

**Livery Transport Services Sustainment Reserve  
Terms of Reference**

ATTACHMENT 3  
C2020-0540

**Purpose:** To stabilize livery fees and financing which would benefit the industry while achieving a balanced budget without tax rate support.

The reserve is used by Livery Transport Services to:

1. Stabilize the operating budget;
2. Fund one-time operating expenditures; and
3. Fund capital expenditures that directly support livery transport services

	<b>\$000's</b>
Reserve Balance December 31, 2019	5,834
Capital Commitments 2020-2022 *	(1,654)
Estimated Investment Income 2020-2022	100
Potential Loss of License Revenue	(1,446)
Estimated One Time Bylaw Review Costs	(900)
Other Revenue Losses due to Fee Changes	(300)
<b>Estimated Balance (including future commitments) at December 31, 2020</b>	<b><u>1,634</u></b>

\* Includes equipment lifecycle, building renovations, and technology system changes including OneCity Records Management System (RMS).