

Appendix C

Reserve Fund Balances & Targets - November 30, 2020

Reserve or Reserve Fund	Balance as of December 31, 2018	Balance as of December 31, 2019	Balance as of November 30, 2020	Notes	Purpose	Revenue Sources	Usage of Funds	Revisions for Revenue Sources	Revisions to Usage of Funds	Minimum \$ Level	Minimum \$	Rationale for Level
Tax Rate Stabilization	\$ 1,077,620	976,867	976,867	\$152,000 committed for Museums	This Reserve provides for year to year variances in the operating budget.	Half of any annual operating surplus and any approved project with a surplus or if the project was cancelled will be credited back to this Reserve if originally funded from this reserve. Any other revenues shall be authorized by Council.	Half of any annual operating deficit shall be charged to this Reserve. Any other expenditures shall be authorized by Council.	By-law will include wording to reflect annual budgeted contributions to this reserve.	No changes.	3% of annual property taxation levy	\$ 8,700,000	Stabilization in part funds emergent issues and offset unrealized revenues or higher expenses than budgeted (annual operating deficits).
Organizational Development Reserve	\$ 341,012	239,181	239,181		This Reserve provides funding for training and development of City staff.	Shall be funded by any annual under-expenditure in all training related budget line accounts (as listed in by-law) providing such contributoin shall not put the City into a deficit position or increase a deficit.	This reserve shall be used only for the purpose of funding the training and development of City staff and is a working reserve.	No changes.	No changes.	None	None	No minimal level is recommended.
Holding Account - General	\$ -	2,124,777	8,401,986	\$5.2M committed for operating	This Holding Account reserve is to be used for capital projects that are funded from the tax levy.	Any surplus from a capital project funded from the tax levy shall be contributed back to this Reserve.	This reserve may be used to fund deficits for capital projects that were funded from the tax levy based on limits in accordance with the Capital Budget Policy.	No changes.	No changes.	\$4,000,000	\$ 4,000,000	Amount as per Capital Budget Policy
Holding Account - Water	\$ -	1,706,661	1,673,774		This Holding Account reserve is to be used for Water capital projects.	Any surplus from a capital project funded from the Water user fees shall be contributed back to this Reserve.	This reserve may be used to fund deficits for Water capital projects based on limits in accordance with the Capital Budget Policy.	No changes.	No changes.	\$1,500,000	\$ 1,500,000	Amount as per Capital Budget Policy
Holding Account - Wastewater	\$ -	2,574,904	2,500,285		This Holding Account reserve is to be used for Wastewater capital projects.	Any surplus from a capital project funded from the Wastewater user fees shall be contributed back to this Reserve.	This reserve may be used to fund deficits for Wastewater capital projects based on limits in accordance with the Capital Budget Policy.	No changes.	No changes.	\$ 1,500,000	\$ 1,500,000	Amount as per Capital Budget Policy
CGS Sick Leave	\$ 4,432,711	4,240,110	3,847,590		This Reserve Fund provides for year to year variances in the operating budget to cover sick leave for retiring employees.	This Reserve Fund shall be funded from the budgeted contributions from the operating budget.	Expenditures from this Reserve Fund are to be used to pay sick leave to retiring employees in accordance with the policies of the City of Greater Sudbury.	No changes.	No changes.	80% of liability amount	\$ 3,520,000	Liability amount on annual F/S was \$4.4M at Dec 31/18.
CGS Post Employment Benefits	\$ 1,118,896	766,998	781,044		This Reserve Fund can be utilized for the purpose of funding post employment benefits.	This Reserve Fund is funded from surplus (if any) from the Pensioners cost centre and any budgeted contribution for this purpose provided that such a contribution would not put the City into a deficit position or increase a deficit.	Expenditures from this Reserve Fund may only be used for the purpose of funding post employment expenses unless authorized by Council.	No changes.	No changes.	10% of liability amount	\$ 3,450,000	Liability amount on annual F/S was \$34.5M at Dec 31/18.

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HR Management	\$ 4,586,492	4,151,327	1,965,833		This fund can be utilized for initiatives targeted to reduce or control expenses to the benefit plans and sick leave reserve fund. Funding of such initiatives are subject to a positive cost/benefit analysis and further subject to the approval of the Director of Human Resources and Organizational Development.	This Reserve Fund shall be funded from net under expenditures in employee benefit programs, excluding WSIB but including any funds held in reserve by the City's benefit carrier. Net over expenditures in these same programs may be charged to this Reserve Fund. Any contributions to this Reserve Fund not covered above shall be authorized by Council.	Expenditures may be made from this Reserve Fund, on the direction of the City's Chief Administrative Officer, in order to fund exit packages and other similar arrangements. Any expenditures from this Reserve Fund not covered above shall be authorized by Council.	No changes.	No changes.	\$3,000,000	\$ 3,000,000	Minimum recommended for potential expenses relating to employees and long term commitments.
WSIB Schedule 2	\$ 1,764,792	1,210,378	755,333		This Reserve Fund shall be used for payment of invoices under Schedule 1 and Schedule 2 of the WSIB Act, and other related expenses.	This Reserve Fund shall be funded annually through the operating budget, including any WSIB Schedule 1 New Experimental Experience Rating (NEER) program rebates and funds received from participating on WSIB Safety Group Committees. Any contributions from this Reserve Fund not covered above shall be authorized by Council.	Expenditures may be made from this Reserve Fund for Workplace Health and Safety Claims Management, Early Intervention and Training Seminars relating to the NEER Program, payment of invoices relating to WSIB Schedule 1 NEER Program surcharges and other related programs. Any expenditures from this Reserve Fund not covered above shall be authorized by Council.	No changes.	No changes.	3% of annual payroll	\$ 6,600,000	Minimum for potential claims - greater likelihood of claims with Police, Fire, EMS, etc
WSIB Schedule 2 Committed	\$ 4,242,557	3,000,000	3,000,000		This Reserve Fund is the committed portion of the WSIB Schedule 2 set aside to fund any potential future catastrophic claims.	This Reserve Fund shall be funded to the minimum amount for future claims from the WSIB uncommitted reserve fund.	This is a working reserve fund to fund any future catastrophic claims.	No changes.	No changes.	Potential future catastrophic claims	\$ 3,000,000	Minimum for potential future catastrophic claims.
Election	\$ 1,274,039	1,421,182	1,562,653		To amortize the cost of a municipal election over 4 years, rather than expensing the entire amount in the year of the election.	This Reserve Fund shall be funded by an annual contribution from the operating budget.	This Reserve Fund shall be used to fund election related expenditures.	No changes.	No changes.	None	None	No minimums are recommended as the balance would increase over every 4 years to ensure funds available for the municipal election or other election expenses.
Insurance	\$ 838,869	983,495	1,366,915		This Reserve Fund shall be used for payment of insurance claims, uilding property valuation projects and updates, and other related expenses.	This Reserve Fund shall be funded by an annual contribution from the operating budget and insurance recoveries related to first party losses.	This Reserve Fund shall be used for payment of insurance claims at or below the deductible limit, and other related expenses, such as but not limited to third party brokers, adjusters and legal fees. This Reserve Fund shall also be used to fund building property valuation projects and updates.	No changes.	No changes.	1% of property taxation levy	\$ 2,900,000	Minimum for potential insurance claims as well as events that may not be covered by insurance (eg. 2018 wind storm)

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Parking	\$ 467,086	19,901	201,916		This Reserve Fund shall be used for capital parking projects.	Net proceeds from all parking operations in excess of the net operating budget shall be credited to this Reserve Fund. Any excess funding from Parking capital projects shall be credited to this Reserve Fund.	This Reserve Fund shall be used to fund any operational net over expenditures in the Parking operating budget. Expenditures from this Reserve Fund shall be authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	10% of operating budget and 5% of asset replacement value	\$ 545,000	Minimum should be based on % of operating expenses and % of asset replacement costs.
Social Housing	\$ 7,823,628	7,135,544	1,758,192		This Reserve Fund shall be used for Social Housing capital projects as authorized by Council.	Any annual net under expenditure in the Social Housing operating budget shall be credited to this Reserve Fund, to allow it to rise to \$10 million, if such contribution will not put the City in a deficit position or increase an existing deficit. If the combined net under expenditures of the Library/Citizen Service Centre, Land Reclamation, Organization Development, Social Housing, Police Services and Information Technology is less than the City's overall surplus then each respective reserve will receive a prorated share of the accumulated operating surplus based on their net under expenditure.	Any annual net over expenditure in the Social Housing operating budget may be funded from this Reserve Fund. Expenditures from this Reserve Fund shall be authorized by Council.	No changes.	No changes.	2% of asset replacement value of \$350 million	\$ 7,000,000	Minimum for future capital replacements and projects based on asset replacement value which was \$350M on F&A Committee report on Oct 22 2019.
Industrial Park	\$ 3,399,723	3,591,259	3,917,529		This Reserve Fund shall be used for operating services and capital projects for the City's industrial parks and other industrial lands.	All net revenues from land sales in the City's industrial parks and other industrial lands shall be deposited into this Reserve Fund.	Expenditures that pertain directly to these land sales, such as legal fees, lot survey fees, mortgage payments, real estate commissions, and similar expenses may be netted against the proceeds. Expenditures may also be made from this Reserve Fund for the improvement of City's lands within the Industrial Parks or other City industrial lands, including landscaping, lighting, fencing and the placing of signs, and for costs incurred in the development of the Industrial Parks. Expenditures may also be made from this Reserve Fund for the acquisition and development of additional land for industrial purposes. Expenditures may also be made from this Reserve Fund to fund the City's share for upgrading of City related infrastructure (i.e. Roads, Water/Wastewater linear pipes, etc.) relating to Industrial Park Land Development and/or Development Cost Sharing Policy for Industrial Parks. Authorization of Council is required to spend from this Reserve Fund.	No changes.	No changes.	None	None	No minimum level recommended.

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Winter Control Roads	\$ 0	0	0		This Reserve Fund shall be used to fund Roads Winter Control expenditures.	Any or all Roads Winter Control under expenditures shall be credited to this Reserve Fund to allow it to rise to the level of \$5,000,000 provided the contribution in any year would not place the City into a deficit position or increase a deficit position.	Any Roads Winter Control over expenditures may be funded from this Reserve Fund.	By-law will include wording to reflect annual budgeted contributions to this reserve.	No changes.	Total deficit of last 3 years	\$ 6,600,000	Minimum should be based on total deficits in last 3 years, which for 2016 to 2018 was \$6.6 million.
Library & Citizen Service Centre	\$ 408,158	418,805	426,474		This Reserve Fund can be utilized for the purpose of funding any net over expenditures over the Library/Citizen Service operating budget as well as capital projects.	Any annual net under expenditures in the Library/Citizen Service Centre operating budgets shall be credited to this Reserve Fund only if such contribution will not put the City in a deficit position or increase an existing deficit. If the combined net under expenditures of the Library/Citizen Service Centre, Land Reclamation, Organizational Development, Social Housing, Police Services, and Information Technology is less than the City's overall surplus then each respective reserve will receive a prorated share of the accumulated surplus based on their net under expenditure. Any excess funds from Library/Citizen Services capital projects shall be credited to this reserve fund.	This Reserve Fund may be used to fund any net over expenditures in the Library/Citizen Service operating budget. This Reserve Fund shall be used for Library/Citizen Services capital projects. Expenditures over \$25,000 from this Reserve shall be authorized by Council, otherwise authorization from the Library Board is required.	No changes.	No changes.	None	None	No minimum recommended as Library Board can spend up to \$25K per project without Council approval; used to offset operating deficit; and for capital projects.
Cemeteries	\$ 353,276	392,663	388,502		This Reserve Fund shall be used for cemetery capital projects.	Any annual net under expenditure in the Cemetery operating budget shall be credited to this Reserve fund. Any excess funding from Cemetery capital projects shall be credited to this Reserve Fund.	This Reserve Fund shall be used to fund any operational net over expenditures in the Cemetery operating budget. Authorization of Council is required for spending from this Reserve Fund.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	None	None	No minimum level is recommended. If RF is depleted, then this service should be funded from annual tax levy.
199 Larch Street	\$ (14,909)	804,418	499,670		This Reserve Fund shall be used for capital projects at 199 Larch Street.	Any annual operating budget net under expenditures shall be contributed to this Reserve Fund. Any excess funds from 199 Larch Street capital projects shall be credited to this Reserve Fund.	Any annual net over expenditure in the 199 Larch Street operating budget may be funded from this Reserve Fund. Any expenditures from this Reserve Fund shall be authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	5% of building replacement cost	\$ 3,000,000	Minimum amount based on % of replacement cost for future capital replacement projects.

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Health Community Initiatives	\$ 9,073	18,387	24,749		This Reserve Fund shall be used to support funding of capital projects requests that follow the guidelines of the Healthy Community Initiative Fund Policy.	Allocate 2% of funds annually from the City budget to the Healthy Community Initiative Fund.	This Reserve Fund shall be used to award grants that are in accordance with the Health Community Initiatives. All grants must be authorized or approved by By-law of Council, in accordance with the Municipal Act, 2001.	No changes.	No changes.	2% of annual HCI allocation per HCI by-law	\$ 9,000	HCI of 2% of annual funds
Fleet - Equip & Vehicle	\$ 1,882,056	222,839	390,936		This Reserve Fund shall be used to purchase fleet equipment and vehicles as authorized by Council.	Annual equipment rates shall contain a provision for straight-line replacement depreciation, which shall form contributions to this Reserve Fund. Proceeds from the sale of used Fleet equipment or vehicles shall be credited to this Reserve Fund.	This Reserve Fund shall be used to purchase fleet equipment and vehicles as authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	2019 annual capital program	\$ 3,500,000	Minimum based on annual capital program so funds available if unplanned replacements required for significant heavy duty vehicles and equipment.
Equipment & Vehicle Replacement - Parks	\$ 296,660	186,171	335,394		This Reserve Fund shall be used to purchase new parks equipment and vehicles as authorized by Council.	Annual budgeted amounts shall be contributed to this Reserve Fund. Any excess funds from Parks Equipment/Vehicle Replacement capital projects shall be credited to this Reserve Fund. Proceeds from the sale of used Parks equipment shall be credited to this Reserve Fund.	This Reserve Fund shall be used to purchase new parks equipment and vehicles as authorized by Council.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	Annual capital program	\$ 100,000	Minimum based on annual capital program.
Capital Financing General	\$ 1,822,269	4,295,692	4,696,615		This Capital Financing Reserve Fund shall be used to provide for year to year variances in the operating budget, and to fund capital projects.	Half of any operating budget surplus shall be credited to this Capital Financing Reserve Fund. Any surplus from a capital project approved by Council from this Reserve Fund shall be contributed back to this Reserve Fund.	Half of any operating budget deficit shall be charged to this Capital Financing Reserve Fund. This Capital Financing Reserve Fund may be used for any project of a capital nature upon authorization of Council.	By-law will include wording that a) proceeds on sale of assets be transferred to this reserve fund and b) to reflect annual budgeted contributions to this reserve.	No changes.	1% of asset replacement value (\$5.1 billion)	\$ 51,000,000	To use for ongoing capital program and fund increased number and value of capital projects in various years to provide source of revenue as opposed to debt.

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Wastewater	\$ 13,440,507	5,957,229	1,320,573		This Capital Financing Reserve Fund shall be used to fund any net over expenditures in Wastewater operating budget. The balance in this reserve fund should not fall below 10% of the estimated revenues for these services in any year.	The Capital Financing Reserve Fund shall be funded from excess funds from Wastewater capital projects and net under expenditures from the Wastewater operating budget.	Expenditures may be made from this Capital Financing Reserve Fund for wastewater projects of a capital nature, upon authorization by Council.	By-law will include wording that proceeds on sale of assets be transferred to this reserve fund	No changes.	1% of asset replacement value (\$2.349 billion)	\$ 23,490,000	Minimum based on asset replacement cost. Minimum amount for Operating is within Committed RF based on 10% of annual revenues.
Water	\$ 12,064,499	4,399,101	394,785		This Capital Financing Reserve Fund shall be used to fund any net over expenditures in the Water operating budget. The balance in this reserve fund should not fall below 10% of the estimated revenues for these services in any year.	This Capital Financing Reserve Fund shall be funded from excess funds from Water capital projects and net under expenditures from the Water operating budget.	Expenditures may be made from this Capital Financing Reserve Fund for water projects of a capital nature, upon authorization by Council.	By-law will include wording that proceeds on sale of assets be transferred to this reserve fund	No changes.	1% of asset replacement value (\$2.148 billion)	\$ 21,480,000	Minimum based on asset replacement cost. Minimum amount for Operating is within Committed RF based on 10% of annual revenues.
Emergency Medical Services	\$ 2,707,455	2,128,669	3,140,802		This Reserve Fund shall be used to fund vehicles/equipment replacement and station development for EMS.	Annual budgeted amounts for vehicles/equipment replacement and station development shall be credited to this Reserve Fund. Any excess funding from EMC capital projects shall be credited to this Reserve Fund. Proceeds from sale of vehicles and equipment shall be credited to this Reserve Fund.	Annual net under expenditures in EMS up to maximum amortization expenses per Form B (Ministry of Health) shall be contributed to this Reserve Fund in order to maximize the annual Land and Ambulance Provincial Grant.	By-law will include wording for the following: a) that proceeds on sale of assets be transferred to this reserve fund; b) that any project surplus be transferred to this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	By-law will include wording that any related project deficit will be funded from this reserve fund in the same manner as in the Capital Budget Policy for the Holding Accounts	n/a	n/a	This is 50/50 City and Ministry - unable to increase contributions to reserve fund as in accordance with funding agreement.