



# 2022-2026 Financial Plan

*Adopted by Council May 9, 2022*

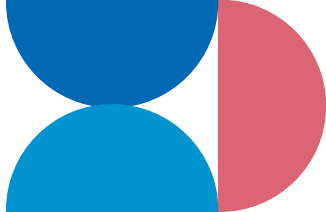


## Nanaimo's Vision:

*To be a community that is livable, environmentally sustainable and full of opportunity for all generations and walks of life.*

The City of Nanaimo is situated on the Traditional Territory of the Coast Salish Peoples, including the Traditional Territories of the Snuneymuxw and Snaw-Naw-As First Nations.

This budget document provides an overview of the 2022-2026 Financial Plan, including the City of Nanaimo's integrated planning process, details about the City's Financial Plan and 2022 budget.



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# 2022-2026 FINANCIAL PLAN

## QUICK FACTS

### Budget Highlights

The 2022–2026 Financial Plan (Financial Plan) was developed as British Columbia continues to adapt to the ongoing impact of the COVID-19 Pandemic. The Financial Plan is based on a return to a “new normal”.

The City is projecting that in 2022 revenues will begin to return to normal for recreation, parking and casino revenue and projecting a longer recovery for 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 economic recovery.

Council’s Strategic Plan provides direction for departmental business plans and the Financial Plan. The Strategic Plan identifies four key themes – Economic Health, Environmental Responsibility, Governance Excellence and Livability. The Financial Plan includes a number of initiatives to support Council priorities and enhance service levels.

#### Economic Health

- Funding for the new Nanaimo Prosperity Corporation to help advance the City’s economic development priorities.

#### Governance Excellence

- Continuation of the multi-year project to implement a Corporate Asset Management System to enhance the City’s ability to track and manage assets, and aid future decision-making.

#### Environmental Responsibility

- Fixed annual contribution the Climate Action Reserve Fund to support energy and emissions management initiatives, plans and projects.

#### Livability

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

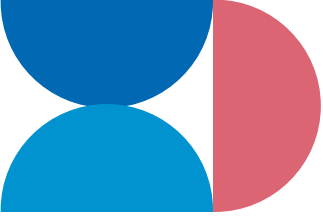
- Enhancements to Public Safety:
  - 15 new RCMP members, three per year over a five-year period, 2020 – 2024.
  - 4 new geographically targeted RCMP bike patrol members in 2022.
  - Implementation of the Downtown Nanaimo Safety Action Plan including 12 Community Safety Officers, 2 permanent 2-person Community Clean Teams, Downtown Ambassadors program, Parks Ambassador program for summer 2022, vandalism relief grant program, and additional downtown parkade cleaning.
- Completion of the multi-year project to replace Fire Station #1.
- Enhanced investment in 2022 for pedestrian amenities including Lenhart Pedestrian Bridge, new sidewalks and multi-use paths, and \$1 million allocated to additional pedestrian amenities.
- Investment in recreation opportunities including Harewood Artificial Turf Fields, Loudon Park Improvements, Marie Davidson Bike Park Improvements, Maffeo Sutton Playground Phase 2 and Westwood Lake Improvements.

### 2022 Property Tax Increase

	2022
General Asset Management Reserve	1.0%
General Property Tax Increase	5.0%
<b>Total Municipal Taxes</b>	<b>6.0%</b>

### 2022 User Fee Increases

Sanitary Sewer User Fees	4.0%
Water User Fees	5.0%
Sanitation User Fees	14.3%



# 2022-2026 FINANCIAL PLAN QUICK FACTS

## Impact on a Typical Home

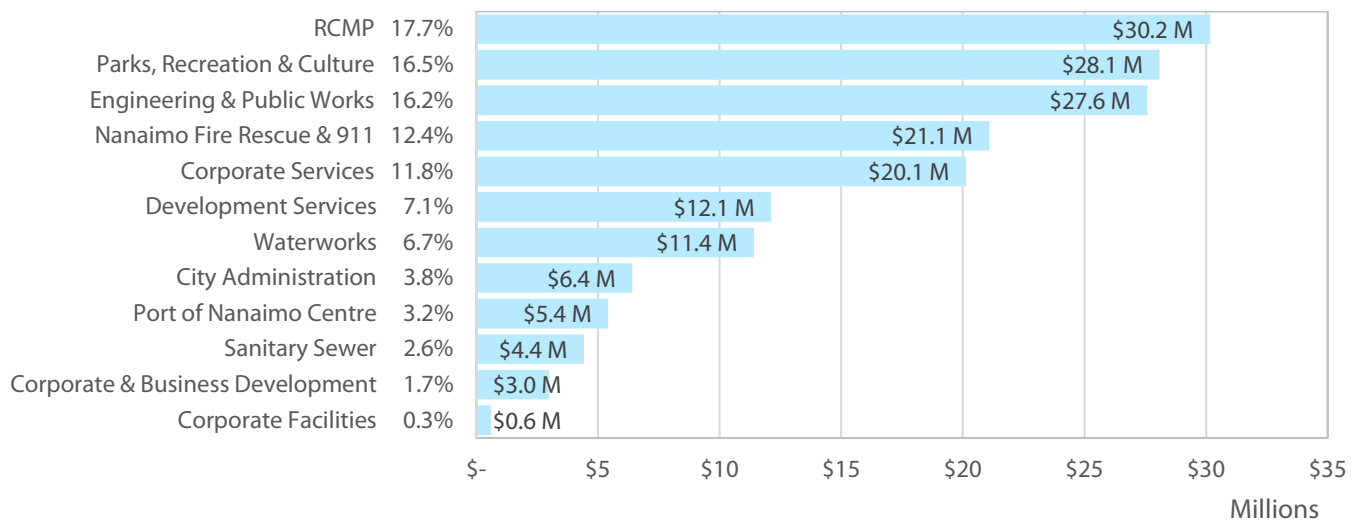
	2021	2022	\$ Change	% Change
<b>Assessment - Average Home</b>	<b>\$549,668</b>	<b>\$718,471</b>	<b>\$168,803</b>	<b>30.7%</b>
Property Taxes	\$2,317	\$2,456	\$139	6.0%
Municipal User Fees				
Water Fees	638	670	32	5.0%
Sewer Fees	146	152	6	4.0%
Sanitation Fees	189	216	27	14.3%
<b>Total Municipal Taxes &amp; User Fees</b>	<b>\$3,290</b>	<b>\$3,494</b>	<b>\$204</b>	<b>6.2%</b>
Other Governments				
V.I. Regional Library	97	99	2	1.8%
Regional District	510	583	73	14.5%
Regional Hospital District	117	225	108	92.9%
School District	880	929	49	5.5%
BC Assessment & MFA	23	25	2	11.1%
Reigonal Parks & Trails Parcel Tax	20	0	(20)	-100.0%
<b>Total Other Governments</b>	<b>\$1,647</b>	<b>\$1,861</b>	<b>\$214</b>	<b>13.0%</b>
<b>Total Tax Levy &amp; User Fees All Governments</b>	<b>\$4,937</b>	<b>\$5,355</b>	<b>\$418</b>	<b>8.5%</b>

*Rounded to nearest dollar*

*Assumes a single family house with average Class 1 assessment change*

## 2022 Operating Budget

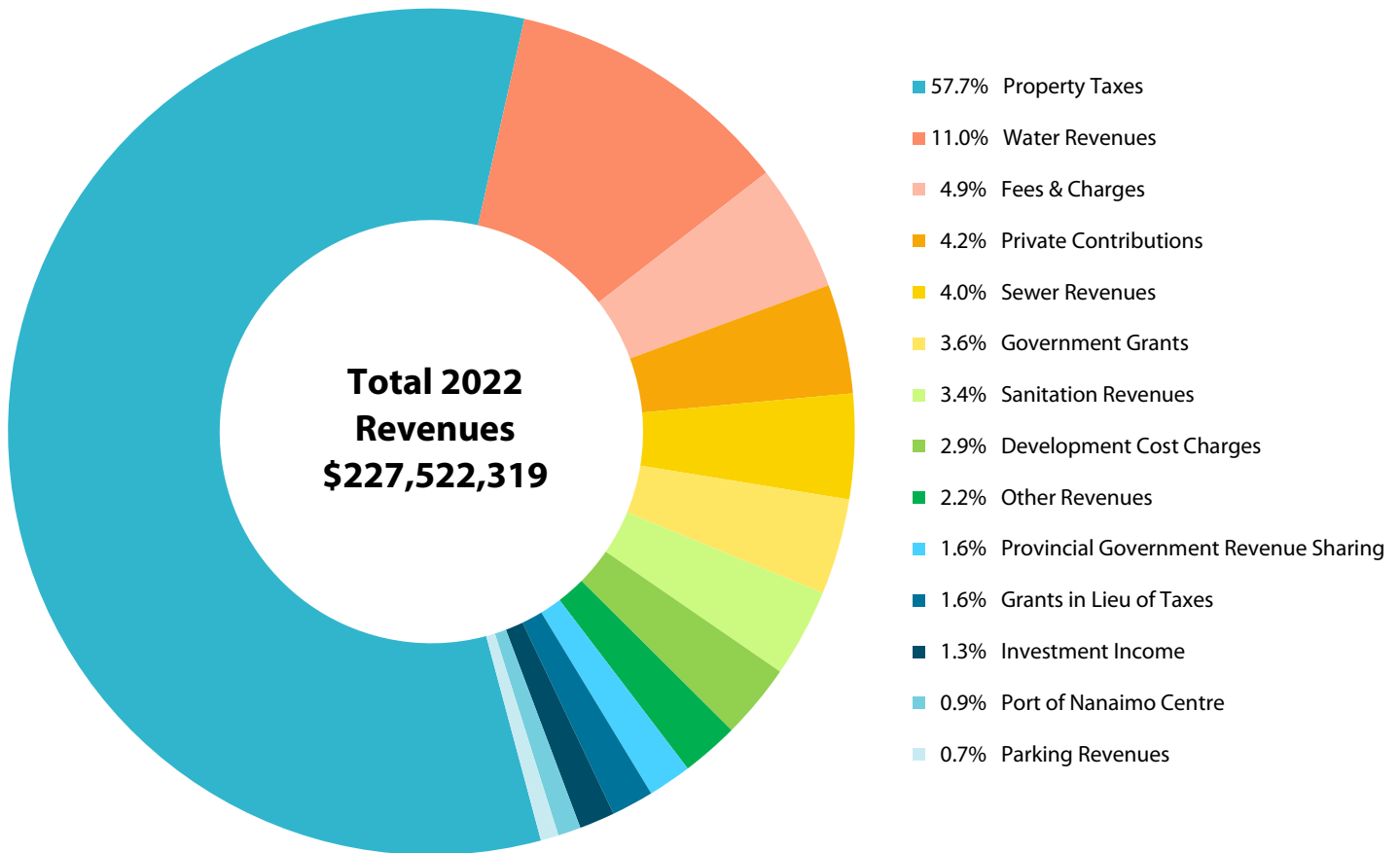
\$170.4 million will be spent for annual operating and maintenance resources that deliver day-to-day City Services.



# 2022-2026 FINANCIAL PLAN QUICK FACTS



## 2022 Revenue



\$227.5 million provides funding for the City's day-to-day operations, projects, contributions to reserves and the Vancouver Island Regional Library (VIRL).

\$131.3 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 key focus areas, which set out Council priorities and will guide Council decision making and the Financial Plan over the Council term.



## Environmental Responsibility

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

3. Ensure we are structured and resourced for expeditious, high quality decision making and action within our risk framework.
4. Focus on targeted advocacy with other levels of government to support our strategic goals and long-term interests.

## Livability

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

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.

[View the 2019-2022 Strategic Plan](#)



# FINANCIAL PLANNING FRAMEWORK



## 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, 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 based on the update:

- Continuation of 1% annual increase to property taxes to 2022 for contributions to the General Asset Management Reserve - 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.
- 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.

An update to the City's 20 Year Investment Plan and Asset Management Update is underway and is anticipated to be presented to Council in 2022.

[View the 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:

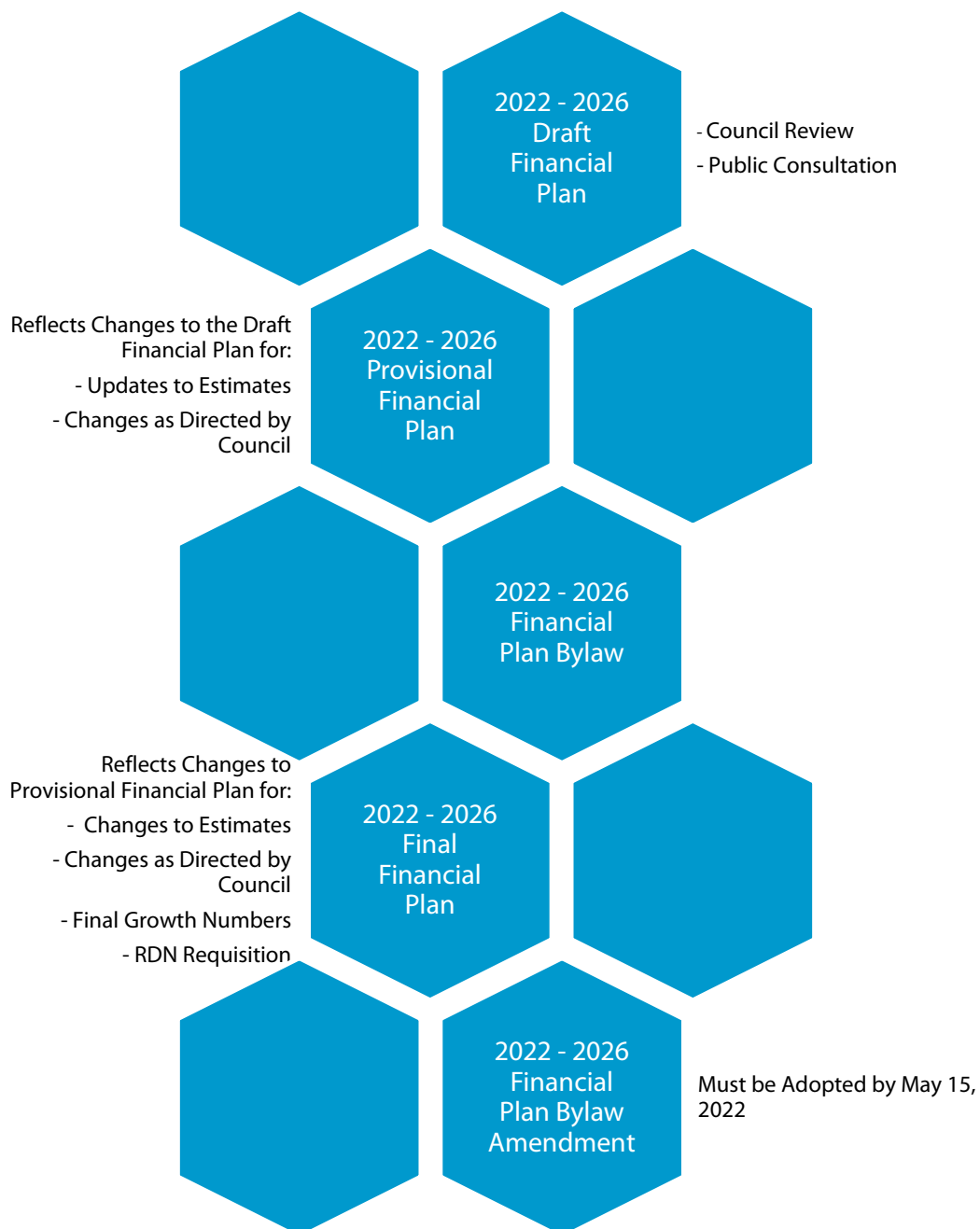
- Delivery of day-to-day services to the community
- Investment in infrastructure
- Delivery of strategic initiatives
- Enabling long term funding strategies



# FINANCIAL PLAN PROCESS

## Financial Plan Process

The 2022 – 2026 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 Local 905). The City's agreements with both Unions expire December 31, 2022. The current four-year agreement, covering January 1, 2019 - December 31, 2022 with CUPE includes wages increases of 2.0% each year. The current three-year agreement, covering January 1, 2020 - December 31, 2022 with IAFF includes wages increases of 2.5% each year.





# KEY BUDGET DRIVERS

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 as the economy and residents continue to recover from the COVID-19 Pandemic.

The City continues to grow. 2020 saw a record increase in assessment growth and it remained strong in 2021. Assessment growth helps offset the impact of inflation of the City's budget and/or fund new initiatives.

## COVID-19

COVID-19 has impacted a number of the City's revenue streams in 2020 & 2021 and the residual impact will continue to be felt into 2022. Recreation revenue and parking revenue are projected to start to return to pre-pandemic levels with a longer projected recovery for investment income.

The City receives a portion of net earnings from casino operations in Nanaimo. Due to COVID-19 restrictions Casino operations closed in 2020. In summer 2021,

operations resumed at reduced capacity and returned to full capacity in early 2022. 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

## Property Tax Reduction – Special Initiatives Reserve

The 2021 – 2025 Financial Plan included the use of funding from the General Financial Stability Reserve and Special Initiatives Reserve to lower property taxes as a result of the impacts of COVID-19 and as the economy recovers. The Financial Plan uses \$3.4 million in funding from the Special Initiatives Reserve between 2022 to 2025 to help lower property taxes. A portion of the funding will help offset the significant increase to the RCMP contract based on the new agreement reached with RCMP members.



# KEY BUDGET DRIVERS

## 2022 Key Budget Drivers

Significant budget changes are provided below.

<b>Expenditure Increases/(Decreases)</b>	
Asset Management	\$ 1,233,000
Beban Park Complex - Physical Plant	278,000
Beban Pool <sup>1</sup>	150,000
Climate Action Reserve Contribution	119,000
Landscaping - Neighbourhood Parks	128,000
Nanaimo Prosperity Corporation	107,000
Parking - Net	(109,000)
Project Expenditures	
Annual general revenue funding	1,112,000
RCMP Contract (budgeted at 95%) <sup>2</sup>	3,629,000
Software Licenses - includes new Building Permit, Microsoft 365	294,000
Staff Development	136,000
Transfer to Facility Development Reserve	531,000
Wages and Benefits	4,563,000
<b>Subtotal Expenditure Increases</b>	<b>\$ 12,171,000</b>
<b>Revenue (Increases)/Decreases</b>	
Aquatic Revenue	(1,868,000)
Arenas Revenue	(207,000)
Building Permit Revenue	(200,000)
Casino Revenue	(825,000)
Facility Rental Revenue - Playfields, Recreation Centres	(378,000)
Grants in Lieu	(148,000)
Recreation Program Revenue	(254,000)
Vancouver Island Emergency Response Academy	(344,000)
<b>Subtotal Revenue Increases</b>	<b>\$ (4,224,000)</b>
<b>Funding (Increase)/Decrease from Reserves</b>	
Transfer from General Financial Stability Reserve - Property Tax Reduction	1,409,000
Transfer from RCMP Contract Reserve	368,000
Transfer from Special Initiatives Reserve - Property Tax Reduction	(1,500,000)
<b>Subtotal Funding Increase</b>	<b>\$ 277,000</b>
<b>Other Changes</b>	<b>\$ 423,000</b>
<b>Net Change</b>	<b>\$ 8,647,000</b>
Less Increased Property Tax Revenues due to Growth	1,491,000
<b>Net Impact</b>	<b>\$ 7,156,000</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> Includes 7 new members effective October 1, 2022

# 2022 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 2022 are \$227.5 million with 57.7% coming from property taxes and 23.3% from user fees. Revenues provide funding for; operating and maintenance expenditures, project expenditures, annual contributions to infrastructure renewal reserves and the VIRL.

The primary funding source for City services is property taxes budgeted at \$131.3 million for 2022. This is an increase of \$8.6 million (excluding VIRL) over 2021.

## Projected Property Tax Increases

The Financial Plan reflects the best information available at the time of preparation. Beyond 2022, the budget has been adjusted for known changes and reasonable assumptions. Future increases will vary from below as the budget is updated each year to reflect operational changes, growth, inflationary rates, community priorities and other key assumptions.

	2022	2023	2024	2025	2026
General Asset Management Reserve	1.0%	1.0%	1.0%	1.0%	1.0%
General Property Tax Increase	5.0%	4.5%	2.3%	1.9%	1.5%
<b>Total Municipal Taxes</b>	<b>6.0%</b>	<b>5.5%</b>	<b>3.3%</b>	<b>2.9%</b>	<b>2.5%</b>

## 2022 User Fee Increases

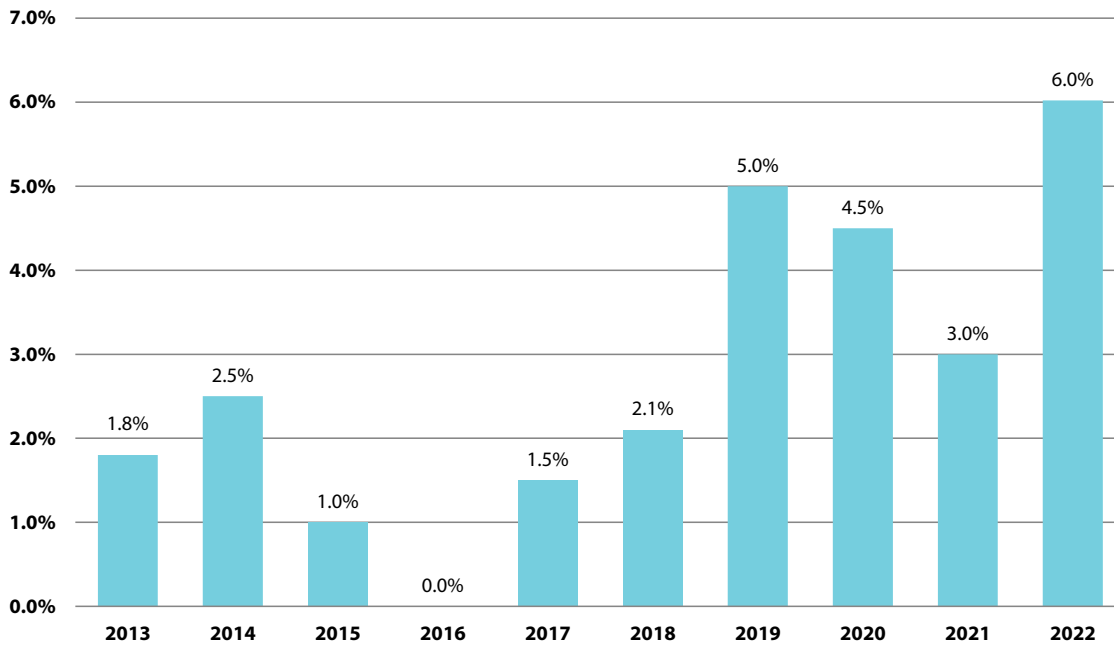
Sanitary Sewer User Fees	4.0%
Water User Fees	5.0%
Sanitation User Fees	14.3%



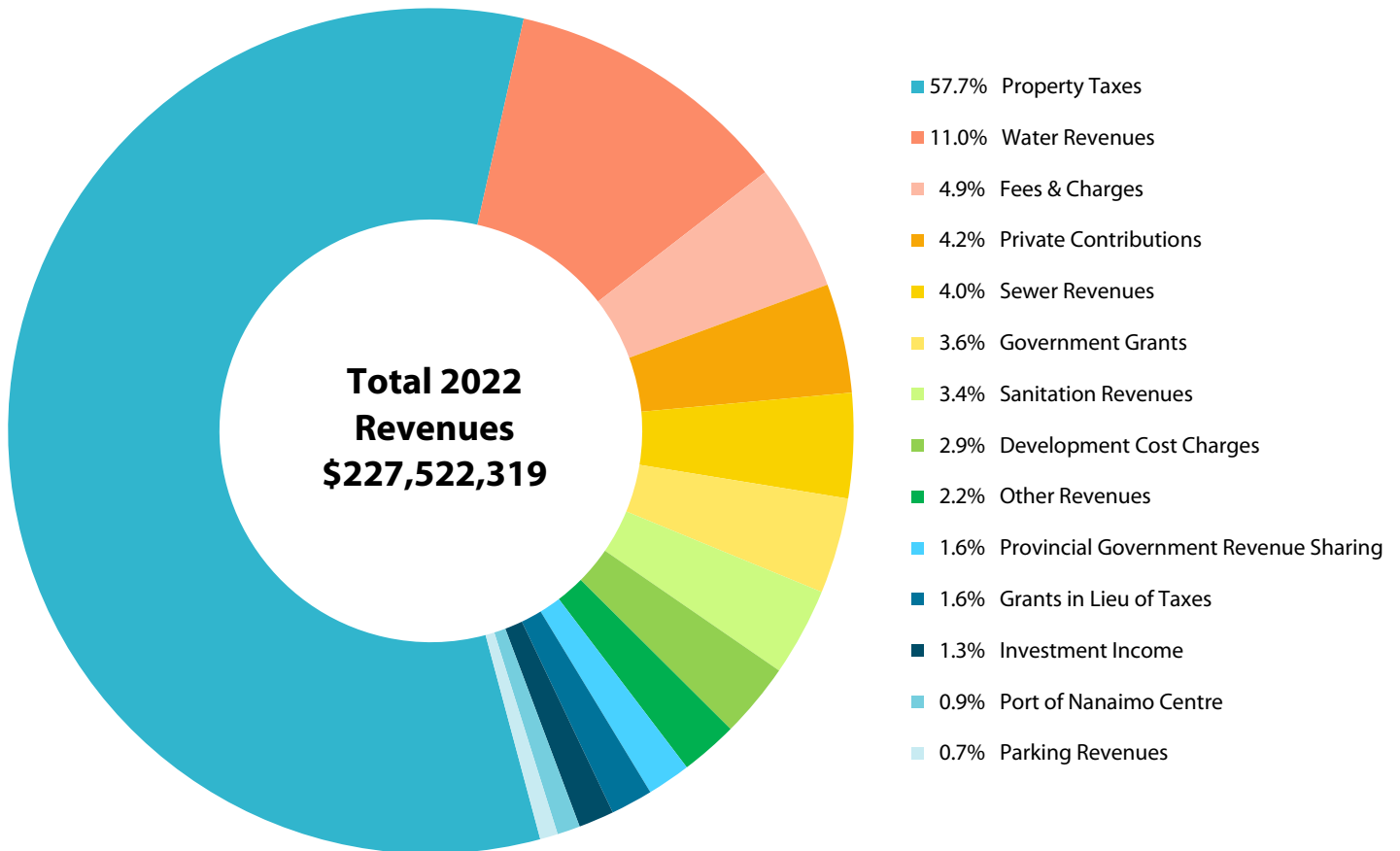
# 2022 REVENUES



## Property Tax History



## Revenue Breakdown



# 2022 REVENUES

## Taxation

Property taxes represent 57.7% of the City's 2022 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 city limits.

## Casino Revenue

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





# 2022 OPERATING EXPENDITURES

Annual operating expenses provide for the day-to-day delivery of services to the community. Projected 2022 operating expenditures are \$170.4 million.

Sections are aligned within City departments to deliver on Council's strategic plan. In January 2022 the Development Services Division was reorganized and the City now operates under the following organizational structure:

## City Administration

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

## Corporate and Business Development

- Economic and Business Development
- Real Estate
- Strategic Contract Development including Prosperity Corporation and Systems Planning Organization
- Strategic Projects
- Tourism
- Vancouver Island Conference Centre

## Corporate Services

- Finance
- Information Technology
- Police Services
- Emergency Management

## Nanaimo Fire Rescue

### Parks, Recreation & Culture

- Facility and Park Operations
- Recreation and Culture

### Development Services

- Bylaw Enforcement/Parking, Community Safety
- Community Development - Community Planning, Social Planning, Sustainability
- Development Approvals - Building Inspections, Business Licensing, 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



# 2022 OPERATING EXPENDITURES

## Operating Expenditures by Department

### 2022 Total Operating Expenditures by Department

(Excludes All Project Expenditures and VIRL)

	Actual		Approved Budget			
	2021	2022	2023	2024	2025	2026
<b>EXPENDITURES (\$)</b>						
City Administration	\$ 5,429,730	\$ 6,412,601	\$ 6,168,966	\$ 6,293,009	\$ 6,445,652	\$ 6,899,889
Corporate & Business Development	1,356,418	2,987,825	2,806,499	2,854,550	2,901,539	2,949,468
Corporate Facilities	593,053	602,092	614,452	626,730	639,271	652,046
Corporate Services	18,955,964	20,034,993	20,732,644	21,355,075	22,105,096	22,479,321
Development Services	9,889,624	12,124,050	12,955,579	13,215,793	13,475,958	13,741,854
Parks, Recreation & Culture	24,594,467	28,089,313	28,704,395	29,320,382	29,898,697	30,491,364
Engineering & Public Works	26,381,520	27,589,837	27,991,397	28,016,787	28,477,788	28,842,895
Nanaimo Fire Rescue & 911	20,738,891	21,095,738	21,526,424	22,008,024	22,460,751	22,803,817
RCMP	29,221,472	30,160,993	32,238,627	33,534,702	34,502,784	35,394,692
Port of Nanaimo Centre	3,884,478	5,423,819	5,550,087	5,684,356	5,761,344	5,795,510
Sanitary Sewer	4,157,975	4,429,817	4,486,151	4,631,223	4,732,859	4,961,380
Waterworks	11,084,567	11,414,325	11,656,788	11,913,030	12,176,821	12,448,498
<b>Annual Operating Expenditures</b>	<b>\$ 156,288,159</b>	<b>\$ 170,365,403</b>	<b>\$ 175,432,009</b>	<b>\$ 179,453,661</b>	<b>\$ 183,578,560</b>	<b>\$ 187,460,734</b>
Internal Cost Allocations	(5,833,292)	(6,034,128)	(6,170,348)	(6,293,747)	(6,419,613)	(6,547,995)
Internal Charges to Asset Renewal Reserves	(3,553,079)	(3,951,860)	(4,407,522)	(4,553,092)	(4,597,839)	(4,495,315)
Internal Debt Repayment	(376,624)	(465,097)	(532,260)	(587,709)	(594,545)	(601,160)
<b>Total Annual Operating Expenditures after Allocations and Charges</b>	<b>146,525,164</b>	<b>159,914,318</b>	<b>164,321,879</b>	<b>168,019,113</b>	<b>171,966,563</b>	<b>175,816,264</b>
Staffing (FTEs) - Municipal	638.5	668.6	672.6	674.6	675.6	676.6
Staffing (FTEs) - RCMP	151.0	158.0	161.0	164.0	164.0	164.0

# 2022 OPERATING EXPENDITURES



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

The City budgets for a full staff complement in all departments. There is one exception 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

## New Positions

The Financial Plan has 37 new positions in 2022 including 7 new RCMP members and an additional 14 new positions between 2023 – 2026 including 6 new RCMP members. The General Manager, Corporate Services position was eliminated effective January 1, 2022. New positions include:

### Downtown Nanaimo Safety Action Plan

- Recommendations from the Downtown Nanaimo Safety Action Plan were presented to Council in the Spring of 2022. The plan included the creation of 12 Community Safety Officer Positions and the creation of 2 permanent 2-person Community Clean Teams effective July 1, 2022.

A Director of Corporate and Business Development as part of the organizational changes to the Development Services Division and a new Buyer in Finance to meet current and future expectations and demands.

New positions supported by business cases:

- Finance
  - Manager, Financial Services & Special Projects – April 1, 2022 start
- IT
  - Supervisor, Technical Support – April 1, 2022 start
- Nanaimo Fire Rescue
  - Manager, VIERA – February 1, 2022 start
- Parks, Recreation and Culture
  - Lead Supervisor, Parks, Trails & Natural Areas – February 15, 2022 start
  - Parks Maintenance Worker, Playgrounds – April 1, 2022 start
- Police Services
  - 15 new police support positions over a five – year period. 7 positions starting in 2022 between April 1st and September 1st.
- RCMP
  - 15 additional new members, 3 per year starting in 2020, approved in 2019 – 2023 Financial Plan. The budgeted start date of the 3 new members for 2022 is October 1.
  - 4 geographically targeted bike patrol members - October 1, 2022 start.

## FTE Schedule

	2018	2019	2020	2021	2022
City Administration	28.0	29.0	30.0	31.0	31.0
Corporate & Business Development	6.0	6.0	6.0	6.0	7.0
Corporate Services & Facilities	127.3	126.3	130.7	134.6	143.6
Development Services	62.0	66.0	70.0	74.0	86.0
Parks, Recreation & Culture	132.2	134.0	135.5	135.6	136.7
Engineering & Public Works	103.8	108.7	111.7	115.2	119.2
Nanaimo Fire Rescue & 911	104.3	108.3	108.3	102.8	103.8
RCMP	145.0	145.0	148.0	151.0	158.0
Sanitary Sewer	9.8	9.8	9.8	9.8	9.8
Waterworks	29.5	29.5	29.5	29.5	31.5
<b>Total FTEs</b>	<b>747.9</b>	<b>762.6</b>	<b>779.5</b>	<b>789.5</b>	<b>826.6</b>

*Includes only permanent full-time and part-time employees*

# 2022-2026 PROJECT PLAN

## Sustainability Challenges for Infrastructure

The City owns infrastructure with a current replacement cost in excess of \$3 billion. Overtime, 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.

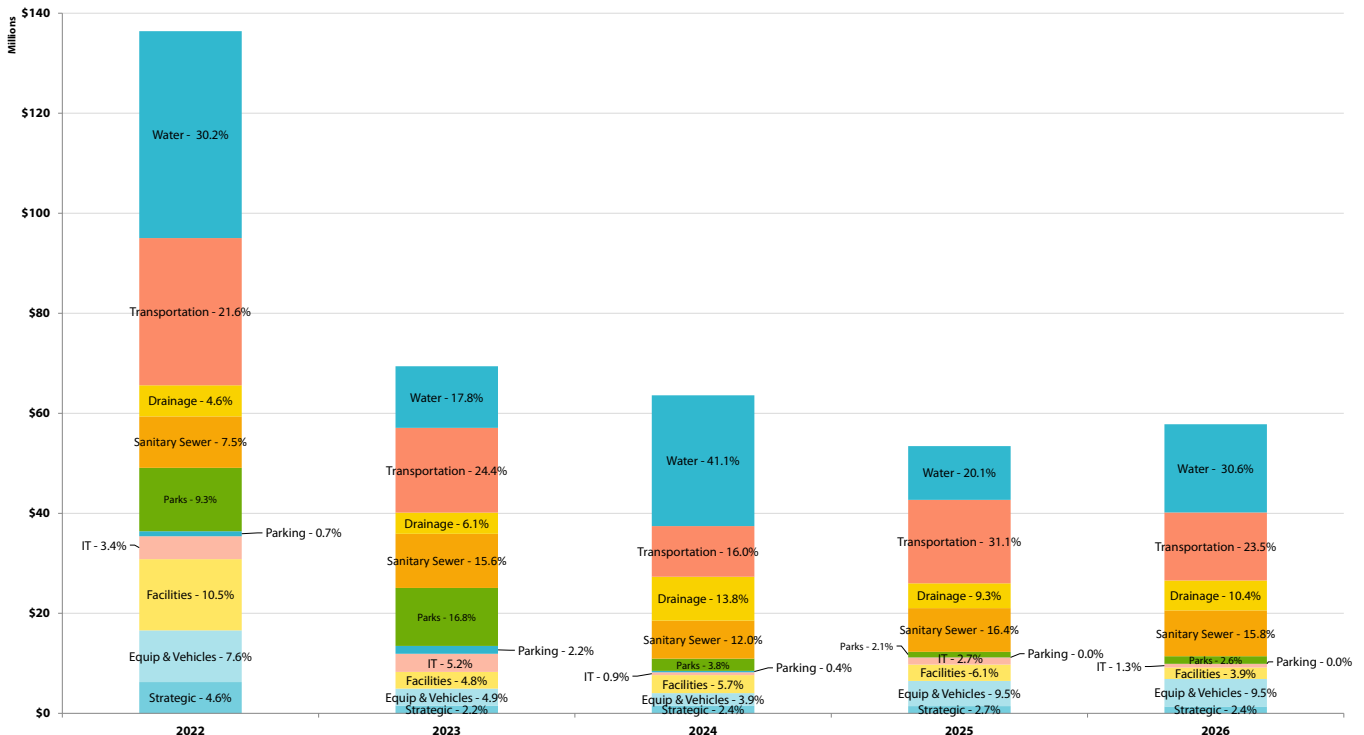
Projects included in the 2022 – 2026 Financial Plan focus on specific strategic initiatives, infrastructure renewal and new/upgrades to infrastructure that will address capacity issues and regulatory changes.

## 2021 Projects Carried Forward to 2022

At the end of each year where a project has not been completed or where a project was delayed/not started, budgets are carried forward to the following year.

Projects that are delayed or not started at year-end and are not anticipated to be undertaken in the following year are not carried forward. The 2022 project budget includes \$57.2 million for projects carried forward from 2021. Projects carried forward from 2021 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:



# 2022-2026 PROJECT PLAN



## 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 2022 – 2026 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 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

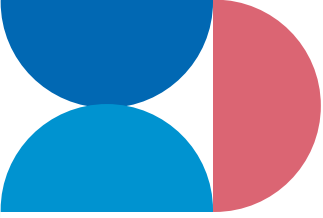
The City's project planning horizon is long term and includes comprehensive condition assessment of current infrastructure, future growth needs, and strategic initiatives. Lifecycle models and renewal plans for current infrastructure are updated annually. Long term planning identifies renewal and upgrade 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.

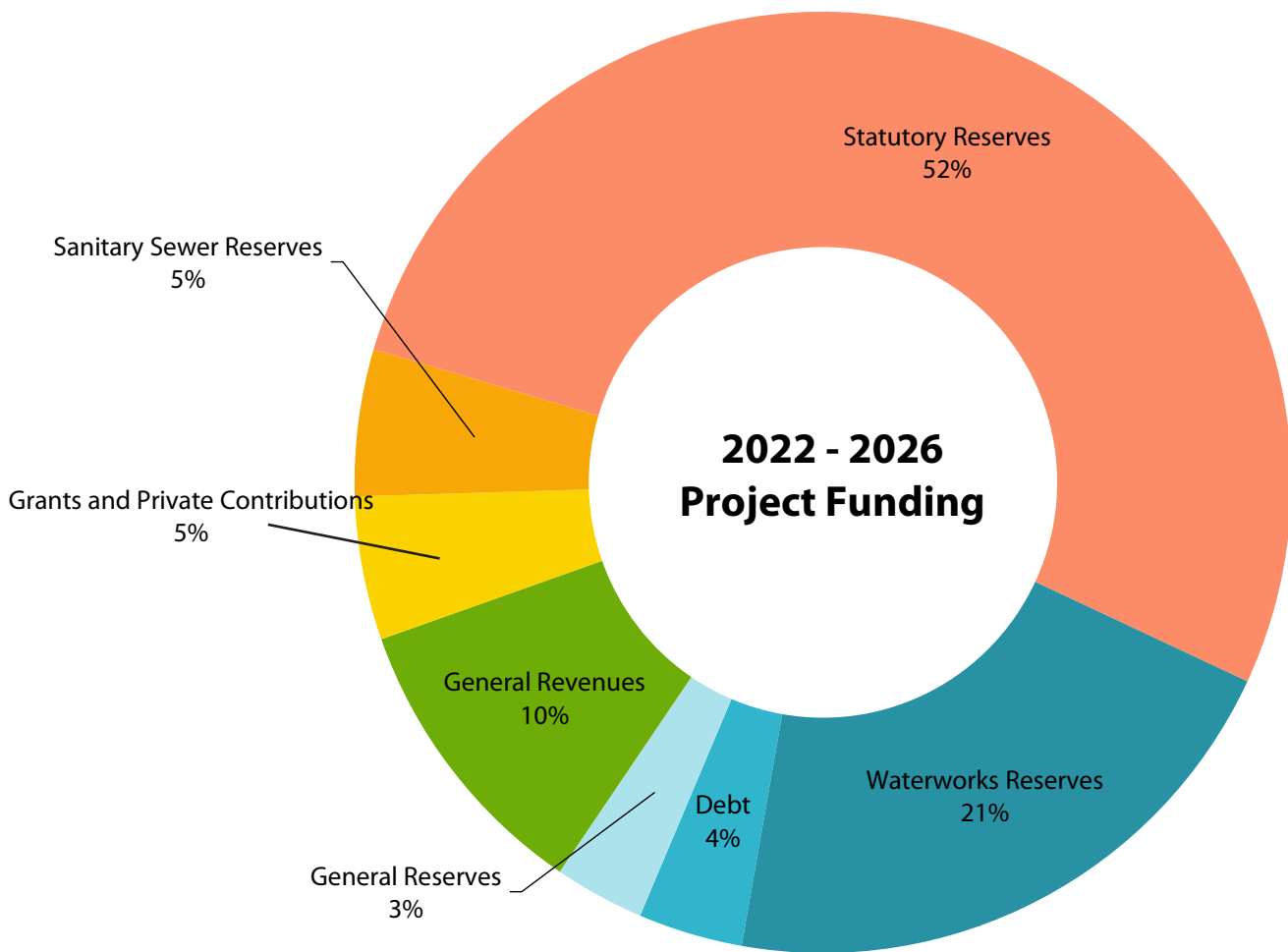


# 2022-2026 PROJECT PLAN

## 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.



# 2022-2026 PROJECT PLAN



## 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, 2021 was \$47.2 million for annual principal and interest payments and the City was at 13.4% 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, Solid Waste Collection (Trucks and Carts) and the Water Treatment Plant.

Outstanding debt at December 31, 2021 was \$45.9 million. This included \$1.9 million for short-term borrowing for solid waste collection.

The Financial Plan includes new external borrowing of \$8.0 million. This includes \$0.3 million for replacement of Fire Station #1, \$1.9 million for the Wellcox Secondary Access, \$2.5 million for DCC SS17: Millstone Trunk North, \$1.9 million for DCC SS36: Metral Drive Area and \$1.4 million for 3 new sanitation refuse trucks.

## Current Borrowing at December 31, 2021 – External

Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2021	2022 Net Cost <sup>1</sup>	Year Borrowing Repaid
Fire Station #1	\$ 16,395,354	\$ 15,938,809	\$ 1,062,400	2038/2040/2041
Fire Station #4	\$ 3,750,000	\$ 1,446,471	\$ 210,300	2027
Sanitation	\$ 6,102,552	\$ 1,917,954	\$ 1,244,300	2022/2023/2025
VICC	\$ 30,000,000	\$ 10,699,478	\$ 1,574,500	2026/2027
Water Treatment Plant	\$ 22,500,000	\$ 15,944,388	\$ 1,571,200	2033/2034
	<b>\$ 78,747,906</b>	<b>\$ 45,947,100</b>	<b>\$ 5,662,700</b>	

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

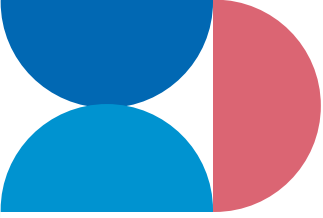
## 2022 Planned New Borrowing – External

### 5 Year Repayment Term

Asset	Total Borrowing	Net Annual Cost <sup>1</sup>	Year(s) Borrowed
Sanitation Trucks (3)	\$ 1,435,200	\$ 295,300	2022 and 2023
	<b>\$ 1,435,200</b>	<b>\$ 295,300</b>	

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





# 2022-2026 PROJECT PLAN

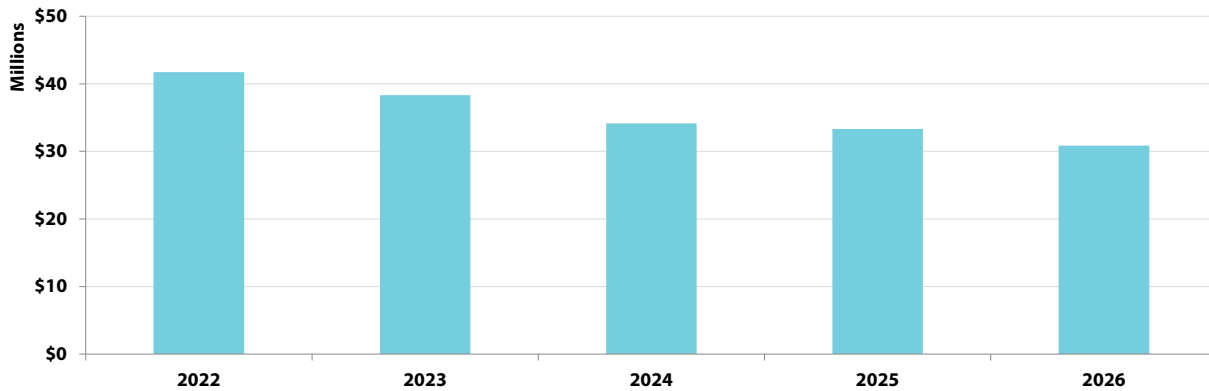
## 2022 – 2026 Financial Plan New Borrowing – External

### 20 Year Repayment Term

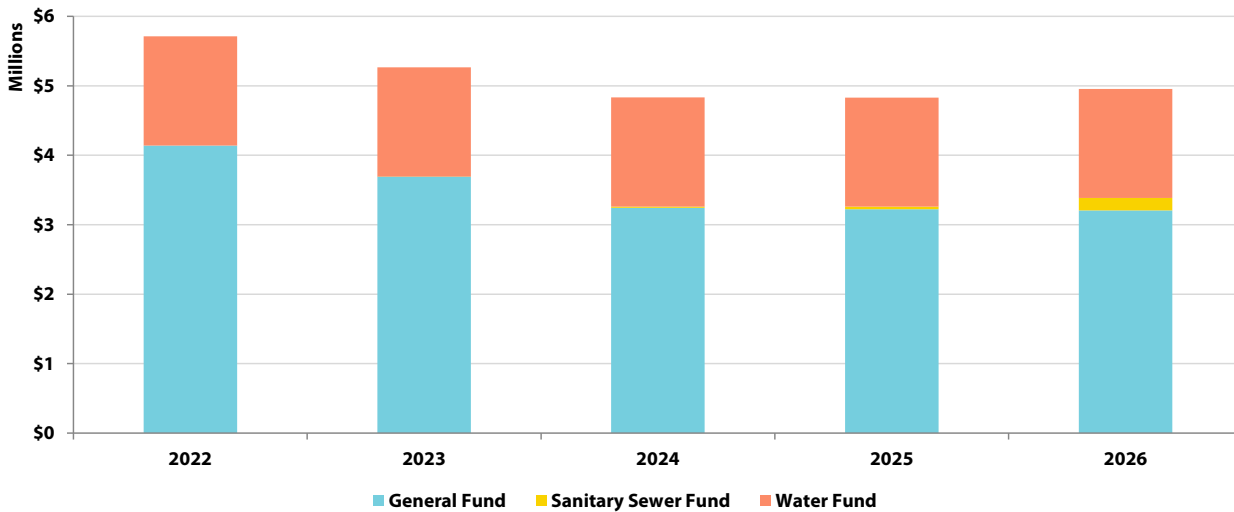
Asset	Total Borrowing	Net Annual Cost <sup>1</sup>	Year(s) Borrowed
Fire Station #1	\$ 280,269	\$ 17,600	2022
Wellcox Secondary Access	\$ 1,900,000	\$ 119,000	2025 and 2026
DCC SS17: Millstone Trunk North	\$ 2,506,495	\$ 157,000	2023 and 2025
DCC SS48: Dep Bay Trunk	\$ 1,929,830	\$ 120,900	2024 and 2026
	<b>\$ 6,616,594</b>	<b>\$ 414,500</b>	

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

## Projected Outstanding Debt – External



## Projected Debt Principal and Interest Payments - External



# 2022-2026 PROJECT PLAN



## 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, 2021 - Internal

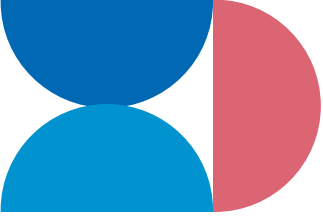
Asset	Total Borrowing	Outstanding Borrowing at Dec 31, 2021
DCC SS45 Chase River PS & Forcemain	\$ 3,213,506	\$ 2,825,931
DCC SS19 Millstone Trunk South	\$ 3,428,689	\$ 3,290,489
	<b>\$ 6,642,195</b>	<b>\$ 6,116,420</b>

## 2022 – 2026 Financial Plan New Borrowing – Internal

Asset	Total Borrowing	Years Borrowed
DCC SS19 Millstone Trunk South	\$ 304,530	2022
DCC SS18 Millstone Trunk Central	\$ 1,764,000	2023
DCC SS36 Metral Drive Area	\$ 490,050	2023 and 2025
	<b>\$ 2,558,580</b>	

## Projected Debt Principal and Interest Payments - Internal

2022	2023	2024	2025	2026
\$ 465,100	\$ 532,300	\$ 587,700	\$ 594,500	\$ 601,200



# 2022-2026 PROJECT PLAN

## Grant 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 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 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 Reserves

## Reserves Framework

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

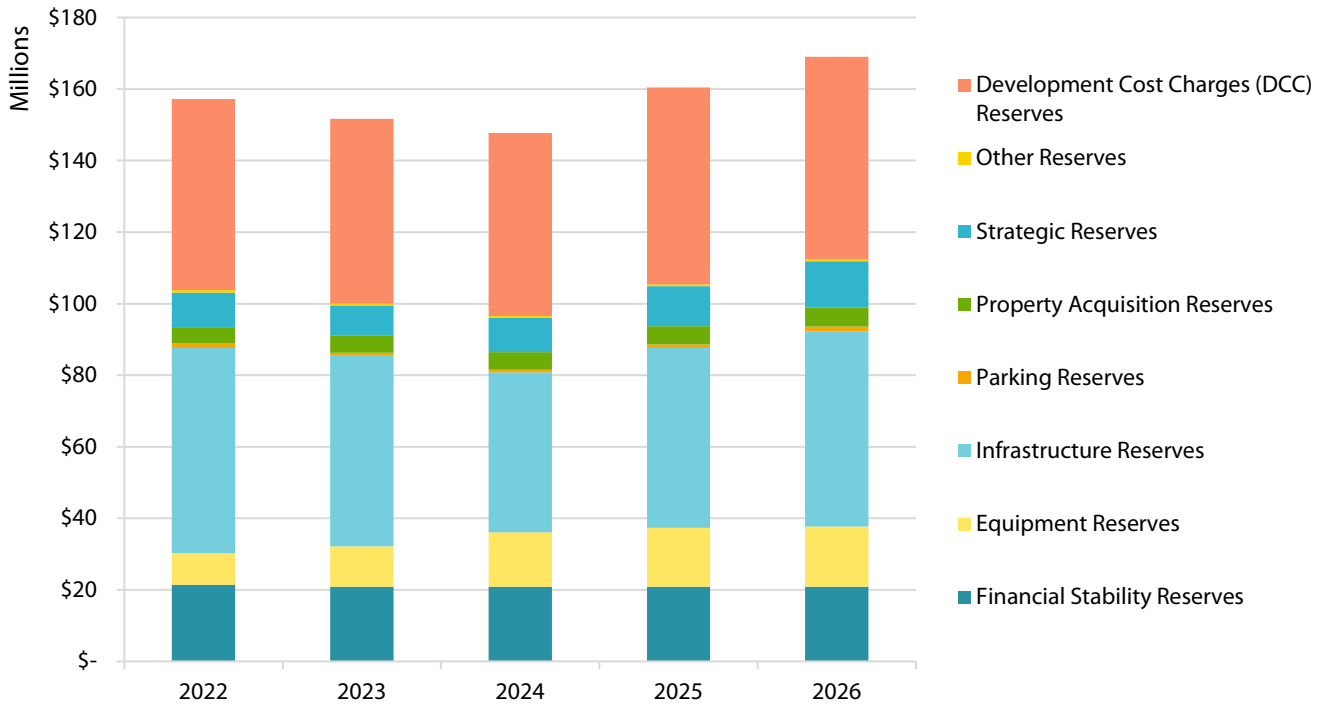
- Financial Stability Reserves – reserves to mitigate specific risks or provide funding for future costs.
- Equipment Reserves – reserves that provide funding for equipment replacement.
- Infrastructure Reserves – these reserves are the primary funding source for infrastructure renewal.
- Parking Reserves – 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 fulfill 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.



# 2022-2026 PROJECT PLAN



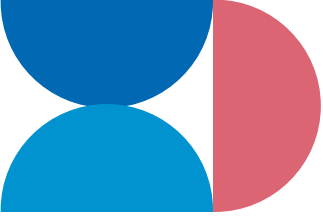
## Projected Reserves Balances



	2022	2023	2024	2025	2026
Financial Stability Reserves	21,395,199	20,914,209	20,894,014	20,899,072	20,899,433
Equipment Reserves	8,876,403	11,241,668	15,189,051	16,424,860	16,773,015
Infrastructure Reserves	57,373,807	53,481,984	44,735,220	50,265,302	54,584,516
Parking Reserves	1,196,868	637,003	713,380	1,043,133	1,381,509
Property Acquisition Reserves	4,591,301	4,751,450	4,914,001	5,078,990	5,246,454
Strategic Reserves	9,684,091	8,444,140	9,582,594	11,186,882	12,977,634
Other Reserves	719,457	611,682	550,606	509,231	497,938
Development Cost Charges (DCC) Reserves	53,330,127	51,554,115	51,108,433	55,006,032	56,626,063
<b>Total Reserves</b>	<b>157,167,253</b>	<b>151,636,251</b>	<b>147,687,299</b>	<b>160,413,502</b>	<b>168,986,562</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.



# 2022-2026 PROJECT PLAN

## 2022 – 2026 Project Plan Detail

The Financial Plan includes projects that are consistent with the City’s 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:

- Housing Legacy Reserve contributions
- Funding for property acquisition
- Homelessness Community Response
- Official Community Plan Update

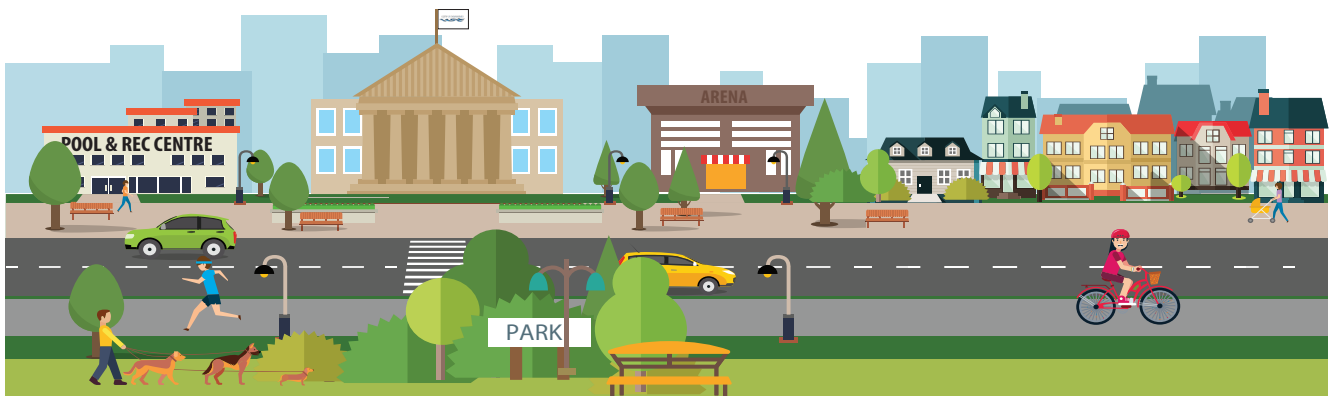
### Significant infrastructure investment projects include:

- Harewood Artificial Turf Fields
- Stadium District
- Terminal Avenue Upgrades
- Midtown Gateway Transportation & Utility Project
- Mid-Town Water Supply Upgrade

## 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



# 2022-2026 PROJECT PLAN



## Summary by Major Expenditure Category and Funding Source

	2022	2023	2024	2025	2026	Total
<b>TOTAL PROJECT EXPENDITURES</b>						
Strategic	6,257,707	1,557,400	1,547,800	1,433,700	1,362,800	12,159,407
Equipment & Vehicle Program	10,331,208	3,380,500	2,486,950	5,058,850	5,515,450	26,772,958
Facilities Infrastructure & Amenities Program	14,257,596	3,347,375	3,600,555	3,259,600	2,273,950	26,739,076
Information Technology Infrastructure Program	4,570,928	3,624,200	577,000	1,426,400	753,600	10,952,128
Parking Infrastructure Program	993,820	1,557,250	284,400	22,100	6,100	2,863,670
Parks Infrastructure Program	12,691,146	11,613,330	2,425,100	1,105,300	1,515,300	29,350,176
Sanitary Sewer Infrastructure Program	10,273,377	10,816,030	7,628,861	8,745,138	9,142,000	46,605,406
Drainage Infrastructure Program	6,215,885	4,243,300	8,756,800	4,945,600	5,985,011	30,146,596
Transportation Infrastructure Program	29,453,014	16,949,400	10,123,550	16,689,770	13,606,000	86,821,734
Water Infrastructure Program	41,368,341	12,322,156	26,170,482	10,756,650	17,645,965	108,263,594
<b>Total Projects</b>	<b>136,413,022</b>	<b>69,410,941</b>	<b>63,601,498</b>	<b>53,443,108</b>	<b>57,806,176</b>	<b>380,674,745</b>
<b>TOTAL FUNDING SOURCES</b>						
Drainage DCCs	1,316,500	-	1,541,180	9,690	97,766	2,965,136
Parks DCCs	136,540	73,009	11,830	19,320	95,375	336,074
Roads DCCs	3,489,573	5,175,000	3,495,072	3,715,499	2,434,410	18,309,554
Sewer DCCs	1,003,062	1,081,915	3,223,966	719,603	2,212,018	8,240,564
Water DCCs	8,736,130	2,790,488	1,119,261	611,830	2,550,543	15,808,252
Development Cost Charges (DCC) Reserves	14,681,805	9,120,412	9,391,309	5,075,942	7,390,112	45,659,580
Community Works Reserve	13,521,988	8,134,596	402,200	-	-	22,058,784
Climate Action Reserve	562,094	-	-	-	-	562,094
Copier Reserve	19,600	13,600	21,100	49,300	72,000	175,600
Equipment Depreciation Reserve	6,545,860	2,013,000	1,512,500	3,993,200	4,448,550	18,513,110
Facility Development Reserve	1,191,773	1,085,060	569,970	1,896,200	999,095	5,742,098
General Parking Reserve	217,420	935,750	284,400	22,100	6,100	1,465,770
Housing Legacy Reserve	28,800	55,900	-	-	-	84,700
IT Reserve	1,825,499	1,034,300	134,600	417,400	733,000	4,144,799
Property Sales Reserve	403,958	-	-	-	-	403,958
Strategic Infrastructure Reserve	3,190,889	2,197,727	1,000,000	900,000	900,000	8,188,616
General Fund Asset Mgmt Reserve	15,974,862	11,459,577	11,407,215	12,527,173	12,463,596	63,832,423
Sewer Fund Asset Mgmt Reserve	2,031,317	5,623,715	955,915	3,595,840	973,282	13,180,069
Water Fund Asset Mgmt Reserve	9,676,500	1,534,848	599,852	425,170	3,152,072	15,388,442
General Reserves	10,745,943	933,000	32,700	145,100	-	11,856,743
Sewer Reserves	7,425,870	2,161,200	3,423,500	1,856,250	4,338,550	19,205,370
Water Reserves	24,099,488	8,495,720	24,654,069	9,931,850	12,107,950	79,289,077
Operating and Statutory Reserves	97,461,861	45,677,993	44,998,021	35,759,583	40,194,195	264,091,653
Government Grants	2,853,174	3,553,838	-	-	-	6,407,012
Grants/Private Contributions	7,716,318	1,061,500	588,000	14,000	9,000	9,388,818
Grants/Private Contributions	10,569,492	4,615,338	588,000	14,000	9,000	15,795,830
General Revenue	7,507,268	7,500,998	7,651,018	7,804,038	7,960,119	38,423,441
PILT's	1,058,625	437,000	796,070	688,200	-	2,979,895
Internal Borrowing	304,530	1,808,550	-	445,500	-	2,558,580
Borrowing	4,829,441	250,650	177,080	3,655,845	2,252,750	11,165,766
<b>Total Funding</b>	<b>136,413,022</b>	<b>69,410,941</b>	<b>63,601,498</b>	<b>53,443,108</b>	<b>57,806,176</b>	<b>380,674,745</b>

# 2022-2026 PROJECT PLAN

## 2022 Project Highlights

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Strategic	6,257,707	Projects and programs that address specific initiatives, issues or goals.
Equipment & Vehicle Program	10,331,208	The City utilizes a wide range of vehicles and equipment to deliver services. The majority of planned purchases in 2022 are for the renewal of existing assets. In 2020, the City adopted a Green Fleet Strategy which guides the fleet's direction. 2022 projects include: - Rescue Truck for Nanaimo Fire Rescue - Ice Resurfacers for Arenas - Street Sweeper for Sanitation
Facilities Infrastructure & Amenities Program	14,257,596	The City currently owns and operates over 100 facilities which support delivery of a wide range of services. 2022 projects include: - RCMP system hardening to 580 Fitzwilliam - Interior lighting projects at Bowen Park Complex and NAC - HVAC renewals at Beban Pool, City Hall and Frank Crane Arena - Completion of the multi-year project to replace Fire Station #1
Information Technology Infrastructure Program	4,570,928	The City's technology equipment maintains systems access for network and business applications. 2022 projects include: - Multi year project to replace the City's Enterprise Resource Planning software - Continuation of the multi year project to implement a Corporate Asset Management System
Parking Infrastructure Program	993,820	The City currently owns and operates three multi-level parkades and three surface lots. 2022 projects include: - Harbourfront Parkade renewal of traffic membranes
Parks Infrastructure Program	12,691,146	Parks infrastructure includes destination parks, neighborhood parks, spray parks, sports field, playgrounds, tennis/sport courts and trails. 2022 projects include: - Marie Davidson Bike Park upgrades including track improvements, new lighting and fencing - Begin construction of 2 new artificial turf fields at Harewood Centennial Park - Westwood Lake Improvements - beach enhancements, parking lot improvements and washroom design - Phase 2 of Maffeo Sutton Playground focused on 2 - 5 year olds
Sanitary Sewer Infrastructure Program	10,273,377	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. 2022 projects include: - Departure Bay Area WM & SS Project*: DCC project that entails upgrades to the Departure Bay Road Trunk Sewer due to current capacity issues and to enable future growth - Park Ave SS Project: This project involves a replacement of a sewer line along Park Ave due to current capacity issues
Drainage Infrastructure Program	6,215,885	The drainage infrastructure program includes renewal projects for infrastructure at end of life and new/upgrade projects to address current and future capacity issues. 2022 projects include: - Significant upgrades to drainage infrastructure as part of the Terminal Ave and Midtown Gateway Transportation and Utility projects

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



# 2022-2026 PROJECT PLAN



## 2022 Project Highlights Continued

PROJECTS	AMOUNT	PROJECT HIGHLIGHTS
Transportation Infrastructure Program	29,453,014	<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. 2022 projects include:</p> <ul style="list-style-type: none"> <li>- Midtown Gateway Transportation &amp; Utility Project*: Multi-year DCC project to improve transportation facilities for all road users in the Northfield/Bowen &amp; Northfield/Boxwood Area</li> <li>- The Hub: The Hub is a group of projects in the downtown area intended to improve transportation and public realm infrastructure including: <ul style="list-style-type: none"> <li>Terminal Avenue Upgrades - Esplanade to Commercial Street</li> <li>Downtown Transit Exchange</li> <li>Albert/Victoria/Commercial intersection upgrade</li> </ul> </li> <li>- Haliburton Sidewalk: Install sidewalk along the 700 block of Haliburton Street</li> </ul>
Water Infrastructure Program	41,368,341	<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>2022 projects include:</p> <ul style="list-style-type: none"> <li>- Mid-Town Water Supply Upgrade: This multi phased, multi year project will construct two large water pipelines to replace current aging and undersized infrastructure that supplies water to the central and northern areas of the City</li> </ul>
<b>Total</b>	<b>136,413,022</b>	

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

# 2022-2026 PROJECT PLAN

## Strategic Projects

	2022	2023	2024	2025	2026	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	62,200	51,300	52,300	66,000	54,400	286,200
Water Audit	-	-	25,000	-	-	25,000
<b>Council Committees</b>						
Advisory Committee on Accessibility & Inclusiveness	5,000	5,000	5,000	5,000	-	20,000
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
Mayor's Leaders' Table	12,000	12,000	12,000	12,000	12,000	60,000
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>						
Invasive Plant Management Program	30,000	40,000	40,000	40,000	40,000	190,000
Natural Park Areas Assessment Program	22,500	20,000	13,500	-	-	56,000
Water Course Restoration & Enhancement Program	24,755	-	-	-	-	24,755
<b>Grants</b>						
Appliance Rebate Program	10,000	10,000	10,000	10,000	-	40,000
Downtown Façade Grants	40,000	20,000	20,000	20,000	20,000	120,000
Sustainable Parking Grant	5,000	5,000	-	-	-	10,000
Toilet Rebate Program	25,000	25,000	25,000	25,000	20,000	120,000
<b>Official Community Plan</b>						
Official Community Plan (OCP) Update	103,527	-	-	-	-	103,527
Planning Studies	-	100,000	125,000	150,000	150,000	525,000
<b>Property Management Strategy</b>						
Property Acquisitions - General	1,453,958	600,000	600,000	600,000	600,000	3,853,958
<b>Social Planning Initiatives</b>						
Community Response Initiative	434,134	-	-	-	-	434,134
CoN Housing Needs Assessment	50,000	-	-	-	-	50,000
Day-time Drop In Centre	247,674	-	-	-	-	247,674
Homelessness Community Response	1,426,000	-	-	-	-	1,426,000
Housing Legacy Reserve	165,000	165,000	165,000	165,000	165,000	825,000
Shower Program	54,800	55,900	-	-	-	110,700
Urban Clean Up	56,800	57,900	-	-	-	114,700
<b>Strategic Plans</b>						
Boulevard/Median Levels of Service Review	-	75,000	-	-	-	75,000
Cemetery Business Model Review	21,900	-	-	-	-	21,900
Community Action Sustainability Plan Update	36,092	-	-	-	-	36,092
Council Strategic Plan	-	20,000	-	-	-	20,000
Parks, Recreation and Culture Master Plan Update	151,578	-	-	-	-	151,578
Public Safety Action Plan	35,488	-	-	-	-	35,488
<b>Subtotal</b>	<b>4,554,906</b>	<b>1,329,600</b>	<b>1,160,300</b>	<b>1,174,500</b>	<b>1,128,900</b>	<b>9,348,206</b>

# 2022-2026 PROJECT PLAN



## Strategic Projects Continued

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Strategic Plans Continued</b>						
South End Rec Centre Feasibility Study	200,000	-	-	-	-	200,000
Water Supply Strategic Plan	55,578	-	-	-	-	55,578
<b>Sustainability Projects</b>						
Agents of Change Project	15,000	-	-	-	-	15,000
Burn It Smart Woodstove Exchange Program	2,174	-	-	-	-	2,174
CleanBC Better Homes Rebate Program	52,500	-	-	-	-	52,500
Cool It! Climate Leadership Program	10,000	-	-	-	-	10,000
Energy Step Code Education & Rebate Program	33,214	-	-	-	-	33,214
Oil to Heat Pump Pilot Pgm Grant	10,000	-	-	-	-	10,000
Seasonal Air Quality Assessment	-	-	5,000	-	-	5,000
<b>User Rate Reviews</b>						
User Fee Review	7,425	-	-	-	-	7,425
Sewer User Rate Review	5,944	-	-	-	-	5,944
Water User Rate Review	2,854	-	-	-	-	2,854
<b>Other</b>						
#1 Port Drive Redevelopment	67,483	-	-	-	-	67,483
2024 Canadian Track and Field Championships	-	-	100,000	-	-	100,000
55+ BC Games	-	-	-	60,000	-	60,000
Active Transportation Education & Marketing	60,150	35,000	35,000	35,000	35,000	200,150
Archaeological Overview Assessment Completion Pjt	26,400	-	-	-	-	26,400
AVICC Conference	-	21,000	-	-	-	21,000
Cdn Hazards Emergency Response & Prep	6,924	-	-	-	-	6,924
City Orthophotos	75,000	50,000	125,000	50,000	75,000	375,000
Commercial St Revitalization Plan	150,000	-	-	-	-	150,000
Community Wellness	8,429	-	-	-	-	8,429
Current Planning Process Review	50,000	-	-	-	-	50,000
Development Approval Improvements	46,975	-	-	-	-	46,975
Development Services: Document Scanning	22,000	-	-	-	-	22,000
FireSmart Grant	31,516	-	-	-	-	31,516
Immigrant Welcome Reception	4,500	4,500	4,500	4,500	4,500	22,500
Nanaimo Situation Table	20,200	-	-	-	-	20,200
Outlooks Harbourwalk Interpretive Program	51,200	-	-	-	-	51,200
Pandemic Response	199,547	-	-	-	-	199,547
Public Art	82,000	75,000	75,000	75,000	75,000	382,000
Public Education of Water System	6,846	-	-	-	-	6,846
Public Space CPTED Improvements Study	25,000	-	-	-	-	25,000
Public Works Days	32,600	33,300	34,000	34,700	35,400	170,000
RCMP Detachment Business Case	300,000	-	-	-	-	300,000
Safety Initiatives	-	9,000	9,000	-	9,000	27,000
Sponsorship Project	41,150	-	-	-	-	41,150
Toward Parity Grant	192	-	-	-	-	192
<b>Subtotal</b>	<b>1,702,801</b>	<b>227,800</b>	<b>387,500</b>	<b>259,200</b>	<b>233,900</b>	<b>2,811,201</b>
<b>Grand Total</b>	<b>6,257,707</b>	<b>1,557,400</b>	<b>1,547,800</b>	<b>1,433,700</b>	<b>1,362,800</b>	<b>12,159,407</b>

# 2022-2026 PROJECT PLAN

## Equipment and Vehicle Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
<b>Fleet</b>						
City Fleet	4,392,320	724,000	1,274,500	1,619,000	4,115,050	12,124,870
Fire Fleet	2,811,960	1,272,500	149,000	2,353,300	62,000	6,648,760
Ice Resurfacer	190,000	-	-	-	190,000	380,000
<b>Equipment</b>						
Fitness Equipment	40,000	43,900	-	56,300	-	140,200
Furniture and Equipment	652,318	489,000	356,100	466,000	546,550	2,509,968
Maintenance Equipment	521,413	163,900	194,500	142,600	233,700	1,256,113
Misc - Fire Equipment	280,827	102,500	141,350	132,750	97,550	754,977
Misc - Fleet Shop Equipment	130,180	9,000	41,500	5,000	30,000	215,680
Misc - Survey Equipment	19,000	10,000	10,000	10,000	10,000	59,000
Misc - Traffic Count Equipment	15,000	15,000	15,000	15,000	15,000	75,000
Park Amenities	179,850	40,000	40,000	40,000	40,000	339,850
Public Space Receptables	54,100	-	-	-	-	54,100
SNIC Equipment	122,000	132,500	200,300	96,000	106,000	656,800
VICC Kitchen Equipment	100,900	-	32,700	85,100	69,600	288,300
<b>Total</b>	<b>9,509,868</b>	<b>3,002,300</b>	<b>2,454,950</b>	<b>5,021,050</b>	<b>5,515,450</b>	<b>25,503,618</b>
<b>New/Upgrades</b>						
<b>Fleet</b>						
City Fleet	141,460	378,200	-	-	-	519,660
Sanitation Fleet	478,200	-	-	-	-	478,200
<b>Equipment</b>						
Furniture and Equipment	89,480	-	-	37,800	-	127,280
Maintenance Equipment	112,200	-	-	-	-	112,200
SNIC Equipment	-	-	32,000	-	-	32,000
<b>Total</b>	<b>821,340</b>	<b>378,200</b>	<b>32,000</b>	<b>37,800</b>	<b>-</b>	<b>1,269,340</b>
<b>Grand Total</b>	<b>10,331,208</b>	<b>3,380,500</b>	<b>2,486,950</b>	<b>5,058,850</b>	<b>5,515,450</b>	<b>26,772,958</b>

# 2022-2026 PROJECT PLAN



## Facilities Infrastructure and Amenities Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment/Pre-Design/Studies	515,199	275,000	300,000	300,000	300,000	1,690,199
<b>Bylaw Facilities</b>						
Animal Shelter Facility	355,290	10,900	-	-	-	366,190
<b>Civic Properties</b>						
City Hall	-	-	98,100	24,500	-	122,600
Community Services Building	7,427	-	-	-	-	7,427
Service and Resource Centre (SARC)	74,000	-	28,200	-	-	102,200
<b>Nanaimo Fire Rescue</b>						
Fire Station #1	6,333,850	-	-	-	-	6,333,850
Fire Station #2	45,200	-	51,200	-	-	96,400
Fire Station #3	43,300	21,700	43,000	33,900	-	141,900
Fire Station #4	-	-	78,200	-	-	78,200
Fire Station #7	-	-	-	-	53,400	53,400
Fire Training Centre	513,174	-	-	-	-	513,174
<b>Parks, Recreation and Culture Facilities</b>						
150 Commercial Street	5,022	22,900	-	-	-	27,922
25 Victoria Rd	2,000	-	-	-	-	2,000
Beacon House	18,163	-	-	-	-	18,163
Beban Complex	478,000	192,100	-	385,800	25,000	1,080,900
Beban House	25,800	-	-	-	30,000	55,800
Beban Pool	338,916	8,600	199,600	20,300	84,700	652,116
Beban Social Centre	8,300	23,600	8,400	273,600	23,200	337,100
Bowen Park Complex	172,200	281,800	19,500	199,700	-	673,200
Cliff McNabb Arena	-	177,600	91,600	-	247,300	516,500
Frank Crane Arena	57,000	31,200	60,000	229,100	164,000	541,300
Kin Hut	-	-	102,700	-	-	102,700
Kin Pool	-	-	38,100	175,600	-	213,700
Nanaimo Aquatic Centre	490,088	862,200	173,000	792,100	305,500	2,622,888
Nanaimo Ice Centre	113,457	172,600	57,600	12,900	229,700	586,257
NSAR Ops Centre	125,191	-	-	-	-	125,191
Oliver Woods Community Centre	15,200	152,900	-	17,000	5,750	190,850
Parks Yard	-	-	-	-	71,000	71,000
Port Theatre	1,249,125	157,500	1,126,500	478,700	504,400	3,516,225
The Bastion	26,030	19,500	16,300	-	-	61,830
<b>Police Services</b>						
Police Annex	56,900	36,100	-	-	-	93,000
Police Operations Building	225,500	167,700	178,500	176,400	100,000	848,100
<b>Subtotal</b>	<b>11,294,332</b>	<b>2,613,900</b>	<b>2,670,500</b>	<b>3,119,600</b>	<b>2,143,950</b>	<b>21,842,282</b>

# 2022-2026 PROJECT PLAN

## Facilities Infrastructure and Amenities Program Continued

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
<b>Public Works Yard</b>						
Public Works Yard	138,120	229,475	626,455	95,000	95,000	1,184,050
Townsite Chinese Cemetery	60,000	-	-	-	-	60,000
<b>Vancouver Island Conference Centre</b>						
VICC	673,415	140,800	268,600	-	-	1,082,815
<b>Water Facilities</b>						
Water Treatment Plant	10,000	20,000	10,000	20,000	10,000	70,000
<b>Total</b>	<b>12,175,867</b>	<b>3,004,175</b>	<b>3,575,555</b>	<b>3,234,600</b>	<b>2,248,950</b>	<b>24,239,147</b>
<b>New/Upgrades</b>						
<b>Civic Facilities</b>						
Cross Connection Program	10,000	25,000	25,000	25,000	25,000	110,000
City Hall	30,200	-	-	-	-	30,200
Service and Resource Centre (SARC)	54,541	-	-	-	-	54,541
<b>Parks, Recreation and Culture Facilities</b>						
Beban Complex	100,936	-	-	-	-	100,936
Nanaimo Aquatic Centre	80,400	-	-	-	-	80,400
Vancouver Island Military Musuem	21,000	-	-	-	-	21,000
<b>Police Services</b>						
580 Fitzwilliam	750,000	-	-	-	-	750,000
Police Operations Building	187,742	-	-	-	-	187,742
<b>Public Works Yard</b>						
Public Works Yard	59,011	-	-	-	-	59,011
<b>Water Facilities</b>						
Water Treatment Plant	787,899	318,200	-	-	-	1,106,099
<b>Total</b>	<b>2,081,729</b>	<b>343,200</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>2,499,929</b>
<b>Grand Total</b>	<b>14,257,596</b>	<b>3,347,375</b>	<b>3,600,555</b>	<b>3,259,600</b>	<b>2,273,950</b>	<b>26,739,076</b>

# 2022-2026 PROJECT PLAN



## Information Technology Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Business Applications	87,095	-	-	-	-	87,095
Business Applications - ERP	1,220,699	1,931,900	-	-	-	3,152,599
Computing Infrastructure	514,206	986,700	82,300	351,400	678,600	2,613,206
<b>Total</b>	<b>1,822,000</b>	<b>2,918,600</b>	<b>82,300</b>	<b>351,400</b>	<b>678,600</b>	<b>5,852,900</b>
<b>New/Upgrades</b>						
Business Applications	1,236,477	-	-	-	-	1,236,477
Business Applications - CAMS	1,214,871	468,400	402,200	-	-	2,085,471
Business Applications - GIS	45,000	45,000	45,000	45,000	45,000	225,000
Computing Infrastructure	153,880	147,200	-	-	-	301,080
Fibre Optic Network	91,600	45,000	30,000	1,030,000	30,000	1,226,600
<b>Total</b>	<b>2,741,828</b>	<b>705,600</b>	<b>477,200</b>	<b>1,075,000</b>	<b>75,000</b>	<b>5,074,628</b>
<b>Plans/Studies</b>						
Studies	7,100	-	17,500	-	-	24,600
<b>Total</b>	<b>7,100</b>	<b>-</b>	<b>17,500</b>	<b>-</b>	<b>-</b>	<b>24,600</b>
<b>Grand Total</b>	<b>4,570,928</b>	<b>3,624,200</b>	<b>577,000</b>	<b>1,426,400</b>	<b>753,600</b>	<b>10,952,128</b>

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

## Parking Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Bastion St Parkade	12,000	-	-	-	-	12,000
Harbourfront Parkade	746,400	780,750	264,400	15,400	-	1,806,950
Port of Nanaimo Centre Parkade	-	776,500	-	6,700	6,100	789,300
<b>Total</b>	<b>758,400</b>	<b>1,557,250</b>	<b>264,400</b>	<b>22,100</b>	<b>6,100</b>	<b>2,608,250</b>
<b>New/Upgrades</b>						
Off Street Parking	30,000	-	-	-	-	30,000
Parking Equipment	174,225	-	-	-	-	174,225
Parking Signage	6,195	-	-	-	-	6,195
<b>Total</b>	<b>210,420</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>210,420</b>
<b>Plans/Studies</b>						
Studies	25,000	-	20,000	-	-	45,000
<b>Total</b>	<b>25,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>45,000</b>
<b>Grand Total</b>	<b>993,820</b>	<b>1,557,250</b>	<b>284,400</b>	<b>22,100</b>	<b>6,100</b>	<b>2,863,670</b>

# 2022-2026 PROJECT PLAN

## Parks Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Beach Access	-	25,000	25,000	25,000	25,000	100,000
Bike Park	1,516,512	-	-	-	-	1,516,512
Boat Ramps/Docks	178,412	-	-	-	-	178,412
Bridges - Pedestrian	456,741	-	-	-	-	456,741
Condition Assessment/Pre-Design	158,190	100,000	125,000	125,000	125,000	633,190
Loudon Park Improvements	-	345,201	-	-	-	345,201
Misc Projects	74,700	25,000	25,000	56,700	-	181,400
Parks & Playgrounds	994,526	262,600	146,800	125,000	125,000	1,653,926
Pickleball Courts	-	29,100	-	-	-	29,100
Railing Replacement Program	122,010	136,800	-	-	-	258,810
Recreational Dams	153,600	136,400	134,800	199,800	50,600	675,200
Sports Courts	38,000	-	-	-	-	38,000
Sports Fields/Field Houses	786,700	390,100	26,300	-	785,200	1,988,300
Stadium District	71,853	-	-	-	-	71,853
Tennis Court Improvements	-	38,100	59,400	-	32,000	129,500
Trails	226,150	89,600	166,200	144,800	-	626,750
<b>Total</b>	<b>4,777,394</b>	<b>1,577,901</b>	<b>708,500</b>	<b>676,300</b>	<b>1,142,800</b>	<b>8,882,895</b>
<b>New/Upgrades</b>						
Beach Access	61,200	-	-	-	-	61,200
Boat Ramps/Docks	-	69,700	-	-	-	69,700
Bridges - Pedestrian	54,500	-	-	-	-	54,500
Loudon Park Improvements	1,272,969	3,464,695	-	-	-	4,737,664
Misc Projects	65,000	114,800	-	-	-	179,800
Outdoor Plaza	1,000,000	-	-	-	-	1,000,000
Parks & Playgrounds	1,846,059	212,000	212,800	273,800	100,000	2,644,659
Sports Fields/Field Houses	300,000	4,671,334	-	-	-	4,971,334
Stadium District	2,606,123	85,100	-	-	-	2,691,223
Trails	581,901	825,000	33,800	55,200	272,500	1,768,401
Waterfront Walkway	100,000	225,000	1,350,000	100,000	-	1,775,000
Youth Courts	2,500	247,800	-	-	-	250,300
<b>Total</b>	<b>7,890,252</b>	<b>9,915,429</b>	<b>1,596,600</b>	<b>429,000</b>	<b>372,500</b>	<b>20,203,781</b>
<b>Plans/Studies</b>						
Reviews	23,500	120,000	120,000	-	-	263,500
<b>Total</b>	<b>23,500</b>	<b>120,000</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>263,500</b>
<b>Grand Total</b>	<b>12,691,146</b>	<b>11,613,330</b>	<b>2,425,100</b>	<b>1,105,300</b>	<b>1,515,300</b>	<b>29,350,176</b>



# 2022-2026 PROJECT PLAN



## Sanitary Sewer Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Program	620,800	485,000	510,000	485,000	510,000	2,610,800
Mains	5,230,632	6,044,800	3,072,907	2,097,123	2,922,200	19,367,662
Pump Stations	53,600	-	-	-	-	53,600
<b>Total</b>	<b>5,905,032</b>	<b>6,529,800</b>	<b>3,582,907</b>	<b>2,582,123</b>	<b>3,432,200</b>	<b>22,032,062</b>
<b>New/Upgrades</b>						
Mains	3,666,556	3,831,230	3,640,954	5,788,015	5,024,800	21,951,555
Pump Stations	110,950	-	30,000	-	310,000	450,950
<b>Total</b>	<b>3,777,506</b>	<b>3,831,230</b>	<b>3,670,954</b>	<b>5,788,015</b>	<b>5,334,800</b>	<b>22,402,505</b>
<b>Plans/Studies</b>						
Master Plans	302,000	150,000	225,000	225,000	225,000	1,127,000
Misc Projects	50,000	-	-	-	-	50,000
Review	30,000	80,000	-	-	-	110,000
Studies	208,839	225,000	150,000	150,000	150,000	883,839
<b>Total</b>	<b>590,839</b>	<b>455,000</b>	<b>375,000</b>	<b>375,000</b>	<b>375,000</b>	<b>2,170,839</b>
<b>Grand Total</b>	<b>10,273,377</b>	<b>10,816,030</b>	<b>7,628,861</b>	<b>8,745,138</b>	<b>9,142,000</b>	<b>46,605,406</b>

## Drainage Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Program	277,822	315,000	315,000	315,000	320,000	1,542,822
Mains	2,836,793	3,251,800	5,704,800	4,093,600	5,229,400	21,116,393
<b>Total</b>	<b>3,114,615</b>	<b>3,566,800</b>	<b>6,019,800</b>	<b>4,408,600</b>	<b>5,549,400</b>	<b>22,659,215</b>
<b>New/Upgrades</b>						
Detention Pond	1,040,753	-	55,000	350,000	285,611	1,731,364
Mains	1,727,619	451,500	2,532,000	187,000	-	4,898,119
<b>Total</b>	<b>2,768,372</b>	<b>451,500</b>	<b>2,587,000</b>	<b>537,000</b>	<b>285,611</b>	<b>6,629,483</b>
<b>Plans/Studies</b>						
Master Plans	118,250	-	150,000	-	150,000	418,250
Misc Projects	89,421	175,000	-	-	-	264,421
Studies	125,227	50,000	-	-	-	175,227
<b>Total</b>	<b>332,898</b>	<b>225,000</b>	<b>150,000</b>	<b>-</b>	<b>150,000</b>	<b>857,898</b>
<b>Grand Total</b>	<b>6,215,885</b>	<b>4,243,300</b>	<b>8,756,800</b>	<b>4,945,600</b>	<b>5,985,011</b>	<b>30,146,596</b>

# 2022-2026 PROJECT PLAN

## Transportation Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Bridges	200,699	-	100,000	-	-	300,699
Misc Projects	316,400	350,000	350,000	350,000	350,000	1,716,400
Pedestrian Amenities	1,070,784	1,500,000	-	-	-	2,570,784
Railway Crossings	40,000	40,000	40,000	40,000	40,000	200,000
Road Rehabilitation	4,179,514	3,524,000	3,165,000	4,886,700	5,164,000	20,919,214
Sidewalk Maintenance	100,000	50,000	150,000	100,000	150,000	550,000
Street Lights	57,500	50,000	50,000	50,000	50,000	257,500
Transportation Improvements	1,504,589	550,000	100,000	700,000	650,000	3,504,589
<b>Total</b>	<b>7,469,486</b>	<b>6,064,000</b>	<b>3,955,000</b>	<b>6,126,700</b>	<b>6,404,000</b>	<b>30,019,186</b>
<b>New/Upgrades</b>						
Cycling Amenities	3,324,962	185,000	510,000	2,036,500	3,007,000	9,063,462
Misc Projects	200,737	100,000	100,000	100,000	100,000	600,737
Multi Use Paths	399,104	700,000	-	-	-	1,099,104
Pedestrian Amenities	3,676,261	2,370,400	1,628,000	1,259,800	2,300,000	11,234,461
Street Lights	384,149	-	15,000	54,750	150,000	603,899
Transit Amenities	350,166	50,000	50,000	50,000	200,000	700,166
Transit Exchange	6,683,389	-	-	-	-	6,683,389
Transportation Improvements	6,207,053	6,950,000	3,305,550	6,277,020	1,360,000	24,099,623
<b>Total</b>	<b>21,225,821</b>	<b>10,355,400</b>	<b>5,608,550</b>	<b>9,778,070</b>	<b>7,117,000</b>	<b>54,084,841</b>
<b>Plans/Studies</b>						
Corridor Plan	5,189	350,000	-	-	-	355,189
Master Plans	27,848	-	400,000	500,000	-	927,848
Misc Projects	67,988	45,000	50,000	50,000	50,000	262,988
Reviews	20,627	115,000	15,000	15,000	15,000	180,627
Studies	371,248	-	75,000	-	-	446,248
Surveys	264,807	20,000	20,000	220,000	20,000	544,807
<b>Total</b>	<b>757,707</b>	<b>530,000</b>	<b>560,000</b>	<b>785,000</b>	<b>85,000</b>	<b>2,717,707</b>
<b>Grand Total</b>	<b>29,453,014</b>	<b>16,949,400</b>	<b>10,123,550</b>	<b>16,689,770</b>	<b>13,606,000</b>	<b>86,821,734</b>

# 2022-2026 PROJECT PLAN



## Water Infrastructure Program

	2022	2023	2024	2025	2026	Total
<b>Project Costs</b>						
<b>Renewal Projects and Programs</b>						
Condition Assessment Program	129,363	141,600	170,000	142,300	117,700	700,963
Distribution Mains	7,448,074	5,286,800	7,281,700	7,253,390	7,972,850	35,242,814
Fire Hydrant Replacement	175,000	175,000	175,000	75,000	75,000	675,000
Misc Projects	144,317	12,000	10,000	10,000	-	176,317
Pump Station/PRV Program	1,329,998	394,100	420,000	35,000	900,000	3,079,098
Reservoirs	49,380	-	-	-	75,000	124,380
Supply Mains	11,828,172	25,120	-	20,000	-	11,873,292
Water Meter Replacement	312,500	300,000	300,000	300,000	300,000	1,512,500
Water Supply Dams	131,100	114,200	-	-	-	245,300
<b>Total</b>	<b>21,547,904</b>	<b>6,448,820</b>	<b>8,356,700</b>	<b>7,835,690</b>	<b>9,440,550</b>	<b>53,629,664</b>
<b>New/Upgrades</b>						
Distribution Mains	2,068,462	4,698,216	2,722,950	1,837,000	3,155,415	14,482,043
Pump Station/PRV Program	480,233	-	67,713	35,000	-	582,946
Reservoirs	-	-	-	-	3,450,000	3,450,000
Supply Mains	16,746,029	825,120	14,373,119	528,960	1,500,000	33,973,228
<b>Total</b>	<b>19,294,724</b>	<b>5,523,336</b>	<b>17,163,782</b>	<b>2,400,960</b>	<b>8,105,415</b>	<b>52,488,217</b>
<b>Plans/Studies</b>						
Master Plans	250,000	-	-	-	-	250,000
Misc Projects	69,259	50,000	50,000	50,000	-	219,259
Reviews	50,000	180,000	-	270,000	-	500,000
Studies	156,454	120,000	600,000	200,000	100,000	1,176,454
<b>Total</b>	<b>525,713</b>	<b>350,000</b>	<b>650,000</b>	<b>520,000</b>	<b>100,000</b>	<b>2,145,713</b>
<b>Grand Total</b>	<b>41,368,341</b>	<b>12,322,156</b>	<b>26,170,482</b>	<b>10,756,650</b>	<b>17,645,965</b>	<b>108,263,594</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.
- Development Cost Charges Reserves – specific reserves with contributions from developers to fund specific infrastructure projects required due to growth.

	2022	2023	2024	2025	2026
Financial Stability Reserves	21,395,199	20,914,209	20,894,014	20,899,072	20,899,433
Equipment Reserves	8,876,403	11,241,668	15,189,051	16,424,860	16,773,015
Infrastructure Reserves	57,373,807	53,481,984	44,735,220	50,265,302	54,584,516
Parking Reserves	1,196,868	637,003	713,380	1,043,133	1,381,509
Property Acquisition Reserves	4,591,301	4,751,450	4,914,001	5,078,990	5,246,454
Strategic Reserves	9,684,091	8,444,140	9,582,594	11,186,882	12,977,634
Other Reserves	719,457	611,682	550,606	509,231	497,938
Development Cost Charges (DCC) Reserves	53,330,127	51,554,115	51,108,433	55,006,032	56,626,063
<b>Total Reserves</b>	<b>157,167,253</b>	<b>151,636,251</b>	<b>147,687,299</b>	<b>160,413,502</b>	<b>168,986,562</b>

# APPENDIX A

## RESERVES SUMMARY



\*Reserve has minimum balance requirement

	2022	2023	2024	2025	2026
<b>FINANCIAL STABILITY RESERVES</b>					
<b>GENERAL FUND</b>					
<b>General Financial Stability Reserve*</b>	16,511,688	15,891,688	15,891,688	15,891,688	15,891,688
Additions	-	-	-	-	-
Withdrawals	620,000	-	-	-	-
<b>Balance @ December 31</b>	<b>15,891,688</b>	<b>15,891,688</b>	<b>15,891,688</b>	<b>15,891,688</b>	<b>15,891,688</b>
<b>RCMP Contract Reserve*</b>	1,533,433	1,426,558	1,426,558	1,426,558	1,426,558
Additions	-	-	-	-	-
Withdrawals	106,875	-	-	-	-
<b>Balance @ December 31</b>	<b>1,426,558</b>	<b>1,426,558</b>	<b>1,426,558</b>	<b>1,426,558</b>	<b>1,426,558</b>
<b>Sanitation Levelling Reserve</b>	874,479	675,898	194,908	174,713	179,771
Additions	-	-	-	5,633	361
Withdrawals	198,581	480,990	20,195	575	-
<b>Balance @ December 31</b>	<b>675,898</b>	<b>194,908</b>	<b>174,713</b>	<b>179,771</b>	<b>180,132</b>
<b>Snow and Ice Control Reserve*</b>	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,200,000</b>
<b>Total General Fund Financial Stability Reserves</b>	<b>19,194,144</b>	<b>18,713,154</b>	<b>18,692,959</b>	<b>18,698,017</b>	<b>18,698,378</b>
<b>SANITARY SEWER FUND</b>					
<b>Sewer Financial Stability Reserve*</b>	500,000	500,000	500,000	500,000	500,000
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>
<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>					
<b>Water Financial Stability Reserve*</b>	1,701,055	1,701,055	1,701,055	1,701,055	1,701,055
Additions	-	-	-	-	-
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</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 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>21,395,199</b>	<b>20,914,209</b>	<b>20,894,014</b>	<b>20,899,072</b>	<b>20,899,433</b>

	2022	2023	2024	2025	2026
<b>EQUIPMENT RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Cart Replacement Reserve* Statutory</b>	-	-	1,033,755	2,083,017	3,148,018
Additions	-	1,033,755	1,049,262	1,065,001	1,080,976
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>-</b>	<b>1,033,755</b>	<b>2,083,017</b>	<b>3,148,018</b>	<b>4,228,994</b>
<b>Copier Replacement Reserve* Statutory</b>	389,760	387,778	392,620	390,896	360,656
Additions	17,618	18,442	19,376	19,060	20,626
Withdrawals	19,600	13,600	21,100	49,300	72,000
<b>Balance @ December 31</b>	<b>387,778</b>	<b>392,620</b>	<b>390,896</b>	<b>360,656</b>	<b>309,282</b>

# APPENDIX A RESERVES SUMMARY

	2022	2023	2024	2025	2026
<b>EQUIPMENT RESERVES (Continued)</b>					
<b>Information Technology Reserve *</b> <b>Statutory</b>	2,084,446	1,027,871	768,947	1,427,699	1,827,128
Additions	768,924	775,376	793,352	816,829	836,171
Withdrawals	1,825,499	1,034,300	134,600	417,400	733,000
<b>Balance @ December 31</b>	<b>1,027,871</b>	<b>768,947</b>	<b>1,427,699</b>	<b>1,827,128</b>	<b>1,930,299</b>
<b>Equipment Depreciation Reserve</b> <b>Statutory</b>	10,830,275	7,460,754	9,046,346	11,287,439	11,089,058
Additions	3,176,339	3,598,592	3,753,593	3,794,819	3,663,932
Withdrawals	6,545,860	2,013,000	1,512,500	3,993,200	4,448,550
<b>Balance @ December 31</b>	<b>7,460,754</b>	<b>9,046,346</b>	<b>11,287,439</b>	<b>11,089,058</b>	<b>10,304,440</b>
<b>Total Equipment Reserves</b>	<b>8,876,403</b>	<b>11,241,668</b>	<b>15,189,051</b>	<b>16,424,860</b>	<b>16,773,015</b>

	2022	2023	2024	2025	2026
<b>INFRASTRUCTURE RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Brechin Boat Ramp Reserve</b>	124,273	49,909	68,813	87,720	106,619
Additions	18,896	18,904	18,907	18,899	18,888
Withdrawals	93,260	-	-	-	-
<b>Balance @ December 31</b>	<b>49,909</b>	<b>68,813</b>	<b>87,720</b>	<b>106,619</b>	<b>125,507</b>
<b>Cemetery Care Reserve</b> <b>Statutory</b>	622,968	632,968	642,968	652,968	662,968
Additions	10,000	10,000	10,000	10,000	10,000
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>632,968</b>	<b>642,968</b>	<b>652,968</b>	<b>662,968</b>	<b>672,968</b>
<b>Community Works Reserve</b> <b>Statutory</b>	15,016,599	5,689,892	1,826,096	1,448,271	1,469,995
Additions	4,195,281	4,270,800	24,375	21,724	22,050
Withdrawals	13,521,988	8,134,596	402,200	-	-
<b>Balance @ December 31</b>	<b>5,689,892</b>	<b>1,826,096</b>	<b>1,448,271</b>	<b>1,469,995</b>	<b>1,492,045</b>
<b>Facility Development Reserve*</b> <b>Statutory</b>	3,091,890	3,086,649	3,200,335	3,846,286	3,177,470
Additions	1,186,532	1,198,746	1,215,921	1,227,384	1,235,916
Withdrawals	1,191,773	1,085,060	569,970	1,896,200	999,095
<b>Balance @ December 31</b>	<b>3,086,649</b>	<b>3,200,335</b>	<b>3,846,286</b>	<b>3,177,470</b>	<b>3,414,291</b>
<b>General Capital</b>	4,111,094	3,544,288	3,217,908	3,217,908	3,217,908
Additions	-	-	-	-	-
Withdrawals	566,806	326,380	-	-	-
<b>Balance @ December 31</b>	<b>3,544,288</b>	<b>3,217,908</b>	<b>3,217,908</b>	<b>3,217,908</b>	<b>3,217,908</b>
<b>General Asset Mgmt. Reserve*</b> <b>Statutory</b>	13,725,329	6,804,870	5,563,843	5,631,868	5,931,825
Additions	10,118,685	11,298,540	12,555,230	13,907,120	15,298,551
Withdrawals	17,039,144	12,539,567	12,487,205	13,607,163	13,543,585
<b>Balance @ December 31</b>	<b>6,804,870</b>	<b>5,563,843</b>	<b>5,631,868</b>	<b>5,931,825</b>	<b>7,686,791</b>
<b>NDSS Community Field Mtce</b> <b>Statutory</b>	128,041	163,586	200,572	239,045	279,053
Additions	35,545	36,986	38,473	40,008	41,591
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>163,586</b>	<b>200,572</b>	<b>239,045</b>	<b>279,053</b>	<b>320,644</b>

# APPENDIX A

## RESERVES SUMMARY



	2022	2023	2024	2025	2026
<b>INFRASTRUCTURE RESERVES (continued)</b>					
<b>Piper Park Reserve</b>	94,365	109,706	124,934	140,042	155,027
Additions	15,341	15,228	15,108	14,985	14,848
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>109,706</b>	<b>124,934</b>	<b>140,042</b>	<b>155,027</b>	<b>169,875</b>
<b>VICC Reserve</b>	828,519	517,519	236,519	203,819	118,719
Additions	-	-	-	-	-
Withdrawals	311,000	281,000	32,700	85,100	-
<b>Balance @ December 31</b>	<b>517,519</b>	<b>236,519</b>	<b>203,819</b>	<b>118,719</b>	<b>118,719</b>
<b>Total General Fund Infrastructure Reserves</b>	<b>20,599,387</b>	<b>15,081,988</b>	<b>15,467,927</b>	<b>15,119,584</b>	<b>17,218,748</b>
<b>SANITARY SEWER FUND</b>					
<b>Sewer Operating Reserve</b>	16,711,770	11,073,480	10,694,310	8,999,461	8,863,061
Additions	1,787,580	1,782,030	1,728,651	1,719,850	1,585,256
Withdrawals	7,425,870	2,161,200	3,423,500	1,856,250	4,338,550
<b>Balance @ December 31</b>	<b>11,073,480</b>	<b>10,694,310</b>	<b>8,999,461</b>	<b>8,863,061</b>	<b>6,109,767</b>
<b>Sewer Asset Mgmt. Reserve* Statutory</b>	4,099,117	5,036,853	2,369,314	4,364,570	3,730,031
Additions	2,969,053	2,956,176	2,951,171	2,961,301	2,971,452
Withdrawals	2,031,317	5,623,715	955,915	3,595,840	973,282
<b>Balance @ December 31</b>	<b>5,036,853</b>	<b>2,369,314</b>	<b>4,364,570</b>	<b>3,730,031</b>	<b>5,728,201</b>
<b>Total Sewer Fund Infrastructure Reserves</b>	<b>16,110,333</b>	<b>13,063,624</b>	<b>13,364,031</b>	<b>12,593,092</b>	<b>11,837,968</b>
<b>WATER FUND</b>					
<b>Water Reserve</b>	30,101,733	15,954,468	18,439,787	5,844,899	9,109,066
Additions	9,952,223	10,981,039	12,059,181	13,196,017	14,394,503
Withdrawals	24,099,488	8,495,720	24,654,069	9,931,850	12,107,950
<b>Balance @ December 31</b>	<b>15,954,468</b>	<b>18,439,787</b>	<b>5,844,899</b>	<b>9,109,066</b>	<b>11,395,619</b>
<b>Water Asset Mgmt. Reserve* Statutory</b>	10,636,465	4,709,619	6,896,585	10,058,363	13,443,560
Additions	3,749,654	3,721,814	3,761,630	3,810,367	3,840,693
Withdrawals	9,676,500	1,534,848	599,852	425,170	3,152,072
<b>Balance @ December 31</b>	<b>4,709,619</b>	<b>6,896,585</b>	<b>10,058,363</b>	<b>13,443,560</b>	<b>14,132,181</b>
<b>Total Water Fund Infrastructure Reserves</b>	<b>20,664,087</b>	<b>25,336,372</b>	<b>15,903,262</b>	<b>22,552,626</b>	<b>25,527,800</b>
<b>Total Infrastructure Reserves</b>	<b>57,373,807</b>	<b>53,481,984</b>	<b>44,735,220</b>	<b>50,265,302</b>	<b>54,584,516</b>

	2022	2023	2024	2025	2026
<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>	1,003,998	883,393	320,969	394,748	721,865
Additions	96,815	373,326	358,179	349,217	341,800
Withdrawals	217,420	935,750	284,400	22,100	6,100
<b>Balance @ December 31</b>	<b>883,393</b>	<b>320,969</b>	<b>394,748</b>	<b>721,865</b>	<b>1,057,565</b>

# APPENDIX A RESERVES SUMMARY

	2022	2023	2024	2025	2026
<b>PARKING RESERVES (continued)</b>					
<b>Old City Neighbourhood Reserve</b> Statutory	96,349	97,794	99,261	100,750	102,261
Additions	1,445	1,467	1,489	1,511	1,534
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>97,794</b>	<b>99,261</b>	<b>100,750</b>	<b>102,261</b>	<b>103,795</b>
<b>Off Street Parking Reserve</b> Statutory	71,737	72,813	73,905	75,014	76,139
Additions	1,076	1,092	1,109	1,125	1,142
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>72,813</b>	<b>73,905</b>	<b>75,014</b>	<b>76,139</b>	<b>77,281</b>
<b>Total Parking Reserves</b>	<b>1,196,868</b>	<b>637,003</b>	<b>713,380</b>	<b>1,043,133</b>	<b>1,381,509</b>

	2022	2023	2024	2025	2026
<b>PROPERTY ACQUISITION RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Parkland Dedication Reserve</b> Statutory	790,121	893,252	997,930	1,104,178	1,212,020
Additions	103,131	104,678	106,248	107,842	109,460
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>893,252</b>	<b>997,930</b>	<b>1,104,178</b>	<b>1,212,020</b>	<b>1,321,480</b>
<b>Property Acquisition Reserve</b> Statutory	2,741,145	2,782,262	2,823,996	2,866,356	2,909,351
Additions	41,117	41,734	42,360	42,995	43,640
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>2,782,262</b>	<b>2,823,996</b>	<b>2,866,356</b>	<b>2,909,351</b>	<b>2,952,991</b>
<b>Property Sales Reserve</b> Statutory	1,303,226	915,787	929,524	943,467	957,619
Additions	16,519	13,737	13,943	14,152	14,364
Withdrawals	403,958	-	-	-	-
<b>Balance @ December 31</b>	<b>915,787</b>	<b>929,524</b>	<b>943,467</b>	<b>957,619</b>	<b>971,983</b>
<b>Total Property Acquisition Reserves</b>	<b>4,591,301</b>	<b>4,751,450</b>	<b>4,914,001</b>	<b>5,078,990</b>	<b>5,246,454</b>

	2022	2023	2024	2025	2026
<b>STRATEGIC RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Housing Legacy Reserve</b> Statutory	3,200,571	3,295,126	3,363,796	3,489,815	3,617,725
Additions	123,355	124,570	126,019	127,910	129,828
Withdrawals	28,800	55,900	-	-	-
<b>Balance @ December 31</b>	<b>3,295,126</b>	<b>3,363,796</b>	<b>3,489,815</b>	<b>3,617,725</b>	<b>3,747,553</b>
<b>Climate Action Reserve</b> Statutory	880,246	493,377	667,015	843,258	1,022,144
Additions	175,225	173,638	176,243	178,886	181,570
Withdrawals	562,094	-	-	-	-
<b>Balance @ December 31</b>	<b>493,377</b>	<b>667,015</b>	<b>843,258</b>	<b>1,022,144</b>	<b>1,203,714</b>
<b>Special Initiatives Reserve</b>	9,069,353	2,575,350	965,030	464,530	304,530
Additions	-	-	-	-	-
Withdrawals	6,494,003	1,610,320	500,500	160,000	-
<b>Balance @ December 31</b>	<b>2,575,350</b>	<b>965,030</b>	<b>464,530</b>	<b>304,530</b>	<b>304,530</b>



# APPENDIX A RESERVES SUMMARY



	2022	2023	2024	2025	2026
<b>STRATEGIC RESERVES (continued)</b>					
<b>Strategic Infrastructure Reserve*</b> <b>Statutory</b>	4,429,681	3,120,195	3,248,256	4,584,948	6,042,440
Additions	2,191,203	2,325,788	2,336,692	2,357,492	2,379,354
Withdrawals	3,500,689	2,197,727	1,000,000	900,000	900,000
<b>Balance @ December 31</b>	<b>3,120,195</b>	<b>3,248,256</b>	<b>4,584,948</b>	<b>6,042,440</b>	<b>7,521,794</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>Total Strategic Reserves</b>	<b>9,684,091</b>	<b>8,444,140</b>	<b>9,582,594</b>	<b>11,186,882</b>	<b>12,977,634</b>

	2022	2023	2024	2025	2026
<b>OTHER RESERVES</b>					
<b>GENERAL FUND</b>					
<b>Casino Reserve</b>	576,301	-	-	-	-
Additions	-	-	-	-	-
Withdrawals	576,301	-	-	-	-
<b>Balance @ December 31</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Prior Year Cfwds Reserve</b>	5,442,197	32,500	32,500	32,500	32,500
Additions	-	-	-	-	-
Withdrawals	5,409,697	-	-	-	-
<b>Balance @ December 31</b>	<b>32,500</b>	<b>32,500</b>	<b>32,500</b>	<b>32,500</b>	<b>32,500</b>
<b>911 Reserve</b> <b>Statutory</b>	436,481	264,048	149,929	82,414	34,504
Additions	27,567	25,881	24,985	24,590	24,574
Withdrawals	200,000	140,000	92,500	72,500	42,500
<b>Balance @ December 31</b>	<b>264,048</b>	<b>149,929</b>	<b>82,414</b>	<b>34,504</b>	<b>16,578</b>
<b>Knowles Estate Reserve*</b> <b>Statutory</b>	416,659	422,909	429,253	435,692	442,227
Additions	6,250	6,344	6,439	6,535	6,633
Withdrawals	-	-	-	-	-
<b>Balance @ December 31</b>	<b>422,909</b>	<b>429,253</b>	<b>435,692</b>	<b>442,227</b>	<b>448,860</b>
<b>Total Other Reserves</b>	<b>719,457</b>	<b>611,682</b>	<b>550,606</b>	<b>509,231</b>	<b>497,938</b>

# APPENDIX A RESERVES SUMMARY

	2022	2023	2024	2025	2026
<b>DEVELOPMENT COST CHARGES RESERVES</b>					
<b>GENERAL FUND</b>					
<b>DCC - City Wide Roads</b> Statutory	14,170,383	13,470,357	11,061,763	10,960,358	10,635,352
Additions	2,789,547	2,766,406	3,393,667	3,390,493	3,395,226
Withdrawals	3,489,573	5,175,000	3,495,072	3,715,499	2,434,410
<b>Balance @ December 31</b>	<b>13,470,357</b>	<b>11,061,763</b>	<b>10,960,358</b>	<b>10,635,352</b>	<b>11,596,168</b>
<b>DCC - City Wide Drainage</b> Statutory					
Opening Balance	8,957,920	7,941,800	6,800,063	5,956,130	6,203,818
Loan Receivable from Sewer	6,116,420	6,081,227	7,497,227	7,059,463	7,056,062
Revised Opening Balance	15,074,340	14,023,027	14,297,290	13,015,593	13,259,880
Additions	265,187	274,263	259,483	253,977	252,475
Internal Borrowing					
To Sewer DCC Reserve	304,530	1,808,550	-	445,500	-
Repayment from Sewer Reserve	339,723	392,550	437,764	448,901	460,039
Withdrawals	1,316,500	-	1,541,180	9,690	97,766
Closing Balance	7,941,800	6,800,063	5,956,130	6,203,818	6,818,566
Loan Receivable from Sewer	6,081,227	7,497,227	7,059,463	7,056,062	6,596,023
<b>Balance @ December 31</b>	<b>14,023,027</b>	<b>14,297,290</b>	<b>13,015,593</b>	<b>13,259,880</b>	<b>13,414,589</b>
<b>DCC - City Wide Parks</b> Statutory	1,341,059	1,721,560	2,171,776	2,814,870	3,460,065
Additions	517,041	523,225	654,924	664,515	673,622
Withdrawals	136,540	73,009	11,830	19,320	95,375
<b>Balance @ December 31</b>	<b>1,721,560</b>	<b>2,171,776</b>	<b>2,814,870</b>	<b>3,460,065</b>	<b>4,038,312</b>
<b>Total General Fund Development Cost Charges Reserves</b>	<b>29,214,944</b>	<b>27,530,829</b>	<b>26,790,821</b>	<b>27,355,297</b>	<b>29,049,069</b>
<b>SANITARY SEWER FUND</b>					
<b>DCC - City Wide Sewer</b> Statutory	3,987,852	3,835,962	3,602,349	1,406,835	1,701,534
Additions	851,172	848,302	1,028,452	1,014,302	1,007,530
Withdrawals	1,003,062	1,081,915	3,223,966	719,603	2,212,018
<b>Balance @ December 31</b>	<b>3,835,962</b>	<b>3,602,349</b>	<b>1,406,835</b>	<b>1,701,534</b>	<b>497,046</b>
<b>Total Sanitary Sewer Fund Development Cost Charges</b>	<b>3,835,962</b>	<b>3,602,349</b>	<b>1,406,835</b>	<b>1,701,534</b>	<b>497,046</b>
<b>WATER FUND</b>					
<b>DCC - City Wide Water</b> Statutory	6,405,865	5,826,352	3,252,067	2,395,712	1,986,583
Additions	227,121	203,643	212,121	202,701	196,273
Withdrawals	806,634	2,777,928	1,068,476	611,830	650,543
<b>Balance @ December 31</b>	<b>5,826,352</b>	<b>3,252,067</b>	<b>2,395,712</b>	<b>1,986,583</b>	<b>1,532,313</b>
<b>DCC - Water Supply</b> Statutory	19,635,443	14,452,869	17,168,870	20,515,065	23,962,618
Additions	2,746,922	2,728,561	3,396,980	3,447,553	3,485,017
Withdrawals	7,929,496	12,560	50,785	-	1,900,000
<b>Balance @ December 31</b>	<b>14,452,869</b>	<b>17,168,870</b>	<b>20,515,065</b>	<b>23,962,618</b>	<b>25,547,635</b>
<b>Total Water Fund Development Cost Charges Reserves</b>	<b>20,279,221</b>	<b>20,420,937</b>	<b>22,910,777</b>	<b>25,949,201</b>	<b>27,079,948</b>
<b>Total Development Cost Charges Reserves</b>	<b>53,330,127</b>	<b>51,554,115</b>	<b>51,108,433</b>	<b>55,006,032</b>	<b>56,626,063</b>