdings of Schedule II & Other Schedule I Banks not listed above and Trust Loan / Credit Union's shall not exceed 20% of the total portfolio.

(8) The ONE Investment Program provides recommended investment timelines for each fund however funds can be withdrawn with one day's notice and investments in each pool meet eligibility criteria as defined by regulations under the Municipal Act.

**Appendix 5 - CORS-058-21
Reserve and Reserve Fund Balances**

Reserves and Reserve Funds (\$000s)	As at Dec 31, 2020	As at Sept 30, 2021	Forecasted Dec 31, 2021	Surplus/(Deficit) to Budget
Stabilization				
Tax Rate Stabilization	\$8,160	\$7,911	\$8,306	\$3,246
Severe Weather	1,467	1,467	1,467	0
Building Rate Stabilization	3,401	5,757	6,919	2,032
Subtotal	\$13,028	\$15,135	\$16,693	\$5,277
Corporate Use Reserves				
Legal Matters	\$1,439	\$1,753	\$1,768	\$(12)
Insurance	1,573	1,720	1,720	220
Per Unit Development Processing Fee	1,224	1,334	1,785	(365)
WSIB	2,867	3,034	3,034	1,423
Subtotal	\$7,103	\$7,842	\$8,307	\$1,265
Infrastructure Non Growth				
Infrastructure Renewal - Roads & Structures	\$11,776	\$12,902	\$13,344	\$(124)
Infrastructure Renewal - Stormwater	2,748	4,062	4,062	0
Infrastructure Renewal - Recreation, Facilities, Other (Note 1)	7,037	7,852	7,896	(27)
Information Technology	5,492	3,142	3,175	643
Studies and Other Non Growth Capital	2,082	2,992	2,992	306
Vehicles and Equipment Replacement	8,152	8,728	8,728	(476)
Canada Community-Building Fund (formerly Federal Gas Tax)	5,136	7,352	5,024	3,938
Ontario Lottery Corporation Proceeds	7,496	1,098	2,686	(648)
Subtotal	\$49,918	\$48,126	\$47,907	\$3,611
Infrastructure Growth				
Growth Capital - Other	\$4,103	\$3,332	\$3,632	\$400
Capital Provision	12,167	12,035	15,091	(30)
Cash-in-lieu of Parkland	10,441	11,461	12,157	1,468
Cash-in-lieu of Parking	329	329	331	3
Development Charges (Note 2)	18,161	21,991	33,541	(2,125)
Subtotal	\$45,201	49,148	\$64,753	\$(284)
Program Specific				
Property Transactions	\$7,259	\$7,451	\$9,681	\$(832)
Provincial Gas Tax	473	737	665	341
Election	504	697	627	0
Aggregate Permit Fees	367	125	124	121
Seniors' Fundraising	76	76	76	0
Arts Programming	6	6	6	0
Mayor's Legacy Fund	92	92	93	(2)
Subtotal	\$8,777	\$9,185	\$11,272	\$(372)
Board, Committee & Other				
Library Tax Rate Stabilization	\$859	\$859	\$832	\$123
Library Capital Infrastructure	1,767	966	966	(64)
DBIA Surplus	166	127	151	83
Milton District Hospital Expansion	310	(96)	0	(264)
Provincial Government Transfer	13	437	0	0
Subtotal	\$3,116	\$2,293	\$1,949	\$(122)
Total Reserve and Reserve Funds	\$127,144	\$131,729	\$150,881	\$9,375

Note 1: Surplus/(Deficit) to Budget includes \$386K adjustment for the Invest in the Arts Reserve Fund, closed through 2020 Year End Operating Variances and Journal Entries, CORS-017-21.

Note 2: Includes Development Charge Exemptions.