CITY OF NANAIMO
THE HARBOUR CITY

2019 – 2023 Financial Plan

Presented to Finance and Audit Committee
April 2019



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2019 – 2023 Financial Plan Quick Facts

Property Tax Increases

	2019	2020	2021	2022	2023
General Asset Management Reserve	1.0%	1.0%	1.0%	1.0%	0.0%
General Property Tax Increase	4.0%	2.6%	1.9%	1.8%	1.4%
2019 - 2023 Financial Plan	**5.0%**	**3.6%**	**2.9%**	**2.8%**	**1.4%**

The approved annual 1% property tax increase for contribution to the General Asset Management Reserve currently ends in 2022.

	2019	2020	2021	2022	2023
Sanitary Sewer User Fee Increase	4.0%	4.0%	4.0%	4.0%	0.0%
Water User Fee Increase	7.5%	7.5%	5.0%	5.0%	5.0%

Impact on a Typical Home

This excludes amounts collected for the Vancouver Island Regional Library (VIRL), the Regional District of Nanaimo (RDN), School District 68, Island Health Authority, Municipal Finance Authority and BC Assessment.

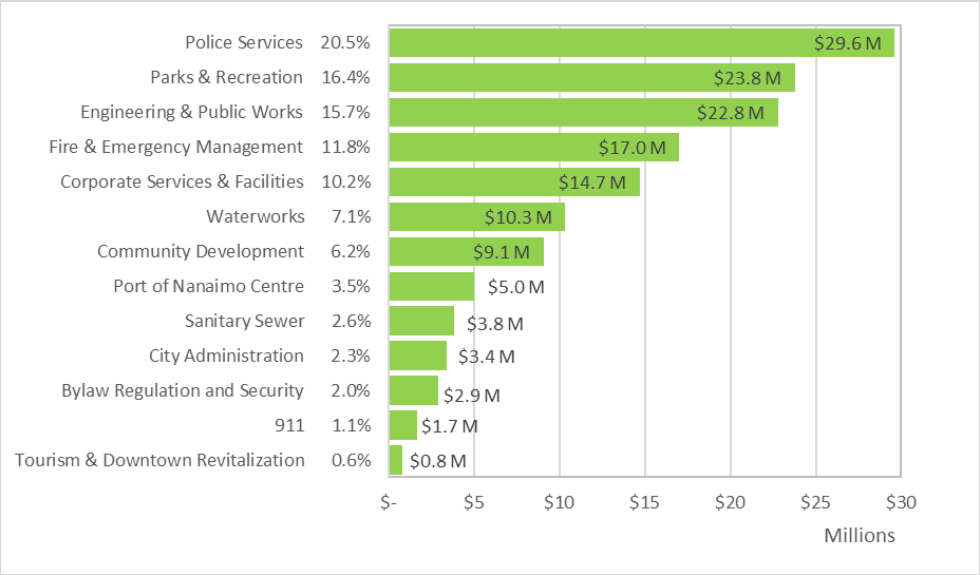
	2018*	2019*	$ Change	% Change
Property Taxes	$1,991	$2,092	$101	5.0%
Municipal User Fees				
Water Fees	$514	$552	$38	7.5%
Sewer Fees	$130	$135	$5	4.0%
Sanitation Fees	$165	$170	$5	3.0%
Total Municipal Taxes & User Fees	**$2,800**	**$2,949**	**$149**	**5.3%**

* Rounded to nearest dollar
Based on $464,403 assessed value (2018 average per BC Assessment)
Assumes a typical single family house with average assessment change

Budget Highlights

- Continues focus on public safety, with $29.6 million for police services, $18.7 million for fire services including 911 and emergency management and $2.9 million for Bylaw, Regulation and Security.
- 15 new RCMP members, 3 per year over a 5 year period, 2020 – 2024.
- Continuation of the multi-year project to replace Fire Station #1.
- Increases funding for projects to support the City's 20 Year Investment Plan.
- Continues work on the revitalization of 1 Port Drive. The revitalization of these lands will help connect the South Downtown Waterfront with the City's core.
- Expansion of cycling lanes in support of the Transportation Master Plan and the goal of doubling active transportation trips by the year 2041.
- Phase 2 (2019) and Phase 3 (2020) of the LED streetlight conversion program.
- Construction of the Harewood Youth Park Phase 1 (2019), Phase 2 (2021) as per the Harewood Centennial Park Improvement Plan received by Council in 2013.
- Strategic Plan update with new Council.
- Phased development of the Waterfront Walkway linked to the *Strategic Plan Update* in 2016.

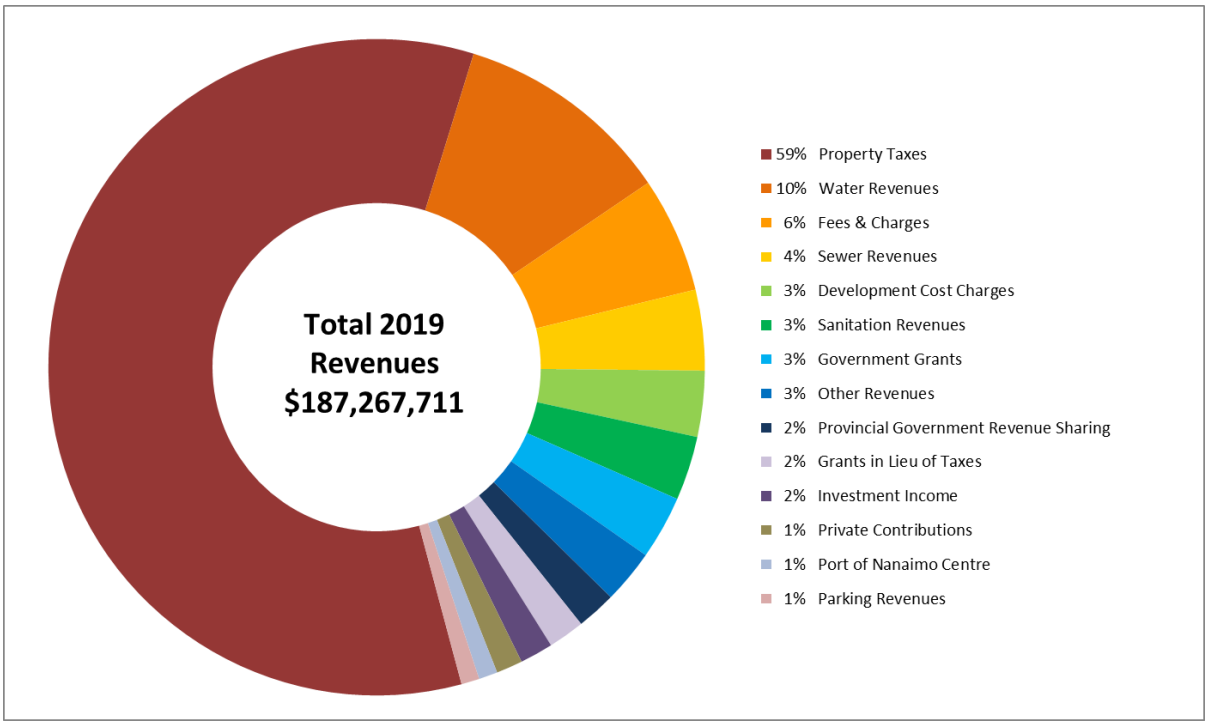
2019 Operating Budget



$145 million will be spent for annual operating and maintenance resources that deliver day-to-day City Services.

2019 Revenue

$187 million provides funding for all City day-to-day operations, projects, contributions to reserves and VIRL. $110 million of funding is from property taxes excluding property taxes collected for the RDN, School, and Hospital.



Each year as part of the budget process, choices must be made to keep taxes affordable for our businesses and households.

Financial Planning Framework

The City's integrated planning framework is comprised of three separate but complementary planning processes. These processes support alignment and integration of resources and activities to achieve the strategic goals and priorities set by Council. These three key processes include: the Strategic Plan, the Asset Management Plan and the Financial Plan.



Strategic Plan

The former Council completed a *Strategic Plan Update* in 2016. The purpose of the update was to build upon the community vision, values and commitments made under the City's previous *2012 – 2015 Strategic Plan*. The update restated the City's commitment to the four values of sustainability: economic health, environmental responsibility, social equity and cultural vitality.

City of Nanaimo Strategic Plan Update

The new Council has developed a draft version of the *2019 – 2022 Strategic Plan*. Four strategic themes for the plan were identified: governance excellence, environmental responsibility, economic health and livability. Once adopted the Strategic Plan will provide the strategic goals and priorities for their term. This will provide guidance for future Financial Plans.

20 Year Investment Plan and Asset Management Update and Development Cost Charges (DCC) Review:

On April 5, 2017, staff presented a *20 Year Infrastructure Investment Plan* to Council. The plan included projected investment required over the next twenty years for current infrastructure renewal, for new/upgraded infrastructure required due to growth and for specific investment.

Development of the City's first *20 Year Infrastructure Investment Plan* was led by the City's Asset Management Steering Committee and included input from the DCC Review Committee. Both committees had representation from across the organization including engineering, development, facilities, IT and finance disciplines.

Council approved the following recommendations to close the funding gap:

- Continuation of 1% annual increase to property taxes to 2022 for contributions to the General Asset Management Reserve
- Completion of the DCC Review and adoption of new rates bylaw – new DCC rates bylaw was adopted April 2018
- Continued development of the City's asset management capacity

The 2019 - 2023 Financial Plan includes a 1% property tax increase for the first four years for contribution to the General Asset Management Reserve. The City's Asset Management Steering Committee is currently leading several key initiatives to further develop its asset management capacity.

City of Nanaimo 20 Year Investment Plan

Financial Plan:

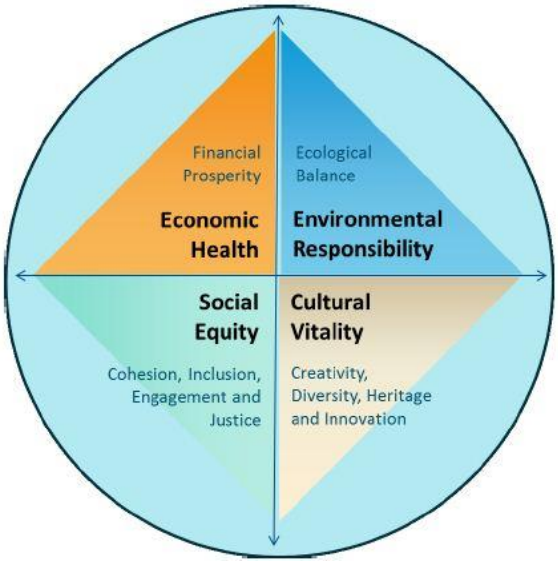
Updated annually, the City's five-year financial plan includes budgeted revenues and expenditures for:

- Delivery of day-to-day services to the community;
- Investment in infrastructure;
- Delivery of strategic initiatives; and
- Enabling long term funding strategies.

Core Services Review:

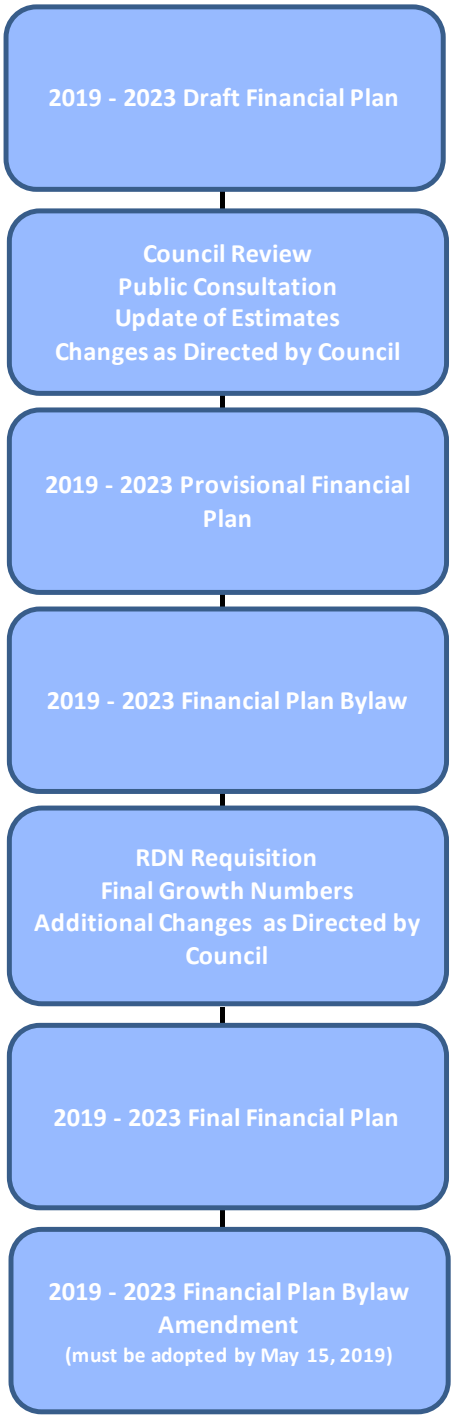
In addition to the *Strategic Plan*, the *Asset Management Plan* and the *Financial Plan*, Council undertook a Core Services Review (CSR). Completed in 2016, the *CSR* included recommendations in eleven areas: strategic planning, policy framework, staff capacity, finance policies, IT infrastructure, integrated maintenance, integrated purchasing, performance measures, community partnerships, grant mandates and monitoring, and efficiencies and streamlining. Work on many of the recommendations commenced in 2016 and as recommendations are reviewed and approved by Council, they are incorporated into the City's financial plans.

City of Nanaimo Core Services Review Final Report



Financial Plan Process

The 2019 – 2023 Financial Plan contains budget estimates where final numbers are not available.



Financial Plan Overview

The City of Nanaimo's principal activities include the provision of local government services to residents. Services provided include police and fire protection, solid waste collection, management of roads, drainage, sanitary sewer, waterworks and parks infrastructure, along with the delivery of leisure and cultural services. The City also acts as a regulatory body with respect to business licensing, building permits and inspection, land use, development planning and subdivision approval services. Services such as library and sewer treatment are provided through other boards and partnerships with other governments.

Annual Operating and Project Planning

The City's financial planning is organized into departmental business plans that identify the resources required to carry out the City's day-to-day functions and services, and into project plans that identify the resources required to complete infrastructure renewal, construct new infrastructure and deliver strategic initiatives. Operating budgets are sometimes referred to as 'base' budgets. Projects are classified as either operating or capital per the City's Capital Expenditure Policy.

Key Budget Assumptions

In future years in the 2019 – 2023 Financial Plan, 2% increases were used for expenditures in years two to five except where information that is more specific was identified. Revenue from fees and charges and sales of service were estimated to increase at a rate of 1% per year, again for years two to five, while other revenues were expected to remain unchanged.

The majority of City staff members are employed under two main Union bodies, the Canadian Union of Public Employees (CUPE Local 401) and the International Association of Fire Fighters (IAFF). The City and CUPE reached a four-year agreement, covering January 1, 2019 – December 31, 2022 in March 2019. The CUPE agreement includes wage increases of 2.0% each year. The current contract with the IAFF expires on December 31, 2019. The IAFF agreement includes wage increases of 2.5% each year.

Key Budget Drivers

The City of Nanaimo continues to grow and prosper, with increased revenues from assessment growth helping to offset the impact of inflation on the City's budget. Council continues to be faced with the challenge to balance current financial resources to meet the needs of a growing community and its capacity and willingness for increased taxes.

Significant Changes - Strategic Infrastructure Reserve

In 2016, Council approved the creation of a Strategic Infrastructure Reserve. Contributions to this reserve are from the transition of annual Casino and Fortis revenues from general operating revenues. The reserve provides a sustainable funding source for Council's strategic priorities and initiatives. Effective 2021, the projected annual contribution to the reserve will be $2.9 million.

Starting in 2017, annual casino revenues are being transitioned from general revenues to the new reserve. This change impacts property taxes during the transition period as these revenues will no longer fund operating expenditures. Initially the transition was to incur over a four-year period however, in December 2018, Council extended the transition period to five years.

The creation of the reserve and re-allocation of revenues to the reserve has a total 3% impact on property taxes over five years.

2019 Key Budget Drivers

Significant budget changes that impact 2019 property taxation are provided below.

		FINAL
Expenditure Increases/(Decreases)		
Asset Management		$ 948,000
Operating Expenditures		
Wages and Benefits[1]		2,642,000
Legal Fees		160,000
Project Expenditures		
Annual general revenue funding		1,126,000
RCMP Contract (budgeted at 92%)		783,000
Snow and Ice Control - ENGPW (portion funded from surplus in 2018)		70,000
Software Licenses		237,000
Electric		
Street Lights	$ 153,000	
Other	90,000	
		243,000
Subtotal Expenditure Increases		**$ 6,209,000**
Revenue (Increases)/Decreases		
Aquatics Revenue - Beban/NAC		$ 81,000
Building Permit Revenue		(250,000)
Investment Income		(100,000)
Tax Penalties		92,000
Subtotal Revenue Increases		**$ (177,000)**
Other Changes[2]		**$ 523,000**
Net Expenditure Increases		**$ 6,555,000**
Less Increased Property Tax Revenues due to Growth		1,565,000
Net Impact		**$ 4,990,000**

[1]Impact of EHT is partially offset in 2019 by $500,000 in funding from reserves (2017 surplus allocation)

[2]Includes $50,000 due to 2017 surplus used to fund general expenditures in 2018

rounded to nearest $1,000

2019 Revenues

The City receives revenues from several sources with the main contribution from property taxes and user fees. Examples of revenues from other sources include: grants, interest income and the Regional Parks Agreement.

Total projected revenues for 2019 are $187 million with 59% coming from property taxes and 23.8% from user fees. Annual revenues provide: funding for annual operating and maintenance expenditures, funding for project expenditures, funding for annual contributions to infrastructure renewal reserves and the VIRL.

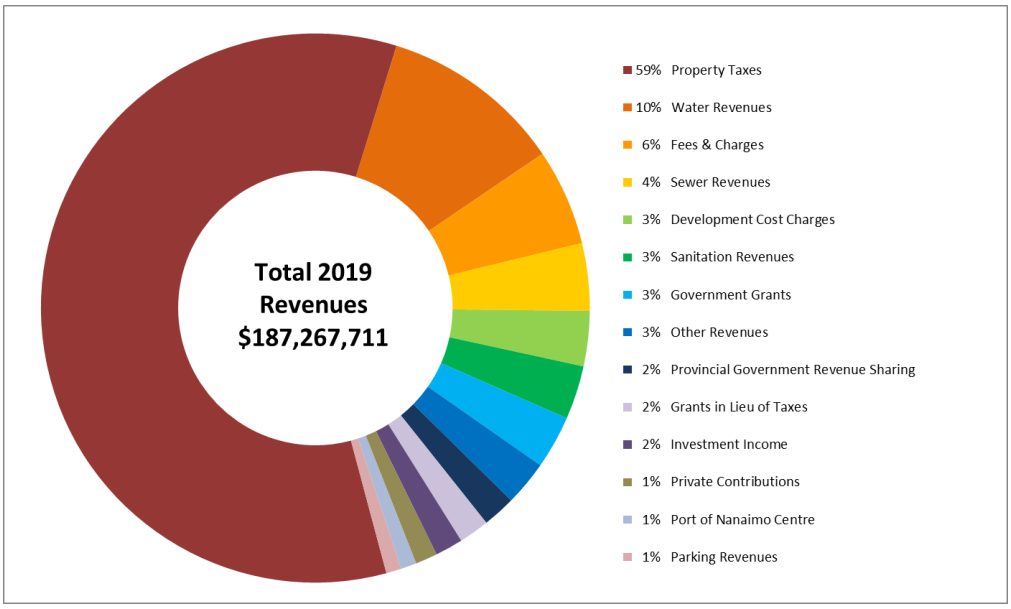
The primary funding source for city services is property taxes budgeted at $110 million for 2019. This is an increase of $6.6 million (excluding VIRL) over 2018 – made up of an estimated $1.6 million from new assessment growth and $5.0 million rate increase. New assessments are created through additional residential units and businesses in the City.

Five Year Financial Plan – Impact on Tax and User Fees

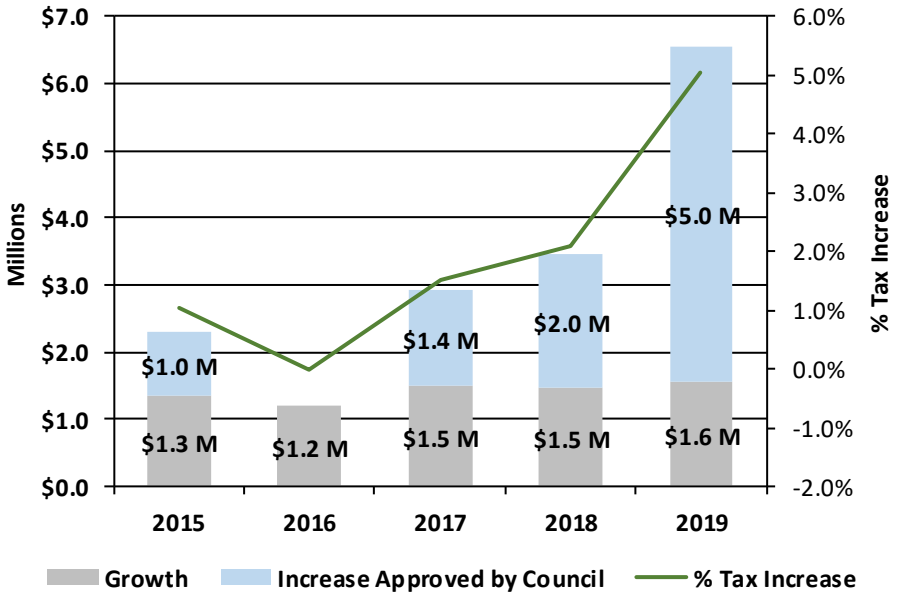
	2019	2020	2021	2022	2023
Property Tax Increase	5.0%	3.6%	2.9%	2.8%	1.4%
Sanitary Sewer User Fee Increase	4.0%	4.0%	4.0%	4.0%	0.0%
Water User Fee Increase	7.5%	7.5%	5.0%	5.0%	5.0%

Revenue Breakdown

The graph below indicates the revenue collected and used to fund 2019 expenditures.



Property Taxation Revenues from Development Growth and from Rate Increase



excludes VIRL

Taxation

Property taxes represent 59% of the City's 2019 revenues and finance a majority of the services provided by the City. Every property owner in the province must pay property taxes based on the value of their property unless the property is specifically exempted by provincial statue. The valuation of property within the City is determined by BC Assessment, a provincial Crown Corporation responsible for classifying and assessing the value of all real property in British Columbia.

User Fees

In accordance with the *Community Charter,* municipal governments set fees and charges by bylaw to cover reasonable costs of providing services to the public.

The City has adopted bylaws authorizing user fees for parks and recreation programs, water, sewer and garbage utilities and animal control.

Development Cost Charges

Development Cost Charges (DCCs) are a method to fund infrastructure associated with growth. Monies are collected from land developers to offset some of the infrastructure expenditures incurred to service the needs of new development. DCCs are imposed by bylaw pursuant to the *Local Government Act* as a method to finance capital projects related to roads, drainage, sanitary sewer, water and parkland.

Grants

In addition to grants for specific capital projects, the City receives annual grants including a Provincial Traffic Fine revenue grant. The City also receives grants in lieu of taxes from properties owned by the Federal or Provincial Governments or their Agencies and from private utilities operating within the City of Nanaimo.

Casino Revenue

In November 1999, the City began to receive revenue from a casino operation. The City receives 10% of the net earnings from casino operations.

2019 Operating Expenditures

Annual operating expenses provide for the day-to-day delivery of services to the community. Projected 2019 operating expenditures are $145 million.

While the City has undergone several organizational changes in recent years, the departments and business units delivering services to the community and providing internal organizational support have remained largely stable. These departments include Legislative Services, Human Resources, Finance and Purchasing, Information Technology, Community Development, Bylaw Regulation and Security (includes Parking), Engineering and Public Works, Nanaimo Fire Rescue, Police Services, and Parks and Recreation. The Engineering and Public Works department is also responsible for the Sanitary Sewer and Waterworks utilities. The Community Development department is responsible for Culture and Heritage. Departments are organized into business units that focus on specific service delivery responsibilities and functions

2019 Total Operating Expenditures by Department
(Excludes All Project Expenditures and Library Expenditures)

	2018 Approved Budget	2018 Restated Budget *	2019 Approved Budget	2020 Approved Budget	2021 Approved Budget	2022 Approved Budget	2023 Approved Budget
EXPENDITURES ($)							
City Administration	$ 3,085,019	$ 3,140,748	$ 3,377,746	$ 3,419,825	$ 3,480,589	$ 3,740,939	$ 3,615,287
Corporate Services & Facilities	14,070,944	12,603,085	14,704,545	13,917,076	14,182,051	14,461,608	14,737,375
Community Development	8,465,363	8,675,641	9,047,818	9,163,897	9,349,019	9,528,229	9,710,937
Parks & Recreation	22,255,584	22,724,562	23,781,058	24,491,536	24,448,232	25,502,528	26,559,503
Engineering & Public Works	21,496,900	21,837,026	22,773,710	23,302,058	23,733,858	24,275,919	24,452,959
Fire & Emergency Management	15,902,462	15,916,596	17,019,067	17,387,233	18,029,014	18,843,217	19,522,154
Police Services	28,628,606	28,819,433	29,619,996	31,218,240	32,590,400	33,962,259	35,380,948
Bylaw Regulation and Security	2,642,759	2,680,266	2,917,472	3,017,606	3,084,346	3,145,195	3,207,419
911	1,575,670	1,575,670	1,652,822	1,679,030	1,712,998	1,747,152	1,781,989
Port of Nanaimo Centre	5,106,900	5,106,900	5,020,343	5,085,215	5,205,278	5,273,429	5,344,307
Tourism & Downtown Revitalization	799,245	799,245	817,070	822,761	836,217	849,941	863,940
Sanitary Sewer	3,781,020	3,815,157	3,822,354	4,020,720	4,161,184	4,379,345	4,637,947
Waterworks	9,661,560	9,777,703	10,327,568	10,574,462	10,808,296	11,046,116	11,290,815
Annual Operating Expenditures	**$ 137,472,032**	**$ 137,472,032**	**$ 144,881,569**	**$ 148,099,659**	**$ 151,621,482**	**$ 156,755,877**	**$ 161,105,580**
Internal Cost Allocations	(5,454,587)	(5,454,587)	(5,608,466)	(5,722,288)	(5,838,991)	(5,955,468)	(6,074,340)
Internal Charges to Asset Renewal Reserves	(2,246,289)	(2,246,289)	(2,175,254)	(2,305,505)	(2,379,359)	(2,419,303)	(2,538,085)
Internal Debt Repayment	(344,050)	(344,050)	(232,351)	(350,867)	(409,409)	(544,021)	(730,614)
Total Annual Operating Expenditures after Allocations and Charges	**129,427,106**	**129,427,106**	**136,865,498**	**139,720,999**	**142,993,723**	**147,837,085**	**151,762,541**
Staffing (FTEs) - Municipal	602.9	602.9	616.7	617.7	617.7	618.7	618.7
Staffing (FTEs) - RCMP	145.0	145.0	145.0	148.0	151.0	154.0	157.0
Cost Per Capita	$1,339.54	$1,339.54	$1,388.99	$1,390.41	$1,395.32	$1,414.55	$1,423.88

* Restated budget reflects allocations of committed contingency as a result of CUPE contract settlement

Employee Base – Full Time Equivalent (FTE) Analysis

The City budgets for a full staff complement in all departments. The only exception is for RCMP members, where 92% of the projected contract cost is budgeted for 2019 (93% for future years) due to the history of vacancies and to minimize annual operating surplus.

	2015	2016	2017	2018	2019
City Administration	17.0	14.0	20.0	16.0	17.0
Corporate Services & Facilities	67.7	69.7	71.0	77.0	76.0
Community Development	58.0	58.0	59.0	59.0	60.0
Parks & Recreation	127.8	127.8	126.4	129.2	131.0
Engineering & Public Works	113.8	108.8	107.8	103.8	108.8
Fire & Emergency Management	96.8	96.8	96.8	95.8	99.8
Police Services:					
Municipal	63.9	63.6	62.8	61.3	61.3
RCMP	140.0	142.0	142.0	145.0	145.0
Bylaw, Regulation & Security	13.0	12.0	12.0	12.0	14.0
Emergency Communications (911)	16.0	10.0	10.0	9.5	9.5
Sanitary Sewer	8.8	9.8	9.8	9.8	9.8
Waterworks	24.5	29.5	29.5	29.5	29.5
Total FTEs	**747.3**	**742.0**	**747.1**	**747.9**	**761.7**

2019 Staffing Changes Highlights

Staffing Changes	FTEs
Positions added	
City Administration	
Manager, Communications	1.0
Bylaw, Regulation and Security	
Bylaw Enforcement Officer - Parking Patroller	2.0
Community Development	
Administrative Support	1.0
Engineering and Public Works	
Active and Sustainable Transportation Cooridnator	1.0
Parking and Street Use Coordinator	1.0
Public Works Clerk/Dispatcher	1.0
Recyling and Policy Advisor	1.0
Nanaimo Fire Rescue	
Firefighters	4.0
Parks and Recreation	
Special Events Coordinator	1.0
	13.0

Other changes

Additional 2,184 hrs annually for Arena Maintenance Workers to meet new Technical Safety BC requirements
Planning Co-op Student (4 months)
15 new RCMP members, 3 per year over a five year period starting in 2020
Temp GIS Technologist (1 Yr)

2019 – 2023 Project Plan

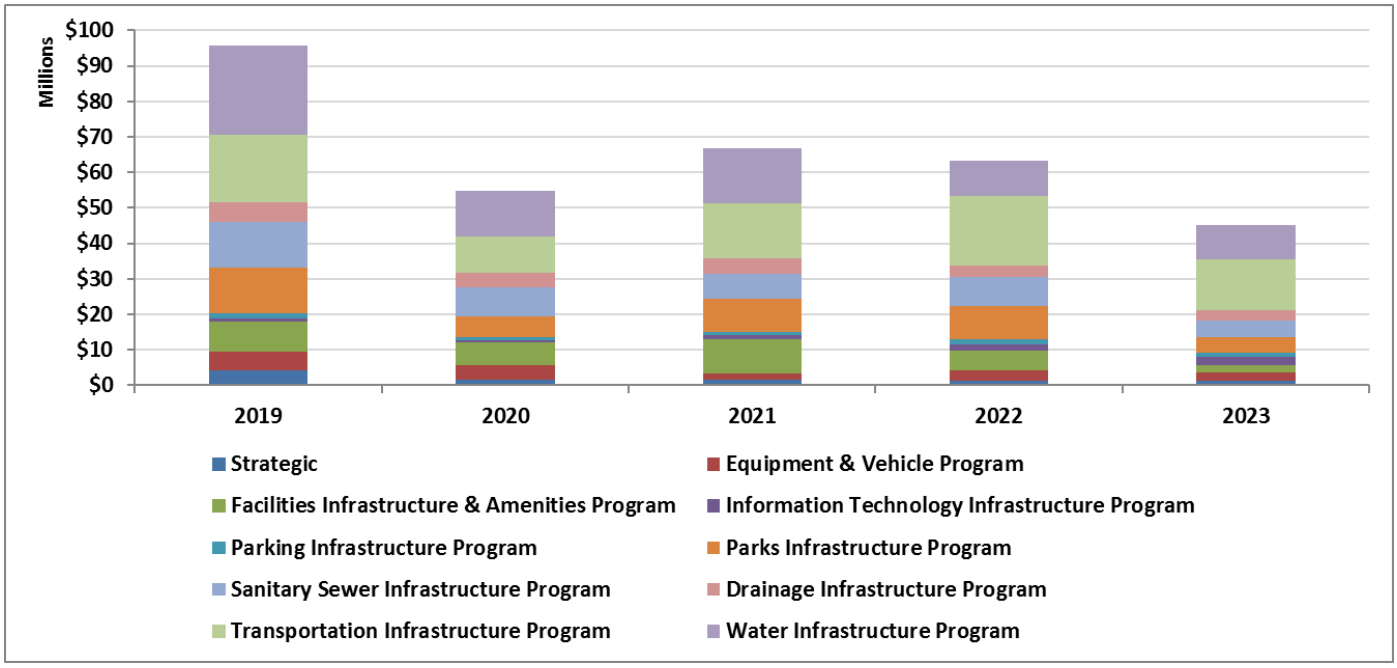
Sustainability Challenges for Infrastructure

The City owns infrastructure with a current replacement cost in excess of $3 billion. Over time, this infrastructure will need to be replaced and additional infrastructure will be required to support a growing community. With effective corporate planning, financial policies and direction, it is expected the City will continue to operate successfully in a challenging environment.

Projects included in the 2019 – 2023 Financial Plan focus on specific strategic initiatives, infrastructure renewal and new/upgrades to infrastructure that will address capacity issues and regulatory changes.

2018 Projects Carried Forward to 2019

Budgets for projects planned in 2018 that were not started or completed were carried forward to 2019. The 2019 project budget includes $44.8 million for projects carried forward from 2018. Projects carried forward from 2018 are fully funded from reserves, grants and private contribution or debt.



Definition of Capital Assets

Capital assets provide a benefit to the community beyond one year, are used to deliver services and usually require annual operating and maintenance expenditures. Examples include infrastructure such as buildings, roads, bridges, water and sewer facilities, as well as vehicles, computer equipment, and furniture.

For accounting purposes, projects are classified as either capital or operating. Projects that satisfy specific requirements as outlined in the City's Capital Asset Policy are classified as capital expenditures and are accounted for in the City's capital funds. Projects that are smaller in scope, and below specific capitalization thresholds, are classified as operating projects and accounted for in the City's operating funds. The 2019 – 2023 Project Plan section includes both capital and operating projects.

Annual Operating Impacts of the Capital Program

When constructing new infrastructure or facilities, there is typically an annual operating and maintenance budget needed.

The City's infrastructure renewal programs supports each department's ability to avoid unnecessary budget increases on annual operating and maintenance expenditures due to infrastructure being operating past its optimum useful life.

The City acquires new infrastructure each year through private sector development and through construction of new infrastructure. Annual operating and maintenance budgets are not specifically increased each year for this new infrastructure. During the annual budget review process, annual operating work plans, historical cost analysis and specific cost information support budget increases where needed for annual operating and maintenance programs for City infrastructure.

Project Planning

The City's project planning horizon is long term and includes comprehensive condition assessment of current infrastructure, future growth needs, and strategic initiatives. Lifecycle models and renewal plans for current infrastructure are updated annually. Long term planning identifies renewal and upgrade projects including scope of work, preliminary timing, and cost estimates. Where project timing is within the next five years more detailed design work begins to further define scope of work and cost estimates. To optimize efficiency, minimize costs, and reduce disruption to residents, all City infrastructure within that area will be evaluated for condition and capacity to ensure all necessary work is completed concurrently.

Where appropriate, business cases are developed to identify expected outcomes/benefits, investment

options, and annual operating and maintenance expenditures. Energy reduction projects include payback analysis to ensure energy cost savings will exceed required investment within a reasonable timeframe.

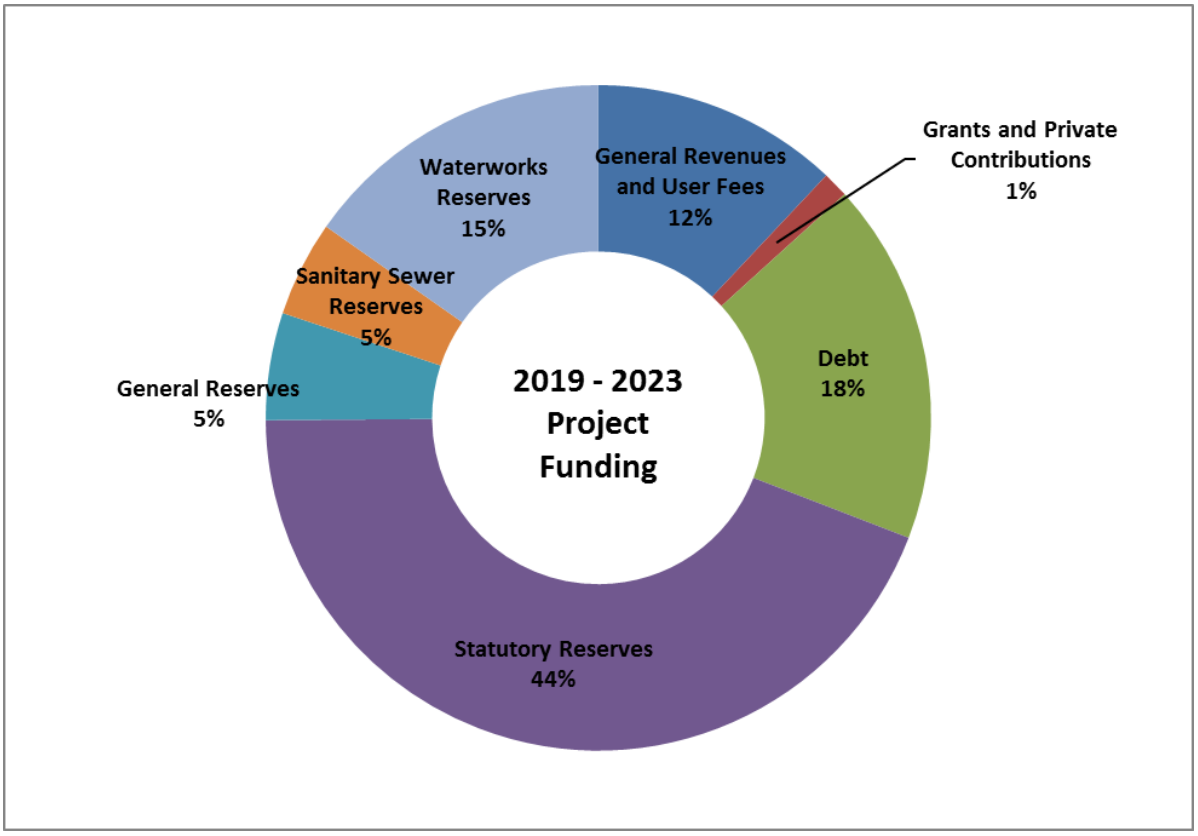
Project Funding Strategies

Funding strategies for the City's investment program include:

- Maintaining a reasonable and stable funding level from annual property tax revenues
- Annual contributions to asset management reserves
- Collection of DCCs from developers for new infrastructure required due to growth
- Seeking grants and private contributions

Project Funding Sources

Projects are funded from a number of sources including an allocation of annual property taxes, reserves, statutory reserve funds, grants, private contributions and borrowing. Projects in the 2019 – 2023 Financial Plan are funded from the following sources:



Debt

In the past, it has generally been the City's practice to minimize external debt borrowing by using existing reserves to fund capital expenditures. Major projects that will benefit future residents have been and will continue to be financed with debt. This is based on the assumption that since future residents will benefit from the projects they should share in the costs by paying the debt servicing costs through future property taxes.

The maximum amount of debt, which may be held by a municipality, is restricted by its Liability Servicing Limit. This represents the cost of servicing debt throughout the year (including both interest and principal). The Liability Servicing Limit is set by the *Community Charter* and is defined as 25% of a municipality's controllable and sustainable revenues for the year.

For the City of Nanaimo, the Liability Servicing Limit at September 10, 2018 was $40.1 million for annual principal and interest payments and the City was at 14.3% of the current limit.

The City's outstanding debt represents a number of projects including: Nanaimo Aquatic Centre, Vancouver Island Conference Centre, Fire Station #4, Fire Station #1, Automated Solid Waste Collection (Trucks and Carts) and the Water Treatment Plant.

Outstanding debt at December 31, 2018 was $46.1 million. This included $5.2 million for short-term borrowing for the implementation of automated solid waste collection.

The 2019 – 2023 Financial Plan includes new external debt borrowing of $43.4 million. This includes $13.4 million for replacement of Fire Station #1, $29.1 million for the Waterfront Walkway and $0.9 million in short term borrowing for two new automated garage trucks (2019 and 2022).

Current Borrowing at December 31, 2018 – External

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2018	Net Annual Cost*	Year Borrowing Repaid
Fire Station #1	$ 3,235,354	$ 3,235,354	$ 222,800	2038
Fire Station #4	$ 3,750,000	$ 2,051,643	$ 209,900	2027
NAC	$ 8,600,000	$ 1,258,589	$ 464,700	2020
Sanitation	$ 1,500,000	$ 5,168,465	$ 1,204,100	2023
VICC	$ 30,000,000	$ 15,637,678	$ 1,600,800	2027
WTP	$ 22,500,000	$ 18,768,914	$ 1,563,000	2034
	$ 69,585,354	**$ 46,120,643**	**$ 5,265,300**	

*Rounded to nearest hundred

2019 – 2023 Financial Plan New Borrowing - External

20 Year Repayment Term

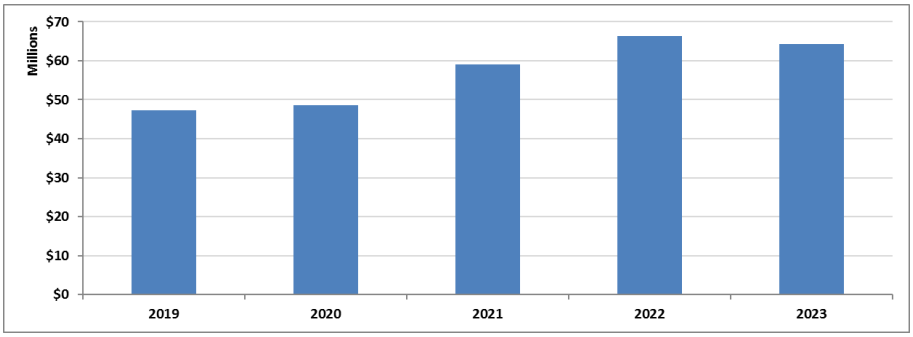
Asset	Total Borrowing	Net Annual Cost*	Years Borrowed
Fire Station #1	$ 13,440,269	$ 894,100	2020, 2021 and 2022
Waterfront Walkway	$ 29,066,660	$ 2,002,900	2019, 2020, 2021, 2022 and 2023
	$ 42,506,929	**$ 2,897,000**	

* Annual net cost shown on full borrowing rounded to nearest hundred

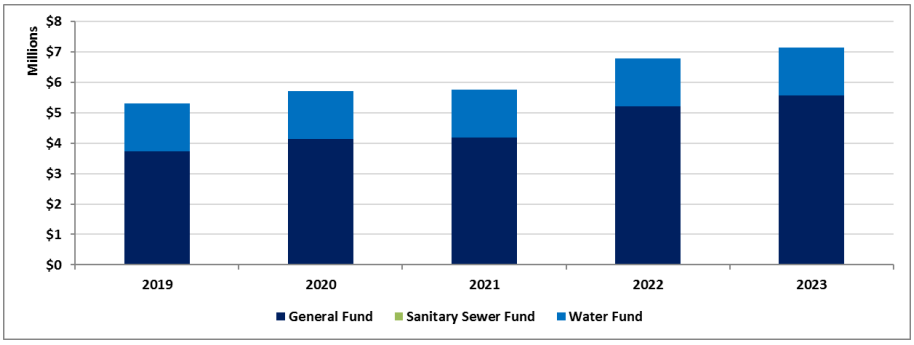
5 Year Repayment Term

Asset	Total Borrowing	Net Annual Cost	Year Borrowed
Sanitation - Truck	$ 406,585	$ 86,500	2019
Sanitation - Truck	$ 458,863	$ 97,400	2022
	$ 865,448	**$ 183,900**	

Projected Outstanding Debt – External



Projected Debt Principal and Interest Payments - External



*Currently the City has no external debt for the Sanitary Sewer Fund

Internal Borrowing

The City has many reserve funds established for specific purposes. Monies collected in each reserve fund must be used for the purpose that the fund was established. Under the *Community Charter, Section 189*, if necessary and monies are available; a municipality may use monies from one reserve fund for the purposes of another reserve fund. Repayment must be within the time the 'lending' reserve fund requires the funds to be available and must include interest.

The 2019 – 2023 Financial Plan includes internal borrowing from the Drainage DCC Reserve Fund to the Sewer DCC Reserve Fund, as the Sewer DCC Reserve Fund does not have adequate monies for planned projects.

A summary of borrowings and repayments are shown below. Annual repayments, principal and interest, will be from the Sewer Operating Fund to the Drainage DCC Reserve Fund until the Sewer DCC Reserve Fund has adequate monies for the annual repayment amounts.

Current Borrowing at December 31, 2018 – Internal

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2018
DCC SS45 Chase River PS & Forcemain	$ 175,714	$ 175,714
	$ 175,714	**$ 175,714**

2019 – 2023 Financial Plan New Borrowing - Internal

20 Year Repayment Term

Asset	Total Borrowing	Years Borrowed
DCC SS45 Chase River PS & Forcemain	$ 3,143,584	2019
DCC SS19 Millstone Trunk South	$ 2,649,100	2020 and 2021
DCC SS48 Departure Bay Trunk SS	$ 2,008,300	2022
DCC SS18 Millstone Trunk Central	$ 1,393,560	2023
DCC SS44 Hammond Bay & Turner Area	$ 1,386,000	2023
	$ 10,580,544	

Projected Debt Principal and Interest Payments - Internal

2019	2020	2021	2022	2023
$ 232,351	$ 350,867	$ 409,409	$ 544,021	$ 730,614

Grants and Private Contributions

The 2019 – 2023 Financial Plan includes funding from a variety of grants and private contributions, including a grant from the UBCM Strategic Priorities Fund, private contributions from local organizations and societies and use of annual monies received from the Nanaimo Port Authority.

Reserve Funding

Operating Reserves

The City maintains reserves that provide funds for contingency, future infrastructure and strategic investment. Contributions to operating reserves are through annual contributions and allocations of prior year surplus. City operating reserves include:

- Contingency reserves
- Council strategic priority reserves
- Capital and Infrastructure reserves

Statutory Reserves

The City has Statutory Reserve Funds that are authorized by the *Community Charter* and/or City Bylaws. The purpose of setting aside reserves is to provide funding for anticipated future expenditures, to ensure sufficient funds are available when required, and to limit the need to incur debt or require large increases in taxation or user fees. Contributions to statutory reserves are through annual allocations of general revenues, user fees and development cost charges.

Statutory Reserves can only be used as authorized by the *Community Charter* and the related Council Bylaw. Statutory Reserves include:

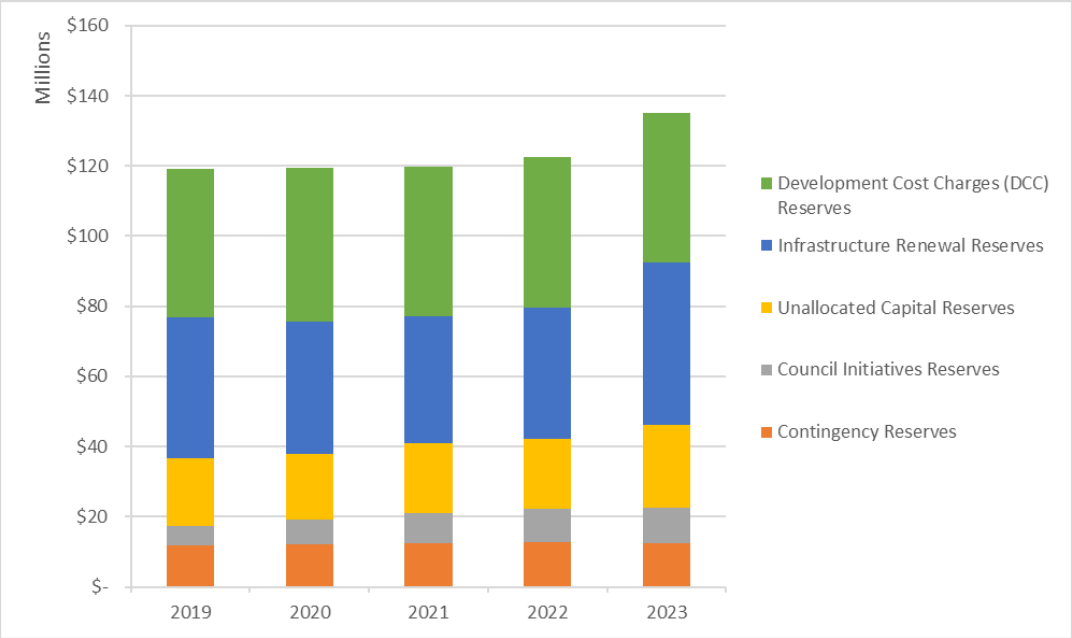
- Asset Management Reserves
- Development Cost Charges Reserves
- Facility Development Reserve
- Equipment Replacement Reserve

Reserves Table

The City's reserves are provided in the following framework:

- Contingency – usually allocations of prior years' operating surplus to address potential liabilities/risks
- Council Strategic Priority – specific reserves to fund Council's priorities and initiatives
- Capital – usually allocations of prior years' operating surplus available to fund capital projects
- Infrastructure Renewal – specific reserves with annual contributions to fund infrastructure renewal
- Development Cost Charges – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth

A summary of the City's projected reserves balances is provided.



	2019	2020	2021	2022	2023
Contingency Reserves	11,963,124	12,210,548	12,512,387	12,733,262	12,393,326
Council Initiatives Reserves	5,453,039	6,915,325	8,521,676	9,556,314	10,032,317
Unallocated Capital Reserves	19,239,575	18,737,579	19,930,506	19,947,001	23,770,701
Infrastructure Renewal Reserves	40,328,351	37,623,986	36,154,247	37,212,528	46,367,745
Development Cost Charges (DCC) Reserves	42,191,202	44,047,160	42,515,448	43,016,847	42,572,528
Total Reserves	**119,175,291**	**119,534,598**	**119,634,264**	**122,465,952**	**135,136,617**

The complete reserves table can be found in Appendix A. Appendix A shows the 2019 opening balance, annual contributions and withdrawals for each reserve.

2019 – 2023 Project Plan Detail

The 2019 – 2023 Financial Plan includes projects that are consistent with corporate objectives as outlined in the Strategic Plan Update, *planNanaimo* and master plans approved by Council such as the *Transportation Master Plan*.

Detailed project information is provided within the following framework: Strategic, Equipment & Vehicle Program, Facilities Infrastructure and Amenities Program, Information Technology Infrastructure Program, Parking Infrastructure Program, Parks Infrastructure Program, Sanitary Sewer Infrastructure Program, Drainage Infrastructure Program, Transportation Infrastructure Program, and Water Infrastructure Program.

The majority of projects in the five-year plan focus on renewal of existing infrastructure to support effective and efficient delivery of current levels of service, and new/upgraded infrastructure required due to growth.

Strategic projects and initiatives include:

- Strategic Plan Update
    - Waterfront Walkway development
    - House Legacy Reserve contributions

Significant infrastructure investment projects:

- Replacement of 3 front line Fire Apparatus in next two years.
- Fire Station #1, supported by business case
- Black Diamond Drive Watermain
- Lambert Ave Utility Upgrade

Project Plan:

The following pages provide a breakdown on the 2019 – 2023 Project Plan:

- Summary by plan – eg Asset Management Plan, Strategic Plan, Master Plans
- Summary by major category or program and funding
- Detail reports for each major category or program and type

2019- 2023 Project Plan - Operating and Capital Funds

Summary by Plan

	2019	2020	2021	2022	2023	Total
Supporting Document						
Council's Strategic Plan Update 2016-2019:						
Projects:						
Georgia Avenue Greenway	996,264	-	-	-	-	996,264
Port Drive/South Downtown Waterfront	1,824,854	1,000,000	-	6,000,000	-	8,824,854
Property Acquisition	1,796,531	600,000	600,000	600,000	600,000	4,196,531
Waterfront Walkway Development	9,116,660	4,600,000	8,300,000	8,500,000	3,675,000	34,191,660
Initiatives:						
Poverty Reduction/Affordable Housing	452,129	265,000	265,000	265,000	165,000	1,412,129
Total	**14,186,438**	**6,465,000**	**9,165,000**	**15,365,000**	**4,440,000**	**49,621,438**
Strategic/Organization Plans/Studies:						
Council Directives	467,311	349,000	349,000	349,000	349,000	1,863,311
Council Strategic Plan	40,000	-	-	-	-	40,000
Colliery Dam Park Improvements Process and Action Plan	68,821	-	-	-	-	68,821
Core Review	142,425	75,000	-	-	-	217,425
Culture Plan for a Creative Nanaimo 2014-2020	100,000	100,000	100,000	100,000	100,000	500,000
GIS Technology Plan	78,282	45,000	45,000	45,000	45,000	258,282
Heritage Conservation Program	1,500	-	-	-	-	1,500
Official Community Plan (OCP)	508,543	165,000	165,000	165,000	165,000	1,168,543
Parks, Recreation & Culture Master Plan (2005)	51,750	-	-	-	-	51,750
Sustainability Projects	323,267	-	-	-	-	323,267
Water Conservation Strategies (2014)	85,000	85,000	30,000	30,000	30,000	260,000
Total	**1,866,899**	**819,000**	**689,000**	**689,000**	**689,000**	**4,752,899**
Asset Management Plans:						
Asset Renewal Plan (ARP)	46,188,091	29,456,047	31,774,990	28,987,992	23,301,268	159,708,388
Beaufort Utility Upgrades Storm Drainage Study	28,443	350,000	-	-	-	378,443
Beban Park Master Plan Update (2015)	-	-	134,500	16,000	47,500	198,000
Boxwood Connector Rd - Sanitary Sewer Servicing Study (2012)	-	69,000	-	685,000	-	754,000
Boxwood Rd Connector WM Review (2012)	-	37,000	-	370,000	-	407,000
Business Cases	1,626,496	1,630,000	698,188	478,863	-	4,433,547
Chase River Sanitary Sewer Master Plan (2014)	189,079	-	660,000	-	-	849,079
City Wide Sanitary Sewer Study (2014)	32,000	25,000	314,500	326,000	-	697,500
City Wide Water Dist DCC Review (2016)	131,500	-	-	-	-	131,500
College Heights Water Study (2006)	438,000	-	-	-	-	438,000
Dam Safety Regulations	130,509	66,650	268,200	392,250	235,300	1,092,909
DCC Bylaw	19,018,326	10,244,300	14,238,800	13,558,000	13,217,600	70,277,026
Departure Bay and Neyland PRV Study	160,000	-	-	-	-	160,000
Formal Annual Dam Inspection (2016)	112,500	-	-	-	-	112,500
Formal Annual Dam Review Report	1,066,431	100,000	2,100,000	100,000	-	3,366,431
Harewood Centennial Park Improvement Plan	778,675	39,250	164,565	-	-	982,490
Subtotal	**69,900,050**	**42,017,247**	**50,353,743**	**44,914,105**	**36,801,668**	**243,986,813**
Subtotal - Projects From Plans	**85,953,387**	**49,301,247**	**60,207,743**	**60,968,105**	**41,930,668**	**298,361,150**

Note: A project may support more than one plan, classification is based on major plan supported.

2019- 2023 Project Plan - Operating and Capital Funds

Summary by Plan Continued

	2019	2020	2021	2022	2023	Total
Supporting Document						
Asset Management Plans Continued:						
Maffeo Sutton Park Master Plan Update	492,828	-	75,000	110,000	-	677,828
Millstone Sewer Trunk and Laterals Master Plan (2012)	59,173	622,000	-	221,000	-	902,173
Myra Review (2016)	44,632	-	-	-	-	44,632
Parks & Recreation Security Review (2016)	46,408	-	-	-	-	46,408
Seventh St & Murray St Sewer Relief Modeling Analysis (2015)	296,625	-	-	-	-	296,625
Trail Implementation Plan	-	-	73,300	200,000	200,000	473,300
Transportation Master Plan	2,334,419	3,035,810	5,399,120	626,400	2,610,400	14,006,149
Water Audit Study (2013)	352,238	300,000	300,000	315,000	300,000	1,567,238
Water Supply Strategic Plan (2007)	3,281,086	75,000	-	500,000	-	3,856,086
Total	**6,907,409**	**4,032,810**	**5,847,420**	**1,972,400**	**3,110,400**	**21,870,439**
Total - Projects From Plans	**92,860,796**	**53,334,057**	**66,055,163**	**62,940,505**	**45,041,068**	**320,231,589**
Total - Other Projects	**2,908,678**	**1,382,589**	**628,188**	**305,000**	**217,400**	**5,441,855**
Total - All Projects	**95,769,474**	**54,716,646**	**66,683,351**	**63,245,505**	**45,258,468**	**325,673,444**

Note: A project may support more than one plan, classification is based on major plan supported.

2019- 2023 Project Plan - Operating and Capital Funds

Summary by Major Category and Funding

	2019	2020	2021	2022	2023	Total
PROJECTS						
Strategic	4,291,482	1,505,700	1,459,700	1,314,000	1,246,400	9,817,282
Equipment & Vehicle Program	5,209,604	4,175,591	1,987,845	2,964,465	2,409,167	16,746,672
Facilities Infrastructure & Amenities Program	8,418,416	6,529,087	9,665,691	5,340,507	2,020,787	31,974,488
Information Technology Infrastructure Program	860,238	438,700	1,040,100	1,848,197	2,216,414	6,403,649
Parking Infrastructure Program	1,637,042	937,500	1,003,613	1,477,925	1,300,000	6,356,080
Parks Infrastructure Program	12,783,136	5,674,546	9,346,676	9,457,000	4,505,050	41,766,408
Sanitary Sewer Infrastructure Program	12,761,943	8,444,852	6,792,346	8,002,961	4,662,500	40,664,602
Drainage Infrastructure Program	5,569,314	4,116,660	4,426,000	3,302,000	2,795,500	20,209,474
Transportation Infrastructure Program	19,044,666	10,222,310	15,693,620	19,643,100	14,195,700	78,799,396
Water Infrastructure Program	25,193,633	12,671,700	15,267,760	9,895,350	9,906,950	72,935,393
Total Projects	**95,769,474**	**54,716,646**	**66,683,351**	**63,245,505**	**45,258,468**	**325,673,444**
PROJECT TYPE						
Capital Project	83,277,883	47,284,482	60,614,009	57,199,545	39,606,033	287,981,952
Operating Project	12,491,591	7,432,164	6,069,342	6,045,960	5,652,435	37,691,492
	95,769,474	**54,716,646**	**66,683,351**	**63,245,505**	**45,258,468**	**325,673,444**
FUNDING SOURCES						
Drainage DCCs	1,130,532	141,100	1,121,000	1,620,220	-	4,012,852
Parks DCCs	30,429	25,000	25,000	25,000	25,000	130,429
Roads DCCs	3,820,025	321,800	4,753,180	3,270,980	5,468,000	17,633,985
Sewer DCCs	1,948,707	1,071,376	647,040	772,380	109,800	4,549,303
Water DCCs	1,499,292	1,915,553	2,728,962	579,730	1,025,597	7,749,134
Development Cost Charges (DCC) Reserves	8,428,985	3,474,829	9,275,182	6,268,310	6,628,397	34,075,703
Community Works Reserve	6,625,019	4,579,721	3,064,565	4,250,000	645,000	19,164,305
Equipment Depreciation Reserve	2,741,660	3,485,220	1,179,000	1,652,000	1,810,177	10,868,057
Facility Development Reserve	1,547,687	1,618,341	1,778,038	266,405	454,000	5,664,471
Knowles Estate Reserve	38,000	-	-	-	-	38,000
General Fund Asset Mgmt Reserve	14,055,068	5,991,885	7,312,920	10,951,597	7,653,096	45,964,566
Sewer Fund Asset Mgmt Reserve	3,414,972	2,935,224	721,360	3,102,931	450,890	10,625,377
Water Fund Asset Mgmt Reserve	4,800,123	3,499,147	2,480,838	1,781,270	4,398,803	16,960,181
General Reserves	8,106,701	1,758,350	2,304,313	2,252,325	2,530,900	16,952,589
Sewer Reserves	4,416,680	2,707,752	4,538,046	2,132,850	1,340,250	15,135,578
Water Reserves	19,663,474	7,637,000	10,182,400	7,611,250	4,588,550	49,682,674
Operating and Statutory Reserves	65,409,384	34,212,640	33,561,480	34,000,628	23,871,666	191,055,798
Government Grants	748,628	150,000	50,000	-	-	948,628
Grants/Private Contributions	583,335	588,000	-	-	9,000	1,180,335
Grants/Private Contributions	1,331,963	738,000	50,000	-	9,000	2,128,963
General Revenue and User Fees	7,131,304	7,529,677	7,888,089	8,269,135	8,294,845	39,113,050
PILT's	1,306,009	671,000	-	-	-	1,977,009
Internal Borrowing	3,143,584	1,740,500	908,600	2,008,300	2,779,560	10,580,544
Borrowing	9,018,245	6,350,000	15,000,000	12,699,132	3,675,000	46,742,377
Total Funding	**95,769,474**	**54,716,646**	**66,683,351**	**63,245,505**	**45,258,468**	**325,673,444**

2019- 2023 Project Plan - Operating and Capital Funds

2019 Operating and Capital Projects

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Strategic	4,291,482	Projects and programs that address specific initiatives, issues or goals.
Equipment & Vehicle Program	5,209,604	The City utilizes a wide range of vehicles and equipment to deliver services. The majority of planned purchases in 2019 are for the renewal of existing assets. Major 2019 purchases include: - Fire Pumper Ladder Apparatus - Automated Garage Trucks - Backhoe
Facilities Infrastructure & Amenities Program	8,418,416	The City currently owns and operates over 100 facilities which support delivery of a wide range of services. Major projects in 2019 include: - Facilities Condition Assessment Program - Beban Complex metal cladding renewal phase 1 - Continuation of multi-year project to replace Fire Station #1 - 25 Victoria Rd replace stucco with a rain screen wall system, north and west faces - Replacement of tube chiller unit at Frank Crane Arena with more efficiency and safer plate and frame chiller including low charge option
Information Technology Infrastructure Program	860,238	The City's technology equipment, maintains systems access for network and business applications. Major projects in 2019 include: - Next phase of implementation of Content Management System (CMS) - Enhancements to business applications to improved efficiencies
Parking Infrastructure Program	1,637,042	The City currently owns and operates three multi-level parkades and five parking lots. Major projects in 2019 include: - Bastion Street Parkade renewal of traffic membranes, levels 1 & 2 - Harbourfront Parkade renewal of traffic membranes, half of level 1
Parks Infrastructure Program	12,783,136	Parks infrastructure includes destination parks, neighborhood parks, spray parks, sports field, playgrounds, tennis/sport course and trails. Major projects in 2019 include: - Serauxmen stadium installation of field lighting, two year project - Maffeo Sutton Playground Renewal - Phase 1 of Harewood Centennial Youth Park - Renewal work on Parkway Trail - Installation of new ramp/parking upgrades at Brannen Lake Boat Ramp
Sanitary Sewer Infrastructure Program	12,761,943	The sanitary sewer infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to address current and future capacity issues. Major projects in 2019 include: - Condition Assessment Program - Lambert Ave Utility Upgrade: Replacement of sanitary sewer main on Lambert Ave from Fifth to Sixth - Upland Area Utilities: Replacement of sanitary sewer main on Adby from 3286 Adby to Departure Bay - DCC SS46 Project: Upsizing of sanitary sewer main from Esmt 40 Maki Road to Chase River Pump Station

2019- 2023 Project Plan - Operating and Capital Funds

2019 Operating and Capital Projects Continued

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Drainage Infrastructure Program	5,569,314	The drainage infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to address current and future capacity issues. Major projects in 2019 include: - Condition Assessment Program - DCC SD60: Phase 1 of installation on new storm detention pond to service Boxwood Connector - Lambert Ave Utility Upgrade: Replacement of drainage main on Lambert Ave from Fifth to Sixth
Transportation Infrastructure Program	19,044,666	The City's Transportation Master Plan (2014) provides direction on expansion/upgrades to the City's transportation infrastructure. Transportation infrastructure includes over 1,100 km of roadways, 400 km of sidewalks, 15 bridge structures, over 3,500 street lights and 85 traffic signals. Major projects in 2019 include: - Cycling amenities including Downtown, Fourth and Albert, Harewood Bikeway Phase 5 - DCC R98: Installation of traffic signal at Jingle Pot @ Westwood Lake Rd - Boxwood Connector & Utility Project: Continuation of detailed design and site preparation for Bowen to Northfield section of connector, construction budgeted for 2022 - Road rehabilitation including Pheasant Terrace: Rosstown to Labieux, Jingle Pot: Ashlee to Harwell, Howard: Second to Third, Calder: Jingle Pot to Elena, Westwood: Rockwood Cather View - Phase 2 of LED street light conversion, supported by business case
Water Infrastructure Program	25,193,633	The water infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to increase capacity and provide redundancy within the system. The long-term water supply plan models future demand due to growth, and provides guidance for capital investment needed to maintain an adequate water supply for the City. Major projects in 2019 include: - Condition Assessment Program - Black Diamond Dr WM JP-JP: Replacement of water distribution main from Parkway to Third - Haliburton St Area WM & PED/CYC Project: Replacement of water distribution main on Haliburton from 995 Haliburton to Island Highway - Continuation of upgrades to Towers Pump Station - Construction of two Bulk Water Filling Stations, supported by business case
Total	**95,769,474**	

2019- 2023 Project Plan - Operating and Capital Funds
Strategic Projects

	2019	2020	2021	2022	2023	Total
Project Costs:						
Strategic Plans:						
Council Strategic Plan	40,000	-	-	-	-	40,000
Economic Development Strategy	30,000	-	-	-	-	30,000
Strategic Review	70,000	-	-	-	-	70,000
Council Committees:						
Community Planning & Development	2,500	2,500	2,500	2,500	2,500	12,500
Community Vitality	2,500	2,500	2,500	2,500	2,500	12,500
Design Advisory Panel	2,500	2,500	2,500	2,500	2,500	12,500
Finance & Audit	18,500	18,500	18,500	18,500	18,500	92,500
Nanaimo Youth Advisory Council	3,000	3,000	3,000	3,000	3,000	15,000
Parks Recreation & Wellness	10,000	10,000	10,000	10,000	10,000	50,000
Public Safety	2,500	2,500	2,500	2,500	2,500	12,500
Public Works & Engineering	1,500	1,500	1,500	1,500	1,500	7,500
Water Supply Advisory	1,500	1,500	1,500	1,500	1,500	7,500
Audits:						
COR External Audit	-	11,700	-	-	11,700	23,400
Financial/Performance Audits	25,000	50,000	50,000	50,000	50,000	225,000
IT Tech: Network Security Audit	20,700	-	20,700	-	20,700	62,100
Culture & Heritage Initiatives:						
Archaeological Site Assessment	6,000	-	-	-	-	6,000
Coal Town Trail	3,007	-	-	-	-	3,007
Downtown Heritage Building Guidelines	1,500	-	-	-	-	1,500
Downtown Façade Grants	39,554	20,000	20,000	20,000	20,000	119,554
Public Art	50,000	50,000	50,000	50,000	50,000	250,000
Environmental Projects:						
Burn it Smart Woodstove Exchange Pgm	16,474	-	-	-	-	16,474
Buttertubs Marsh Hydrology Study	1,777	-	-	-	-	1,777
Climate Change Resiliency Strategy	108,253	-	-	-	-	108,253
Energy Step Code Education & Rebate Pgm	48,221	-	-	-	-	48,221
Geese Management	6,313	-	-	-	-	6,313
Invasive Plant Management Program	22,250	20,000	20,000	20,000	20,000	102,250
Jingle Pot Marsh Restoration	1,000	-	-	-	-	1,000
Seasonal Air Quality Assessment	5,000	-	-	-	-	5,000
Stream Sign Upgrading	3,800	-	-	-	-	3,800
Official Community Plan:						
Official Community Plan (OCP) Update	300,000	-	-	-	-	300,000
Planning Studies	-	75,000	75,000	75,000	75,000	300,000
Property Management Strategy:						
Property Acquisitions - General	1,796,531	600,000	600,000	600,000	600,000	4,196,531
Parks and Recreation Initiatives:						
Community Wellness	11,305	-	-	-	-	11,305
Parks and Recreation Master Plan Update	75,000	75,000	-	-	-	150,000
Subtotal	**2,726,185**	**946,200**	**880,200**	**859,500**	**891,900**	**6,303,985**

2019- 2023 Project Plan - Operating and Capital Funds
Strategic Projects Continued

	2019	2020	2021	2022	2023	Total
Project Costs:						
Social Planning Initiatives:						
Affordable Housing Strategy	2,500	-	-	-	-	2,500
Community Action Team Grant	108,000	-	-	-	-	108,000
Day-Time Drop In Centre	200,000	100,000	100,000	100,000	-	500,000
Housing Legacy Reserve	165,000	165,000	165,000	165,000	165,000	825,000
New Horizon Seniors Grant Pgm	122,671	-	-	-	-	122,671
PlanH Social Connectedness Grant	9,281	-	-	-	-	9,281
Shower Program	39,629	-	-	-	-	39,629
Social Wellness Strategy	45,000	-	-	-	-	45,000
Urban Clean Up	44,856	-	-	-	-	44,856
User Rate Reviews:						
Finance User Fee Review	7,425	-	-	-	-	7,425
Sewer User Fee Review	50,000	-	-	-	-	50,000
Water User Fee Review	44,765	-	-	-	-	44,765
Water Strategies:						
Appliance Rebate Program	15,000	15,000	-	-	-	30,000
Public Education of Water System	35,000	-	-	-	-	35,000
Toilet Rebate Program	40,000	40,000	-	-	-	80,000
Water Conservation Strategy	30,000	30,000	30,000	30,000	30,000	150,000
Water Supply Analysis	150,000	-	-	-	-	150,000
Other:						
Alternate Transportation Education & Marketing	33,566	25,000	25,000	25,000	25,000	133,566
City Orthophotos	65,159	75,000	150,000	25,000	25,000	340,159
Coal Mine Risk Assessment	13,037	-	-	-	-	13,037
Complete Street Guide: Terminal Ave	110,000	-	-	-	-	110,000
Cross Connection Control Grant	100,000	100,000	100,000	100,000	100,000	500,000
EOC Process	16,000	-	-	-	-	16,000
Immigrant Welcome Reception	4,500	4,500	4,500	4,500	4,500	22,500
Public Engagement	50,000	-	-	-	-	50,000
Public Works Days	23,900	-	-	-	-	23,900
Safer School Travel Program	8,510	-	-	-	-	8,510
Safety Initiatives	9,000	-	-	-	-	9,000
Single Use Check Out Bags	15,350	-	-	-	-	15,350
South Waterfront Master Plan	2,148	-	-	-	-	2,148
Sustainable Parking Grant	5,000	5,000	5,000	5,000	5,000	25,000
Subtotal	**1,565,297**	**559,500**	**579,500**	**454,500**	**354,500**	**3,513,297**
Grand Total	**4,291,482**	**1,505,700**	**1,459,700**	**1,314,000**	**1,246,400**	**9,817,282**

2019- 2023 Project Plan - Operating and Capital Funds
Equipment & Vehicle Program

	2019	2020	2021	2022	2023	Total
Project Costs:						
Fleet:						
City Fleet	1,138,378	1,458,000	1,104,000	992,000	590,677	5,283,055
Fire Fleet	1,584,782	1,916,000	-	590,000	1,023,000	5,113,782
Ice Resurfacer	-	-	-	-	185,000	185,000
Equipment:						
Furniture and Equipment	646,655	294,958	286,557	380,652	252,321	1,861,143
Gym Equipment	50,000	-	52,020	-	54,122	156,142
Maintenance Equipment	404,102	189,850	276,819	136,750	138,650	1,146,171
Misc - Fire Equipment	120,330	108,765	137,961	96,750	84,897	548,703
Misc - Fleet Shop Equipment	11,000	79,720	35,500	22,500	4,000	152,720
Misc - Survey Equipment	10,000	10,000	10,000	10,000	10,000	50,000
Park Amenities	16,500	16,500	16,500	16,500	16,500	82,500
SNIC Equipment	64,631	8,500	-	-	50,000	123,131
VICC Kitchen Equipment	-	83,800	24,300	260,450	-	368,550
Total	**4,046,378**	**4,166,093**	**1,943,657**	**2,505,602**	**2,409,167**	**15,070,897**
Fleet:						
Bylaw Vehicles	34,000	-	-	-	-	34,000
Parks Ops Vehicles	44,000	-	-	-	-	44,000
Sanitation Fleet	554,880	-	-	458,863	-	1,013,743
Equipment:						
Automated Carts	22,284	-	-	-	-	22,284
Furniture and Equipment	26,763	-	-	-	-	26,763
Misc - Fire Equipment	9,312	9,498	9,688	-	-	28,498
Park Amenities	36,750	-	-	-	-	36,750
Parking Equipment - On Street	157,225	-	34,500	-	-	191,725
Water Equipment	278,012	-	-	-	-	278,012
Total	**1,163,226**	**9,498**	**44,188**	**458,863**	**-**	**1,675,775**
Grand Total	**5,209,604**	**4,175,591**	**1,987,845**	**2,964,465**	**2,409,167**	**16,746,672**

2019- 2023 Project Plan - Operating and Capital Funds
Facilities Infrastructure & Amenities Program

	2019	2020	2021	2022	2023	Total
Project Costs:						
Renewal Projects and Programs:						
Condition Assessment/Pre-Design/Studies	496,500	470,000	370,000	320,000	320,000	1,976,500
Civic Properties:						
Community Services Building	17,732	-	39,960	-	-	57,692
Northfield School	27,400	-	-	-	-	27,400
Service and Resource Centre (SARC)	29,200	-	-	108,500	30,000	167,700
Bylaw Facilities:						
Animal Shelter	-	-	-	-	31,500	31,500
Cemetery Facilities:						
Bowen Cemetery Office	27,150	-	-	-	-	27,150
Culture & Heritage Facilities:						
150 Commercial Street	80,000	28,000	-	22,500	-	130,500
25 Victoria Rd	293,100	-	-	-	-	293,100
Port Theatre	180,601	310,700	-	5,500	801,360	1,298,161
The Bastion	-	-	23,000	-	-	23,000
Public Safety:						
Fire Headquarters	-	-	-	-	26,000	26,000
Fire Station #1	3,380,879	3,000,000	6,700,000	3,740,269		16,821,148
Fire Station #2	36,620	-	-	39,354	-	75,974
Fire Station #3	-	-	-	58,504	-	58,504
Police Operations Building	180,950	75,400	70,000	242,810	70,000	639,160
Parks and Recreation Facilities:						
Beban Complex	325,000	221,000	1,348,788	216,405	-	2,111,193
Beban House	-	26,550	-	-	-	26,550
Beban Pool	332,811	314,220	10,000	137,205	48,600	842,836
Beban Social Centre	98,943	212,556	173,705	108,000	156,177	749,381
Bowen Park Complex	13,650	55,000	21,000	7,650	36,900	134,200
Total	**5,520,536**	**4,713,426**	**8,756,453**	**5,006,697**	**1,520,537**	**25,517,649**
New/Upgrades:						
Civic Facilities:						
Cross Connection Program	64,680	79,320	-	-	-	144,000
Service and Resource Centre (SARC)	68,421	-	-	-	-	68,421
Culture & Heritage Facilities:						
Nanaimo District Museum	27,200	-	-	-	-	27,200
Public Safety:						
Fire Station #4	5,276	-	-	-	-	5,276
Parks and Recreation Facilities:						
Beban Complex	88,250	-	-	-	-	88,250
Beban Pool	6,985	-	-	-	-	6,985
Beban Social Centre	29,205	-	-	-	-	29,205
Bowen Park Complex	76,334	-	-	-	-	76,334
Total	**366,351**	**79,320**	**-**	**-**	**-**	**445,671**
Subtotal	**5,886,887**	**4,792,746**	**8,756,453**	**5,006,697**	**1,520,537**	**25,963,320**

2019- 2023 Project Plan - Operating and Capital Funds
Facilities Infrastructure & Amenities Program Continued

	2019	2020	2021	2022	2023	Total
Project Costs:						
Renewal Projects and Programs:						
Parks and Recreation Facilities Continued:						
Centennial	-	-	23,555	-	-	23,555
Cliff McNabb Arena	-	11,700	-	39,335	120,000	171,035
Frank Crane Arena	902,100	177,000	-	24,500	-	1,103,600
Kin Hut	-	36,600	-	-	-	36,600
Kin Pool	5,000	-	21,400	-	-	26,400
Kinsmen Park Washroom Beban Park	-	-	-	-	18,500	18,500
Kinsmen Park Washroom Departure Bay	-	-	-	-	19,800	19,800
Maffeo Sutton Park Washroom	-	-	-	70,000	-	70,000
Nanaimo Aquatic Centre	637,626	1,097,541	622,316	70,000	30,000	2,457,483
Nanaimo Ice Centre	42,950	15,000	60,777	-	219,150	337,877
Oliver Woods Community Centre	12,000	-	50,200	-	-	62,200
Public Works Yard:						
Public Works Yard	110,131	88,000	76,350	114,975	72,800	462,256
Water Facilities:						
Pump Stations	-	-	14,640	-	-	14,640
Water Treatment Plant	-	-	20,000	15,000	20,000	55,000
VICC	88,700	-	-	-	-	88,700
Total	**1,798,507**	**1,425,841**	**889,238**	**333,810**	**500,250**	**4,947,646**
New/Upgrades:						
Parks and Recreation Facilities Continued:						
Cliff McNabb Arena	67,300	-	-	-	-	67,300
Frank Crane Arena	42,300	-	-	-	-	42,300
Harewood Centennial Park - Multi Use Court	40,700	-	-	-	-	40,700
Nanaimo Aquatic Centre	275,124	-	-	-	-	275,124
Nanaimo Ice Centre	29,000	23,000	-	-	-	52,000
Oliver Woods Community Centre	96,801	-	-	-	-	96,801
Public Works Yard:						
Public Works Yard	4,418	-	-	-	-	4,418
Water Treatment Plant:						-
Water Treatment Plant	177,379	287,500	20,000	-	-	484,879
Total	**733,022**	**310,500**	**20,000**	**-**	**-**	**1,063,522**
Grand Total	**8,418,416**	**6,529,087**	**9,665,691**	**5,340,507**	**2,020,787**	**31,974,488**

2019- 2023 Project Plan - Operating and Capital Funds
Information Technology Infrastructure Program

	2019	2020	2021	2022	2023	Total
Project Costs:						
Renewal Projects and Programs:						
Business Applications	140,378	-	-	-	-	140,378
Business Applications - ERP	-	-	-	1,220,197	1,867,414	3,087,611
Computing Infrastructure	120,017	94,350	183,600	458,000	299,000	1,154,967
Total	**260,395**	**94,350**	**183,600**	**1,678,197**	**2,166,414**	**4,382,956**
New/Upgrades:						
Business Applications	135,057	5,000	155,000	5,000	5,000	305,057
Business Applications - CMS	280,969	-	656,500	-	-	937,469
Business Applications - GIS	78,282	45,000	45,000	45,000	45,000	258,282
Computing Infrastructure	37,875	294,350	-	120,000	-	452,225
Total	**532,183**	**344,350**	**856,500**	**170,000**	**50,000**	**1,953,033**
Plans/Studies:						
Studies	67,660	-	-	-	-	67,660
Total	**67,660**	**-**	**-**	**-**	**-**	**67,660**
Grand Total	**860,238**	**438,700**	**1,040,100**	**1,848,197**	**2,216,414**	**6,403,649**

Excludes Desktop Computers (Included in Furniture and Equipment Replacement Plans)

2019- 2023 Project Plan - Operating and Capital Funds
Parking Infrastructure Program

		2019	2020	2021	2022	2023	Total
Project Costs:							
Renewal Projects and Programs:							
Bastion St Parkade		802,184	410,400	428,225	360,000	-	2,000,809
Harbourfront Parkade		686,843	484,800	471,600	1,097,925	-	2,741,168
Port of Nanaimo Centre Parkade		62,000	12,300	-	-	1,300,000	1,374,300
Misc Projects		4,452	-	-	-	-	4,452
	Total	**1,555,479**	**907,500**	**899,825**	**1,457,925**	**1,300,000**	**6,120,729**
New/Upgrades:							
Harbourfront Parkade		-	-	96,600	-	-	96,600
Parking Signage		21,563	-	7,188	-	-	28,751
	Total	**21,563**	**-**	**103,788**	**-**	**-**	**125,351**
Plans/Studies:							
Studies		60,000	30,000	-	20,000	-	110,000
	Total	**60,000**	**30,000**	**-**	**20,000**	**-**	**110,000**
	Grand Total	**1,637,042**	**937,500**	**1,003,613**	**1,477,925**	**1,300,000**	**6,356,080**

2019- 2023 Project Plan - Operating and Capital Funds
Parks Infrastructure Program

		2019	2020	2021	2022	2023	Total
Project Costs:							
Renewal Projects and Programs:							
Beach Access		63,129	25,000	25,000	25,000	25,000	163,129
Boat Ramps/Docks		297,100	-	-	-	-	297,100
Communication System		16,935	-	-	-	-	16,935
Condition Assessment/Pre Design		80,700	70,000	95,000	95,000	95,000	435,700
Misc Projects		27,600	56,250	-	-	-	83,850
Parks & Playground		682,764	120,000	218,000	120,000	120,000	1,260,764
Railing Replacement Program		262,386	-	52,500	56,750	18,250	389,886
Recreational Dams		189,319	49,450	50,600	51,750	165,300	506,419
Skatepark Improvements		6,000	-	-	-	-	6,000
Sports Fields/Field Houses		153,851	44,375	6,600	80,000	36,300	321,126
Tennis Court Improvements		-	24,000	24,411	-	22,700	71,111
Trail Development and Rehab		389,857	104,000	104,000	-	-	597,857
	Total	**2,169,641**	**493,075**	**576,111**	**428,500**	**482,550**	**4,149,877**
New/Upgrades:							
Cross Connection Control Program		22,000	-	-	-	-	22,000
Misc Projects		7,595	-	-	-	-	7,595
Parks & Playgrounds		869,758	50,000	347,265	106,000	97,500	1,470,523
Public Art		90,000	50,000	50,000	50,000	50,000	290,000
Recreational Dams		27,500	-	-	-	-	27,500
Sports Fields/Field Houses		389,850	442,221	-	-	-	832,071
Trail Development		8,753,660	4,639,250	8,373,300	8,700,000	3,875,000	34,341,210
	Total	**10,160,363**	**5,181,471**	**8,770,565**	**8,856,000**	**4,022,500**	**36,990,899**
Plans/Studies:							
Planning		51,750	-	-	172,500	-	224,250
Standards		1,382	-	-	-	-	1,382
Studies		400,000	-	-	-	-	400,000
	Total	**453,132**	**-**	**-**	**172,500**	**-**	**625,632**
	Grand Total	**12,783,136**	**5,674,546**	**9,346,676**	**9,457,000**	**4,505,050**	**41,766,408**

2019- 2023 Project Plan - Operating and Capital Funds
Sanitary Sewer Infrastructure Program

		2019	2020	2021	2022	2023	Total
Project Costs:							
Renewal Projects and Programs:							
Condition Assessment Program		713,304	510,000	485,000	510,000	485,000	2,703,304
Mains		3,377,444	2,989,252	2,899,346	2,934,961	798,500	12,999,503
	Total	**4,090,748**	**3,499,252**	**3,384,346**	**3,444,961**	**1,283,500**	**15,702,807**
New/Upgrades:							
Mains		6,032,939	4,745,600	3,208,000	4,358,000	3,104,000	21,448,539
Pump Station		2,254,568	-	-	-	-	2,254,568
	Total	**8,287,507**	**4,745,600**	**3,208,000**	**4,358,000**	**3,104,000**	**23,703,107**
Plans/Studies:							
Master Plans		300,000	150,000	150,000	150,000	225,000	975,000
Misc Projects		20,000	-	-	-	-	20,000
Studies		63,688	50,000	50,000	50,000	50,000	263,688
	Total	**383,688**	**200,000**	**200,000**	**200,000**	**275,000**	**1,258,688**
	Grand Total	**12,761,943**	**8,444,852**	**6,792,346**	**8,002,961**	**4,662,500**	**40,664,602**

2019- 2023 Project Plan - Operating and Capital Funds
Drainage Infrastructure Program

		2019	2020	2021	2022	2023	Total
Project Costs:							
Renewal Projects and Programs:							
Condition Assessment Program		124,463	170,000	210,000	260,000	310,000	1,074,463
Mains		3,910,412	3,086,660	1,500,000	584,000	2,485,500	11,566,572
	Total	**4,034,875**	**3,256,660**	**1,710,000**	**844,000**	**2,795,500**	**12,641,035**
New/Upgrades:							
Mains		1,330,443	760,000	2,716,000	2,358,000	-	7,164,443
	Total	**1,330,443**	**760,000**	**2,716,000**	**2,358,000**	**-**	**7,164,443**
Plans/Studies:							
Misc Projects		20,000	-	-	-	-	20,000
Studies		183,996	100,000	-	100,000	-	383,996
	Total	**203,996**	**100,000**	**-**	**100,000**	**-**	**403,996**
	Grand Total	**5,569,314**	**4,116,660**	**4,426,000**	**3,302,000**	**2,795,500**	**20,209,474**

2019- 2023 Project Plan - Operating and Capital Funds
Transportation Infrastructure Program

		2019	2020	2021	2022	2023	Total
Project Costs:							
Renewal Projects and Programs:							
Bridges		2,414,329	100,000	100,000	100,000	100,000	2,814,329
Condition Assessment Program		-	200,000	-	-	200,000	400,000
Corridor Improvements		393,299	-	-	2,300,000	-	2,693,299
Misc Projects		350,000	375,000	450,000	450,000	450,000	2,075,000
Railway Crossings		25,000	25,000	25,000	25,000	25,000	125,000
Road Rehabilitation		3,310,930	2,281,500	3,532,000	2,004,700	2,250,000	13,379,130
Sidewalk Maintenance Program		-	50,000	-	50,000	-	100,000
Street Lights		51,629	245,000	50,000	50,000	50,000	446,629
Traffic Signals		-	-	50,000	-	500,000	550,000
Transportation Improvements		100,000	600,000	500,000	1,050,000	50,000	2,300,000
	Total	**6,645,187**	**3,876,500**	**4,707,000**	**6,029,700**	**3,625,000**	**24,883,387**
New/Upgrades:							
Bus Shelters		169,425	53,725	48,000	48,000	150,000	469,150
Cycling Amenities		772,970	813,585	3,003,500	400,000	300,300	5,290,355
Designs		100,000	-	-	-	-	100,000
Misc Projects		40,000	-	-	-	-	40,000
Pedestrian Amenities		835,536	355,000	1,370,120	423,400	1,505,400	4,489,456
Pedestrian/Cycling Amenities		1,215,264	1,237,500	608,000	-	-	3,060,764
Street Lights		361,722	1,600,000	-	-	-	1,961,722
Transit Amenities		15,000	66,000	-	-	-	81,000
Transportation Improvements		8,388,625	1,545,000	5,892,000	12,602,000	8,550,000	36,977,625
	Total	**11,898,542**	**5,670,810**	**10,921,620**	**13,473,400**	**10,505,700**	**52,470,072**
Plans/Studies:							
Mater Plans		-	115,000	-	-	-	115,000
Planning		130,000	180,000	30,000	30,000	30,000	400,000
Standards		48,796	-	-	-	-	48,796
Studies		265,141	255,000	-	75,000	-	595,141
Surveys		57,000	125,000	35,000	35,000	35,000	287,000
	Total	**500,937**	**675,000**	**65,000**	**140,000**	**65,000**	**1,445,937**
	Grand Total	**19,044,666**	**10,222,310**	**15,693,620**	**19,643,100**	**14,195,700**	**78,799,396**

2019- 2023 Project Plan - Operating and Capital Funds
Water Infrastructure Program

		2019	2020	2021	2022	2023	Total
Project Costs:							
Renewal Projects and Programs:							
Condition Assessment Program		226,847	100,000	125,000	100,000	125,000	676,847
Distribution Mains		13,341,664	6,120,300	7,478,360	5,699,350	6,198,650	38,838,324
Misc Projects		176,389	230,000	30,000	30,000	30,000	496,389
Pump Station/PRV Program		2,940,420	412,500	680,000	391,000	370,000	4,793,920
Reservoirs		75,000	-	-	-	-	75,000
Supply Mains		179,037	50,000	450,000	1,000,000	1,000,000	2,679,037
Water Meter Replacement		352,238	300,000	300,000	300,000	300,000	1,552,238
Water Supply Dams		626,121	117,200	117,600	118,000	70,000	1,048,921
	Total	**17,917,716**	**7,330,000**	**9,180,960**	**7,638,350**	**8,093,650**	**50,160,676**
New/Upgrades:							
Distribution Mains		1,702,995	1,683,700	811,800	1,517,000	1,738,300	7,453,795
Pump Station/PRV Program		3,131,086	-	-	-	-	3,131,086
Reservoirs		1,598,867	3,333,000	-	-	-	4,931,867
Supply Mains		10,000	-	-	-	-	10,000
Water Supply Dams		500,000	-	5,000,000	500,000	-	6,000,000
	Total	**6,942,948**	**5,016,700**	**5,811,800**	**2,017,000**	**1,738,300**	**21,526,748**
Plans/Studies:							
Master Plans		-	250,000	-	-	-	250,000
Misc Projects		20,000	-	-	-	-	20,000
Planning		226,022	-	-	-	-	226,022
Studies		86,947	75,000	275,000	240,000	75,000	751,947
	Total	**332,969**	**325,000**	**275,000**	**240,000**	**75,000**	**1,247,969**
	Grand Total	**25,193,633**	**12,671,700**	**15,267,760**	**9,895,350**	**9,906,950**	**72,935,393**

Appendix A

The City's reserve projects are provided in the following framework:

- Contingency – usually allocations of prior years' operating surplus to address potential liabilities/risks
- Council Strategic Priority – specific reserves to fund Council's priorities and initiatives
- Capital – usually allocations of prior years' operating surplus available to fund capital projects
- Infrastructure Renewal – specific reserves with annual contributions to fund infrastructure renewal
- Development Cost Charges – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth

	2019	2020	2021	2022	2023
Contingency Reserves	11,963,124	12,210,548	12,512,387	12,733,262	12,393,326
Council Initiatives Reserves	5,453,039	6,915,325	8,521,676	9,556,314	10,032,317
Unallocated Capital Reserves	19,239,575	18,737,579	19,930,506	19,947,001	23,770,701
Infrastructure Renewal Reserves	40,328,351	37,623,986	36,154,247	37,212,528	46,367,745
Development Cost Charges (DCC) Reserves	42,191,202	44,047,160	42,515,448	43,016,847	42,572,528
Total Reserves	**119,175,291**	**119,534,598**	**119,634,264**	**122,465,952**	**135,136,617**

	2019	2020	2021	2022	2023
CONTINGENCY RESERVES					
GENERAL FUND					
RCMP Contract Adjustment	2,944,185	2,816,942	2,732,113	2,689,698	2,689,698
Additions	-	-	-	-	-
Withdrawals	127,243	84,829	42,415	-	-
Balance @ December 31	**2,816,942**	**2,732,113**	**2,689,698**	**2,689,698**	**2,689,698**
Uninsured Claims Reserve	2,587,805	2,587,805	2,587,805	2,587,805	2,587,805
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**2,587,805**	**2,587,805**	**2,587,805**	**2,587,805**	**2,587,805**
Uncollected Taxes Reserve	2,759,115	2,759,115	2,759,115	2,759,115	2,759,115
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**2,759,115**	**2,759,115**	**2,759,115**	**2,759,115**	**2,759,115**
Allowance for Bad Debts Reserve	50,000	44,000	38,000	32,000	26,000
Additions	-	-	-	-	-
Withdrawals	6,000	6,000	6,000	6,000	6,000
Balance @ December 31	**44,000**	**38,000**	**32,000**	**26,000**	**20,000**
Police Services					
(allocation of traffic fines revenues above budget)	908,383	908,383	908,383	908,383	908,383
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**908,383**	**908,383**	**908,383**	**908,383**	**908,383**
Snow Removal Reserve	200,000	300,000	500,000	700,000	800,000
Additions	100,000	200,000	200,000	100,000	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**300,000**	**500,000**	**700,000**	**800,000**	**800,000**
PR&E Snow Removal Reserve	75,000	150,000	225,000	300,000	300,000
Additions	75,000	75,000	75,000	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**150,000**	**225,000**	**300,000**	**300,000**	**300,000**
Uncollected Parking Revenue Reserve	7,958	7,958	7,958	7,958	7,958
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**7,958**	**7,958**	**7,958**	**7,958**	**7,958**
Sanitation Levelling Reserve	429,222	488,875	552,128	627,382	754,257
Additions	174,533	63,253	75,254	152,254	5,254
Withdrawals	114,880	-	-	25,379	339,190
Balance @ December 31	**488,875**	**552,128**	**627,382**	**754,257**	**420,321**
General Financial Stability Reserve	1,792,000	46	46	46	46
Additions	-	-	-	-	-
Withdrawals	1,791,954	-	-	-	-
Balance @ December 31	**46**	**46**	**46**	**46**	**46**
Total General Fund Contingency Reserves	**10,063,124**	**10,310,548**	**10,612,387**	**10,833,262**	**10,493,326**

	2019	2020	2021	2022	2023
CONTINGENCY RESERVES (continued)					
WATER FUND					
Water Levelling Reserve	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**1,900,000**	**1,900,000**	**1,900,000**	**1,900,000**	**1,900,000**
Total Water Fund Contingency Reserves	**1,900,000**	**1,900,000**	**1,900,000**	**1,900,000**	**1,900,000**
Total Contingency Reserves	**11,963,124**	**12,210,548**	**12,512,387**	**12,733,262**	**12,393,326**

		2019	2020	2021	2022	2023
COUNCIL STRATEGIC PRIORITY RESERVES						
GENERAL FUND						
Housing Legacy Reserve		2,364,066	2,371,937	2,421,937	2,471,937	2,521,937
Additions		50,000	50,000	50,000	50,000	50,000
Withdrawals		42,129	-	-	-	-
Balance @ December 31		**2,371,937**	**2,421,937**	**2,471,937**	**2,521,937**	**2,571,937**
Sustainability Initiatives Reserve		426,655	244,644	369,644	494,644	619,644
Additions		125,000	125,000	125,000	125,000	125,000
Withdrawals		307,011	-	-	-	-
Balance @ December 31		**244,644**	**369,644**	**494,644**	**619,644**	**744,644**
Regional Emission Reduction	**Statutory**	549,218	634,329	720,716	808,399	897,397
Additions		85,111	86,387	87,683	88,998	90,333
Withdrawals		-	-	-	-	-
Balance @ December 31		**634,329**	**720,716**	**808,399**	**897,397**	**987,730**
Strategic Infrastructure Reserve		2,115,162	2,176,586	3,377,485	4,721,153	5,491,793
Additions		2,080,000	2,480,000	2,880,000	2,880,000	2,880,000
Withdrawals		2,018,576	1,279,101	1,536,332	2,109,360	2,669,330
Balance @ December 31		**2,176,586**	**3,377,485**	**4,721,153**	**5,491,793**	**5,702,463**
Strategic Partnerships Reserve		25,543	25,543	25,543	25,543	25,543
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
Balance @ December 31		**25,543**	**25,543**	**25,543**	**25,543**	**25,543**
Total Council Strategic Priority Reserves		**5,453,039**	**6,915,325**	**8,521,676**	**9,556,314**	**10,032,317**

	2019	2020	2021	2022	2023
CAPITAL RESERVES					
GENERAL FUND					
Property Acquisition Reserve	3,163,383	3,163,383	3,163,383	3,163,383	3,163,383
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	**3,163,383**	**3,163,383**	**3,163,383**	**3,163,383**	**3,163,383**

		2019	2020	2021	2022	2023
CAPITAL RESERVES (continued)						
General Capital Reserve		5,906,667	5,900,534	5,900,534	5,900,534	5,900,534
Additions		-	-	-	-	-
Withdrawals		6,133	-	-	-	-
Balance @ December 31		**5,900,534**	**5,900,534**	**5,900,534**	**5,900,534**	**5,900,534**
Community Works Reserve	**Statutory**	8,569,140	5,916,671	5,285,053	6,346,414	6,229,369
Additions		3,972,550	3,948,103	4,125,926	4,132,955	4,333,157
Withdrawals		6,625,019	4,579,721	3,064,565	4,250,000	645,000
Balance @ December 31		**5,916,671**	**5,285,053**	**6,346,414**	**6,229,369**	**9,917,526**
Casino		1,448,844	1,448,844	1,448,844	1,448,844	1,448,844
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
Balance @ December 31		**1,448,844**	**1,448,844**	**1,448,844**	**1,448,844**	**1,448,844**
Parkland Dedication Reserve	**Statutory**					
(funds for parkland acquisition only)		1,149,945	1,254,664	1,360,954	1,468,838	1,578,341
Additions		104,719	106,290	107,884	109,503	111,145
Withdrawals		-	-	-	-	-
Balance @ December 31		**1,254,664**	**1,360,954**	**1,468,838**	**1,578,341**	**1,689,486**
Property Sales Reserve	**Statutory**	1,140,712	1,157,823	1,175,190	1,192,818	1,210,710
Additions		17,111	17,367	17,628	17,892	18,161
Withdrawals		-	-	-	-	-
Balance @ December 31		**1,157,823**	**1,175,190**	**1,192,818**	**1,210,710**	**1,228,871**
Knowles Estate Reserve Fund	**Statutory**					
(can spend interest income only)		429,499	397,656	403,621	409,675	415,820
Additions		6,157	5,965	6,054	6,145	6,237
Withdrawals		38,000	-	-	-	-
Balance @ December 31		**397,656**	**403,621**	**409,675**	**415,820**	**422,057**
Total Capital Reserves		**19,239,575**	**18,737,579**	**19,930,506**	**19,947,001**	**23,770,701**

		2019	2020	2021	2022	2023
INFRASTRUCTURE RENEWAL RESERVES						
GENERAL FUND						
General Fund Asset Mgmt	**Statutory**	11,258,946	3,646,476	5,030,640	5,907,260	3,739,220
Additions		6,665,437	7,613,646	8,644,941	9,670,082	9,660,573
Withdrawals		14,277,907	6,229,482	7,768,321	11,838,122	8,769,939
Balance @ December 31		**3,646,476**	**5,030,640**	**5,907,260**	**3,739,220**	**4,629,854**
IT Infrastructure Reserve		954,567	898,333	1,129,153	1,008,325	1,111,797
Additions		564,300	619,520	681,472	681,472	681,472
Withdrawals		620,534	388,700	802,300	578,000	319,700
Balance @ December 31		**898,333**	**1,129,153**	**1,008,325**	**1,111,797**	**1,473,569**
Firehall Improvements		396,414	396,414	396,414	396,414	396,414
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
Balance @ December 31		**396,414**	**396,414**	**396,414**	**396,414**	**396,414**

		2019	2020	2021	2022	2023
INFRASTRUCTURE RENEWAL RESERVES (continued)						
Photocopier Reserve		432,444	396,476	450,774	506,472	529,570
Additions		63,832	65,998	65,998	65,998	66,331
Withdrawals		99,800	11,700	10,300	42,900	8,600
Balance @ December 31		**396,476**	**450,774**	**506,472**	**529,570**	**587,301**
Equip. Depreciation Reserve	**Statutory**	6,943,362	5,658,949	3,675,845	3,994,726	3,878,236
Additions		1,457,247	1,502,116	1,497,881	1,535,510	1,647,984
Withdrawals		2,741,660	3,485,220	1,179,000	1,652,000	1,810,177
Balance @ December 31		**5,658,949**	**3,675,845**	**3,994,726**	**3,878,236**	**3,716,043**
Facility Development Reserve	**Statutory**	3,210,785	2,872,657	2,481,733	1,947,982	2,953,599
Additions		1,209,559	1,227,417	1,244,287	1,272,022	1,310,598
Withdrawals		1,547,687	1,618,341	1,778,038	266,405	454,000
Balance @ December 31		**2,872,657**	**2,481,733**	**1,947,982**	**2,953,599**	**3,810,197**
VICC Projects Reserve		612,958	524,258	440,458	416,158	155,708
Additions		-	-	-	-	-
Withdrawals		88,700	83,800	24,300	260,450	-
Balance @ December 31		**524,258**	**440,458**	**416,158**	**155,708**	**155,708**
General Parking Reserve		1,539,025	1,025,866	1,099,057	1,003,359	1,020,025
Additions		407,581	439,091	470,815	460,491	451,488
Withdrawals		920,740	365,900	566,513	443,825	1,300,000
Balance @ December 31		**1,025,866**	**1,099,057**	**1,003,359**	**1,020,025**	**171,513**
Fitzwilliam St Parking Reserve		142,868	142,868	142,868	142,868	142,868
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
Balance @ December 31		**142,868**	**142,868**	**142,868**	**142,868**	**142,868**
NDSS Community Field Maintenance Reserve		30,300	60,900	91,806	123,022	154,550
Additions		30,600	30,906	31,216	31,528	31,842
Withdrawals		-	-	-	-	-
Balance @ December 31		**60,900**	**91,806**	**123,022**	**154,550**	**186,392**
Old City Parking Reserve	**Statutory**	90,891	92,254	93,638	95,043	96,469
Additions		1,363	1,384	1,405	1,426	1,447
Withdrawals		-	-	-	-	-
Balance @ December 31		**92,254**	**93,638**	**95,043**	**96,469**	**97,916**
E911 Reserve		624,700	624,695	641,445	665,545	663,395
Additions		25,000	25,000	25,000	25,000	25,000
Withdrawals		25,005	8,250	900	27,150	2,600
Balance @ December 31		**624,695**	**641,445**	**665,545**	**663,395**	**685,795**
Fire Training Centre Reserve		178,675	178,675	178,675	178,675	178,675
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
Balance @ December 31		**178,675**	**178,675**	**178,675**	**178,675**	**178,675**
VI Fire Academy Reserve		507,451	507,451	507,451	507,451	507,451
Additions		-	-	-	-	-
Withdrawals		-	-	-	-	-
Balance @ December 31		**507,451**	**507,451**	**507,451**	**507,451**	**507,451**

		2019	2020	2021	2022	2023
INFRASTRUCTURE RENEWAL RESERVES (continued)						
Colliery Dam Reserve		143,903	116,924	116,924	116,924	116,924
Additions		-	-	-	-	-
Withdrawals		26,979	-	-	-	-
Balance @ December 31		**116,924**	**116,924**	**116,924**	**116,924**	**116,924**
Brechin Boat Ramp Reserve		74,488	96,218	117,982	139,775	161,587
Additions		21,730	21,764	21,793	21,812	21,826
Withdrawals		-	-	-	-	-
Balance @ December 31		**96,218**	**117,982**	**139,775**	**161,587**	**183,413**
Piper's Park Reserve		43,929	53,579	63,002	72,190	81,132
Additions		9,650	9,423	9,188	8,942	8,688
Withdrawals		-	-	-	-	-
Balance @ December 31		**53,579**	**63,002**	**72,190**	**81,132**	**89,820**
Prior Year Carryforwards		3,380,118	-	-	-	-
Additions		-	-	-	-	-
Withdrawals		3,380,118	-	-	-	-
Balance @ December 31		**-**	**-**	**-**	**-**	**-**
Cemetery Care Reserve	**Statutory**	584,618	592,118	599,618	607,118	614,618
Additions		7,500	7,500	7,500	7,500	7,500
Withdrawals		-	-	-	-	-
Balance @ December 31		**592,118**	**599,618**	**607,118**	**614,618**	**622,118**
Cart Replacement Reserve		-	-	-	-	-
Additions		-	-	-	-	859,492
Withdrawals		-	-	-	-	-
Balance @ December 31		**-**	**-**	**-**	**-**	**859,492**
Total General Fund Infrastructure Renewal Reserves		**17,885,111**	**17,257,483**	**17,829,307**	**16,502,238**	**18,611,463**
SANITARY SEWER FUND						
Sewer Reserve		11,241,903	8,493,384	7,329,750	4,273,382	3,485,956
Additions		1,668,161	1,544,118	1,481,678	1,345,424	1,172,811
Withdrawals		4,416,680	2,707,752	4,538,046	2,132,850	1,340,250
Balance @ December 31		**8,493,384**	**7,329,750**	**4,273,382**	**3,485,956**	**3,318,517**
Sewer Fund Asset Management	**Statutory**	2,833,790	1,392,109	709,987	2,560,950	2,368,862
Additions		1,973,291	2,253,102	2,572,323	2,910,843	2,927,852
Withdrawals		3,414,972	2,935,224	721,360	3,102,931	450,890
Balance @ December 31		**1,392,109**	**709,987**	**2,560,950**	**2,368,862**	**4,845,824**
Total Sanitary Sewer Fund Infrastructure Renewal Reserves		**9,885,493**	**8,039,737**	**6,834,332**	**5,854,818**	**8,164,341**

		2019	2020	2021	2022	2023
INFRASTRUCTURE RENEWAL RESERVES (continued)						
WATER FUND						
Water Reserve		22,730,039	10,043,944	10,171,255	8,672,817	10,660,652
Additions		6,977,379	7,764,311	8,683,962	9,599,085	10,564,499
Withdrawals		19,663,474	7,637,000	10,182,400	7,611,250	4,588,550
Balance @ December 31		**10,043,944**	**10,171,255**	**8,672,817**	**10,660,652**	**16,636,601**
Water Fund Asset Management	**Statutory**	4,646,913	2,513,803	2,155,511	2,817,791	4,194,820
Additions		2,667,013	3,140,855	3,143,118	3,158,299	3,159,323
Withdrawals		4,800,123	3,499,147	2,480,838	1,781,270	4,398,803
Balance @ December 31		**2,513,803**	**2,155,511**	**2,817,791**	**4,194,820**	**2,955,340**
Total Water Fund Infrastructure Renewal Reserves		**12,557,747**	**12,326,766**	**11,490,608**	**14,855,472**	**19,591,941**
Total Infrastructure Renewal Reserves		**40,328,351**	**37,623,986**	**36,154,247**	**37,212,528**	**46,367,745**

		2019	2020	2021	2022	2023
DEVELOPMENT COST CHARGES RESERVES (GROWTH)						
GENERAL FUND						
DCC - City Wide Roads	**Statutory**	9,706,973	7,926,120	9,643,016	7,401,604	6,619,887
Additions		2,039,172	2,038,696	2,511,768	2,489,263	2,461,060
Withdrawals		3,820,025	321,800	4,753,180	3,270,980	5,468,000
Balance @ December 31		**7,926,120**	**9,643,016**	**7,401,604**	**6,619,887**	**3,612,947**
DCC - City Wide Drainage	**Statutory**	15,210,263	11,648,572	10,562,433	9,440,426	6,825,289
Additions		480,074	444,594	498,184	469,362	436,501
Internal Borrowing						
To Sewer DCC Reserve		3,143,584	1,740,500	908,600	2,008,300	2,779,560
Repayment from Sewer Reserve		232,351	350,867	409,409	544,021	730,614
Withdrawals		1,130,532	141,100	1,121,000	1,620,220	-
Balance @ December 31		**11,648,572**	**10,562,433**	**9,440,426**	**6,825,289**	**5,212,844**
DCC - City Wide Parks	**Statutory**	1,044,967	1,726,001	2,422,720	3,303,894	4,198,285
Additions		711,463	721,719	906,174	919,391	932,807
Withdrawals		30,429	25,000	25,000	25,000	25,000
Balance @ December 31		**1,726,001**	**2,422,720**	**3,303,894**	**4,198,285**	**5,106,092**
Total General Fund Development Cost Charges Reserves		**21,300,693**	**22,628,169**	**20,145,924**	**17,643,461**	**13,931,883**
SANITARY SEWER FUND						
DCC - City Wide Sewer	**Statutory**	3,094,527	1,590,331	947,483	825,688	575,786
Additions		444,511	428,528	525,245	522,478	523,699
Withdrawals		1,948,707	1,071,376	647,040	772,380	109,800
Balance @ December 31		**1,590,331**	**947,483**	**825,688**	**575,786**	**989,685**
Total Sanitary Sewer Fund Development Cost Charges Reserves		**1,590,331**	**947,483**	**825,688**	**575,786**	**989,685**

		2019	2020	2021	2022	2023
DEVELOPMENT COST CHARGES RESERVES (GROWTH) Continued						
WATER FUND						
DCC - City Wide Water (Distribution)	**Statutory**	6,767,025	6,381,896	5,516,168	5,301,175	4,981,433
Additions		244,637	235,325	263,969	259,988	251,848
Withdrawals		629,766	1,101,053	478,962	579,730	1,025,597
Balance @ December 31		**6,381,896**	**5,516,168**	**5,301,175**	**4,981,433**	**4,207,684**
DCC - Water Supply	**Statutory**	10,965,948	12,918,282	14,955,340	16,242,661	19,816,167
Additions		2,821,860	2,851,558	3,537,321	3,573,506	3,627,109
Withdrawals		869,526	814,500	2,250,000	-	-
Balance @ December 31		**12,918,282**	**14,955,340**	**16,242,661**	**19,816,167**	**23,443,276**
Total Water Fund Development Cost Charges Reserves		**19,300,178**	**20,471,508**	**21,543,836**	**24,797,600**	**27,650,960**
Total Development Cost Charges Reserves		**42,191,202**	**44,047,160**	**42,515,448**	**43,016,847**	**42,572,528**