	Controllable (Y/N)	2016 (unaudited)	2015	2014	2013	2012
Retained Savings		\$ 2,592,699	\$ 4,702,115	\$ 292,282	\$ 4,171,453	\$ 2,300,278

## **Major Contributing Factors** [() denotes unfavourable variance]

Human Resources (excludes Winter Control HR)	Y/N	\$ 1,677,3	50 \$	1,555,230	\$ 1,192,780	\$ 1,187,262	\$ 1,032,155
Earnings on Investments (includes capital gains)	N	\$ 1,241,18	32 \$	1,327,017	\$ 330,256	\$ 1,533,164	\$ 641,676
Supplementary Taxes	N	\$ 1,157,27	78 \$	1,885,369	\$ 526,964	\$ (272,332)	\$ (394,239)
Tax Write Offs	N	\$ (1,663,20	)5)				
Commodities	N	\$ (173,69	93) \$	643,572		\$ 321,444	\$ (341,775)
Transit Fare	N		\$	(719,870)	\$ (481,024)		

	Proposed			Approved								
Council Approved Disposition		2016		2015		2014		2013		2012		
Tax Rate Stabilization Reserve Fund	\$	342,699	\$	702,115	\$	292,282	\$	1,114,700	\$	2,300,278		
Provision to Tax Write Offs Prior Year	\$	1,000,000					\$	500,000				
Provision Strategic Plan Reserve Fund	\$	500,000										
Provision to Insurance Reserve	\$	350,000	\$	500,000			\$	500,000				
Provision to Forestry Reserve Fund	\$	250,000										
Provision to Commodities Reserve Fund	\$	150,000										
Provision to Strategic Land Acquisition Reserve Fund			\$	750,000								
Provision to Capital Purposes Reserve Fund			\$	750,000								
Provision to IT Renewal Reserve Fund			\$	750,000								
Provision to Benefits Reserve Fund			\$	500,000								
Provision to Policy Initiatives Reserve Fund			\$	500,000								
Severe Weather Reserve Fund			\$	250,000								
Provision to Contingency							\$	1,538,445				
Provision to Infrastructure Renewal Reserve Fund							\$	518,308				
Total Disposition (Approved by Council)	\$	2,592,699	\$	4,702,115	\$	292,282	\$	4,171,453	\$	2,300,278		