



# The Corporation of the Town of Milton

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Report To: Council

From: Glen Cowan, Chief Financial Officer / Treasurer

Date: November 13, 2023

Report No: CORS-054-23

Subject: Operating Budget Review - September 2023

**Recommendation:** THAT the operating report for the nine months ending September 2023 along with a projected year end deficit of \$123,523 be received for information.

## EXECUTIVE SUMMARY

This report provides a detailed review and update of the operating budget through September 2023 with the following information of note:

- Current forecasting suggests that the operating fund will be in a deficit of \$123,523 for year end, primarily resulting from a deferral in the timing of planning applications combined with higher than anticipated winter maintenance costs.
- Gross investment income is expected to be \$3.0 million greater than budget due to higher than budgeted portfolio balances combined with increasing interest rates.
- Reserve balances are expected to be \$41.7 million lower than anticipated, largely due to a deferral of cashflow assistance from Developers that was originally budgeted to occur in late 2022/2023 but is now expected for 2024.

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

## 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 with its September 30 balances. Corporate Policy No. 116: Financial Management - Treasury as



Background

well as Ontario Regulation 438/97 require 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 1 are presented on a cash basis, and therefore exclude accruals.

Discussion

Operating Budget Monitoring for the period ending September 30, 2023

The following table reflects forecasted variances to the 2023 budget by department based on expectations for program delivery for the remainder of the year.

Table with 4 columns: Department, 2023 Approved Budget \$, 2023 Forecast \$, Over/(Under) Budget \$. Rows include Mayor & Council, Executive Services, Corporate Services, General Government, Community Services, Development Services, Library, Hospital Expansion, BIA, and Total Town of Milton.

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

Staff are currently forecasting a deficit to budget of \$123,523 for 2023.

A shortfall of \$1.6 million is projected in planning application revenues, which is due an expected deferral in the timing of planning applications partially related to current market conditions.

Although not impacting the bottom line, a decrease in projected building permit applications and associated revenue in the amount of \$6.6 million is also being forecast. This is largely driven by a shift in the timing of anticipated residential units for 2023. As fluctuations in building permit activity are managed with the use of reserve funding, the shift in timing of these applications will result in an expected contribution from the Building Stabilization Reserve in 2023 with no net impact to the Town's operating fund balance.

Additional pressures are resulting from increased winter maintenance costs of \$0.5 million due to numerous winter thaw/freeze events, net lost revenue of \$0.33 million (before insurance recoveries) related to the transfer of the Indoor Turf facility to a third party provider, unexpected costs of \$0.18 million associated with managing a fuel spill within Sunny Mount Park, and \$0.13 million in increased tax write offs.

## Discussion

Savings in various areas are largely expected to offset the unplanned financial pressure including: staff vacancy savings exceeding budget of \$1.1 million, savings from reduced utility consumption of \$0.28 million, savings in IT related to deferred service agreements and unrequired software maintenance of \$0.3 million, unbudgeted grant revenue of \$0.16 million, increased transit ridership resulting in additional revenues of \$0.1 million, increased recoveries from developers for winter maintenance and streetlights due to a shift in timing of subdivision assumptions of \$0.1 million, a deferral of the Consolidated Linear Infrastructure Environmental Compliance Approval (CLI ECA) program resulting in contract savings of \$0.1 million, savings of \$0.1 million in the annual crack sealing program, along with various other projected savings in part time staffing, contracts, materials and administration costs.

Detailed commentary on variances by department can be found in Appendix 2.

## Balance Sheet Monitoring as at September 30, 2023

### Investments and Cash Management

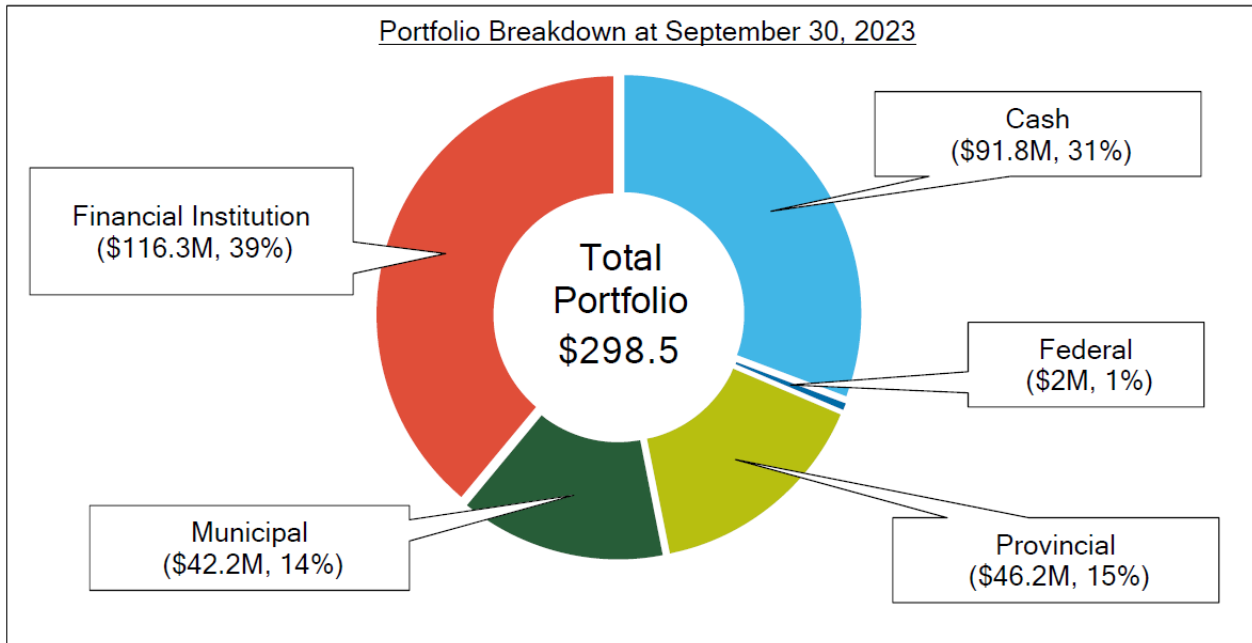
#### *Economic Update*

Since January 2023 the Bank of Canada (BOC) has raised the overnight rate by 75 basis points to 5.00% as the economy continues to remain strong throughout 2023 and inflation remaining elevated. Recently the Canadian economy has entered a period of consumption growth weakening and a decline in housing activity. The BOC continues to monitor and evaluate monetary policy to help alleviate inflation levels while maintaining its commitment to restoring price stability. Current projections by the major Canadian banks have inflation returning to the BOCs 2% inflation levels by the end of 2024 however further monetary action by the BOC may be required. Staff will continue to monitor market conditions for the purposes of making medium and longer term investments as opportunities become available while managing maturities to expected cash outflows and ensuring the appropriate diversification is maintained.

#### *Portfolio Summary / Cash and Investment Positions*

A summary of the overall portfolio as of September 30, 2023 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 3. All securities held in the first nine months of 2023 satisfied the Town's credit rating requirements.

## Discussion



The Town is currently carrying almost 30% its portfolio balance in cash due to upcoming capital project expenditures and timing of tax collections and payments. As market opportunities arise the Town continues to invest to take advantage of the recent increase in rates, compared to recent years, as illustrated in Appendix 4. Through report CORS-024-22, Council approved an expansion to the list of eligible investments for the Town that would allow for exposure to the equity market through the ONE equity fund. Given current market conditions including higher than historical interest rates, no investments have been made in that fund. It is expected that when the introduction of that investment product does occur, it will be undertaken on a phased basis.

### *2023 Investment Income Forecast*

Due to market conditions and a higher than expected portfolio balance, current projections show the gross investment income forecast will be approximately \$10.9 million which is \$3.0 million higher than what was incorporated into the 2023 budget. The additional investment income will have no impact on the operating budget in 2023 as it will be allocated to reserves at year end in accordance with the Town's Treasury Policy. Changing market conditions may create forecast adjustments throughout the year.

### 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 the end of September



**Discussion**

2023. As shown, the 2023 collection rate to date is relatively consistent with the Town’s historical rate.

Tax Year	Total Billable Properties	Properties with Arrears as of Oct 4 <sup>1</sup>	Final Tax Levy <sup>1</sup>	Current Year Collections (as of Oct 4) <sup>1</sup>	Current Year Past Due <sup>1</sup>	Current Year % Paid
2023	42,788	8,264	\$246,649,259	\$194,952,421	\$14,945,333	79.0%
2022	41,825	8,043	\$231,220,799	\$187,534,824	\$12,768,825	81.1%
2021	40,589	7,174	\$220,793,440	\$183,843,363	\$11,588,014	83.3%

<sup>1</sup> Includes Town, Region and Educational shares

Debenture Obligations

As of September 30, 2023 the Town has an estimated \$41.3 million in total debt outstanding, reflecting \$5.7 million in debenture repayments that have occurred to date. 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, \$15.0 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, cash position and market conditions it is expected that no additional debt will be issued by the Town during 2023.

Existing Debenture Obligation (\$000)	Debt at Dec 31, 2022	Principal Payments to Sept 30	Debt at Sept 30, 2023	2023 Principal Payments Outstanding	Forecast Dec 31, 2023
Tax Supported	\$26,047	\$(3,816)	\$22,230	\$0	\$22,231
Capital Provision (Hospital)	8,048	(1,533)	6,515	0	6,515
Hospital Expansion (see below)	12,880	(303)	12,578	0	12,578
<b>Total</b>	<b>\$46,976</b>	<b>\$(5,652)</b>	<b>\$41,324</b>	<b>\$0</b>	<b>\$41,324</b>

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, 2023 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 2023 are outlined in the table below. Balances by individual reserve and reserve funds are shown in Appendix 5.

<b>Reserves and Reserve Funds (\$000)</b>	<b>As at Dec 31, 2022</b>	<b>As at Sept 30, 2023</b>	<b>Forecasted Dec 31, 2023</b>	<b>Surplus/ (Deficit) to Budget</b>
Stabilization	\$24,319	\$23,966	\$21,914	\$(4,869)
Corporate Use	13,413	14,124	14,193	(1,197)
Infrastructure Non Growth	79,964	76,229	83,686	9,447
Infrastructure Growth	60,856	65,012	45,329	(44,000)
Program Specific	17,583	17,071	17,180	(1,207)
Board, Committee & Other	2,657	2,880	2,162	124
<b>Total</b>	<b>\$198,791</b>	<b>\$199,282</b>	<b>\$184,464</b>	<b>\$(41,702)</b>

The forecasted 2023 balance includes projected 2023 activity as identified in the 2023 budget along with any forecasted adjustments that have been identified in 2023. Following is commentary on forecasted 2023 year end reserve balances that are expected to be significantly different than budget:

*Stabilization Reserves & Reserve Funds*

The Stabilization reserves are expected to be unfavourable to budget due to an unanticipated shift in timing of building permit activity which would result in the Building Stabilization Reserve balance being \$4.5 million lower than budget. The remainder of the expected deficit relates to year end transfers that occurred in 2022 (staff report CORS-010-23).

*Corporate Use Reserves*

The Corporate Use reserves are expected to be unfavourable to budget at the end of 2023 due to the timing of development activity resulting in lower than anticipated revenue transferred to the Per Unit Development Processing Fee reserve. A portion of the unfavourable variance is offset by the allocation of the 2022 year end surplus to the WSIB reserve (staff report CORS-010-23).

*Infrastructure Non Growth*

The Infrastructure Non Growth reserves are projecting a surplus to budget due to \$4.2 million in additional dividend income from Milton Hydro Holdings and \$1.9 million in additional investment income. The remainder of the expected surplus relates to favourable year end variances that occurred in 2022 (staff report CORS-010-23).

*Infrastructure Growth*

The Infrastructure Growth reserves are forecasting a deficit due to the deferral of cashflow assistance from Developers that was originally budgeted to occur in late 2022/2023 but is not anticipated for 2024. Also influencing the Development Charge (DC) and Capital Provision reserves is the impact of lower than budgeted revenue due to the timing of



## Discussion

development activity. Offsetting a portion of the decrease is a shift in timing of spending on capital projects budgeted to be funded from the Post Period Capacity reserve fund and higher than expected beginning balance in the Payment-in-Lieu of Land Conveyance Parkland reserve due to additional funds that were received in 2022. Shifts in timing of capital expenditures and revenue collections could still impact the DC reserves throughout the balance of the year.

### *Program Specific*

The Program Specific reserves are forecasting an unfavourable variance due to advancing funding from the capital forecast as outlined in report ES-003-23.

## Financial Impact

The September 2023 variance review process suggests that the operating fund may be in a deficit position of \$0.1 million for 2023. The financial position of the Town will continue to change throughout the balance of the year and may be impacted by factors including weather related activity, utility and fuel usage and rates, tax write-offs, the pace of growth and staff 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 anticipated pressures going into 2024.

Respectfully submitted,

Glen Cowan  
Chief Financial Officer / Treasurer

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



## Attachments

Appendix 1 - September 2023 Operating Financial Statements

Appendix 2 - September 2023 Operating Variance Commentary by Department

Appendix 3 - Investment Portfolio Holdings and Limitations

Appendix 4 - Interest Rates and Bond Yields

Appendix 5 - Reserve and Reserve Fund Continuity Schedule

Approved by CAO  
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 Huron-Wendat 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 2023**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
MAYOR AND COUNCIL	520,268	533,107	643,301	7,645	650,946	(117,839)	82%
EXECUTIVE SERVICES	987,496	1,047,900	1,558,658	(26,139)	1,532,519	(484,619)	68%
CORPORATE SERVICES	6,695,130	8,152,293	12,782,738	(1,103,624)	11,679,114	(3,526,821)	70%
GENERAL GOVERNMENT	(59,132,977)	(70,948,305)	(64,469,399)	825,173	(63,644,226)	(7,304,079)	111%
COMMUNITY SERVICES	31,165,344	34,011,909	47,145,210	(570,351)	46,574,859	(12,562,950)	73%
DEVELOPMENT SERVICES	2,334,812	2,022,634	2,339,493	1,160,346	3,499,839	(1,477,205)	58%
LIBRARY	(1,405,117)	(1,603,717)		(151,231)	(151,231)	(1,452,486)	
HOSPITAL EXPANSION	(538,530)	(422,546)				(422,546)	
BIA	(188,198)	(164,877)		(18,296)	(18,296)	(146,581)	
<b>Total TOWN OF MILTON</b>	<b>(19,561,772)</b>	<b>(27,371,602)</b>		<b>123,523</b>	<b>123,523</b>	<b>(27,495,125)</b>	

Note: Figures include rounding and may result in minor differences to the departmental financial statements.

**TOWN OF MILTON**  
**OPERATING FINANCIAL STATEMENT**  
**September 2023**

**MAYOR AND COUNCIL**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>MAYOR AND COUNCIL</b>							
<b>MAYOR AND COUNCIL</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	470,899	479,260	564,329		564,329	85,069	85%
Administrative	49,474	47,179	60,745	(5,000)	55,745	8,566	85%
Financial			5,000		5,000	5,000	
Purchased Goods	896	595	770		770	175	77%
Purchased Services	7,663	6,074	30,426	(325)	30,101	24,027	20%
<b>Total EXPENDITURES</b>	<b>528,932</b>	<b>533,108</b>	<b>661,270</b>	<b>(5,325)</b>	<b>655,945</b>	<b>122,837</b>	<b>81%</b>
<b>REVENUE</b>							
Financing Revenue			(5,000)		(5,000)	(5,000)	
Recoveries and Donations	(8,664)		(12,970)	12,970			
<b>Total REVENUE</b>	<b>(8,664)</b>		<b>(17,970)</b>	<b>12,970</b>	<b>(5,000)</b>	<b>(5,000)</b>	
<b>Total MAYOR AND COUNCIL</b>	<b>520,268</b>	<b>533,108</b>	<b>643,300</b>	<b>7,645</b>	<b>650,945</b>	<b>117,837</b>	<b>82%</b>
<b>Total MAYOR AND COUNCIL</b>	<b>520,268</b>	<b>533,108</b>	<b>643,300</b>	<b>7,645</b>	<b>650,945</b>	<b>117,837</b>	<b>82%</b>
<b>Total MAYOR AND COUNCIL</b>	<b>520,268</b>	<b>533,108</b>	<b>643,300</b>	<b>7,645</b>	<b>650,945</b>	<b>117,837</b>	<b>82%</b>

**TOWN OF MILTON**  
**OPERATING FINANCIAL STATEMENT**  
**September 2023**

**EXECUTIVE SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>EXECUTIVE SERVICES</b>							
OFFICE OF THE CAO							
EXPENDITURES							
Salaries and Benefits	399,707	445,202	587,971		587,971	142,769	76%
Administrative	8,937	11,002	20,056	(2,000)	18,056	7,054	61%
Purchased Goods	8,172	7,216	5,507		5,507	(1,709)	131%
Purchased Services	7,677	8,612	49,528	(27,534)	21,994	13,382	39%
<b>Total EXPENDITURES</b>	424,493	472,032	663,062	(29,534)	633,528	161,496	75%
REVENUE							
Financing Revenue	(16,159)	(16,429)	(16,429)		(16,429)		100%
User Fees and Service Charges	(1,527)	(1,013)	(3,000)		(3,000)	(1,987)	34%
<b>Total REVENUE</b>	(17,686)	(17,442)	(19,429)		(19,429)	(1,987)	90%
<b>Total OFFICE OF THE CAO</b>	406,807	454,590	643,633	(29,534)	614,099	159,509	74%
STRATEGIC INITIATIVES AND ECONOMIC DEVELOPMENT							
EXPENDITURES							
Salaries and Benefits	582,738	644,282	891,314		891,314	247,032	72%
Administrative	9,347	9,960	23,537	(2,000)	21,537	11,577	46%
Financial		266	1,858	(1,000)	858	592	31%
Transfers to Own Funds	4,403	9,288	24,750	(15,000)	9,750	462	95%
Purchased Goods	2,590	3,853	8,336		8,336	4,483	46%
Purchased Services	70,178	37,741	190,028	(71,806)	118,222	80,481	32%
Reallocated Expenses	497	261	2,454		2,454	2,193	11%
<b>Total EXPENDITURES</b>	669,753	705,651	1,142,277	(89,806)	1,052,471	346,820	67%
REVENUE							
Financing Revenue	(10,197)	(29,083)	(85,108)	46,000	(39,108)	(10,025)	74%
Grants	(38,442)	(34,008)	(45,344)		(45,344)	(11,336)	75%
Recoveries and Donations	(25,000)						
User Fees and Service Charges	(15,428)	(49,252)	(96,799)	47,200	(49,599)	(347)	99%
<b>Total REVENUE</b>	(89,067)	(112,343)	(227,251)	93,200	(134,051)	(21,708)	84%
<b>Total EXECUTIVE SERVICES</b>	580,686	593,308	915,026	3,394	918,420	325,112	65%
<b>Total EXECUTIVE SERVICES</b>	987,493	1,047,898	1,558,659	(26,140)	1,532,519	484,621	68%
<b>Total EXECUTIVE SERVICES</b>	987,493	1,047,898	1,558,659	(26,140)	1,532,519	484,621	68%

**TOWN OF MILTON**  
**OPERATING FINANCIAL STATEMENT**  
**September 2023**

**CORPORATE SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>CORPORATE SERVICES</b>							
<b>FINANCE</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	3,569,163	3,744,021	5,484,136	(302,085)	5,182,051	1,438,030	72%
Administrative	33,091	36,821	86,800	(30,900)	55,900	19,079	66%
Financial	4,892	4,021	5,406		5,406	1,385	74%
Purchased Goods	20,968	21,713	41,832	(2,000)	39,832	18,119	55%
Purchased Services	254,234	200,715	323,702	(64,031)	259,671	58,956	77%
<b>Total EXPENDITURES</b>	<b>3,882,348</b>	<b>4,007,291</b>	<b>5,941,876</b>	<b>(399,016)</b>	<b>5,542,860</b>	<b>1,535,569</b>	<b>72%</b>
<b>REVENUE</b>							
Financing Revenue	(2,573,800)	(2,437,936)	(2,726,344)	18,034	(2,708,310)	(270,374)	90%
Recoveries and Donations		306				(306)	
User Fees and Service Charges	(637,923)	(672,482)	(1,079,430)	36,475	(1,042,955)	(370,473)	64%
Reallocated Revenue	(160,008)	(218,942)	(333,466)		(333,466)	(114,524)	66%
<b>Total REVENUE</b>	<b>(3,371,731)</b>	<b>(3,329,054)</b>	<b>(4,139,240)</b>	<b>54,509</b>	<b>(4,084,731)</b>	<b>(755,677)</b>	<b>81%</b>
<b>Total FINANCE</b>	<b>510,617</b>	<b>678,237</b>	<b>1,802,636</b>	<b>(344,507)</b>	<b>1,458,129</b>	<b>779,892</b>	<b>47%</b>
<b>INFORMATION TECHNOLOGY</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	2,058,265	2,500,408	3,509,441	(295,721)	3,213,720	713,312	78%
Administrative	6,626	16,495	33,325	(1,232)	32,093	15,598	51%
Purchased Goods	1,455,400	1,782,253	2,456,460	(106,100)	2,350,360	568,107	76%
Purchased Services	966,315	963,889	1,490,022	(216,230)	1,273,792	309,903	76%
<b>Total EXPENDITURES</b>	<b>4,486,606</b>	<b>5,263,045</b>	<b>7,489,248</b>	<b>(619,283)</b>	<b>6,869,965</b>	<b>1,606,920</b>	<b>77%</b>
<b>REVENUE</b>							
Financing Revenue	(443,035)	(566,682)	(726,480)	85,445	(641,035)	(74,353)	88%
Grants				(37,408)	(37,408)	(37,408)	
Recoveries and Donations	58						
User Fees and Service Charges		(66)	(100)		(100)	(34)	66%
Reallocated Revenue	(54,903)	(94,178)	(126,740)		(126,740)	(32,562)	74%
<b>Total REVENUE</b>	<b>(497,880)</b>	<b>(660,926)</b>	<b>(853,320)</b>	<b>48,037</b>	<b>(805,283)</b>	<b>(144,357)</b>	<b>82%</b>
<b>Total INFORMATION TECHNOLOGY</b>	<b>3,988,726</b>	<b>4,602,119</b>	<b>6,635,928</b>	<b>(571,246)</b>	<b>6,064,682</b>	<b>1,462,563</b>	<b>76%</b>
<b>HUMAN RESOURCES</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	820,917	1,060,031	1,427,810	10,709	1,438,519	378,488	74%
Administrative	111,362	104,952	214,428	(34,500)	179,928	74,976	58%
Purchased Goods	29,825	2,171	5,857	(1,500)	4,357	2,186	50%
Purchased Services	121,974	99,757	173,428	(29,384)	144,044	44,287	69%
<b>Total EXPENDITURES</b>	<b>1,084,078</b>	<b>1,266,911</b>	<b>1,821,523</b>	<b>(54,675)</b>	<b>1,766,848</b>	<b>499,937</b>	<b>72%</b>
<b>REVENUE</b>							
Financing Revenue	(337,807)	(367,430)	(356,721)	(10,709)	(367,430)		100%
Reallocated Revenue	(111,945)	(124,440)	(171,194)		(171,194)	(46,754)	73%
<b>Total REVENUE</b>	<b>(449,752)</b>	<b>(491,870)</b>	<b>(527,915)</b>	<b>(10,709)</b>	<b>(538,624)</b>	<b>(46,754)</b>	<b>91%</b>
<b>Total HUMAN RESOURCES</b>	<b>634,326</b>	<b>775,041</b>	<b>1,293,608</b>	<b>(65,384)</b>	<b>1,228,224</b>	<b>453,183</b>	<b>63%</b>
<b>LEGISLATIVE &amp; LEGAL SERVICES</b>							
<b>EXPENDITURES</b>							

**TOWN OF MILTON**  
**OPERATING FINANCIAL STATEMENT**  
**September 2023**

**CORPORATE SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Salaries and Benefits	2,154,535	2,289,909	3,440,325	(175,938)	3,264,387	974,478	70%
Administrative	24,035	37,954	74,169	(3,309)	70,860	32,906	54%
Financial	29,286	25,098	35,000	5,000	40,000	14,902	63%
Transfers to Own Funds		225,000	225,000		225,000		100%
Purchased Goods	13,857	12,346	27,999	(200)	27,799	15,453	44%
Purchased Services	777,813	729,783	861,406	87,793	949,199	219,416	77%
Reallocated Expenses	78,936	146,625	111,467		111,467	(35,158)	132%
<b>Total EXPENDITURES</b>	<b>3,078,462</b>	<b>3,466,715</b>	<b>4,775,366</b>	<b>(86,654)</b>	<b>4,688,712</b>	<b>1,221,997</b>	<b>74%</b>
<b>REVENUE</b>							
Financing Revenue	(796,372)	(298,777)	(292,909)	(5,869)	(298,778)	(1)	100%
Recoveries and Donations	(87,498)	(3,816)	(21,500)		(21,500)	(17,684)	18%
User Fees and Service Charges	(1,137,654)	(1,636,577)	(2,392,051)	(3,000)	(2,395,051)	(758,474)	68%
<b>Total REVENUE</b>	<b>(2,021,524)</b>	<b>(1,939,170)</b>	<b>(2,706,460)</b>	<b>(8,869)</b>	<b>(2,715,329)</b>	<b>(776,159)</b>	<b>71%</b>
<b>Total LEGISLATIVE &amp; LEGAL SERVICES</b>	<b>1,056,938</b>	<b>1,527,545</b>	<b>2,068,906</b>	<b>(95,523)</b>	<b>1,973,383</b>	<b>445,838</b>	<b>77%</b>
<b>STRATEGIC COMMUNICATIONS</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	662,740	718,837	1,032,403	(15,089)	1,017,314	298,477	71%
Administrative	9,346	20,754	22,984	2,000	24,984	4,230	83%
Purchased Goods	1,586	2,262	8,300		8,300	6,038	27%
Purchased Services	36,212	29,499	119,977	(13,877)	106,100	76,601	28%
<b>Total EXPENDITURES</b>	<b>709,884</b>	<b>771,352</b>	<b>1,183,664</b>	<b>(26,966)</b>	<b>1,156,698</b>	<b>385,346</b>	<b>67%</b>
<b>REVENUE</b>							
Financing Revenue	(203,263)	(202,003)	(202,003)		(202,003)		100%
Grants	(2,100)						
<b>Total REVENUE</b>	<b>(205,363)</b>	<b>(202,003)</b>	<b>(202,003)</b>		<b>(202,003)</b>		<b>100%</b>
<b>Total STRATEGIC COMMUNICATIONS</b>	<b>504,521</b>	<b>569,349</b>	<b>981,661</b>	<b>(26,966)</b>	<b>954,695</b>	<b>385,346</b>	<b>60%</b>
<b>Total CORPORATE SERVICES</b>	<b>6,695,128</b>	<b>8,152,291</b>	<b>12,782,739</b>	<b>(1,103,626)</b>	<b>11,679,113</b>	<b>3,526,822</b>	<b>70%</b>
<b>Total CORPORATE SERVICES</b>	<b>6,695,128</b>	<b>8,152,291</b>	<b>12,782,739</b>	<b>(1,103,626)</b>	<b>11,679,113</b>	<b>3,526,822</b>	<b>70%</b>

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**OPERATING FINANCIAL STATEMENT**  
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**GENERAL GOVERNMENT**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>GENERAL GOVERNMENT</b>							
<b>GENERAL GOVERNMENT</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	25,251	171				(171)	
Administrative	43,813	77,859	120,000		120,000	42,141	65%
Financial	4,315,003	4,744,866	5,328,957	58,290	5,387,247	642,381	88%
Transfers to Own Funds	31,906,460	34,147,175	44,817,917	1,671,522	46,489,439	12,342,264	73%
Purchased Services	236,957	175,550	88,865	134,243	223,108	47,558	79%
Reallocated Expenses	8,381						
<b>Total EXPENDITURES</b>	<b>36,535,865</b>	<b>39,145,621</b>	<b>50,355,739</b>	<b>1,864,055</b>	<b>52,219,794</b>	<b>13,074,173</b>	<b>75%</b>
<b>REVENUE</b>							
External Revenue Transferred to Reserves a	(7,681,703)	(13,228,419)	(16,130,156)	(444,904)	(16,575,060)	(3,346,641)	80%
Financing Revenue	(6,503,390)	(7,021,054)	(6,139,400)	(1,978,911)	(8,118,311)	(1,097,257)	86%
Taxation	(77,155,703)	(85,057,584)	(85,427,006)	8,178	(85,418,828)	(361,244)	100%
Payments In Lieu	(1,020,098)	(1,041,432)	(1,028,464)	(12,967)	(1,041,431)	1	100%
Recoveries and Donations	(36,664)	106		(475)	(475)	(581)	(22%)
User Fees and Service Charges	(1,775,598)	(2,131,135)	(3,749,476)	1,390,197	(2,359,279)	(228,144)	90%
Reallocated Revenue	(1,495,686)	(1,614,408)	(2,350,636)		(2,350,636)	(736,228)	69%
<b>Total REVENUE</b>	<b>(95,668,842)</b>	<b>(110,093,926)</b>	<b>(114,825,138)</b>	<b>(1,038,882)</b>	<b>(115,864,020)</b>	<b>(5,770,094)</b>	<b>95%</b>
<b>Total GENERAL GOVERNMENT</b>	<b>(59,132,977)</b>	<b>(70,948,305)</b>	<b>(64,469,399)</b>	<b>825,173</b>	<b>(63,644,226)</b>	<b>7,304,079</b>	<b>111%</b>
<b>Total GENERAL GOVERNMENT</b>	<b>(59,132,977)</b>	<b>(70,948,305)</b>	<b>(64,469,399)</b>	<b>825,173</b>	<b>(63,644,226)</b>	<b>7,304,079</b>	<b>111%</b>
<b>Total GENERAL GOVERNMENT</b>	<b>(59,132,977)</b>	<b>(70,948,305)</b>	<b>(64,469,399)</b>	<b>825,173</b>	<b>(63,644,226)</b>	<b>7,304,079</b>	<b>111%</b>

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**COMMUNITY SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>COMMUNITY SERVICES</b>							
<b>RECREATION AND CULTURE FACILITES</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	3,569,758	4,397,282	6,291,765	(278,572)	6,013,193	1,615,911	73%
Administrative	12,350	15,604	40,021	(1,000)	39,021	23,417	40%
Financial	66,123	96,764	170,497	(62,669)	107,828	11,064	90%
Transfers to Own Funds	1,731,905	1,985,236	2,071,849		2,071,849	86,613	96%
Purchased Goods	263,621	460,081	856,987	(112,535)	744,452	284,371	62%
Purchased Services	3,018,477	3,091,150	6,245,587	(521,664)	5,723,923	2,632,773	54%
Reallocated Expenses	114,189	146,079	179,466		179,466	33,387	81%
<b>Total EXPENDITURES</b>	<b>8,776,423</b>	<b>10,192,196</b>	<b>15,856,172</b>	<b>(976,440)</b>	<b>14,879,732</b>	<b>4,687,536</b>	<b>68%</b>
<b>REVENUE</b>							
Financing Revenue	(264,716)	(284,904)	(395,117)	24,918	(370,199)	(85,295)	77%
Grants	(622,653)	(549,925)	(989,811)	(1,823)	(991,634)	(441,709)	55%
Recoveries and Donations	(52,478)	(60,450)	(75,947)	(22,766)	(98,713)	(38,263)	61%
User Fees and Service Charges	(3,577,250)	(4,481,609)	(7,720,261)	848,802	(6,871,459)	(2,389,850)	65%
Reallocated Revenue	(179,422)	(194,075)	(424,355)		(424,355)	(230,280)	46%
<b>Total REVENUE</b>	<b>(4,696,519)</b>	<b>(5,570,963)</b>	<b>(9,605,491)</b>	<b>849,131</b>	<b>(8,756,360)</b>	<b>(3,185,397)</b>	<b>64%</b>
<b>total RECREATION AND CULTURE FACILITES</b>	<b>4,079,904</b>	<b>4,621,233</b>	<b>6,250,681</b>	<b>(127,309)</b>	<b>6,123,372</b>	<b>1,502,139</b>	<b>75%</b>
<b>ADMINISTRATION AND CIVIC FACILITIES</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	2,205,850	2,612,900	3,850,360	(321,896)	3,528,464	915,564	74%
Administrative	31,306	22,438	50,838		50,838	28,400	44%
Financial	63,258	50,834	59,893		59,893	9,059	85%
Transfers to Own Funds	314,036	345,660	460,049	(71,201)	388,848	43,188	89%
Purchased Goods	46,384	44,173	89,685		89,685	45,512	49%
Purchased Services	1,038,018	1,010,514	1,647,204	(97,181)	1,550,023	539,509	65%
Reallocated Expenses	80,283	75,913	94,193		94,193	18,280	81%
<b>Total EXPENDITURES</b>	<b>3,779,135</b>	<b>4,162,432</b>	<b>6,252,222</b>	<b>(490,278)</b>	<b>5,761,944</b>	<b>1,599,512</b>	<b>72%</b>
<b>REVENUE</b>							
Financing Revenue	(1,083,160)	(998,462)	(1,647,141)	305,353	(1,341,788)	(343,326)	74%
Recoveries and Donations	(15,086)	(13,506)	(17,138)		(17,138)	(3,632)	79%
User Fees and Service Charges	(195,995)	(229,797)	(336,846)	(15,000)	(351,846)	(122,049)	65%
<b>Total REVENUE</b>	<b>(1,294,241)</b>	<b>(1,241,765)</b>	<b>(2,001,125)</b>	<b>290,353</b>	<b>(1,710,772)</b>	<b>(469,007)</b>	<b>73%</b>
<b>total ADMINISTRATION AND CIVIC FACILITIES</b>	<b>2,484,894</b>	<b>2,920,667</b>	<b>4,251,097</b>	<b>(199,925)</b>	<b>4,051,172</b>	<b>1,130,505</b>	<b>72%</b>
<b>PROGRAMS</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	2,585,646	3,572,879	5,268,377	(503,049)	4,765,328	1,192,449	75%
Administrative	21,250	19,164	62,158	(21,010)	41,148	21,984	47%
Financial	106,259	210,260	584,955	197,000	781,955	571,695	27%
Transfers to Own Funds			23,350	55,000	78,350	78,350	
Purchased Goods	113,817	155,477	260,172	(26,404)	233,768	78,291	67%
Purchased Services	166,830	289,985	858,082	(277,515)	580,567	290,582	50%
Reallocated Expenses	42,865	116,427	83,161	38,750	121,911	5,484	96%
<b>Total EXPENDITURES</b>	<b>3,036,667</b>	<b>4,364,192</b>	<b>7,140,255</b>	<b>(537,228)</b>	<b>6,603,027</b>	<b>2,238,835</b>	<b>66%</b>

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**COMMUNITY SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>REVENUE</b>							
Financing Revenue	(22,195)	(87,054)	(656,244)	(93,000)	(749,244)	(662,190)	12%
Grants	(43,200)	(52,531)	(68,421)	(3,491)	(71,912)	(19,381)	73%
Recoveries and Donations	(59,630)	(134,984)	(403,005)	111,661	(291,344)	(156,360)	46%
User Fees and Service Charges	(2,402,004)	(4,424,668)	(5,851,192)	260,078	(5,591,114)	(1,166,446)	79%
Reallocated Revenue	(4,071)	(1,850)	(6,500)	3,000	(3,500)	(1,650)	53%
<b>Total REVENUE</b>	<b>(2,531,100)</b>	<b>(4,701,087)</b>	<b>(6,985,362)</b>	<b>278,248</b>	<b>(6,707,114)</b>	<b>(2,006,027)</b>	<b>70%</b>
<b>Total PROGRAMS</b>	<b>505,567</b>	<b>(336,895)</b>	<b>154,893</b>	<b>(258,980)</b>	<b>(104,087)</b>	<b>232,808</b>	<b>324%</b>
<b>OPERATIONS</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	5,082,644	5,514,285	7,514,473	(38,480)	7,475,993	1,961,708	74%
Administrative	9,152	9,007	57,161	(1,765)	55,396	46,389	16%
Transfers to Own Funds	1,809,887	1,986,091	1,986,091		1,986,091		100%
Purchased Goods	1,212,150	1,435,054	1,878,929	35,744	1,914,673	479,619	75%
Purchased Services	4,765,035	4,954,647	7,964,707	143,500	8,108,207	3,153,560	61%
Fleet Expenses	979,289	1,102,617	1,326,890	145,000	1,471,890	369,273	75%
Reallocated Expenses	3,131,316	2,836,342	4,116,673		4,116,673	1,280,331	69%
<b>Total EXPENDITURES</b>	<b>16,989,473</b>	<b>17,838,043</b>	<b>24,844,924</b>	<b>283,999</b>	<b>25,128,923</b>	<b>7,290,880</b>	<b>71%</b>
<b>REVENUE</b>							
Financing Revenue	(133,200)	(225,826)	(279,764)	(49,548)	(329,312)	(103,486)	69%
Recoveries and Donations	(2,161,640)	(1,805,961)	(3,673,817)	496,836	(3,176,981)	(1,371,020)	57%
User Fees and Service Charges	(550,646)	(888,169)	(1,220,899)	(82,608)	(1,303,507)	(415,338)	68%
Reallocated Revenue	(3,520,031)	(3,345,154)	(4,563,839)	(61,153)	(4,624,992)	(1,279,838)	72%
<b>Total REVENUE</b>	<b>(6,365,517)</b>	<b>(6,265,110)</b>	<b>(9,738,319)</b>	<b>303,527</b>	<b>(9,434,792)</b>	<b>(3,169,682)</b>	<b>66%</b>
<b>Total OPERATIONS</b>	<b>10,623,956</b>	<b>11,572,933</b>	<b>15,106,605</b>	<b>587,526</b>	<b>15,694,131</b>	<b>4,121,198</b>	<b>74%</b>
<b>TRANSIT</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	253,368	328,059	446,095		446,095	118,036	74%
Administrative	10,040	9,867	18,531	(5,000)	13,531	3,664	73%
Financial			300		300	300	
Transfers to Own Funds	1,468,853	1,767,390	1,767,390		1,767,390		100%
Purchased Goods	3,934	4,087	13,778		13,778	9,691	30%
Purchased Services	3,065,482	3,885,960	5,822,654	695	5,823,349	1,937,389	67%
Fleet Expenses	940,972	1,094,990	2,149,883	(25,586)	2,124,297	1,029,307	52%
Reallocated Expenses	89,910	127,979	66,826	61,153	127,979		100%
<b>Total EXPENDITURES</b>	<b>5,832,559</b>	<b>7,218,332</b>	<b>10,285,457</b>	<b>31,262</b>	<b>10,316,719</b>	<b>3,098,387</b>	<b>70%</b>
<b>REVENUE</b>							
Financing Revenue	(977,940)	(978,132)	(978,132)		(978,132)		100%
Grants	(115,557)						
Recoveries and Donations	(45,878)	(614,900)	(784,496)	(105,933)	(890,429)	(275,529)	69%
User Fees and Service Charges	(586,660)	(843,397)	(1,160,188)	(43,336)	(1,203,524)	(360,127)	70%
<b>Total REVENUE</b>	<b>(1,726,035)</b>	<b>(2,436,429)</b>	<b>(2,922,816)</b>	<b>(149,269)</b>	<b>(3,072,085)</b>	<b>(635,656)</b>	<b>79%</b>
<b>Total TRANSIT</b>	<b>4,106,524</b>	<b>4,781,903</b>	<b>7,362,641</b>	<b>(118,007)</b>	<b>7,244,634</b>	<b>2,462,731</b>	<b>66%</b>
<b>FIRE</b>							
<b>EXPENDITURES</b>							



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**COMMUNITY SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
Salaries and Benefits	8,091,296	9,028,146	12,521,212	(441,890)	12,079,322	3,051,176	75%
Administrative	79,421	79,060	125,961	28,543	154,504	75,444	51%
Financial	3,403	4,349	3,000	2,500	5,500	1,151	79%
Transfers to Own Funds	1,048,572	1,106,306	1,106,306		1,106,306		100%
Purchased Goods	47,942	87,968	76,794	30,068	106,862	18,894	82%
Purchased Services	181,435	204,464	335,396	5,717	341,113	136,649	60%
Fleet Expenses	172,363	180,324	186,753	21,187	207,940	27,616	87%
Reallocated Expenses			453		453	453	
<b>Total EXPENDITURES</b>	<b>9,624,432</b>	<b>10,690,617</b>	<b>14,355,875</b>	<b>(353,875)</b>	<b>14,002,000</b>	<b>3,311,383</b>	<b>76%</b>
<b>REVENUE</b>							
Financing Revenue	(10,199)	(15,682)	(10,408)	(5,274)	(15,682)		100%
Grants	(4,900)	(18,068)	(2,500)	(82,772)	(85,272)	(67,204)	21%
Recoveries and Donations	(109,255)	(91,226)	(164,000)	(190)	(164,190)	(72,964)	56%
User Fees and Service Charges	(135,590)	(113,578)	(159,669)	(11,545)	(171,214)	(57,636)	66%
<b>Total REVENUE</b>	<b>(259,944)</b>	<b>(238,554)</b>	<b>(336,577)</b>	<b>(99,781)</b>	<b>(436,358)</b>	<b>(197,804)</b>	<b>55%</b>
<b>Total FIRE</b>	<b>9,364,488</b>	<b>10,452,063</b>	<b>14,019,298</b>	<b>(453,656)</b>	<b>13,565,642</b>	<b>3,113,579</b>	<b>77%</b>
<b>Total COMMUNITY SERVICES</b>	<b>31,165,333</b>	<b>34,011,904</b>	<b>47,145,215</b>	<b>(570,351)</b>	<b>46,574,864</b>	<b>12,562,960</b>	<b>73%</b>
<b>Total COMMUNITY SERVICES</b>	<b>31,165,333</b>	<b>34,011,904</b>	<b>47,145,215</b>	<b>(570,351)</b>	<b>46,574,864</b>	<b>12,562,960</b>	<b>73%</b>

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**DEVELOPMENT SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>DEVELOPMENT SERVICES</b>							
<b>PLANNING SERVICES</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	1,433,497	1,625,766	2,446,846	(206,126)	2,240,720	614,954	73%
Administrative	13,867	21,485	50,509	(3,250)	47,259	25,774	45%
Purchased Services	83,912	48,899	56,934	25,726	82,660	33,761	59%
<b>Total EXPENDITURES</b>	<b>1,531,276</b>	<b>1,696,150</b>	<b>2,554,289</b>	<b>(183,650)</b>	<b>2,370,639</b>	<b>674,489</b>	<b>72%</b>
<b>REVENUE</b>							
Financing Revenue	(289,988)	(347,731)	(596,711)		(596,711)	(248,980)	58%
Recoveries and Donations	(24,503)	(22,485)	(54,200)	31,715	(22,485)		100%
User Fees and Service Charges	(1,424,351)	(1,537,006)	(2,853,534)	853,118	(2,000,416)	(463,410)	77%
<b>Total REVENUE</b>	<b>(1,738,842)</b>	<b>(1,907,222)</b>	<b>(3,504,445)</b>	<b>884,833</b>	<b>(2,619,612)</b>	<b>(712,390)</b>	<b>73%</b>
<b>Total PLANNING SERVICES</b>	<b>(207,566)</b>	<b>(211,072)</b>	<b>(950,156)</b>	<b>701,183</b>	<b>(248,973)</b>	<b>(37,901)</b>	<b>85%</b>
<b>BUILDING SERVICES</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	2,527,003	2,748,643	5,171,897	(1,427,100)	3,744,797	996,154	73%
Administrative	53,616	69,706	156,362	(25,146)	131,216	61,510	53%
Financial	(1)	(7)				7	
Transfers to Own Funds	8,903,808	590,890	3,989,862	(3,989,862)		(590,890)	
Purchased Goods	1,926	1,939	16,301	(9,000)	7,301	5,362	27%
Purchased Services	26,467	40,022	56,966	3,073	60,039	20,017	67%
Reallocated Expenses	1,527,953	1,729,665	2,720,794	(171,376)	2,549,418	819,753	68%
<b>Total EXPENDITURES</b>	<b>13,040,772</b>	<b>5,180,858</b>	<b>12,112,182</b>	<b>(5,619,411)</b>	<b>6,492,771</b>	<b>1,311,913</b>	<b>80%</b>
<b>REVENUE</b>							
Financing Revenue	(26,875)	(9,264)	(9,264)	(983,969)	(993,233)	(983,969)	1%
Recoveries and Donations		(3,562)		(3,562)	(3,562)		100%
User Fees and Service Charges	(13,013,899)	(5,168,029)	(12,102,915)	6,606,943	(5,495,972)	(327,943)	94%
<b>Total REVENUE</b>	<b>(13,040,774)</b>	<b>(5,180,855)</b>	<b>(12,112,179)</b>	<b>5,619,412</b>	<b>(6,492,767)</b>	<b>(1,311,912)</b>	<b>80%</b>
<b>Total BUILDING SERVICES</b>	<b>(2)</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>75%</b>
<b>INFRASTRUCTURE MANAGEMENT</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	1,492,587	1,538,745	2,480,624	(312,189)	2,168,435	629,690	71%
Administrative	19,171	16,310	38,018	(240)	37,778	21,468	43%
Financial	227,951	228,454	246,094		246,094	17,640	93%
Transfers to Own Funds	29,257	33,920	33,920		33,920		100%
Purchased Goods	49,409	27,522	67,702	1,371	69,073	41,551	40%
Purchased Services	1,079,674	1,237,096	2,115,944	(20,006)	2,095,938	858,842	59%
Reallocated Expenses	1,212		7,926		7,926	7,926	
<b>Total EXPENDITURES</b>	<b>2,899,261</b>	<b>3,082,047</b>	<b>4,990,228</b>	<b>(331,064)</b>	<b>4,659,164</b>	<b>1,577,117</b>	<b>66%</b>
<b>REVENUE</b>							
Financing Revenue	(767,152)	(936,957)	(1,394,473)	228,848	(1,165,625)	(228,668)	80%
Recoveries and Donations	(7,644)	(21,361)	(14,767)	(6,742)	(21,509)	(148)	99%
User Fees and Service Charges	(137,351)	(225,798)	(370,452)	(97,630)	(468,082)	(242,284)	48%
<b>Total REVENUE</b>	<b>(912,147)</b>	<b>(1,184,116)</b>	<b>(1,779,692)</b>	<b>124,476</b>	<b>(1,655,216)</b>	<b>(471,100)</b>	<b>72%</b>
<b>Total INFRASTRUCTURE MANAGEMENT</b>	<b>1,987,114</b>	<b>1,897,931</b>	<b>3,210,536</b>	<b>(206,588)</b>	<b>3,003,948</b>	<b>1,106,017</b>	<b>63%</b>

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**DEVELOPMENT SERVICES**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>DEVELOPMENT ENGINEERING</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	1,375,568	1,470,781	2,100,806		2,100,806	630,025	70%
Administrative	21,405	15,577	34,462		34,462	18,885	45%
Transfers to Own Funds		85,430		85,430	85,430		100%
Purchased Goods			200		200	200	
Purchased Services	102,773	62,137	323,142	(31,304)	291,838	229,701	21%
<b>Total EXPENDITURES</b>	<b>1,499,746</b>	<b>1,633,925</b>	<b>2,458,610</b>	<b>54,126</b>	<b>2,512,736</b>	<b>878,811</b>	<b>65%</b>
<b>REVENUE</b>							
Financing Revenue	(77,228)	(337,347)	(311,874)	(28,082)	(339,956)	(2,609)	99%
Recoveries and Donations	(14,842)	(40,139)	(77,570)		(77,570)	(37,431)	52%
User Fees and Service Charges	(1,158,640)	(1,290,694)	(2,425,237)	488,152	(1,937,085)	(646,391)	67%
Reallocated Revenue	(41,925)	(52,562)	(232,010)	171,376	(60,634)	(8,072)	87%
<b>Total REVENUE</b>	<b>(1,292,635)</b>	<b>(1,720,742)</b>	<b>(3,046,691)</b>	<b>631,446</b>	<b>(2,415,245)</b>	<b>(694,503)</b>	<b>71%</b>
<b>Total DEVELOPMENT ENGINEERING</b>	<b>207,111</b>	<b>(86,817)</b>	<b>(588,081)</b>	<b>685,572</b>	<b>97,491</b>	<b>184,308</b>	<b>(89%)</b>
<b>ADMINISTRATION</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	280,349	336,632	471,794		471,794	135,162	71%
Administrative	13,043	9,284	11,565		11,565	2,281	80%
Purchased Goods	8,141	13,395	37,950	(18,062)	19,888	6,493	67%
Purchased Services	129,237	190,787	247,969	36,438	284,407	93,620	67%
<b>Total EXPENDITURES</b>	<b>430,770</b>	<b>550,098</b>	<b>769,278</b>	<b>18,376</b>	<b>787,654</b>	<b>237,556</b>	<b>70%</b>
<b>REVENUE</b>							
Financing Revenue	(81,311)	(89,304)	(102,083)		(102,083)	(12,779)	87%
Recoveries and Donations	(1,302)	(37,942)		(37,942)	(37,942)		100%
User Fees and Service Charges		(257)		(257)	(257)		100%
<b>Total REVENUE</b>	<b>(82,613)</b>	<b>(127,503)</b>	<b>(102,083)</b>	<b>(38,199)</b>	<b>(140,282)</b>	<b>(12,779)</b>	<b>91%</b>
<b>Total ADMINISTRATION</b>	<b>348,157</b>	<b>422,595</b>	<b>667,195</b>	<b>(19,823)</b>	<b>647,372</b>	<b>224,777</b>	<b>65%</b>
<b>Total DEVELOPMENT SERVICES</b>	<b>2,334,814</b>	<b>2,022,640</b>	<b>2,339,497</b>	<b>1,160,345</b>	<b>3,499,842</b>	<b>1,477,202</b>	<b>58%</b>
<b>Total DEVELOPMENT SERVICES</b>	<b>2,334,814</b>	<b>2,022,640</b>	<b>2,339,497</b>	<b>1,160,345</b>	<b>3,499,842</b>	<b>1,477,202</b>	<b>58%</b>

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**LIBRARY**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>LIBRARY</b>							
<b>LIBRARY</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	2,590,239	2,866,693	4,158,747	(247,394)	3,911,353	1,044,660	73%
Administrative	37,857	40,593	53,629	2,000	55,629	15,036	73%
Financial	4,497	5,080	5,821		5,821	741	87%
Transfers to Own Funds	634,686	678,988	678,988		678,988		100%
Purchased Goods	278,339	365,390	372,983	65,214	438,197	72,807	83%
Purchased Services	344,985	295,050	534,031	(37,287)	496,744	201,694	59%
Reallocated Expenses	181,844	195,015	392,230		392,230	197,215	50%
<b>Total EXPENDITURES</b>	<b>4,072,447</b>	<b>4,446,809</b>	<b>6,196,429</b>	<b>(217,467)</b>	<b>5,978,962</b>	<b>1,532,153</b>	<b>74%</b>
<b>REVENUE</b>							
Financing Revenue	(18,919)	(21,696)	(21,696)		(21,696)		100%
Taxation	(5,308,486)	(5,901,548)	(5,901,548)		(5,901,548)		100%
Grants	(58,463)	(39,951)	(57,554)	(35,213)	(92,767)	(52,816)	43%
Recoveries and Donations	(13,855)	(14,685)	(14,596)	(3,622)	(18,218)	(3,533)	81%
User Fees and Service Charges	(77,843)	(72,646)	(201,037)	105,071	(95,966)	(23,320)	76%
<b>Total REVENUE</b>	<b>(5,477,566)</b>	<b>(6,050,526)</b>	<b>(6,196,431)</b>	<b>66,236</b>	<b>(6,130,195)</b>	<b>(79,669)</b>	<b>99%</b>
<b>Total LIBRARY</b>	<b>(1,405,119)</b>	<b>(1,603,717)</b>	<b>(2)</b>	<b>(151,231)</b>	<b>(151,233)</b>	<b>1,452,484</b>	
<b>Total LIBRARY</b>	<b>(1,405,119)</b>	<b>(1,603,717)</b>	<b>(2)</b>	<b>(151,231)</b>	<b>(151,233)</b>	<b>1,452,484</b>	
<b>Total LIBRARY</b>	<b>(1,405,119)</b>	<b>(1,603,717)</b>	<b>(2)</b>	<b>(151,231)</b>	<b>(151,233)</b>	<b>1,452,484</b>	

**TOWN OF MILTON**  
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**HOSPITAL EXPANSION**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
HOSPITAL EXPANSION							
HOSPITAL EXPANSION							
EXPENDITURES							
Financial	1,963,037	2,076,710	2,499,256		2,499,256	422,546	83%
<b>Total EXPENDITURES</b>	1,963,037	2,076,710	2,499,256		2,499,256	422,546	83%
REVENUE							
Financing Revenue	(2,501,566)	(2,499,256)	(2,499,256)		(2,499,256)		100%
<b>Total REVENUE</b>	(2,501,566)	(2,499,256)	(2,499,256)		(2,499,256)		100%
<b>Total HOSPITAL EXPANSION</b>	(538,529)	(422,546)				422,546	
<b>Total HOSPITAL EXPANSION</b>	(538,529)	(422,546)				422,546	
<b>Total HOSPITAL EXPANSION</b>	(538,529)	(422,546)				422,546	

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**BIA**

	2022 YTD ACTUAL	2023 YTD ACTUAL	ANNUAL BUDGET	FORECAST CHANGES	FORECAST BUDGET	VARIANCE	PERCENT of BUDGET
<b>BIA</b>							
<b>BIA</b>							
<b>EXPENDITURES</b>							
Salaries and Benefits	110,165	152,337	173,391	26,300	199,691	47,354	76%
Administrative		22				(22)	
Financial	2,128	3,250	4,500	1,000	5,500	2,250	59%
Purchased Goods	20,976	12,221	13,500	7,530	21,030	8,809	58%
Purchased Services	113,515	127,416	209,096	29,111	238,207	110,791	53%
Reallocated Expenses	3,849	4,373	6,000	(1,200)	4,800	427	91%
<b>Total EXPENDITURES</b>	<b>250,633</b>	<b>299,619</b>	<b>406,487</b>	<b>62,741</b>	<b>469,228</b>	<b>169,609</b>	<b>64%</b>
<b>REVENUE</b>							
Financing Revenue	(36,604)	(29,740)	(29,740)		(29,740)		100%
Taxation	(244,707)	(258,162)	(258,086)		(258,086)	76	100%
Grants	(54,374)	(14,043)	(4,000)	(18,787)	(22,787)	(8,744)	62%
Recoveries and Donations	(54,443)	(39,741)	(26,500)	(23,500)	(50,000)	(10,259)	79%
User Fees and Service Charges	(15,556)	(14,398)	(18,500)		(18,500)	(4,102)	78%
Reallocated Revenue	(33,150)	(108,411)	(69,661)	(38,750)	(108,411)		100%
<b>Total REVENUE</b>	<b>(438,834)</b>	<b>(464,495)</b>	<b>(406,487)</b>	<b>(81,037)</b>	<b>(487,524)</b>	<b>(23,029)</b>	<b>95%</b>
<b>Total BIA</b>	<b>(188,201)</b>	<b>(164,876)</b>		<b>(18,296)</b>	<b>(18,296)</b>	<b>146,580</b>	
<b>Total BIA</b>	<b>(188,201)</b>	<b>(164,876)</b>		<b>(18,296)</b>	<b>(18,296)</b>	<b>146,580</b>	
<b>Total BIA</b>	<b>(188,201)</b>	<b>(164,876)</b>		<b>(18,296)</b>	<b>(18,296)</b>	<b>146,580</b>	

## 2023 Operating Variance Commentary By Department

Variances impacting multiple departments of the Town are highlighted below.

### Staff Gapping

In 2023, the Town budgeted for savings from staff vacancies in the amount of \$825,000. 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 up to the full year budgeted gapping amounts. This redistributes the annual budget from the departments as the savings are being incurred. The Town wide staff gapping savings projected through the September variance review process are \$1,881,026. As such, the budgeted savings of \$825,000 have been reached and additional savings in the amount of \$1,056,026 are expected to be realized.

### Insurance

As previously reported through CORS-010-22, the Town's insurance policies were renewed for an 18 month period at a cost of \$1,324,494 for 2023. An unfavourable variance to budget of \$18,087 is being reported. Insurance costs have been allocated across departments and corresponding forecast changes reflecting variances to budget for each department have been completed.

### Fuel and Utilities

Reducing hydro consumption has been the focus of several recent capital programs. LED lighting upgrades at the Milton Sports Centre, and the Milton Leisure Centre have reduced consumption and maintenance costs. Solar panels have been installed at Sherwood Community Centre to satisfy facility demand with renewable energy. These projects have led to energy consumption reductions with hydro savings of \$743,132 being reported within the Town facilities. Partially offsetting this are gas and water cost increases of \$460,851 across the facilities, which is due to a combination of increased rates and consumption.

### Grant Funding

The Town was successful in receiving provincial grant funding in 2023 for Next Generation 9-1-1 (NG911) to support the Town's transition to the new NG911 requirements by the federally mandated timeline of March 4, 2025. Total funding of \$409,719 was received, of which \$104,611 will be applied towards IT and Fire related expenditures within the operating budget. The balance will offset costs incurred in the capital program.

Variances identified within specific departments are as follows:

**Mayor & Council - \$7,645 Projected Unfavourable**

## 2023 Operating Variance Commentary By Department

The variance represents a rebalancing of the budget resulting from the elimination of the benefit premium cost sharing program previously reported in CORS-055-22 offset in part by a decrease in professional development costs and the insurance allocation.

### **Executive Services - \$26,139 Projected Favourable**

Office of the CAO is projecting a year end surplus of \$29,534 which primarily relates to expected savings in legal spending.

Strategic Initiatives and Economic Development is projecting a deficit of \$3,394. Reduced facility rentals and memberships at the Milton Education Village Innovation Centre is resulting in a projected \$93,200 in reduced revenues, which is partially offset by related decreased transfer to reserve of \$15,000. Savings are expected in marketing/advertising of \$40,000 and utilities of \$23,400, along with other miscellaneous areas.

### **Corporate Services - \$1,103,624 Projected Favourable**

The Finance division is reporting a surplus of \$344,507, largely the result of staff gapping savings of \$289,225 and decreased legal costs of \$50,000.

Information Technology is reporting savings of \$571,246. This is largely due to staff vacancy savings of \$234,276, which is partially offset by increased overtime costs of \$24,000. The delay of some software managed services is leading to savings of \$150,000 in service agreements. Some scheduled software maintenance has proven unnecessary, resulting in a reduction of \$105,000 in annual maintenance costs. Additional savings communications costs are being reported in the amount of \$67,200. New NG911 grant funding of \$37,408 is also being reported.

Human Resources is reporting savings of \$65,384 largely due to savings in continuing education and corporate training of \$35,500 as well as savings in contracts of \$20,000 and other miscellaneous items.

The Legislative and Legal Services division is reporting a surplus of \$95,523. Staff gapping savings of \$181,806 are partially offset by increased legal costs of \$50,000 and postage costs of \$27,949 as well as other miscellaneous savings.

Strategic Communications is reporting savings of \$26,966 as a result of savings from staff vacancies, professional development and advertising.

### **General Government - \$825,173 Projected Unfavourable**

In 2023, the Town budgeted for savings from staff vacancies in the amount of \$825,000. 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 up to the full year budgeted gapping amounts. This redistributes the



## 2023 Operating Variance Commentary By Department

annual budget from the departments as the savings are being incurred. By end of September 2023, the Town wide staff gapping savings identified were \$1,881,026. The budget of \$825,000 has been reached and additional savings in the amount of \$1,056,026 have been realized.

Based on Town policy, the investment income related to reserve funds, including development charge reserve funds, is allocated directly to the specific reserve fund with the remaining going through the operating budget. Due to a higher than anticipated portfolio balance and overall increase in yields, investment income for the Town is forecasted to be \$3.0 million favourable to budget, with \$2.9 million flowing through Financing Revenue within General Government and then allocated to specific reserves as identified through the budget process with no impact to the bottom line. Of the estimated \$3.0 million surplus, \$1.3 million is forecasted to be transferred to the Infrastructure Roads reserve and \$0.6 million to the Infrastructure Facilities Reserve. The remaining \$1.1 million is not currently reflected in the reserve schedules as it will be determined through the year process where best to apply these funds, which may include a reserve or the Town's project variance account.

A surplus of \$10,766 is being reported related to the final 2023 taxation revenues associated with payments in lieu and final tax billings to the hydro companies. Tax write-offs are trending higher than budget and are forecast to be \$125,000 over budget. Penalties and Interest payments are expected to exceed the budget by \$100,000.

Costs associated with insurance related incidents are tracked centrally within General Government. Forecast changes in the amount of \$70,028 are being reported related to the number and cost of incidents in 2023 relative to budget with insurance claim recoveries offsetting the cost of incidents that exceed the Town's deductible. The division is reflected as being balanced to budget for year end with an adjustment to the transfer to/from the Town's Insurance and Legal Matters reserve in accordance with Town policy.

A dividend for 2022 was declared by Milton Hydro Holdings and remitted to the Town in 2023 in the amount of \$3,382,604. Furthermore, based on the most current projections from Milton Hydro, 2023 dividends are expected to be \$823,000 greater than what had previously been included in the Town's budget. In accordance with the Town's Treasury Policy, transfers to reserve will be utilized to stabilize the net impacts relative to the budgeted Milton Hydro funding distributions such that there will be no net impact to the Town from annual fluctuations.

Although not affecting the projected year end position, the timing of development activity has resulted in a net anticipated deficit of \$5,375,917 in capital provision and per unit processing fees. This will result in a lower than anticipated balance transferred to reserve in 2023 with no net impact to the operating forecast.

## 2023 Operating Variance Commentary By Department

### Community Services - \$570,351 Projected Favourable

Recreation and Culture Facilities is projecting a net surplus to budget of \$127,309. A net revenue loss of \$338,899 (before insurance recoveries) is being reported in this division related to the Indoor Turf facility being inoperable during 2023 and the transfer in ownership to a third party operator. However, this is more than offset by savings from staff vacancies and reduced part time hours of \$227,036, lower credit card charges of \$62,000, reflecting a reallocation of where these charges are booked, reduced spending in contracts of \$76,000 and savings from reduced hydro consumption of \$90,755, along with other miscellaneous variances expected in administration costs, fee revenue and the allocation of the insurance premiums.

Administration and Civic Facilities is projecting a favourable variance of \$199,925 largely related to utilities savings of \$100,622, and staff savings of \$129,973. An overall net increase in insurance premium fee of \$15,000 is also reflected. A reduction in lease revenue of \$111,023 is expected, which is partially offset by reduced transfer to reserve of \$71,201.

Programs is forecasting a favourable variance to budget of \$258,980. A shift in program offerings has resulted in reduced fee revenue of \$260,078 which is more than offset by related savings in staffing of \$503,049 and materials and contracts of \$149,347. Reflecting a continued shift to online registration, credit card charges are expected to be \$197,000 greater than budget. There are anticipated savings in the recreation subsidy program of \$59,000.

Operations is expecting an overall unfavourable variance of \$587,526. Of this amount, \$482,633 relates to increased winter maintenance costs associated with numerous winter thaw/freeze events. The clean-up of a fuel spill in Sunny Mount Park required unplanned expenditures of \$176,674. Increased costs associated with outsourcing equipment repairs, due to an internal staff vacancy, is expected in the amount of \$85,000. Equipment repair material costs are expected to exceed budget by \$75,000. A further \$98,000 relates to unanticipated repairs to guide rails and higher equipment maintenance contract costs. Partially offsetting this are staff gapping savings of \$152,666, savings from crack sealing program of \$93,400 and increased recoveries from developers for winter maintenance of \$51,608 due to new subdivision registrations and a shift in the timing of expected assumptions of existing subdivisions. Sportsfield rental revenue is also expected to be \$31,000 greater than budget.

Transit is anticipating a favourable variance of \$118,007 which is primarily related to Go Transit integration revenue increase of \$102,898 due to higher than anticipated GO Transit connections along with an increase in ticket revenue of \$63,235 related to higher than expected ridership. Partially offsetting this are higher winter maintenance costs associated with snow clearing of bus stops.

Fire is projecting a surplus of \$453,656 which largely relates to staff gapping savings of \$251,889 as well as a reduction in part-time staffing costs of \$200,000. Although the

## 2023 Operating Variance Commentary By Department

results of the fire wage contract settlement suggested that a variance to budget of \$117,500 could be expected in 2023, it is anticipated that this pressure will be fully mitigated by staff gapping savings within the Fire Division. Total unbudgeted grant revenue of \$85,272 was received to fund the costs of transitioning to the new NG911 legislative requirements as well as the costs of fire related equipment. Savings are partially offset by additional clothing costs, higher than anticipated fleet maintenance costs and program equipment as well as other miscellaneous items.

### **Development Services - \$1,160,346 Projected Unfavourable**

Planning Services is expecting a deficit in the amount of \$701,183. Staff gapping savings of \$194,126 are more than offset by an expected shortfall in planning application revenue of \$853,188 related to a shift in the timing of planning applications and other budget adjustments related to developer costs and recoveries.

Within Building Services, a decrease in projected building permit revenues of \$6.6 million is forecast for 2023, driven largely by a shift in timing of anticipated residential units for 2023. This is partially offset by staff gapping savings of \$1.4 million, resulting in an expected contribution from the Building Stabilization Reserve this year in the amount of \$1.0 million as compared to a budgeted transfer to the reserve of \$4.0 million. Overall there is no net impact to the Town's bottom line.

Infrastructure Management is projecting a \$206,588 favourable variance. Of this amount, \$171,590 is related to staff gapping savings. Contract costs are expected to exceed budget by \$90,000 due to an increased cost of underground infrastructure locating services. This is partially offset by a reduction of \$40,000 in spending for bike lane painting. Increased fee revenue of \$84,154 is expected which largely relates to increased developer recoveries of streetlight hydro and maintenance costs due to a shift in timing of subdivision assumptions along with new subdivisions not anticipated in the original budget estimates.

Development Engineering is reporting a deficit of \$685,572. This primarily relates to decreased revenues of \$744,958 associated with the deferred timing of planning applications and building permit activity as referenced above. Additional projected increased cost of \$68,872 is due to performing more work on undeveloped subdivisions than will be recovered through the Engineering and Inspection Fees. A deferral in the timing of the CLI ECA monitoring program will result in savings of \$100,000 in 2023. The remaining variance is the result of increased recoveries of staff from time spent on capital projects.

The Administration division has a surplus of \$19,823 related to savings from copies and postage.

### **Library - \$151,231 Projected Favourable**

## 2023 Operating Variance Commentary By Department

The library is expecting a surplus of \$151,231 which largely relates to staff gapping savings of \$247,394. Partially offsetting this are an expected shortfall in revenue for fees, fines and lost items of \$105,071.

### Hospital - No Projected Net Variances

### BIA - \$18,296 Projected Favourable

The BIA is expecting to be in a surplus position for year end resulting from additional grant and sponsorship revenue received of \$42,287 and contract costs savings of \$14,000, which is partially offset by increased salary costs due to staffing changes.

## Appendix 3 - CORS-054-23 Investment Portfolio Holdings and Limitations

Authorized Investments and Limitations (30-Sep-2023)										
Category / Sector <sup>(1)</sup>	Remaining Term			Total	% of Portfolio	Portfolio Maximum	Individual Maximum <sup>(2)</sup>	Term Limitation (Years)	Minimum DBRS Rating <sup>(3)</sup>	
	Less than 1 Year	1 to 5 Years	5 to 10 Years						Short-term	Long-Term
<b>Cash</b>	\$91.77	-	-	\$91.77	31%					
<b>Federal and Federal Guaranteed<sup>(4)</sup></b>	-	-	\$1.95	\$1.95	1%	100%	100%	20	N/A	A (low)
<b>Provincial and Provincial Guaranteed<sup>(4)</sup></b>										
Alberta	-	\$2.05	\$6.21	\$8.26	3%		20%	15	R-1 (low)	A (low)
British Columbia	-	-	\$4.79	\$4.79	2%		20%			
Manitoba	-	-	\$6.27	\$6.27	2%		20%			
New Brunswick	-	-	\$2.07	\$2.07	1%		20%			
Ontario	-	\$2.40	\$9.96	\$12.36	4%		20%			
Prince Edward Island	-	-	\$0.99	\$0.99	0%		20%			
Quebec	-	-	\$10.45	\$10.45	4%		20%			
Saskatchewan	-	-	\$1.05	\$1.05	0%		20%			
<b>Provincial and Provincial Guaranteed Sub-total</b>	\$0.00	\$4.45	\$41.80	\$46.25	15.5%	100%				
<b>Municipal and Municipal Guaranteed</b>										
BC Municipal Finance Authority	-	-	\$8.52	\$8.52	3%		10%	15	R-1 (low)	A (low)
City of Toronto	-	\$0.98	\$1.00	\$1.98	1%		10%			
Regional Municipality of York	-	\$6.73	\$6.04	\$12.77	4%		10%			
Regional Municipality of Peel	-	\$1.03	-	\$1.03	0%		10%			
City of Montreal	-	\$2.56	\$3.28	\$5.85	2%		10%			
Quebec City	-	-	\$2.50	\$2.50	1%		10%			
Region of Waterloo	-	-	\$4.42	\$4.42	1%		10%			
Region of Halton	-	-	\$4.12	\$4.12	1%		10%			
City of Vancouver	-	\$1.05	-	\$1.05	0%		10%			
<b>Municipal and Municipal Guaranteed Sub-total</b>	\$0.00	\$12.36	\$29.88	\$42.24	14%	50%				
<b>Boards / Schools<sup>(5)</sup> Sub-total</b>	\$0.00	\$0.00	\$0.00	\$0.00	0%	15%		15	R-1 (low)	AA(low)
<b>Financial Institution<sup>(6)</sup></b>										
<b>Schedule I Bank (Six Majors)</b>								10	R-1 (low)	A(low) <sup>(8)</sup>
Bank of Montreal	\$4.00	\$9.00	\$5.00	\$18.00	6%		20%			
Bank of Nova Scotia (The)	\$14.00	\$22.20	\$9.25	\$45.45	15%		20%			
Canadian Imperial Bank of Commerce	\$4.00	\$10.00	-	\$14.00	5%		20%			
Royal Bank of Canada	-	\$17.62	\$4.95	\$22.57	8%		20%			
Toronto-Dominion Bank (The)	\$4.02	\$2.50	\$9.79	\$16.31	5%		20%			
<b>Schedule I Bank (Six Majors) Sub-total</b>	\$26.02	\$61.32	\$28.98	\$116.32	39%	60%				
<b>Other Sch I, Sch II, Trust Loan, Credit Union</b>								2	R-1 (low)	A(low) <sup>(8)</sup>
<b>Other Sch I/Sch II/Trust/Credit Union Sub-total</b>	\$0.00	\$0.00	\$0.00	\$0.00	0%	20%				
<b>Financial Institution Sub-total<sup>(7)</sup></b>	\$26.02	\$61.32	\$28.98	\$116.32	39%	60%				
<b>ONE Investment Program<sup>(9)</sup></b>	\$0.00	\$0.00	\$0.00	\$0.00	0%	25%		N/A	N/A	N/A
<b>Asset Backed Securities</b>				\$0.00	0%	10%	5%	5	R-1 (high)	AAA
<b>Commercial paper or promissory notes</b>				\$0.00	0%	10%	5%	1	R-1 (mid)	N/A
<b>Total</b>	<b>\$117.79</b>	<b>\$78.13</b>	<b>\$102.61</b>	<b>\$298.53</b>	<b>100%</b>					

**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) Includes bonds, debentures or other evidence of indebtedness issued or guaranteed by the Government of Canada, or a Province of Canada. 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) Includes bonds, debentures, deposit receipts, deposit notes, certificates of deposit or similar instruments issued, accepted, guaranteed or endorsed by a bank in Schedule I or II or a Credit Union, including bail-in. 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). Credit Unions require financial statements or certification in writing that various financial criteria has been met as outlined in O. Reg. 438/97.

(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.

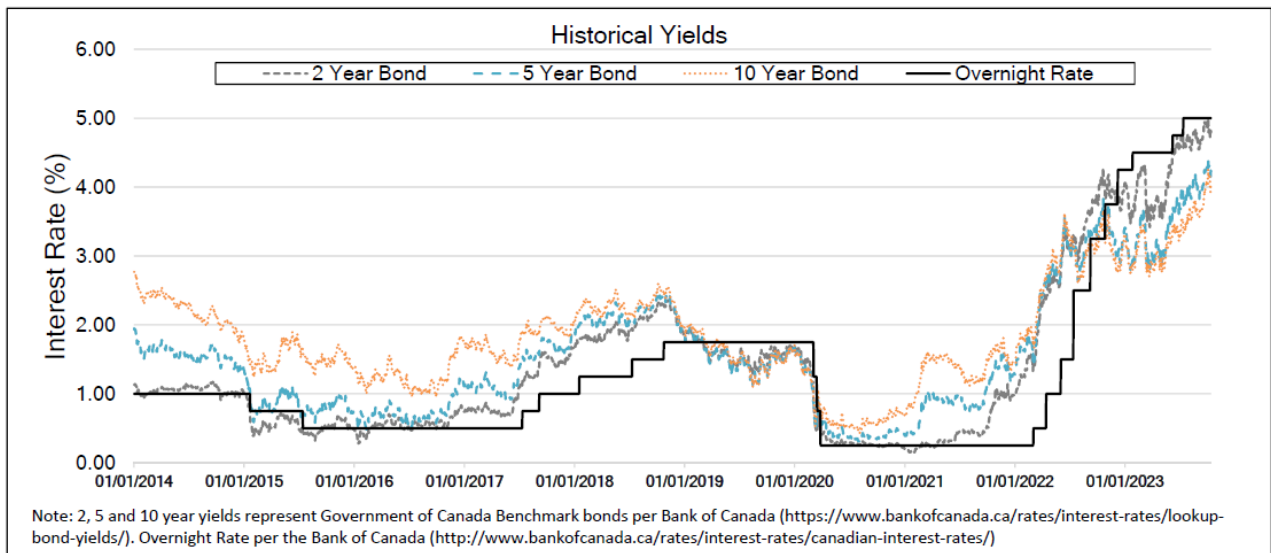
(8) For securities of bonds, debentures, promissory notes or other evidence of indebtedness, issued or guaranteed by a bank listed in Schedule I, II or III to the Bank Act (Canada) with a term-to-maturity less than or equal to 2 years on the day the investment is made, the prescribed minimum credit rating is AA(low).

(9) 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 4 - CORS-054-23

### Interest Rates and Bond Yields

Historical overnight rates and bond yields are illustrated in the graph below. Between December 2021 and September 2023 interest rates have risen dramatically. For reference, the 10-year Government of Canada bond yield has improved from approximately 1.50% to 4.03% and the Bank of Canada Overnight rate has increased from 0.25% to 5.00% at the end of September 2023. While short term rates in the table below are currently higher than longer term rates, the Town continues to take advantage of medium and longer term investments as opportunities become available to manage maturities to expected cash outflows and to ensure the appropriate diversification is maintained.



**Appendix 5 - CORS-054-23**  
**Reserve and Reserve Fund Continuity Schedule**

Reserves and Reserve Funds (\$000s)	As at Dec 31, 2022	As at Sep 30, 2023	Forecasted Dec 31, 2023	Surplus/ (Deficit) to Budget
<b>Stabilization</b>				
Tax Rate Stabilization	\$8,428	\$7,507	\$7,533	\$(482)
Severe Weather	2,063	2,063	2,063	140
Building Rate Stabilization	13,829	14,396	12,318	(4,528)
<b>Subtotal</b>	<b>\$24,319</b>	<b>\$23,966</b>	<b>\$21,914</b>	<b>\$(4,869)</b>
<b>Corporate Use Reserves</b>				
Insurance and Legal Matters	\$7,427	\$7,678	\$7,744	\$211
Per Unit Development Processing Fee	1,197	1,369	1,372	(1,927)
WSIB	4,789	5,077	5,077	519
<b>Subtotal</b>	<b>\$13,413</b>	<b>\$14,124</b>	<b>\$14,193</b>	<b>\$(1,197)</b>
<b>Infrastructure Non Growth</b>				
Infrastructure Renewal - Roads & Structures	\$35,719	\$34,242	\$41,204	\$7,249
Infrastructure Renewal - Stormwater	4,615	3,704	3,704	0
Infrastructure Renewal - Recreation, Facilities, Other	11,379	13,779	15,036	818
Information Technology	3,684	3,363	3,408	26
Studies and Other Non Growth Capital	452	1,648	1,648	0
Vehicles and Equipment Replacement	7,102	9,598	9,490	27
Canada Community-Building Fund	5,406	3,165	533	0
Ontario Lottery Corporation Proceeds	11,607	6,730	8,664	1,327
<b>Subtotal</b>	<b>\$79,964</b>	<b>\$76,229</b>	<b>\$83,686</b>	<b>\$9,447</b>
<b>Infrastructure Growth</b>				
Growth Capital - Other	\$3,313	\$3,288	\$3,538	\$309
Capital Provision	7,331	8,238	8,697	(5,766)
Payment-in-Lieu of Land Conveyance	20,792	22,244	22,235	1,628
Cash-in-lieu of Parking	343	343	350	2
Development Charges (Note 1)	29,460	31,288	11,016	(49,290)
Post Period Capacity	(383)	(390)	(507)	9,116
<b>Subtotal</b>	<b>\$60,856</b>	<b>\$65,012</b>	<b>\$45,329</b>	<b>\$(44,000)</b>
<b>Program Specific</b>				
Property Transactions	\$16,083	\$14,912	\$15,320	\$(1,328)
Provincial Gas Tax	1,095	1,421	1,119	8
Election	28	253	253	0
Aggregate Permit Fees	194	303	303	107
Seniors' Fundraising	76	76	76	0
Arts Programming	11	11	11	5
Mayor's Legacy Fund	96	96	98	1
<b>Subtotal</b>	<b>\$17,583</b>	<b>\$17,071</b>	<b>\$17,180</b>	<b>\$(1,207)</b>
<b>Board, Committee &amp; Other</b>				
Library Tax Rate Stabilization	\$546	\$546	\$546	\$(121)
Library Capital Infrastructure	1,431	1,393	1,397	157
DBIA Surplus	248	218	218	87
Provincial Government Transfer	432	723	0	0
<b>Subtotal</b>	<b>\$2,657</b>	<b>\$2,880</b>	<b>\$2,162</b>	<b>\$124</b>
<b>Total Reserve and Reserve Funds</b>	<b>\$198,791</b>	<b>\$199,282</b>	<b>\$184,464</b>	<b>\$(41,702)</b>

Note 1: Includes Development Charge Exemptions.