

Staff Report



To	Committee of the Whole
Service Area	Corporate Services
Date	Monday, May 6, 2019
Subject	2018 General Reserve and Reserve Fund Report
Report Number	CS-2019-13

Recommendation

That the City's General Reserve and Reserve Fund Policy be amended to reflect the addition of the Ontario Municipal Commuter Cycling Reserve Fund (350) as at December 31, 2018.

Executive Summary

Purpose of Report

The purpose of this report is to provide an annual statement of the closing balances and activity of the City's collective reserves and reserve funds for the 2018 year. It also evaluates the condition of the accounts against the approved targets identified in the City's General Reserve and Reserve Fund Policy as well as seeks approval to add new accounts where appropriate, and remove inactive accounts where necessary.

Key Findings

The City has 64 reserves and reserve funds that collectively have a closing balance of \$272.4 million and balance of \$120.8 million after outstanding budget commitments as at December 31, 2018 (see ATT-2 2018 Reserve and Reserve Fund Activity for complete details). This is a stronger position than in 2017 as the City continues to make long-term financial planning and reserve fund management a fiscal priority embedded into the budgeting process.

The balance in the tax supported reserves and reserve funds is \$70.7 million before outstanding budget commitments and \$30.8 million after commitments. Tax supported capital reserve funds collectively have a year-end uncommitted balance of \$7.1 million, which is \$31.9 million lower than the targets identified in the General Reserve and Reserve Fund Policy. The City has successfully increased the tax supported operating reserves to a funded level of 7.1 per cent of own-source revenues, this is just below the targeted level of 8 to 10 per cent.

The balance in the non-tax supported reserves and reserve funds is \$137.3 million before outstanding budget commitments and \$80.5 million after commitments. The non-tax supported operating reserves and reserve funds continue to hold balances above the targets identified in the General Reserve and Reserve Fund Policy and as a result, staff recommended using these reserves to decrease the Water and Wastewater rate increases in the 2019 budget.

The City also maintains obligatory reserve funds for a number of sources of external revenue held for future use and the year-end balance before commitments was \$64.4 million and \$9.5 million after commitments. These funds are primarily development charges, parkland dedication and gas tax funds from both the federal and provincial programs.

Financial Implications

Reserves and reserve funds are established by Council to assist with long-term financial stability, predictable operating and capital budgeting and to absorb unexpected shifts in revenue or expenditures.

The reserves and reserve funds after commitments represent the true amount of funding available for contingency and capital planning. They are used to determine debt capacity limits and influences the City's credit rating score on an annual basis. The closing balance of the collective reserves and reserve funds before commitments is what is reported on the City's annual audited financial statements and is used to allocate the investment income earned during the year.

Report

Reserves and reserve funds are established by Council to assist with long-term financial stability, predictable operating and capital budgeting and to absorb unexpected shifts in revenue or expenditures. Reserves are established for a pre-determined use and are applied at the discretion of Council for that purpose while reserve funds are restricted by statute or by Council and must be segregated from general revenue. Reserve funds are interest-bearing while reserves are not.

The following provides an update on key reserves and reserve funds that experienced noteworthy activity or have critical balances.

Tax Supported Corporate Contingency Reserves

		% of Target	2018	2017
180	Tax Rate Operating Contingency	62%	\$6,185,254	\$8,173,883
131	Compensation Contingency	109%	\$5,532,858	\$4,824,950
198	Environment and Utility Contingency	83%	\$2,482,196	\$2,050,000
193	Legal and Insurance	96%	\$2,723,225	\$2,714,867
102	Library Contingency	0%	0	0
115	Police Contingency	N/A	\$150,000	\$150,000
208	Social Housing Contingency	N/A	\$1,574,136	\$521,800
	Total	88%	\$18,647,669	\$18,435,500

Overall, the Tax Supported Corporate Reserves have maintained a comparable overall balance from 2017. The collective balance in these reserves is 7.39 per cent of the City's own-source revenue, which is slightly below the City's targeted balance and municipal best practice of 8 to 10 per cent of own-source revenues.

Notable reserve activity is as follows:

Tax Rate Operating Contingency Reserve (180) – This reserve is required to provide the City sufficient liquidity and cash flow and to offset extraordinary and unforeseen corporate expenditures in order to mitigate fluctuations to the tax rate. As part of the 2018 Year-end Surplus allocation, staff are recommending transferring \$815,400 to this reserve to fund items approved in the 2019 operating budget.

In 2018 the following items were funded from the reserve in accordance with Council approval:

1. 0.5 per cent of Infrastructure Levy \$1,164,826 (2018 budget approval)
2. one-time Library security \$70,000 (2018 budget approval)
3. one-time Police expenditures \$36,000 (2018 budget approval)
4. Route 3 reinstatement \$140,803 (in-year approval)
5. Business Service reviews \$100,000 (2018 budget approval)
6. Guelph Innovation District project funding \$174,965 (in-year approval)

Compensation Contingency (131) – This reserve is required to manage operating budget variances relating to employee benefits and other compensation related costs including:

- medical and dental benefits
- short-term and long-term disability
- severance
- employee assistance program (EAP)
- arbitration related costs
- regulatory audit decisions
- variances resulting from job evaluations

In 2018, a \$708 thousand surplus from employee benefits was transferred from the operating budget to the compensation reserve as per the approved policy.

Environment and Utility Contingency (198) – This reserve is intended to offset the impact of volatile operating expenditures relating to energy, fuel, winter control and other weather related events. In 2018, the City realized an overall favourable variance in utilities. As per the policy, the surplus of \$432 thousand was transferred to the reserve in order to strategically manage the utility budget. In 2018, Council approved this reserve to also mitigate the risk associated with recycling commodity revenue and the reserve policy was updated accordingly. To support this, staff are recommending \$400 thousand of the 2018 operating surplus be allocated here. Currently this reserve is below target by \$899 thousand and this transfer will move this reserve closer to the City's goal.

Social Housing Contingency (208) – This reserve holds funds for County of Wellington managed capital projects budgeted but not yet spent in addition to the ongoing savings created through the exemption of the property taxes on County-owned social housing units. These funds will be transferred to the County as the capital projects progress to completion. In 2018, \$1.05 million was transferred into

this reserve; \$932 thousand for approved, but not-yet spent capital funding and \$120 thousand for savings from the exemption of property taxes.

Tax Supported Program Specific Reserves

		% of Target	2018	2017
100	Accumulated Sick Leave (Fire)	116%	\$6,324,088	\$5,752,694
101	Accumulated Sick Leave (Police)	98%	\$4,005,334	\$4,020,973
330	WSIB	84%	\$3,313,186	\$3,133,385
338	Paramedic Retirement	152%	\$1,445,940	\$1,041,725
195	Election Costs	33%	\$200,156	\$518,150
345	Westminster Woods	100%	\$35,000	\$35,000

Notable reserve activity is as follows:

Program Specific Compensation Reserves (100, 101, 330 and 338) - The City maintains reserves to fund the cost of certain employee benefits that are incurred today, but payable in the future. These liabilities are generated through legislation and terms of collective agreements. The balances in the sick and paramedic retirement reserves are close to the targets identified in the reserve and reserve fund policy. The WSIB reserve continues to fall below the recommended target of \$3.93 million and this is being addressed through an operating budget strategy over time.

Election Costs reserve (195) – This reserve was established to amortize the cost of a municipal election over four years, rather than expensing the entire amount in the year of the election. Each year, a budgeted contribution from operating is transferred to the reserve. In 2018, \$449 thousand was transferred out of the reserve to offset the cost of the October 22, 2018 election.

Tax Supported Strategic Reserves

		% of Target	2018	2017
119	Affordable Housing	N/A	\$971,467	\$984,052
122	Redevelopment Incentives	100%	\$0	\$0
194	Downtown Improvements	N/A	\$266,677	\$230,819
352	Greenhouse Gas	N/A	\$92,160	\$120,610
179	Strategic Initiatives	N/A	\$29,503	\$616,283

332	Industrial Land	N/A	\$(14,814,609)	\$(15,682,906)
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Notable reserve activity is as follows:

Redevelopment Incentives Reserve Fund (122) – This reserve has a year-end balance of \$8.39 million that has been completely committed by the Council-approved Community Improvement Plan (CIP) grants for redevelopment projects that have signed legal agreements with the City. As part of the long-term funding strategy for the Tax Increment Based Grants (TIBGs), the largest grant options available within the CIPs, \$2.6 million was transferred to this reserve fund as part of the City's 2018 budget. In 2018, TIBGs were paid to the developers of Market Commons at 5 Gordon Street, the Plaza at 40 Wellington Street and the first Tricar building at 160 MacDonnell totaling \$1.0 million.

Strategic Initiatives Reserve (179) – This reserve is used to fund the implementation of the Corporate Administration Plan (previously the Corporate Strategic Plan). In 2018, the reserve was used to fund the following initiatives totaling \$192,990:

- Smart Cities
- Community Plan
- Service Simplified
- Innovation Fund
- Integrated Operational Review

Downtown Improvement Reserve (194) – This reserve supports initiatives intended to spur investment in the downtown. Historically, this reserve has been used to manage the Downtown CIP minor activation grants, however, because the Downtown CIP has expired, there is approximately \$267 thousand available for future program incentives. In 2018, the City used this reserve to account for the Main Street Revitalization grant totaling \$146 thousand.

Industrial Land Reserve Fund (332) – In 2018, the City realized \$1.98 million in land sale revenues from the Hanlon Creek Business Park (HCBP), which after related expenditures, improved the position of the reserve fund from \$(15,682,906) to \$(14,814,609). Recent projections anticipate this reserve fund will return to a positive position once all current land holdings are sold.

Tax Supported Program Specific Reserve Funds

		% of Target	2018	2017
Operating				
135	Museum Donations	N/A	\$126,101	\$150,020
356	Public Art	N/A	\$48,449	\$152,411
205	Community Investment	N/A	\$91,233	\$89,278

138	Library Bequests	N/A	\$523,984	\$433,130
206	Rental Property	N/A	\$642,382	0
Capital				
157	Library	N/A	\$188,166	\$578,637
158	Police	N/A	\$1,227,477	\$1,964,169
162	Sleeman Centre Naming Rights	N/A	\$33,142	\$27,964
189	Sleeman Centre	N/A	\$28,491	\$17,021
210	Information Technology	N/A	\$0	\$847,858
340	River Run	N/A	\$229,437	\$146,209
350	Ontario Municipal Commuter Cycling	N/A	\$30,086	\$23,741
360	Paramedic Services Provincial Capital	N/A	\$47,936	N/A

Program specific reserves and reserve funds are used to allocate funding for certain, Council-approved, purposes. All program specific reserves and reserve funds do not have established balance targets, but the balances are managed to ensure sufficient funding for the program they support.

Notable reserve and reserve fund activity:

Police Capital Reserve Fund (158) - this is required to assist in financing the cost of construction, reconstruction or acquisition of Police assets. Spending in 2018 reached \$1.7 million relating primarily to the headquarters renovation, vehicle replacement and IT related investments.

Rental Property Reserve Fund (206) - this is a new reserve fund intended to improve the management of lease and rental revenues generated from City-owned properties and ensure those funds are used to pay for capital maintenance to those buildings. During the year \$600 thousand was transferred after completion of the transactions related to two-way GO and sale of land to Metrolinx and was approved for the Drill Hall stabilization project through the 2019 capital budget. At year-end 2018, \$42 thousand was transferred to the reserve from the following City-owned properties:

- 110 Gordon (Animal Hospital)
- Boathouse and Speed River Paddle

Ontario Municipal Commuter Cycling Reserve Fund (350) - this is a new reserve fund opened due to the receipt of a provincial grant. In 2018, the City received a \$1,191,335 grant for cycling infrastructure improvements that is being applied to the multi-use path on Woodlawn Road (PN0059).

Paramedic Services Provincial Capital Reserve Fund (360) - This is a new reserve fund approved in 2018 intended to manage the provincial funding received for paramedic services. This reserve fund is required due to this funding being shared with the County of Wellington and this will improve the tracking, reporting and recovery of capital costs relating to paramedics.

Tax Supported Corporate Capital Reserve Funds

		% of Target	2018	2017
150	Infrastructure Renewal	1%	\$301,934	\$2,851
155	City-owned Contaminated Sites	36%	\$972,817	\$1,015,265
156	Growth	24%	\$682,662	\$(61,354)
159	City Building	0%	\$(156,098)	\$21,941
351	Efficiency, Innovation and Opportunity (EIO)	106%	\$5,313,800	\$4,093,390
	Total	18%	\$7,115,115	\$5,072,093

The 2018 balance in the Tax Supported Corporate Capital Reserve Funds has increased from 2017 by just over \$2 million showing Council's dedication to addressing the tax supported capital reserve fund deficit. However, these reserve funds continue to be the most underfunded compared to the targets recommended in the General Reserve and Reserve Fund Policy. This could impact the City's level of service, reduce the City's ability to respond to opportunities for grants or infrastructure projects, and reduce the total debt-to-reserve ratio prescribed in the City's Debt Policy. As part of the Long-term Capital Plan used to create the 10-year Capital budget, a strategy is in place to build these balances over the next 10 years. In the short-term, staff recommend that \$2 million of the 2018 tax supported operating surplus be allocated to the Infrastructure Renewal Reserve Fund as the City's highest funding need/priority. City staff continue to work on other strategies to build these reserve funds to a sustainable level including a Dividend Allocation Policy and considering a different model for the EIO Reserve Fund.

Notable reserve fund activity is as follows:

Infrastructure Renewal Reserve Fund (150) – This is used to fund the replacement and rehabilitation of the City's tax supported infrastructure. It also funds all tax

supported debt servicing including principle and interest. The target balance in this reserve fund is \$22 million, based on an average annual capital requirement. After prior year commitments have been applied, the balance in the reserve fund is \$302 thousand, representing a \$21.7 million shortfall from the target. The City is addressing this funding shortfall through a long-term capital strategy that is the basis for the 10-year 2019-2028 capital budget and forecast. Further, staff are recommending a large portion of the year-end operating surplus be dedicated to this reserve fund.

City-owned Contaminated Sites Reserve Fund (155) – This corporate capital reserve fund is used to manage liabilities associated with City-owned environmentally contaminated sites. The target balance for this reserve fund is 10 per cent of the total liability reported on the City's financial statements that is based on the estimated cost of remediation. As of December 31, 2018, the City-owned Contaminated Sites Reserve Fund is \$1.7 million underfunded. This shortfall is a risk as the City may be compelled to remediate land by other levels of government or local property owners could be impacted by the sites.

Growth Capital Reserve Fund (156) – This reserve fund is used to fund the tax supported gap between required capital funding for growth-related capital projects and the amounts the City can collect in development charge (DC) revenues as prescribed by the Development Charges Act (DCA), 2017. This gap is a result of legislation that requires mandatory DC exemptions, reductions and service eligibility limitations. In 2018, \$449 thousand was transferred out of this reserve fund to fund growth-related capital projects and \$1.76 million was transferred to the DC reserve fund to compensate for DC exemptions given. The balance in the reserve fund is \$683 thousand, which is significantly below the recommended target of \$2.85 million or 25 per cent of annual DC collection for all tax supported DC services. As previously communicated, staff will be providing Council with a recommendation on achieving sustainable funding for this reserve fund as part of the 2020 operating budget.

Efficiency, Innovation and Opportunity (EIO) Reserve Fund (351) – this is intended to provide funding for corporate investment opportunities that generate efficiencies and/or savings or to leverage other levels of government grant funding. In 2016 it was approved to support both the Public Transit Infrastructure Funding (PTIF) and the Clean Water and Wastewater Funding (CWWF) programs.

The following projects received funding from the EIO Reserve Fund in 2018:

- Smart Cities (CA0002)
- Bus Stop Upgrades PTIF (TC0050)
- Corporate Energy Projects (FM0002)
- Metcalfe-Speedvale-Eramosa Phase 1 CWWF (PN0042)

\$367 thousand was transferred into the reserve fund as repayment for the joint wireless project and various other energy efficiency projects.

Non-tax Supported Program Specific Operating Reserves

		% of Target	2018	2017
181	Water Contingency	127%	\$3,897,285	\$3,897,285
182	Wastewater Contingency	159%	\$4,733,839	\$4,733,839
359	Stormwater Contingency	70%	\$421,900	\$421,900
211	Court Contingency	121%	\$484,126	\$484,126

The Non-tax Supported Program Specific Operating Reserves are, in most cases, funded in excess of the target identified in the General Reserve and Reserve Fund Policy. Staff recommended the use of the Water and Wastewater Reserves as part of the 2019 non-tax operating budget in order to reduce the rate increases accordingly.

Non-tax Supported Program Specific Capital Reserve Funds

		% of Target	2018		2017
152	Water Capital	170%	\$22,035,077		\$28,956,000
153	Wastewater Capital	201%	\$47,343,780		\$38,280,331
165	Stormwater Capital	7%	\$476,115		\$209,329
120	Court Capital	N/A	\$1,114,106		\$1,118,870

The Non-tax Program Specific Capital Reserve Funds increased \$2.4 million in 2018 to a total of \$71 million after all prior year capital commitments. In addition to funding capital projects of \$27 million in 2018, \$2.2 million was transferred to the Water (311) and Wastewater (312) DC reserve funds to offset the lost revenue from legislated DC exemptions.

As detailed in ATT-1, Reserve and Reserve Fund Targets, the Non-tax Supported Program Specific Capital Reserve Funds collectively exceed the policy targets. The current status of these reserve funds is the result of the successful implementation of a long-term capital plan and financial sustainability model that the City is endeavoring to replicate for the tax supported business. This enables flexibility in capital project management, reduced debt costs, and the ability to leverage other levels of government funding. While these funds are not formally committed through the 2018 capital budget, they are fully committed through the long-term

capital plan and are required to address significant infrastructure replacement projects that will be coming on-line in the next five years.

Budgeted transfers to Reserve Funds from Operating

In addition to target balances in the reserves and reserve funds there is a need to evaluate the level of annual transfers to the capital reserve funds. As addressed during the capital and operating budget presentations, the City is not at a sustainable level of annual capital funding. This shortage of funding is what limits the ability to both increase reserve balances and expand the capital budget to directly impact the outstanding infrastructure renewal needs across the City as well as achieve the community’s long-term Growth and City Building vision.

Capital Transfers from Tax and Non-tax Operating Budgets

	Reserve Fund	Transfer In	Net to Reserve	Transfer as % of Target
150	Infrastructure Renewal	\$25,443,477	\$474,057	47%
155	Contaminated Sites	\$1,045,000	\$591,719	40%
156	Growth	\$2,934,321	\$582,297	78%
159	City Building	\$3,166,581	\$(1,509,524)	49%
	Tax	\$32,589,379	\$138,550	47%
152	Water	\$14,400,000	\$(6,014,924)	111%
153	Wastewater	\$13,500,000	\$7,358,760	57%
165	Stormwater	\$4,494,860	\$1,790,270	63%
	Non-tax	\$32,394,860	\$3,134,105	74%
	City Total	\$64,984,239	\$3,272,655	59%

As part of the overall Corporate Asset Management Plan and Long-term Capital Plan, the City is working to address these funding transfer shortfalls via the annual operating budgets. Increased capital transfers over a 10-year period are working to address the tax funded deficit and the non-tax businesses long-range plans contain strategies to eliminate their deficits. Current forecasts expect the Stormwater transfer to be 100 per cent sustainable in 2023, the Wastewater transfer in 2035 and the tax supported Infrastructure Renewal in 2036. Additions to existing federal and provincial annual funding programs or introduction of new programs could potentially shorten this period and reduce the need for tax and rate supported increases in the future.

Reaching sustainable funding will enable capital spending at a level that will stop the growth in the infrastructure backlog and funding above the sustainable level, will enable the City to reduce and eventually eliminate the backlog. At this time, the City is working diligently to improve systems and processes to improve the understanding of the backlog and annual need to validate the path we are on.

Obligatory Reserve Funds

		% of Target	2018	2017
300	Parkland Dedication	N/A	\$5,137,525	\$3,642,743
301	Downtown Parkland Dedication	(123)%	\$(917,142)	\$612,957
188	Building Services OBC	85%	\$2,230,561	\$2,839,951
342	Dedicated Gas Tax	N/A	\$539,899	\$(225,181)
343	Federal Gas Tax	N/A	\$714,998	\$1,306,279
311-327	Development Charge Reserve Funds	N/A	\$1,772,061	\$(5,644,728)

Obligatory Reserve Funds are established when a provincial statute requires that revenue received for specific purposes is to be segregated from the general revenues of the municipality. Obligatory Reserve Funds are to be used solely for the purpose prescribed for them by statute. The City has Obligatory Reserve Funds for DCs, parkland dedication, Building Services and gas tax.

Notable reserve fund activity is as follows:

Downtown Parkland Dedication Reserve Fund (301) – This is intended to manage the funds collected to provide parkland to the population growth in the downtown. The Downtown Secondary Plan identifies the preferred location for the future Wellington Park in the downtown. In October of 2018, the City purchased 110 Gordon Street at a cost of \$1.5 million which was funded from this reserve fund. This transaction has led to the planned over-drawn position of \$917 thousand and Council agreed that this was appropriate given the projected revenues to be generated through future growth. There were no cash-in-lieu revenues received from development in the downtown in 2018. The City will be preparing a more detailed report for Council detailing all Parkland Dedication activity for 2018 later in the month.

Development Charge Reserve Funds (311-327) – The collective balance in the DC reserve funds after the prior year capital commitment increased from an over-drawn position of \$5.6 million in 2017 to a positive position of \$1.77 million in 2018. This is the result of increased revenue collection, better investment returns and better aligning capital project approval with actual pace of growth.

The 2018 Development Charge Reserve Fund Statement Report, CS-2019-14, is a legislated requirement that will be provided to Council in May, 2019 and will include a detailed report of all DC activity.

Financial Implications

Reserves and reserve funds are established by Council to assist with long-term financial stability, predictable operating and capital budgeting and to absorb unexpected shifts in revenue or expenditures.

Consultations

Economic Development

Corporate Administrative Plan

Overarching Goals

Financial Stability

Service Area Operational Work Plans

Our Resources - A solid foundation for a growing city

Attachments

ATT-1 Reserve and Reserve Fund Targets as at December 31, 2018

ATT-2 2018 Reserve and Reserve Fund Activity

Departmental Approval

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ATT-1: Reserve and Reserve Fund Target as at December 31, 2018

Name	#	Purpose	Target Balance	Target	Uncommitted Balance	Sufficiently / (Under) Funded	Funding Strategy	
Tax Supported								
Reserves								
Operating								
Corporate Contingency	Tax Rate Operating Contingency	180	Provide cash flow, working capital, sufficient liquidity, offset extraordinary and unforeseen corporate expenditures. Mitigate fluctuations to the tax rate for planned one-time operating budget impacts.	8-10% of own source revenue less other tax-supported corporate operating contingency reserves. Balance cannot fall below \$5 million in order to maintain sufficient corporate liquidity.	9,978,444	6,185,254	(3,793,190)	Operating base budget contributions and annual surplus allocations.
	Compensation Contingency	131	Manage operating budget variances relating to employee benefits and other compensation related costs including: Medical / Dental benefits, Short Term and Long Term Disability Severance, Employee Assistance Program (EAP), Arbitration related costs, Regulatory audit decisions, Joint Job Evaluation Committee, Pay Equity.	2.5% of total annual corporate salary and benefit budget.	5,053,616	5,532,858	479,242	Automatic transfer of actual benefit costs compared to budgeted estimates. Annual compensation benefit budget reflects adjustments for historical experience. Year end surplus transfers as required.
	Environment And Utility Contingency	198	Offset the impact of volatile operating expenditures relating to energy, fuel, winter control and other weather related events and recyclables commodity prices.	Up to 25% of three year average hydro & winter control expense plus the difference between the high and low commodity proceed projections	3,380,873	2,482,196	(898,677)	Automatic transfer of operating variance surplus and operating base budget contributions.
	Legal And Insurance	193	Manage operating budget variances relating to external legal expenditures and settlements, large insurance claims, insurance deductible costs and other costs not recoverable through insurance (lost revenue, business interruption).	Average of the past five years legal and insurance claims.	798,065	2,723,225	1,925,160	Automatic transfer of external legal and insurance claim cost variances year to year. Operating base budget contributions and annual surplus allocations.
	Library Operating Contingency	102	Mitigate fluctuations to the tax rate for planned one-time operating budget impacts. Offset extraordinary and unforeseen Library expenditures.	Not more than 1% of the Library annual operating budget.	0	0	0	As recommended by the Guelph Public Library Board and approved by Council through the operating budget or year-end surplus / deficit allocation.
	Police Operating Contingency	115	Mitigate fluctuations to the tax rate for planned one-time operating budget impacts. Offset extraordinary and unforeseen Police expenditures.	Not more than 1% of the Police annual operating budget.	0	150,000	150,000	As recommended by the Police Services Board and approved by Council through the Capital Budget
	Social Housing	208	Manage funds for investment in social housing, including County owned facilities.	Not more than 10% of the Social Housing budget.	0	1,574,136	1,574,136	Council approved transfers during budget, in-year or end of year.
Program Specific	Accumulated Sick Leave (Fire)	100	Accumulate funds over the service life of an employee to fund sick leave hours that are payable in the future.	Minimum = 95% of the Liability for Sick Leave.	5,444,722	6,324,088	879,366	Annual compensation budget allocation for this reserve.
	Accumulated Sick Leave (Police)	101	Accumulate funds over the service life of an employee to fund sick leave hours that are payable in the future.	Minimum = 95% of the Liability for Sick Leave.	4,107,422	4,005,334	(102,088)	Annual compensation budget allocation for this reserve.
	WSIB	330	Accumulate funds throughout the service life of an employee to fund the expected cost of WSIB claims.	Minimum = 50% of the WSIB Liability .	3,925,173	3,313,186	(611,987)	Annual compensation budget allocation for this reserve. Year end surplus transfers.
	Paramedic Retirement	338	Accumulate funds over the service life of an employee to fund the future cost of retirement benefits. Paramedic employees hired before July 1, 2010 receive a lump sum retirement benefit based on years of service.	Equal to the long term funding plan required to fund retirement payments over the remaining service life of the paramedics.	1,098,817	1,445,940	347,123	Annual compensation budget allocation for this reserve.
	Election Costs	195	Amortize the cost of a municipal election over four years, rather than funding the entire amount in the year of the election.	Prior election cost total plus accumulated annual inflation to be achieved by next election year.	604,000	200,156	(403,844)	Annual operating budget allocation for this reserve.
	Westminster Woods	345	This reserve is required, as per the Licence Agreement (September 2006) between the City and Westminster Woods Ltd.	\$35,000	35,000	35,000	0	No funding strategy required.
	Affordable Housing	119	To provide incentives to developers that encourage the creation of affordable rental units. Refere to separate Council approved policy.	As mandated by the affordable housing Financial Incentive Program approved by Council 2017.	2,500,000	971,467	(1,528,533)	Budgeted transfers through operating budget and surplus allocations
Redevelopment Incentives	122	Incentive program aimed at encouraging redevelopment of brownfield sites, heritage sites and high density developments in the downtown	Please see the TIBG fiscal impact schedule for the program funding requirements (based on committed and completed projects). Balance must be positive.	0	0	0	Long-term Council approved financial strategy in place through annual operating budget contributions to this reserve.	

ATT-1: Reserve and Reserve Fund Target as at December 31, 2018

Name	#	Purpose	Target Balance	Target	Uncommitted Balance	Sufficiently / (Under) Funded	Funding Strategy	
Strategic	Downtown Improvement	194	Downtown CIP Incentive program supports private sector investments in the form of facade improvement, feasibility studies and large scale renovations	Reserve is intended to accommodate longer term grant commitments over a year-end.	0	266,677	266,677	As approved annually through the operating budget.
	Greenhouse Gas	352	Accumulate revenues from the sale of Greenhouse gas credits for improvements to the Eastview Landfill.	No established maximum limit, reserve balance must be positive.	0	92,160	92,160	Currently under review.
	Strategic Initiatives	179	Enable the development and execution of corporate initiatives.	No established maximum limit, reserve balance must be positive.	0	29,503	29,503	Annual operating budget allocation for this reserve.
	Industrial Land	332	Manage funds for the development of the Hanlon Creek Business Park, including proceeds from sale of land within the park.	Value of future land sales must be equal to or greater than cost of servicing less life to date land sales.	0	(14,814,609)	(14,814,609)	Proceeds from City-owned industrial lands are automatically transferred to this reserve. The City holds land assets that will be sold to recover this deficiency.
Tax Supported								
Operating								
Program Specific	Museum Donations	135	Accumulate donations for the Civic Museum and McCrae house to be used for future operating or capital projects, including artifacts.	No established maximum limit, reserve balance must be positive.	0	126,101	126,101	No funding strategy required.
	Public Art	356	Accumulate funds for the purpose of investing in public art.	No established maximum limit, reserve balance must be positive.	0	48,449	48,449	No funding strategy required.
	Community Investment	205	Support community programs and initiatives.	No established maximum limit, reserve balance must be positive.	0	91,233	91,233	No funding strategy required.
	Library Bequests	138	Accumulate funds to be used for one-time library related capital or operating expenses.	No established maximum limit, reserve balance must be positive.	0	523,984	523,984	No funding strategy required.
	Rental Property	206	Accumulate funds from the lease and rental revenues generated from city-owned properties that will be used to fund maintenance those buildings	No established maximum limit, reserve balance must be positive.	0	642,382	642,382	No funding strategy required.
Capital								
Program Specific	Library	157	Fund capital projects related to the Gueph Public Library.	No established maximum limit, reserve balance must be positive.	0	188,166	188,166	No funding strategy required.
	Police	158	Fund capital projects related to the Gueph Police Services.	No established maximum limit, reserve balance must be positive.	0	1,227,477	1,227,477	No funding strategy required.
	Sleeman Centre Naming Rights	162	Hold funds received through Naming Rights agreement, to fund capital enhancements at the Sleeman Centre	No established maximum limit, reserve balance must be positive.	0	33,142	33,142	No funding strategy required.
	Sleeman Centre	189	Accumulate funds from Capital surcharge to fund non-lifecycle capital projects at the Sleeman Centre	No established maximum limit, reserve balance must be positive.	0	28,491	28,491	Capital surcharge added to ticket price for events at the Sleeman Centre.
	Information Technology	210	Closed in 2018		0	0	0	
	River Run	340	Accumulate funds from the Capital Surcharge, to fund capital enhancements at the River Run Centre.	No established maximum limit, reserve balance must be positive.	0	229,437	229,437	Capital surcharge added to ticket price for events at the River Run Centre.
	Ontario Municipal Commuter Cycling	350	Provincial funding to develop strategies to move the modal split within the City towards Council targets.	No established maximum limit, reserve balance must be positive.	0	30,086	30,086	One time funding from the Province in 2018.
	Paramedic Services Provincial Capital	360	Funding from the Ministry of Health to support replacement of Paramedic capital assets	No established maximum limit, reserve balance must be positive.	0	47,936	47,936	Annual amount based on 50% of prior years amortization cost of Paramedic capital assets.
Corporate	Infrastructure Renewal	150	Fund the replacement and rehabilitation of the City's infrastructure	Annual capital transfer equal to 100 year average total tax supported asset replacement cost; Balance equal one year's worth of tax supported capital requirement based on ten year average.	22,000,000	301,934	(21,698,066)	Long-term capital transfer strategy to increase transfer to a sustainable level. Dedicating 80% of the annual capital transfer. Asset Management Office strategies for capital replacement prioritization, service level standards and long-term asset replacement plans.
	City-Owned Contaminated Sites	155	Allocation of funds to manage liabilities associated with city-owned environmentally contaminated sites.	10% of the current outstanding liability.	2,700,000	972,817	(1,727,183)	Funded through capital reserve transfers on an annual basis. Annual planned costs of monitoring, assessments and clean up are budgeted as required.
	Growth	156	Funds to cover shortfalls in growth-related capital funding relating to exemptions, reductions and limitations mandated by the Development Charge Act, 1997 and exemptions prescribed by the City's DC By-law.	25% of annual DC collections (based on three year average before exemptions).	2,851,639	682,662	(2,168,977)	Dedication of 10% of the annual capital transfer. Refinement of costing model and the tax cost of growth through the DC Background Study in 2018.
	City Building	159	Fund enhancements to City assets that are non-growth related and not asset renewal, including those related to accessibility.	Average 10 year annual requirement.	6,500,000	(156,098)	(6,656,098)	Dedication of 10% of the annual capital transfer. Utilizing debt to cash flow significant City Building projects.

ATT-1: Reserve and Reserve Fund Target as at December 31, 2018

Name	#	Purpose	Target Balance	Target	Uncommitted Balance	Sufficiently / (Under) Funded	Funding Strategy	
Efficiency, Innovation And Opportunity Fund	351	Provide funding for corporate investment opportunities that generate efficiencies and/or savings or avoided costs that may be repaid to the reserve in full or part over a period of time.	Minimum \$5 million	5,000,000	5,313,800	313,800	Subject to budget approval, an annual operating transfer to invest in efficiency and cost avoidance projects. Annual approved repayment plans for certain capital related projects such as energy. Current repayment plan over 10 years totals \$2 million.	
Non-Tax Supported								
Operating								
Program Specific	Water Contingency	181	Emergency and unplanned operating costs to minimize fluctuations in the rate.	10% of annual gross operating expenditures.	3,076,399	3,897,285	820,885	At sustainable level
	Wastewater Contingency	182	Emergency and unplanned operating costs to minimize fluctuations in the rate.	10% of annual gross operating expenditures.	2,974,582	4,733,839	1,759,257	At sustainable level
	Stormwater Contingency	359	Emergency and unplanned operating costs to minimize fluctuations in the rate.	10% of annual gross operating expenditures.	598,746	421,900	(176,846)	Annual budget surplus transfers.
	Court Contingency	211	Emergency and unplanned operating costs to minimize fluctuations in the rate.	10% of City's share of Court's gross operating expenditures.	400,281	484,126	83,845	At sustainable level
Capital								
Program Specific	Water	152	Funding for the capital program, including infrastructure renewal, city building and DC exemption amounts.	Annual capital transfer equal to 100 year average total water asset replacement cost; Balance equal to the average 3% of total water asset replacement cost.	13,000,000	22,035,077	9,035,077	10 year capital plans that are supported by the Asset Management Office practices and policies. Annual sustainable budget transfers and year-end budget surplus.
	Wastewater	153	Funding for the capital program, including infrastructure renewal, city building and DC exemption amounts.	Annual capital transfer equal to 100 year average total wastewater asset replacement cost; Balance equal to the average 3% of total wastewater asset replacement cost.	23,600,000	47,343,780	23,743,780	10 year capital plans that are supported by the Asset Management Office practices and policies. Annual sustainable budget transfers and year end budget surplus. Significantly above targeted balance due to delays in executing needed capital work.
	Stormwater	165	Funding for the capital program, including infrastructure renewal, city building and DC exemption amounts.	Annual capital transfer equal to 100 year average total stormwater asset replacement cost; Balance equal to the average 3% of total Stormwater asset replacement cost.	7,100,000	476,115	(6,623,885)	10 year capital plans that are supported by the Asset Management Office practices and policies. Annual sustainable budget transfers and year end budget surplus.
	Courts	120	Funding for capital renewal of assets directly related to the Provincial Offences Act (POA) Court operations.	Asset inventory of operational items being completed, target balance to be average one year capital requirement.	0	1,114,106	1,114,106	Strategy to achieve sustainable funding to be presented as part of Long-Term Capital plan discussions with Council.
Obligatory Reserve Funds								
Corporate	Parkland Dedication	300	Created in accordance with subsection 42 (14) and (15) of the Planning Act for the purpose of requiring the payment of cash in-lieu of conveyance of land for a park or other public recreation purpose.	No specific target, City receives parkland or cash-in-lieu of parkland unique to each development application. Balance must stay positive.	0	5,137,525	5,137,525	Cash-in-lieu payments
	Downtown Parkland Dedication	301	Created in accordance with subsection 42 (14) and (15) of the Planning Act for the purpose of requiring the payment of cash in-lieu of conveyance of land for a park or other public recreation purpose in the downtown.	25% of the planned parkland purchase cost in accordance with the Downtown Secondary Plan.	4,000,000	(917,142)	(4,917,142)	Cash-in-lieu payments, bonusing payments from downtown development, rental property income from properties held for future development.
	Building Services OBC Stabilization	188	As mandated by O.Reg. 305/03 of the Building Code, a building services stabilization reserve fund is required for managing fluctuations in City building activity that may impact operations.	100-150% of prior-year budgeted operating expenditures.	3,515,670	2,230,561	(1,285,109)	Annual rate reviews and adjustments to maintain cost recovery level. Annual surplus allocations.
	Dedicated Gas Tax	342	Monies received from the Provincial government that are to be used to support increased public transportation ridership and investments in the renewal and expansion of public transportation.	No established maximum limit, reserve balance must be positive.	0	539,899	539,899	No funding strategy required.
	Federal Gas Tax	343	Infrastructure construction, renewal or enhancement within 17 eligible categories.	No established maximum limit, reserve balance must be positive.	0	714,998	714,998	No funding strategy required.
	Development Charges	311 to 327	As prescribed by the DCA, 1997, reserve funds are used to facilitate the collection of development charges from growth within the City and the funding of capital infrastructure required to accommodate that growth.	Reserve fund balance must be zero by build out and debt interest cannot exceed 20% of annual DC revenues.	0	1,772,061	1,772,061	Specific reserve balance targets to be established through evolution of Long Term Capital plan, to be presented as part of Capital discussions with Council.

ATT 2: 2018 RESERVE AND RESERVE FUND ACTIVITY														
	Opening Balance	Transfers In/(Out)			External Revenue			Debt Service Costs		Closing Balance	Outstanding Budget Commitments	Closing Balance After Outstanding Commitments	Proposed Surplus Allocation	Closing Balance after Surplus
		Operating	Capital	Reserves and Reserve Funds	Development Charges	Other	Interest Earned	Principal	Interest					
Tax Supported Reserves														
Corporate Contingency	8,173,883									6,912,289	(727,035)	6,185,254	816,000	7,001,254
180 Tax Rate Operating Contingency	4,824,950	(1,086,629)	(174,965)	-	-	-	-	-	5,532,858	-	-	5,532,858	-	5,532,858
131 Compensation Contingency	2,050,000	432,197	-	-	-	-	-	-	2,482,196	-	-	2,482,196	400,000	2,882,196
198 Environmental & Utility Contingency	2,714,867	8,358	-	-	-	-	-	-	2,723,225	-	-	2,723,225	-	2,723,225
193 Legal And Insurance														
102 Library Contingency	150,000	-	-	-	-	-	-	-	150,000	-	-	150,000	39,000	189,000
115 Police Contingency	521,800	1,052,336	-	-	-	-	-	-	1,574,136	-	-	1,574,136	-	1,574,136
208 Social Housing Contingency	18,435,499	1,114,169	(174,965)	-	-	-	-	-	19,374,704	(727,035)	18,647,669	1,255,000	-	19,902,669
Program Specific														
100 Accumulated Sick Leave (Fire)	5,752,694	571,393	-	-	-	-	-	-	6,324,088	-	-	6,324,088	-	6,324,088
101 Accumulated Sick Leave(Police)	4,020,973	(15,639)	-	-	-	-	-	-	4,005,334	-	-	4,005,334	-	4,005,334
330 WSIB	3,133,385	179,801	-	-	-	-	-	-	3,313,186	-	-	3,313,186	-	3,313,186
338 Paramedic Retirement	1,041,725	404,215	-	-	-	-	-	-	1,445,940	-	-	1,445,940	-	1,445,940
195 Election Costs	518,150	(317,995)	-	-	-	-	-	-	200,156	-	-	200,156	-	200,156
345 Westminister Woods	35,000	-	-	-	-	-	-	-	35,000	-	-	35,000	-	35,000
Strategic	14,501,928	821,776	-	-	-	-	-	-	15,323,704	-	-	15,323,704	-	15,323,704
119 Affordable Housing	984,052	-	-	(12,585)	-	-	-	-	971,467	-	-	971,467	-	971,467
122 Redevelopment Incentives	6,614,546	1,771,974	-	-	-	-	-	-	8,386,520	(8,386,520)	-	-	-	-
194 Downtown Improvements	230,819	276,180	-	-	-	-	-	-	507,000	(240,323)	266,677	266,677	-	266,677
352 Greenhouse Gas	120,610	125,000	13,331	-	-	-	-	-	258,941	(166,781)	92,160	92,160	-	92,160
179 Strategic Initiatives	616,283	(68,260)	(60,000)	-	-	-	-	-	488,022	(458,519)	29,503	29,503	-	29,503
332 Industrial Land	(15,682,906)	1,984,611	(255,916)	-	-	-	-	-	(14,278,737)	(535,872)	(14,814,609)	-	-	(14,814,609)
Reserve Funds	(7,116,595)	4,089,505	(302,586)	(12,585)	-	-	-	-	(3,666,787)	(9,788,015)	(13,454,802)	-	-	(13,454,802)
Program Specific - Operating														
135 Museum Donations	150,020	(26,910)	-	-	-	-	-	-	126,101	-	-	126,101	-	126,101
356 Public Art	152,411	-	(78,708)	-	-	-	-	-	76,179	(27,730)	48,449	48,449	-	48,449
205 Community Investment	89,278	-	-	-	-	-	-	-	91,233	-	91,233	91,233	-	91,233
138 Library Bequests	433,130	80,487	-	-	-	-	-	-	523,984	-	523,984	523,984	-	523,984
206 Rental Property	-	42,382	600,000	-	-	-	-	-	642,382	-	642,382	642,382	-	642,382
	824,840	95,959	521,292	-	-	-	-	-	1,459,879	(27,730)	1,432,149	-	-	1,432,149

ATT 2: 2018 RESERVE AND RESERVE FUND ACTIVITY														
	Opening Balance	Transfers In/(Out)			External Revenue			Debt Service Costs		Closing Balance	Outstanding Budget Commitments	Closing Balance After Outstanding Commitments	Proposed Surplus Allocation	Closing Balance after Surplus
		Operating	Capital	Reserves and Reserve Funds	Development Charges	Other	Interest Earned	Principal	Interest					
Program Specific - Capital														
157 Library	883,413	-	(66,414)	-	-	-	18,620	-	-	835,618	(647,452)	188,166	-	188,166
158 Police	3,929,657	-	(1,401,358)	-	-	-	70,715	-	-	2,599,013	(1,371,536)	1,227,477	-	1,227,477
162 Sleeman Centre Naming Rights	27,964	56,840	(52,324)	-	-	-	662	-	-	33,142	-	33,142	-	33,142
189 Sleeman Centre	26,955	10,756	481	-	-	-	713	-	-	38,906	(10,415)	28,491	-	28,491
210 Information Technology	847,858	-	(847,858)	-	-	-	-	-	-	-	-	-	-	-
340 River Run	165,057	78,834	(7,643)	-	-	-	4,394	-	-	240,642	(11,205)	229,437	-	229,437
350 Ontario Municipal Commuter Cycling	23,741	1,191,335	(659,413)	-	-	-	6,344	-	-	562,008	(531,922)	30,086	-	30,086
360 Paramedic Services Provincial Capital	-	335,300	(249,849)	-	-	-	936	-	-	86,387	(38,451)	47,936	-	47,936
	5,904,645	1,673,065	(3,284,377)	-	-	-	102,384	-	-	4,395,717	(2,610,981)	1,784,736	-	1,784,736
150 Infrastructure Renewal	21,179,792	25,443,477	(16,849,406)	-	-	-	482,853	-	(1,533,619)	22,564,176	(22,262,242)	301,934	2,000,971	2,302,906
155 City Owned Contaminated Sites	1,532,755	1,045,000	(453,281)	-	-	-	40,047	-	-	2,164,521	(1,191,704)	972,817	-	972,817
156 Growth	1,009,457	2,934,321	(448,593)	(1,755,835)	-	-	28,483	-	(12,189)	1,620,238	(937,576)	682,662	-	682,662
159 City Building	1,340,596	3,166,581	(1,892,583)	-	-	-	12,850	-	(310,729)	(156,098)	-	(156,098)	-	(156,098)
351 Efficiency, Innovation & Opportunity	6,613,619	355,118	524,760	-	-	-	154,473	-	-	7,647,969	(2,334,169)	5,313,800	-	5,313,800
	31,676,219	32,944,497	(19,119,103)	(1,755,835)	-	-	718,686	-	(1,856,537)	33,840,806	(26,725,691)	7,115,115	2,000,971	9,116,087
Total Tax Supported	64,226,535	40,738,971	(22,359,738)	(1,768,421)	-	-	514,332	-	(1,856,537)	70,728,023	(39,879,452)	30,848,571	3,255,971	34,104,542
Non-Tax Supported Reserves														
Program Specific														
181 Water Contingency	3,897,285	-	-	-	-	-	-	-	-	3,897,285	-	3,897,285	-	3,897,285
182 Wastewater Contingency	4,733,839	-	-	-	-	-	-	-	-	4,733,839	-	4,733,839	-	4,733,839
359 Stormwater Contingency	421,900	-	-	-	-	-	-	-	-	421,900	-	421,900	-	421,900
211 Court Contingency	484,126	-	-	-	-	-	-	-	-	484,126	-	484,126	-	484,126
	9,537,149	-	-	-	-	-	-	-	-	9,537,149	-	9,537,149	88,950	573,076
Reserve Funds														
Program Specific														
152 Water Capital	49,494,435	14,400,000	(19,142,877)	(1,272,047)	-	-	1,018,065	-	-	44,497,576	(22,462,499)	22,035,077	578,081	22,613,158
153 Wastewater Capital	68,893,676	13,500,000	(5,205,604)	(935,637)	-	-	1,589,350	-	-	77,841,785	(30,498,005)	47,343,780	2,787,381	50,131,161
165 Stormwater Capital	2,420,301	4,494,860	(2,594,441)	-	-	-	72,608	-	(11,580)	4,283,179	(3,807,064)	476,115	313,835	789,950
120 Court Capital	1,143,249	401,579	(26,345)	-	-	-	24,798	-	(202,000)	1,146,205	(32,099)	1,114,106	-	1,114,106
	121,951,661	32,796,439	(26,969,267)	(2,207,684)	-	-	2,704,821	-	(213,580)	127,768,745	(56,799,667)	70,969,078	3,679,297	74,648,375
Total Non-Tax Supported	131,488,811	32,796,439	(26,969,267)	(2,207,684)	-	-	2,704,821	-	(213,580)	137,305,894	(56,799,667)	80,506,227	3,768,248	84,274,474

ATT 2: 2018 RESERVE AND RESERVE FUND ACTIVITY													
	Transfers In/(Out)			External Revenue			Debt Service Costs		Closing Balance				
	Operating	Capital	Reserves and Reserve Funds	Development Charges	Other	Interest Earned	Principal	Interest	Closing Balance	Outstanding Budget Commitments	Closing Balance After Outstanding Commitments	Proposed Surplus Allocation	Closing Balance After Surplus
Obligatory Reserve Funds													
Corporate													
300 Parkland Dedication	3,642,743	(15,720)	-	-	1,415,400	95,103	-	-	5,137,525	-	5,137,525	-	5,137,525
301 Parkland Dedication	612,957	(1,526,804)	-	-	-	(3,295)	-	-	(917,142)	-	(917,142)	-	(917,142)
188 Building Services OBC Stabilization	2,839,951	(37,326)	-	-	-	61,786	-	-	2,255,829	(25,268)	2,230,561	-	2,230,561
342 Dedicated Gas Tax	-	(710,045)	-	-	-	25,532	-	-	2,357,208	(1,817,309)	539,899	-	539,899
343 Federal Gas Tax	11,896,564	(10,697,580)	-	-	-	228,278	-	-	9,179,020	(8,464,022)	714,998	-	714,998
	18,992,215	(12,987,476)	-	-	1,415,400	407,404	-	-	18,012,440	(10,306,599)	7,705,841	-	7,705,841
Development Charges													
311 Water Services	29,033,406	(7,279,995)	1,276,319	7,092,599	-	670,755	-	(61,419)	30,731,665	(17,404,260)	13,327,405	-	13,327,405
312 Wastewater Services	19,613,065	(1,295,283)	939,061	5,217,041	-	503,860	-	(59,278)	24,918,465	(6,870,669)	18,047,796	-	18,047,796
313 Stormwater	(1,450,598)	(13,954)	17,917	99,222	-	(30,638)	-	-	(1,378,051)	(499,575)	(1,877,626)	-	(1,877,626)
314 Services Related To A Highway	(14,087,277)	(2,310,131)	504,875	2,805,682	-	74,804	-	(348,047)	(13,360,092)	(4,028,526)	(17,388,618)	-	(17,388,618)
315 Fire Services	(1,405,577)	(18,287)	42,030	215,013	-	(24,734)	-	(9,170)	(1,200,725)	(24,412)	(1,225,137)	-	(1,225,137)
316 Library Services	3,192,519	(83,018)	75,224	361,750	-	73,792	-	-	3,620,267	(424,353)	3,195,914	-	3,195,914
317 Transit Services	925,159	(159,339)	75,415	389,170	-	23,603	-	-	1,254,009	(183,264)	1,070,745	-	1,070,745
318 Administration	746,782	(1,140,234)	47,376	243,481	-	7,054	-	-	(95,541)	(2,317,487)	(2,413,028)	-	(2,413,028)
319 Indoor Recreation Services	14,329,548	(1,021,924)	356,363	1,717,352	-	325,334	-	-	15,706,673	(2,157,417)	13,549,256	-	13,549,256
320 Outdoor Recreation Services	2,891,031	(1,088,762)	465,702	2,243,195	-	81,054	-	-	4,592,221	(2,094,032)	2,498,189	-	2,498,189
323 Parking Services	5,979,265	(4,357,345)	102,207	526,964	-	90,122	-	-	2,341,213	(5,519,148)	(3,177,935)	-	(3,177,935)
324 Police Services	(10,769,785)	(2,962,202)	59,050	302,584	-	(91,887)	-	(172,287)	(13,634,527)	(3,076,914)	(16,711,441)	-	(16,711,441)
325 Ambulance Services	(1,379,358)	-	4,239	21,069	-	(29,931)	-	-	(1,383,980)	-	(1,383,980)	-	(1,383,980)
326 Court Services	(73,233)	-	1,250	5,370	-	(1,531)	-	-	(68,144)	-	(68,144)	-	(68,144)
327 Health Unit	(5,615,038)	-	9,076	44,993	-	(57,489)	-	(52,877)	(5,671,335)	-	(5,671,335)	-	(5,671,335)
	41,929,910	(21,730,474)	3,976,104	21,285,487	-	1,614,168	-	(703,078)	46,372,118	(44,600,057)	1,772,061	-	1,772,061
Total Obligatory	60,922,125	(34,717,950)	3,976,104	21,285,487	1,415,400	2,021,572	-	(703,078)	64,384,558	(54,906,656)	9,477,902	-	9,477,902
Grand Total	256,637,471	(84,046,955)	-	21,285,487	1,842,874	5,240,725	(9,488,240)	(2,773,195)	272,418,474	(151,585,775)	120,832,699	7,024,219	127,856,918