



# 2021 – 2025 Financial Plan

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Adopted by Council May 10, 2021



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### 2021 – 2025 Financial Plan Quick Facts

#### Budget Highlights

The 2021 – 2025 Financial Plan (Financial Plan) was developed as the impact of COVID-19 continues to affect both the global and local economy. The Financial Plan is based on the pandemic continuing through 2021 including continued restrictions on group/event sizes with operations returning to “normal” in 2022.

The City has adapted service delivery to ensure the continuity of services while providing for the safety of staff and customers. Departments have strived to maintain service levels within current resources, reducing costs where possible. The Financial Plan is based on the majority of recreation facilities being open in 2021 with operational adjustments due to the pandemic. These facilities include Nanaimo Aquatic Centre, Nanaimo Ice Centre, Cliff McNabb Arena, Frank Crane Arena, Beban Social Centre, Bowen Social Centre and Oliver Woods Community Centre. The reopening of Beban Pool has been budgeted for January 1, 2022.

The City is projecting significantly lower than normal revenues in 2021 for recreation operations, parking operations, casino revenue and investment income. Revenues for 2022 are currently projected to return to normal levels in recreation and parking operations with a two-year recovery for casino revenue and investment income.

The City maintains more than \$3 billion worth of assets and prudent stewardship requires capital investment. The Financial Plan includes investing in capital infrastructure projects to help support accelerated economic recovery.

The Financial Plan includes a number of initiatives to support Council priorities and enhance service levels:

#### Governance Excellence, Livability and Economic Health

- Enhancements to Public Safety:
  - 15 new RCMP members, three per year over a five-year period, 2020 – 2024.
  - Additional \$400,000 in 2021 to support expanded security to the entire downtown area.
  - \$50,000 to develop a Public Safety Action Plan.
  - Two new support positions in Police Services.
  - Extension of Community Connect Pilot to June 30, 2021.
- Extension of the Community Clean Team to December 31, 2021 to support a collaborative approach to effectively and efficiently maintaining

the orderliness and cleanliness of the City’s public spaces.

- Allocation of \$480,000/year for 2021 – 2025 to support recommendations and initiatives in the Health and Housing Action Plan.

## Governance Excellence and Economic Health

- Implementation of recommendations from Building Permit Function Review to ensure effective service delivery.

## Livability

- Continuation of the multi-year project to replace Fire Station #1.

- Investment of over \$14 million in the next 5 years in cycling and pedestrian amenities.

## Environmental Responsibility

- Addition of a Manager of Sustainability to provide greater focus on climate action and energy efficiency initiatives.
- New Annual Watercourse Restoration Grant program to support environmental stewardship volunteers.

## Projected Property Tax Increases

	Pandemic 2021	Recovery - New Normal 2022	2023	2024	2025
General Asset Management Reserve	1.0%	1.0%	1.0%	1.0%	1.0%
General Property Tax Increase	2.0%	2.6%	2.5%	2.2%	1.6%
<b>Total Municipal Taxes</b>	<b>3.0%</b>	<b>3.6%</b>	<b>3.5%</b>	<b>3.2%</b>	<b>2.6%</b>

In the fall of 2020 Council approved extending the annual 1% property tax increase for contribution to the General Asset Management Reserve for five years or

until the next Asset Management Update and recommendations have, been presented to Council.

### Sanitary Sewer and Water User Fee Increases

	2021	2022	2023	2024	2025
Sanitary Sewer User Fee Increase	4.0%	4.0%	0.0%	0.0%	0.0%
Water User Fee Increase	7.5%	5.0%	5.0%	5.0%	5.0%

In the fall of 2020 Council approved extending the annual 2.5% water user fee increase for contribution to the Water Asset Management Reserve for one year

(2021) pending recommendations from the User Rate Review.

### Sanitation User Fee Increases

	2021	2022	2023	2024	2025
Sanitation User Fees	\$ 189	\$ 190	\$ 192	\$ 196	\$ 200

A Residential Waste Collection Post-Implementation Review was undertaken and recommendations from

the review were presented and approved by Council in November 2020.

### Impact on a Typical Home

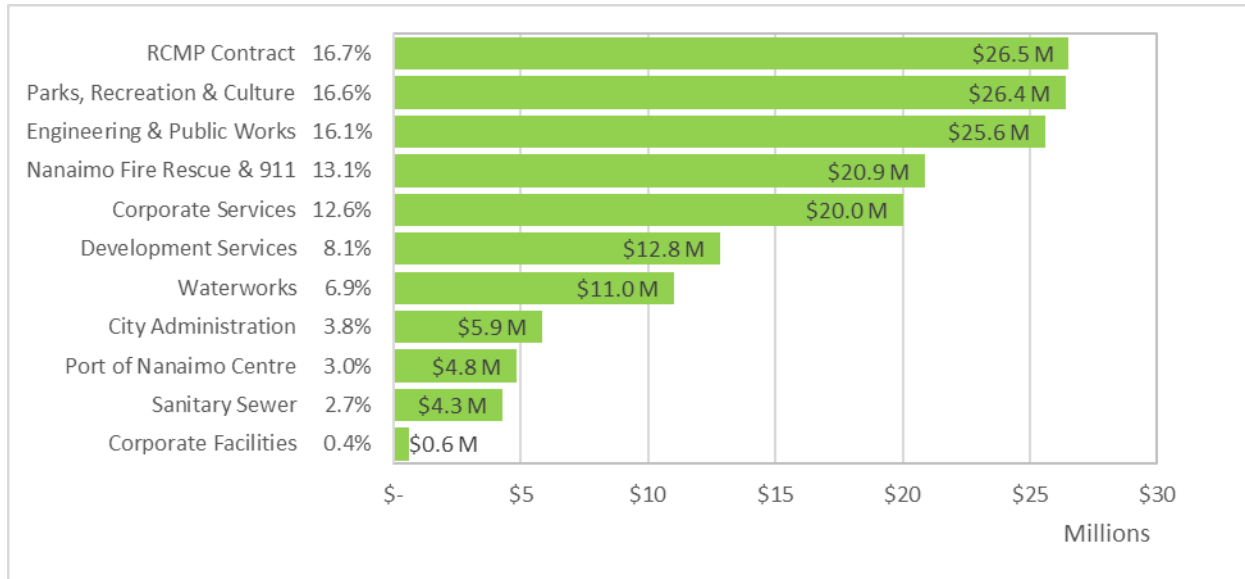
	2020	2021	\$ Change	% Change
<b>Assessment - Average Home</b>	<b>\$532,355</b>	<b>\$544,227</b>	<b>\$11,872</b>	<b>2.2%</b>
Property Taxes	\$2,226	\$2,294	\$68	3.0%
Municipal User Fees				
Water Fees	594	638	44	7.5%
Sewer Fees	141	146	5	4.0%
Sanitation Fees	171	189	18	10.5%
<b>Total Municipal Taxes &amp; User Fees</b>	<b>\$3,132</b>	<b>\$3,267</b>	<b>\$135</b>	<b>4.3%</b>
Other Governments				
V.I. Regional Library	96	96	0	0.0%
Regional District	478	505	27	5.5%
Regional Hospital District	86	115	29	34.2%
School District	879	872	(7)	-0.8%
BC Assessment & MFA	23	22	(1)	-1.4%
<b>Total Other Governments</b>	<b>\$1,562</b>	<b>\$1,610</b>	<b>\$48</b>	<b>3.1%</b>
<b>Total Tax Levy &amp; User Fees All Governments</b>	<b>\$4,694</b>	<b>\$4,877</b>	<b>\$183</b>	<b>3.9%</b>

Rounded to nearest dollar

Assumes a typical single family house with average assessment change

## 2021 Operating Budget

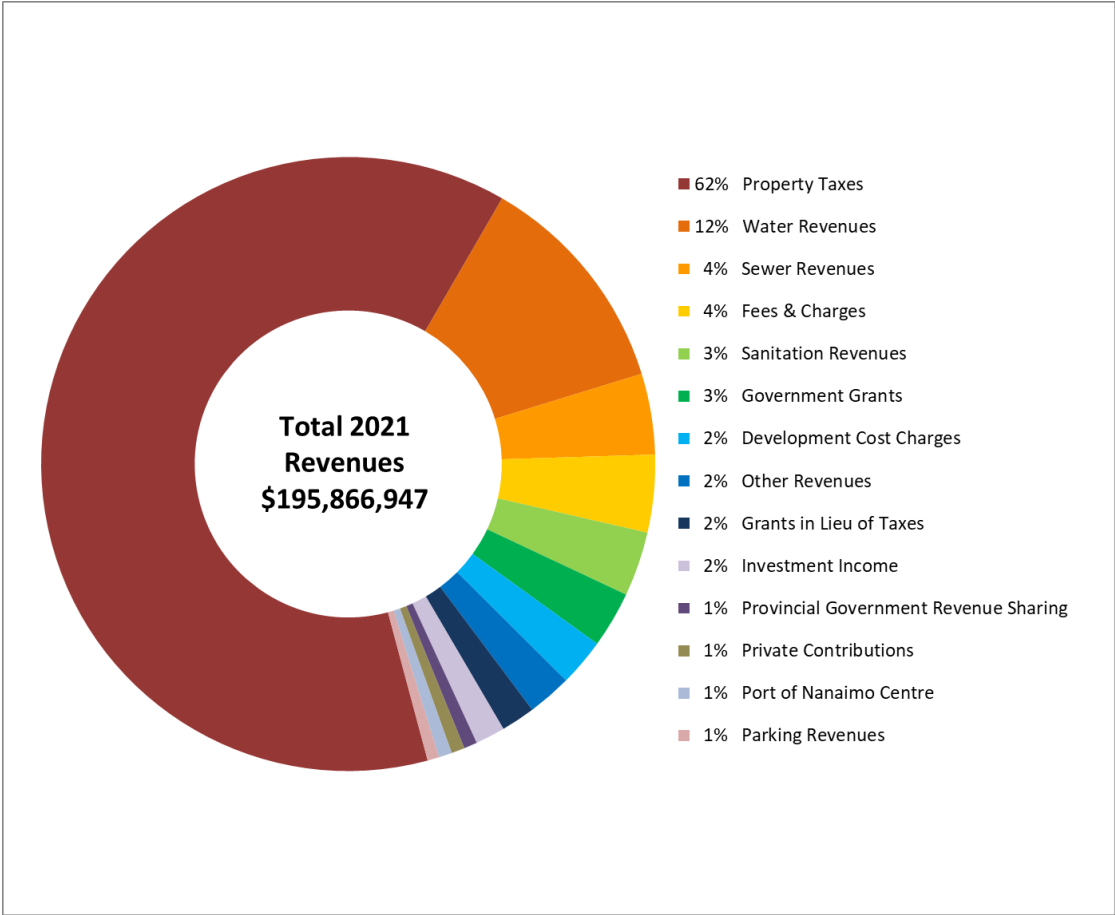
\$158.8 million will be spent for annual operating and maintenance resources that deliver day-to-day City Services.



2021 Revenue

\$195.9 million provides funding for the City’s day-to-day operations, projects, contributions to reserves and the Vancouver Island Regional Library (VIRL).

\$122.5 million of funding is from property taxes excluding property taxes collected for the RDN, School District 68, and Hospital.



## Financial Planning Framework

The City’s integrated planning framework is comprised of 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.

## Strategic Plan

In 2019, Council developed and adopted the *2019 – 2022 Strategic Plan*. The Strategic Plan has four strategic themes and ten focus areas, which set out Council priorities and will guide Council decision making and the Financial Plan over the Council term.



4. Focus on targeted advocacy with other levels of government to support our strategic goals and long-term interests.

### Environmental Responsibility

#### Key Focus Areas

1. Take a leadership role and focus on our environmental impact and climate change contributions in our decision making and regional participation.
2. Ensure our community and transportation planning are designed to encourage multi-modal transportation.

### Governance Excellence

#### Key Focus Areas

3. Ensure we are structured and resourced for expeditious, high quality decision making and action within our risk framework.

### Livability

#### Key Focus Areas

5. Support the provision of affordable and accessible housing for all our community needs.
6. Be a City in which all people live, work, play, create and learn in a safe and connected community.
7. Improve opportunities for active transportation in order to encourage a healthier and environmentally responsible community.

### Economic Health

#### Key Focus Areas

8. Have Downtown recognized as a livable and desirable heart of our community.
9. Focus on business retention and expansion; and, position Nanaimo as the best place to



grow a business with a focus on businesses that align with our strategic direction.

10. Continue to increase opportunities for residents to access our waterfront and natural environment.



**2019 -2022 Strategic Plan**

**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

In the fall of 2020 Council approved extending the annual 1% property tax increase for contribution to the General Asset Management Reserve for five years or until the next Asset Management Update and recommendations have been presented to Council. An update to the City's 20 Year Investment Plan is planned for 2021/2022. Council also approved extending the annual 2.5% water user fee increase for contribution to the Water Asset Management Reserve for one year (2021) pending recommendations from the User Rate Review.

**City of Nanaimo 20 Year Investment Plan**

### Departmental Business Plans

Updated annually, departmental business plans outline how the department will achieve the City's objectives and support annual budget requests. Annual revisions ensure that the business plans remain current and responsive to emerging issues, challenges and changing conditions.

### 10 Year Project Plan

The 10 year project plans identify budgets required to complete infrastructure renewal, increase infrastructure capacity required due to growth and implement Council's strategic priorities. Projects are classified as either operating or capital per the City's

Capital Expenditure Policy. Project plans are updated annually to reflect changes in estimates, scope or timing as well as to incorporate new priorities or objectives.

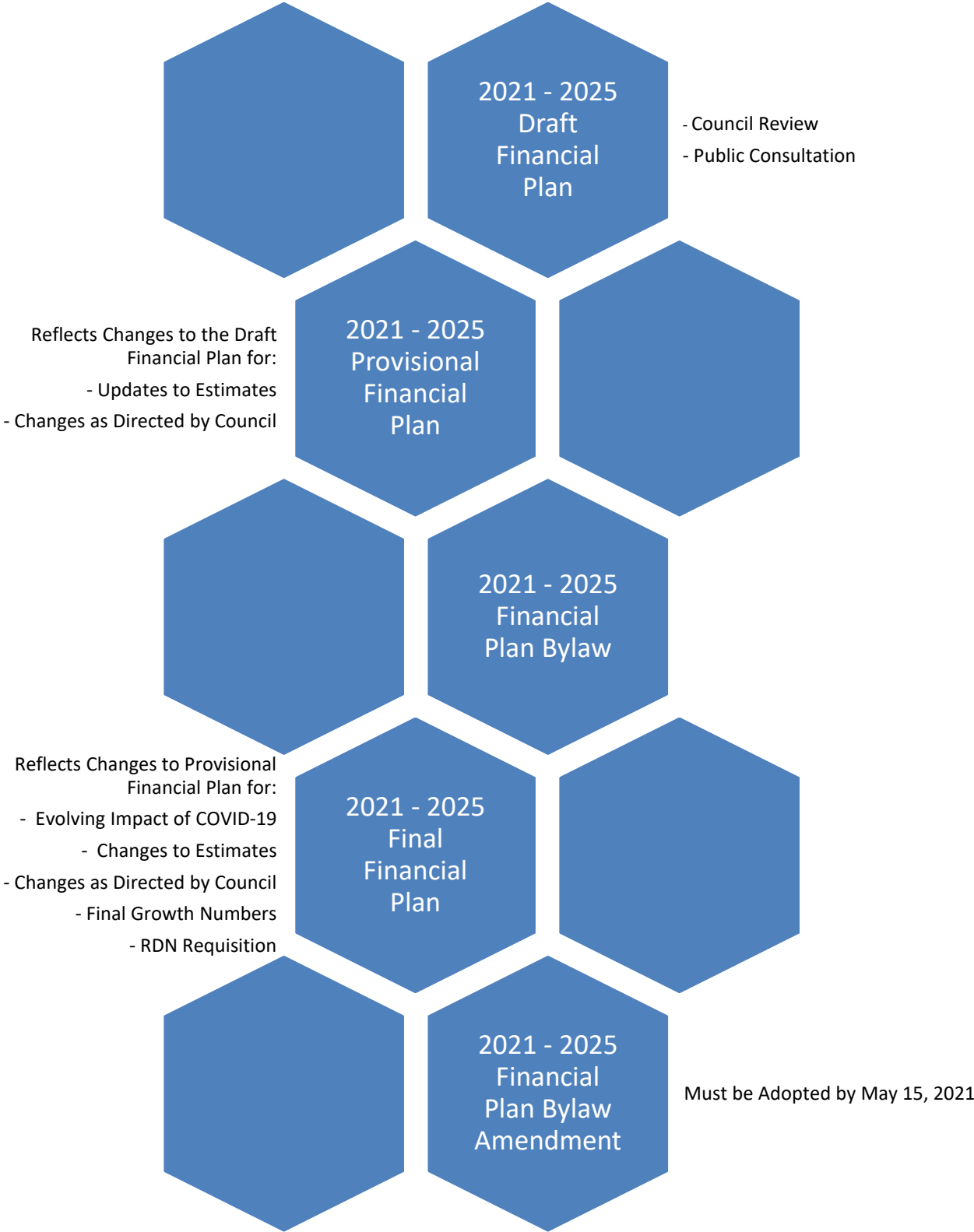
### Financial Plan

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
- Enabling long term funding strategies

**Financial Plan Process**

The 2021 – 2025 Financial Plan contains budget estimates where final numbers are not available.



## Financial Plan Overview

The City'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. The City uses a modified zero-based budgeting approach, which means all expenses except for a few exceptions, such as approved permanent staffing positions, must be justified each budget cycle.

## Key Budget Assumptions

In the Financial Plan, except for where information that is more specific is available, the following assumptions were used:

- 2% annual increase for expenditures in years two to five
- 1% annual increase for revenue from fees and charges and sales of service 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 contract with the IAFF expired on December 31, 2019. A contingency for wage increases has been included in the Financial Plan.

Assumptions related to the impacts of COVID-19 are detailed in the Key Budget Drivers section.

## Key Budget Drivers

As the City continues to grow, 2021 saw a significant increase in revenues from assessment growth, which helped to offset the impact of inflation and COVID-19 on the City's budget. Council is faced with the challenge of balancing current financial resources to meet the needs of a growing community and the community's capacity and willingness for increased taxes during a pandemic.

### COVID - 19

The Financial Plan is based on the pandemic continuing through 2021 including continued restrictions on group/event sizes with operations returning to "normal" in 2022. The Financial Plan was updated between adoption of provisional and final budget to account for changing circumstances due to COVID-19 including Aquatics and Parking operations and revised estimates for investment income.

COVID-19 has impacted a number of the City's revenue streams including recreation revenue (pools, arenas and programs), parking revenue, investment income and casino revenue. The City is currently projecting no Casino revenue for 2021, as a reopening date for Casino operations has not been announced. Normally, 67% of Casino revenues are allocated to Council's Strategic Infrastructure Reserve to fund Council's strategic priorities and initiatives with the remaining 33% used to reduce property taxes.

The Financial Plan is based on Beban Pool remaining closed until January 1, 2022. Operational savings in utilities, materials and supplies and wages and benefits for Beban Pool will help offset the significant projected drop in revenue and increased operating costs due to COVID-19 at the Nanaimo Aquatic Centre.

Parking operations have historically been funded from parking revenue, however, due to lower projected revenue; parking operations are subsidized by property taxation and reserve funding for 2021.

Lower revenues are also impacting transfers to reserves that are used to fund future projects including the Facility Development Reserve, Parking Reserve, the Strategic Infrastructure Reserve, and the Housing Legacy Reserve (MRDT contribution).

The City has taken steps to lower expenditures to reduce the pressure on property taxation for 2021 including:

- Targeted reduction of project funding from general taxation for 2021 of \$988,000 over 2020 levels.
- Realign the start date of the three (3) new RCMP members from April 1, 2021 to Sept 1, 2021.
- Delaying the reopening of Beban Pool to January 1, 2022.
- Reducing operating expenditures where possible while maintaining level of service.

In the fall of 2020, the City received a COVID-19 Safe Restart Grant of \$6.7 million. The grant was fully allocated in 2020, which contributed to the City's 2020 general fund surplus. The majority of the surplus was allocated to the Special Initiatives Reserve. Funding from this reserve was used to fund a number of initiatives in the Financial Plan including:

- Property tax rate increase reductions in 2021, 2022 & 2023.
- Reinstate 2021 projects that been cancelled or scope reduced to reduce property taxes.
- Reinstate the hiring date to the beginning of the year of three (3) new staff positions, which were delayed until late summer 2021 to reduce property taxes.
- Provide funding for 2021 pandemic response including personal protective equipment, additional facility ambassadors, security, and portable toilets.
- Additional \$400,000 in 2021 to support expanded security to the entire downtown area.
- Extension of the Community Clean Team pilot to December 31, 2021.
- Funding for the first two years (2021 & 2022) for a new Project Engineer position.

### General Financial Stability Reserve

Due to the extraordinary circumstances facing the global economy, in November 2020 a recommendation

was presented to Council to change the City's reserve policy for the General Financial Stability Reserve. The policy previously recommended a minimum target balance of 60 days of prior year's budgeted general operating expenditures but recommended no maximum reserve balance. Best practice is a reserve balance between 45 and 90 days of annual operating expenditures. The Reserve Policy does allow for both target minimum and maximum reserve balances for reserves where appropriate.

Council approved a recommendation to implement a new minimum target balance of \$15 million and a maximum balance of 60 days of prior year's budgeted operating expenditures, with a review every 5 years to revise the minimum balance based on current economic conditions. This change allowed the City to use funding from the reserve to reduce property taxes in 2021 with no requirement to budget for repayment of the funds in future years of the Financial Plan.

A revised minimum and maximum target balances for the Sewer Financial Stability Reserve and Water Financial Stability Reserve were also recommended and approved by Council.

## 2021 Key Budget Drivers

Significant budget changes are provided below.

<b>Expenditure Increases/(Decreases)</b>		
Asset Management		\$ 1,168,000
Animal Control Contract		100,000
Art Gallery		
	Phase 3 Increase	50,000
	Capital Funding	10,000
		<u>60,000</u>
Beban Park Complex - Physical Plant		(273,000)
Beban Pool <sup>1</sup>		(214,000)
Fire Adjustment Plan <sup>4</sup>		339,000
Health & Housing Initiatives		480,000
Insurance - Corporate		120,000
Management Consulting		130,000
NAC Debt		(390,000)
Parking - Net		109,000
Project Expenditures		
Annual general revenue funding		(1,091,000)
RCMP Contract (budgeted at 95%) <sup>3</sup>		1,387,000
Recreation Programs <sup>1</sup>		(90,000)
Security Services		116,000
Transfer to Facility Development Reserve		(578,000)
VICC Operations - Net		103,000
Wages and Benefits <sup>2</sup>		1,584,000
<b>Subtotal Expenditure Increases</b>		<b>\$ 3,060,000</b>

## 2021 – 2025 Financial Plan

<b>Revenue (Increases)/Decreases</b>	
Aquatic Revenue	2,125,000
Arenas Revenue	225,000
Casino Revenue	825,000
Facility Rental Revenue - Playfields, Recreation Centres	296,000
Investment Income	500,000
RDN Recreation Sharing Agreement	136,000
Recreation Program Revenue	301,000
<b>Subtotal Revenue Decreases</b>	<b>\$ 4,408,000</b>
<b>Funding (Increase)/Decrease from Reserves</b>	
Transfer from 911 Reserve	(339,000)
Transfer from General Financial Stability Reserve - Property Tax Reduction	(1,409,000)
Transfer from RCMP Contract Reserve	(80,000)
Transfer from Special Initiatives Reserve - Property Tax Reduction	(400,000)
<b>Subtotal Funding Increase</b>	<b>\$ (2,228,000)</b>
<b>Other Changes</b>	<b>\$ 190,000</b>
<b>Net Change</b>	<b>\$ 5,430,000</b>
Less Increased Property Tax Revenues due to Growth	2,037,000
<b>Net Impact</b>	<b>\$ 3,393,000</b>

Dollars are rounded to nearest \$1,000

<sup>1</sup> Excludes impact of wages and benefits and transfer to Facility Development Reserve

<sup>2</sup> Excludes impact of Fire Adjustment Plan

<sup>3</sup> Includes 3 new members effective Sept 1, 2021

<sup>4</sup> Includes wages and benefit impacts



**2021 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 2021 are \$195.9 million with 62% coming from property taxes and 24% from

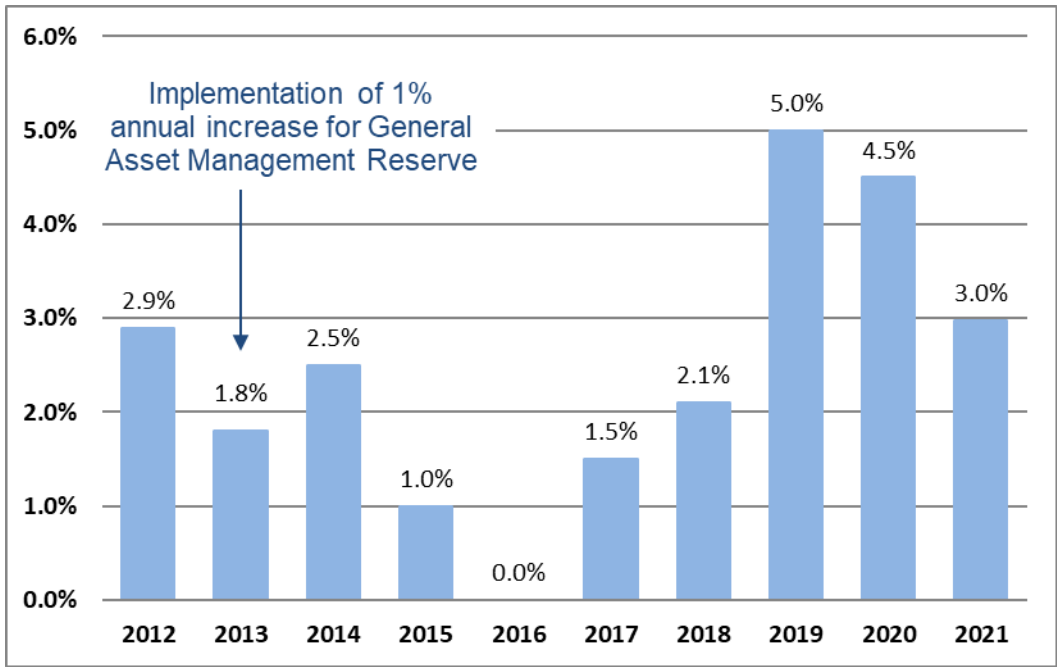
user fees. Annual revenues provide funding for annual operating and maintenance expenditures, funding for project expenditures, funding for annual contributions to infrastructure renewal reserves and the VIRL.

The primary funding source for City services is property taxes budgeted at \$122.5 million for 2021. This is an increase of \$5.4 million (excluding VIRL) over 2020.

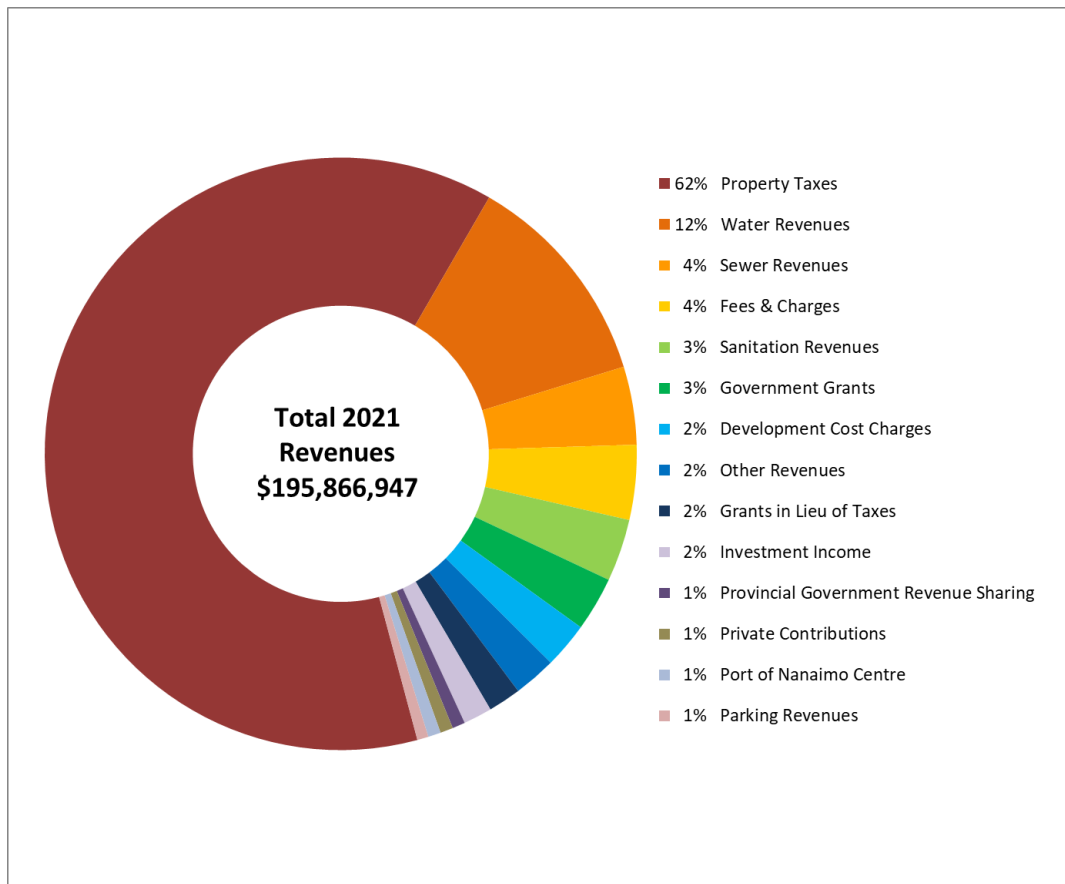
**Five Year Financial Plan – Impact on Tax and User Fees**

	2021	2022	2023	2024	2025
Municipal Property Tax Increase	3.0%	3.6%	3.5%	3.2%	2.6%
Sanitary Sewer User Fee Increase	4.0%	4.0%	0.0%	0.0%	0.0%
Water User Fee Increase	7.5%	5.0%	5.0%	5.0%	5.0%

**Property Tax History**



## Revenue Breakdown



### Taxation

Property taxes represent 62% of the City's 2021 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 statute. 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 bylaws to cover reasonable costs of providing services to the public. The City has adopted bylaws authorizing user fees for parks and recreation programs, parking, 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 projects, the City receives annual grants including funding under the Provincial Traffic Fine Revenue Sharing agreement. 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 10% of the net earnings from a casino operation.

Due to COVID-19, the City has projected no revenue from Casino operations in 2021, as the planned reopening date for the casino was not announced prior to completion of the Financial Plan.

## 2021 Operating Expenditures

Annual operating expenses provide for the day-to-day delivery of services to the community. Projected 2021 operating expenditures are \$158.8 million.

In July 2019, Council endorsed a plan to restructure City operations. The changes realigned certain sections within City departments to better deliver on Council's strategic plan as well as rebuild capacity. These departments include:

### City Administration

- CAO's Office
- Human Resources
- Legislative Services
- Communications

### Corporate Services

- Finance
- Information Technology
- Police Services
- Emergency Management

### Development Services

- Community Development - Community Planning, Real Estate, Bylaw Enforcement/Parking, Business Licensing, Economic Development
- Development Approvals - Building Inspection, Subdivisions, Engineering and Environment, Current Planning

### Engineering and Public Works

- Engineering Services – Facilities Asset Management, Capital Projects, Infrastructure Planning, Transportation
- Public Works – Cemeteries, Fleet, Solid Waste Management, Transportation, Drainage, Sanitary Sewer, Waterworks

### Nanaimo Fire Rescue

### Parks, Recreation & Culture

- Facility and Park Operations
- Recreation and Culture

## Operating Expenditures by Department

	Actuals			Approved Budget		
	2020	2021	2022	2023	2024	2025
<b>EXPENDITURES (\$)</b>						
City Administration	\$ 5,453,892	\$ 5,952,315	\$ 6,303,310	\$ 6,241,058	\$ 6,368,151	\$ 6,522,082
Corporate Facilities	547,159	579,053	590,631	602,440	614,487	626,775
Corporate Services	16,977,688	20,022,354	20,219,693	20,728,780	21,127,449	21,773,578
Development Services	9,777,263	12,807,678	12,729,533	12,972,707	13,220,763	13,470,545
Parks, Recreation & Culture	23,116,515	26,406,634	28,693,877	30,002,394	31,122,796	31,728,369
Engineering & Public Works	23,833,113	25,579,972	25,860,985	25,929,333	26,057,587	26,588,702
Nanaimo Fire Rescue & 911	18,821,686	20,867,852	20,091,384	20,543,020	20,935,342	21,329,103
RCMP	26,156,816	26,532,485	27,553,328	28,726,040	29,995,391	30,913,997
Port of Nanaimo Centre	4,090,605	4,834,737	5,504,377	5,635,498	5,709,211	5,785,873
Sanitary Sewer	3,955,112	4,270,797	4,458,119	4,548,873	4,686,865	4,835,733
Waterworks	10,669,538	10,993,662	11,233,036	11,501,031	11,754,941	12,016,270
<b>Annual Operating Expenditures</b>	<b>\$ 143,399,387</b>	<b>\$ 158,847,539</b>	<b>\$ 163,238,273</b>	<b>\$ 167,431,174</b>	<b>\$ 171,592,983</b>	<b>\$ 175,591,027</b>
Internal Cost Allocations	(5,746,657)	(5,919,611)	(6,039,423)	(6,197,402)	(6,321,339)	(6,447,933)
Internal Charges to Asset Renewal Reserves	(3,208,926)	(3,103,361)	(3,170,570)	(3,337,204)	(3,620,364)	(3,703,047)
Internal Debt Repayment	(250,338)	(394,046)	(495,036)	(495,372)	(549,966)	(617,708)
<b>Total Annual Operating Expenditures after Allocations and Charges</b>	<b>134,193,466</b>	<b>149,430,521</b>	<b>153,533,244</b>	<b>157,401,196</b>	<b>161,101,314</b>	<b>164,822,339</b>
Staffing (FTEs) - Municipal	631.5	648.0	648.0	648.0	648.0	648.0
Staffing (FTEs) - RCMP	148.0	151.0	154.0	157.0	160.0	160.0

## Employee Base – Full Time Equivalent (FTE) Analysis

The City budgets for a full staff complement in all departments. There are two exceptions in the Financial Plan:

- RCMP contract - 95% of the projected contract cost is budgeted for all five years of the plan due to the history of vacancies and to minimize annual operating surplus; and
- Manager, Economic Development – the position is currently vacant and has been budgeted to be filled effective July 1, 2021.

## New Positions Approved in 2020 – 2024 Financial Plan

The 2020 – 2024 Financial Plan included three new positions for 2021. These positions were phased in as part of the reorganization that Council endorsed in July 2019. The new positions are:

- Corporate Services
  - Assistant Accountant
  - Junior Financial Analyst (shared position within Finance)
- Engineering and Public Works
  - Manager, Facility Assets

## New Positions Supported by Business Cases

The Financial Plan also includes new positions supported by business cases:

- City Administration
  - Records & Information Specialist – July 1, 2021 start

- Corporate Services
  - Buyer – July 1, 2021 start
  - GIS Technologist – implementation of Corporate Asset Management System (CAMS)
  - Senior Application Analyst – implementation of CAMS
  - Major Case File Specialist
  - Digital Forensic Technician
- Development Services
  - Building Official – July 1, 2021 start
  - Supervisor Building Inspections – July 1, 2021 start
  - Manager, Sustainability – July 1, 2021 start
- Engineering and Public Works
  - Refuse Collector - approved in 2019 – 2023 Financial Plan
  - Project Engineer
  - Sanitation Labourer (0.5 FTE) – Cart Management
- RCMP
  - 15 additional new members, 3 per year starting in 2020, approved in 2019 – 2023 Financial Plan. The start date of the 3 new members for 2021 has been adjusted from April 1, 2021 to Sept 1, 2021.

## Fire Adjustment Plan

The City provides fire dispatch services (Nanaimo FireComm) for the City, Regional District of Nanaimo

(RDN) and the Cowichan Valley Regional District under the Central Island Emergency Services Communications Partnership which expires June 30, 2021. Service is provided by 9.5 FTE's Fire Dispatchers. Effective July 1, 2021 the City of Nanaimo and the RDN are transiting

fire dispatch services from Nanaimo FireComm to the City of Surrey. As part of the Fire Adjustment Plan four additional job opportunities effective July 1, 2021 for some of the displaced Fire Dispatchers were created.

### FTE Schedule

	2017	2018	2019	2020	2021
City Administration	32.0	28.0	29.0	30.0	31.0
Corporate Services & Facilities	122.8	127.3	126.3	130.7	134.6
Development Services	68.0	68.0	72.0	76.0	80.0
Parks, Recreation & Culture	129.4	132.2	134.0	135.5	135.6
Engineering & Public Works	107.8	103.8	108.7	111.7	115.2
Nanaimo Fire Rescue & 911*	105.8	104.3	108.3	108.3	112.3
RCMP	142.0	145.0	145.0	148.0	151.0
Sanitary Sewer	9.8	9.8	9.8	9.8	9.8
Waterworks	29.5	29.5	29.5	29.5	29.5
<b>Total FTEs</b>	<b>747.1</b>	<b>747.9</b>	<b>762.6</b>	<b>779.5</b>	<b>799.0</b>

Includes only permanent full-time and part-time employees

\*Includes 9.5 FTE's eliminated June 30, 2021 and 4.0 FTE's effective July 1, 2021

## 2021 – 2025 Project Plan

### Sustainability Challenges for Infrastructure

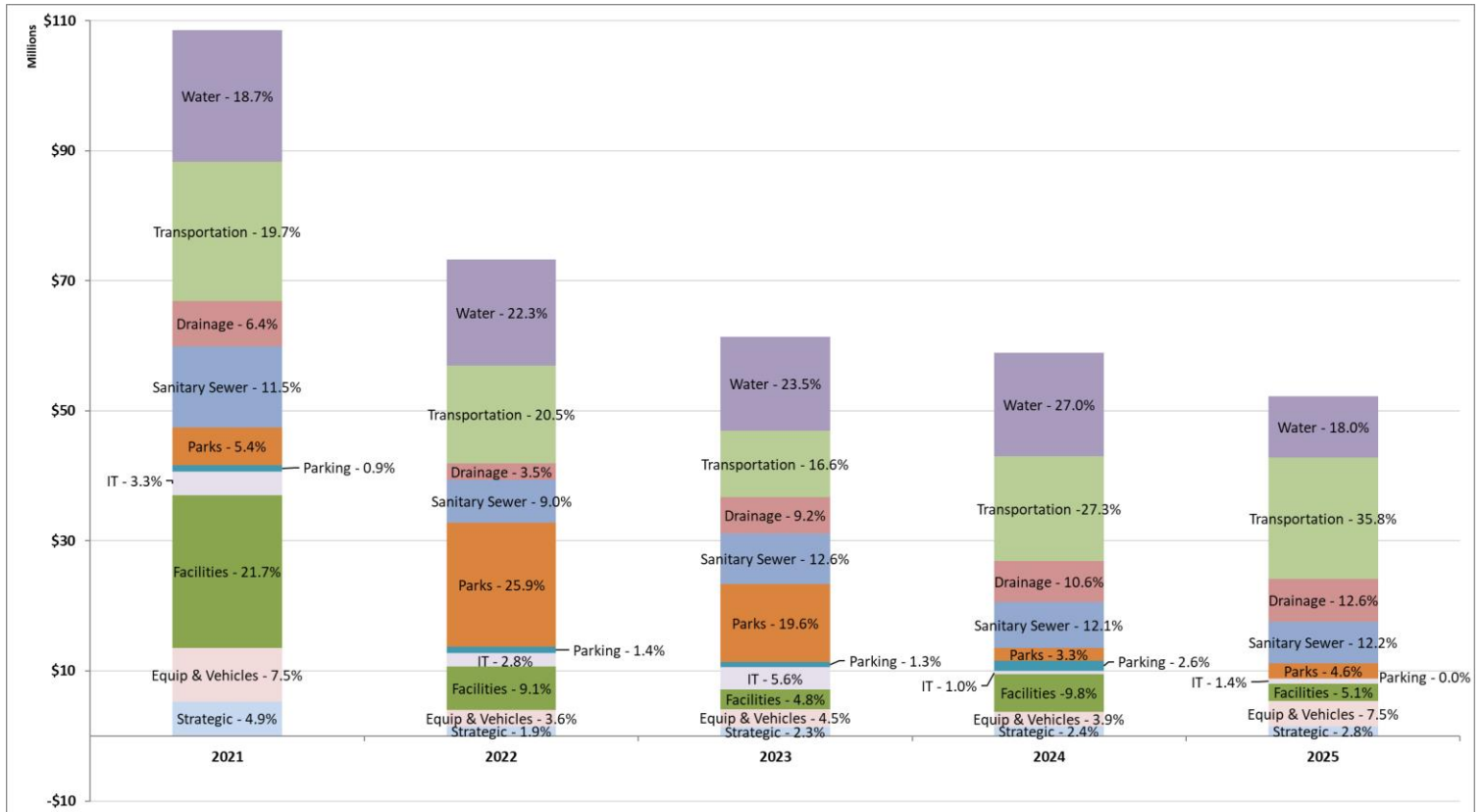
The City owns infrastructure with a current replacement cost in excess of \$3 billion. Over time, this infrastructure will need to be replaced and additional infrastructure will be required to support a growing community. With effective corporate planning, financial policies and direction, it is expected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

Projects included in the 2021 – 2025 Financial Plan focus on specific strategic initiatives, infrastructure renewal and new/upgrades to infrastructure that will address capacity issues and regulatory changes.

### 2020 Projects Carried Forward to 2021

Budgets for projects planned in 2020 that were not started or completed were carried forward to 2021. The 2021 project budget includes \$34.5 million for projects carried forward from 2020. Projects carried forward from 2020 are fully funded from reserves, grants and private contributions or debt.

The chart below provides a breakdown of planned investment in the next five years by category:





### 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 2021 – 2025 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 support each department's ability to avoid unnecessary budget increases on annual operating and maintenance expenditures due to infrastructure being operated 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 an 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

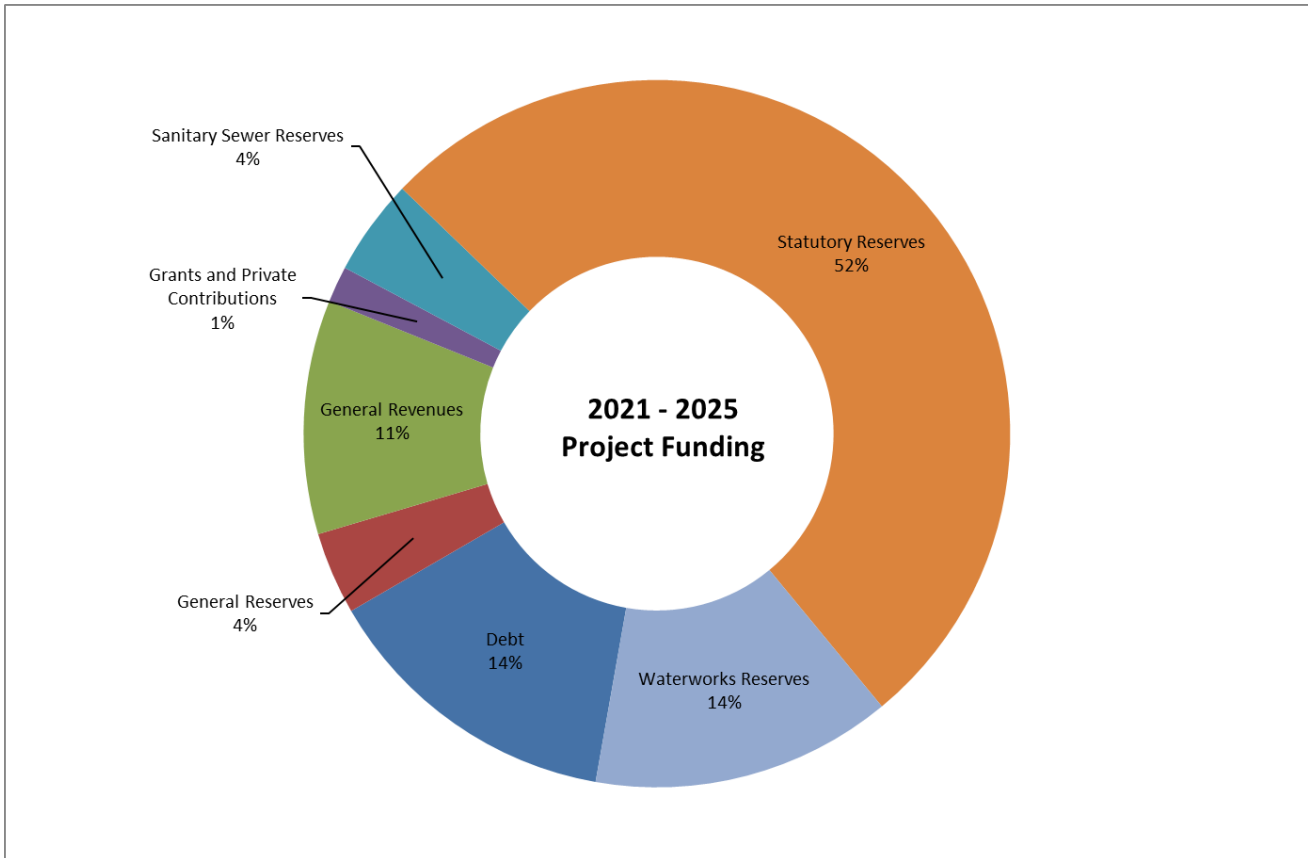
Funding strategies for the City’s investment program include:

- 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, operating reserves, statutory reserve funds, grants, private contributions and borrowing. Projects in the Financial Plan are funded from the following sources as per the chart below.



## Debt

In the past, it has generally been the City's practice to minimize external debt 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 limit represents the total 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 December 31, 2020 was \$46.4 million for annual principal

and interest payments and the City was at 11.61% of the current limit.

The City's outstanding debt represents a number of projects including: Vancouver Island Conference Centre, Fire Station #4, Fire Station #1, Automated Solid Waste Collection (Trucks and Carts) and the Water Treatment Plant. The debt for the Nanaimo Aquatic Centre retired in 2020.

Outstanding debt at December 31, 2020 was \$39.3 million. This included \$3.3 million for short-term borrowing for automated solid waste collection.

The Financial Plan includes new external borrowing of \$42.6 million. This includes \$11.4 million for replacement of Fire Station #1, \$22.3 million for the Waterfront Walkway, \$7.0 million for the Wellcox Secondary Access, \$1.4 million for DCC SS58: Long Lake Trunk project and \$0.5 million in short term borrowing for a new automated garbage truck.

## 2021 – 2025 Financial Plan

### Current Borrowing at December 31, 2020 – External

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2020	2021 Net Cost <sup>1</sup>	Year Borrowing Repaid
Fire Station #1	\$ 5,235,354	\$ 4,990,930	\$ 364,300	2038/2040
Fire Station #4	\$ 3,750,000	\$ 1,656,156	\$ 209,900	2027
Sanitation	\$ 6,102,552	\$ 3,326,184	\$ 1,288,600	2022/2023/2025
VICC	\$ 30,000,000	\$ 12,410,510	\$ 1,600,200	2026/2027
WTP	\$ 22,500,000	\$ 16,923,056	\$ 1,562,300	2033/2034
	<b>\$ 67,587,906</b>	<b>\$ 39,306,836</b>	<b>\$ 5,025,300</b>	

<sup>1</sup>Rounded to nearest hundred

### 2021 – 2025 Financial Plan New Borrowing – External

#### 20 Year Repayment Term

Asset	Total Borrowing	Net Annual Cost <sup>1</sup>	Years Borrowed
Fire Station #1	\$ 11,440,269	\$ 721,200	2021 and 2022
Waterfront Walkway	\$ 22,330,000	\$ 1,406,200	2021, 2022, 2023 and 2025
Wellcox Secondary Access	\$ 7,000,000	\$ 398,900	2023, 2024 and 2025
DCC SS58: Long Lake Trunk	\$ 1,404,348	\$ 80,000	2023 and 2025
	<b>\$ 42,174,617</b>	<b>\$ 2,606,300</b>	

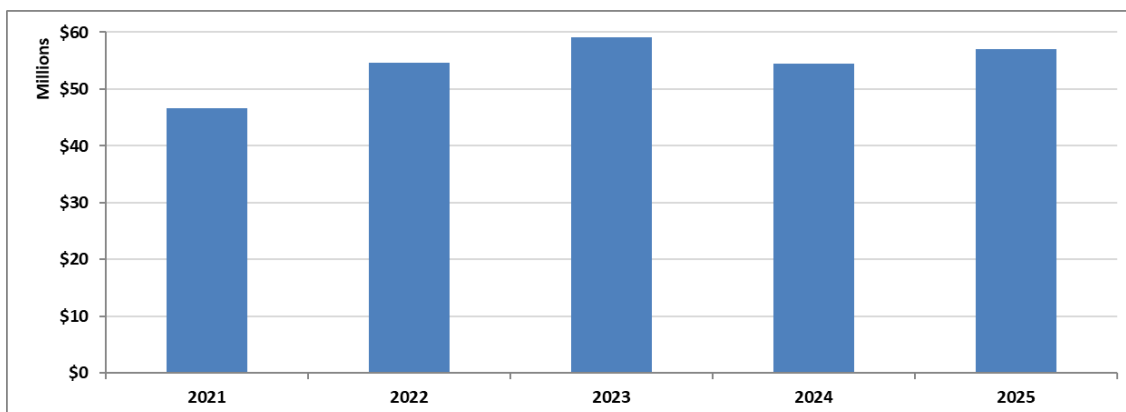
#### 5 Year Repayment Term

Asset	Total Borrowing	Net Annual Cost <sup>1</sup>	Year Borrowed <sup>2</sup>
Sanitation - Truck	\$ 459,600	\$ 95,500	2022
	<b>\$ 459,600</b>	<b>\$ 95,500</b>	

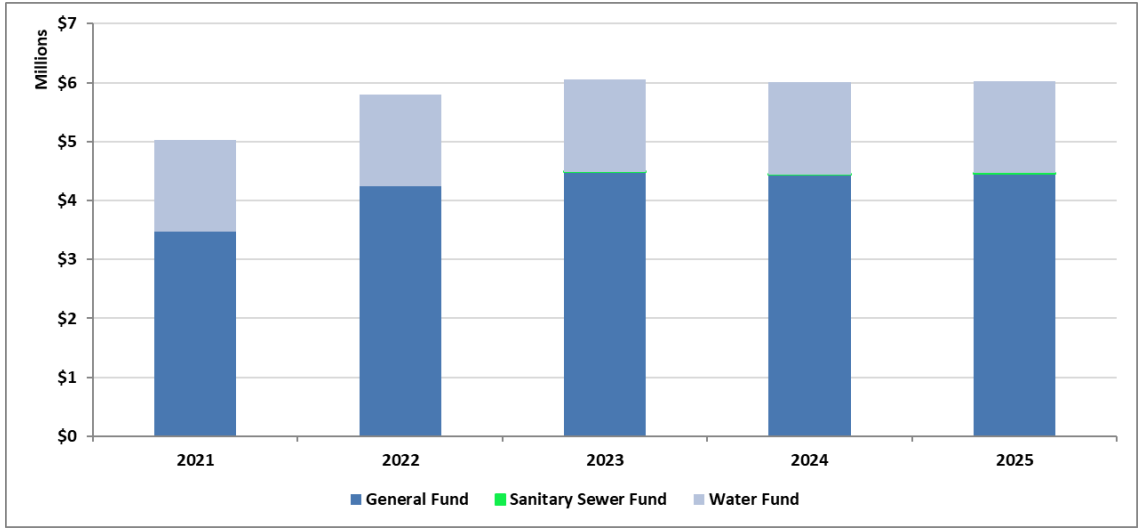
<sup>1</sup>Annual net cost shown on full borrowing rounded to nearest hundred

<sup>2</sup>Truck will be ordered in 2021 but is anticipated to arrive in 2022

### Projected Outstanding Debt – External



Projected Debt Principal and Interest Payments - External



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 borrow 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 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 current and planned 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, 2020 – Internal

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2020
DCC SS45 Chase River PS & Forcemain	\$ 3,213,506	\$ 2,986,606
DCC SS19 Millstone Trunk South	\$ 1,049,646	\$ 1,023,405
	<b>\$ 4,263,152</b>	<b>\$ 4,010,011</b>

## 2021 – 2025 Financial Plan New Borrowing - Internal

### 20 Year Repayment Term

Asset	Total Borrowing	Years Borrowed
DCC SS17 Millstone Trunk North	\$ 1,896,300	2022 and 2024
DCC SS19 Millstone Trunk South	\$ 2,876,819	2021
DCC SS36 Metral Drive Area	\$ 490,050	2023 and 2025
	<b>\$ 5,263,169</b>	

## Projected Debt Principal and Interest Payments - Internal

2021	2022	2023	2024	2025
\$ 394,046	\$ 495,036	\$ 495,372	\$ 549,966	\$ 617,708

### Grants and Private Contributions

The Financial Plan includes funding from a variety of grants and private contributions, including private contributions from local organizations and use of annual monies received from the Nanaimo Port Authority. The City has several grant applications pending and the Financial Plan reflects these applications where the City has committed funding as part of the application process. These projects are contingent upon a successful grant application.

### Reserve Funding

The purpose of setting aside reserves is to provide funding for anticipated future expenditures, to ensure sufficient funds are available when required, and to through annual allocations of general revenues, user fees and development cost charges.

limit the need to incur debt or require large increases in taxation or user fees.

### Operating Reserves

Contributions to operating reserves are through annual contributions and allocations of prior year surplus. City operating reserves include:

- Financial Stability Reserves
- Infrastructure Reserves
- Strategic Priority Reserves
- Other Reserves

### Statutory Reserves

The City has Statutory Reserve Funds that are authorized by the *Community Charter* and/or City Bylaws. Contributions to statutory reserves are 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

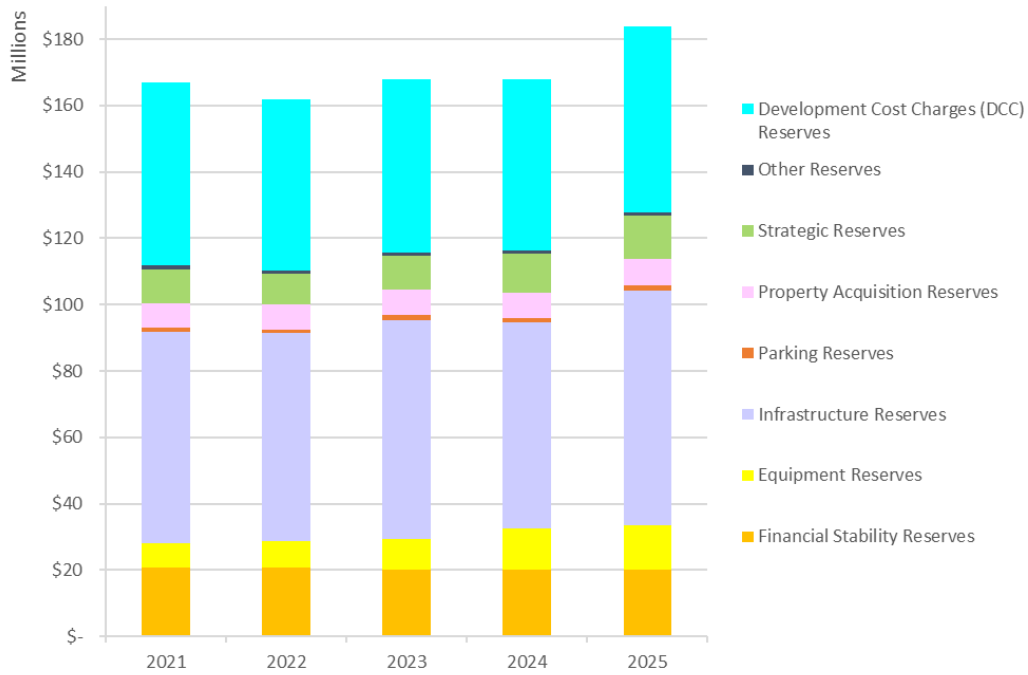
- Facility Development Reserve
- Equipment Replacement Reserves

### Reserves Framework

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

- Financial Stability Reserves – reserves to mitigate specific risks or provide funding for future costs.
- Equipment Reserves – reserves that provide funding for equipment replacement.
- Infrastructure Reserves – these reserves are the primary funding source for infrastructure renewal.
- Parking Reserves – provide funding for renewal or upgrades to parking infrastructure/amenities or parking studies.
- Property Acquisition Reserves – reserves for the purchase and sale of land.
- Strategic Reserves – provide funding for strategic initiatives and investment identified by Council.
- Other Reserves – reserves that fulfil either a specific administrative function, comply with a bequest or are for short-term purposes.
- Development Cost Charges Reserves – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth.

## Projected Reserve Balances



	2021	2022	2023	2024	2025
Financial Stability Reserves	20,880,825	20,762,538	20,168,485	20,068,485	20,073,941
Equipment Reserves	7,316,798	7,986,298	9,353,979	12,344,326	13,371,664
Infrastructure Reserves	63,698,731	62,747,546	65,802,949	62,329,281	70,762,032
Parking Reserves	1,107,857	1,085,107	1,484,386	1,113,658	1,473,763
Property Acquisition Reserves	7,264,589	7,461,028	7,660,414	7,825,695	7,993,455
Strategic Reserves	10,360,274	9,181,518	10,285,987	11,650,587	13,239,162
Other Reserves	1,272,141	1,133,100	1,043,344	1,003,632	984,509
Development Cost Charges (DCC) Reserves	55,168,952	51,632,288	52,019,857	51,649,639	55,965,861
<b>Total Reserves</b>	<b>167,070,167</b>	<b>161,989,423</b>	<b>167,819,401</b>	<b>167,985,303</b>	<b>183,864,387</b>

The complete reserves breakdown can be found in Appendix A. Appendix A shows the projected opening

and closing balances, annual contributions and withdrawals for each reserve.



### 2021 – 2025 Project Plan Detail

The Financial Plan includes projects that are consistent with corporate objectives as outlined in the *2019 – 2022 Strategic Plan, 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
- 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:

- House Legacy Reserve contributions
- Funding for property acquisition
- Official Community Plan Update

Significant infrastructure investment projects:

- Beban Complex: Electrical Upgrades
- Phased development of the Waterfront Walkway
- Fire Station #1, supported by business case
- Boxwood Connector & Utility Project
- Metral Drive Complete Street Corridor Ph 2
- Wakesiah Ave Complete Street Corridor

### Project Plan:

The following pages provide a breakdown on the Project Plan:

- Summary by major expenditure category or program and funding source
- Detail reports for each major category or program and type

Summary by Major Expenditure Category and Funding Source

	2021	2022	2023	2024	2025	Total
<b>TOTAL PROJECT EXPENDITURES</b>						
Strategic	5,331,358	1,407,950	1,383,550	1,432,650	1,469,850	11,025,358
Equipment & Vehicle Program	8,175,285	2,631,570	2,767,170	2,284,615	3,934,945	19,793,585
Facilities Infrastructure & Amenities Program	23,539,248	6,648,494	2,971,480	5,746,370	2,670,510	41,576,102
Information Technology Infrastructure Program	3,589,082	2,074,289	3,446,655	570,619	736,950	10,417,595
Parking Infrastructure Program	1,003,871	1,010,500	781,750	1,537,950	22,100	4,356,171
Parks Infrastructure Program	5,836,345	19,039,571	12,042,720	1,961,620	2,379,070	41,259,326
Sanitary Sewer Infrastructure Program	12,450,913	6,559,500	7,712,950	7,121,607	6,354,550	40,199,520
Drainage Infrastructure Program	6,956,876	2,555,000	5,648,000	6,213,700	6,554,500	27,928,076
Transportation Infrastructure Program	21,445,149	15,022,400	10,179,700	16,120,350	18,699,470	81,467,069
Water Infrastructure Program	20,257,185	16,318,570	14,449,266	15,904,980	9,399,475	76,329,476
<b>Total Projects</b>	<b>108,585,312</b>	<b>73,267,844</b>	<b>61,383,241</b>	<b>58,894,461</b>	<b>52,221,420</b>	<b>354,352,278</b>
<b>TOTAL FUNDING SOURCES</b>						
Drainage DCCs	1,116,440	920,000	1,171,740	1,588,718	121,790	4,918,688
Parks DCCs	762,401	-	-	-	-	762,401
Roads DCCs	872,568	5,345,600	2,197,197	5,152,572	2,058,197	15,626,134
Sewer DCCs	665,004	1,138,945	3,215,290	593,980	1,493,003	7,106,222
Water DCCs	3,934,601	3,477,080	1,976,097	1,998,125	997,263	12,383,166
Development Cost Charges (DCC) Reserves	7,351,014	10,881,625	8,560,324	9,333,395	4,670,253	40,796,611
911 Equipment Reserve	-	-	-	-	-	-
Community Works Reserve	12,414,091	1,128,899	2,012,865	5,613,809	546,500	21,716,164
Copier Reserve	10,000	19,600	13,600	21,100	49,300	113,600
Emission Reduction Reserve	393,502	-	-	-	-	393,502
Equipment Depreciation Reserve	5,104,232	2,064,000	2,058,000	1,467,500	2,943,200	13,636,932
Facility Development Reserve	1,948,155	330,145	1,826,755	1,042,870	1,294,825	6,442,750
General Parking Reserve	257,471	435,000	5,250	764,400	22,100	1,484,221
Housing Legacy Reserve	85,200	-	-	-	-	85,200
IT Reserve	1,907,219	380,050	898,700	171,550	740,100	4,097,619
Parkland Dedication Reserve	630,022	-	-	-	-	630,022
Strategic Infrastructure Reserve	3,353,770	1,973,256	900,000	900,000	900,000	8,027,026
General Fund Asset Mgmt Reserve	12,651,254	10,965,500	10,001,323	10,029,740	12,240,143	55,887,960
Sewer Fund Asset Mgmt Reserve	3,713,493	1,425,055	1,857,960	3,402,927	1,396,149	11,795,584
Water Fund Asset Mgmt Reserve	5,454,401	3,410,920	2,055,219	4,241,375	3,385,192	18,547,107
General Reserves	11,382,896	1,657,690	203,680	32,700	85,150	13,362,116
Sewer Reserves	5,704,135	3,937,500	2,576,450	1,554,500	1,875,150	15,647,735
Water Reserves	12,398,237	10,187,970	10,889,090	9,943,180	5,356,510	48,774,987
Operating and Statutory Reserves	77,408,078	37,915,585	35,298,892	39,185,651	30,834,319	220,642,525
Government Grants	456,153	2,950,945	-	-	-	3,407,098
Grants/Private Contributions	789,683	593,000	9,000	9,000	14,000	1,414,683
Grants/Private Contributions	1,245,836	3,543,945	9,000	9,000	14,000	4,821,781
General Revenue	6,395,115	7,353,920	7,741,775	8,041,615	8,351,700	37,884,125
PILT's	-	771,000	100,000	100,000	100,000	1,071,000
Internal Borrowing	2,876,819	171,500	44,550	1,724,800	445,500	5,263,169
Borrowing	13,308,450	12,630,269	9,628,700	500,000	7,805,648	43,873,067
<b>Total Funding</b>	<b>108,585,312</b>	<b>73,267,844</b>	<b>61,383,241</b>	<b>58,894,461</b>	<b>52,221,420</b>	<b>354,352,278</b>

2021 Project Highlights

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Strategic	5,331,358	Projects and programs that address specific initiatives, issues or goals.
Equipment & Vehicle Program	8,175,285	The City utilizes a wide range of vehicles and equipment to deliver services. The majority of planned purchases in 2021 are for the renewal of existing assets. In 2020, the City adopted a Green Fleet Strategy which guides the fleet's direction. Major purchases in 2021 include: - Backhoe - 2 Dump Trucks - Automated CNG garbage truck - in-service 2022
Facilities Infrastructure & Amenities Program	23,539,248	The City currently owns and operates over 100 facilities which support delivery of a wide range of services. Major projects in 2021 include: - Construction of a storage shed/garage at the WTP - Animal Shelter renovations - Window replacement at the Port Theatre - Replacement of the electrical substation at Beban Complex - Continuation of multi-year project to replace Fire Station #1
Information Technology Infrastructure Program	3,589,082	The City's technology equipment maintains systems access for network and business applications. Major projects in 2021 include: - Next phase of the implementation of a electronic records management system - Infrastructure improvements to enhance performance capacity
Parking Infrastructure Program	1,003,871	The City currently owns and operates three multi-level parkades and three surface lots. Major projects in 2021 include: - Harbourfront Parkade renewal of traffic membranes phase 1
Parks Infrastructure Program	5,836,345	Parks infrastructure includes destination parks, neighborhood parks, spray parks, sports field, playgrounds, tennis/sport course and trails. Major projects in 2021 include: - Serausmen Stadium fencing replacement - Waterfront Walkway phased implementation - Neck Point Park washrooms - Millstone Pedestrian Bridge: replacement of bridge previously removed - Rotary Bowl sprint track replacement
Sanitary Sewer Infrastructure Program	12,450,913	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 2021 include: - Comox Area Sanitary Project: Upsize main at Pearson bridge along river bank to address existing capacity shortfalls and to service future growth - Millstone Trunk Sanitary Sewer Upgrades Phase 2*: Sewer DCC project to upsize main within Bowen Park to address existing capacity shortfalls and to service future growth
Drainage Infrastructure Program	6,956,876	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 2021 include: - Metral Drive Complete Street Corridor Ph 2*: replace existing system of drainage ditches and culvert crossings on Metral with a piped system to support construction of a new sidewalk - DCC SD7 Wexford Creek: replace existing culvert on Tenth Street with a fish passable box culvert - Seabold & Ptarmigan Intersection Drainage Project: improve drainage infrastructure to address flooding issues

\*Concurrent project - project includes more than one infrastructure type

## 2021 Project Highlights Continued

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Transportation Infrastructure Program	21,445,149	<p>The City's Transportation Master Plan (2014) provides direction on expansion/upgrades to the City's transportation infrastructure. Transportation infrastructure includes roadways, sidewalks, bicycle lanes, bridge structures, street lights, roundabouts and traffic signals.</p> <p>Major projects in 2021 include:</p> <ul style="list-style-type: none"> <li>- Metral Drive Complete Street Corridor Ph 2*: between Aulds Road and Turner Road transportation work includes road rehab, cycling lanes, sidewalks and streetlights.</li> <li>- Lost Lake Road Slope Remediation*: address slope and settlement issues in conjunction with renewal of drainage and sewer infrastructure</li> <li>- Fourth St &amp; Albert St Complete Streets*: creation of a cycling lane on Albert St from Cat Steam to Harewood and road rehab of Fourth St from Bruce to Pine/Albert in conjunction with watermain and drainage infrastructure improvements</li> </ul>
Water Infrastructure Program	20,257,185	<p>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.</p> <p>Major projects in 2021 include:</p> <ul style="list-style-type: none"> <li>- DCC WS39 Boundary Ave/Island Highway Supply Main Phase 1A: includes upsizing to address condition and capacity and construction on new piping. Once completed this will be the primary supply line to Labieux Pump Station.</li> <li>- James Way PRV Station: replacement of station at end of life and to accommodate future growth</li> <li>- Estevan Utilities &amp; Cycling*: watermain renewal on Estevan and crossing Island Highway work will be completed in conjunction with drainage renewal and new cycling lane</li> </ul>
<b>Total</b>	<b>108,585,312</b>	

\*Concurrent project - project includes more than one infrastructure type

Strategic Projects

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Audits</b>						
COR External Audit	-	14,000	-	-	14,000	28,000
Financial/Performance Audits	50,000	50,000	50,000	50,000	50,000	250,000
IT Tech: Network Security Audit	48,150	48,150	48,150	48,150	48,150	240,750
<b>Council Committees</b>						
Advisory Committee on Accessibility & Inclusiveness	5,000	5,000	5,000	5,000	5,000	25,000
Design Advisory Panel	2,500	2,500	2,500	2,500	2,500	12,500
Environment Committee	2,500	2,500	2,500	2,500	2,500	12,500
Finance & Audit	8,000	8,000	8,000	8,000	8,000	40,000
Health and Housing Task Force	2,500	2,500	2,500	2,500	2,500	12,500
Mayor's Leaders' Table	12,000	-	-	-	-	12,000
Nanaimo Youth Advisory Council	3,000	3,000	3,000	3,000	3,000	15,000
Water Supply Advisory	1,500	1,500	1,500	1,500	1,500	7,500
<b>Environmental Projects</b>						
Burn It Smart Woodstove Exchange Program	7,974	-	-	-	-	7,974
CleanBC Better Homes Rebate Program	98,250	-	-	-	-	98,250
Energy Step Code Education & Rebate Program	35,029	-	-	-	-	35,029
Invasive Plant Management Program	20,000	40,000	40,000	40,000	40,000	180,000
Natural Park Areas Assessment Program	48,060	22,500	20,000	13,500	-	104,060
Protection Island Park Tree Planting Project	3,095	-	-	-	-	3,095
Seasonal Air Quality Assessment	-	-	-	5,000	-	5,000
Water Course Restoration & Enhancement Program	39,250	12,500	-	-	-	51,750
<b>Grants</b>						
Appliance Rebate Program	5,000	10,000	10,000	10,000	10,000	45,000
Cross Connection Control Grant	100,000	100,000	100,000	100,000	100,000	500,000
Downtown Façade Grants	20,000	20,000	20,000	20,000	20,000	100,000
Sustainable Parking Grant	5,000	5,000	5,000	-	-	15,000
Toilet Rebate Program	25,000	25,000	25,000	25,000	25,000	125,000
<b>Official Community Plan</b>						
Official Community Plan (OCP) Update	239,721	-	-	-	200,000	439,721
Planning Studies	-	75,000	75,000	75,000	-	225,000
<b>Parks, Recreation &amp; Culture Initiatives</b>						
3D Nanaimo Sign	10,000	-	-	-	-	10,000
Community Wellness Program	8,429	-	-	-	-	8,429
Public Art	96,524	50,000	50,000	50,000	50,000	296,524
<b>Property Management Strategy</b>						
Property Acquisitions - General	1,922,364	600,000	600,000	600,000	600,000	4,322,364
<b>Social Planning Initiatives</b>						
Day-Time Drop In Centre	295,246	-	-	-	-	295,246
Housing First Rent Supplement	35,000	-	-	-	-	35,000
Housing Legacy Reserve	165,000	165,000	165,000	165,000	165,000	825,000
Shower Program	50,200	-	-	-	-	50,200
Urban Clean Up	55,640	-	-	-	-	55,640
<b>Subtotal</b>	<b>3,419,932</b>	<b>1,262,150</b>	<b>1,233,150</b>	<b>1,226,650</b>	<b>1,347,150</b>	<b>8,489,032</b>

# 2021 – 2025 Financial Plan

## Strategic Projects Continued

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Strategic Plans</b>						
5G Strategy Study	8,500	-	-	-	-	8,500
Civic Precinct Strategy	95,000	-	-	-	-	95,000
Community Action Sustainability Plan Update	75,000	-	-	-	-	75,000
Council Strategic Plan	4,248	-	20,000	-	-	24,248
Economic Development Strategy	6,884	-	-	-	-	6,884
Fire Dept Review and Stn Location Study	34,095	-	-	-	-	34,095
Parks, Recreation and Culture Master Plan Update	135,561	-	-	-	-	135,561
Public Safety Action Plan	50,000	-	-	-	-	50,000
South End Recreation Centre Feasibility Study	200,000	-	-	-	-	200,000
Social Procurement Strategy	10,023	-	-	-	-	10,023
Water Supply Strategic Plan	172,611	-	-	-	-	172,611
<b>User Fee Reviews</b>						
User Fees Review	7,425	-	-	-	-	7,425
Sewer User Rate Review	7,880	-	-	-	-	7,880
Water User Rate Review	4,790	-	-	-	-	4,790
<b>Other</b>						
#1 Port Drive Redevelopment	112,345	-	-	-	-	112,345
Active Transportation Education & Marketing	44,605	35,000	35,000	35,000	35,000	184,605
Canadian Hazards Emergency Response & Prep	7,163	-	-	-	-	7,163
City Orthophotos	50,000	75,000	50,000	125,000	50,000	350,000
Downtown Way-Finding Signage	91,773	-	-	-	-	91,773
FireSmart Grant	49,380	-	-	-	-	49,380
Immigrant Welcome Reception	4,500	4,500	4,500	4,500	4,500	22,500
Nanaimo Situation Table	30,000	-	-	-	-	30,000
Pandemic Response 2021	500,000	-	-	-	-	500,000
Public Education of Water System	7,996	-	-	-	-	7,996
Public Engagement	13,500	-	-	-	-	13,500
Public Works Days	15,000	31,300	31,900	32,500	33,200	143,900
Safety Initiatives	9,000	-	9,000	9,000	-	27,000
Sealand Park Slope Stabilization Study	50,000	-	-	-	-	50,000
Single Use Check Out Bags	13,823	-	-	-	-	13,823
Sponsorship Project	100,000	-	-	-	-	100,000
Toward Parity Grant	324	-	-	-	-	324
<b>Subtotal</b>	<b>1,911,426</b>	<b>145,800</b>	<b>150,400</b>	<b>206,000</b>	<b>122,700</b>	<b>2,536,326</b>
<b>Grand Total</b>	<b>5,331,358</b>	<b>1,407,950</b>	<b>1,383,550</b>	<b>1,432,650</b>	<b>1,469,850</b>	<b>11,025,358</b>

**Equipment & Vehicle Program**

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
<b>Fleet</b>						
City Fleet	2,711,772	1,158,500	724,000	1,274,500	574,000	6,442,772
Fire Fleet	2,205,460	656,500	1,322,500	149,000	2,353,300	6,686,760
Ice Resurfacers	-	190,000	-	-	-	190,000
<b>Equipment</b>						
Furniture and Equipment	547,584	307,260	273,615	250,355	373,565	1,752,379
Gym Equipment	53,100	-	54,125	-	56,300	163,525
Maintenance Equipment	595,734	159,000	187,550	277,000	174,400	1,393,684
Misc - Fire Equipment	946,255	120,080	95,170	150,060	142,340	1,453,905
Misc - Fleet Shop Equipment	158,500	11,500	4,000	36,500	-	210,500
Misc - Survey Equipment	13,000	10,000	10,000	10,000	10,000	53,000
Park Amenities	141,365	18,730	19,110	19,500	19,890	218,595
SNIC Equipment	89,500	-	50,000	85,000	146,000	370,500
VICC Kitchen Equipment	110,200	-	-	32,700	85,150	228,050
<b>Total</b>	<b>7,572,470</b>	<b>2,631,570</b>	<b>2,740,070</b>	<b>2,284,615</b>	<b>3,934,945</b>	<b>19,163,670</b>
<b>New/Upgrades</b>						
<b>Fleet</b>						
City Fleet	56,485	-	-	-	-	56,485
Sanitation Fleet	459,600	-	-	-	-	459,600
<b>Equipment</b>						
Furniture and Equipment	9,812	-	-	-	-	9,812
Maintenance Equipment	66,938	-	27,100	-	-	94,038
Misc - Fire Equipment	9,980	-	-	-	-	9,980
<b>Total</b>	<b>602,815</b>	<b>-</b>	<b>27,100</b>	<b>-</b>	<b>-</b>	<b>629,915</b>
<b>Grand Total</b>	<b>8,175,285</b>	<b>2,631,570</b>	<b>2,767,170</b>	<b>2,284,615</b>	<b>3,934,945</b>	<b>19,793,585</b>

## Facilities Infrastructure & Amenities Program

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment/Pre-Design/Studies	647,088	275,000	275,000	300,000	300,000	1,797,088
<b>Civic Properties</b>						
City Hall	-	20,900	-	98,125	24,500	143,525
Service and Resource Centre (SARC)	132,250	20,900	-	28,200	-	181,350
<b>Bylaw Facilities</b>						
Animal Shelter Facility	363,500	-	34,100	-	-	397,600
<b>Nanaimo Fire Rescue</b>						
Fire Station #1	12,464,333	3,180,269	-	-	-	15,644,602
Fire Station #2	-	45,210	-	51,220	-	96,430
Fire Station #3	-	62,520	-	43,010	33,850	139,380
Fire Station #4	31,120	-	-	78,170	-	109,290
Fire Training Centre	29,600	-	-	-	-	29,600
<b>Parks, Recreation and Culture Facilities</b>						
150 Commercial Street	137,002	22,500	-	-	-	159,502
25 Victoria Rd	340,225	-	-	-	-	340,225
Beacon House	67,463	-	-	-	-	67,463
Beban Complex	1,699,425	-	217,100	2,172,640	385,825	4,474,990
Beban House	54,625	-	-	-	-	54,625
Beban Pool	785,440	64,900	50,300	213,050	131,175	1,244,865
Beban Social Centre	184,000	108,000	115,510	-	383,000	790,510
Bowen Park Complex	121,000	162,175	36,900	19,500	22,000	361,575
Cliff McNabb Arena	13,920	-	177,600	91,740	-	283,260
Frank Crane Arena	43,300	63,460	19,750	60,000	196,700	383,210
Kin Hut	-	-	-	10,320	-	10,320
Kin Pool	-	-	-	7,350	183,650	191,000
Nanaimo Aquatic Centre	911,114	244,410	952,550	737,170	224,700	3,069,944
Nanaimo Ice Centre	344,885	12,100	183,650	68,500	-	609,135
NSAR Ops Centre	-	1,367,100	-	-	-	1,367,100
Oliver Woods Community Centre	27,396	-	152,895	-	-	180,291
Parks Yard	-	-	-	-	53,750	53,750
Port Theatre	1,552,389	-	147,400	970,170	478,660	3,148,619
The Bastion	26,030	-	19,500	16,300	-	61,830
<b>Police Services</b>						
Police Annex	11,550	-	-	-	-	11,550
Police Operations Building	150,900	87,050	149,550	127,450	128,400	643,350
<b>Public Works Yard</b>						
Public Works Yard	89,830	181,075	193,175	618,455	65,000	1,147,535
<b>Vancouver Island Conference Centre</b>						
VICC	1,121,967	165,700	-	-	-	1,287,667
<b>Water Facilities</b>						
Pump Stations	25,000	-	-	-	-	25,000
Water Treatment Plant	20,000	10,000	20,000	10,000	20,000	80,000
<b>Total</b>	<b>21,395,352</b>	<b>6,093,269</b>	<b>2,744,980</b>	<b>5,721,370</b>	<b>2,631,210</b>	<b>38,586,181</b>



**Facilities Infrastructure & Amenities Program Continued**

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>New/Upgrades</b>						
<b>Civic Facilities</b>						
Cross Connection Program	131,989	25,000	25,000	25,000	25,000	231,989
City Hall	-	30,225	-	-	-	30,225
Service and Resource Centre (SARC)	873,092	-	-	-	-	873,092
<b>Nanaimo Fire Rescue</b>						
Fire Station #4	6,600	-	-	-	-	6,600
<b>Parks and Recreation Facilities</b>						
150 Commercial Street	6,950	-	-	-	-	6,950
Beban Complex	48,936	-	-	-	-	48,936
Beban Pool	17,223	-	-	-	14,300	31,523
Nanaimo Aquatic Centre	80,400	-	-	-	-	80,400
Oliver Woods Community Centre	66,553	-	-	-	-	66,553
<b>Police Services</b>						
Police Annex	24,046	-	-	-	-	24,046
<b>Public Works Yard</b>						
Public Works Yard	93,107	-	-	-	-	93,107
<b>Water Facilities</b>						
Water Treatment Plant	795,000	500,000	201,500	-	-	1,496,500
<b>Total</b>	<b>2,143,896</b>	<b>555,225</b>	<b>226,500</b>	<b>25,000</b>	<b>39,300</b>	<b>2,989,921</b>
<b>Grand Total</b>	<b>23,539,248</b>	<b>6,648,494</b>	<b>2,971,480</b>	<b>5,746,370</b>	<b>2,670,510</b>	<b>41,576,102</b>

## 2021 – 2025 Financial Plan

### Information Technology Infrastructure Program

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Business Applications	265,714	-	-	-	-	265,714
Business Applications - ERP	60,000	1,200,500	1,931,880	-	-	3,192,380
Computing Infrastructure	865,664	148,990	865,430	123,400	691,950	2,695,434
<b>Total</b>	<b>1,191,378</b>	<b>1,349,490</b>	<b>2,797,310</b>	<b>123,400</b>	<b>691,950</b>	<b>6,153,528</b>
<b>New/Upgrades</b>						
Business Applications	685,153	71,500	-	-	-	756,653
Business Applications - CAMS	791,579	608,299	468,345	402,219	-	2,270,442
Business Applications - ECM	854,172	-	-	-	-	854,172
Business Applications - GIS	45,000	45,000	45,000	45,000	45,000	225,000
Computing Infrastructure	9,800	-	136,000	-	-	145,800
<b>Total</b>	<b>2,385,704</b>	<b>724,799</b>	<b>649,345</b>	<b>447,219</b>	<b>45,000</b>	<b>4,252,067</b>
<b>Plans/Studies</b>						
Studies	12,000	-	-	-	-	12,000
<b>Total</b>	<b>12,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,000</b>
<b>Grand Total</b>	<b>3,589,082</b>	<b>2,074,289</b>	<b>3,446,655</b>	<b>570,619</b>	<b>736,950</b>	<b>10,417,595</b>

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

**Parking Infrastructure Program**

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Bastion St Parkade	18,800	-	-	-	-	18,800
Harbourfront Parkade	759,600	775,500	5,250	1,537,950	15,400	3,093,700
Off Street Parking	-	215,000	-	-	-	215,000
Port of Nanaimo Centre Parkade	41,195	-	776,500	-	6,700	824,395
<b>Total</b>	<b>819,595</b>	<b>990,500</b>	<b>781,750</b>	<b>1,537,950</b>	<b>22,100</b>	<b>4,151,895</b>
<b>New/Upgrades</b>						
Parking Equipment	174,225	-	-	-	-	174,225
Parking Signage	7,200	-	-	-	-	7,200
<b>Total</b>	<b>181,425</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>181,425</b>
<b>Plans/Studies</b>						
Studies	2,851	20,000	-	-	-	22,851
<b>Total</b>	<b>2,851</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,851</b>
<b>Grand Total</b>	<b>1,003,871</b>	<b>1,010,500</b>	<b>781,750</b>	<b>1,537,950</b>	<b>22,100</b>	<b>4,356,171</b>

# 2021 – 2025 Financial Plan

## Parks Infrastructure Program

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Beach Access	27,415	25,000	25,000	25,000	25,000	127,415
Bike Park	5,195	-	-	-	-	5,195
Boat Ramps/Docks	639,414	-	-	-	-	639,414
Bridges	314,000	-	-	-	-	314,000
Condition Assessment/Pre-Design	159,219	100,000	100,000	125,000	125,000	609,219
Misc Projects	45,248	-	-	-	22,500	67,748
Parks & Playground	178,130	146,400	883,650	120,000	120,000	1,448,180
Pickleball Courts	-	-	29,140	-	-	29,140
Railing Replacement Program	202,010	-	136,780	-	229,740	568,530
Recreational Dams	153,482	77,920	293,880	180,760	49,750	755,792
Sports Fields/Field Houses	1,175,631	666,050	378,700	1,002,860	706,850	3,930,091
Tennis Court Improvements	-	-	22,700	59,450	-	82,150
Trail Development and Rehab	241,212	-	-	73,300	-	314,512
<b>Total</b>	<b>3,140,956</b>	<b>1,015,370</b>	<b>1,869,850</b>	<b>1,586,370</b>	<b>1,278,840</b>	<b>8,891,386</b>
<b>New/Upgrades</b>						
Accessibility	75,000	-	-	-	-	75,000
Misc Projects	104,388	-	-	-	-	104,388
Multi-Use Court	2,043	-	-	-	-	2,043
Paddling Centre	98,739	-	-	-	-	98,739
Parks & Playgrounds	596,957	100,000	257,000	148,550	270,230	1,372,737
Sports Fields/Field Houses	517,620	4,024,201	614,020	-	-	5,155,841
Trail Development	1,081,385	13,900,000	9,301,850	226,700	830,000	25,339,935
Youth Courts/Parks	22,809	-	-	-	-	22,809
<b>Total</b>	<b>2,498,941</b>	<b>18,024,201</b>	<b>10,172,870</b>	<b>375,250</b>	<b>1,100,230</b>	<b>32,171,492</b>
<b>Plans/Studies</b>						
Studies	196,448	-	-	-	-	196,448
<b>Total</b>	<b>196,448</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,448</b>
<b>Grand Total</b>	<b>5,836,345</b>	<b>19,039,571</b>	<b>12,042,720</b>	<b>1,961,620</b>	<b>2,379,070</b>	<b>41,259,326</b>

**Sanitary Sewer Infrastructure Program**

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Program	663,979	510,000	485,000	510,000	485,000	2,653,979
Mains	4,238,240	3,047,500	2,551,950	2,034,407	1,077,500	12,949,597
<b>Total</b>	<b>4,902,219</b>	<b>3,557,500</b>	<b>3,036,950</b>	<b>2,544,407</b>	<b>1,562,500</b>	<b>15,603,576</b>
<b>New/Upgrades</b>						
Mains	7,140,104	2,752,000	4,276,000	4,222,200	4,467,050	22,857,354
Pump Stations	8,808	-	-	30,000	-	38,808
<b>Total</b>	<b>7,148,912</b>	<b>2,752,000</b>	<b>4,276,000</b>	<b>4,252,200</b>	<b>4,467,050</b>	<b>22,896,162</b>
<b>Plans/Studies</b>						
Master Plans	164,735	150,000	225,000	225,000	225,000	989,735
Misc Projects	70,000	-	-	-	-	70,000
Studies	165,047	100,000	175,000	100,000	100,000	640,047
<b>Total</b>	<b>399,782</b>	<b>250,000</b>	<b>400,000</b>	<b>325,000</b>	<b>325,000</b>	<b>1,699,782</b>
<b>Grand Total</b>	<b>12,450,913</b>	<b>6,559,500</b>	<b>7,712,950</b>	<b>7,121,607</b>	<b>6,354,550</b>	<b>40,199,520</b>

## 2021 – 2025 Financial Plan

### Drainage Infrastructure Program

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Program	226,305	265,000	315,000	315,000	315,000	1,436,305
Mains	2,262,559	1,290,000	2,540,500	3,138,500	5,512,500	14,744,059
<b>Total</b>	<b>2,488,864</b>	<b>1,555,000</b>	<b>2,855,500</b>	<b>3,453,500</b>	<b>5,827,500</b>	<b>16,180,364</b>
<b>New/Upgrades</b>						
Detention Pond	54,244	900,000	-	20,000	100,000	1,074,244
Mains	4,252,632	-	2,792,500	2,590,200	627,000	10,262,332
<b>Total</b>	<b>4,306,876</b>	<b>900,000</b>	<b>2,792,500</b>	<b>2,610,200</b>	<b>727,000</b>	<b>11,336,576</b>
<b>Plans/Studies</b>						
Master Plans	-	100,000	-	150,000	-	250,000
Misc Projects	1,730	-	-	-	-	1,730
Studies	159,406	-	-	-	-	159,406
<b>Total</b>	<b>161,136</b>	<b>100,000</b>	<b>-</b>	<b>150,000</b>	<b>-</b>	<b>411,136</b>
<b>Grand Total</b>	<b>6,956,876</b>	<b>2,555,000</b>	<b>5,648,000</b>	<b>6,213,700</b>	<b>6,554,500</b>	<b>27,928,076</b>

**Transportation Infrastructure Program**

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Bridges	167,043	100,000	100,000	100,000	-	467,043
Condition Assessment Program	99,846	-	-	-	-	99,846
Misc Projects	352,719	350,000	350,000	350,000	350,000	1,752,719
Pedestrian Amenities	273,745	-	1,800,000	-	-	2,073,745
Railway Crossings	40,000	40,000	40,000	40,000	40,000	200,000
Road Rehabilitation	5,556,630	2,105,000	2,314,000	3,735,000	6,971,200	20,681,830
Sidewalk Maintenance	35,270	50,000	-	50,000	-	135,270
Street Lights	63,000	50,000	50,000	50,000	50,000	263,000
Transit Amenities	15,000	-	-	-	-	15,000
Transportation Improvements	846,876	550,000	600,000	100,000	750,000	2,846,876
<b>Total</b>	<b>7,450,129</b>	<b>3,245,000</b>	<b>5,254,000</b>	<b>4,425,000</b>	<b>8,161,200</b>	<b>28,535,329</b>
<b>New/Upgrades</b>						
Cycling Amenities	5,337,039	125,000	360,300	1,957,000	526,500	8,305,839
Misc Projects	194,683	100,000	100,000	100,000	100,000	594,683
Multi Use Paths	301,675	-	800,000	-	-	1,101,675
Pedestrian Amenities	4,521,180	1,587,400	1,720,400	1,605,000	1,320,000	10,753,980
Street Lights	838,602	-	-	515,000	54,750	1,408,352
Transit Amenities	303,923	50,000	200,000	150,000	150,000	853,923
Transportation Improvements	1,697,023	9,750,000	1,650,000	6,593,350	7,787,020	27,477,393
<b>Total</b>	<b>13,194,125</b>	<b>11,612,400</b>	<b>4,830,700</b>	<b>10,920,350</b>	<b>9,938,270</b>	<b>50,495,845</b>
<b>Plans/Studies</b>						
Master Plans	118,575	-	-	400,000	500,000	1,018,575
Misc Projects	-	15,000	15,000	15,000	15,000	60,000
Planning	199,125	40,000	45,000	50,000	50,000	384,125
Studies	396,501	75,000	-	275,000	-	746,501
Surveys	86,694	35,000	35,000	35,000	35,000	226,694
<b>Total</b>	<b>800,895</b>	<b>165,000</b>	<b>95,000</b>	<b>775,000</b>	<b>600,000</b>	<b>2,435,895</b>
<b>Grand Total</b>	<b>21,445,149</b>	<b>15,022,400</b>	<b>10,179,700</b>	<b>16,120,350</b>	<b>18,699,470</b>	<b>81,467,069</b>

# 2021 – 2025 Financial Plan

## Water Infrastructure Program

	2021	2022	2023	2024	2025	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Program	102,469	100,000	125,000	100,000	125,000	552,469
Distribution Mains	9,491,743	4,027,250	5,889,950	6,968,700	6,170,540	32,548,183
Misc Projects	16,378	10,000	10,000	10,000	10,000	56,378
Pump Station/PRV Program	1,937,611	-	335,000	420,000	185,000	2,877,611
Reservoirs	75,000	-	-	-	-	75,000
Supply Mains	160,000	3,500,000	3,920,000	2,100,000	20,000	9,700,000
Water Meter Replacement	2,400	300,000	300,000	300,000	300,000	1,202,400
Water Supply Dams	145,536	116,320	70,000	16,980	17,320	366,156
<b>Total</b>	<b>11,931,137</b>	<b>8,053,570</b>	<b>10,649,950</b>	<b>9,915,680</b>	<b>6,827,860</b>	<b>47,378,197</b>
<b>New/Upgrades</b>						
Distribution Mains	1,072,559	1,675,000	3,629,316	1,980,300	2,326,615	10,683,790
Pump Station/PRV Program	288,553	-	-	-	-	288,553
Reservoirs	4,447	-	-	3,834,000	-	3,838,447
Supply Mains	6,400,000	6,400,000	-	-	-	12,800,000
<b>Total</b>	<b>7,765,559</b>	<b>8,075,000</b>	<b>3,629,316</b>	<b>5,814,300</b>	<b>2,326,615</b>	<b>27,610,790</b>
<b>Plans/Studies</b>						
Master Plans	250,000	-	-	-	-	250,000
Misc Projects	84,789	20,000	-	-	95,000	199,789
Planning	20,000	50,000	50,000	50,000	50,000	220,000
Studies	205,700	120,000	120,000	125,000	100,000	670,700
<b>Total</b>	<b>560,489</b>	<b>190,000</b>	<b>170,000</b>	<b>175,000</b>	<b>245,000</b>	<b>1,340,489</b>
<b>Grand Total</b>	<b>20,257,185</b>	<b>16,318,570</b>	<b>14,449,266</b>	<b>15,904,980</b>	<b>9,399,475</b>	<b>76,329,476</b>



## Appendix A – Reserves Summary

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

- Financial Stability Reserves – reserves to mitigate specific risks or provide funding for future costs.
- Equipment Reserves – reserves that provide funding for equipment replacement.
- Infrastructure Reserves – these reserves are the primary funding source for infrastructure renewal.
- Parking Reserves – provide funding for renewal or upgrades to parking infrastructure/amenities or parking studies.
- Property Acquisition Reserves – reserves for the purchase and sale of land.
- Strategic Reserves – provide funding for strategic initiatives and investment identified by Council.
- Other Reserves – reserves that fulfil either a specific administrative function comply with a bequest or are for short-term purposes.
- Developer Cost Charges Reserves – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth.

	2021	2022	2023	2024	2025
Financial Stability Reserves	20,880,825	20,762,538	20,168,485	20,068,485	20,073,941
Equipment Reserves	7,316,798	7,986,298	9,353,979	12,344,326	13,371,664
Infrastructure Reserves	63,698,731	62,747,546	65,802,949	62,329,281	70,762,032
Parking Reserves	1,107,857	1,085,107	1,484,386	1,113,658	1,473,763
Property Acquisition Reserves	7,264,589	7,461,028	7,660,414	7,825,695	7,993,455
Strategic Reserves	10,360,274	9,181,518	10,285,987	11,650,587	13,239,162
Other Reserves	1,272,141	1,133,100	1,043,344	1,003,632	984,509
Development Cost Charges (DCC) Reserves	55,168,952	51,632,288	52,019,857	51,649,639	55,965,861
<b>Total Reserves</b>	<b>167,070,167</b>	<b>161,989,423</b>	<b>167,819,401</b>	<b>167,985,303</b>	<b>183,864,387</b>

## 2021 – 2025 Financial Plan

	2021	2022	2023	2024	2025
<b>FINANCIAL STABILITY RESERVES</b>					
<b>GENERAL FUND</b>					
General Financial Stability Reserve	17,689,135	15,200,329	15,200,329	15,200,329	15,200,329
Additions	-	-	-	-	-
Withdrawals	2,488,806	-	-	-	-
Balance @ December 31	15,200,329	15,200,329	15,200,329	15,200,329	15,200,329
RCMP Contract Reserve	2,008,433	1,533,433	1,426,558	1,426,558	1,426,558
Additions	-	-	-	-	-
Withdrawals	475,000	106,875	-	-	-
Balance @ December 31	1,533,433	1,426,558	1,426,558	1,426,558	1,426,558
Sanitation Levelling Reserve	774,008	746,008	734,596	140,543	40,543
Additions	-	-	-	-	5,456
Withdrawals	28,000	11,412	594,053	100,000	-
Balance @ December 31	746,008	734,596	140,543	40,543	45,999
Snow and Ice Control Reserve	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
<b>Total General Fund Financial Stability Reserves</b>	<b>18,679,770</b>	<b>18,561,483</b>	<b>17,967,430</b>	<b>17,867,430</b>	<b>17,872,886</b>
<b>SANITARY SEWER FUND</b>					
Sewer Financial Stability Reserve	500,000	500,000	500,000	500,000	500,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	500,000	500,000	500,000	500,000	500,000
<b>Total Sewer Fund Financial Stability Reserves</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<b>WATER FUND</b>					
Water Financial Stability Reserve	1,701,055	1,701,055	1,701,055	1,701,055	1,701,055
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
Balance @ December 31	1,701,055	1,701,055	1,701,055	1,701,055	1,701,055
<b>Total Water Fund Financial Stability Reserves</b>	<b>1,701,055</b>	<b>1,701,055</b>	<b>1,701,055</b>	<b>1,701,055</b>	<b>1,701,055</b>
<b>Total Financial Stability Reserves</b>	<b>20,880,825</b>	<b>20,762,538</b>	<b>20,168,485</b>	<b>20,068,485</b>	<b>20,073,941</b>

	2021	2022	2023	2024	2025
<b>EQUIPMENT RESERVES</b>					
<b>GENERAL FUND</b>					
Cart Replacement Reserve      Statutory	-	-	-	1,033,755	2,083,017
Additions	-	-	1,033,755	1,049,262	1,065,001
Withdrawals	-	-	-	-	-
Balance @ December 31	-	-	1,033,755	2,083,017	3,148,018
Copier Replacement Reserve      Statutory	382,026	389,044	386,614	391,386	389,589
Additions	17,018	17,170	18,372	19,303	25,792
Withdrawals	10,000	19,600	13,600	21,100	49,300
Balance @ December 31	389,044	386,614	391,386	389,589	366,081

		2021	2022	2023	2024	2025
<b>EQUIPMENT RESERVES (continued)</b>						
<b>Information Technology Reserve</b>	<b>Statutory</b>	1,827,833	662,597	1,027,186	889,514	1,497,191
Additions		741,983	744,639	761,028	779,227	799,481
Withdrawals		1,907,219	380,050	898,700	171,550	740,100
<b>Balance @ December 31</b>		<b>662,597</b>	<b>1,027,186</b>	<b>889,514</b>	<b>1,497,191</b>	<b>1,556,572</b>
<b>Equipment Depreciation Reserve</b>	<b>Statutory</b>	9,066,495	6,265,157	6,572,498	7,039,324	8,374,529
Additions		2,302,894	2,371,341	2,524,826	2,802,705	2,869,664
Withdrawals		5,104,232	2,064,000	2,058,000	1,467,500	2,943,200
<b>Balance @ December 31</b>		<b>6,265,157</b>	<b>6,572,498</b>	<b>7,039,324</b>	<b>8,374,529</b>	<b>8,300,993</b>
<b>Total Equipment Reserves</b>		<b>7,316,798</b>	<b>7,986,298</b>	<b>9,353,979</b>	<b>12,344,326</b>	<b>13,371,664</b>

		2021	2022	2023	2024	2025
<b>INFRASTRUCTURE RESERVES</b>						
<b>GENERAL FUND</b>						
<b>Brechin Boat Ramp Reserve</b>		120,638	123,472	147,383	171,366	195,416
Additions		2,834	23,911	23,983	24,050	24,107
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>123,472</b>	<b>147,383</b>	<b>171,366</b>	<b>195,416</b>	<b>219,523</b>
<b>Cemetery Care Reserve</b>	<b>Statutory</b>	603,908	613,908	623,908	633,908	643,908
Additions		10,000	10,000	10,000	10,000	10,000
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>613,908</b>	<b>623,908</b>	<b>633,908</b>	<b>643,908</b>	<b>653,908</b>
<b>Community Works Reserve</b>	<b>Statutory</b>	15,088,694	6,879,274	9,916,544	12,283,792	6,812,136
Additions		4,204,671	4,166,169	4,380,113	142,153	98,083
Withdrawals		12,414,091	1,128,899	2,012,865	5,613,809	546,500
<b>Balance @ December 31</b>		<b>6,879,274</b>	<b>9,916,544</b>	<b>12,283,792</b>	<b>6,812,136</b>	<b>6,363,719</b>
<b>Facility Development Reserve</b>	<b>Statutory</b>	3,634,205	2,340,320	3,237,947	2,653,153	2,861,425
Additions		654,270	1,227,772	1,241,961	1,251,142	1,264,573
Withdrawals		1,948,155	330,145	1,826,755	1,042,870	1,294,825
<b>Balance @ December 31</b>		<b>2,340,320</b>	<b>3,237,947</b>	<b>2,653,153</b>	<b>2,861,425</b>	<b>2,831,173</b>
<b>General Capital</b>		3,298,046	3,061,388	1,661,388	1,661,388	1,661,388
Additions		-	-	-	-	-
Withdrawals		236,658	1,400,000	-	-	-
<b>Balance @ December 31</b>		<b>3,061,388</b>	<b>1,661,388</b>	<b>1,661,388</b>	<b>1,661,388</b>	<b>1,661,388</b>
<b>General Asset Mgmt. Reserve</b>	<b>Statutory</b>	11,464,273	7,321,428	5,277,175	5,313,686	6,501,341
Additions		8,872,687	9,951,558	11,084,039	12,263,528	13,467,503
Withdrawals		13,015,532	11,995,811	11,047,528	11,075,873	13,286,202
<b>Balance @ December 31</b>		<b>7,321,428</b>	<b>5,277,175</b>	<b>5,313,686</b>	<b>6,501,341</b>	<b>6,682,642</b>
<b>NDSS Community Field Mtce</b>	<b>Statutory</b>	94,661	128,821	163,493	198,685	234,405
Additions		34,160	34,672	35,192	35,720	36,256
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>128,821</b>	<b>163,493</b>	<b>198,685</b>	<b>234,405</b>	<b>270,661</b>

## 2021 – 2025 Financial Plan

	2021	2022	2023	2024	2025
<b>INFRASTRUCTURE RESERVES (Continued)</b>					
<b>Piper Park Reserve</b>	74,667	88,717	102,628	116,393	130,007
Additions	14,050	13,911	13,765	13,614	13,451
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>88,717</b>	<b>102,628</b>	<b>116,393</b>	<b>130,007</b>	<b>143,458</b>
<b>VICC Reserve</b>	780,182	669,982	425,692	274,812	242,112
Additions	-	-	-	-	-
Withdrawals	110,200	244,290	150,880	32,700	85,150
<b>Balance @ December 31</b>	<b>669,982</b>	<b>425,692</b>	<b>274,812</b>	<b>242,112</b>	<b>156,962</b>
<b>Total General Fund Infrastructure Reserves</b>	<b>21,227,310</b>	<b>21,556,158</b>	<b>23,307,183</b>	<b>19,282,138</b>	<b>18,983,434</b>
<b>SANITARY SEWER FUND</b>					
<b>Sewer Operating Reserve</b>	16,842,033	12,658,361	10,137,451	8,974,441	8,783,869
Additions	1,520,463	1,416,590	1,413,440	1,363,928	1,304,519
Withdrawals	5,704,135	3,937,500	2,576,450	1,554,500	1,875,150
<b>Balance @ December 31</b>	<b>12,658,361</b>	<b>10,137,451</b>	<b>8,974,441</b>	<b>8,783,869</b>	<b>8,213,238</b>
<b>Sewer Asset Mgmt. Reserve Statutory</b>	3,441,257	2,324,287	3,830,736	4,923,630	4,476,363
Additions	2,596,523	2,931,504	2,950,854	2,955,660	2,964,002
Withdrawals	3,713,493	1,425,055	1,857,960	3,402,927	1,396,149
<b>Balance @ December 31</b>	<b>2,324,287</b>	<b>3,830,736</b>	<b>4,923,630</b>	<b>4,476,363</b>	<b>6,044,216</b>
<b>Total Sewer Fund Infrastructure Reserves</b>	<b>14,982,648</b>	<b>13,968,187</b>	<b>13,898,071</b>	<b>13,260,232</b>	<b>14,257,454</b>
<b>WATER FUND</b>					
<b>Water Reserve</b>	25,333,581	21,602,549	21,022,505	20,711,941	22,393,375
Additions	8,667,205	9,607,926	10,578,526	11,624,614	12,727,740
Withdrawals	12,398,237	10,187,970	10,889,090	9,943,180	5,356,510
<b>Balance @ December 31</b>	<b>21,602,549</b>	<b>21,022,505</b>	<b>20,711,941</b>	<b>22,393,375</b>	<b>29,764,605</b>
<b>Water Asset Mgmt. Reserve Statutory</b>	7,604,781	5,886,224	6,200,696	7,885,754	7,393,536
Additions	3,735,844	3,725,392	3,740,277	3,749,157	3,748,195
Withdrawals	5,454,401	3,410,920	2,055,219	4,241,375	3,385,192
<b>Balance @ December 31</b>	<b>5,886,224</b>	<b>6,200,696</b>	<b>7,885,754</b>	<b>7,393,536</b>	<b>7,756,539</b>
<b>Total Water Fund Infrastructure Reserves</b>	<b>27,488,773</b>	<b>27,223,201</b>	<b>28,597,695</b>	<b>29,786,911</b>	<b>37,521,144</b>
<b>Total Infrastructure Reserves</b>	<b>63,698,731</b>	<b>62,747,546</b>	<b>65,802,949</b>	<b>62,329,281</b>	<b>70,762,032</b>

	2021	2022	2023	2024	2025
<b>PARKING RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Fitzwilliam St Parking Reserve</b>	142,868	142,868	142,868	142,868	142,868
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>142,868</b>	<b>142,868</b>	<b>142,868</b>	<b>142,868</b>	<b>142,868</b>
<b>General Parking Reserve Statutory</b>	1,040,669	796,877	771,605	1,168,324	794,998
Additions	13,679	409,728	401,969	391,074	379,568
Withdrawals	257,471	435,000	5,250	764,400	22,100
<b>Balance @ December 31</b>	<b>796,877</b>	<b>771,605</b>	<b>1,168,324</b>	<b>794,998</b>	<b>1,152,466</b>

PARKING RESERVES (Continued)						
<b>Old City Neighbourhood Reserve</b>	<b>Statutory</b>	165,628	168,112	170,634	173,194	175,792
Additions		2,484	2,522	2,560	2,598	2,637
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>168,112</b>	<b>170,634</b>	<b>173,194</b>	<b>175,792</b>	<b>178,429</b>
<b>Total Parking Reserves</b>		<b>1,107,857</b>	<b>1,085,107</b>	<b>1,484,386</b>	<b>1,113,658</b>	<b>1,473,763</b>

		2021	2022	2023	2024	2025
<b>PROPERTY ACQUISITION RESERVES</b>						
<b>GENERAL FUND</b>						
<b>Parkland Dedication Reserve</b>	<b>Statutory</b>	1,126,691	596,314	692,729	790,590	852,824
Additions		99,645	96,415	97,861	62,234	63,167
Withdrawals		630,022	-	-	-	-
<b>Balance @ December 31</b>		<b>596,314</b>	<b>692,729</b>	<b>790,590</b>	<b>852,824</b>	<b>915,991</b>
<b>Property Acquisition Reserve</b>	<b>Statutory</b>	3,440,266	3,491,870	3,544,248	3,597,412	3,651,373
Additions		51,604	52,378	53,164	53,961	54,771
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>3,491,870</b>	<b>3,544,248</b>	<b>3,597,412</b>	<b>3,651,373</b>	<b>3,706,144</b>
<b>Property Sales Reserve</b>	<b>Statutory</b>	3,129,463	3,176,405	3,224,051	3,272,412	3,321,498
Additions		46,942	47,646	48,361	49,086	49,822
Withdrawals		-	-	-	-	-
<b>Balance @ December 31</b>		<b>3,176,405</b>	<b>3,224,051</b>	<b>3,272,412</b>	<b>3,321,498</b>	<b>3,371,320</b>
<b>Total Property Acquisition Reserves</b>		<b>7,264,589</b>	<b>7,461,028</b>	<b>7,660,414</b>	<b>7,825,695</b>	<b>7,993,455</b>

		2021	2022	2023	2024	2025
<b>STRATEGIC RESERVES</b>						
<b>GENERAL FUND</b>						
<b>Housing Legacy Reserve</b>	<b>Statutory</b>	2,973,608	2,878,872	2,997,618	3,118,145	3,240,480
Additions		81,067	118,746	120,527	122,335	124,170
Withdrawals		175,803	-	-	-	-
<b>Balance @ December 31</b>		<b>2,878,872</b>	<b>2,997,618</b>	<b>3,118,145</b>	<b>3,240,480</b>	<b>3,364,650</b>
<b>Emission Reduction Reserve</b>	<b>Statutory</b>	513,697	171,798	221,224	271,391	322,311
Additions		51,603	49,426	50,167	50,920	51,683
Withdrawals		393,502	-	-	-	-
<b>Balance @ December 31</b>		<b>171,798</b>	<b>221,224</b>	<b>271,391</b>	<b>322,311</b>	<b>373,994</b>
<b>Special Initiatives Reserve</b>		12,195,731	5,505,004	4,347,604	3,910,104	3,709,604
Additions		-	-	-	-	-
Withdrawals		6,690,727	1,157,400	437,500	200,500	-
<b>Balance @ December 31</b>		<b>5,505,004</b>	<b>4,347,604</b>	<b>3,910,104</b>	<b>3,709,604</b>	<b>3,709,604</b>
<b>Strategic Infrastructure Reserve</b>	<b>Statutory</b>	4,025,304	1,051,426	727,664	1,962,691	3,216,244
Additions		477,792	1,709,494	2,135,027	2,153,553	2,172,356
Withdrawals		3,451,670	2,033,256	900,000	900,000	900,000
<b>Balance @ December 31</b>		<b>1,051,426</b>	<b>727,664</b>	<b>1,962,691</b>	<b>3,216,244</b>	<b>4,488,600</b>

## 2021 – 2025 Financial Plan

	2021	2022	2023	2024	2025
<b>STRATEGIC RESERVES (continued)</b>					
<b>Strategic Partnerships Reserve</b>	200,043	200,043	200,043	200,043	200,043
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>200,043</b>	<b>200,043</b>	<b>200,043</b>	<b>200,043</b>	<b>200,043</b>
<b>Sustainability Reserve</b> <b>Statutory</b>	420,880	553,131	687,365	823,613	961,905
Additions	132,251	134,234	136,248	138,292	140,366
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>553,131</b>	<b>687,365</b>	<b>823,613</b>	<b>961,905</b>	<b>1,102,271</b>
<b>Total Strategic Reserves</b>	<b>10,360,274</b>	<b>9,181,518</b>	<b>10,285,987</b>	<b>11,650,587</b>	<b>13,239,162</b>

	2021	2022	2023	2024	2025
<b>OTHER RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Casino Reserve</b>	1,243,375	426,442	426,442	426,442	426,442
Additions	-	-	-	-	-
Withdrawals	816,933	-	-	-	-
<b>Balance @ December 31</b>	<b>426,442</b>	<b>426,442</b>	<b>426,442</b>	<b>426,442</b>	<b>426,442</b>
<b>Prior Year Cfwds Reserve</b>	5,411,586	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	5,411,586	-	-	-	-
<b>Balance @ December 31</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>911 Reserve</b> <b>Statutory</b>	1,596,058	428,976	283,684	187,583	141,431
Additions	63,509	54,708	53,899	53,848	54,341
Withdrawals	1,230,591	200,000	150,000	100,000	80,000
<b>Balance @ December 31</b>	<b>428,976</b>	<b>283,684</b>	<b>187,583</b>	<b>141,431</b>	<b>115,772</b>
<b>Knowles Estate Reserve</b> <b>Statutory</b>	410,565	416,723	422,974	429,319	435,759
Additions	6,158	6,251	6,345	6,440	6,536
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>416,723</b>	<b>422,974</b>	<b>429,319</b>	<b>435,759</b>	<b>442,295</b>
<b>Total General Fund Other Reserves</b>	<b>1,272,141</b>	<b>1,133,100</b>	<b>1,043,344</b>	<b>1,003,632</b>	<b>984,509</b>
<b>Total Other Reserves</b>	<b>1,272,141</b>	<b>1,133,100</b>	<b>1,043,344</b>	<b>1,003,632</b>	<b>984,509</b>

	2021	2022	2023	2024	2025
<b>DEVELOPMENT COST CHARGES RESERVES</b>					
<b>GENERAL FUND</b>					
<b>DCC - City DCC - City Wide Roads</b> <b>Statutory</b>	12,143,117	13,398,523	10,816,972	12,019,505	10,262,535
Additions	2,127,974	2,764,049	3,399,730	3,395,602	3,392,456
Withdrawals	872,568	5,345,600	2,197,197	5,152,572	2,058,197
<b>Balance @ December 31</b>	<b>13,398,523</b>	<b>10,816,972</b>	<b>12,019,505</b>	<b>10,262,535</b>	<b>11,596,794</b>
<b>DCC - City Wide Drainage</b> <b>Statutory</b>					
Opening Balance	11,462,664	8,038,618	7,571,214	6,974,013	4,322,170
Loan Receivable from Sewer	4,010,011	6,601,752	6,411,966	6,089,829	7,403,708
Revised Opening Balance	15,472,675	14,640,370	13,983,180	13,063,842	11,725,878
Additions	284,135	262,810	252,402	250,754	235,564
Internal Borrowing					
To Sewer DCC Reserve	2,876,819	171,500	44,550	1,724,800	445,500
Repayment from Sewer Reserve	285,078	361,286	366,687	410,921	465,179
Withdrawals	1,116,440	920,000	1,171,740	1,588,718	121,790
Closing Balance	8,038,618	7,571,214	6,974,013	4,322,170	4,455,623
Loan Receivable from Sewer	6,601,752	6,411,966	6,089,829	7,403,708	7,384,029
<b>Balance @ December 31</b>	<b>14,640,370</b>	<b>13,983,180</b>	<b>13,063,842</b>	<b>11,725,878</b>	<b>11,839,652</b>
<b>DCC - City Wide Parks</b> <b>Statutory</b>	1,568,712	1,197,586	1,713,499	2,361,638	3,019,499
Additions	391,275	515,913	648,139	657,861	667,729
Withdrawals	762,401	-	-	-	-
<b>Balance @ December 31</b>	<b>1,197,586</b>	<b>1,713,499</b>	<b>2,361,638</b>	<b>3,019,499</b>	<b>3,687,228</b>
<b>Total General Fund Development Cost Charges Reserves</b>	<b>29,236,479</b>	<b>26,513,651</b>	<b>27,444,985</b>	<b>25,007,912</b>	<b>27,123,674</b>
<b>SANITARY SEWER FUND</b>					
<b>DCC - City Wide Sewer</b> <b>Statutory</b>	3,459,401	3,440,459	3,143,456	949,800	1,364,209
Additions	646,062	841,942	1,021,634	1,008,389	1,007,862
Withdrawals	665,004	1,138,945	3,215,290	593,980	1,493,003
<b>Balance @ December 31</b>	<b>3,440,459</b>	<b>3,143,456</b>	<b>949,800</b>	<b>1,364,209</b>	<b>879,068</b>
<b>Total Sanitary Sewer Fund Development Cost Charges</b>	<b>3,440,459</b>	<b>3,143,456</b>	<b>949,800</b>	<b>1,364,209</b>	<b>879,068</b>
<b>WATER FUND</b>					
<b>DCC - City Wide Water</b> <b>Statutory</b>	6,441,363	5,900,685	5,847,120	4,115,263	3,300,923
Additions	193,923	223,515	244,240	225,285	213,388
Withdrawals	734,601	277,080	1,976,097	1,039,625	997,263
<b>Balance @ December 31</b>	<b>5,900,685</b>	<b>5,847,120</b>	<b>4,115,263</b>	<b>3,300,923</b>	<b>2,517,048</b>
<b>DCC - Water Supply</b> <b>Statutory</b>	17,666,436	16,591,329	16,128,061	19,509,809	21,976,595
Additions	2,124,893	2,736,732	3,381,748	3,425,286	3,469,476
Withdrawals	3,200,000	3,200,000	-	958,500	-
<b>Balance @ December 31</b>	<b>16,591,329</b>	<b>16,128,061</b>	<b>19,509,809</b>	<b>21,976,595</b>	<b>25,446,071</b>
<b>Total Water Fund Development Cost Charges Reserves</b>	<b>22,492,014</b>	<b>21,975,181</b>	<b>23,625,072</b>	<b>25,277,518</b>	<b>27,963,119</b>
<b>Total Development Cost Charges Reserves</b>	<b>55,168,952</b>	<b>51,632,288</b>	<b>52,019,857</b>	<b>51,649,639</b>	<b>55,965,861</b>