



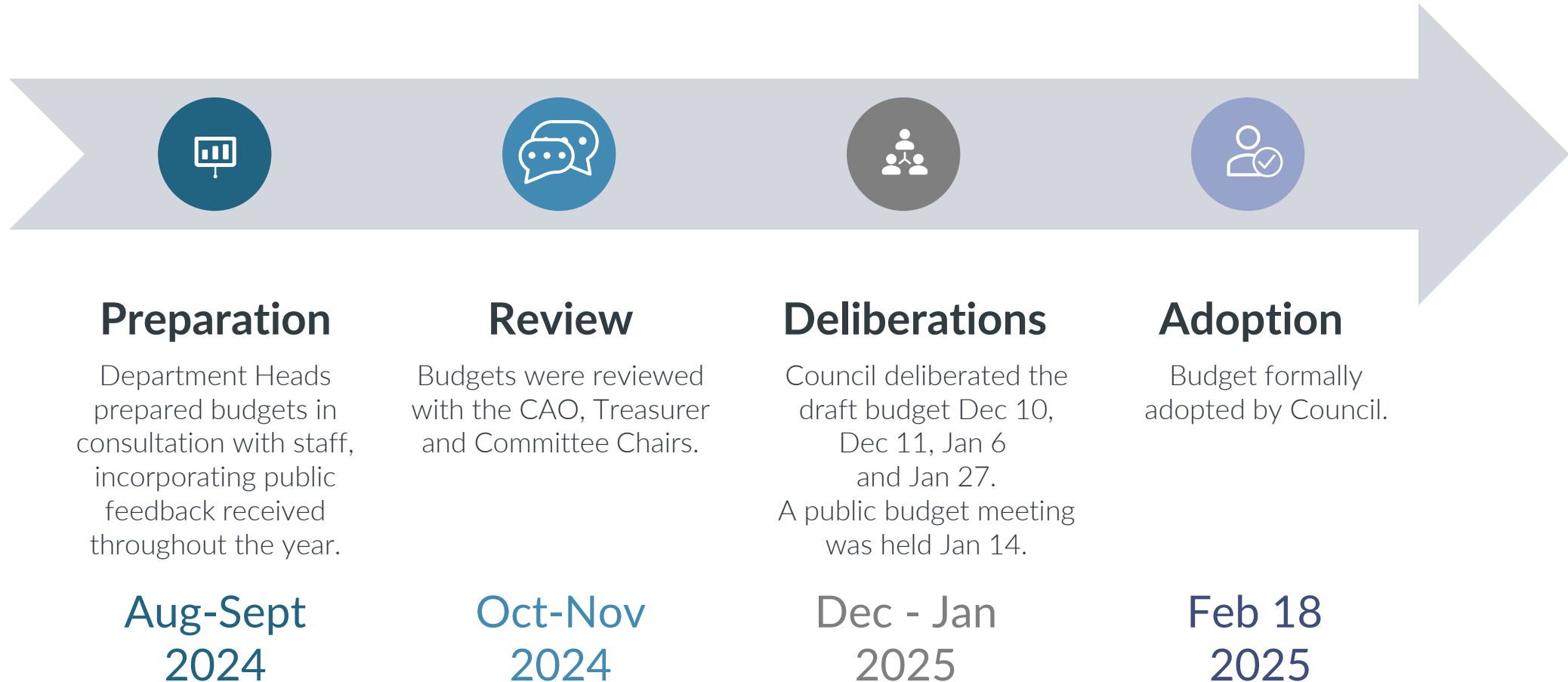
# City of Pembroke

## 2025 Budget

**February 18, 2025**

Presented by:  
Angela Loctie, CPA, PFA, AMCert.  
Treasurer/Deputy Clerk

# 2025 Budget Critical Path



# City Regulatory Environment

*Budget Background*



# City Regulatory Environment

Municipalities are created by the Province of Ontario and must comply with many different laws and regulations including:

## Ontario Municipal Act, 2001



### Administration

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Municipal Elections Act, 1996, Lottery Licensing Policy Manual, Marriage Act, R.S.O. 1990, Vital Statistics Act, R.S.O. 1990, Employment Standards Act, 2000, S.O. 2000 Debt and Financial Obligation Limits O. Reg. 403/02, Municipal Tax Sale Rules O. Reg. 181/03...



### FIRE

Public Education, Prevention, Enforcement, Response, Emergency Management

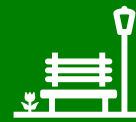
Fire Protection and Prevention Act, 1997, O.Reg 213/07  
Emergency Management and Civil Protection Act, O.Reg 380/04



### ROADS

Roads, Sidewalks, Traffic Control, Streetlights, Storm Water

Canadian Environmental Protection Act  
Waste Management Act  
Highway Traffic Act  
Minimum Maintenance Standards  
Construction Lien Act



### PARKS & RECREATION

Parks, Facilities Programs, Events

Electrical Safety Authority (ESA)  
Technical Standards & Safety (TSSA)  
Canadian Standards Association  
B-52 Mechanical Refrigeration Code  
Accessibility for Ontarians Disability Act (AODA)  
Ontario Public Health Standards



### PLANNING BUILDING BY-LAW

Zoning, Building/Demo Property Standards, Taxi, Noise, Parking, Signs

Ontario Building Code  
Planning Act  
Development Charges Act  
Provincial Policy Statement, 2020



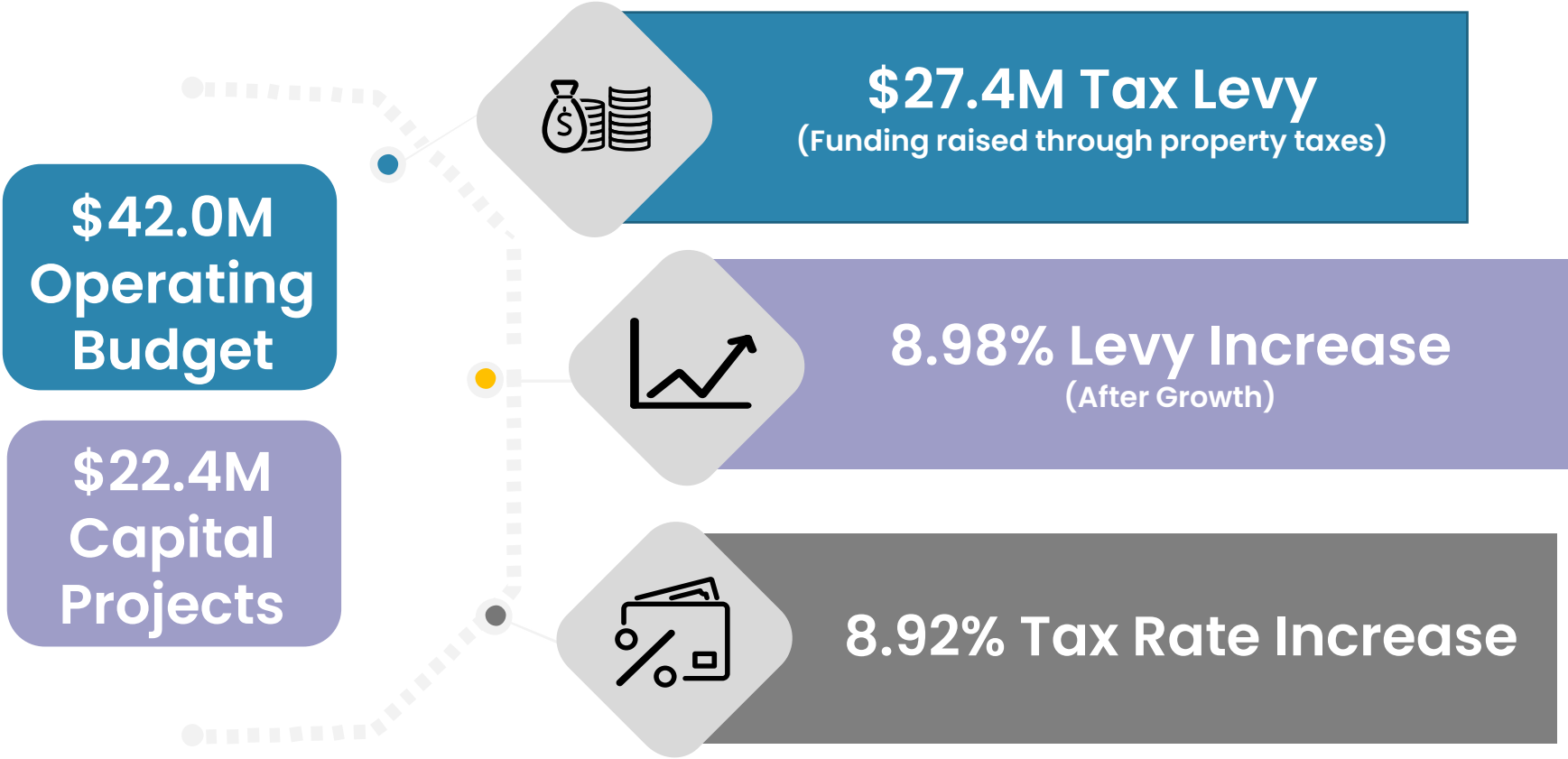
# 2025 Budget

## Overview



# Highlights: Property Taxation

The 2025 Budget as approved by the Finance & Administration Committee reflects:



# Highlights: Ratios and Rates

The 2025 Budget as approved by the Finance & Administration Committee reflects:



**Garbage Fees: No change**  
Fees for collection and disposal



**Tax Ratios: No change**  
Ratios set the tax rates between property classes



**OVWRC Fee: No change**  
The City is a partner of the Ottawa Valley Waste Recovery Centre



**PBIA: 3.56% Increase**  
2025 Budget of \$213,028

# Water and Sewer Rates

- Under Ontario's Safe Drinking Water Act, the City is required to prepare financial plans for its water systems to ensure sufficient revenue is generated to provide safe drinking water to our community.
- In 2019-20, Watson & Associates Economists Ltd. prepared a financial plan and rate study for the City's water and sewer services based on the projected operating and capital requirements of these services over a 10-year study period from 2020 through 2029 including rate recommendations.
- The agreement reached between the City and the Township of Laurentian Valley requires the City to base water and sanitary sewer rate increases on this study.
- Rates studies are typically updated every 5-years. A new rate study will be undertaken in 2025 for the 2026-2035 period.



# Highlights: Water

In accordance with the legal requirements of Ontario's *Safe Drinking Water Act*, and the recommendations of the Watson & Associates rate study, the 2025 budget for water services reflects:



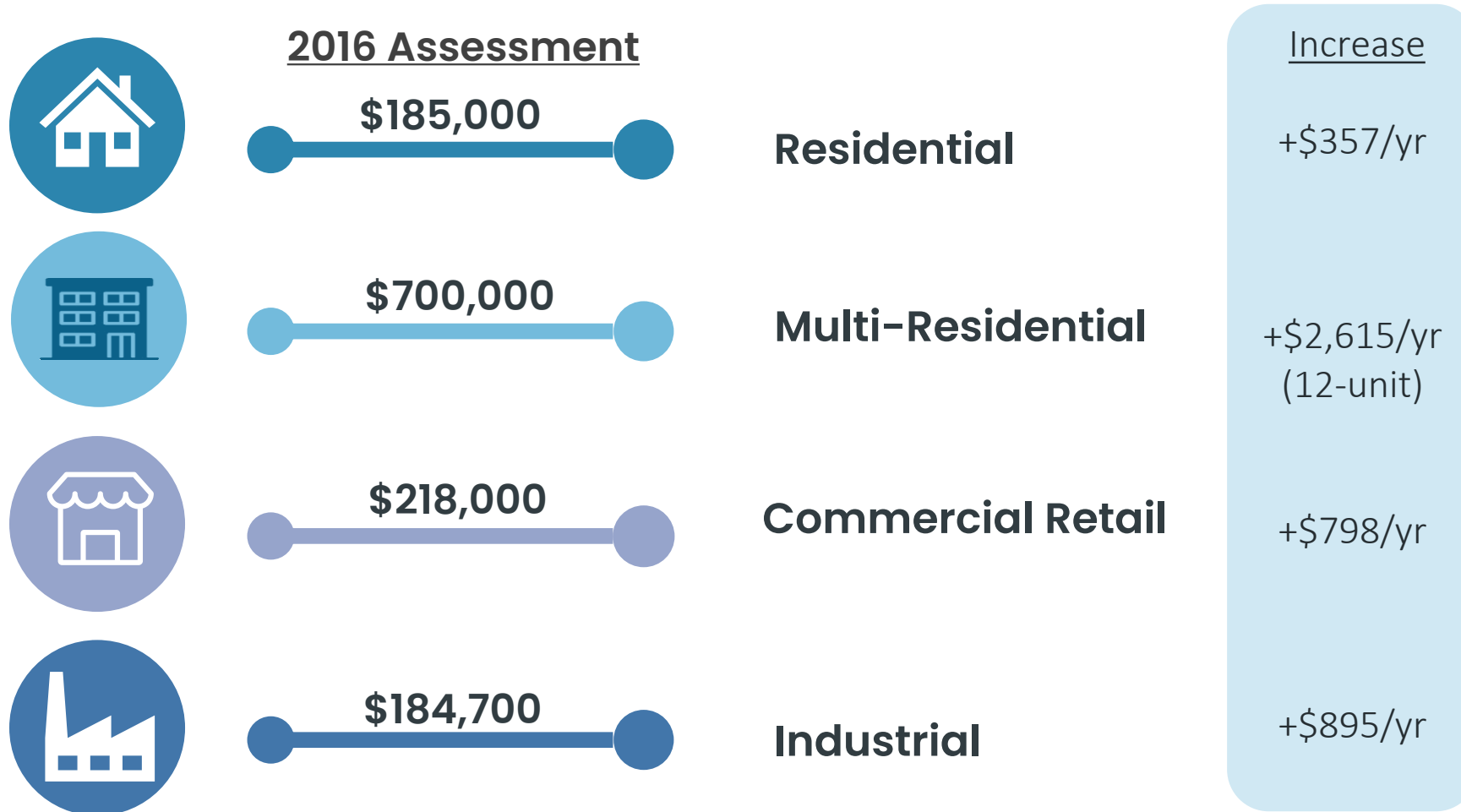
# Highlights: Sanitary Sewer

The 2025 budget for sanitary sewer services reflects:



# Highlights: Average Impact by Property Class

2025 changes in property taxes, garbage, water and sanitary sewer fees will impact the average properties as follows:

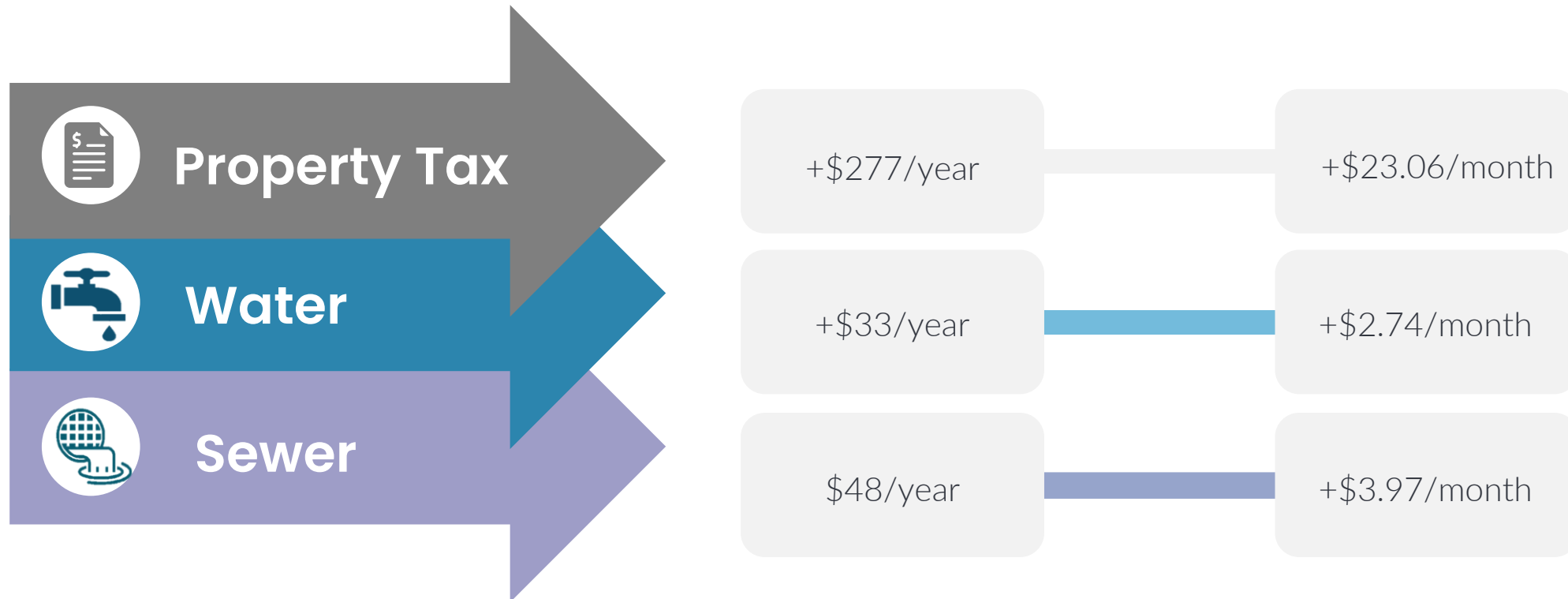


Note! All property taxes charged by the City are based on the property's 2016 assessed value from MPAC. The increased price of homes reflected in today's market will **NOT** be used in the 2024 tax calculations.

# 2024 vs. 2025 Residential Comparison

*Annual and monthly increase for the average residential property*

Property taxes, water rates and sewer rates together represent a total increase of \$29.77 per month as compared to 2024 rates.



# Affordability and Low-income Homeowners

Two programs are available to address property tax increase concerns from low-income homeowners:

- The Ontario Trillium Benefit helps low-to-moderate income Ontario residents and is a combined payment of the Ontario energy and property tax credit, the Northern Ontario energy credit, and the Ontario sales tax credit.
- The Ontario energy and property tax credit (OEPTC) is designed to help low- to moderate-income Ontario residents with the sales tax on energy and with property taxes.
- The Ontario senior homeowners' property tax grant (OSHPTG) is intended to help offset property taxes for seniors who own their own home and who have low to moderate incomes.



## Ontario Trillium Benefit



Ontario energy and property tax credit (OEPTC)

Ontario senior homeowners' property tax grant (OSHPTG)

 A close-up photograph of a wooden gavel with a brass band, resting on a wooden surface.

## City By-law 2023-52

### Property Tax Assistance Program

- This program is eligible to low-income seniors receiving the Guaranteed Income Supplement (GIS) and low-income persons with disabilities receiving benefits under the Ontario Disability Support Program (ODSP)
- Eligible persons can elect to defer property tax increases for their primary residence and related interest until such time as they are no longer eligible to receive government benefits or sell their home.





# 2025 Operating Budget



# 2025 Operating Budget Summary (Page 1 of 2)

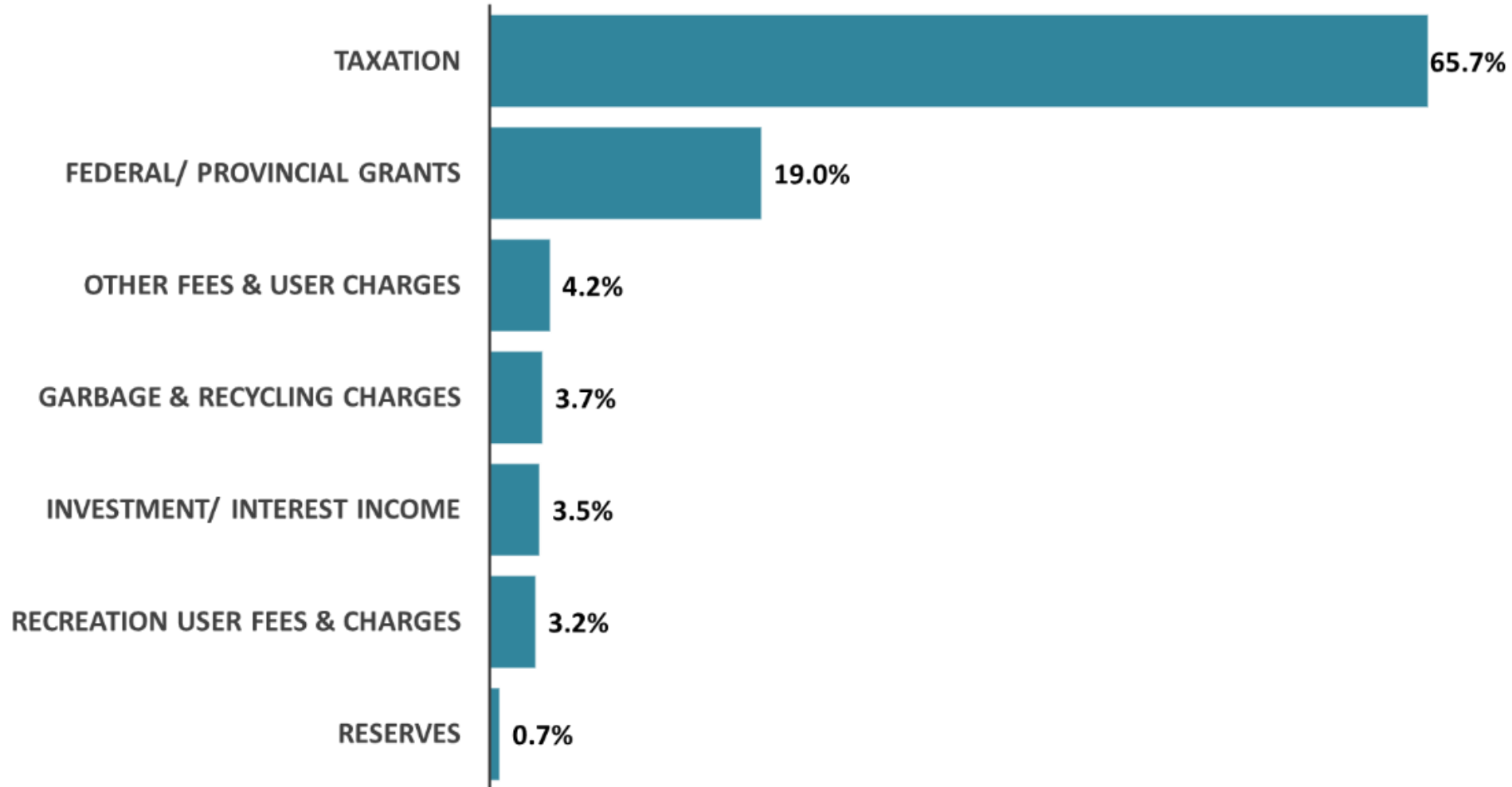


DEPARTMENT	2024 BUDGET	2025 BUDGET	2025 REVENUE	2025 EXPENSES
Taxation	(\$25,129,852)	(\$27,533,139)	\$27,616,239	\$83,100
Mayor & Council	324,235	329,470	0	329,470
Financial	(4,445,459)	(5,192,726)	8,758,073	3,565,347
Administration	1,288,991	1,213,771	481,635	1,695,406
Elections	15,000	17,442	0	17,442
Human Resources & Purchasing	425,651	405,744	20,696	426,440
City Property	14,270	127,271	261,359	388,630
Fire Service	3,725,491	3,885,601	45,044	3,930,645
O.P.P. Service	4,441,306	4,691,405	555,782	5,247,187
Police Service Board	46,850	34,400	0	34,400
Animal Control	79,475	46,675	23,100	69,775
Building Inspection	78,522	123,935	157,500	281,435
Bylaw Enforcement	219,060	268,098	186,562	454,660
Roads	3,920,066	4,323,865	131,959	4,455,824
Traffic Control	107,000	120,100	0	120,100

# 2025 Operating Budget Summary (Page 2 of 2)

DEPARTMENT	2024 BUDGET	2025 BUDGET	2025 REVENUE	2025 EXPENSES
Streetlights	283,500	283,000	0	283,000
Garbage & Recycling	0	0	1,572,994	1,572,994
Transit	0	216,108	290,108	506,216
Parks & Facilities	2,199,828	2,576,925	728,200	3,305,125
Recreation	405,885	578,567	371,750	950,317
Bogie's Bar	0	0	22,500	22,500
Kinsmen Pool	311,328	373,630	187,400	561,030
Aquatic Centre	255,000	255,000	0	255,000
Development Charges	0	0	81,000	81,000
Planning	219,660	286,130	80,500	366,630
Economic Development & Tourism	437,625	607,900	348,500	956,400
County Shared Services	4,856,125	4,520,378	10,611	4,530,989
Other Shared Services	494,707	475,822	0	475,822
<b>Capital Financing – Taxation</b>	<b>2,165,798</b>	<b>2,219,785</b>	<b>0</b>	<b>2,219,785</b>
<b>Capital Financing – PSB</b>	<b>18,000</b>	<b>38,000</b>	<b>0</b>	<b>38,000</b>
<b>Capital Financing – Other Grant Funding</b>	<b>3,190,198</b>	<b>4,630,103</b>	<b>0</b>	<b>4,630,103</b>
Storm Sewer	51,740	76,740	102,560	179,300
<b>(SURPLUS)/DEFICIT</b>	<b>0</b>	<b>0</b>	<b>42,034,072</b>	<b>42,034,072</b>

# 2025 Sources of Revenue



# Highlights: Formula-based Grant Revenues

- Grants included in the City's 2025 budget include:

Item	2024 Budget	2025 Budget	Change
Ontario Municipal Partnership Fund	\$1,612,100	\$1,698,700	+\$86,600
Court Security Grant (unconfirmed)	337,530	413,175	+75,645
Canada Community-Building Fund (CCBF)	903,212	940,845	+37,633
Provincial Gas Tax (Transit) (unconfirmed)	106,000	106,000	0
Ontario Community Infrastructure Fund	1,703,279	1,958,771	+255,492

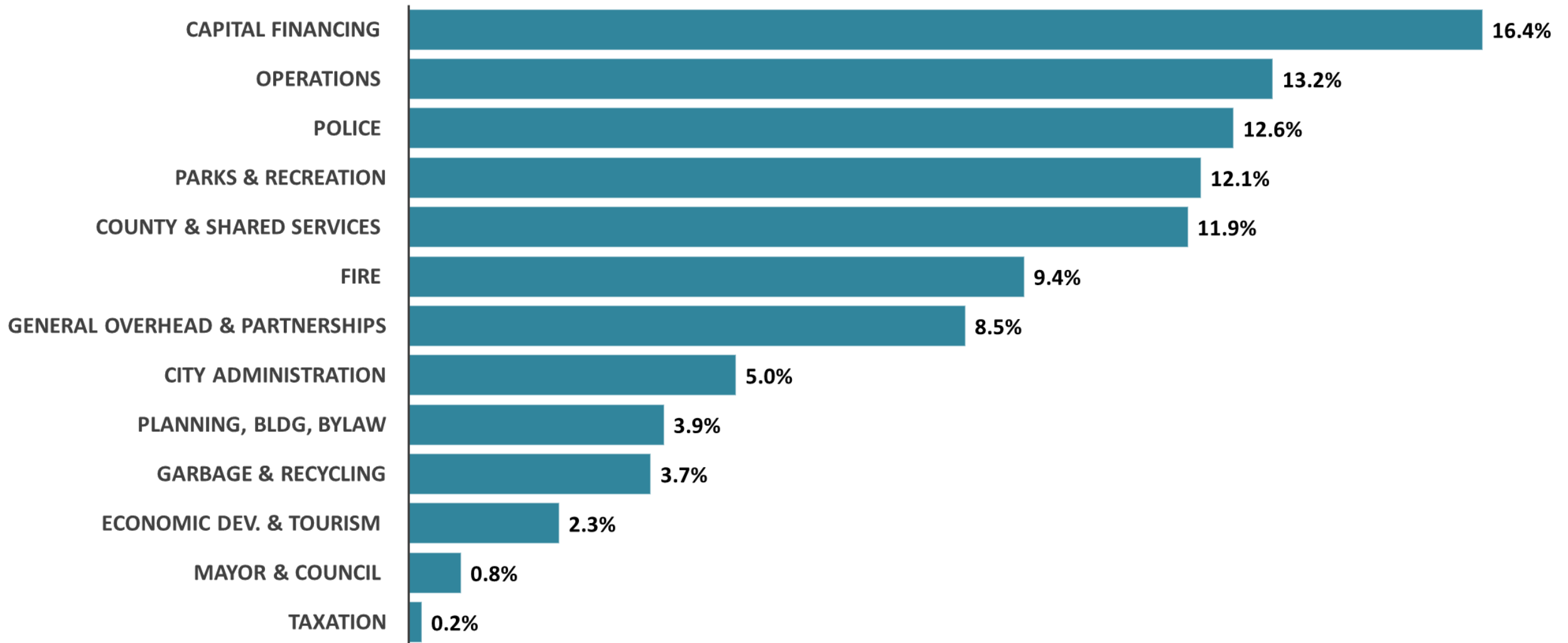


# Highlights: Application-based Grants

- The City has applied for several different grants reflected in the 2025 budget as follows:

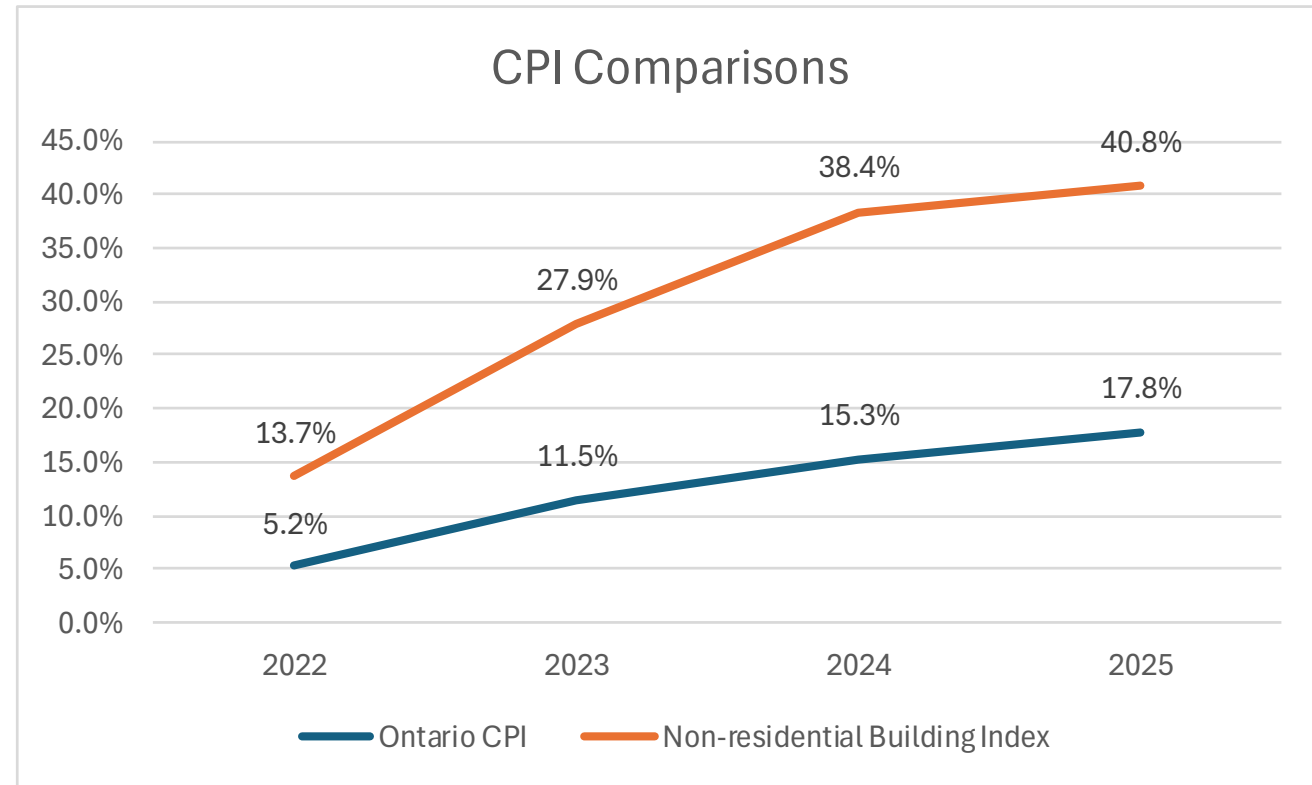
Item	Grant Status	2025 Budget
Grant: Federal Green and Inclusive Community Buildings Project: Victoria Hall Upgrades	Unconfirmed	989,924
Grant: Connecting Links Project: Paul Martin Drive, Phase 1	Unconfirmed	981,000
Grant: FCM Green Municipal Fund Project: Transit	Unconfirmed	253,108
Grant: Municipal Climate Resiliency Project: Cockburn drainage	Unconfirmed	200,000
Grant: Community Sport and Recreation Infrastructure Fund Project: Algonquin Trail–Trailheads	Unconfirmed	155,827
Grant: Provincial CCTV Grant Project: Additional CCTV to support community policing	Unconfirmed	125,761
Grant: Zero Emission Vehicle Infrastructure Program (ZEVIP) Project: Two DC Fast-Chargers	Unconfirmed	100,000
Grant: Community Emergency Preparedness Project: Flood monitoring equipment	Unconfirmed	45,820

# 2025 Operating Expenditures



# Consumer CPI vs. Municipal CPI

- Since COVID, municipalities have been experiencing inflation levels higher than consumer CPI for parts, materials and contracted services.
- This, coupled with historic under-funding of infrastructure to keep tax rate increases low, will place financial pressure on the city budget in the years ahead.
- The current age and condition of key city infrastructure like recreation facilities and underground infrastructure with no significant reserves (savings) to draw from for funding will increase both City debt and tax rates in the future.
- In 2025, the City will be developing a long-term financial plan for infrastructure which will provide more information on the future tax increases needed to support city services.



# Highlights: Drivers of Increase

- The primary drivers behind the \$2,246,081 operating budget increase are:

Reason	Description	Increase
Wages	Base operations, including COLA and benefit price increases	377,806
Asset Management	Building maintenance, ditching, fleet management (gap remaining \$119,496)	262,471
2025 Capital Projects	CPI gap remaining of \$551,474	91,988
Interest Income	Interest rates decreasing in step with inflation	294,375
Risk Management	New Levy Stabilization Reserve to offset unexpected increases (2026 OPP)	350,000
Pool re-opening	Program costs net of revenues	233,365
Transit	On-demand transit service introduction summer 2025	216,108
Social Issues	Warming Centre, local clean-up, Grind	178,318
Partnerships	Library, Seniors Centres, Waterfront, Community Event Grants	135,763
Economic Development	Investment attraction, Community Improvement Plan (CIP) update	104,290
Modernization	Work orders, community engagement, LEAN efficiency program	63,677
Recreation Masterplan	Implementation Year 1	69,700

# Highlights: Shared Services

- While the City will face increased OPP costs over the next several years, the cost of County services will decrease in 2025 due to increased provincial funding

Service Provider: Program	2024 Budget	2025 Budget	Change
County: Ontario Works Program	\$529,065	\$373,885	-\$155,180
County: Child Care	63,989	62,810	-1,179
County: Land Ambulance	2,142,831	1,984,679	-158,152
County: Social Housing	713,198	703,348	-9,850
County: Homes for the Aged	1,455,330	1,314,449	-140,881
County: Provincial Offenses	-48,288	-10,611	37,677
<b>Total County Shared Services</b>	<b>4,856,125</b>	<b>4,428,560</b>	<b>-427,565</b>
Renfrew County & District Health Unit	296,222	306,294	10,072
OPP (Contract and Building), PSB Operating	4,488,156	4,725,805	237,649
Other (OVTA, MPAC, 911)	198,485	204,200	5,715
<b>Total Decrease \$</b>	<b>9,838,877</b>	<b>9,664,859</b>	<b>-174,129</b>





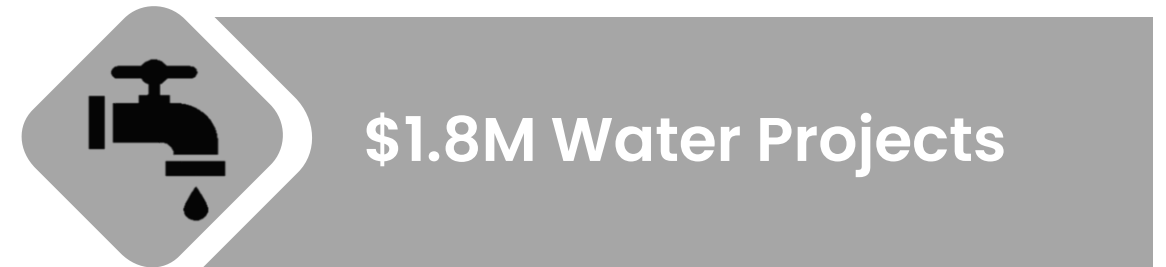
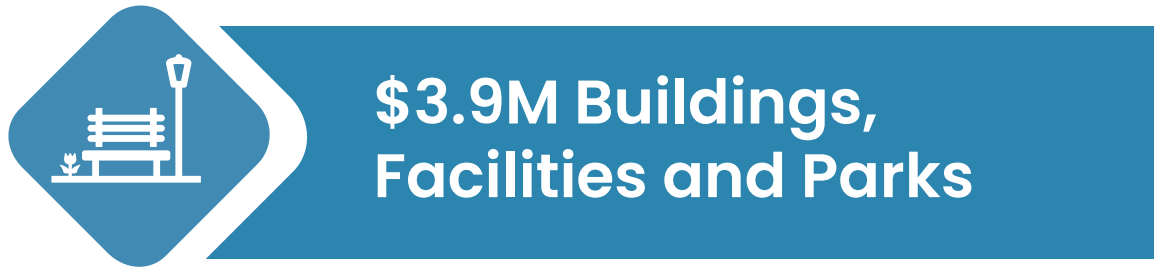
# 2025 Capital Budget

*Buildings & facilities, roads & bridges,  
Equipment & Fleet, parks, water and  
sewer*



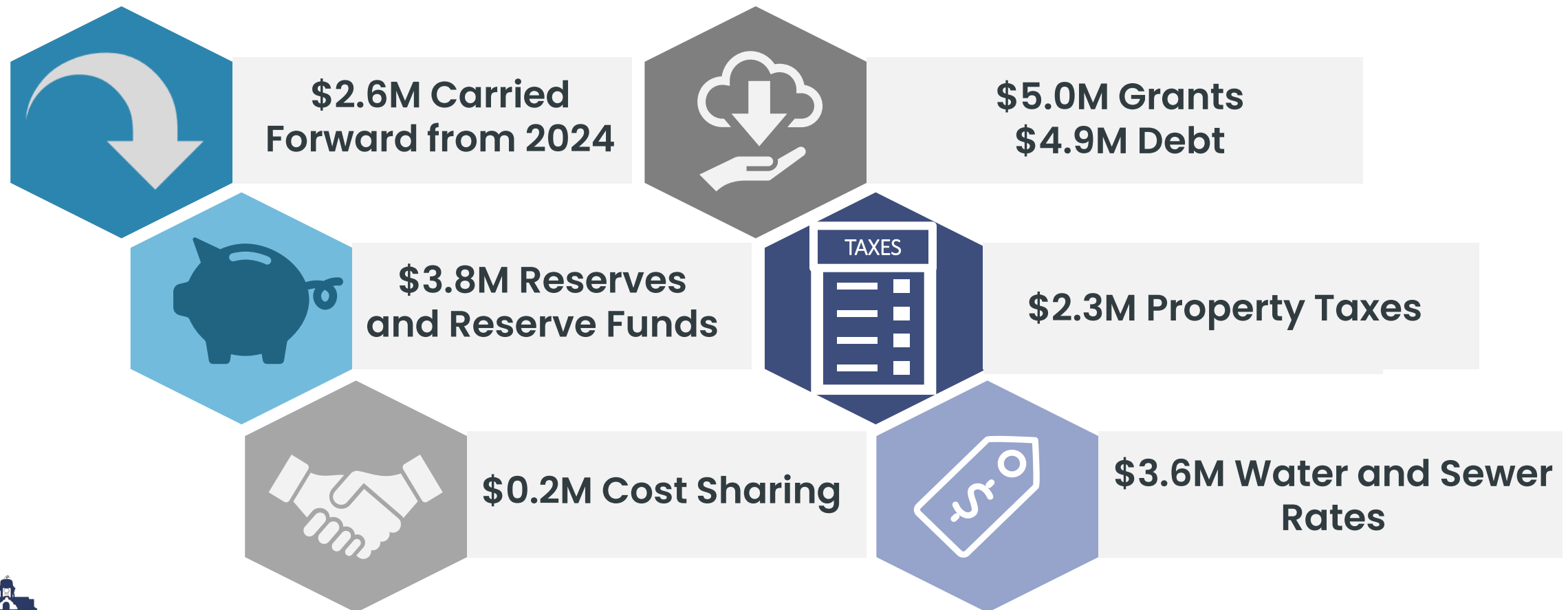
# 2025 Capital Project Summary

- \$22.4M of capital projects have been included in the 2025 capital budget as follows:



# 2025 Capital Financing

- Financing for the City's 2025 capital projects is planned as follows:



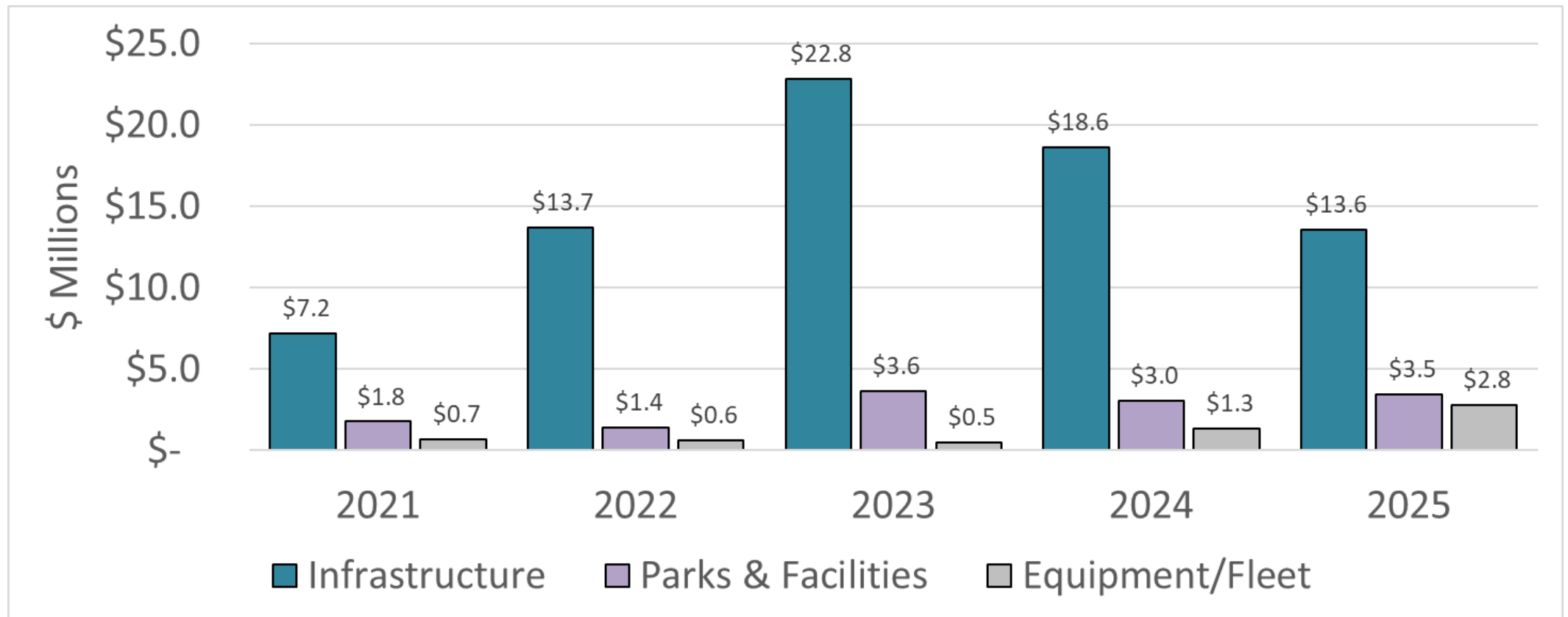
# 2025 Capital Financing: by Project Type

- A breakdown of financing by project type is as follows:

Project Type	Buildings & Facilities	Roads & Bridges	Equipment & Fleet	Parks	Storm Sewer	Sanitary Sewer	Water	Total
Carry Forward	\$194,974	\$121,095	\$298,233	\$242,000	-	\$744,124	\$1,010,658	\$2,611,084
Water Fund	-	650,512	6,500	-	-	-	554,342	1,211,354
Sewer Fund	-	1,617,861	6,500	-	-	715,000	-	2,339,361
Reserves	643,301	309,000	1,942,980	399,455	-	389,932	150,000	3,834,668
Grants	1,035,744	3,612,888	225,761	155,827	-	-	-	5,030,220
Cost Sharing	123,000	-	-	98,000	-	-	-	221,000
Debt	-	4,900,000	-	-	-	-	-	4,900,000
Taxation	650,800	356,655	599,307	356,523	254,500	-	40,000	2,257,785
<b>Total Financing</b>	<b>\$2,647,819</b>	<b>\$11,568,011</b>	<b>\$3,079,281</b>	<b>\$1,251,805</b>	<b>\$254,500</b>	<b>\$1,849,056</b>	<b>\$1,755,000</b>	<b>\$22,405,472</b>

# 5-YEAR CAPITAL SPEND

- A 5-year summary of capital spending (excluding carry forward) is as follows (\$ Millions):





# 2025 Capital Projects

Capital infrastructure projects planned for 2025 include:

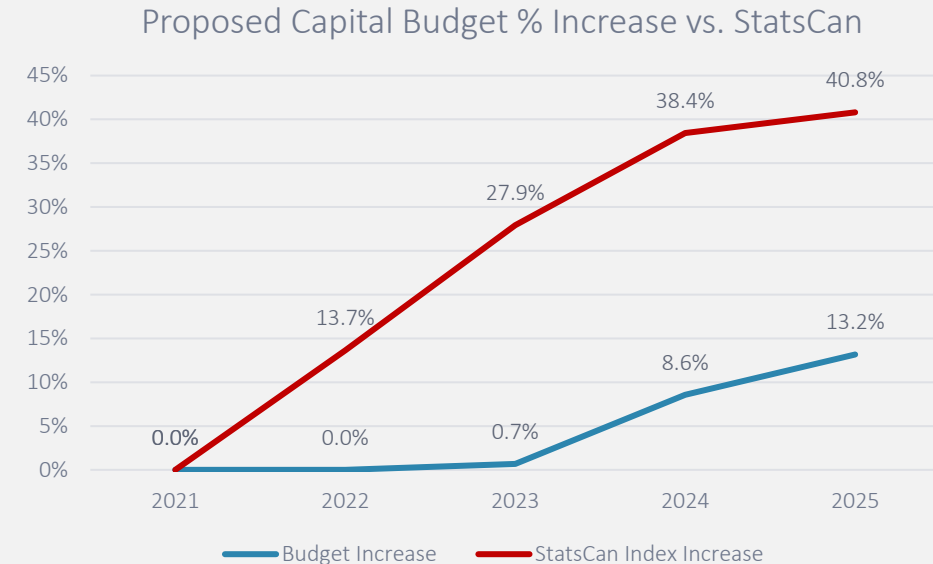
- \$60K replacement of the marina attendant building (partnership with Algonquin College)
- \$3.6M reconstruction of Isabella Phase 2 (Renfrew to Isabella, Isabella from Moffat to Doran) (roads, water, sewer)
- \$598K road rehabilitation of Darcy Street (Murray to Christie), Miller Street (Munro to Christie) and Stuart Street (Forced Rd to Third Ave)
- \$498K road resurfacing of Alfred Street East (Angus Campbell to O'Brien), Boundary Rd (Paul Martin towards Taylor Bridge) and McGee St (James to previous paving)
- \$122K sidewalk replacements on Belmont Ave (Esther to PSE), Mary St (Third Ave to 745 Mary) and William St (East side of PSE to Nelson, west side removal)
- \$110K replacement of the Kinsmen Park play structure
- \$585K replacement of Dickson St watermain plus sidewalk

# Capital Financing and Inflation

- Since Q3 2020, the StatsCan Building Construction Index has increased by 40.8% while the City’s annual contribution to capital projects has been increased by 13.2% over this same period to keep the annual tax rate increase low.
- This annual contribution lags behind inflation by an estimated \$551,474 or a 2.2% levy increase not included in this year’s budget.
- A long-term capital plan will be finalized in 2025 which will require a dedicated capital levy increase over a number of years to close the gap and ensure the City can continue to maintain service levels.

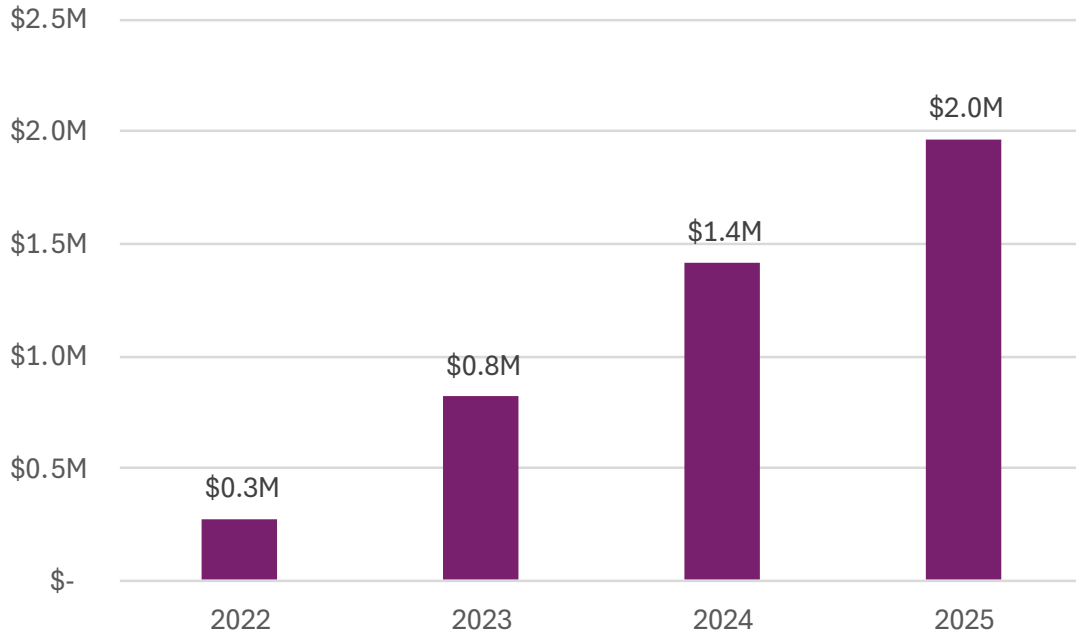
## COMPARISON TO INFLATION

- Overall, the city’s annual contribution to capital projects has not kept pace with inflation.



• Statistics Canada. [Table 18-10-0276-01 Building construction price indexes, by type of building and division](#). Non-Residential, Division Composite, Ottawa-Gatineau

Cumulative Impact of Gap Over Time



## Cumulative Impact of Funding Gap since 2022

- As an annual funding gap, the impact of not fully funding inflation each year becomes significant over time.
- Since 2022, this gap has now reached \$2.0M, which represents sufficient funding to undertake another major road upgrade.
- By not maintaining pace with inflation, City infrastructure renewal falls further and further behind.

# Reserves, Reserve Funds and Debt



# Annual Debt Continuity

- The City will make \$1.3M in principal payments in 2025, bringing the total debt outstanding to \$10.2M by year-end.

Function	Interest Rate	Matures	2021	2022	2023	2024	2025	2025 Principal
Fire Station	3.70%	2048	\$2,820,951	\$2,716,471	\$2,611,992	2,507,512	2,403,032	\$104,480
McGee Lift Station	3.70%	2048	1,799,771	1,733,113	1,666,455	1,599,797	1,533,139	66,658
OPP Station	3.44%	2045	3,791,190	3,629,863	3,468,535	3,307,208	3,145,881	161,327
Cecelia St, Lake St, Pembroke St Bridge	3.66%	2042	2,898,906	2,760,863	2,622,819	2,484,776	2,346,733	138,043
Pollution Control Plant	4.74%	2026	2,075,727	1,660,582	1,245,436	830,291	415,146	415,145
Miramichi Lodge	4.74%	2026	1,825,283	1,460,226	1,095,170	730,113	365,056	365,057
Waste Disposal OVWRC	7.23%	2022	164,300	-	-	-	-	-
Townline Forcemain/Outfall 27	TBD	TBD	-	-	-	-	-	-
<b>Total Debt</b>			<b>15,376,128</b>	<b>13,961,118</b>	<b>12,710,408</b>	<b>11,459,697</b>	<b>10,208,987</b>	<b>1,250,710</b>

## 2024 Development Charges Reserve Balance

- At the beginning of 2024, the City had \$323,448 in the Development Charges (DC) Reserve Fund broken down into various categories of city services.

DC Category	\$ Balance
Fire	-\$8,790
Police	-20,638
Transportation	+22,825
Environmental	+266,352
Recreation & Culture	+69,105
DC Study	-5,406
Total	+\$323,448

# Development Charges: 2024 Annual Report

- 2024 activity in the Development Charges Reserve Fund is as follows:

## 2024 Development Charges Breakdown by Category

2023 Activity	Fire	Police	Transportation	Environmental	Recreation & Culture	Development Charge Study	Total
Opening Balance Jan. 1 2024	(\$8,789.87)	(\$20,638.44)	\$22,824.69	\$266,352.15	\$69,104.88	(\$5,405.69)	\$323,447.72
2024 Development Fees	15,917.74	11,471.72	16,254.38	31,083.52	19,389.76	13,177.11	107,294.24
2024 Accumulated Interest	2,517.20	1,814.12	2,570.44	4,915.49	3,066.26	2,083.80	16,967.31
2024 Capital Financing	0.00	0.00	0.00	(11,250.00)	0.00	0.00	(11,250.00)
Closing Balance Dec 31, 2024	\$9,645.07	(\$7,352.60)	\$41,649.51	\$291,101.16	\$91,560.90	9,855.22	\$436,459.27

## 2024 Capital Financing Breakdown

2023 Activity	Fire	Police	Transportation	Environmental	Recreation & Culture	Development Charge Study	Total
Mackay to River Rd Catchment Area Design				(11,250)			(11,250)
Water Tower Design				0			



# Development Charges: 2025 Fund Usage

- Based on the 2021 background study, DC funds are planned to be used for the following projects in 2025.
- A new background study will be commissioned in 2025 for completion in 2026.

Activity	Fire	Police	Transportation	Environmental	Recreation & Culture	Development Change Study	Total
Parks Mower					(35,000)		(35,000)
Parks UTV					(20,000)		(20,000)
DC Study						(50,000)	(50,000)
Roads International Truck			(16,947)				(16,947)
Grand Total	0	0	(16,947)	0	(55,000)	(50,000)	(121,947)
Forecasted 2025 Balance (excluding 2025 revenues)	\$9,645.07	(\$7,352.60)	\$24,702.10	\$291,101.16	\$36,560.90	(\$40,144.78)	\$314,511.86

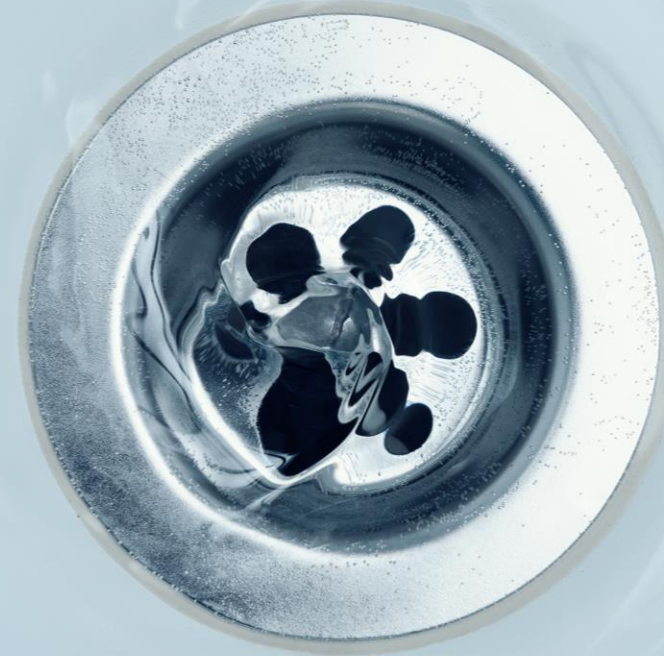
# Development Charges: Allocations

- As per the *More Homes Built Faster Act*, beginning in 2023, a municipality shall spend or allocate at least 60% of the monies that are in a reserve fund at the beginning of the year for the following services: water; wastewater; and roads.
- The commitments/allocations below exceed current available funding.

Pre-commitment (2025+)	Transportation	Environmental
Roads Single Axle Truck	(270,000)	
Nelson Street Phase 3	(77,892)	
Supples Landing LS		(1,000,000)
Water Studies		(373,249)
Water Tower		(836,660)



# 2025 Water and Sanitary Sewer Budget





# Waste Management Charges

- Waste management charges remain unchanged in 2025

Type of Charge	2024 Rate	2025 Rate	Change
Garbage Collection and Disposal	\$158	\$158	\$0
Ottawa Valley Waste Recovery Centre	\$65	\$65	\$0
Total Combined	\$223	\$223	\$0

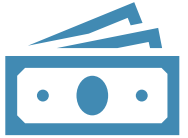


## 2025 Water Rates

- As per the water/wastewater agreement with the Township of Laurentian Valley, the City is required to base rates on the rate studies.
- Based on this study, the 2025 water rates will be as follows:

Water Service – Flat	2024 Annual	2025 Annual	Change
Single Unit	\$575.72	\$608.57	5.7%
Second Unit	460.12	486.37	5.7%
Each Additional Unit	309.56	327.20	5.7%
Swimming Pool	220.92	233.52	5.7%

Water Service – Metered	2024 Annual	2025 Annual	Change
First 136 cubic meters per quarter	\$1.98696	\$2.18168	9.8%
137 to 1364 cubic meters per quarter	1.58374	1.73895	9.8%
Over 1364 cubic meters per quarter	1.24641	1.36856	9.8%



## 2025 Sanitary Sewer Rates

- Based on the rate study, the 2025 sewer rates will be as follows:

Sewer Service – Flat	2024 Annual	2025 Annual	Change
Single Unit	\$917.04	\$964.71	5.2%
Second Unit	720.92	758.39	5.2%
Each Additional Unit	504.96	531.24	5.2%

Sewer Service – Metered	2024 Annual	2025 Annual	Change
First 136 cubic meters per quarter	\$3.82148	\$4.08516	6.9%
137 to 1364 cubic meters per quarter	3.01422	3.22220	6.9%
Over 1364 cubic meters per quarter	2.38376	2.54824	6.9%

# Residential Flat Rate Customers

- The average residential taxpayer can expect to pay \$6.71 more per month for water and sewer in 2025.

Combined Water & Sewer Flat Rates	2024 Annual	2025 Annual	Change
Single Unit	\$1,492.76	\$1,573.28	5.4%
Second Unit	1,181.04	1,244.76	5.4%
Each additional unit	814.52	858.44	5.4%



# Metered Rate Customers

- The proposed impact to the average metered properties are summarized below.
- The average monthly increase would be as follows:
  - Multi-residential (8-unit): \$33.98 per month
  - Commercial (Retail): \$12.72 per month
  - Industrial (Small): \$15.41 per month

Metered Customers	2024 Annual	2025 Annual	% Change	\$ Change
Multi-Residential (8-unit)	\$7,561	\$7,969	5.4%	408
Commercial (Retail)	1,815	1,967	8.4%	153
Industrial (Small)	2,271	2,456	8.1%	185

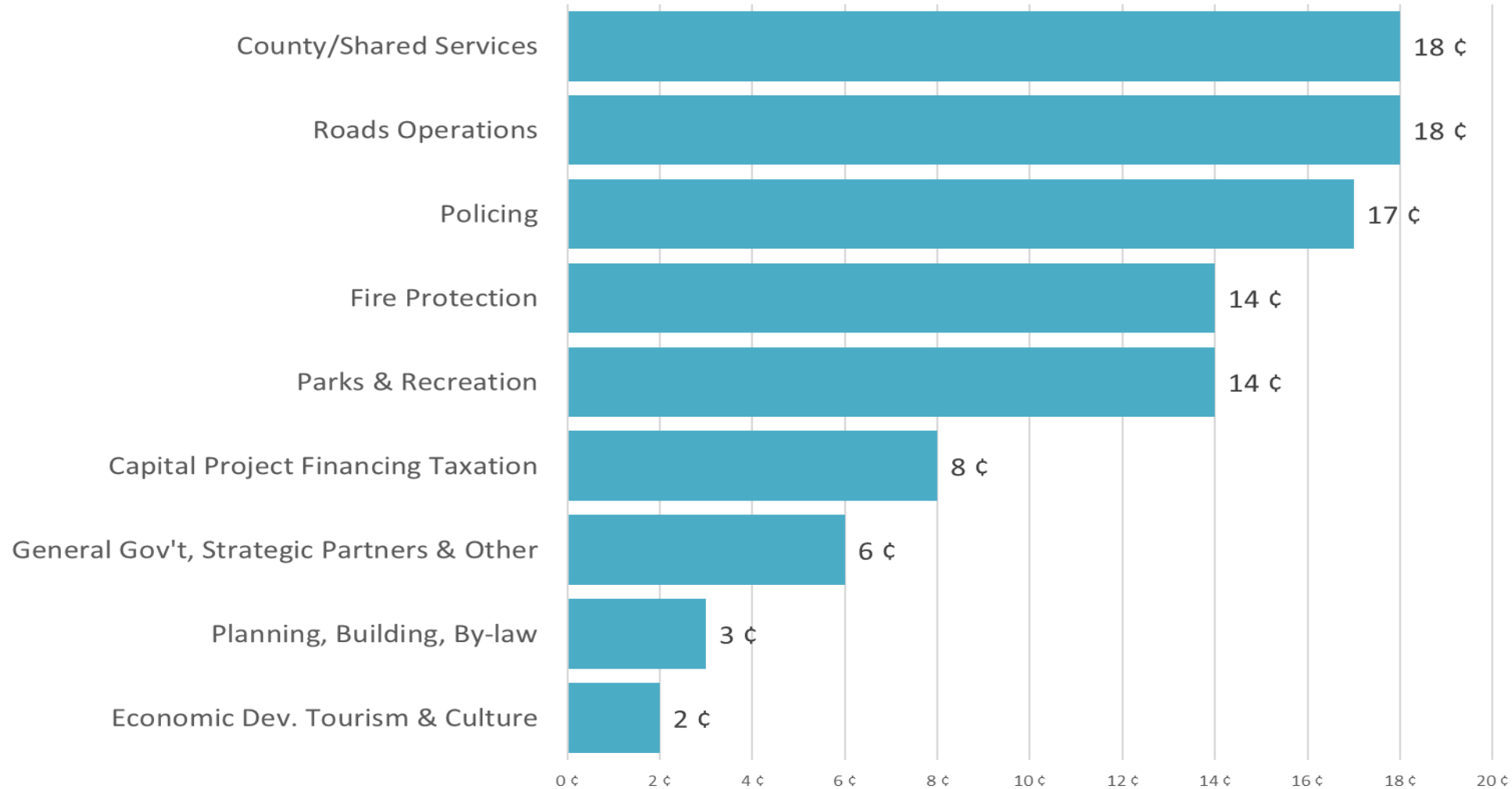
# 2025 Tax, Water and Sewer Bill Comparison

Property Class	Residential	Multi-Residential (12-unit building)	Commercial (Retail)	Industrial
Average Assessment Change	0%	0%	0%	0%
Median CVA for Class	\$185,000	\$700,000	\$218,000	\$184,700
Municipal Taxes	\$3,378	\$24,797	\$7,883	\$8,871
*Education Taxes	283	1,071	1,918	1,625
Total Taxes	\$3,662	\$25,868	\$9,801	\$10,496
Garbage Collection/Disposal Fee	158	1,896	-	-
OVWRC Fee	65	195	130	130
Total	3,885	27,959	9,931	10,626
Net Tax \$ Difference	\$277	\$2,031	\$646	\$727
Taxes, Garbage, OVWRC	3,885	27,959	9,931	10,626
Water Fees	609	4,367	1,040	1,140
Sewer Fees	965	7,036	928	1,024
Total Combined	\$5,458	\$39,362	\$11,898	\$12,791
Combined Difference	\$357	\$2,615	\$798	\$895
Tax Rate Change (City Portion)	8.92%	8.92%	8.92%	8.92%
Net Water & Sewer Increase	5.39%	5.39%	8.41%	8.41%
Combined Change	7.00%	7.12%	7.19%	7.19%

\*Reflects 2025 education rate, unchanged for 2024 rate

# Where do my City tax dollars go?

Breaking down the budget by service categories, every \$1 of City taxes is estimated to go towards the following services:



# Questions and Feedback

Angela Lochtie, CPA,  
CMA/PFA, Treasurer



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**ANNEX A**

# Reserve and Reserve Fund Forecast

*February 11, 2024*



# 2025 Reserve Forecast (1 of 3)

- The City’s overall reserve balance is expected to decrease by \$1.6M in 2025, from an estimated \$11.5M at the end of 2024 to \$10.6M at the end of 2025.

Reserves	Balance Dec 31, 2024	Transfers TO	Transfers FROM	Balance Dec 31, 2025
Building Inspection	8,492	-	-	8,492
Benefit Admin. Contingency	337,964	-	65,000	272,964
Working Funds	584,201	-	132,035	452,166
Levy Stabilization *NEW*	-	350,000	-	350,000
Operating Contingency	-	-	-	-
Legal Contingency	-	-	-	-
Fiddle Park Field Reserve	5,000	-	-	5,000
Physician Recruitment	23,081	-	15,000	8,081
Police	50,000	-	-	50,000
OPP Station	84,029	15,000	-	99,029
Waste Management	2,145,680	25,089	-	2,170,769

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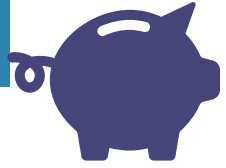




# 2025 Reserve Forecast (2 of 3)

Reserves	Balance Dec 31, 2024	Transfers TO	Transfers FROM	Balance Dec 31, 2025
Elections	30,000	15,000	-	45,000
Animal Control	49,180	-	6,000	43,180
Equipment and Vehicles	167,836	454,700	622,536	-
Fire Equipment	833,649	248,000	1,015,000	66,649
Winter Control	150,000	-	-	150,000
Aquatic Centre	1,706,654	255,000	100,000	1,861,654
Recreation Asset Reserve	253,166	76,583	69,000	260,749
<b>*NEW* Score Clock Reserve</b>	-	-	-	-
Transit	448,799	-	-	448,799
Emergency & Disaster Recovery	500,000	-	-	500,000
Library Capital	111,260	7,000	-	118,260
Library Contingency	314,205	-	-	314,205

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# 2025 Reserve Forecast (3 of 3)

Reserves	Balance Dec 31, 2024	Transfers TO	Transfers FROM	Balance Dec 31, 2025
Library Bequest	29,555	-	-	29,555
Library Multicultural Festival	1,347	-	-	1,347
Cannabis Funding	40,000	-	-	40,000
Community Improvement Plan	108,342	-	12,500	95,842
Water Meters	534,275	129,088	-	663,363
Water Tower	1,117,588	-	-	1,117,588
Waterworks Capital	122,755	-	-	122,755
Pollution Control Capital	1,730,583	-	482,492	1,248,091
Hoffman Lane	75,000	-	-	75,000
<b>TOTAL</b>	<b>11,562,641</b>	<b>1,575,460</b>	<b>2,519,563</b>	<b>10,618,538</b>

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# 2025 Reserve Fund Forecast (1 of 2)

- The City’s overall reserve fund balance (excl. TLV joint funds) is expected to decrease by \$1.3M in 2025, from an estimated \$5.8M at the end of 2024 to \$4.5M at the end of 2025.

Reserve Funds	Balance Dec 31, 2024	Transfers TO	Transfers FROM	Balance Dec 31, 2025
Algonquin Pavillion	2,432	-	-	2,432
Parks Development	76,864	6,000	76,864	6,000
Industrial Land Sales	64,342	-	61,113	3,229
McCool Park Lot Levy	92,979	-	-	92,979
Disability Fund	523,893	-	-	523,893
General Capital	1,697,330	-	956,379	740,951
Modernization Funding	351,733	-	250,000	101,733
Dedicated Gas Tax – Transit	126,166	106,000	100,000	132,166
Federal Gas Tax	91,161	940,845	940,845	91,161
Parking Authority	72,884	20,000	13,397	79,487
Storm Sewer Industrial Park	22,272	-	-	22,272
Water Filtration Plant	1,057,680	-	150,000	907,680
Pollution Control Plant	865,389	-	-	865,389

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# 2025 Reserve Fund Forecast (2 of 2)

Reserve Funds	Balance Dec 31, 2024	Transfers TO	Transfers FROM	Balance Dec 31, 2025
Heritage Murals	2,367	-	-	2,367
In-Lieu Parking	58,506	-	-	58,506
CP Track	2,518	-	-	2,518
PBIA	35,154	-	-	35,154
Aquatic Centre Donations	1,000	-	1,000	-
*New* MAT Tax Capital	-	140,573	-	140,573
*New* MAT Tax Operating	-	10,000	-	10,000
Rotary Park	4,441	-	-	4,441
*New* Sidewalk Reserve (Unserviced Areas)	-	25,000	-	25,000
New Development	223,963	-	-	223,963
Development Charges	436,459	75,000	121,947	389,512
<b>TOTAL RESERVE FUNDS</b>	<b>5,809,533</b>	<b>1,323,418</b>	<b>2,671,545</b>	<b>4,461,406</b>
<b>Reserve and Reserve Funds</b>	<b>17,372,174</b>	<b>2,898,878</b>	<b>5,191,108</b>	<b>15,079,944</b>

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# 2025 Reserve Fund Forecast (JOINT W/ TLV)

- The City’s Water/Wastewater Agreement with TLV requires the City to set up separate reserve funds. Funded by our joint rate, they are to be used solely for the purpose raised and only transferred to other funds/purposes upon mutual consent.

Reserve Funds (W/WW Agreement With TLV)	Balance Dec 31, 2024	Transfers TO	Transfers FROM	Balance Dec 31, 2025
W/WW Fleet/Equipment Reserve	65,810	186,800	58,500	194,110
Water Filtration Plant	352,343	230,000	-	582,343
Pollution Control Plant	205,284	100,000	-	305,284
Waterworks Capital	-	-	-	-
Sanitary Sewer Capital	163,277	145,830	-	309,107
Water Tower	428,993	200,000	-	628,993
Joint Development Charges	-	10,000	-	10,000
<b>TOTAL RESERVE FUNDS</b>	<b>1,215,707</b>	<b>872,630</b>	<b>58,500</b>	<b>2,029,837</b>