



10-Year Reserve Forecast

2024 Proposed Budget

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2024 Reserve Forecast

10-Year Forecast

Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Airport Reserves										
Opening Balance	1,394,718	1,036,111	1,038,408	881,455	1,128,607	1,030,759	1,164,038	620,817	904,096	817,375
Capital Requirements										
<u>Airports</u>	(579,500)	(280,750)	(440,000)	(95,000)	(440,000)	(250,000)	(926,500)	(100,000)	(150,000)	-
<u>Transportation</u>	-	-	-	-	-	-	-	-	(320,000)	(200,000)
Transfers (to)/from Operating										
Specific Appropriation - Airport Improvement Fees	220,893	283,047	283,047	342,152	342,152	383,279	383,279	383,279	383,279	383,279
Airport Reserves Closing Balance	1,036,111	1,038,408	881,455	1,128,607	1,030,759	1,164,038	620,817	904,096	817,375	1,000,654



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Disaster Mitigation Reserves										
Opening Balance	761,598	661,598	561,598	81,598	81,598	331,598	31,598	31,598	31,598	31,598
Capital Requirements										
<u>Disaster Mitigation</u>	(100,000)	(200,000)	(580,000)	-	(5,250,000)	(300,000)	-	-	-	-
Transfers (to)/from Operating										
Sustainable Funding Appropriation	-	100,000	100,000	-	5,500,000	-	-	-	-	-
Disaster Mitigation Reserves Closing Balance	661,598	561,598	81,598	81,598	331,598	31,598	31,598	31,598	31,598	31,598



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Emergency Services Reserves										
Opening Balance	3,447,167	2,923,311	2,654,851	856,268	491,008	480,067	492,567	(394,050)	(727,152)	(1,857,438)
Capital Requirements										
<u>Emergency Services</u>	(732,020)	(653,460)	(1,719,583)	(395,260)	(380,941)	(437,500)	(238,617)	(539,102)	(1,535,286)	(394,916)
<u>Fleet</u>	(181,837)	(55,000)	-	-	-	-	-	-	-	-
<u>IT/Office</u>	(350,000)	-	(519,000)	(410,000)	(70,000)	(10,000)	(1,063,000)	(209,000)	(10,000)	-
Transfers (to)/from Operating										
Annual Appropriation	415,000	415,000	415,000	415,000	415,000	415,000	415,000	415,000	415,000	415,000
One-Time Appropriation	300,000	-	-	-	-	-	-	-	-	-
Sustainable Funding Appropriation	25,000	25,000	25,000	25,000	25,000	45,000	-	-	-	-
Emergency Services Reserves Closing Balance	2,923,311	2,654,851	856,268	491,008	480,067	492,567	(394,050)	(727,152)	(1,857,438)	(1,837,354)



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Facilities Reserves										
Opening Balance	2,143,730	1,737,426	1,465,508	1,254,983	1,142,860	818,731	1,125,020	839,735	(1,648,117)	(1,865,526)
Capital Requirements										
<u>Emergency Services</u>	-	-	-	-	-	-	-	(2,400,000)	-	-
<u>Facilities</u>	(855,000)	(971,000)	(2,410,000)	(1,290,000)	(1,850,000)	(1,270,000)	(412,000)	(215,000)	(345,000)	(60,000)
Transfers (to)/from Operating										
Annual Appropriation	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	90,000
Specific Appropriation - City Facilities Lease Revenue	93,697	94,082	94,475	72,877	20,871	21,289	21,715	22,148	22,591	23,043
Sustainable Funding Appropriation	250,000	500,000	2,000,000	1,000,000	1,400,000	1,450,000	-	-	-	-
Transfer from Civic Services Complex Reserve	17,500	-	-	-	-	-	-	-	-	-
Transfer from Municipal Building Reserve	9,461	-	-	-	-	-	-	-	-	-
Transfer to Municipal Building Maintenance Reserve	(26,961)	-	-	-	-	-	-	-	-	-
Facilities Reserves Closing Balance	1,737,426	1,465,508	1,254,983	1,142,860	818,731	1,125,020	839,735	(1,648,117)	(1,865,526)	(1,812,483)



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Fleet Reserves										
Opening Balance	15,197,935	8,905,251	1,210,200	3,322,181	3,599,903	3,719,883	5,593,527	7,876,911	7,589,729	1,146,686
Capital Requirements										
<u>Fleet</u>	(11,068,167)	(15,468,200)	(4,291,900)	(8,404,700)	(7,054,700)	(5,001,500)	(3,725,300)	(6,012,900)	(13,693,000)	(6,854,500)
Transfers (to)/from Operating										
Annual Appropriation	3,420,354	3,978,554	4,337,986	4,592,982	4,920,640	5,001,385	5,045,225	5,071,630	5,337,869	5,517,238
Specific Appropriation - Equipment Sales Revenue	93,885	1,507,500	433,800	86,300	700,900	298,700	413,400	81,200	1,339,200	414,900
Specific Appropriation - Gas Tax	486,888	507,095	507,095	528,140	528,140	550,059	550,059	572,888	572,888	595,804
Specific Appropriation - Partner Municipalities Contribution	-	255,000	-	-	-	-	-	-	-	-
Sustainable Funding Appropriation	875,000	1,525,000	1,125,000	3,475,000	1,025,000	1,025,000	-	-	-	-
Transfer to Operating (3202) - Route Planning (2023 Award)	(100,644)	-	-	-	-	-	-	-	-	-
Fleet Reserves Closing Balance	8,905,251	1,210,200	3,322,181	3,599,903	3,719,883	5,593,527	7,876,911	7,589,729	1,146,686	820,128



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
IT/Office Reserves										
Opening Balance	670,629	146,629	122,629	138,629	79,629	295,629	26,629	42,629	(186,371)	(657,371)
Capital Requirements										
IT/Office	(740,000)	(240,000)	(200,000)	(275,000)	(250,000)	(735,000)	(200,000)	(445,000)	(687,000)	(130,000)
Transfers (to)/from Operating										
Annual Appropriation	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000	216,000
Sustainable Funding Appropriation	-	-	-	-	250,000	250,000	-	-	-	-
IT/Office Reserves Closing Balance	146,629	122,629	138,629	79,629	295,629	26,629	42,629	(186,371)	(657,371)	(571,371)



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Drainage										
Opening Balance	2,717,946	2,307,946	3,882,946	2,582,946	3,407,946	4,744,946	3,549,946	349,946	2,399,946	4,199,946
Capital Requirements										
<u>Land Drainage</u>	(975,000)	(825,000)	(3,700,000)	(1,575,000)	(1,063,000)	(3,595,000)	(5,600,000)	(350,000)	(600,000)	(725,000)
Transfers (to)/from Operating										
Annual Appropriation	565,000	-	-	-	-	-	-	-	-	-
Specific Appropriation - Proposed Drainage Levy	-	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Land Drainage Closing Balance	2,307,946	3,882,946	2,582,946	3,407,946	4,744,946	3,549,946	349,946	2,399,946	4,199,946	5,874,946



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Parks & Recreation Reserves										
Opening Balance	6,032,237	4,489,191	2,706,191	3,857,801	3,143,099	3,487,166	3,445,085	3,540,941	3,868,823	4,225,822
Capital Requirements										
<u>Parks & Recreation</u>	(1,925,130)	(2,515,000)	(688,000)	(2,147,000)	(441,000)	(830,000)	(605,000)	(376,000)	(350,000)	(555,000)
<u>Transportation</u>	(150,000)	-	-	-	-	-	-	-	-	-
Transfers (to)/from Operating										
Annual Appropriation	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000	675,000
Specific Appropriation - 20% of Cemetery Revenue	84,000	87,000	89,610	92,298	95,067	97,919	100,856	103,882	106,999	110,209
Specific Appropriation - Equipment Rental Revenue	30,000	30,000	-	-	-	-	-	-	-	-
Specific Appropriation - Equipment Sales Revenue	-	-	25,000	-	-	-	-	-	-	-
Sustainable Funding Appropriation	175,000	125,000	1,125,000	740,000	90,000	90,000	-	-	-	-
Transfer to Operating (0132) - Asset Management Consulting Services	(100,000)	(75,000)	-	-	-	-	-	-	-	-
Transfer to Operating (0132) - Backlane Security Lighting Program	(15,000)	(15,000)	-	-	-	-	-	-	-	-
Transfer to Operating (0132) - DCC Rate Review & By-Law Update (2023 Award)	(100,000)	-	-	-	-	-	-	-	-	-
Transfer to Operating (0132) - Update GIS & Related Software	(20,000)	(20,000)	-	-	-	-	-	-	-	-
Transfer to Operating (0151) - Tree Planting	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Transfer to Operating (0231) - Cemetery Net Expenditures	(121,916)	-	-	-	-	-	-	-	-	-
Parks & Recreation Reserves Closing Balance	4,489,191	2,706,191	3,857,801	3,143,099	3,487,166	3,445,085	3,540,941	3,868,823	4,225,822	4,381,031



2024 Reserve Forecast

10-Year Forecast

Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Property Reserves										
Opening Balance	806,245	741,245	146,245	41,245	121,245	51,245	281,245	(158,755)	61,245	(518,755)
Capital Requirements										
<u>Property</u>	(465,000)	(825,000)	(345,000)	(150,000)	(300,000)	-	(660,000)	-	(800,000)	-
Transfers (to)/from Operating										
Annual Appropriation	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Specific Appropriation - Land Sales	190,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Sustainable Funding Appropriation	10,000	10,000	20,000	10,000	10,000	10,000	-	-	-	-
Property Reserves Closing Balance	741,245	146,245	41,245	121,245	51,245	281,245	(158,755)	61,245	(518,755)	(298,755)



2024 Reserve Forecast

10-Year Forecast

Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Solid Waste Reserves										
Opening Balance	1,712,706	1,455,816	1,698,926	1,787,036	2,130,146	2,463,256	4,546,366	2,449,476	2,782,586	3,115,696
Capital Requirements										
<u>Solid Waste</u>	(935,000)	(435,000)	(590,000)	(2,835,000)	(95,000)	(345,000)	(2,525,000)	(95,000)	(95,000)	(645,000)
Transfers (to)/from Operating										
Annual Appropriation	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000
Specific Appropriation - Closure/Post Closure Levy	182,130	182,130	182,130	182,130	182,130	182,130	182,130	182,130	182,130	182,130
Specific Appropriation - Refuse Bin Sale Proceeds	10,980	10,980	10,980	10,980	10,980	10,980	10,980	10,980	10,980	10,980
Sustainable Funding Appropriation	250,000	250,000	250,000	2,750,000	-	2,000,000	-	-	-	-
Solid Waste Reserves Closing Balance	1,455,816	1,698,926	1,787,036	2,130,146	2,463,256	4,546,366	2,449,476	2,782,586	3,115,696	2,898,806



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Transportation Reserves										
Opening Balance	7,155,983	2,816,398	272,851	1,073,554	636,085	43,616	272,749	1,849,382	3,427,580	4,570,778
Capital Requirements										
<u>Parks & Recreation</u>	(31,300)	-	-	-	-	-	-	-	-	-
<u>Transportation</u>	(7,176,750)	(5,626,750)	(2,282,500)	(3,540,000)	(3,695,000)	(2,997,500)	(1,650,000)	(1,777,500)	(2,212,500)	(1,860,000)
Transfers (to)/from Operating										
Specific Appropriation - Gas Tax	2,868,465	2,983,203	2,983,203	3,102,531	3,102,531	3,226,633	3,226,633	3,355,698	3,355,698	3,489,926
Sustainable Funding Appropriation	-	100,000	100,000	-	-	-	-	-	-	-
Transportation Reserves Closing Balance	2,816,398	272,851	1,073,554	636,085	43,616	272,749	1,849,382	3,427,580	4,570,778	6,200,704



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Other Specific Reserves										
8th Street Bridge Replacement Reserve										
Opening Balance	525,753	525,753	525,753	525,753	525,753	525,753	525,753	525,753	525,753	525,753
8th Street Bridge Replacement Reserve Closing Balance	525,753	525,753	525,753	525,753	525,753	525,753	525,753	525,753	525,753	525,753
Accommodation Tax Reserve										
Opening Balance	322,721	427,472	644,220	885,903	1,127,586	1,369,269	1,610,952	1,852,635	2,094,318	2,336,001
Transfers (to)/from Operating										
Specific Appropriation - Accommodation Tax	1,315,742	1,429,989	1,429,989	1,429,989	1,429,989	1,429,989	1,429,989	1,429,989	1,429,989	1,429,989
Transfer to Operating (2453) - Accommodation Tax Grants	(167,685)	(149,935)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Transfer to Operating (2453) - Annual Events of Significant Economic Impact	(100,500)	(100,500)	(100,500)	(100,500)	(100,500)	(100,500)	(100,500)	(100,500)	(100,500)	(100,500)
Transfer to Operating (2453) - Brandon First Funding	(80,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfer to Operating (2455) - Keystone Capital Commitment (22-26)	(862,806)	(862,806)	(862,806)	(862,806)	(862,806)	(862,806)	(862,806)	(862,806)	(862,806)	(862,806)
Accommodation Tax Reserve Closing Balance	427,472	644,220	885,903	1,127,586	1,369,269	1,610,952	1,852,635	2,094,318	2,336,001	2,577,684
Accommodation Tax, Large Event Acquisition Reserve										
Opening Balance	394,320	508,567	508,567	508,567	508,567	508,567	508,567	508,567	508,567	508,567
Transfers (to)/from Operating										
Specific Appropriation - Accommodation Tax	114,247	-	-	-	-	-	-	-	-	-
Accommodation Tax, Large Event Acquisition Reserve Closing Balance	508,567	508,567	508,567	508,567	508,567	508,567	508,567	508,567	508,567	508,567
Affordable Housing Reserve										
Opening Balance	554,312	354,312	154,312	154,312	154,312	154,312	154,312	154,312	154,312	154,312
Transfers (to)/from Operating										
Transfer to Operating (2490) - Housing Incentive Program	(200,000)	(200,000)	-	-	-	-	-	-	-	-
Affordable Housing Reserve Closing Balance	354,312	154,312	154,312	154,312	154,312	154,312	154,312	154,312	154,312	154,312
Covid Restart General Reserve										
Opening Balance	108,598	108,598	108,598	108,598	108,598	108,598	108,598	108,598	108,598	108,598
Covid Restart General Reserve Closing Balance	108,598	108,598	108,598	108,598	108,598	108,598	108,598	108,598	108,598	108,598



2024 Reserve Forecast

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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Covid Restart Transit Reserve										
Opening Balance	-	-	-	-	-	-	-	-	-	-
Covid Restart Transit Reserve Closing Balance	-	-	-	-	-	-	-	-	-	-
Cumulative Benefits Reserve										
Opening Balance	157,399	82,399	7,399	7,399	7,399	7,399	7,399	7,399	7,399	7,399
Transfers (to)/from Operating										
Transfer to Operating (1401) - Contract Severance	(75,000)	(75,000)	-	-	-	-	-	-	-	-
Cumulative Benefits Reserve Closing Balance	82,399	7,399	7,399	7,399	7,399	7,399	7,399	7,399	7,399	7,399
Elections Reserve										
Opening Balance	129,937	144,937	159,937	73,412	88,412	103,412	118,412	26,912	41,912	56,912
Transfers (to)/from Operating										
Annual Appropriation	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Transfer to Operating (2456) - Election Costs (Net of recovery from BSD)	-	-	(101,525)	-	-	-	(106,500)	-	-	-
Elections Reserve Closing Balance	144,937	159,937	73,412	88,412	103,412	118,412	26,912	41,912	56,912	71,912
Fiscal Contingency Reserve										
Opening Balance	1,375,758	-	-	-	-	-	-	-	-	-
Fiscal Contingency Reserve Closing Balance	1,375,758	-	-	-	-	-	-	-	-	-
Highway Signage Reserve										
Opening Balance	66,071	76,071	86,071	96,071	106,071	116,071	126,071	136,071	146,071	156,071
Transfers (to)/from Operating										
Annual Appropriation	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Highway Signage Reserve Closing Balance	76,071	86,071	96,071	106,071	116,071	126,071	136,071	146,071	156,071	166,071
Professional Fees Reserve										
Opening Balance	72,500	-	-	-	-	-	-	-	-	-
Transfers (to)/from Operating										
Transfer to Operating (0143) - Reducing Fossil Fuels in Fleets Study	(72,500)	-	-	-	-	-	-	-	-	-
Professional Fees Reserve Closing Balance	-	-	-	-	-	-	-	-	-	-



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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Utility - Wastewater Reserves										
Opening Balance	6,772,286	4,402,190	6,157,190	6,253,986	5,428,986	5,643,986	4,338,986	2,188,986	3,408,986	2,408,986
Capital Requirements										
<u>Transportation</u>	-	(150,000)	-	-	-	-	-	-	-	-
<u>Utility - Wastewater</u>	(5,323,300)	(2,095,000)	(950,000)	(825,000)	(1,785,000)	(3,305,000)	(800,000)	(780,000)	(3,000,000)	(950,000)
Transfers (to)/from Operating										
Annual Appropriation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Specific Appropriation - Fund Future Debt	953,204	2,000,000	-	-	-	-	-	-	-	-
Transfer to Operating - Future Debt	-	-	(953,204)	(2,000,000)	-	-	-	-	-	-
Utility - Wastewater Reserves Closing Balance	4,402,190	6,157,190	6,253,986	5,428,986	5,643,986	4,338,986	5,538,986	3,408,986	2,408,986	3,458,986



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Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Utility - Water Reserves										
Opening Balance	6,460,910	3,984,910	5,389,181	4,668,181	4,988,910	4,898,910	3,601,910	1,748,410	(3,860,090)	(9,343,590)
Capital Requirements										
<u>Transportation</u>	(200,000)	(300,000)	-	-	-	-	-	-	-	-
<u>Utility - Water</u>	(5,276,000)	(2,690,000)	(1,721,000)	(1,285,000)	(4,090,000)	(5,297,000)	(5,853,500)	(9,608,500)	(9,483,500)	(9,420,000)
Transfers (to)/from Operating										
Annual Appropriation	2,000,000	2,000,000	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Specific Appropriation - Fund Future Debt	1,000,000	2,394,271	-	-	-	-	-	-	-	-
Transfer to Operating - Future Debt	-	-	(1,000,000)	(2,394,271)	-	-	-	-	-	-
Utility - Water Reserves Closing Balance	3,984,910	5,389,181	4,668,181	4,988,910	4,898,910	3,601,910	1,748,410	(3,860,090)	(9,343,590)	(14,763,590)



2024 Reserve Forecast

10-Year Forecast

Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Other Specific Reserves										
Mitigation & Preparedness Reserve										
Opening Balance	104,757	53,989	53,989	53,989	53,989	53,989	53,989	53,989	53,989	53,989
Transfers (to)/from Operating										
Transfer to Operating (0817) - Sump pump/back valve Program	(50,768)	-	-	-	-	-	-	-	-	-
Mitigation & Preparedness Reserve Closing Balance	53,989	53,989	53,989	53,989	53,989	53,989	53,989	53,989	53,989	53,989



2024 Reserve Forecast

10-Year Forecast

Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
DC General Reserves										
Opening Balance	997,590	1,208,387	2,673,387	5,173,387	6,988,387	9,488,387	10,729,627	13,229,627	15,729,627	18,229,627
Capital Requirements										
Land Drainage	-	-	-	-	-	(1,258,760)	-	-	-	-
Transportation	-	(1,035,000)	-	(685,000)	-	-	-	-	-	-
Transfers (to)/from Operating										
Specific Appropriation - Developer Contributions	210,797	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
DC General Reserves Closing Balance	1,208,387	2,673,387	5,173,387	6,988,387	9,488,387	10,729,627	13,229,627	15,729,627	18,229,627	20,729,627



2024 Reserve Forecast

10-Year Forecast

Reserve Category	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
DC Utility Reserves										
Opening Balance	1,449,266	1,574,114	4,624,114	8,624,114	12,179,114	16,179,114	17,179,114	15,279,114	14,229,114	5,179,114
Capital Requirements										
Utility - Wastewater	-	-	-	(445,000)	-	(3,000,000)	(3,100,000)	-	(8,000,000)	(8,000,000)
Utility - Water	(175,000)	(950,000)	-	-	-	-	(2,800,000)	(5,050,000)	(5,050,000)	-
Transfers (to)/from Operating										
Specific Appropriation - Developer Contributions	499,848	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Transfer to Operating (0817) - Southend Water Servicing Plan	(200,000)	-	-	-	-	-	-	-	-	-
DC Utility Reserves Closing Balance	1,574,114	4,624,114	8,624,114	12,179,114	16,179,114	17,179,114	15,279,114	14,229,114	5,179,114	1,179,114