

POLICY MANUAL	POLICY NO. 2-8
For Municipality of South Dundas	EFFECTIVE DATE: July 21, 2015 Revised: October 16, 2018
SUBJECT: Reserve & Reserve Fund Policy	DEPARTMENT: Treasury

LEGISLATIVE AUTHORITY

Section 417 of the Municipal Act, 2001 (the Act) allows for the establishment of reserve funds and outlines the requirements regarding the procedures in allowing for the use of reserve funds as follows:

"Reserve funds" Every municipality and local board, as defined in the Municipal Affairs Act, and any other body exercising a power with respect to municipal affairs under any Act in unorganized territory may in each year provide in its budget for the establishment or maintenance of a reserve fund for any purpose for which it has authority to spend money. 2001, c. 25, s. 417 (1).

"Approval" If the approval of a municipality is required by by-law for a capital expenditure or the issue of debentures by or on behalf of a local board, the local board must obtain the approval before providing for a reserve fund for those purposes in its budget. 2001, c. 25, s. 417 (2).

"Expenditure of Reserve Funds" A municipality may by by-law, provide that the money raised for a reserve fund established under subsection (1) may be spent, pledged or applied to a purpose other than that for which the fund was established. 2001, c. 25, s. 417 (4).

In summary, a municipality may establish reserve funds and may pass by-laws to authorize expenditures from those funds.

DEFINITIONS

Reserves are appropriations from net revenue at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. A reserve cannot have a revenue or expense of itself, like a reserve fund.

Reserve Funds are assets that are segregated from the general revenues of the municipality and are restricted to meet the purpose of the reserve fund. Obligatory and discretionary reserve funds may be established.

Discretionary Reserve Funds are established in cases where Council wishes to earmark funds to finance a future expenditure for which it has authority to spend money and physically set aside for such purpose. The funds may be used for several different purposes, such as known or unknown contingencies (e.g. building repairs).

Obligatory Reserve Funds are reserve funds that must be created by statute whereby special funds are received or obligated for specific purposes and must be segregated from the general revenues of the municipality (e.g. Gas Tax Rebate). These funds must be used solely for the purpose prescribed for them by statute.

INTRODUCTION

This policy is intended to set out the principles, mandatory requirements and guidelines for establishment, intention, maintenance, management and accounting treatment for Reserves and Reserve Funds, both obligatory and discretionary.

The primary source of revenue for reserves is from current operations, usually surpluses at year-end or as a deliberate segregation during budget deliberations. Reserves are generally referred to as "rainy day funds" to mitigate fluctuations in economic factors, changes in government funding, unanticipated events and contingent liabilities. They are also used to accumulate funds to finance large capital projects to avoiding debt financing.

Reserve Funds differ from reserves in that they are segregated and restricted to meet a specific purpose as defined by the Municipal Act. For example, under the Chartered Professional Accountants (CPA)Canada Public Sector Accounting Board (PSAB) guidelines, development charges must be reported as deferred revenue (a liability) or a reserve fund. Capital costs eligible for development charge funding must be growth related capital improvements.

Reserves and Reserve Funds are financial management tools that are an essential part of a sound fiscal policy to address long-term objectives. The goal is to fully fund the annual capital plan through current reserves while delivering efficient, effective programs to the citizens of South Dundas. The key to reserve policies and planning is to balance current and future requirements. Sound program and financial planning would accommodate future growth while maintaining relatively steady tax rates.

The maintenance of adequate Reserves and Reserve Funds is critical to the Municipality's long-term viability. The overall reserve amounts established should be between 25% and 50% of annual operating expenditures unless

otherwise stated under reserve/reserve fund listing. The amounts are also to be established to fund unknown contingencies or liabilities that the municipality may incur in the future.

REQUIREMENTS

1. Establishment of new reserves and reserve transactions must be supported by a resolution/by-law of Council.
2. All new reserves and reserve transactions must be authorized by Council through the annual budget process.
3. In-year reserve transactions not contemplated during the budget process shall be authorized through a resolution of Council and will also require a budget amendment to be approved by Council.
4. Following the resolution of Council, the Treasurer has the sole authority to perform transactions to and from reserves for the amount budgeted. Transfers from reserves shall be for the actual expenditure/costs up to the approved budgeted amount.

RESPONSIBILITIES

Council

The Role of Council is provided in Section 224 of the Act as follows: "It is the role of council,

- a) to represent the public and to consider the well-being and interests of the municipality;
- b) to develop and evaluate the policies and programs of the municipality;
- c) to determine which services the municipality provides;
- d) to ensure that administrative practices and procedures are in place to implement the decisions of council;
- e) to maintain the financial integrity of the municipality; and,
- f) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224."

As such, Council has the ultimate authority for policy development and ensuring that administrative practices are in place to implement those policies. As well, policies should be in line with the financial integrity of the municipality. Therefore, the adoption of this policy and any changes to this policy must be approved by Council.

Council has the responsibility to establish reserves and ensure that transactions to and from reserves are authorized, through the budget process or by specific resolutions.

Chief Administrative Officer

The CAO is responsible for supporting the Treasurer and Council in ensuring the principles and mandatory requirements contained in this policy are applied consistently across all departments.

Treasurer

The Treasurer or their designate is responsible for:

- Developing and updating this policy as necessary and present changes to Council,
- Ensuring that the principles and mandatory requirements contained in this policy are applied consistently across all departments,
- Analyzing reserve status on a regular basis and ensuring that accounting principles are followed,
- Performing the transfers to and from reserves as authorized by Council; and,
- Provide an annual report to Council on the status and amounts of each reserve and reserve fund balances to ensure appropriate target levels have been met as outlined in this policy and for other information purposes.

Department Heads

The Department Head or their designate is responsible for informing the Treasurer when reserve transfers are required as per the resolution of Council, providing documentation relating to the reserve transfer; and consulting with the Treasurer for advice regarding the interpretation of this policy.

ESTABLISHMENT OF RESERVES

Types of Reserves

Maintaining adequate reserve balances serves several municipal purposes. These include but are not limited to:

- **Asset Replacement:** established to smooth the spikes in operating budgets and smooth out property tax changes when replacing tangible capital assets;
- **Project Reserves:** established to provide cost effective self-borrowing mechanisms to reduce long-term debt and the risks associated with interest rate fluctuations;
- **Economic Stability Reserves:** established to buffer against significant fluctuations in the economy;
- **Contingency Reserves:** established to accommodate contingent, unfunded or known liabilities for current and/or future years;
- **Working Fund Reserves:** established to provide cash flow for operations to eliminate the requirement to borrow funds to meet immediate obligations; and,
- **Self-Insurance Reserves:** established to provide self-insurance provisions.

Purpose of Reserves

For each reserve the establishing resolution/by-law shall have a description of the purpose and how the reserve may be utilized. Current and future areas of risk and exposure to economic volatility need to be identified for each reserve. The purpose of the reserve may be legislated.

Level of Reserves

Each reserve shall identify the methodology to be utilized to determine the level of the reserve, the target level for the reserve, how the reserve is replenished and/or its date for elimination of the reserve. Service standards and capital planning and the related performance measures should be used to determine the appropriate level for the reserve.

INTEREST ALLOCATION

1. Reserve funds will be invested in accordance with the Municipality's investment policy (2-4). Earnings shall be credited to each separate reserve fund bank account that invested the funds.
2. Interest shall be allocated to the reserve funds based on the actual balance of the reserve fund.
3. Reserves shall not be invested and are not allocated interest.

TEMPORARY RESERVE FUND BORROWING

Temporary borrowing to cover a reserve short-term deficit, interim servicing requirements or internal financing is permitted, when justified, adequately supported and authorized by Council. The following conditions must be met to allow borrowing from reserve funds:

1. Borrowing must not adversely affect the intended purpose of the reserve fund.
2. A plan to repay the reserve fund within a reasonable timeframe is required and must be documented.
3. Interest, equivalent to the Municipality's interest on the reserve fund bank account, will be applied to outstanding amount borrowed.
4. Where applicable, legislative requirements may apply.

RESERVES/RESERVE FUND LISTING

RESERVE FUNDS:

S.D. GENERAL RESERVE FUND – SALE OF ASSETS

1-2-2000-9010 (Discretionary)

POLICY: The General Reserve Fund was established to finance municipal operations and projects through the sale proceeds of capital assets. Interdepartmental revenue and financing apply (revenue generated from an asset sold within a department does not necessarily need to finance an asset purchased within that same department).

REVENUES	EXPENDITURES	TARGET LEVEL
Sale of assets (except for fleet) in all departments.	At the discretion of Council.	At the discretion of Council.

FIRE RESERVE FUND

1-2-2000-9020 (Discretionary)

POLICY: The Fire Reserve Fund provides capital financing and will fund any deficit during the fiscal year.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations and through donations to the fire department.	Fund current or future capital projects as presented by the Fire Chief, or in the fire master plan.	At the discretion of Council.

S.D VEHICLE REPLACEMENT RESERVE FUND

1-2-2000-9030 (Discretionary)

POLICY: The Vehicle Replacement Reserve Fund provides a source of funding for the replacement of vehicles as outlined in the Finance Fleet Schedule. Each request for expansion funded from the Reserve must be made clear during the capital budget process and in the purchase report to Council.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through the sale of fleet, at the discretion of Council, and/or through taxation as per the Fleet Replacement Schedule.	Replacement of fleet.	At the discretion of Council.

GAS TAX REBATE RESERVE FUND

1-2-2000-9035 (Obligatory)

POLICY: The Gas Tax Rebate Reserve Fund provides funding to investments in Environmentally Sustainable Municipal Infrastructure (ESMI) Projects and Capacity Building Projects as per the Agreement for the Transfer of Federal Gasoline Tax Revenues.

REVENUES	EXPENDITURES	TARGET LEVEL
The Municipality receives a semi-annual allocation of funds from the AMO on behalf of the Federal Government per the Agreement for the Transfer of Federal Gasoline Tax Revenues.	Expenditures to support environmentally sustainable municipal infrastructure to help ensure cleaner air, cleaner water, and reduced greenhouse gas emissions. Eligible project categories are; public transit, water, wastewater, solid waste, community energy systems, local roads, bridges, tunnels, active transportation infrastructure, and capacity building.	The Gas Tax Rebate Reserve Fund amount should represent the revenues allocated to South Dundas only and cannot go below zero at any time.

S.D. INFRASTRUCTURE SHARES – RIDEAU ST. LAWRENCE UTILITIES RESERVE FUND

1-2-2000-9090 (Discretionary)

POLICY: The purpose of the Infrastructure Shares of the Rideau St. Lawrence Reserve Fund is to deposit all income received from RSL into this reserve fund.

REVENUES	EXPENDITURES	TARGET LEVEL
Interest from promissory note and dividends received.	At the discretion of Council.	At the discretion of Council.

COMMUNITY BENEFIT EDP RESERVE FUND

1-2-2000-9091 (Discretionary)

POLICY: The Community Benefit Reserve was established for the management and allocations of funds received from EDP renewables through the South Branch Wind Farm agreement to benefit the South Dundas community.

REVENUES	EXPENDITURES	TARGET LEVEL
Annual funds received from EDP through the South Branch Community Fund Agreement	Community projects in the EDP Community Fund Benefit Area as approved by the South Branch Community Fund Committee and Council.	At the discretion of Council.

**CONSOLIDATED UTILITIES –
WATER AND SEWER RESERVE FUNDS**

1-2-2000- 9145, 9350 & 9445 (Discretionary)

POLICY: The Water and Sanitary Sewer Reserve Funds provides funding for current capital projects and any special water and sewer capital projects that require future funding. These Reserves are consolidated into one Consolidated Utilities Reserve for reporting purposes.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Financing capital and future capital projects, or any other expenditure that Council sees fit.	At the discretion of Council.

S.D. PARKLAND DEDICATION RESERVE FUND

1-2-2050-9070 (Obligatory)

POLICY: The Parkland Dedication Reserve Fund provides for the purchase and development of parkland in developing areas and redeveloping areas and/or supports the upgrading of existing parks/facilities (neighbourhood, community or township-wide) provided the need to upgrade is due to intensification of the surrounding neighbourhood. This Reserve Fund is a legislative requirement of the Planning Act. Staff will determine which proposed capital projects meet the objectives to receive funding from this account, prioritize timing of projects within the budget, allocate appropriate funding amounts, and ultimately provide their recommendations as part of the Capital budget process for Council approval.

REVENUES	EXPENDITURES	TARGET LEVEL
<p>Under Section 42, 51.1 & 53(13) of the Planning Act, Municipalities are given the authority to request the conveyance of land to the Municipality for parks at a rate of 5% for residential development and 2% of industrial and commercial development. Cash in lieu payments populate this Reserve Fund. The source of revenue for this Reserve Fund is dependent on overall development and redevelopment. It is anticipated that this Reserve Fund will continue to grow.</p>	<p>The use of the Reserve Fund will be prioritized as follows:</p> <ol style="list-style-type: none"> 1. Land acquisition for additional parks in developing areas or redeveloping areas. 2. To fund the development of the newly acquired lands. 3. To support the redevelopment of existing parks (not new parkland) <u>IF</u> the need for the redevelopment of the park is due to redevelopment/intensification of the immediate neighbourhood served by that park. 4. Additions to facilities to support growth where the need is due to growth. 	<p>The funding level should be enough to purchase and develop new parkland opportunities and to provide funding for the upgrade of parks/facilities in areas undergoing intensification as required.</p>

RESERVES:

GENERAL WORKING RESERVE

1-2-2100-9010 (Discretionary)

POLICY: To assist in periods throughout the year when cash balances are low and there is a requirement to cover payments and expenses, before taxes, grants and other revenues become available, or any other expense that Council sees fit.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	The use of these funds is general in nature and this balance is intended to act as working capital. Expenditures would include financing operating deficits if they arise and specific operating and capital expenditures as approved by council.	Minimum target level of 10% of operating expenditures.

RECREATION 50/50 PROJECTS RESERVE

1-2-2100-9074 (Discretionary)

POLICY: The \$ for \$ Capital Funding Program was established to assist with funding projects brought forward by eligible applicant groups. Only community fundraising efforts will be matched.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Funding may be granted up to a maximum of 50% of eligible project costs, up to a maximum of \$25,000 or as the municipal budget allows.	At the discretion of Council.

PLANNING RESERVE

1-2-2100-9080 (Discretionary)

POLICY: Given the Planning department’s sensitivity to volatile and declining economic trends the reserve balance is intended to mitigate any future financial risk or smooth impacts.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations and from annual planning net surpluses, subject to year-end operating results.	Used to offset unfavourable revenue variances due to economic conditions.	At the discretion of Council.

MURAL RESERVE

1-2-2100-9081 (Discretionary)

POLICY: The Mural Reserves provides a source of financing Mural repairs and maintenance costs.

REVENUES	EXPENDITURES	TARGET LEVEL
At council's discretion.	To be used for the direct costs of Mural repairs/maintenance within the Municipality.	At the discretion of Council.

LANDFILL RESERVE

1-2-2100-9082 (Discretionary)

POLICY: The Landfill Reserve was established to fund closure and post closure costs and other eligible operating or capital project expenses.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	To be used for direct expenses relating to any Municipal-owned Landfill.	Up to 100% of the estimated future closure and post closure liability costs of both Matilda & Williamsburg landfill locations.

MARINA RESERVE

1-2-2100-9083 (Discretionary)

POLICY: To fund future growth at the Marina through the creation of additional dockage space and to fund additional infrastructure as needed.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	To be used for direct expenses relating to the Marina.	At the discretion of Council.

ROAD RESERVE

1-2-2100-9084 (Discretionary)

POLICY: To assist in smoothing budget to actual fluctuations, finance capital projects, or any other road expenses that Council sees fit.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	To fund repair, refurbishment, and replacement costs associated with Municipal roads and bridges.	At the discretion of Council.

INSURANCE RESERVE

1-2-2100-9085 (Discretionary)

POLICY: The Insurance Reserve provides for insurance premiums, claim deductibles, and self-insurance.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	Expenditures from the Insurance Reserve are made to offset any deficit for insurance expenses in the operating budget.	At the discretion of Council.

ECONOMIC DEVELOPMENT RESERVE

1-2-2100-9086 (Discretionary)

POLICY: Created to finance Economic Development expenses and smooth budget to actual fluctuations.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	To fund expenses relating to Economic Development.	At the discretion of Council.

WINTER CONTROL RESERVE

1-2-2100-9087 (Discretionary)

POLICY: The Winter Control Reserve funds winter maintenance in the event of a shortfall in the Winter Control Operating Budget. The Reserve aids in minimizing the financial implications resulting from extreme winter weather conditions.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations and from annual operating winter control surpluses, if any.	This Reserve provides additional funding for winter maintenance expenditures on Municipal roads in the event of a deficiency in the Operating Budget amount for winter control.	The Winter Control Reserve balance is recommended to be equal to an annual budget amount of winter maintenance costs.

VISIONCARE RESERVE

1-2-2100-9088 (Discretionary)

POLICY: The Vision care reserves was established for the Municipality to self-finance the Vision care portion of benefits to all eligible employees and their dependants. These benefits provide protection against the cost of frames and lenses prescribed by an Ophthalmologist or Optometrist.

REVENUES	EXPENDITURES	TARGET LEVEL
Annual contribution by Council as determined by Administration.	The plan pays 100% of eligible claimed expenses up to \$200 per employee and their dependants only during a 24-month period.	At the discretion of Council.

TAX WRITE-OFF CONTINGENCY RESERVE

1-2-2100-9089 (Discretionary)

POLICY: The Tax Write-off Contingency Reserve provides a contingency for tax write-offs and/or ARB decisions that could affect the current year’s budget.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated from any surplus in the taxation budget.	To offset any current year deficits due to tax write-offs.	The balance recommended is to be approximately 5% of taxation revenue.

ELECTIONS RESERVE

1-2-2100-9092 (Discretionary)

POLICY: The Elections Reserve was established to fund a municipal election over 4 years, rather than funding the entire cost in the year of the election.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Election related expenses.	\$50,000 at the beginning of an election year.

TREASURY RESERVE

1-2-2100-9093 (Discretionary)

POLICY: The Treasury Reserve provides funding to comply with newly developed provincial or federal policies, practices or reporting methods (PSAB/AMP), significant upgrades or replacement of any financial/accounting software, or any other related expense in which Council sees fit.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Upgrades or replacements to financial systems, software, and any other related expense.	At the discretion of Council.

FIRE RESERVE

1-2-2100-9094 (Discretionary)

POLICY: The Fire Reserve provides financing for operating costs, capital projects, protective services, etc. It can also be used to carry over operating revenue from previous years.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	At the discretion of Council. Other expenditures include financing a deficit if one should occur during the fiscal year.	At the discretion of Council.

HEALTH AND SAFETY RESERVE

1-2-2100-9095 (Discretionary)

POLICY: The Health and Safety Reserve was established to support a safe and healthy working environment, so therefore to follow the health and safety policies of the Municipality.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	Expenditures to create a safe and healthy working environment for all employees, or to finance any ministry of labour compliance issues.	At the discretion of Council.

RECREATION & FACILITY RESERVE

1-2-2100-9096 (Discretionary)

POLICY: To assist in smoothing budget to actual fluctuations, finance capital projects, or any other recreation expenses that Council sees fit.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	To fund repair, refurbishment, and replacement costs associated with Municipal Recreation and Facilities.	At the discretion of Council.

ACCESSIBILITY RESERVE

1-2-2100-9097 (Discretionary)

POLICY: To be within compliance of Ontario laws that set standards for accessibility, under the Accessibility for Ontarians with Disabilities Act, 2005. The Municipality is committed to creating an accessible organization by removing barriers for people with disabilities.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Expenditures to create an accessible environment within any municipally-owned facility or property.	At the discretion of Council.

DEBENTURE REPAYMENT RESERVE

1-2-2100-9098 (Discretionary)

POLICY: In reference to By-Law No. 2014-68, this reserve is to be used to fund a serial debenture made payable to the OILC (Ontario Infrastructure and Lands Corporation). The purpose of this debenture was to finance The South Dundas Municipal Centre.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Financing the stated debenture, which is to follow schedule "C" of the By-Law.	The balance is recommended to meet the required interest and principal payments on debentures currently owing for a minimum of one fiscal year.

BUILDING RESERVE

1-2-2000-9025 (Discretionary)

POLICY: The Building Standards division must report their surpluses and deficits to the industry as a separate entity; surpluses cannot be used to fund general City expenditures, and deficits should be funded from a Reserve and not from the Municipal funds. For this reason, the Building was established to provide for capital expenditures and revenue stabilization, as building permit activity is highly cyclical.

REVENUES	EXPENDITURES	TARGET LEVEL
Annual budgeted allocation from Building Permit revenues, as well as additional revenues added from building permit surplus as it occurs.	To stabilize the building permit revenue line in the operating budget and to fund Building Standards division capital expenditures.	Maintain a minimum equal to 12 months of projected operating expenses to mitigate cyclical drops experienced, or when the economy faces a recessionary period.

**CONSOLIDATED UTILITIES -
WATER AND SEWER RESERVES**

1-2-2100- 9344, 9444 & 9445 (Discretionary)

POLICY: The Water and Sewer Reserves provides funds for the day-to-day operations. These Reserves are consolidated into one Consolidated Utilities Reserve for reporting purposes.

REVENUES	EXPENDITURES	TARGET LEVEL
Year-end operating surplus and any budget approved contributions from the operating budget.	A deficit incurred by the Municipality would be funded through this Reserve, and any capital expenditures as approved by Council.	Minimum balance equalling the annual budget amount of expenditures for one fiscal year.

SOCIAL HOUSING RESERVE 2011-2029

1-2-2100-9600 (Discretionary)

POLICY: South Dundas has agreed to provide a tax reduction for the difference in the amount paid between the Multi-Residential versus Residential for the municipal portion only to the Williamsburg Non-profit Housing Corporation. This agreement is in force until the year 2029.

REVENUES	EXPENDITURES	TARGET LEVEL
With the Counties arrangement, the Municipality is to write-off the difference of the County portion. The municipal portion is to be financed by annual contributions at the discretion of Council.	To provide tax relief as per agreement with the Williamsburg Non-Profit Housing Corporation.	At the discretion of Council.

RECREATION PROGRAMMING RESERVE

1-2-2100-9610 (Discretionary)

POLICY: This reserve was established to provide funding for the sole use of the programming division within the Recreation Department.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations and Government grants.	Materials, equipment, etc. needed for Municipal-run programs.	At the discretion of Council.

FUNERAL ASSISTANCE PROGRAM RESERVE

1-2-2100-9615 (Discretionary)

POLICY: As outlined in Schedule "A" of By-Law No. 2012-98, The Municipality will provide for the burial of indigent persons from within the boundaries of South Dundas, while being fiscally responsible to its taxpayers.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations and may be recovered from the deceased's estate, or from any entity whose duty it was to dispose of the body.	Cost effective expenditures (basic funeral, burial and/or cremation), while respecting the dignity of the deceased. The amount payable will not exceed the amount set by the Social Services Department at the City of Cornwall.	At the discretion of Council.

CEMETERY RESERVE

1-2-2100-9620 (Discretionary)

POLICY: This reserve was established to fund future cemetery maintenance.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations.	Expenditures related to the maintenance of cemeteries located in South Dundas.	At the discretion of Council.

ANIMAL SHELTER DONATION RESERVE

1-2-2100-9625 (Discretionary)

POLICY: This reserve was established for the management and allocation of donated funds to the SD&G animal shelter.

REVENUES	EXPENDITURES	TARGET LEVEL
Donations received.	Expenditures related to the operations of the SD&G animal shelter.	At the discretion of Council.

WATERFRONT RESERVES

1-2-2100-9701 & 9702 (Discretionary)

POLICY: The Morrisburg and Iroquois waterfront reserves were established to fund the development and maintenance of each waterfront.

REVENUES	EXPENDITURES	TARGET LEVEL
Generated through approved budget allocations and through donations received.	Enhancement, development and maintenance of the waterfront areas in Morrisburg and Iroquois.	At the discretion of Council.