

For Information Only

Consolidated Reserves and Reserve Funds Balances as of December 31, 2014

Presented To:	Audit Committee
Presented:	Tuesday, Jun 16, 2015
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Recommendation

For information only.

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with a snapshot of the balances in the reserve and reserve funds at December 31, 2014.

Overall, the consolidated reserve and reserve funds have increased \$0.8 Million from \$156.5 Million to \$157.3 Million during 2014.

In summary, the following are the highlights:

(in millions)	2014
Balance: January 1, 2014 (non consolidated)	\$155.6
Add: Interest	3.4
Less: Net transfers to Operating	(0.1)
Net transfers to Capital	(2.7)
Balance: December 31, 2014	156.2
Add: Reserves of Consolidated Entities	1.1
Balance: December 31, 2014	\$157.3

Signed By

Report Prepared By

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Division Review

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Recommended by the Department

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The non consolidated balances consist of:

(in millions)	2013	2014
Reserves	7.4	5.6
General Reserve Funds	47.9	46.7
Capital Financing and other Capital Reserve Funds	100.3	103.9

Total Reserve and Reserve Funds	\$155.6	\$156.2
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BACKGROUND:

Please see Appendix A for tables illustrating the trends in reserve and reserve funds over the past five years.

Please see Appendix B and C which provides a more detailed explanation of each of the City's reserves and reserve funds as well as examples of projects within the committed balances at the end of 2014.

Reserves and reserve funds are generally set aside for significant future purchases, to replace major capital infrastructure, are accumulated to meet a growing future liability, or are simply accumulated to provide a buffer for significant unanticipated expenditures beyond the control of Council.

The main difference between a reserve and a reserve fund is that a reserve does not earn interest, whereas a reserve fund is in a separate fund and is credited, on a monthly basis, with the interest it has earned.

As outlined in the BMA study, reserves and reserve funds are a critical component of a municipality's long-term financing plan. The purpose for maintaining reserves, as outlined in the report, is to:

- Provide stability of tax rates in the face of variable and uncontrollable factors (consumption, interest rates, unemployment rates, changes in subsidies)
- Provide financing for one-time or short term requirements without permanently impacting tax and utility rates
- Make provisions for replacements/acquisitions of assets/infrastructure that are currently being consumed and depreciated
- Avoid spikes in funding requirements of the capital budget by reducing their reliance on long-term debt borrowings
- Provide a source of internal financing
- Ensure adequate cash flows
- Provide flexibility to manage debt levels and protect the municipality's financial position
- Provide for future liabilities incurred in the current year but paid for in the future

Reserves offer liquidity which enhances the municipality's flexibility, both in addressing unplanned operating requirements and in permitting the municipality to temporarily fund capital projects internally. The level of reserves and reserve funds is a key measure of the financial health of a municipality. Compared to other municipalities in Ontario, the City is below the median as it pertains to reserves and reserve funds as a percentage of total taxation, as identified in the 2014 BMA municipal study which is based on statistics for 2013. The ratio used is total reserve and reserves funds (excluding water/wastewater) as a percentage of taxation revenues. In 2013, thirty-four of ninety-eight participants in the study have a lower percentage than Sudbury. The results across the survey range from a low of 4% to a high of 217% in 2013. For 2013, there has been a decrease at the CGS from 55% to 54%.

2014 Reserves and Reserve Fund Balances

The reserve balance as of December 31, 2014 of \$156.2 million includes \$5.5 million in reserves, \$46.7 million in general reserve funds and \$104 million in capital financing reserve funds. The 2014 forecasted reserve and reserve fund balances presented to Finance and Administration Committee on March 4, 2015 included \$5.2 million in reserves, \$45.4 million in general reserve funds and \$104.2 million in capital financing reserve funds. The primary difference between the 2014 forecast and actual yearend results are the decrease in the draw from the City's reserve and reserve funds required to fund the yearend deficit.

Of the total balance of \$156.2 million, there are reserves and reserve funds which are included in a "committed"

reserve funds for a specific project or program which accounts for approximately \$72 million. Refer to Appendix B and C which provides additional information on these committed reserve funds.

The annual operating and capital budgets as approved by Council include draws from reserves and reserve funds in order to fund various expenses such as capital projects which are completed over several years or funds set aside for significant capital projects to be completed in the future, or deductibles for insurance claims, sick leave payouts and so on.

The funds remain in committed reserve funds as approved by Council in the annual budgets (or supplemental Council reports throughout the year) until the expenses have been paid, which may occur over several years. Any capital projects that have reserve funds identified as a funding source that are cancelled at a later time, would be uncommitted in order to use for future capital projects/expenses or used to fund over-expenditures in other capital projects in accordance with the Capital Budget Policy.

By-law

By-law 2015-9, being the by-law to establish and continue reserves, reserve funds and trust funds, is reviewed on a periodic basis and recommendations to establish, discontinue or consolidate reserves are brought to Council for approval, and for authority to amend the By-law.

Trust Funds

Trust funds are not included in this report. Trust funds are monies of others, being held in trust by the City, for specific purposes. The money is spent on the intended purpose or returned to the original source. Examples of trusts are the cemetery trust where money has been received and is held in trust to ensure perpetual care and maintenance of the cemeteries, or the funds belonging to residents of Pioneer Manor being held in trust for them.

Deferred Revenue - Obligatory Reserve Funds

Obligatory Reserve Funds are not included in this report as they represent deferred revenues. The balance as at December 31, 2014 was \$38 million, down from \$38.8 million in 2013. Deferred Revenue-Obligatory Reserve Funds, that by nature of the revenues received, involve restrictions on their use and are not available for the discretionary use of Council. The Obligatory Reserve Funds includes Federal and Provincial Gas Tax Revenues, various deposits (ie. parks, asphalt, etc) relating to subdivisions and site plan agreements, Building Permit Revenues and Development Charges collected but not earned. The decrease mainly relates to spending on capital projects partially funded with Federal Gas Tax Revenues which has been offset by an increase in Provincial Gas Tax Revenues due to timing of capital expenditures which will occur in 2015. In addition, there are development charges collected but not earned due to the timing of the capital projects such as the Fire/EMS Station Development and the Police Headquarters Expansion.

Long Term Financial Plan

The Long Term Financial Plan, adopted by Council, references reserves in a number of its recommendations:

- 1.6 Plan for the replacement of infrastructure through the use of life cycle costing and the development of replacement reserves.
- 5.2 Undertake regular reviews of remaining life and condition of assets and determine required annual reserve contributions sufficient to ensure that 90% of approved infrastructure rehabilitation / replacement schedules can be met at the required time.
- 8.1 Facility, equipment and infrastructure replacement reserves should be established and

funded to ensure that 90% of approved infrastructure rehabilitation / replacement schedules are met (long-term), as determined in point 5.2

8.2 Establish a Stabilization Reserve for programs that are susceptible to significant annual expenditure fluctuations (eg. Winter Maintenance). Program budgets should be based on a moving five year historical average of program spending. In years when surplus funds occur in these programs, surpluses should be reserved, provided an overall City surplus exists. Where the City's overall surplus is less than the program surplus, funds should only be reserved up to the level of the overall City surplus.

8.3 Establish reserves to provide funding for future liabilities (eg. sick leave). Contributions to these reserves should be set, at a minimum, at an amount sufficient to ensure the liability does not increase.

The City needs to address these recommendations through the establishment of and continuation of increased funding for reserves.

CONCLUSION:

It is recommended that the City continue to implement and foster prudent reserve and reserve fund policies, especially in light of the intense capital financing pressures which it faces over the next five to ten years.

In addition, it is important that reserves and reserve funds are maintained in the event that unanticipated expenditures are incurred or if revenues are not received in order to minimize impact on future property tax levy rates.

Appendix A: Historical Trend in Reserves and Reserve Funds (000's)

The following table illustrate the trends in Reserve and Reserve Funds over the last 5 years:

	2010	2011	2012	2013	2014
CGS Reserves	\$9,481	\$9,884	\$9,533	\$7,402	\$5,551
CGS Reserve Funds	80,749	103,112	145,833	148,196	150,674
Total CGS Reserves & Reserve Funds	90,230	112,996	155,366	155,598	156,225

Tax Discretionary Reserves (Less W/WW) as % of Taxation

	2010	2011	2012	2013	2014
Reserves and Reserve Funds as a % of Taxation	41.0%	46.0%	55.0%	53.6%	55.5%
BMA Study – Median	60.0%	60.0%	62.0%	64.0%	TBD
BMA Study – Low	4.0%	9.0%	11.0%	4.0%	TBD
BMA Study – High	220.0%	200.0%	256.0%	217.0%	TBD

Appendix B - Reserves (non interest-bearing)
As at December 31, 2013 and December 31, 2014

Account Name	Purpose	Dec 31, 2013 Audited	Dec 31, 2014 Audited
Land Reclamation Reserve	This reserve has been created from surpluses due to net under expenditures in Land Reclamation over the years. Surpluses from grants from corporations and there is a commitment to use these funds for this purpose in the future.	(711,850)	(700,606)
Reserve for Various Expenses	Created at year-end, through resolution of Council, to allow funds budgeted in a current year to be carried forward to the following year to pay for certain items. The majority of these funds will be spent within the next few years. Spending from this Reserve is restricted to programs/projects for which the funds had been reserved. These funds are set aside for projects including professional assistance for ERP projects, security and related equipment at TDS, Valley East Youth Centre and Physician Recruitment.	(870,290)	(654,759)
Ontario Works Reserve	Established to be used as a buffer for such instances as the Province increasing benefits to recipients mid-year when no budget provision had been made. During 2013, Council approved a transfer of \$194,000 to this reserve for Emergency Shelters which wasn't required for 2014 and has been included in the 2015 Operating Budget to be spent.	(534,150)	(534,150)
Human Resources Organizational Development Reserve	This reserve shall be funded from any annual under expenditures in training related accounts, and shall be used to fund training and development of City staff.	(473,567)	(341,012)
Future Development Charges Study Reserve	Set aside to partially fund the Development Charges background study which was completed in 2014.	(6,334)	-
Tax Rate Stabilization Reserve	One half of any annual operating surplus or deficit is contributed to or funded from this reserve. This reserve provides for year-to-year variances in the Operating Budget. \$1.6 Million of these funds were approved after yearend to be committed as a source of funding for the 2015 budget.	(3,393,384)	(621,435) (1,654,314)
Tax Rate Stabilization Reserve - Committed	Represents funds committed by Council for a number of one-time programs. The balance includes all of Council's decisions up to December 31, 2014. Committed projects at the end of 2014 includes funding set aside for Pandemic, AMRIC and Rainbow Routes.	(771,386)	(385,662)
Vector Borne Disease Reserve	Established to fund the City's share of Vector Borne Disease expenditures that may be incurred and levied by the Health Unit. The amount that may be levied to the City is \$125,000 based on the Health Unit's 2015 Budget.	(107,000)	(125,000)
Auditor General Reserve	This Reserve shall be used to fund initiatives in support of the mandate of the Office of the Auditor General or for related audit projects.	(264,030)	(264,030)
Accessibility Reserve	This Reserve is used in consultation with the Accessibility Advisory Panel for transformative projects which change how the community perceives accessibility. \$225,000 of this reserve has been committed for an accessible beach and water access project for persons who use mobility devices at Bell Park, as approved by Council during 2014.	(269,927)	(269,927)
Total Reserves		(7,401,917)	(5,550,896)

Appendix C - Reserve Funds (Interest Bearing)
As at December 31, 2013 and December 31, 2014

Account Name		Dec 31, 2013	Dec 31, 2014
General Reserve Funds		Audited	Audited
Greater City Sick Leave Reserve Fund	Annual contributions from operating budget to be used to pay out accumulated sick leave credits. Most employees no longer receive sick leave credits, but are covered through weekly indemnity and long term disability. Sick leave credits in existence at the time of the change were left intact, and employees are entitled to a payout of 50% of these credits, to a maximum of 6 months pay, when they retire. Employees at Pioneer Manor and Fire Services still accumulate 1.5 days per month of sick leave. Total CGS liability at the end of 2014 is \$3.9 million.	(3,078,650)	(3,137,751)
Police Sick Leave Reserve Fund	Balance in fund is to pay sick leave and other related payments to retiring Greater Sudbury Police Service employees in accordance with policies of the City of Greater Sudbury. Total Police liability at the end of 2014 is \$5.7 million.	(2,230,184)	(2,354,211)
Post Employment Benefits Reserve Fund	Funded from the Pensioners cost centre, balances in this reserve fund are to be used for the purpose of funding post employment expenses. In 2014, there was a transfer from HR Management Reserve Fund to fund the retiring allowances liability.	(132,654)	(1,535,797)
Police Services Post 65 Employment Benefits Reserve Fund	Police Services have set up this reserve fund to provide for retirees' benefits past the age of 65. This reserve fund can be funded from net expenditures in the Police operating budget or budgeted contributions.	(451,240)	(486,932)
Human Resources (HR) Management Reserve Fund	Balance in fund indicates favourable claims experience. To be used to fund claims and absorb fluctuations in benefit costs. Can also be used for any initiatives targeted to reduce or control expenses to the benefit plans and sick leave reserve fund. In addition, an unfunded liability of \$30.3 million at the end of 2014 relating to post-employment benefits exists. \$753,926 of these funds were approved after yearend to be committed as a source of funding for the 2015 budget.	(5,952,019)	(2,841,209) (753,926)
H.R. Committed - Succession Planning	Approved by Council for succession planning.	(1,796,119)	(1,563,993)
H.R. Committed	Approved by Council for claims stabilization, other potential liabilities and the employee rewards and recognition program.	(5,389,421)	(5,035,720)
WSIB (Workers Safety Insurance Board) Reserve Fund	Established through contributions from operating by assessing 'premiums' on payroll. The reserve fund is used to pay invoices from WSIB and to pay rehabilitation expenses. The reserve fund ensures there is no detrimental impact on the operating budget. The balance in this reserve fund should be maintained in order to have funds available should the City experience any catastrophic loss. Pioneer Manor employees are classified under Schedule 1 where all other City employees are classified under Schedule 2 and thus self insured.	(3,776,280)	(4,060,311)
WSIB Committed	Amount set aside as a contingency for catastrophic events.	(2,713,844)	(3,162,557)
Election Reserve Fund	This reserve fund is replenished, between Elections, through an annual contribution to the fund which spreads the costs across the four years between elections. The fund is also used for the Inauguration, Recounts, By-Elections, Ward Boundary Reviews and Election Compliance Audit Costs.	(1,159,740)	(892,359)
Insurance Reserve Fund	Funded through contributions from the operating budget and used to fund adjuster expenses and the deductible portion of claims. There are many outstanding claims, with the deductible portion of most claims being \$50,000. The fund is required to ensure that claims can be covered with no impact on the Operating Fund. If deductible limits or claims experience should increase, the annual contributions to this reserve fund may also have to be increased. After yearend, \$183K has been committed for vehicle replacement as included in 2015 Capital Budget for Fleet.	(1,662,955)	(1,607,438) (183,248)

Account Name		Dec 31, 2013	Dec 31, 2014
General Reserve Funds		Audited	Audited
Land Acquisition Reserve Fund	Funded from net proceeds of sale of surplus property and used to fund purchases of any required property as approved by Council.	(1,088,019)	(558,621)
Land Acquisition - Committed	Funds are committed for the purchase of land on Ramsey Lake Road as approved by Council.	(410,000)	(272,500)
Parking Improvements Reserve Fund	Funded from net proceeds of parking facilities in excess of the net operating budget, and to be used on improvements or expansions to parking facilities. After yearend, \$2.2 million was committed as part of the 2015 Capital Budget.	(1,954,672)	(413,541) (2,180,000)
Parking Improvements - Committed	Approved by Council for parking improvements from the annual capital budget.	(260,323)	(612)
Pioneer Manor Donations Reserve Fund	Funded through fund raising activities and to be used for projects deemed to be beneficial to residents of Pioneer Manor.	(46,162)	(50,361)
Social Housing Capital Reserve Fund	Used to fund Social Housing capital projects authorized by Council. Operating surpluses in this section are to be credited to this reserve fund if the City is in an overall surplus position. Deficits may be funded from this reserve fund. This fund is capped at \$10 million.	(7,213,341)	(7,388,995)
Social Housing Capital - Committed	Approved by Council from the Operating Budget for contingencies.	(200,000)	(200,000)
Industrial Reserve Fund	Established from net proceeds of land sales in the Industrial Park and to be used for the expansion or creation of Industrial Parks. After yearend, \$800,000 was committed as part of the 2015 Capital Budget.	(1,833,134)	(1,426,897) (800,000)
Industrial - Committed	Committed by Council primarily for Industrial Land Improvements (ie. Walden Industrial Park).	(1,497,821)	(712,750)
Community Initiatives Reserve Fund	Funds available for one-time grant requests from Community Consultation.	(33,264)	(30,329)
Community Initiatives - Committed	Funds committed for AMRIC as per Council approved 2014 Budget option.	(100,000)	(200,000)
Business Centre Reserve Fund	Originally established by the former Regional Municipality of Sudbury from the Industrial Reserve Fund, has continued through contributions from partners in the Business Centre. The balance therefore is not completely attributable to the City. The Business Centre was created to help businesses become established and viable. Surpluses and deficits in the Business Centre are credited to or debited from this fund.	(564,012)	(577,375)
Communications Infrastructure Reserve Fund	Annual budgeted amounts are contributed to this Reserve Fund for the replacement of Communication Infrastructure/Public Safety. After yearend, this balance (along with a contribution from operating in 2015) for a total of \$1.3 million was committed as part of 2015 Capital Budget.	(394,504)	(0) (429,830)
Roads Winter Control Reserve Fund	Established in 2003 in accordance with Long Term Financial Plan recommendations as a stabilization reserve. May be used to offset Winter Control over expenditures. This reserve fund is capped at \$5 million.	(2,990,835)	(3,061,700)
Vegetation Enhancement Technical Advisory Committee (VETAC) Reserve Fund	Funded through donations and to be used for projects recommended by the Vegetation Enhancement Technical Advisory Committee, as authorized by Council.	(4,765)	(4,878)
Police Services Donations Reserve Fund	Under control of the Police Services Board and to be used for crime prevention initiatives.	(118,544)	(105,051)
Police Services Board Reserve Fund	Funded from the Greater Sudbury Police Services annual Board Auction, as well as interest earned from investments, and monies recovered as a result of seized property. This reserve fund is to be used for charitable or other events the Board deems suitable.	(43,509)	(36,375)
Cemeteries Reserve Fund	This reserve fund is funded through any annual cemetery operating surplus and excess funds from cemetery capital projects. This fund is to be used only to fund cemetery operating deficits and for cemetery capital projects. After yearend, \$60,000 was committed as part of the 2015 Capital Budget.	(88,222)	(45,699) (60,000)
Cemeteries - Committed	Funds approved in 2013 and 2014 Capital Budgets for various projects such as Civic Cemetery Road Realignment and Columbrina Niche Walls. It also includes annual loan repayment for the Phase 5 of the Civic Cemetery Mausoleum.	(276,631)	(182,998)
Economic Development Reserve Fund	Authorization of Council is required to contribute to or expend from this reserve fund for economic development projects.	(54,152)	(64,086)
Economic Development - Committed	Committed funds for various projects as approved by Council including AMRIC and the Town Centre Community Improvement Plan.	(367,417)	(297,132)
Subtotal General Reserve Funds		(47,882,431)	(46,715,181)

Appendix C - Reserve Funds (Interest Bearing) As at December 31, 2013 and December 31, 2014			
Account Name		Dec 31, 2013	Dec 31, 2014
Capital Financing Reserve Funds (CFRF)		Audited	Audited
CFRF - Information Technology	Funded from any under expenditures in the Information Technology section, if the City is in an overall surplus position. Also funded from excess funds in related capital projects. To be used for information technology capital projects. After yearend, \$15,000 has been committed for capital projects within the 2015 Capital Budget.	(3,062,306)	(3,479,152) (15,000)
CFRF - Information Technology - Committed	Approved funds from previously approved Capital Budgets including Business Applications, GIS and Audit Logging Software.	(899,576)	(497,603)
Equipment & Vehicle Replacement Reserve Fund	Funded through contributions from the annual operating budget from equipment credits. Proceeds from sale of vehicles and equipment are also credited to this account. This reserve fund is used for capital replacement of City fleet vehicles and equipment. After yearend, this balance (along with a contribution from operating in 2015) for a total of \$2.5 million has been committed for capital projects within the 2015 Capital Budget.	(159,011)	(0) (1,801,925)
Equipment & Vehicle Replacement - Committed	Committed funds are to be used to purchase fleet equipment and vehicles as authorized by Council mainly from the 2014 Capital Budget.	(2,692,553)	(906,951)
Police Equipment & Vehicle Replacement Reserve Fund	Funded through contributions from the annual Police operating budget and excess funds from capital projects. This Reserve Fund is controlled by the Police Services Board and is planned to be fully utilized based on the planned replacements. After yearend, \$1.1 million has been committed as part of the 2015 Capital Budget.	(131,458)	(301,222) (1,124,975)
Police Equipment & Vehicle Replacement - Committed	Committed funds are to be used to purchase new Police equipment and vehicles as determined by the GSPS Board and approved in annual Capital Budgets.	(1,848,626)	(470,560)
CFRF - Transit	Funded through excess funds for capital projects and the proceeds from the sale of used Transit equipment. This Reserve Fund shall be used for Transit capital projects as authorized by Council. After yearend, \$58K has been committed as part of the 2015 Capital Budget.	(171,512)	(144,783) (57,787)
CFRF - Transit - Committed	Committed funds from previous Capital Budgets for transit buildings/bus shelters and bus rebuilds.	(370,552)	(38,326)
Recycling Equipment Replacement Reserve Fund	Funded through annual contributions from the operating budget and used to pay for annual lease payments for recycling equipment currently in use. The recycling equipment is over 15 years old and has almost reached the end of its useful life. It is anticipated that the equipment will have to be replaced within the next few years, and the full balance of this fund will be required.	(845,441)	(744,317)
Parks Vehicle & Equipment Replacement Reserve Fund	Funded through an annual contribution from the operating budget, from excess funds from capital projects, and proceeds from the sale of used parks equipment. This reserve fund is to be used on replacement of parks related equipment/vehicles. After yearend, \$100,000 has been committed as part of the 2015 Capital Budget.	(22,620)	(36,083) (100,000)
Parks Vehicle & Equipment Replacement - Committed	Funds committed for the purchase of new Parks equipment and vehicles as approved in 2013 and 2014 Capital Budgets.	(268,621)	(222,446)
CFRF - Environmental Services	Funded from excess funds in Environmental Services capital projects. To be used only for Environmental Services capital projects. The balance of this reserve fund is required for projects identified in the approved Certificate of Approval for the landfill sites, in particular the Sudbury site which is slated to become the only landfill site in the City once all other sites are closed. The post-closure liabilities amounted to \$13.3 million at the end of 2014. In addition, there is a capital funding gap. After yearend, \$1.2 million has been committed as part of the 2015 Capital Budget.	(1,049,038)	(15,937) (1,187,448)
CFRF - Environmental Services - Committed	Represents funds approved in 2011, 2013 and 2014 Capital Budget for various projects including cell closures at Hammer and Sudbury Landfill Sites as well as the Construction & Demolition Recycling Site at the Sudbury Landfill Site.	(1,243,370)	(816,435)
CFRF - CLELC	Funded through excess capital funds in Lionel E. Lalonde Centre Capital Projects. This fund will be used for future capital projects.	(269,643)	(374,499)

Account Name		Dec 31, 2013	Dec 31, 2014
Capital Financing Reserve Funds (CFRF)		Audited	Audited
CFRF - General	One half of any annual operating surplus or deficit is contributed to or funded from this reserve fund. It is also the only source of funding for capital projects that have no capital envelope. After yeared \$1.5 Million of these funds were approved to be committed as a source of funding for the solar panel project.	(1,750,245)	(309,421) (1,500,000)
CFRF - General - Committed	Represents funds committed by Council for a number of one-time capital projects. The balance includes all of Council's decisions to December 31, 2014 including Farmer's Market renovations/improvements, elevator upgrades at TDS, Northern Water Sports Centre, Fire records management system, purchase of land on Ramsey Lake Road and Asbestos audits for Community Development facilities.	(7,881,025)	(4,921,532)
CFRF - Peoplesoft / ERP	Funded from excess funds in related capital projects. To be used only for Peoplesoft / ERP capital projects. \$200,000 set aside for Enterprise Resource Planning was cancelled and used as a source of funding in the 2015 budget.	(920,470)	(907,273) (200,000)
CFRF - Peoplesoft / ERP - Committed	Funds committed from annual capital budgets for future Peoplesoft / ERP capital projects.	-	(339,905)
CFRF - Planning	Funded from excess funds in related capital projects. To be used only for Planning related capital projects.	(250,377)	(220,333)
CFRF - Planning - Committed	Funds committed for the Official Plan as well as future Growth Related Projects.	-	(725,564)
CFRF - Administrative Services	Funded from any under expenditures in related capital projects. To be used only for corporate infrastructure (i.e. telephone systems, docutech equipment, etc.).	(13,208)	(26,777)
CFRF - Administrative - Committed	Represents funds committed by Council for various projects from the earlier Capital Budgets. This includes the \$500,000 set aside for the Records Management System which were cancelled and used as a funding source in the 2015 Operating Budget.	(559,854)	(559,267)
CFRF - Public Works Buildings	Funded from excess funds in related capital projects. To be used only for assets (buildings) projects excluding Community Development buildings. After yearend, \$357K has been committed as part of the 2015 Capital Budget.	(15,558)	(16,947) (356,603)
CFRF - Public Works Buildings - Committed	Previously approved funds from amalgamation for salt domes and depots which will be spent after completion of the Facility Rationalization and Works Depots studies. Also, includes funds set aside from the annual operating budget for replacement of public works related equipment (ie. survey/engineering equipment and dispatch/communication system equipment).	(799,235)	(541,365)
199 Larch Street Reserve Fund	Established at time of purchase of the 199 Larch Street building, with annual contributions. To be used to fund major capital repairs, thus preventing a substantial impact on the operating budget. Surpluses in this section shall be credited to the reserve fund and deficits are to be funded from this reserve fund. Entire balance is committed for capital projects approved by Council from 2012 - 2014 Capital Budgets.	(456,852)	(722,855)
CFRF - Police Services	Funded from excess funds in related capital projects and from net under expenditures in the Police Services operating budget provided the City is in a surplus position. Will be used to fund any Police Services operating budget over expenditures or Police Services capital projects. Reserve is under the control of the Police Services Board. After yearend, \$2.1 million has been committed as part of the 2015 Capital Budget.	(2,417,989)	(497,706) (2,092,147)
CFRF - Police Services - Committed	Committed funds for various projects from previous Capital Budgets.	(1,785,623)	(2,143,719)
CFRF - Roads	Funded from excess funds in related capital projects and development charges (which causes a surplus in the capital project). To be used only for Roads capital projects. After year end, \$10.1 million has been committed as part of the 2015 Capital Budget and LED Streetlight project.	(6,700,616)	(146,958) (10,100,000)
CFRF - Roads - Committed	Balance contains funds committed from previous Capital budgets and for approved capital projects which are currently deferred to a later date. Funding for capital projects include Maley Drive, MR 15/MR 80 Intersection Improvements, Crean Hill Road, Barry Downe Extension, Whitson Paquette and Horizon Drains and several bridges. Also, includes \$2 million set aside for the Industrial Park Strategy which was approved to be cancelled and used as source of funding for the 2015 Operating Budget.	(19,344,783)	(22,829,844)
Drainage and Stormwater Management Reserve Fund	Funded from the operating budget and from excess capital funds from drains and stormwater management capital projects. These funds are used to fund the municipal share of the construction costs of new drains or drainage and stormwater management capital projects. This reserve fund may be used to fund any net overexpenditures in the Drains operating budget. After yearend, \$850,000 has been committed as part of the 2015 Capital Budget.	(945,162)	(90,392) (850,000)

Account Name		Dec 31, 2013	Dec 31, 2014
Capital Financing Reserve Funds (CFRF)		Audited	Audited
Drainage and Stormwater Management - Committed	Funds set aside for capital projects to be completed in future years, as previously approved by Council. The projects include Paquette Whitson and Horizon stormwater management projects. There is also an annual contribution from the Capital Budget for Subwatershed Planning.	(4,058,732)	(4,589,360)
CFRF - Wastewater	Funded from excess funds in related capital projects and development charges (which causes a surplus in the capital project). In addition, surpluses and deficits in Wastewater operations are contributed to or funded from this reserve fund. To be used only for Wastewater capital projects including any project necessitated by the Ministry of the Environment. Used to address any emergency upgrades which may be required, upon authority of Council. After yearend, \$400K was committed as part of the 2015 Capital Budget.	(4,226,892)	(5,827,946) (400,000)
CFRF - Wastewater - Committed	Balance contains funds committed from previous Capital Budgets including Industrial Park Strategy, Preventative Plumbing Subsidy, Sanitary Rock Tunnel Inspections and Upgrade Primary Lagoons. Also, includes the wastewater stabilization which is based on 10% of revenues as per the Reserve Fund by-law.	(11,701,673)	(6,734,975)
CFRF - Water	Funded from excess funds in related capital projects and development charges (which causes a surplus in the capital project). In addition, surpluses and deficits in the Water operations are contributed to or funded from this reserve fund. To be used only for water capital projects including any projects necessitated by the Ministry of the Environment. Used to address any emergency upgrades which may be required, upon authority of Council. After yearend, \$1.585 million was committed as part of the 2015 Capital Budget.	(6,717,162)	(4,672,760) (1,585,000)
CFRF - Water - Committed	The balance contains funds committed from previous Capital budgets including the Wanapitei Water Treatment Plant Upgrades, Regent / Bouchard / Southview project, Automatic Meter Reading Water Meters and Industrial Park Strategy. Also, includes the water stabilization amount which is based on 10% of revenues as per the Reserve Fund by-law.	(9,184,175)	(8,843,826)
CFRF - Health and Social Services	Funds set aside for capital projects for Pioneer Manor and other health and social services initiatives. Funded from excess funds in related capital projects. After yearend, \$244K was committed as part of the 2015 Capital Budget.	(218,791)	(61,637) (244,169)
CFRF - Health and Social Services - Committed	This amount represents previously approved funds for ceiling lifts from the 2013 Capital Budget.	(301,935)	(101,873)
CFRF - Fire	Funded from excess funds in related capital projects. To be used only for Fire Services capital projects.	(210,337)	(33,893)
CFRF - Fire - Committed	Committed funds for pagers and incident management from earlier Capital Budgets as well as pumper equipment approved by Council during 2014.	(80,523)	(151,892)
CFRF - Emergency Medical Services	Funded through annual contributions from the Operating Budget. Must be used for ambulance capital projects including all vehicles, equipment and stations. May be subject to having to return funds to Province if not used for projects specific to EMS. After yearend, \$1 million was committed as part of the 2015 Capital Budget.	(1,278,246)	(1,133,510) (998,159)
CFRF - Emergency Medical Services - Committed	Funds approved in previous years Capital Budgets for various projects including power stretchers, personal response units (PRU's) and a vehicle wash system.	(1,883,601)	(1,462,133)
Library & Citizen Service Centre Reserve Fund	When the City is in a surplus position overall, any Library surplus is contributed to this reserve fund, and deficits may be funded from this reserve fund. In addition, any excess funds from capital projects is contributed to this reserve fund which can be used for capital projects.	(91,799)	(252,802)
Library & Citizen Service Centre - Committed	Committed balance is for the Valley East Archives project as previously set aside by the Valley East Archives Committee.	(14,910)	(14,910)
CFRF - Leisure Services - Committed	Committed funds previously approved by Council for Chelmsford Arena upgrades, Bell Park Special Events Site Development, ski lift upgrades and purchase of property on Ramsey Lake Road. Also, includes funds of \$1M set aside for Grace Hartman roof and hard seats which were approved as a funding source in the 2015 Operating Budget. Also, includes funds recieved from cold drink supplier contract for municipal arenas for arena scoreboard replacement.	(2,633,774)	(3,233,631)
CFRF - Leisure Services	Funded from excess funds in related capital projects and development charges (which causes surplus in capital projects). To be used for Leisure related capital projects. After yearend, \$595K was committed as part of the 2015 Capital Budget.	(836,007)	(587,068) (595,000)
Subtotal Capital Financing Reserve Funds		(100,313,880)	(103,958,599)
Total Reserve Funds		(148,196,311)	(150,673,781)
Total Reserves and Reserve Funds		(155,598,229)	(156,224,677)