



CITY OF NANAIMO RESERVES REVIEW REPORT

Updated July 17, 2019

An overview of the City's current reserves and recommended changes.

REPORT OUTLINE

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Executive Summary

The City of Nanaimo owns and operates over \$3 billion in equipment and infrastructure to deliver a wide range of needed and desired services to the community. The City's 2019 operating budget is \$145 million and significant investment is made each year in infrastructure renewal, new infrastructure required due to growth and in strategic initiatives. Sustainable financial management and long-term planning strategies support affordable services.

The City has taken prudent steps in establishing reserves to mitigate specific risks, for equipment and infrastructure investment, and for strategic initiatives. At the end of 2019, the City is projected to have \$77 million in reserves and an additional \$42 million in Developer Cost Charges (DCC) reserves. Predictable annual contributions to reserves effectively minimize annual property tax and user fee increases and provide funding for:

- Risk Mitigation
- Equipment and Infrastructure Investment
- Strategic Initiatives and Investment

A comprehensive review of the City's reserves has been undertaken and focused on two key questions:

- Does the City have the right reserves?
- Do the reserves have the right balances?

This report will outline the review process, findings and recommendations to date. Recommendations in this report will further improve the resiliency, sustainability and transparency of the City's management of its reserves. The review was supported by the Government Finance Officers Association (GFOA) best practices and will help convert current practices into policy.

Executive Summary (continued)

The review developed a framework to enhance understanding and evaluation of the City's reserves. The Reserves Framework groups reserves with common purposes into the following categories:

- Financial Stability Reserves
- Equipment Reserves
- Infrastructure Reserves
- Parking Reserves
- Property Reserves
- Strategic Reserves
- Other Reserves

The review identified minimum target balances where appropriate for specific reserves and includes a roadmap for transitioning the City's reserves to the new framework.

This report was presented to Council at the 2019-MAR-11 Special Committee of the Whole meeting for information and discussion purposes. The report has been updated to reflect further review, direction from Council, and finalization of the City's 2018 financial statements.

Council's approval of a new Reserve Policy is now being sought to enable changes to be put in place for preparation of the 2020 – 2024 Financial Plan.

A INTRODUCTION

The purpose of this report is to outline the results of a review of the City's reserves and to introduce a Reserve Policy for Council's consideration.

Staff have conducted a comprehensive review of the City's reserves to determine if each reserve is still relevant, to determine needed new reserves, and to determine target minimum and maximum balances for specific reserves.

The City has implemented reserves to mitigate risk and to implement funding strategies for strategic initiatives and investment in infrastructure:

- In 1982, Council approved the implementation of Development Cost Charges (DCCs) where the City collects monies from developers to support funding of new/expanded infrastructure required due to growth in compliance with Provincial legislation. Periodic reviews are completed to update infrastructure investment needs and DCC charges. In 2018, Council approved the current DCC charges.
- In 2013, Council approved the implementation of three asset management reserves: General Asset Management Reserve, Sewer Asset Management Reserve and Water Asset Management Reserve. Annual contributions to these reserves are through annual increases to property taxes for five years ending 2017, annual increases to sewer user fees ending in 2022 and annual increases in water user fees ending in 2020.
- In 2017, Council approved extending the annual increases to property taxes for an additional five years ending 2022 for the General Asset Management Reserve.
- In 2017, Council approved the creation of a Strategic Infrastructure Reserve to provide a funding source for strategic initiatives and investment. Contributions to this reserve are from the transition of annual Casino and Fortis revenues from the General Operating Fund.
- Internal charges for fleet, solid waste collection bins, computer and copier equipment are included in annual department budgets and are contributed to specific reserves that provide for fleet and bin replacement, upgrades to the City's IT infrastructure and for copier equipment replacement.
- Allocation of prior year's operating surplus have been allocated to specific reserves to mitigate risks and for infrastructure investment.

Establishing and managing reserves is an important component of the City's financial management and long term planning strategies. Reserves provide funding to mitigate risks, for infrastructure investment and to implement strategic initiatives. Predictable annual contributions to reserves minimize increases to property taxes and user fees.

Infrastructure Investment Deficit

Aging infrastructure and the demand for new infrastructure due to growth is a challenge for municipalities. The City's 20 Year Investment Plan (2017) projected a needed infrastructure investment of \$1.1 billion over the next twenty years to maintain current service levels. Funding for this investment is from a combination of annual property taxes and user fees, reserves, debt and grants. Current funding sources do not support the \$1.1 billion investment. In 2018, Council approved continuing the annual 1% property tax increases and approved increases to Development Cost Charges to address the funding gap. As well, the City is currently completing reviews that may recommend increases to various user fees. Future updates to the City's 20 Year Investment Plan will monitor progress on closing the funding gap and the City's progress towards sustainable funding for infrastructure investment.

More than two thirds of the City's infrastructure investment plans are funded from reserves including development cost charges. This has reduced the City's reliance on debt or large annual increases to property taxes and user fees for infrastructure investment. The City's prudent approach to managing reserves is evident in this review and recommended changes focus on improving accountability, transparency and resiliency.

This report will provide important information on the development of the City's Reserve Fund Policy and help answer two types of questions:

- Does the City have the right reserves?
- Do the reserves have the right balances?

B FINANCIAL MANAGEMENT AND PLANNING, RESERVE FUNDS AND THEIR PURPOSES

1 OVERVIEW

Prudent and robust financial management supports: delivery of day-to-day services to the community, needed investment in infrastructure and implementation of strategic initiatives.

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.



The City's Five Year Financial Plan and 20 Year Investment Plan outline the utilization of reserves to fund renewal of infrastructure, new/upgraded infrastructure required due to growth and implementation of strategic priorities.

Establishing and managing reserves, which can be compared to 'savings accounts', supports the City's long-term financial stability and sustainability. Each year, monies contributed to reserves provide funding for investment in infrastructure, for implementing strategic initiatives and to mitigate risks. Funding needs for Infrastructure investment can vary from year to year and larger projects require long-term financial strategies to reduce the impact on future property taxes and user fees for the community.

Staff have completed a comprehensive review of the City's reserves and have developed a Reserve Policy for Council's consideration.

2 FUND STRUCTURE

The City's resources and operations are segregated into specific funds for accounting and financial reporting purposes. These funds include general, sewer and water operating funds, general, sewer and water capital funds and statutory reserve funds.

The Sewer Operating Fund tracks operating budgets that deliver day-to-day sanitary sewer services and the Sewer Capital Fund tracks capital investment in infrastructure to support that service. The Sewer Operating Fund also includes operating reserves.

The Water Operating Fund tracks operating budgets that deliver day-to-day water supply, distribution and treatment services and the Water Capital Fund tracks capital investment in infrastructure to support that service. The Water Operating Fund also includes operating reserves.

The General Operating Fund tracks annual operating budgets that deliver all the other day-to-day services provided by the City such as police, fire, parks and recreation, transportation, drainage and solid waste collection as well as corporate services. The General Capital Fund tracks capital investment in infrastructure that supports those services. The General Operating Fund also includes operating reserves.

Statutory Reserve Funds are established for specific purposes under Section 188 of the *Community Charter*. The legislation requires that money in a reserve fund must be used for the purpose for which the fund was established. Each Reserve Fund is implemented through a City bylaw that outlines the purpose of the reserve, the sources of contributions, and what the funds can be used for.

3 ACCUMULATED SURPLUS

The City's annual financial statements include the Consolidated Statement of Financial Position report. This report discloses the City's financial position at the end of each fiscal year and includes Net Financial Assets, Non-Financial Assets and Accumulated Surplus.

Accumulated Surplus includes the following year-end balances:

- Operating Surplus (General, Sewer and Water);
- Operating Reserves; and
- Statutory Reserves Funds.

Operating Surplus (General, Sewer and Water) is the accumulated unallocated operating surplus from prior years. The Operating Surplus for the year ended December 31, 2018 was \$5.5 million for the General Operating Fund, \$6.7 million for the Sewer Operating Fund and \$5.8 million for the Water Operating Fund. Currently, the surplus in each operating fund provide working capital for operating expenditures before property taxes

and/or user fees are collected. Maintaining appropriate working capital levels eliminates or reduces the need to borrow short-term externally and/or internally for operations.

Operating Reserves (General, Sewer and Water) are allocations of accumulated surplus which have been allocated to specific reserves in each operating fund. This report will provide information on these reserves and recommended changes.

Statutory Reserve Funds are specific reserve funds required by Provincial legislation or established by Council. Total Statutory Reserve Funds for the year ended December 31, 2018 was \$41.4 million. This report will provide information on these reserve funds and recommended changes.

4 RESERVES AND THEIR PURPOSES

The primary purposes of reserves are to provide funding for equipment and infrastructure investment, strategic initiatives and to mitigate risk. Reserves are an integral part of the City's financial and long term planning and support effective, efficient and sustainable delivery of services. Availability of funding supports optimum planning for the maintenance and replacement of city infrastructure.

Reserves are classified as Operating Reserves or Statutory Reserves and hold monies until needed. Reserves are like saving accounts or envelopes. Each reserve is set up for a specific purpose. Contributions and withdrawals are tracked and reported for each reserve.

Each Operating Reserve is included in the appropriate operating fund, General, Sewer or Water. While these reserves have specific purposes, they can also be used for any operating or capital purpose with Council's approval through the annual budget process.

Each Statutory Reserve is segregated into a Reserve Fund. These Statutory Reserves, also referred to as Reserve Funds, are required by Provincial legislation or established by Council and receive specific contributions that can only be used in compliance with the appropriate City bylaw and through the annual budget process. Each year interest revenue is allocated to each Statutory Reserve based on their balances.

This report and the accompanying Reserve Policy will use the term 'reserves' to refer to both Operating Reserves and Statutory Reserves.

Current Reserves Summary

Appendix 1 provides an overview of the City's current reserves.

5 PRIMARY PURPOSE OF CITY RESERVES

The City's reserves can be classified into three primary purposes:

1. Risk Mitigation – Some of the City's reserves are used to mitigate risks of various types including risk of uncollected revenues or sudden unplanned expenditures to deliver services.
2. Equipment and Infrastructure Investment – Many of the City's reserves provide funding for renewal of equipment and infrastructure and for new/upgraded infrastructure required due to growth.
3. Strategic Initiatives and Investment – Some of the City's reserves provide funding for Council's priorities.

6 DEVELOPMENT COST CHARGES RESERVES

The City collects Development Cost Charges (DCCs) from developers to assist with the capital cost of infrastructure required due to growth. DCCs are imposed by bylaw pursuant to Section 933 of the *Local Government Act*. The City has implemented a Statutory Reserve for each type of DCC collected: Water Distribution, Roads, Drainage, Sewer, Parks and Water Supply. These bylaws include specific capital investment needed for development and funding from DCC reserves can only be used for these projects.

The City recently completed a review and update to its Development Cost Charges program. In 2018, Council adopted a new DCC bylaw to collect monies for roads, drainage, sanitary sewer, water and parkland development.

Specific projects for infrastructure required due to growth are not fully funded from DCC reserves. The City must assist with a minimum of 1% funding for DCC projects. As well, many DCC projects include a component that benefits existing residents. DCC projects require funding from both DCC and infrastructure reserves.

This report does not include a review of DCC reserves.

C EVALUATION OF CITY RESERVES

1 OVERVIEW

The 2019 – 2023 Financial Plan indicates 59% funding for projects is from reserves and an additional 11% is from DCC reserves. These projects include strategic initiatives, infrastructure renewal and new/upgrades to infrastructure to address capacity and regulatory changes.

Utilization of reserves to accumulate monies and provide funding supports transparent and prudent long-term financial management strategies. The implementation and maintenance of reserves requires ongoing Council and management attention to ensure reserves are still relevant, utilized appropriately and clearly support the City's financial sustainability and strategic goals.

It is important to review the City's reserves to identify opportunities for creating new reserves, eliminating redundant reserves and updating the purpose of existing reserves to best support long-term financial management strategies. This review should ensure that each reserve contributes to stated financial management strategies and that the framework of reserves is efficient and effective.

2 USE OF OPERATING AND STATUTORY RESERVES

The City has two types of reserves: Operating Reserves and Statutory Reserves.

Operating Reserves are established for specific purposes. Funding from specific Operating Reserves can be re-allocated for other purposes at Council's discretion. Contributions to and use of funds is approved by Council during the annual budget process.

Statutory Reserves, required by Provincial legislation and/or are established by Council, are segregated into separate funds. Contributions to and use of monies from statutory reserves is subject to City bylaws and changes are only allowed through amendments to those bylaws. Statutory reserves require more administrative resources due to allocation of interest each year.

We recommend developing criteria to guide decisions when determining whether a reserve should be an Operating or a Statutory Reserve. This would support consistency and transparency for the management of City reserves.

We recommend that a Statutory Reserve be used for reserves that satisfy one or more of the following criteria:

- Reserve is required by Provincial legislation;
- Reserve facilitates contractual requirements or reporting;
- Reserve has specific annual contributions; and
- Reserve has specific long-term organizational purpose.

The Reserve Analysis below will include recommendations for changes to types of existing reserves.

3 EMPLOYEE POST-EMPLOYMENT BENEFITS

The City provides certain post-employment benefits to its employees. An actuarial valuation is used to estimate these benefits and they are recognized as a liability in the City's annual financial statements. This liability represents total estimated payments to current employees as they leave or retire from the organization. Each year actual costs are incurred as employees leave the organization.

A review of the years 2014 to 2018 indicates that the average annual actuarial adjustment for employee post-employment benefits is \$704,172. Starting in 2019, the City implemented changes to its financial processes for annual employee post-employment benefit costs.

Previously the City did not include the actuarial adjustment in the budget. Each year, the City used an allocation of the annual operating surplus to fund these costs. This process was consistent with several other municipalities.

To improve transparency the City has changed its financial process. The estimated 2019 adjustment is now included in the financial plan and will be funded from a reserve. An allocation of the 2019 General Fund operating surplus is expected to replenish the reserve.

The Reserve Analysis recommendations includes utilizing the new General Financial Stability Reserve for funding annual employee post-employment benefit costs. This change will require an annual allocation of General Fund operating surplus to maintain a target minimum balance in the new reserve.

4 RESERVES REVIEW AND ANALYSIS

The review of the City's reserves included evaluation of each reserve including its purpose, contribution sources and utilization for funding. Reserves are grouped by common purposes and recommendations are provided.

Reserves can share common purposes and a framework is used to enhance understanding and evaluation of the City’s reserves.

The Reserves Framework includes the following categories:

- Financial Stability Reserves
- Equipment Reserves
- Infrastructure Reserves
- Parking Reserves
- Property Reserves
- Strategic Reserves
- Other Reserves

Total operating and statutory reserves have increased from \$70.5 million at the end of 2008 to \$113.5 million at the end of 2018. The ‘purchasing power’ of a \$1 in 2008 is not the same as in 2018, therefore, the impact of inflation needs to be considered when assessing the increase in total reserves.

Implementation of the Asset Management Reserves, the Strategic Infrastructure Reserve and the annual review and update of internal charges has been effective in increasing reserve balances and contributing to sustainable funding for equipment and infrastructure replacement and implementation of strategic priorities.

During the period 2009 to 2018, funding for projects from reserves (excluding DCC reserves) was 86% of total contributions to reserves for the same period.

2009 – 2018 Reserve Utilization Summary

Reserve Type	Total Contributions	Total Withdrawals	% Utilization
Sewer Reserves	\$23,027,360	\$21,227,102	92%
Water Reserves	\$59,483,967	\$47,466,149	80%
General Operating Reserves	\$86,051,611	\$83,769,477	97%
General Statutory Reserves	\$91,646,146	\$71,619,786	78%
Total	\$260,209,084	\$224,082,514	86%

Recommendations in this report include:

- Establishing new reserves;
- Maintaining existing reserves;
- Changes that require establishing a new Statutory Reserve and transferring balances from an Operating Reserve to the new Statutory Reserve; and,
- Elimination of an existing reserve.

These recommendations will:

- Ensure the City has a reasonable and prudent reserve framework;
- Establish reserves that adequately address risk, support long-term infrastructure plans and implement strategic goals;
- Utilize statutory and operating reserves consistently; and is
- Consistent with the City's proposed Reserve Policy.

4.1 Financial Stability Reserves

The City has implemented reserves that mitigate specific risks or provide funding for future costs. The review of these reserves will outline recommendations for creating new reserves, eliminating reserves and changes to existing reserves.

The existing Financial Stability Reserves include:

- Allowance for Bad Debts Reserve
- Uninsured Claims Reserve
- Uncollected Taxes Reserve
- RCMP Contract Reserve
- Police Traffic Fines Reserve
- Sanitation Leveling Reserve
- Snow and Ice Control (Roads) Reserve
- Snow and Ice Control (Parks and Recreation Facilities) Reserve
- Water Leveling Reserve

Recommended New Financial Stability Reserves

Implementation of these new reserves will support the City's financial stability and resiliency.

General Financial Stability Reserve

The General Financial Stability Operating Reserve should be implemented to mitigate risk arising from lower than expected revenues or sudden unplanned expenditure needed to maintain delivery of City services (excluding sewer and water services). In addition, going forward, this reserve would fund annual payments for employee post-employment benefits. While employee post-employment expenses can vary year to year, the average over the last five years was \$704,172. Contributions to this reserve will be from an allocation of general operating surplus and/or a budget allocation. A minimum target balance is recommended.

Recommendations:

- Establish the General Financial Stability Operating Reserve;

- Establish the target minimum reserve balance;
- Include annual budget in the City's Five Year Financial Plan for the estimated annual cost of employee post-employment benefits and that this cost be funded from the General Financial Stability Reserve; and
- Each year, a priority for the allocation of the general operating surplus will be to maintain the minimum target balance for the General Financial Stability Reserve.

Sewer Financial Stability Reserve

The Sewer Financial Stability Operating Reserve is analogous to the General Financial Stability Reserve. The purpose of this reserve is to mitigate risk arising from lower than expected revenues or sudden unplanned expenditure needed to maintain delivery of sewer services. Contributions to this reserve will be from an allocation of sewer operating surplus. A minimum target balance is recommended.

Currently, the City transfers the annual sewer operating surplus to the Sewer Operating Reserve. This reserve provides funding for projects to assess, renew or expand sewer infrastructure.

Recommendations:

- Establish the Sewer Financial Stability Operating Reserve; and
- Establish a minimum target reserve balance.

Water Financial Stability Reserve

The Water Financial Stability Operating Reserve is analogous to the General Financial Stability Reserve. The purpose of this reserve is to mitigate risk from lower than expected revenues or sudden unplanned expenditure needed to maintain delivery of water services. Contributions to this reserve will be from an allocation of water operating surplus. A minimum target balance is recommended.

Currently, the City transfers the annual water operating surplus to the Water Operating Reserve. These reserves provide funding for projects to assess, renew or expand water infrastructure.

Annual revenues for water consumption can vary year to year depending on weather conditions during warmer months. As well, water conservation education and awareness is changing the community's demand for water. These factors increase risk to water revenue estimates.

Recommendations:

- Establish the Water Financial Stability Operating Reserve; and
- Establish a minimum target reserve balance.

Existing Financial Stability Reserves

The City currently has operating reserves that mitigate specific risks. These reserves were implemented through allocations of prior year surplus or transfers from existing reserves and do not have annual contributions.

The new General, Sewer and Water Financial Stability Reserves will enable the elimination of some of the following reserves.

RCMP Contract Reserve

The RCMP Contract Operating Reserve, implemented in 2009, mitigates risks where actual expenditures are higher than the budget estimate for the RCMP contract.

In 2016, Council approved annual funding from this reserve for \$212,071 for additional RCMP members, which increased the service level with no impact on property taxes in 2016. Funding annual operating expenditures from reserves is not best practice and subsequent financial plans have reduced the funding from the reserve for the annual RCMP contract.

The 2018 reserve balance is \$2,944,185. The 2019 – 2023 Financial Plan includes funding from this reserve for RCMP members in 2019 for \$127,243, in 2020 for \$84,829 and in 2021 for \$42,415.

Recommendations:

- Maintain this Operating Reserve; and
- Establish a minimum target reserve balance.

Sanitation Leveling Reserve

The Sanitation Leveling Operating Reserve, implemented in 2018, mitigates risks due to unexpected cost increases during implementation of residential automated solid waste collection. User fees are calculated each year to recover costs for collection. This reserve can be used to mitigate risk from lower than expected revenues, sudden unplanned expenditures needed to maintain collection services and to stabilize user fees.

The 2018 reserve balance is \$429,222.

Recommendations:

- Maintain this Operating Reserve; and,
- Contributions will be an allocation of any annual residential collection operating surplus.

Snow and Ice Control Reserves

The City has implemented two Snow and Ice Control (SNIC) Reserves to mitigate risks from actual SNIC costs higher than budget estimate. One reserve is for Roads and the second reserve is for Parks and Recreation facilities.

During the period 2009 to 2018, total contributions to this reserve were \$425,000 and funding from this reserve for severe winter maintenance was \$550,000. The 2018 balance for the combined reserves was \$275,000. The 2019 – 2023 Financial Plan includes annual budget allocations to replenish these reserves.

Recommendations:

- Combine balances into one Snow and Ice Control Operating Reserve;
- Establish a minimum target balance; and,
- Contributions will be an allocation of operating surplus or budget allocation to minimum target balance.

Traffic Fines Reserve

The Police Traffic Fines Operating Reserve was implemented to mitigate risks due to unexpected decreases in annual traffic fines revenues. The B.C. government transfers net revenues from traffic violations to municipalities that are directly responsible for paying for policing. Revenues can vary year to year. Currently, the City transfers any traffic fines revenues in excess of the budget to this reserve.

During the period 2009 to 2018, total contributions to this reserve were \$3.3 million and funding from this reserve for traffic fines revenue shortfalls were \$2.3 million and for police building projects was \$877,921. The 2018 reserve balance is \$908,383.

Recommendations:

- Eliminate this Operating Reserve.

Uninsured Claim Reserve

The Uninsured Claims Operating Reserve was implemented to mitigate risks not covered by the City's liability insurance. The City is insured through the Municipal Insurance Authority of British Columbia (MIA).

Funding from this reserve was used in 2013 in the amount of \$139,629 and in 2017 in the amount of \$147,553. The 2018 balance is \$2,587,805.

Recommendation:

- Eliminate this Operating Reserve.

Uncollected Taxes Reserve

The Uncollected Taxes Operating Reserve was implemented to mitigate risks due to unexpected decreases in property tax revenues.

Funding from this reserve was used in 2009 in the amount of \$599,615, in 2013 in the amount of \$2,827, in 2014 in the amount of \$75,977, in 2015 in the amount of \$331,812 and in 2016 in the amount of \$359,503. The 2018 reserve balance is \$2,570,567.

Recommendations:

- Eliminate this Operating Reserve.

Water Leveling Reserve

The Water Leveling Operating Reserve was implemented to mitigate risks from actual water revenues lower than budget estimate. Contributions to this reserve are from water operating surplus.

Funding from this reserve was used in 2011 in the amount of \$750,000 and in 2015 in the amount of \$490,000. The 2018 balance is \$1,900,000.

Recommendations:

- Eliminate this Operating Reserve.

Proposed Financial Stability Reserves Summary

If above noted recommendations are implemented the City would have six Financial Stability Reserves:

- General Financial Stability Reserve
- Sewer Financial Stability Reserve
- Water Financial Stability Reserve
- RCMP Contract Reserve
- Snow and Ice Control Reserve
- Sanitation Leveling Reserve

4.2 [Equipment Reserves](#)

The City currently has equipment reserves that provide funding for equipment replacement. Annual contributions to these reserves are through internal charges to user departments and reflected in their budget allocations. Funding from these reserves for equipment replacement is included in the annual budget process.

Automated Cart Replacement Reserve

The Cart Replacement Operating Reserve, implemented in 2017, provides funding for replacement of residential carts used in solid waste collection. An internal charge to the Residential Solid Waste department will provide annual contributions to this reserve once borrowing for the initial cart purchase is completed.

This reserve does not have any contributions to date and the balance is \$0.

Recommendations:

- Establish a Cart Replacement Statutory Reserve; and
- Establish a minimum target minimum reserve balance.

Copier Replacement Reserve

The Copier Operating Reserve provides funding for copier replacement. Internal charges to user departments provide annual contributions to this reserve. The City maintains a rolling life-cycle replacement plan for City copier equipment.

During the period 2009 to 2018, total contributions to this reserve were \$703,610 and total funding from this reserve for copier replacement were \$396,560. The 2018 balance is \$432,444.

Recommendations:

- Establish a new Copier Replacement Statutory Reserve; and
- Establish a target minimum reserve balance.

Equipment Depreciation Reserve

The Equipment Depreciation Statutory Reserve provides funding for replacement of the City's fleet including fire apparatus, solid waste collection trucks, heavy-duty construction equipment, ice resurfacers and vehicles. Internal charges to departments provide annual contributions to this reserve. The City maintains a rolling life-cycle replacement plan for all City equipment and vehicles.

During the period 2009 to 2018, total contributions to this reserve were \$15.5 million and total funding from this reserve for replacement of the City's fleet were \$13 million. The 2018 balance is \$6,943,362. This Statutory Reserve is used each year to fund replacement of the City's fleet.

Recommendations:

- Retain this Statutory Reserve; and,
- Establish a target minimum reserve balance.

Information Technology (IT) Reserve

The IT Operating Reserve provides funding for IT corporate infrastructure replacement and improvements. Internal charges to departments provide annual contributions to this reserve. Business cases are required for proposed new/upgraded IT infrastructure and are reviewed during the annual budget process. The City maintains a rolling ten-year investment plan for the City's IT infrastructure.

During the period 2009 to 2018, total contributions to this reserve were \$5.3 million and total funding from this reserve for IT infrastructure were \$6.4 million. The 2018 balance is \$954,567.

Recommendations:

- Establish a new IT Statutory Reserve; and
- Establish a target minimum reserve balance.

4.3 Infrastructure Reserves

The City currently has infrastructure reserves. These reserves are the primary funding sources for infrastructure renewal. Funding from these reserves is included in the annual budget process.

Brechin Boat Ramp Reserve

The Brechin Boat Ramp Operating Reserve provides funding for improvements to the Brechin boat ramp. Net parking revenues from this location provides annual contributions to this reserve. As part of its facility plan, the City maintains a rolling ten-year plan for major maintenance/upgrades to the Brechin Boat Ramp.

During the period 2009 to 2018, total contributions to this reserve were \$268,568 and total funding from this reserve for maintenance/improvements to the Brechin Boat Ramp were \$218,290. The 2018 balance is \$74,488.

Recommendations:

- Retain this Operating Reserve;
- Direct staff to provide additional information on the utilization of the Brechin Boat Ramp; and
- Consider eliminating this reserve.

Cemetery Care Reserve

The Cemetery Care Statutory Reserve, established under the *Cemetery Care Act*, provides funding for ongoing care of the cemetery. Revenues from plot sales provide contributions

to this reserve. Interest earned on monies in this reserve are used to fund annual cemetery operating and maintenance expenditures.

During the period 2009 to 2018, total contributions to this reserve were \$108,951. The 2018 balance is \$584,618.

Recommendation:

- Retain this Statutory Reserve.

Community Works Reserve

The Community Works Statutory Reserve was established in 2005 in compliance with an agreement between Union of BC Municipalities (UBCM) and the City. Annual grant funding from federal gas tax revenues is provided to local municipalities through an agreement between UBCM and senior governments. UBCM then enters into agreements with each municipality which includes specific approved uses for the grant funding. The City's current agreement with UBCM expires in 2024.

During the period 2009 to 2018 total contributions to this reserve were \$30.1 million and total funding from this reserve were \$23.9 million. The 2018 balance is \$8,569,140.

Recommendation:

- Retain this Statutory Reserve.

Facility Development Reserve

The Facility Development Statutory Reserve provides funding for renewal of the City's contributing recreation facilities and for the construction of new recreation facilities that will contribute to the reserve. Annual contributions are provided by an allocation of contributing recreation facility revenues.

During 2009 to 2018 total contributions to this reserve were \$11.6 million and total funding from this reserve were \$10.1 million. The 2018 balance is \$3,210,785.

Recommendations:

- Retain this Statutory Reserve; and,
- Establish a target minimum reserve balance.

General Asset Management Reserve

The General Asset Management Statutory Reserve, established in 2013, provides funding for long-term infrastructure investment (excluding sewer and water infrastructure). Council approved specific annual increases to property taxes to provide contribution to this reserve.

During 2013 to 2018 total contributions to this reserve were \$20 million and total funding from this reserve were \$10.3 million. The 2018 balance is \$11,258,946.

Recommendations:

- Retain this Statutory Reserve;
- Establish a target minimum balance;
- Consider improving clarity of the current bylaw to recognize that the City does fund a portion (assist and benefit for existing residents) of DCC infrastructure projects; and,
- Consider changes to the current bylaw that would allow funding for infrastructure renewal projects classified as operating.

General Capital

The General Capital Operating Reserve was implemented to provide funding for capital investment. Contributions to this reserve are through an allocation of annual General Operating Fund surplus.

During the period 2009 to 2018, total contributions to this reserve were \$14.9 million and total funding for projects from this reserve were \$9.2 million. The 2018 balance is \$5.9 million.

Recommendation:

- Retain this Operating Reserve and allow funding for operating and capital projects; and
- Continue to allocate any residual annual operating surplus to this reserve.

NDSS Community Field Reserve

The NDSS Community Field Maintenance Operating Reserve provides funding for major capital improvements to or replacement of the field. In 2017, the City entered into an agreement with School District #68 (SD #68) to manage utilization and maintenance of the field while SD #68 maintains ownership of the field. An annual contribution by the City and SD #68 and annual net field revenues provides contributions to this reserve.

The 2018 balance is \$30,300.

Recommendation:

- Establish a new NDSS Community Field Statutory Reserve.

Pipers Park Reserve

The Pipers Park Operating Reserve provides funding for improvements to Pipers Park. Annual net rental revenues from facilities in this park provides contributions to this reserve.

During the period 2009 to 2018 total contributions to this reserve were \$43,929 and total funding from this reserve was \$0. The 2018 balance is \$43,929.

Recommendation:

- Retain this Operating Reserve while the facility is rented.

Sewer Asset Management Reserve

The Sewer Asset Management Statutory Reserve, established in 2013, provides funding for long-term sewer infrastructure investment. Council approved specific annual increases to sewer user fees to provide contribution to this reserve.

During 2013 to 2018 total contributions to this reserve were \$5.8 million and total funding from this reserve were \$2.9 million. The 2018 balance is \$2,833,790.

Recommendations:

- Retain this Statutory Reserve;
- Establish a target minimum reserve balance which includes the Sewer Operating Reserve balance in the calculation;
- Consider improving clarity of the current bylaw to recognize that the City does fund a portion (assist and benefit for existing residents) of DCC infrastructure projects; and,
- Consider changes to the current bylaw that would allow funding for infrastructure renewal projects classified as operating.

Sewer Reserve

The Sewer Operating Reserve provides funding for sewer infrastructure assessment programs and renewal. The sewer utility is a self-supporting enterprise and annual sewer user fees provides annual contributions to this reserve.

During 2009 to 2018 total contributions to this reserve were \$17.9 million and total funding from this reserve were \$18.3 million. The 2018 balance is \$11,241,903.

Recommendations:

- Retain this Operating Reserve; and,
- Establish a target minimum reserve balance which includes the Sewer Asset Management Reserve Fund in the calculation.

Vancouver Island Conference Centre (VICC) Reserve

The VICC Operating Reserve provides funding for facility improvements that maintain its market competitiveness. Contributions to this reserve are from any unspent annual budget

allocation. An external contractor operates the VICC. The contractor provides a capital improvement plan to the City.

During the period 2009 to 2018 total contributions to this reserve were \$697,175 and total funding from this reserve were \$204,744. The 2018 balance is \$612,958.

Recommendation:

- Retain this Operating Reserve.

Water Asset Management Reserve

The Water Asset Management Statutory Reserve, established in 2013, provides funding for capital water infrastructure renewal. Council approved specific annual increases to water user fees to provide contribution to this reserve.

During 2013 to 2018 total contributions to this reserve were \$7.3 million and total funding from this reserve were \$2.7 million. The 2018 balance is \$4,646,913.

Recommendations:

- Retain this Statutory Reserve;
- Establish a target minimum reserve balance which includes the Water Operating Reserve balance in the calculation;
- Consider improving clarity of the current bylaw to recognize that the City does fund a portion (assist and benefit for existing residents) of DCC infrastructure projects; and,
- Consider changes to the current bylaw that would allow funding for infrastructure renewal projects classified as operating.

Water Reserve

The Water Operating Reserve provides funding for long-term water infrastructure investment. The water utility is a self-supporting enterprise and annual water user fees provides annual contributions to this reserve.

During 2009 to 2018 total contributions to this reserve were \$52.3 million and total funding from this reserve were \$44.8 million. The 2018 balance is \$20.7 million.

Recommendations:

- Retain this Operating Reserve; and,
- Establish a target minimum reserve balance which includes the Water Asset Management Statutory Reserve in the calculation.

4.4 Parking Reserves

The City has operating Reserves and a Statutory Reserve to provide funding for renewal or upgrades to parking infrastructure or amenities.

Fitzwilliam St Parking

The Fitzwilliam St Parking Operating Reserve was implemented to facilitate a developer contribution for parking amenities at the City owned Prideaux Street Parking lot.

During 2009 to 2018 total contributions to this reserve was \$0 and total funding from this reserve was \$0. The 2018 balance is \$142,868.

Recommendations:

- Retain this Operating Reserve; and,
- Eliminate once all funding has been utilized for its intended purpose.

Parking Reserve

The Parking Operating Reserve provided funding for renewal of parking infrastructure and new parking infrastructure. Annual net revenues from the Parking business unit provide contributions to this reserve. The City maintains a rolling ten-year plan for new/renewal of parking infrastructure.

During the period 2009 to 2018, total contributions to this reserve were \$4.3 million and total funding from this reserve for parking infrastructure were \$3.2 million. Funding for renewal of parking infrastructure was also provided by the General Asset Management Reserve. The 2018 balance is \$1,539,025.

Recommendations:

- Establish a new Parking Statutory Reserve.

Old City Neighbourhood Parking Reserve

The Old City Neighbourhood Parking Statutory Reserve was established in 1993 to provide off-street parking spaces. Contributions to this reserve are from cash-in-lieu payments received from developers. The last contribution to this reserve was in 2010 and no funding has been used from this reserve in the past ten years.

The 2018 balance is \$90,891.

Recommendation:

- Retain this Statutory Reserve.

4.5 Property Reserves

The City has Statutory Reserves and an Operating Reserve for the purchase and sale of land. Both Statutory Reserves are required by the *Community Charter*.

The City undertakes a wide range of land acquisitions each year including rights of way for utilities, land for road widening and new parkland, as well as land for civic facilities and projects. In 2013, Council adopted the Property Management Strategy (PMS) that set out the framework for how the City acquires, disposes of, and manages land assets. Each year the PMS is updated to reflect Council priorities and will be further updated when the new Strategic Plan is adopted by Council in early 2019.

Parkland Dedication Reserve

The Parkland Dedication Statutory Reserve provides funding for the purchase of parkland pursuant to Section 188 of the *Community Charter*. Cash-in-lieu payments received from developers are deposited to this Reserve Fund.

During the period 2009 to 2018, total contributions to this reserve were \$2.4 million and total funding from this reserve for purchase of parkland were \$1.9 million. The 2018 balance is \$1,149,945.

Recommendation:

- Retain this Statutory Reserve.

Property Acquisition Reserve

The Property Acquisition Operating Reserve was established to provide funding for property acquisitions. Property acquisitions include property needed to expand City infrastructure, to implement strategic initiatives and for parkland. Contributions to this reserve are either by allocation of budget or operating surplus.

During the period 2009 to 2018, total contributions to this reserve were \$7.2 million and total funding from this reserve for property acquisitions were \$8.1 million. The 2018 balance is \$3,163,383.

Recommendation:

- Establish a Property Acquisition Statutory Reserve.

Property Sales Reserve

The Property Sales Statutory Reserve receives monies from the sale of civic land and can only be used for capital projects pursuant to Section 188 of the *Community Charter*.

During the period 2009 to 2018, total contributions to this reserve were \$11 million and funding from this reserve were \$12.2 million. The 2018 balance is \$1,140,712.

Recommendation:

- Retain this Statutory Reserve; and,
- Council could consider a minimum target balance for this reserve.

4.6 Strategic Initiatives and Infrastructure Reserves

The City has reserves to provide funding for strategic initiatives and investment identified by Council.

Emission Reduction Reserve

At the 2019-APR-29 Council Meeting, Council approved the creation of a new statutory reserve for the purpose of supporting projects, plans and initiatives that reduce the City of Nanaimo's community wide CO2 emissions to between 50% to 58% below 2010 levels by 2030, and between 94% and 107% below 2010 levels by 2050.

Action:

- Establish new Emission Reduction Statutory Reserve; and
- Confirm calculation and budget for annual contributions to the new reserve.

Housing Legacy Reserve

The Housing Legacy Operating Reserve was implemented to provide funding to support affordable housing in the community including but not limited to property acquisition and capital investment. Annual budget allocations provide contributions to this reserve.

During the period 2009 to 2018, total contributions to this reserve were \$1.5 million and total funding for projects from this reserve were \$1.5 million. The 2018 balance is \$2,364,066.

Recommendation:

- Establish a Housing Legacy Statutory Reserve; and
- Consider a maximum balance for this reserve.

Regional Emission Reduction Reserve

The Regional Emission Reduction Statutory Reserve, established in 2013, in partnership with the Regional District of Nanaimo (RDN), District of Lantzville, City of Parksville and Town of Qualicum Beach. The reserve will provide funding for investment in regional emission reduction initiatives. Annual budget allocations provides contributions to this reserve. To date no projects have been funded from this reserve.

The City is a participant in the Climate Action Revenue Incentive Program (CARIP) which is a conditional grant program that provides funding to local governments who have signed on to the BC Climate Action Charter. Under the Charter, local government signatories commit to take actions to become carbon neutral in the corporate operations and reduce community-wide emissions by creating more complete, compact and energy efficient communities. Annual contributions to the Regional Emission Reduction Reserve are calculated from the City's annual CARIP reporting and annual GHG emissions.

During the period 2013 to 2018, total contributions to this reserve were \$0.5 million and total funding from this reserve was \$0. The contribution for 2017 was \$75,575 based on GHGs reported in the 2016 CARIP report. The 2018 balance is \$549,218.

At the 2019-APR-29 Council Meeting, Council approved the creation of a new statutory reserve and the transfer of the balance in the Regional Emission Reduction Reserve to the new Emission Reduction Reserve.

Action:

- Eliminate this Statutory Reserve.

Special Initiatives Reserve

In past years, at Council's direction, general operating reserves were set up for short-term initiatives. Contributions to these reserves were through an allocation of prior year operating surplus. This flexibility allows Council to respond to emerging issues that require short term funding and minimize impact on future property taxes increases. Examples include:

- allocation of prior year surplus to fund election expenses in the following year,
- allocation of prior year surplus to fund temporary staffing position in the following year.

Establishing a Special Initiatives Reserve will facilitate an allocation of prior year operating surplus for a specific initiative in a subsequent year.

Recommendation:

- Establish a Special Initiatives Operating Reserve.

At Council's direction, contributions to this reserve will be an allocation of year- end operating surplus for specific short-term initiatives.

Strategic Infrastructure Reserve

The Strategic Infrastructure Operating Reserve, established in 2017, provides funding for strategic initiatives and capital infrastructure. Annual casino and Fortis revenues are being transitioned, over a five-year period, from the general operating fund to this new

reserve. These revenues can vary year to year. Annual contributions to this reserve are projected to be \$2.9 million.

During the period 2017 to 2018 total contributions to this reserve were \$3.6 million and total funding from this reserve were \$1.5 million. The 2018 balance is \$2,115,162.

Recommendation:

- Establish a Strategic Infrastructure Statutory Reserve; and
- Establish a target minimum reserve balance.

Strategic Partnerships Reserve

The Strategic Partnership Operating Reserve, established in 2015, provides funding for consultation with Snuneymuxw First Nation regarding joint projects. An allocation of 2015 general operating surplus in the amount of \$250,000 was contributed to this reserve.

The 2018 balance is \$25,543.

Recommendation:

- Confirm if planned projects have been completed; and,
- Maintain this reserve.

Sustainability Reserve

The Sustainability Operating Reserve provides funding for projects that reduce the City's energy consumption or lowers GHG emissions. Annual budget allocations provides contributions to this reserve.

During the period 2009 to 2018, total contributions to this reserve were \$1.5 million and total funding from this reserve for projects were \$2.0 million. The 2018 balance is \$426,655.

Simple payback analysis is required for proposed projects to ensure expected benefits exceed expenditures. The City has completed many projects to reduce energy consumption.

Recommendation:

- Establish a new Sustainability Statutory Reserve.

4.7 Other Reserves

The remaining reserves fulfill either a specific administrative function, comply with a bequest or are for short-term purposes.

911 Reserve

911 services are provided through two functions: 911 Public Safety Answering Point (PSAP) and 911 FireComm. The Central Island 911 Partnership manages 911 services for the City of Nanaimo, the Regional District of Nanaimo and the Cowichan Valley Regional District. In November 2015, the partnership entered into an agreement with Emergency Communications of British Columbia Incorporated (EComm 911) to provide PSAP services. Funding for 911 services is a cost share between the City (46%), the Regional District of Nanaimo (10%) and the Cowichan Valley Regional District (44%).

The 911 Operating Reserve provides funding for annual operating expenses and replacement/new/upgraded 911 equipment. An internal charge to the 911 department provides annual contributions to this reserve. The City maintains a rolling ten-year plan for replacement/new furniture and equipment required for 911 services.

During the period 2009 to 2018, total contributions to this reserve were \$504,130 and total funding from this reserve for projects were \$188,524. The 2018 balance is \$624,700.

Recommendations:

- Establish a new 911 Statutory Reserve.

Allowance for Bad Debts

The Allowance for Bad Debts Operating Reserve was implemented to provide funding for small miscellaneous bad debt write-offs at year end. An allocation of surplus at each year end maintains the \$50,000 reserve balance.

Recommendation:

- Eliminate this Operating Reserve.

Casino Reserve

Each year, the City receives from the B.C. Government an allocation of annual net earnings from casino operations. These revenues can vary year to year. The 2019 budget for casino revenues is \$2.4 million. Up to 2016, casino revenues were used to fund day-to-day services, community grants and debt repayment in the general operating fund. In 2016, Council approved the transition of casino revenues from the general operating fund to a new Strategic Infrastructure Reserve starting in 2017. The transition will be over five years and completed in 2021. Each year, the City must report how it uses casino revenues to the B.C. Government.

The Casino Operating Reserve was established with an allocation of casino revenues in prior years. The primary purpose of the reserve was to mitigate risk where casino revenues received by the City are lower than the budget estimate.

During the period 2009 to 2018, total contributions to the Casino operating Reserve were \$2.2 million and total funding from this reserve were \$1.0 million. Funding from this reserve has been used when casino revenues have been lower than the budget estimate. The 2018 balance is \$1,448,844.

Recommendation:

- Maintain this Operating Reserve;
- Utilize the available funding for eligible expenditures; and,
- Eliminate this reserve once all the funding has been allocated.

Colliery Dam Reserve

The Colliery Dam Reserve was implemented to provide funding for major rehabilitation of the Lower Colliery Dam. The project has been completed. A balance of \$116,924 remains in this reserve.

Recommendation:

- Eliminate this Operating Reserve.

Firehall Improvements Reserve

The Firehall Improvements Reserve was implemented to provide funding for improvements to City fire stations. A balance of \$396,414 remains in this reserve.

Recommendation:

- Eliminate this Operating Reserve

Fire Training Centre Reserve

The Fire Training Centre Reserve was implemented to provide funding for improvements to the Fire Training Centre. A balance of \$178,675 remains in this reserve.

Recommendation:

- Eliminate this Operating Reserve

Knowles Estate Reserve

The Knowles Estate Statutory Reserve, established in 2007, due to a bequest. Only accumulated interest may be spent for parks and sport facility improvements or equipment in the south end of the City.

During the period 2009 to 2018, total contributions to this reserve were \$92,829 and total funding for projects from this reserve were \$75,929. The 2018 balance is \$429,499.

Recommendation:

- Retain this Statutory Reserve.

Prior Year Carry-Forward Reserve

The Prior Year Carry-Forward Operating Reserve was implemented in 2015 to enable efficient administration of budgets that needed to be carried forward from the current fiscal year to the following year.

The City's Financial Plan identifies specific budgets for projects to be completed each year. Where projects are not completed or delayed, budget may be carried forward to the following year. Under specific circumstances, operating budgets may also be carried forward from one fiscal year to the next. Prior to implementation of this reserve the City used many separate operating reserves to administer the carry forward of budgets from one fiscal year to the next.

The 2018 balance is \$3,380,118 which provided funding for projects in 2019 that were not completed or were delayed in 2018.

Recommendation:

- Retain this Operating Reserve.

Uncollected Parking Revenues Reserve

The Uncollected Parking Revenues Operating Reserve was implemented to provide funding for small parking revenue write-offs at year end.

The 2018 balance is \$7,958.

Recommendations:

- Eliminate this Operating Reserve.

Vancouver Island Fire Academy Reserve

The Vancouver Island Fire Academy Reserve was implemented to provide funding for development of fire training programs. A balance of \$507,451 remains in this reserve.

Recommendation:

- Eliminate this Operating Reserve.

D TARGET BALANCES

1 OVERVIEW

As previously noted, the City maintains reserves to mitigate risks from unexpected decreases in revenues or increases in expenditures, to set aside money in advance for planned future obligations to employees, to set aside money for new/replacement of infrastructure that delivers City services and to implement strategic initiatives.

Establishing target minimum or maximum reserve balances, where appropriate, ensure that specific reserves are able to fulfill their purpose or do not grow beyond their intended purpose.

The review of the City's reserves included evaluating if a reserve should have a minimum or maximum balance and the appropriate methodology for determining the target balance. The review considered:

- Government Finance Officers Association (GFOA) best practices;
- The City's current annual contribution commitments to reserves; and,
- Known future funding needs for infrastructure renewal and strategic initiatives.

The GFOA, the professional association of government finance officials throughout Canada and the United States, has prepared statements of 'best practices' to assist local governments in developing financial management policies, practices and reporting.

The City's financial planning processes would strive to maintain the recommended target minimum reserve balances for the Five Year Financial Plan. If a reserve was reduced below its target minimum balance, the budget review process would both clearly disclose if/when a reserve balance fell below the minimum target and the strategy to restore the reserve's balance to its minimum target.

2 TARGET RESERVE BALANCES NOT REQUIRED

Where reserves have been established to segregate specific revenues, target minimum balances are not always appropriate and would unduly limit funding for projects and strategic opportunities and initiatives.

Due care will need to be taken to ensure that projects funded from these reserves include adequate contingencies to allow for unexpected cost increases.

We recommend that the following reserves do not require target minimum balances:

- 911
- Brechin Boat Ramp
- Casino
- Cemetery Care

- Community Works
- Emission Reduction
- Fitzwilliam St Parking
- General Capital
- Housing Legacy
- NDSS Community Field Maintenance
- Old City Parking
- Parking
- Parkland Dedication
- Pipers Park
- Prior Year Carry Forward
- Property Acquisition
- Property Sales
- Sanitation Levelling
- Special Initiatives
- Strategic Partnerships
- Sustainability
- VICC Reserve

These reserves can be fully utilized in the Five Year Financial plan and in the 10 Year Project Plan.

3 TARGET BALANCES FOR FINANCIAL STABILITY RESERVES

The Financial Stability Reserves mitigate risk from unexpected decreased revenues or increased expenditures. Each year, a robust planning process updates the City's Five Year Financial Plan and includes budgeted annual revenues and expenditures. The City also maintains ten and twenty year planning processes. Monthly and quarterly financial reports monitor financial results during the current year to identify emerging issues and provide the ability for management to take proactive actions.

Overall, the City's risks for unplanned expenditures or decreases in revenues are considered lower due to:

- Robust planning processes for both operating and capital activities;
- A stable and steady demand for services;
- Ability to control revenues and expenditures; and,
- Establishment of Equipment and Infrastructure Reserve Funds with annual contributions.

The GFOA recommends a target balance in 'working capital' between 45 and 90 days of expenditure budgets. 'Working capital' for local governments can be equated to unrestricted operating reserve balances in the General Operating Fund, the Sewer Operating Fund and the Water Operating Fund.

General Financial Stability Reserve

The General Financial Stability Reserve will mitigate risks related to the General Operating Fund excluding the RCMP contract, snow and ice control, residential solid waste collection, sewer and water services. Separate reserves, identified below, will mitigate risks for the services not included in the General Financial Stability Reserve. The General Operating Fund includes the day-to day operating expenditures and revenues that deliver all City services excluding sewer and water services.

We recommend that the target balance for the General Financial Stability Reserve be equal to 60 days of the prior year's budgeted annual expenditures in the General Operating Fund (excluding the RCMP contract, snow and ice control and solid waste collection expenditures).

Contributions to the reserve to maintain the target minimum balance can be from general operating surplus or budget allocation.

RCMP Contract Reserve

The Police Financial Stability Reserve will mitigate risk related to the RCMP contract. The City does not budget for 100% of the annual RCMP contract due to vacancies and to minimize an operating surplus. The annual operating budget estimate for 2019 was 92% of the RCMP contract and the estimate is increased to 93% for 2020.

We recommend that the target balance for the RCMP Contract Reserve be equal to the prior year's unbudgeted % of the contract expenditure plus provision for any other contingent liabilities related to the RCMP contract. Further changes to the annual budget % are not expected.

Contributions to the reserve to maintain the target minimum balance can be from general operating surplus or budget allocation.

Snow and Ice Control Reserve

The Snow and Ice Control Reserve will mitigate risk due to a harsher winter weather and impact on the annual SNIC operating budget. The annual seasonal costs for SNIC control can vary significantly. During the period 2008 to 2017, the highest cost winter was \$1,449,888 in 2008 and the lowest cost winter was \$214,901 in 2015.

We recommend that the target balance equal the 2018 SNIC operating budget plus 50%. An analysis of seasonal SNIC expenditures for the period 2008 to 2017 showed the highest cost season was \$1.6 million (2008/2009 winter). The minimum reserve balance of \$1.2 million plus the annual operating budget would provide adequate funding for a severe winter. To provide a stable amount, the target minimum balance would be reviewed every three years.

Contributions to the reserve to maintain the target minimum balance can be from SNIC operating surplus, general operating surplus or budget allocation.

Sewer Financial Stability Reserve

The Sewer Financial Stability Reserve will mitigate risks related to the Sewer Operating Fund. The Sewer Operating Fund includes the day-to-day operating expenditures and revenues that deliver sewer services.

We recommend that the target balance for the Sewer Financial Stability Reserve equal 45 days of the prior year's budgeted annual expenditures in the Sewer Operating Fund. Annual sewer user fees are a flat amount, therefore, risks to revenue volatility is much lower than the General Operating Fund.

Contributions to the reserve to maintain the target minimum balance can be from sewer operating surplus or budget allocation.

Water Financial Stability Reserve

The Water Financial Stability Reserve will mitigate risks related to the Water Operating Fund. The Water Operating Fund includes the day-to-day operating expenditures and revenues that deliver water services.

We recommend that the target balance for the Water Financial Stability Reserve equal 60 days of the prior year's budgeted annual expenditures in the Water Operating Fund. Annual water revenues can vary depending on summer weather conditions.

Contributions to the reserve to maintain the target balance can be from water operating surplus or budget allocation.

4 TARGET BALANCES FOR EQUIPMENT AND INFRASTRUCTURE RESERVES

There are two components for establishing target balances for equipment and infrastructure reserves.

The first component provides a 'contingency' to mitigate risks related to unplanned infrastructure renewal usually due to early failure or where expenditures for a planned project are higher than planned. The City undertakes a rigorous long-term planning process and development of detailed cost estimates and inclusion of a reasonable contingency for each project. However, unknown conditions, including market conditions and other issues can unexpectedly increase project costs.

The second component relates to the City's planned investment. The City has well developed planning processes that include condition and capacity assessment programs, monitoring maintenance and operational issues and comprehensive data collection for infrastructure. Each year the Five Year Financial Plan and 10-year project plan are updated to include planned project expenditures and funding sources. In addition, the City's continued commitment to developing and implementing asset management best practices contributed to the development of a 20 Year Investment and Asset Management Plan (March 2017). The 20 Year Plan used current infrastructure replacement costs to determine future funding needs. Historical costs used for amortization of costs in the City's accounting records do not reflect future costs the City will incur to replace, upgrade or construct new infrastructure.

Determining target balances for equipment and infrastructure reserves will consider both components. The GFOA does not offer recommendations for equipment and infrastructure reserve minimum balances and it would be difficult to compare to other municipalities where planning processes, maintenance programs and other conditions can vary significantly. We have looked to a reasonable approach that will provide a minimum balance that mitigates risks and will not negatively impact funding available for planned projects.

The recommended target minimum equipment and infrastructure reserve balances include:

- Contingency component
 - 1% of current infrastructure/equipment replacement cost; or,
 - Average of last 10 years project expenditures.
- Planned projects component – funding required for 10 year project plan.

Automated Cart Replacement Reserve

For the Automated Cart Replacement Reserve the recommended target minimum reserve balance is based on 1% of current cart replacement cost.

The purchase cost of carts for the implementation of automated collection was \$4.2 million. Therefore, a target minimum reserve balance would be \$42,000 after funding allocated for the 10-year cart replacement plan. The minimum reserve balance would be effective once annual contributions to the reserve begin in 2023. To provide a stable amount, the target minimum balance would be reviewed every five to ten years.

A review of the 2019 – 2028 cart replacement plan indicates that this reserve does not fall below this minimum balance.

Copier Replacement Reserve

For the Copier Replacement Reserve the recommended target minimum reserve balance is based on the average annual funding from this reserve for the past ten years.

Between 2008 and 2017, total funding from the Copier operating reserve was \$478,000, therefore, the average annual withdrawal was \$47,800. The minimum balance for this reserve would be \$50,000 after funding allocated for the 10-year copier replacement plan. To provide a stable amount, the target minimum balance would be reviewed every five to ten years.

A review of the 2019 – 2028 copier replacement plan indicates that this reserve does not fall below this minimum balance.

Equipment Depreciation Reserve

For the Equipment Depreciation Reserve the recommended target minimum reserve balance is based on 1% of current equipment replacement cost.

The 20 Year Investment Plan indicated a current equipment replacement cost of \$27 million, therefore, a target minimum reserve balance would be \$270,000 after funding allocated for the 10-year equipment replacement plan. To provide a stable amount, the target minimum balance would be reviewed on the next update of the City's 20 Year Investment Plan/every five to ten years.

A review of the 2019 – 2028 equipment replacement plan indicates that this reserve does not fall below this minimum balance.

Facility Development Reserve

For the Facility Development Reserve the recommended target minimum reserve balance is based on the average annual funding from this reserve for the past ten years.

Between 2008 and 2017, total funding from the Facility Development Reserve Fund was \$9.3 million, therefore, the average annual withdrawal was \$930,000. The minimum balance for this reserve would be \$1,000,000 after funding allocated for the 10-year Recreation Facility project plan. To provide a stable amount, the target minimum balance would be reviewed every five to ten years.

A review of the 2019 – 2028 project plan indicates that this reserve does not fall below this minimum balance.

General Asset Management Reserve

For the General Asset Management Reserve the recommended target minimum reserve balance is based on .25% of current infrastructure replacement cost. The 20 Year Plan indicated a replacement cost of all infrastructure of \$1.4 billion, excluding sewer and water infrastructure. Therefore, a minimum reserve balance would be \$3.5 million after funding allocated for the 10-year infrastructure project plan. To provide a stable amount,

the target minimum balance would be reviewed on the next update of the City's 20 Year Investment Plan/every five to ten years.

A review of the 2019 – 2028 project plan indicates that the reserve does not fall below this minimum balance.

IT Reserve

For the IT Reserve the recommended target minimum reserve balance is based on the average annual funding from this reserve for the past ten years.

Between 2008 and 2017, total funding from the IT operating reserve was \$5.7 million, therefore, the average annual withdrawal was \$570,000. The minimum balance for this reserve would be \$575,000 after funding allocated for the 10-year IT project plan. To provide a stable amount, the target minimum balance would be reviewed every five to ten years.

A review of the 2019 – 2028 IT project plan indicates that this reserve does not fall below this minimum balance.

Sewer Asset Management Reserve

For the Sewer Asset Management Reserve the recommended target minimum reserve balance is based on .25% of current sewer infrastructure replacement cost. The 20 Year Plan indicated a replacement cost of sewer infrastructure of \$597 million. Therefore, a minimum reserve balance would be \$1.5 million after funding allocated for the 10-year sewer infrastructure project plan. To provide a stable amount, the target minimum balance would be reviewed on the next update of the City's 20 Year Investment Plan/every five to ten years.

As both the Sewer Operating Reserve and the Sewer Asset Management Reserve provide funding for sewer infrastructure investment, both reserve balances can be combined and compared to the above-noted target.

A review of the 2019 – 2028 project plan indicates that the total of both reserves does not fall below this target minimum balance.

Water Asset Management Reserve

For the Water Asset Management Reserve the recommended target minimum reserve balance is based on .25% of current water infrastructure replacement cost. The 20 Year Plan indicated a replacement cost of water infrastructure of \$976 million. Therefore, a minimum reserve balance would be \$2.4 million after funding allocated for the 10-year water infrastructure project plan. To provide a stable amount, the target minimum

balance would be reviewed on the next update of the City's 20 Year Investment Plan/every five to ten years.

As both the Water Reserve and the Water Asset Management Reserve are used for water infrastructure investment, both reserve balances can be combined and compared to the above-noted target.

A review of the 2019 – 2028 project plan indicates that the total of both reserves does not fall below this minimum balance.

5 TARGET BALANCE FOR STRATEGIC RESERVE

Strategic Infrastructure Reserve

Annual contributions to the Strategic Infrastructure Reserve are from annual revenues received from Fortis and from casino operations. These revenues can vary year to year. We recommend that the minimum target balance for this reserve equal 15% of the prior year's budgeted annual Fortis and casino revenues. The 2019 budget for these revenues is \$480,000 for Fortis and \$1,600,000 for casino for a total of \$2,080,000.

A review of the 2019 – 2028 project plan indicates that this reserve does not fall below the minimum balance.

6 REPLENISHMENT OF RESERVES

Where the City must use funding from a financial stability reserve and that reserve balance falls below the target minimum balance, a replenishment plan for that reserve will need to be developed. We recommend that the Reserve Policy state that a replenishment plan be adopted at the same time as the decision to reduce a reserve below its target minimum balance.

The GFOA recommends a suggested time-frame of one to three years for replenishment of reserves to minimum target balances. Extenuating circumstances may require a municipality to replenish reserves over a longer time-frame.

Strategies for replenishment can include:

- Allocation from operating surplus
- Budget allocations

Each year the City has experienced a general operating fund surplus. The amount can vary significantly year to year and is usually a result of higher than expected revenues or lower expenditures due to staff vacancies and other variances from budget. Many of the City's current reserves for risk mitigation were created from allocations of an operating surplus. This approach does not have an impact on property taxes.

Replenishment of reserves through a budget allocation will have an impact on subsequent year's property taxes unless budget reductions are made in other areas. For example, the 2019 – 2023 Financial Plan has a budget allocation to replenish SNIC reserves and this has had a minor impact on property tax increases.

Where the condition(s) that required the utilization of funding from one of the financial stability reserves is one-time, every effort should be made to replenish the reserve within the three-year time-frame. Examples could include a legal judgement against the City or a major wildfire.

Where the condition(s) that required the utilization of funding from one of the financial stability reserves is significant or permanent the next Five Year Financial Plan will need to address both the replenishment of the reserve and any needed change in the annual operating budget to avoid future budget shortfalls. An example could include where a senior government changes a revenue sharing agreement where annual revenues will decrease and the impact will start in the current year. This may create a need to use funding from the General Financial Stability Reserve for the current year if the annual operating surplus is not available or adequate to cover the revenue shortfall. The Five Year Financial Plan will need to include a budget allocation to replenish the General Financial Stability Reserve and a decrease to the annual revenue sharing budget. Council can approve extending the replenishment of the reserve past three years to spread the impact on property taxes over more years.

7 RECOMMENDED TARGET BALANCES SUMMARY

Appendix 2 provides a summary of reserves and recommended target minimum balances.

8 FINANCIAL IMPACTS

Target Balances

Recommendations in this report include the reallocation of some reserve balances and unallocated surplus. These transfers are outlined in Appendix 4. Each reserve with a recommended minimum target balance will have the minimum target balance once all changes recommended in this report have been implemented.

Accumulated Surplus

Accumulated surplus at the end of December 31, 2019 will be transferred to reserves as outlined in Appendix 4.

Investment Income

Currently, the interest earned on Operating Reserves is allocated to the General Operating Fund and is a revenue source for day-to-day operations in that fund. The 2019 budget for investment income is \$1,900,000 and a portion is due to interest earned on monies in operating reserves.

The recommended changes in this report include the establishment of several new Statutory Reserves and the transfer of several Operating Reserve balances to the new Statutory Reserves. In compliance with the *Community Charter*, Section 189 interest earned on monies in a Statutory Reserve must be allocated to that reserve. The impact of this transfer of monies from Operating Reserves to Statutory Reserves will reduce the annual investment income in the General Operating Fund by an estimated \$230,000. This change will impact the 2020 budget. Interest income will be allocated to the new Statutory Reserves based on their balances and will increase funding available from these reserves.

E SUMMARY OF RECOMMENDATIONS

With Council's approval, the following recommendations are intended to be fully implemented by January 1, 2020 and will be reflected in the 2020 – 2024 Financial Plan.

1. Establish the following new Operating Reserves:
 - a. General Financial Stability
 - b. Sewer Financial Stability
 - c. Water Financial Stability
 - d. Special Initiatives.

2. Establish new Statutory Reserves, approve related bylaws and transfer balances from corresponding Operating Reserves to new Statutory Reserves:
 - a. 911
 - b. Cart Replacement
 - c. Copier Replacement
 - d. Housing Legacy
 - e. Information Technology
 - f. NDSS Field Maintenance
 - g. Parking
 - h. Property Acquisition
 - i. Strategic Infrastructure
 - j. Sustainability

3. Establish new Emission Reduction Statutory Reserve and transfer balance from Regional Emission Reduction Reserve.

4. Eliminate the following reserves:
 - a. Allowance for Bad Debts
 - b. Colliery Dam
 - c. Firehall Improvements
 - d. Fire Training
 - e. Regional Emission Reduction
 - f. SNIC (two reserves combined into one reserve)
 - g. Traffic Fines
 - h. Uncollected Parking Revenues
 - i. Uncollected Taxes
 - j. Uninsured Claim
 - k. VI Fire Academy
 - l. Water Levelling.

E SUMMARY OF RECOMMENDATIONS (Continued)

5. Transfer reserve balances as outlined in Appendix 4.
6. Approve the methodology for determining target balances for each reserve as outlined in Appendix 2 of this report.
7. Approve the Reserves Policy.
8. Direct staff to report annually to Council on the status of all City reserves as outlined in the Reserve Policy.

Appendix 1: Existing Reserve Summary

Reserves	Type	Primary Purpose	Projected Balance - December 31, 2019
Financial Stability Reserves			
RCMP Contract	Operating Reserve	Risk mitigation for actual costs higher than budget estimate.	\$ 2,816,942
Sanitation Leveling Reserve	Operating Reserve	Risk mitigation during implementation of automated solid waste collection and repayment of borrowing.	\$ 488,875
Snow and Ice Control (Parks and Recreation)	Operating Reserve	Risk mitigation for actual costs higher than budget estimate.	\$ 150,000
Snow and Ice Control (Roads)	Operating Reserve	Risk mitigation for actual costs higher than budget estimate.	\$ 300,000
Traffic Fines	Operating Reserve	Risk mitigation for actual traffic fine revenues below budget estimate.	\$ 908,383
Uncollected Taxes	Operating Reserve	Risk mitigation for lower property tax collections due to assessment appeals/other.	\$ 2,759,115
Uninsured Claims	Operating Reserve	Risk mitigation for uninsured property and liability claims.	\$ 2,587,805
Water Levelling Reserve	Operating Reserve	Risk mitigation for actual revenues lower than budget estimate	\$ 1,900,000
Subtotal Financial Stability Reserves			\$ 11,911,120
Equipment Reserves			
Automated Cart Replacement	Operating Reserve	Planned projects	\$ -
Copier Replacement	Operating Reserve	Planned projects	\$ 396,476
Equipment Depreciation	Statutory Reserve	Planned projects	\$ 5,658,949
Information Technology (IT)	Operating Reserve	Planned projects	\$ 899,433
Subtotal Equipment Reserves			\$ 6,954,858
Infrastructure Reserves			
Brechin Boat Ramp	Operating Reserve	Planned projects	\$ 96,218
Cemetery Care	Statutory Reserve	Planned projects	\$ 592,118
Community Works Fund	Statutory Reserve	Planned projects that meet agreement criteria	\$ 5,916,671
Facility Development	Statutory Reserve	Planned projects for facility renewal/upgrade or for new community recreational facility.	\$ 2,872,657
General Asset Management	Statutory Reserve	Planned capital projects	\$ 3,646,476
General Capital	Operating Reserve	Infrastructure investment.	\$ 5,900,534
NDSS Community Field Maintenance	Operating Reserve	Planned projects for NDSS Community Field replacement/improvements	\$ 60,900
Pipers Park	Operating Reserve	Planned projects for improvements to Pipers Park	\$ 53,579
Sewer	Operating Reserve	Planned projects	\$ 8,493,384
Sewer Asset Management	Statutory Reserve	Planned capital projects	\$ 1,392,109
Vancouver Island Conference Centre (VICC)	Operating Reserve	Planned projects for VICC renewal	\$ 524,258
Water	Operating Reserve	Planned projects	\$ 9,268,426
Water Asset Management	Statutory Reserve	Planned capital projects	\$ 2,513,803
Subtotal Infrastructure Reserves			\$ 41,331,133

Appendix 1: Existing Reserve Summary

Reserves	Type	Primary Purpose	Projected Balance - December 31, 2019
Parking Reserves			
Fitzwilliam St Parking	Operating Reserve		\$ 142,868
Old City Neighbourhood Parking	Statutory Reserve	Dedicated funding source	\$ 92,254
Parking Reserve	Operating Reserve	Planned capital projects	\$ 1,025,866
Subtotal Parking Reserves			\$ 1,260,988
Property Acquisition Reserves			
Property Acquisition	Operating Reserve	dedicated funding source	\$ 3,163,383
Parkland Dedication	Statutory Reserve	dedicated funding source	\$ 1,254,664
Property Sales	Statutory Reserve	dedicated funding source	\$ 1,157,823
Subtotal Property Reserves			\$ 5,575,870
Strategic Initiatives Reserves			
Housing Legacy	Operating Reserve	dedicated funding source	\$ 2,371,937
Regional Emission Reduction	Operating Reserve	dedicated funding source	\$ 634,329
Strategic Infrastructure	Operating Reserve	dedicated funding source	\$ 2,176,586
Strategic Partnerships	Operating Reserve	dedicated funding source	\$ 25,543
Sustainability	Operating Reserve	dedicated funding source	\$ 244,644
Subtotal Strategic Reserves			\$ 5,453,039
Other Reserves			
911 Furniture/Equipment Replacement	Operating Reserve	Planned projects	\$ 624,695
Allowance for Bad Debts	Operating Reserve		\$ 44,000
Casino Reserve	Operating Reserve		\$ 1,448,844
Colliery Dam Reserve	Operating Reserve		\$ 116,924
Fire Training Centre	Operating Reserve		\$ 178,675
Firehall Improvements	Operating Reserve		\$ 396,414
General	Operating Reserve	Transition of MSP changes	\$ 46
Knowles Estate	Statutory Reserve	dedicated funding source	\$ 397,656
Prior - Year Carry Forwards	Operating Reserve	Administrative	\$ -
Uncollected Parking Revenue	Operating Reserve	Administrative	\$ 7,958
Vancouver Fire Academy	Operating Reserve		\$ 507,451
Subtotal Other Reserves			\$ 3,722,663
Total			\$ 76,209,671

Appendix 2: Recommended Reserve Minimum Target Balances

Reserve	Primary Purpose of Reserve	Recommended Basis for Target Balance	Recommended Minimum Target Balance	Minimum Target Recalculation Frequency
Financial Stability Reserves				
General Financial Stability	Risk Mitigation	60 days of prior year's budgeted general operating expenditures plus average annual employee post-employment benefits (last 5 years)	\$ 16,408,806	Annually
RCMP Contract	Risk Mitigation	% of prior year's budgeted contract expense not budgeted	\$ 1,881,186	Annually
Sewer Financial Stability	Risk Mitigation	45 days of prior year's budgeted sewer operating expenditures	\$ 471,249	Annually
Snow and Ice Control	Risk Mitigation		\$ 1,200,000	Every 3 Years
Water Financial Stability	Risk Mitigation	60 days of prior year's budgeted water operating expenditures	\$ 1,701,055	Annually
Equipment Reserves				
Cart Replacement	Planned Project Expenditures	minimum 1% of replacement cost plus funding for 10 year replacement plan	\$ 42,000	Every 5 - 10 Years
Copier Replacement	Planned Project Expenditures	\$50k (last 10 year average) plus 10 year replacement plan	\$ 50,000	Every 5 - 10 Years
Equipment Depreciation	Planned Project Expenditures	minimum 1% of replacement cost plus funding for 10 year replacement plan	\$ 270,000	On update of 20 Year Investment Plan/ Every 5 - 10 Years
Information Technology	Planned Project Expenditures	\$575,000 (last 10 year average) plus 10 year project plan	\$ 575,000	Every 5 - 10 Years
Infrastructure Reserves				
Facility Development	Planned Project Expenditures	\$1 million (last 10 year average) plus 10 year project plan	\$ 1,000,000	Every 5 - 10 Years
General Asset Management	Planned Project Expenditures	minimum 0.25% of replacement cost plus funding for 10 year capital program	\$ 3,487,500	On update of 20 Year Investment Plan/ Every 5 - 10 Years
Sewer	Planned Project Expenditures			
Sewer Asset Management	Planned Project Expenditures	minimum 0.25% of replacement cost plus funding for 10 year capital program	\$ 1,492,500	On update of 20 Year Investment Plan/ Every 5 - 10 Years
Water	Planned Project Expenditures			
Water Asset Management	Planned Project Expenditures	minimum 0.25% of replacement cost plus funding for 10 year capital program	\$ 2,440,000	On update of 20 Year Investment Plan/ Every 5 - 10 Years
Strategic				
Strategic Infrastructure	Planned Project Expenditures	15% of prior year's budgeted annual contributions	\$ 312,000	Annually
Other				
Knowles Estate	Planned Project Expenditures	Compliance with bequest	\$ 385,952	Bequest

Appendix 3: New Reserve Summary

Reserves	Primary Purpose	Reserve Type	Annual Contributions Source
Financial Stability Reserves			
General Financial Stability	Risk mitigation for unplanned expenses or decrease in revenues	Operating	Allocation of prior year surplus if available or budget allocation
RCMP Contract Financial Stability	Risk mitigation for unplanned expenses	Operating	Allocation of prior year surplus if available or budget allocation
Sanitation Leveling	Risk mitigation for unplanned expenses or decrease in revenues	Operating	Allocation of Sanitation Surplus or allocation from sanitation budget
Sewer Financial Stability	Risk mitigation for unplanned expenses or decrease in revenues	Operating	Allocation of net sewer revenues or sewer budget allocation
Snow and Ice Control	Risk mitigation for actual costs higher than annual budget estimate.	Operating	Allocation of prior year surplus if available or budget allocation
Water Financial Stability	Risk mitigation for unplanned expenses or decrease in revenues	Operating	Allocation of net water revenues or budget allocation
Equipment Reserves			
Cart Replacement	Planned cart replacement program	Statutory	Annual Internal Charges
Copier Replacement	Planned copier replacement program	Statutory	Annual Internal Charges
Equipment Depreciation	Planned equipment replacement	Statutory	Annual Internal Charges
Information Technology	Planned IT infrastructure projects, new/upgraded infrastructure supported by business case	Statutory	Annual Internal Charges
Infrastructure Reserves			
Brechin Boat Ramp	Renewal or improvements to the Brechin Boat ramp facilities	Operating	Parking revenues
Cemetery Care	Planned projects	Statutory	Annual Internal Charges
Community Works Fund	Planned projects that meet agreement eligibility criteria	Statutory	UBCM grant
Facility Development	Planned projects for facility renewal/upgrade or for new community recreational facility.	Statutory	Annual internal allocation
General Asset Management	Planned capital projects	Statutory	Allocation of annual property taxes
General Capital	Infrastructure investment	Operating	
NDSS Community Field Maintenance	Planned projects for NDSS Community Field replacement/improvements	Statutory	Net rental revenues if available
Pipers Park	Planned projects for improvements to Pipers Park	Operating	Net rental revenues if available
Sewer Asset Management	Planned capital projects	Statutory	Allocation of user fees
Sewer Operating	Planned projects	Operating	Net sewer operating revenues
Vancouver Island Conference Centre (VICC)	Planned projects for VICC renewal	Operating	Unspent annual budget allocation to contractor
Water Asset Management	Planned capital projects	Statutory	Allocation of user fees
Water Operating	Planned projects	Operating	Allocation of net water operating revenues

Appendix 3: New Reserve Summary

Reserves	Primary Purpose	Reserve Type	Annual Contributions Source
Parking Reserves			
Fitzwilliam St Parking		Operating	
Old City Neighbourhood Parking	Creation of new off-street parking spaces	Statutory	Cash in Lieu payments from developers
Parking Reserve	Planned capital projects	Statutory	Net parking revenues
Property Reserves			
Parkland Dedication	Purchase of parkland only	Statutory	Cash in Lieu payments from developers
Property Acquisition	Property purchases	Statutory	Allocation of unspent annual budget for property acquisition
Property Sales	Planned capital projects	Statutory	Sale of civic land
Strategic Reserves			
Emission Reduction	Provide funding for projects, plans and initiatives that reduce the City's community wide CO2 emissions to specified targets in 2030 and 2050	Statutory	Annual budget allocation
Housing Legacy	Funding for development of strategies and partnerships with external agencies for low barrier housing	Statutory	Annual budget allocation
Special Initiatives	Provide funding for short-term initiatives	Operating	Allocation of prior year operating surplus
Strategic Infrastructure	Planned strategic and capital projects	Statutory	Annual Casino and Fortis revenues
Strategic Partnerships	Funding for joint initiatives	Operating	Allocation of prior year operating surplus
Sustainability	Planned sustainability projects. Projects supported by payback analysis	Statutory	Annual budget allocation
Other Reserves			
911	Annual operating and 911 infrastructure replacement/upgrade program	Statutory	Annual Internal Charges
Casino	Eligible expenditures	Operating	None
Knowles Estate	Planned sports facility improvements in South Nanaimo	Statutory	Required due to bequest
Prior Year Carry Forward	To facilitate budget carry forwards process	Operating	Specific project or operating budget allocations

Appendix 4: Summary of Proposed Reserve Transfers and Allocations

Excludes transfers from Operating Reserves to corresponding Statutory Reserves

Transfers From	Projected Balance at Dec 31 2019	Transfers To							Total			
		General Financial Stability Reserve	General Capital Reserve	RCMP Contract Reserve	SNIC (Combined) Reserve	Sewer Financial Stability Reserve	Sewer Operating Reserve	Parking		Water Financial Stability Reserve	Water Operating Reserve	
Minimum Target Balances		16,408,806		1,881,186	1,200,000	471,249			1,701,055			
Dec 31 2019		-	5,900,534	2,816,942	450,000	-	8,493,384	1,025,866	-	9,268,426		
Transfers:												
General Capital		4,679,656	(4,679,656)									
RCMP Contract		1,716,892		(1,716,892)								
Allocations:												
Allowance for Bad Debts	44,000	44,000										44,000
Colliery Dam	116,924	116,924										116,924
Fire Training Centre	178,675	178,675										178,675
Firehall Improvements	396,414	396,414										396,414
General	46	46										46
Traffic Fines	908,383	908,383										908,383
Uncollected Taxes	2,759,115	2,759,115										2,759,115
Uninsured Claims	2,587,805	2,587,805										2,587,805
VIERA	507,451	507,451										507,451
Unallocated Parking	7,958	7,958						7,958				7,958
Water Leveling	1,900,000	1,900,000								1,900,000		1,900,000
Total		11,787,514	(3,480,192)	(808,509)	750,000	-	-	7,958	-	1,900,000	-	9,406,771
General Unallocated Surplus	5,487,046	4,737,046										5,487,046
Sewer Unallocated Surplus	6,722,290	6,722,290				471,249			6,251,041			6,722,290
Water Unallocated Surplus	5,827,789	5,827,789								1,701,055		5,827,789
Total Transfers and Allocations		4,737,046	(3,480,192)	(808,509)	750,000	471,249	471,249	7,958	6,251,041	4,126,734	1,701,055	18,037,125
		16,524,560	2,420,342	(808,509)	750,000	471,249	471,249	7,958	6,251,041	6,026,734	1,701,055	27,443,896
Projected Reserve Balance Restated - Dec 31 2019		16,524,560	2,420,342	2,008,483	1,200,000	471,249	14,744,425	1,033,824	1,701,055	15,295,160	-	-
Minimum Target Over/(Under)		115,754	127,247	-	-	-	-	-	-	-	-	-