



City of Pembroke

2025 Draft Budget

*Public Budget Meeting
January 14, 2025*

Treasury Department Presenters/Contributors



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Treasurer / Deputy Clerk

Budget Lead



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Deputy Treasurer /
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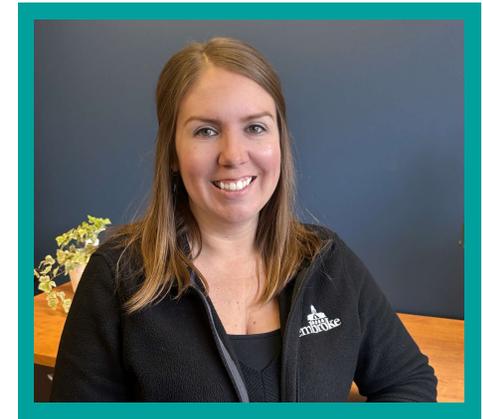
Operations Budget



**Jennifer Belaire,
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Capital Budget/Asset Mgmt

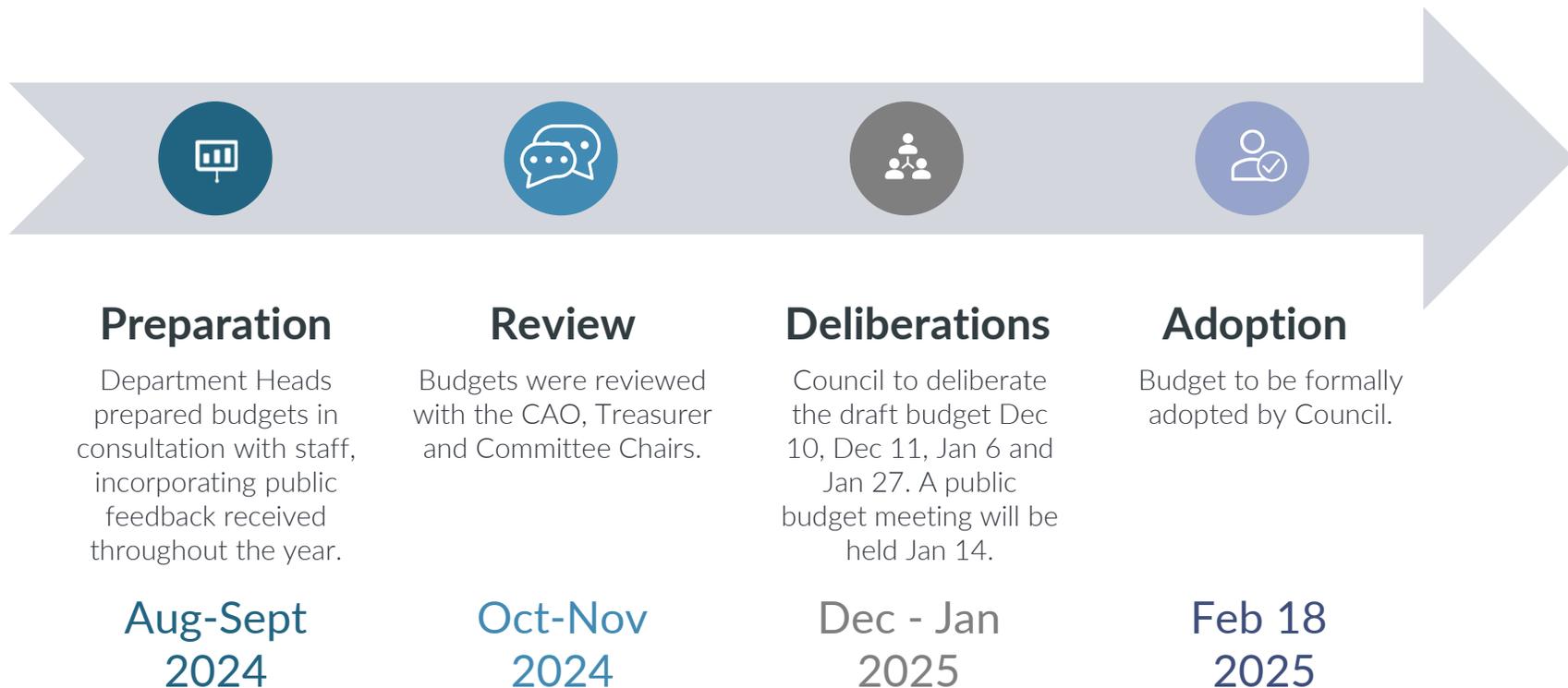


**Ashley Perrier,
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Accounting Clerk

Budget Co-ordination

2025 Budget Critical Path



Deliberations Timeline

DAY 1 & 2
Dec 10/11

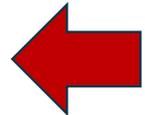
Deliberations
Operating Budget

DAY 2.5
Jan 6

Deliberations Water, Sewer
Capital Budget

PUBLIC
MEETING

Public Feedback
Jan 14, 6 p.m.



TRANSIT
Jan 21

Transit RFP award

DAY 3
Jan 27

Final deliberations before passing

Agenda



Presentation



Comments from
Committee Chairs



Comments from
Registered Participants



Comments from Non-
Registered Participants
(if time permits)

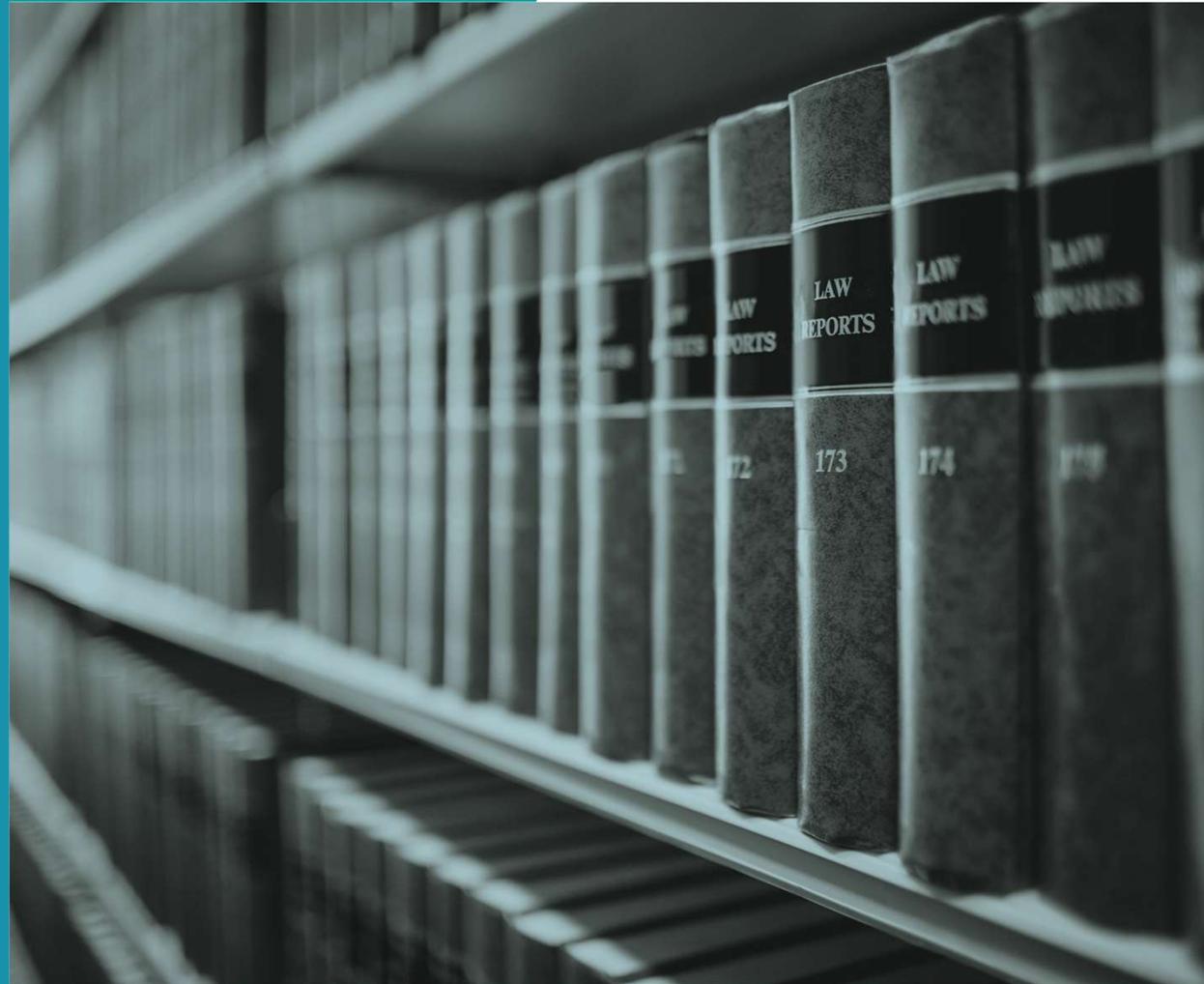


Closing Remarks



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



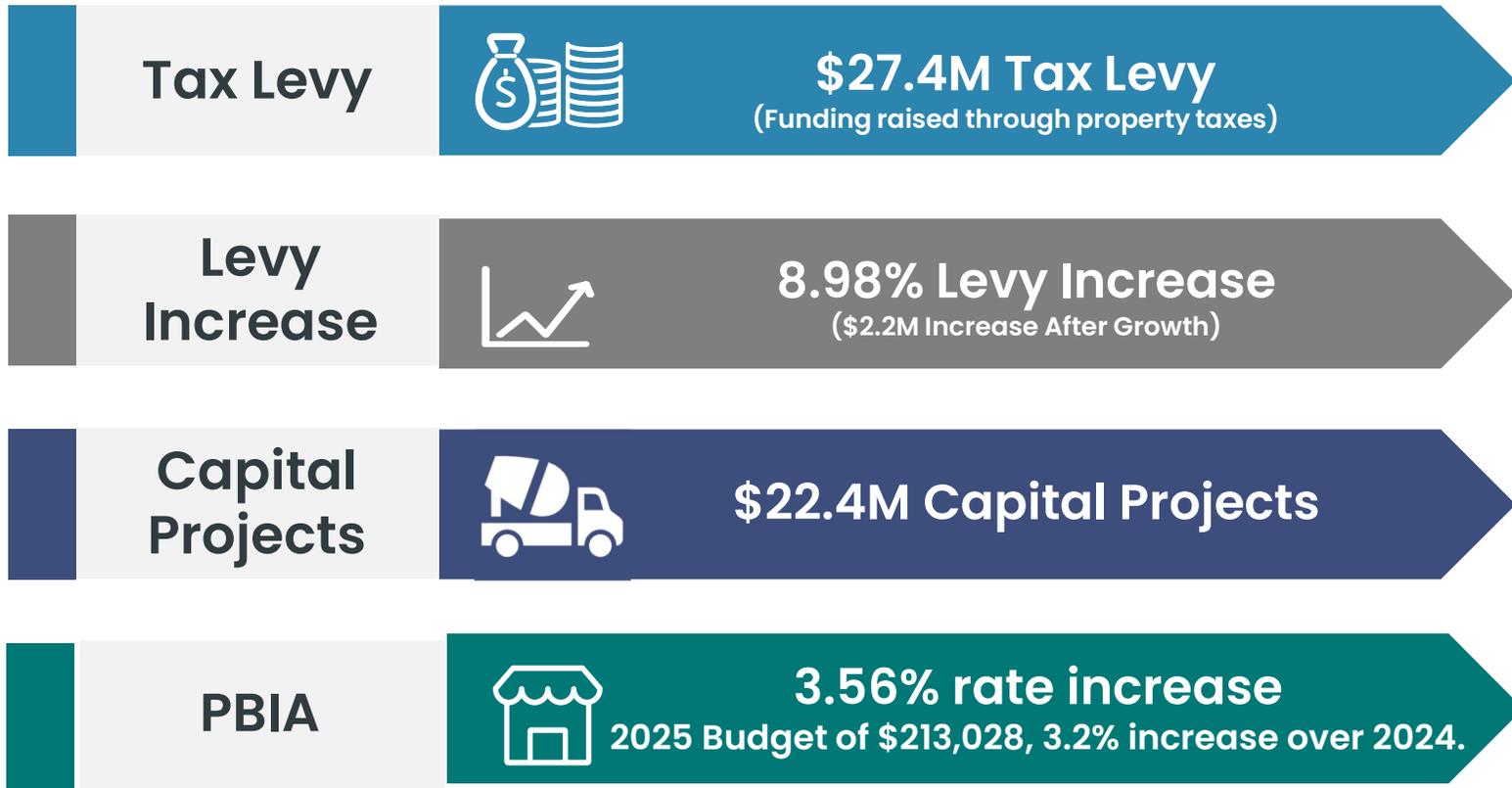
2025 *Draft* Budget

Overview



Draft 2025 Budget Highlights

The 2025 Draft Budget as discussed to date by the Finance & Administration Committee reflects:



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

With Renfrew County still deliberating their budget, the 2025 budget requirements have been estimated.

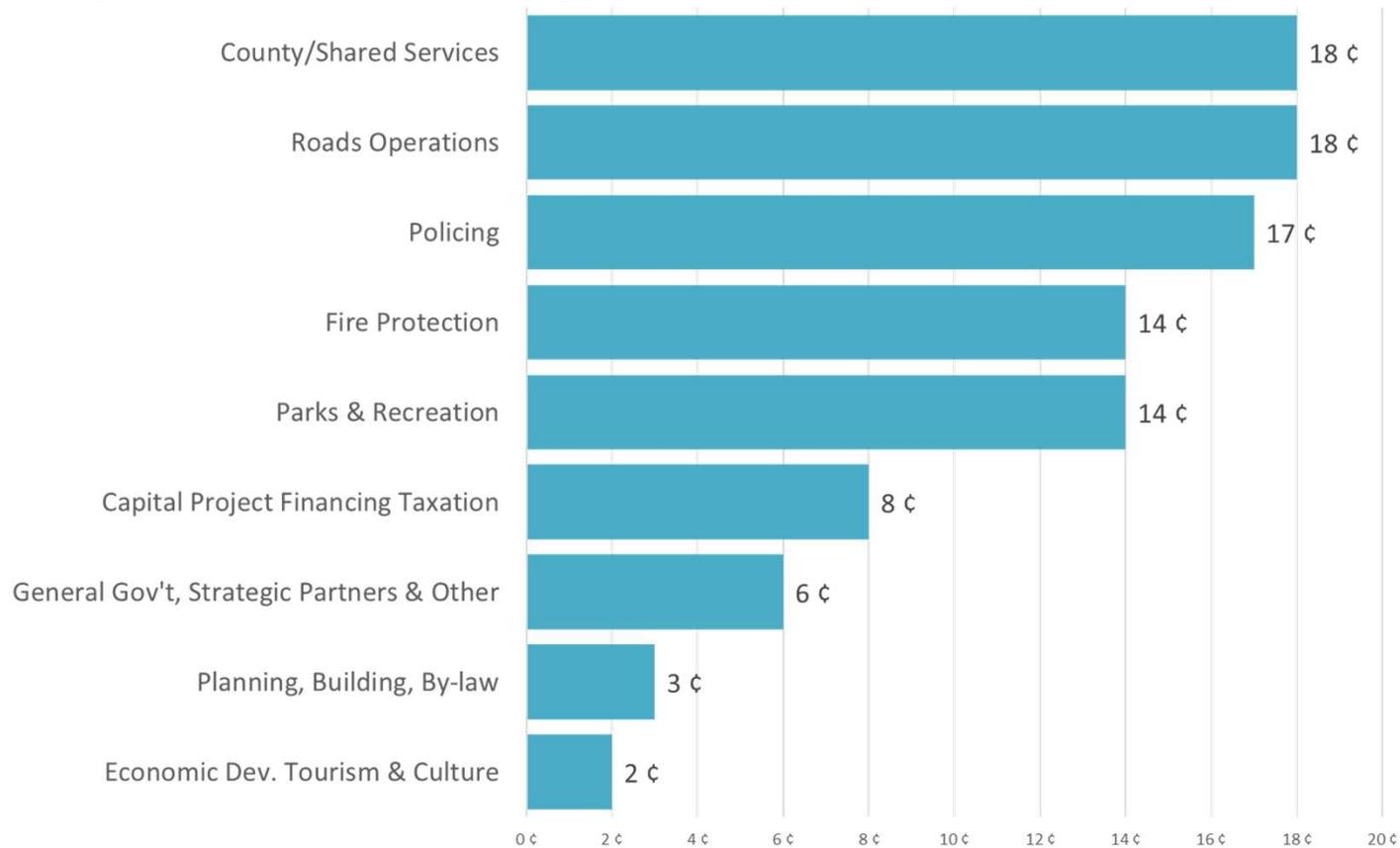
- While the City will face increased OPP costs over the next several years, the cost of County services is expected to decrease in 2025 due to increased provincial funding

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
Total County Shared Services	4,856,125	4,428,560	-427,565
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
Total Decrease \$	9,838,877	9,664,859	-174,129

Where do my City tax dollars go?

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

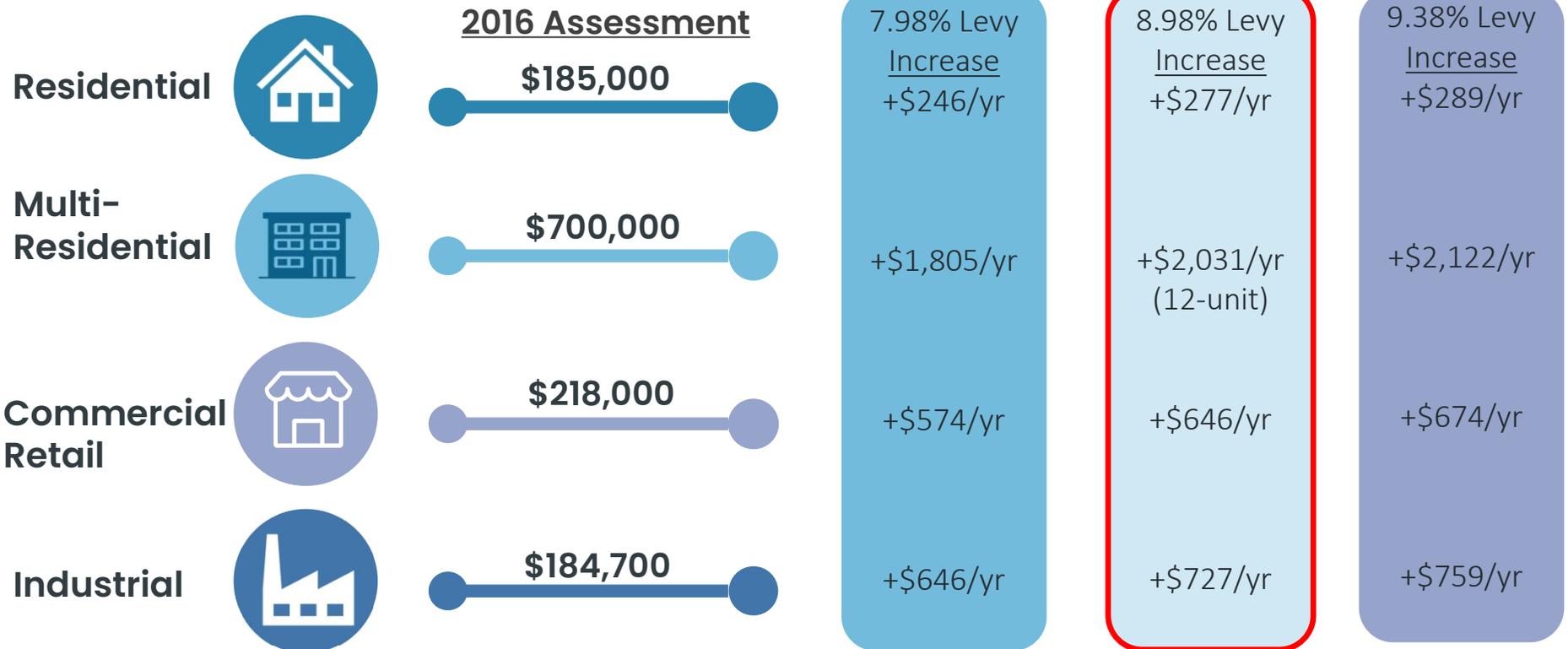
See Annex A for a budget breakdown by Department.



Potential Impact by Property Class

2025 changes in property taxes could impact the average properties as follows:

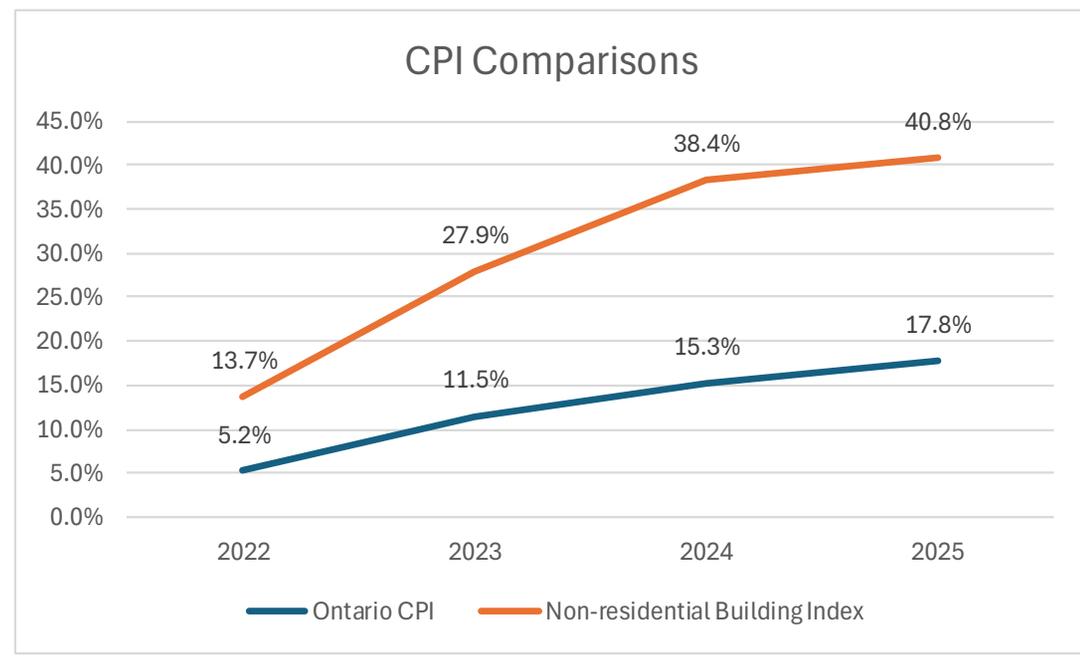
Caution: 2025 tax ratios have not been set



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.

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



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)



City By-law 2023-52

Property Tax Assistance Program

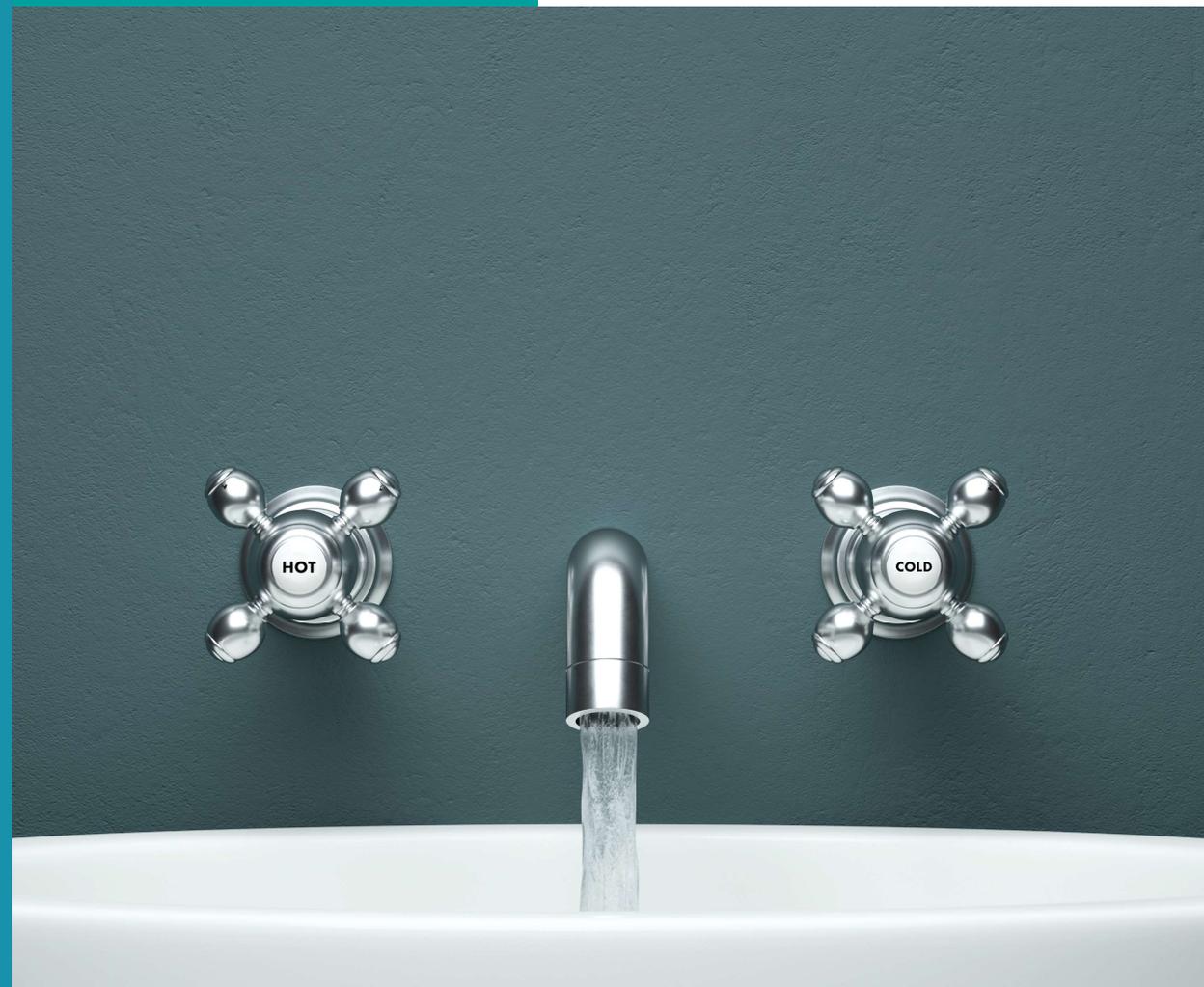
- This program is eligible to low-income seniors receiving the Guaranteed Income Supplement (GIS) and low-income persons with disabilities receiving benefits under the Ontario Disability Support Program (ODSP)
- Eligible persons can elect to defer property tax increases for their primary residence and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

2025 *Draft* Water & Sewer Budget

*Water Filtration Plant, Pollution
Control Plant, Collection and
Distribution*



Presented by:
Marsha Hawthorne
Deputy Treasurer



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 draft budget for water services reflects:



Highlights: Sanitary Sewer

The 2025 draft budget for sanitary sewer services reflects:



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

See Annex B for 2025 water/sewer rates.

- 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 *Draft* Capital Budget

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

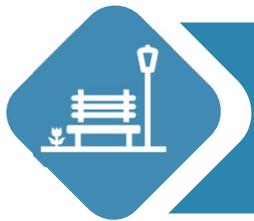


Presented by:
Jennifer Belaire
Financial Planning Analyst



2025 Capital Project Summary

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



**\$3.9M Buildings,
Facilities and Parks**



**\$1.8M Sanitary Sewer
Projects**



**\$11.8M Roads, Bridges
and Storm Water**



\$1.8M Water Projects



**\$3.1M Equipment and
Fleet**

2025 Capital Projects

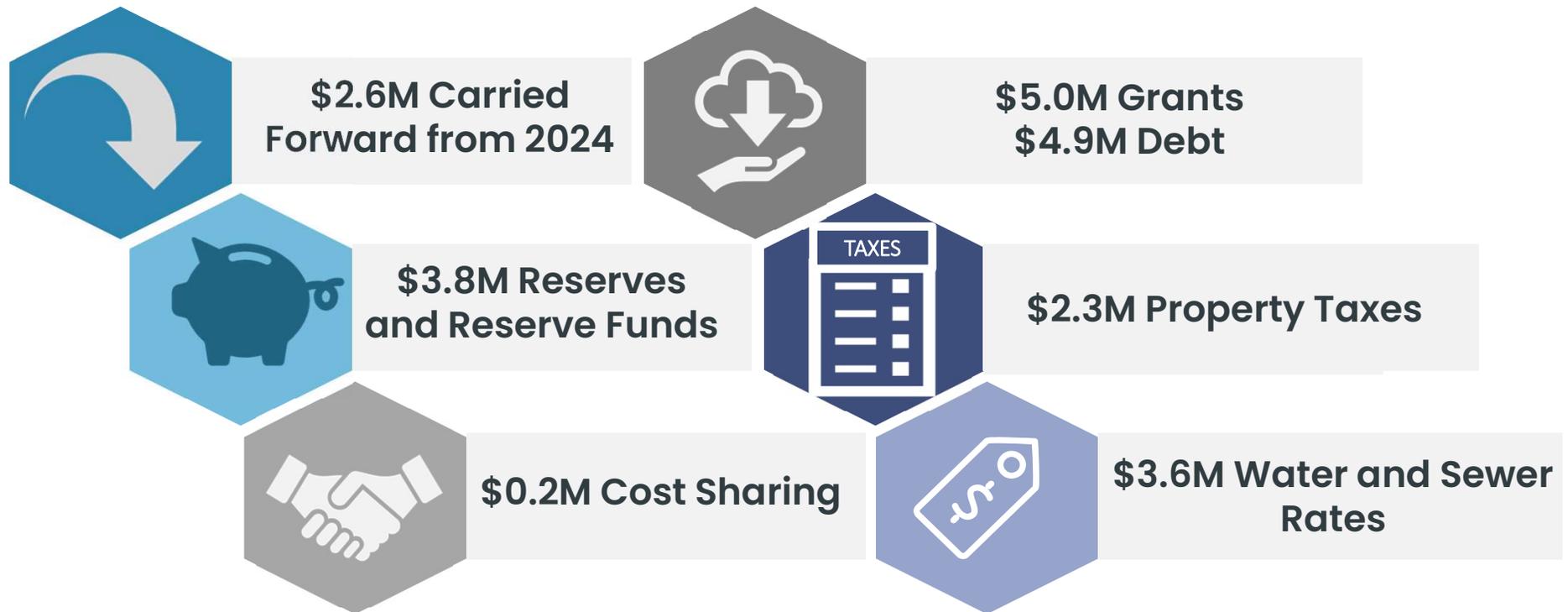
Capital infrastructure projects planned for 2025 include:

- \$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

2025 Capital Financing

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

See Annex C for a financing breakdown by project category and Annex D for a breakdown of reserves.

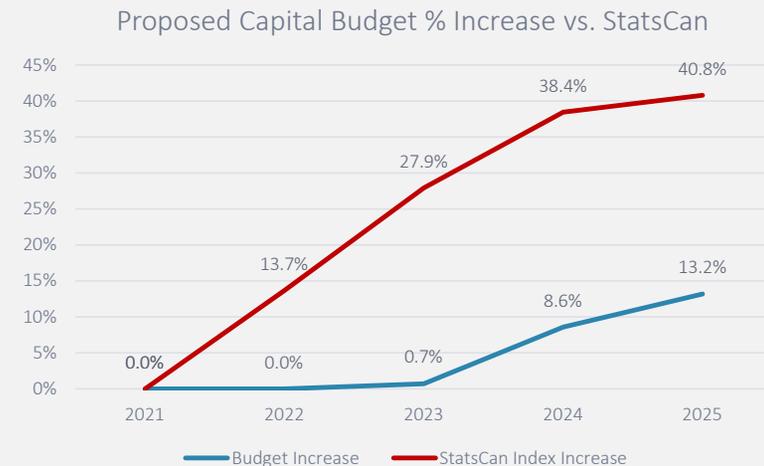


Capital Financing and Inflation

- 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 draft budget.
- As discussed later in the presentation, city buildings and major infrastructure face a significant funding shortfall over and above these inflationary pressures.

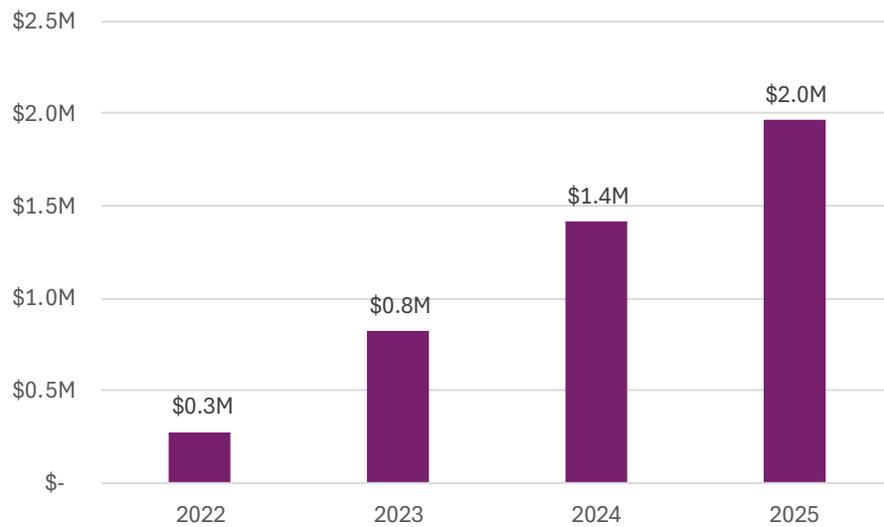
COMPARISON TO INFLATION

- 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.

State of City Infrastructure

Asset Management Update



Presented by:
Jennifer Belaire
Financial Planning Analyst

Asset Management: Regulatory Requirements

Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure requires every municipality to prepare an asset management plan under the following deadlines:



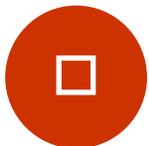
Phase 2: July 1, 2022

Asset management plan for core infrastructure assets which include water, wastewater and stormwater assets, roads, bridges and culverts; within this, the plan for core assets must also include current levels of service and costs to maintain these levels.



Phase 3: July 1, 2024

Asset Management Plan for all municipal assets, including current levels of service and costs to maintain these levels.



Phase 4: July 1, 2025

Builds on phase 3 where plans shift from current levels of service to focus on proposed levels of service and related lifecycle management with a **financial strategy for all assets**.

Status of the City's Asset Management Plan (AMP)



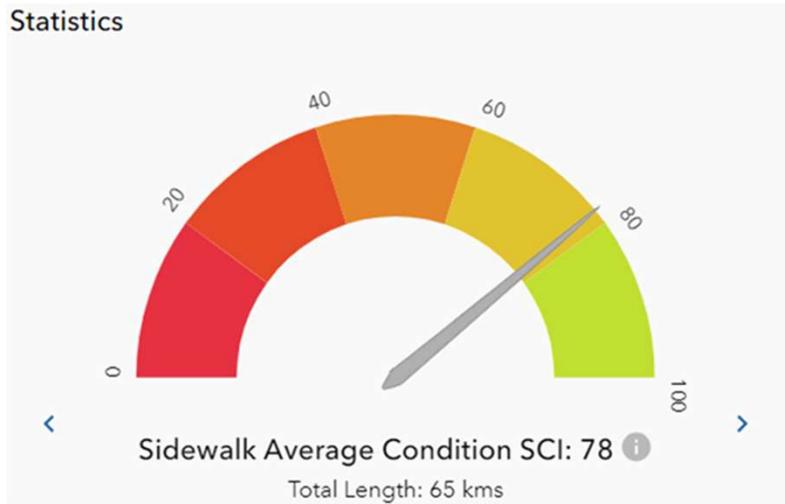
- As per the Regulation, the City must now prepare a combined AMP that includes all assets and is supported with a financial plan
- Over the coming months, feedback will be needed from residents on what affordable levels of service residents expect from the City. Stay tuned!

- The City's [2022 AMP](#) captured core assets within Roads, Storm Water, Water, and Wastewater.
- The City's [2024 AMP](#) captured non-core assets including: Buildings (excluding WPP, PCC, Water Tower, Lift Stations, Quarry Reservoir); Fleet (vehicles & equipment); Parking Lots; Parks & Outdoor Recreation



Current Sidewalk Condition

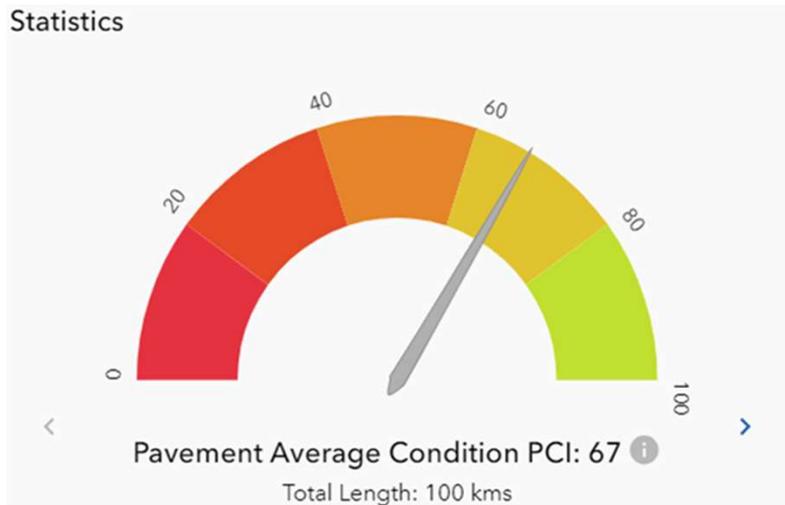
- The City owns and maintains 65kms of sidewalk with an average Sidewalk Condition Index (SCI) of the entire network of "Good" condition (78%). The City needs to maintain sidewalks in good condition to minimize risk of slips and falls.
- The next phase of the AMP will assess the impact of different funding levels to ensure the long-term renewal plan for sidewalks supports an acceptable level of risk.



Sidewalks	Arterial		Collector		Local	
SCI - Excellent (85%-100%)	17%	11km	9%	6km	21%	14km
SCI - Good (70%-84%)	11%	7km	5%	3km	12%	8km
SCI - Fair (55%-69%)	4%	2km	1%	1km	4%	3km
SCI - Poor (40%-54%)	2%	1km	1%	1km	6%	4km
SCI - Very Poor (25%-39%)	1%	1km	1%	1km	2%	1km
SCI - Serious (10%-24%)	0%	0km	1%	0km	1%	1km
SCI - Failed (0%-9%)	0%	0km	0%	0km	0%	0km

Current Road Condition

- The City owns and maintains 100kms of roadway with with an average Pavement Condition Index (PCI) of the entire network of "Fair" condition (67%)
- The next phase of the Asset Management Plan (AMP) will assess the impact of different funding levels on road condition to set an appropriate level of funding that balances desired pavement conditions with affordability



Roads	Arterial		Collector		Local	
PCI - Excellent (85%-100%)	10%	10km	5%	5km	6%	6km
PCI - Good (70%-84%)	10%	10km	3%	3km	8%	8km
PCI - Fair (55%-69%)	7%	7km	4%	4km	18%	18km
PCI - Poor (40%-54%)	2%	2km	4%	4km	14%	14km
PCI - Very Poor (25%-39%)	1%	1km	2%	2km	5%	5km
PCI - Serious (10%-24%)	0%	0km	0%	0km	0%	0km
PCI - Failed (0%-9%)	0%	0km	0%	0km	0%	0km

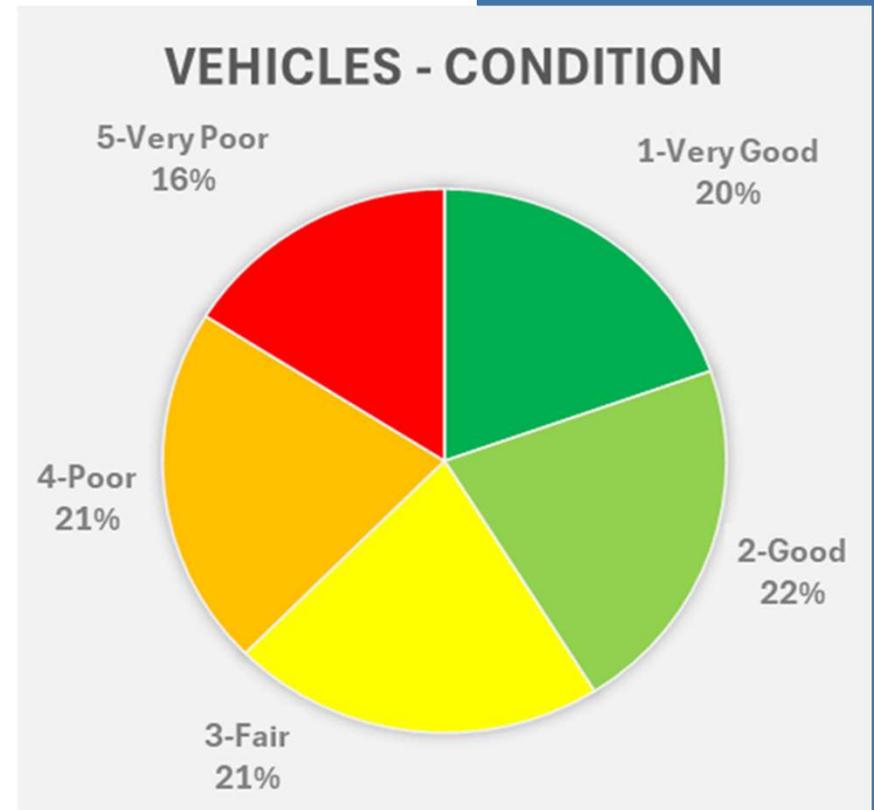
Upcoming Major Infrastructure Projects vs. Funding Availability

A shortage of annual capital funding will continue to push major infrastructure projects until the funding gap is closed. Based on condition, funding is needed to complete two major infrastructure projects per year, but funding is only available to support one major project per year.

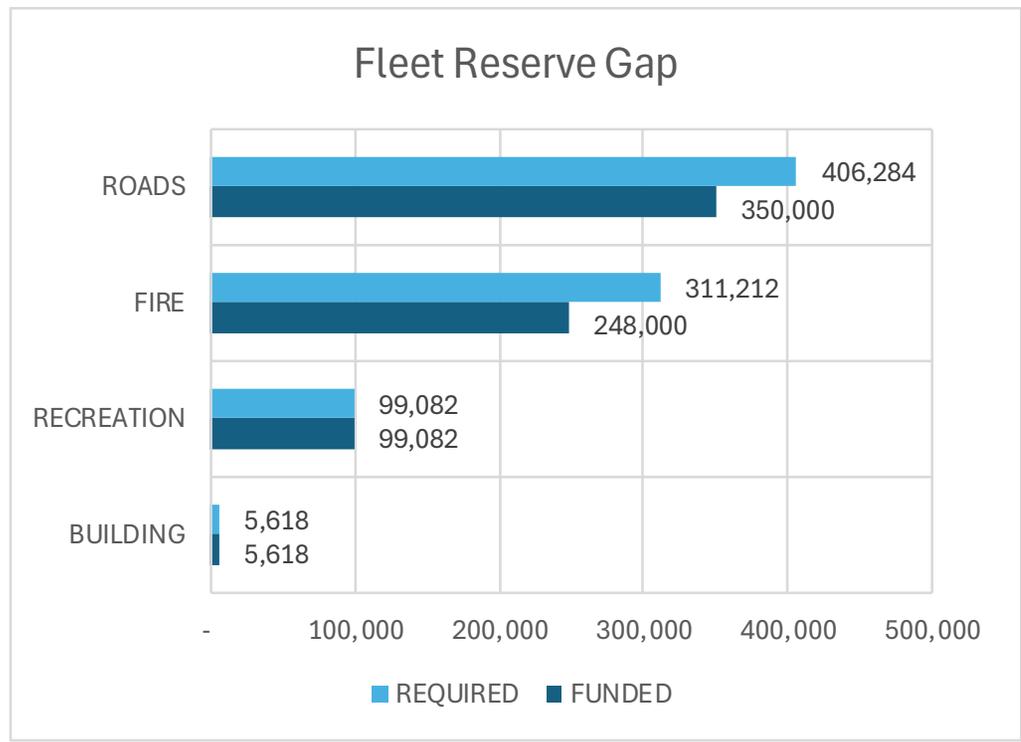
Project	Project Year(s)	Total Cost	Water	Sewer	Roads/ Storm
Albert St (Pembroke to First Responder)	2025-2026	\$4,116,416	\$740,955	\$1,728,895	\$1,646,566
Boundary Rd (Almira to Francis)	2027-2029	8,676,500	1,561,770	3,644,130	3,470,600
Centre St (Alfred to Bell)	2028-2030	6,837,750	1,230,795	2,871,855	2,735,100
Frank Nighbor St (Pembroke to Lake)	2027-2028	1,834,134	330,144	770,336	733,654
Isabella St Catchment Area (Phase 3-6)	2026-2029	13,369,038	2,406,427	5,614,996	5,347,615
Moffat St (Pembroke to 406 Moffat)	2026-2029	2,491,800	448,524	1,046,556	996,720
Nelson St (Mackay to Howard)	2026-2028	11,572,400	2,083,032	4,860,408	4,628,960
Prince St (Pembroke to Lake)	2027-2028	1,620,525	291,695	680,621	648,210
Trafalgar Rd (Pembroke to Boundary)	2028-2030	1,200,000	216,000	504,000	480,000
Major Reconstruction Projects Required	N/A	51,718,563	9,309,341	21,721,796	20,687,425
Split over 5 years			1,861,868	4,344,359	4,137,485
Annual Historical Funding (Taxes, CCBF, OCIF)					2,258,000
Annual Gap					1,879,485

2024 Fleet Condition

- The City owns and maintains 57 vehicles with a replacement cost of \$12.2M and 76 pieces of equipment with a replacement cost of \$1.1M
- Currently, the age/condition of vehicles are well-balanced between the different condition categories which helps smooth funding requirements over multiple budget years.



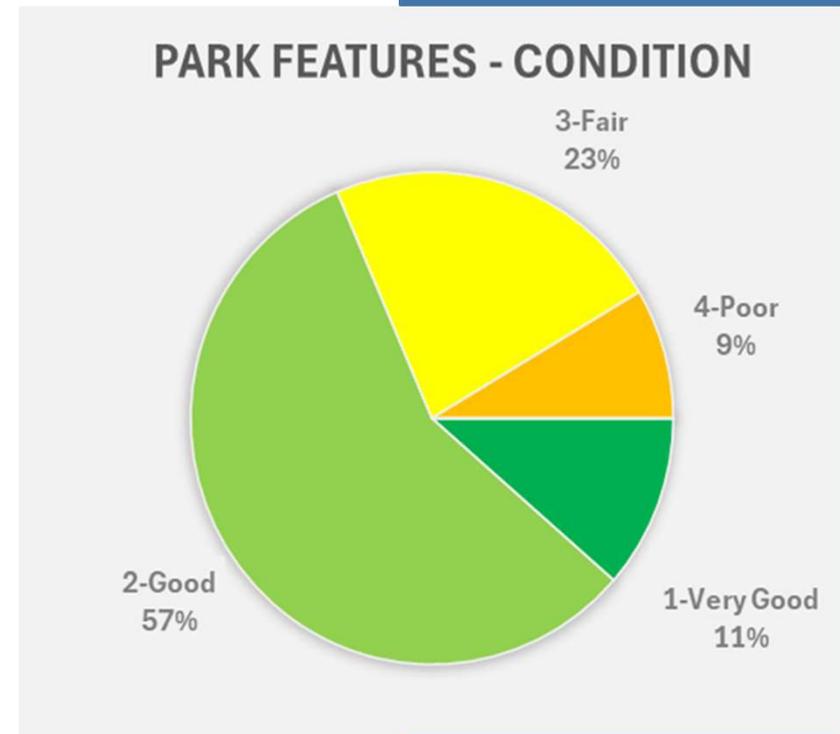
Status of Fleet Funding



- Currently, the City contributes annually to fleet reserves based on the calculation of current estimated replacement cost divided by useful life.
- A complete fleet review in 2024 revealed a \$245K shortfall, with post-COVID pricing increasing the replacement cost of the overall fleet. This gap will be closed over the next several budget cycles.
- In 2025, fleet contributions increased by \$100,971 leaving a remaining gap of \$119,496 to be covered in future budgets.

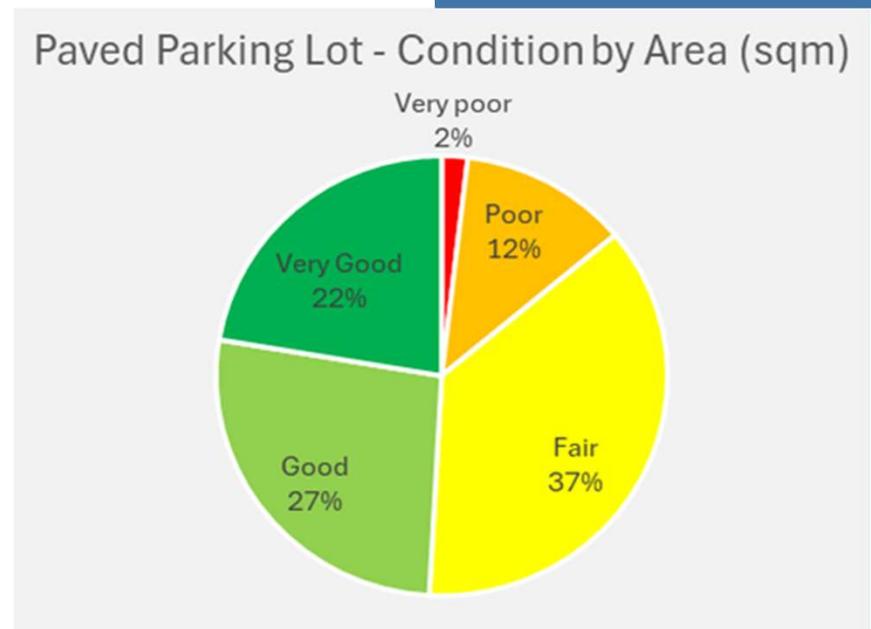
2024 Parks Condition & Funding

- The City owns and maintains various park amenities including basketball/tennis courts, ball diamonds, soccer fields, play structures, and splash pads with a replacement value of \$5.6M.
- Currently, these features are in good condition which is ideal given the general public's use of these assets and their associated liability.
- Comparing historical spending to future requirements, parks have a small funding gap of \$49,526 over the next 10-years for expected upcoming replacements which is considered manageable.



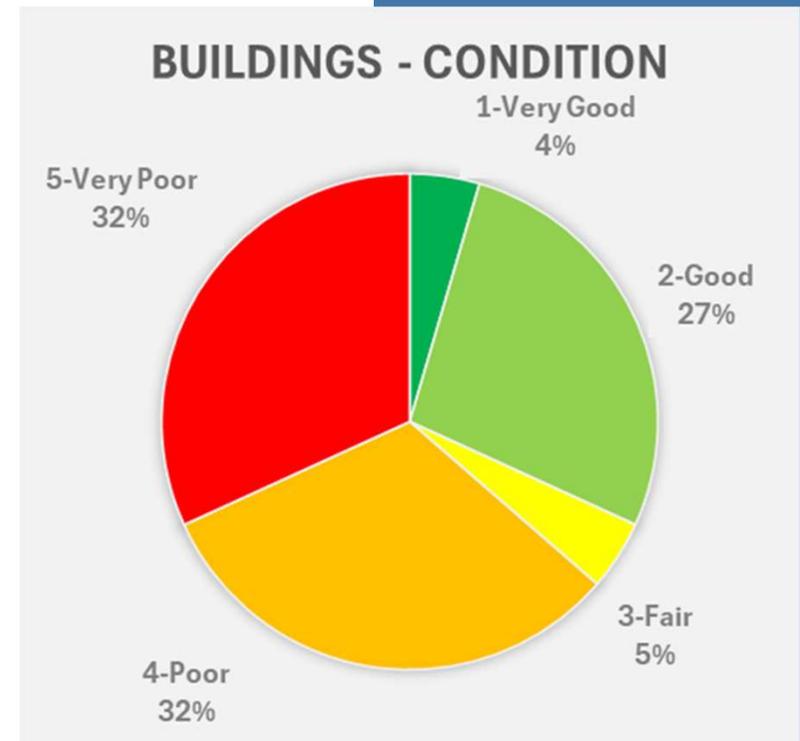
2024 Parking Lot Condition & Funding

- The City owns and maintains 22 paved parking lots (building parking lots with limited public parking have been included with the building section) with a replacement value of \$4.5M.
- The poor and very poor condition of some parking facilities has created liability issues which impacts future insurance costs for the municipality.
- An estimated funding gap of \$50,000 is due to the lack of proactive maintenance on the City's parking lots (like crack sealing) which could extend useful life.
- Moving forward, the City's operating budgets will include parking lot maintenance to ensure cost effectiveness to taxpayers.



2024 Building Condition

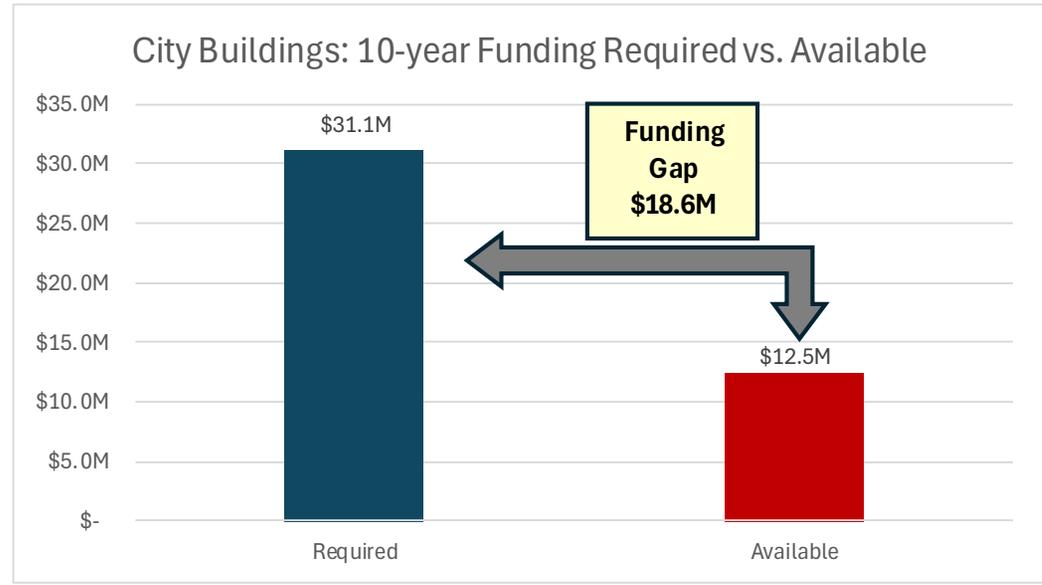
- The City owns and maintains 27 buildings with a replacement value of \$80.3M.
- The overall condition of each building is based on its Facility Condition Index (FCI), which is calculated by dividing the cost of immediate building repairs with the building's replacement value.
- If the City wants to maintain most buildings with an FCI of “Fair” or better, significant investments will be needed in current facilities, with 64% of buildings in either “Poor” or “Very Poor” condition.



Building Funding Gap

In 2024, a financial analysis revealed shortfalls in both operating and capital budgets for buildings:

- The City did not have an appropriate level of staffing for pool maintenance which has been addressed as part of the re-opening of the pool.
- A funding gap of \$18.6M remains to address needed building upgrades and replacements which will ultimately impact upcoming City budgets.



Next Steps in Asset Management Planning



**Plan Integration:
Core & Non-Core Assets**

**Resident Feedback:
Levels of Service vs Affordability**



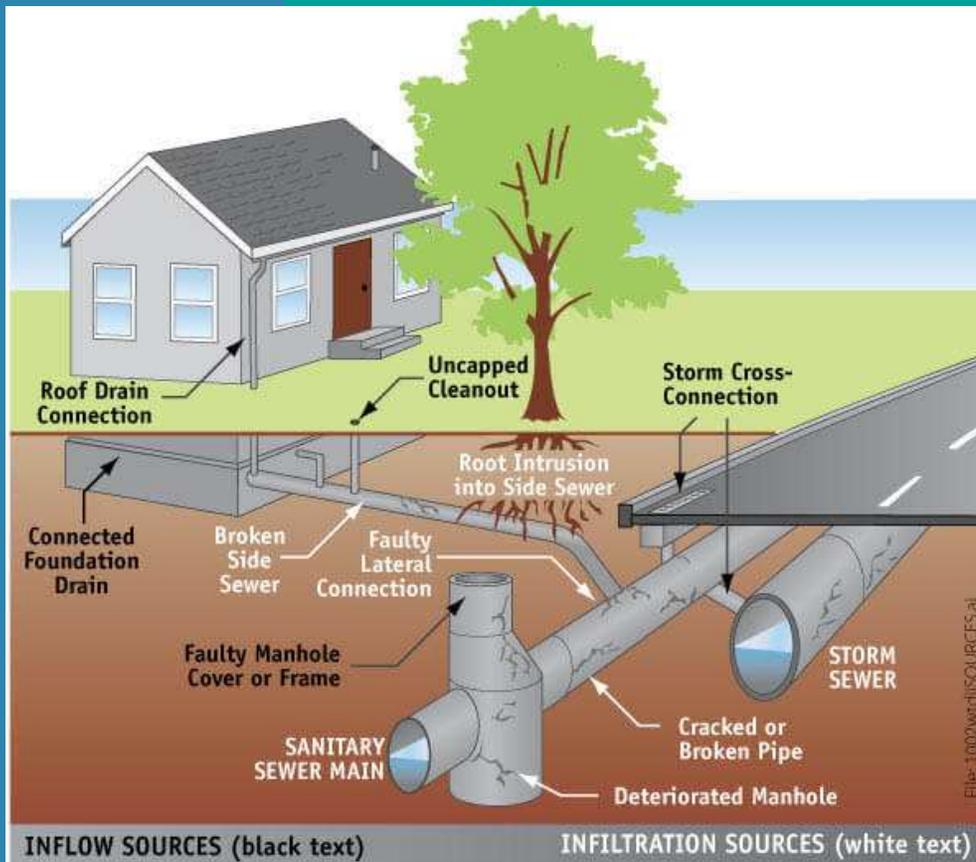
Key City Issues for 2025



Presented by:
Angela Lochtie
Treasurer



Inflow and Infiltration



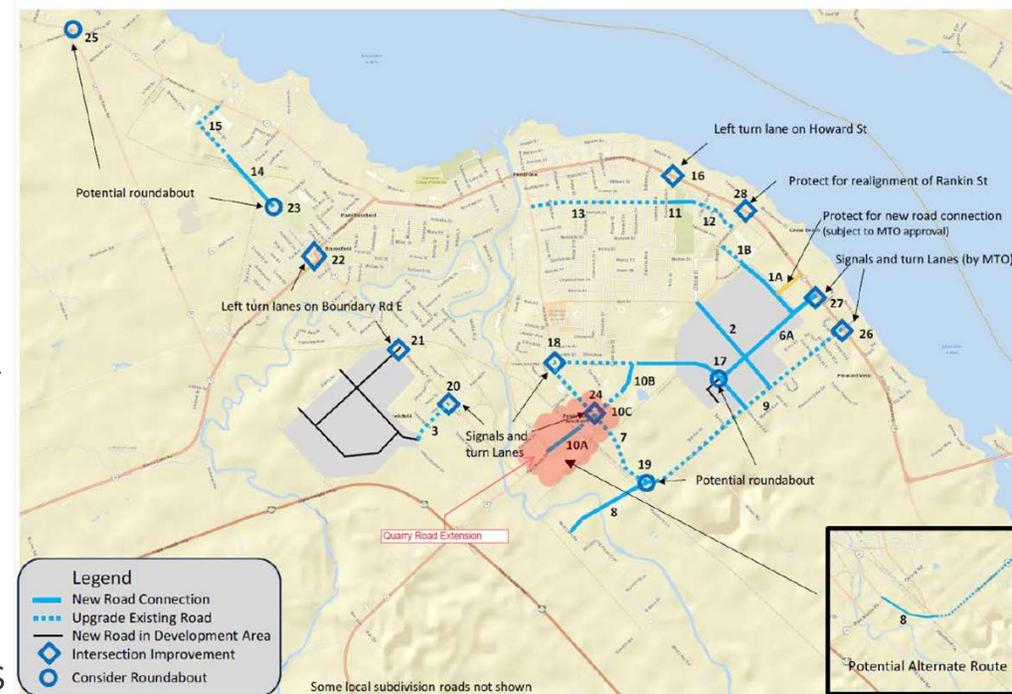
Source: [What is I&I? \(Infiltration and Inflow\) - t4 Spatial](#)

- Studies have revealed that City's sanitary sewer system is being over-run with water inflow and infiltration. Inflow and infiltration (I&I) happens when water, groundwater and stormwater enters the sewage system through sump pumps, downspouts, and/or holes and cracks in the pipes.
- If left uncorrected, this issue will require millions of additional dollars to be spent on another sewage processing plant (not cost effective).
- Starting in 2025, steps will be taken to identify and correct the sources of I&I. This could include: public education; flow monitoring and data review; sanitary sewer smoke test; issue correction(s) by either homeowners or the City based on findings.

Quarry Road Extension

- Together with the Township of Laurentian Valley, the City is currently finalizing a [Transportation Master Plan](#). One of the draft recommendations of this plan is to construct a ring-road to help alleviate traffic in our communities
- A few options are presented in this study to connect Boundary Road to Mackay Street/Drive-In Road. The Quarry Road extension is considered the most feasible option with Phase 1 (Paul Martin to Mackay) estimated at \$4.9M
- The concept of this extension has been approved in principle, with design to start in 2025
- As a new road in the city's network, this project would be financed through debt. Further reports will be coming forward in 2025 for this project

Road Network Recommendations



Transit: On-Demand Transit Service



- Based on resident feedback, the City has been researching the re-introduction of a transit service for Pembroke with an on-demand transit service recommended for our City.
- On-demand transit is a shared-ride public transit service without a fixed schedule or route. Passengers choose where the trip starts and ends, within the transit service area. The transit vehicle's route is optimized by computer software, and it is based upon rider trip requests. The transit service would be limited to City boundaries but would extend to Walmart in Laurentian Valley.
- Proposals from potential operators have been reviewed and a report will be coming to Council for award on January 21st. A “soft” launch would occur in the summer with full-scale operations in the fall.

2022

Feasibility
Study

2023

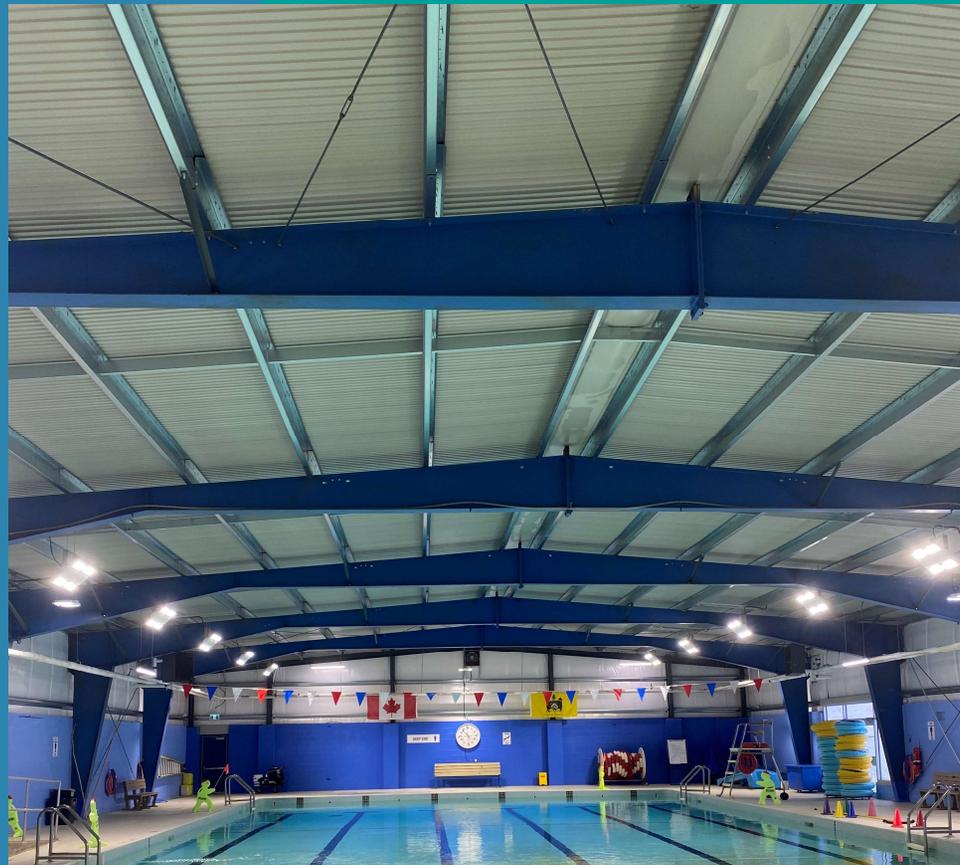
Request for
Information

2024

Request for
Proposal

2025

Potential
Service
Launch



Sportsplex Committee

- Over the past year, the Kinsmen Pool has undergone significant renovation to repair/replace the building roof and lighting. The pool will reopen its doors on Jan. 15
- A sportsplex committee has been formed between the City of Pembroke and the Township of Laurentian Valley to examine options for a sportsplex that would serve both communities. In 2025, an Owner's Engineer will be hired to examine options
- The age and condition of the pool and both arenas (PMC and PACC) will be taken into consideration as options are explored and a plan developed to ensure both continuity of service and appropriate phasing of the different requirements into a master plan



**COMING
SOON**

Public Engagement engagepembroke.ca

- As part of the City's modernization initiatives, a new public engagement platform is under development with Social PinPoint.
- This platform will keep residents up-to-date on key City projects and allow on-going feedback, ensuring that City projects and services consider resident feedback and concerns, improving public participation, decision making and transparency.
- Stay tuned for the launch of this new platform in the spring of 2025!

Questions and Feedback

Angela Lochtie, CPA, PFA,
Treasurer



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www.pembroke.ca





2025 *Draft* Operating Budget

January 8, 2025



2025 Operating Budget Summary (1 OF 2)

DEPARTMENT	2024 BUDGET	2025 BUDGET	VARIANCE
Taxation	(\$25,129,852)	(\$25,287,058)	(\$157,206)
Mayor & Council	324,235	329,470	5,235
Financial	(4,445,459)	(5,192,726)	(747,267)
Administration	1,288,991	1,213,771	(75,220)
Elections	15,000	17,442	2,442
Human Resources & Purchasing	425,651	405,744	(19,907)
City Property	14,270	127,271	113,001
Fire Service	3,725,491	3,885,601	160,110
O.P.P. Service	4,441,306	4,691,405	250,099
Police Service Board	46,850	34,400	(12,450)
Animal Control	79,475	46,675	(32,800)
Building Inspection	78,522	123,935	45,413
Bylaw Enforcement	219,060	268,098	49,038
Roads	3,920,066	4,323,865	403,799
Traffic Control	107,000	120,100	13,100

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2025 Operating Budget Summary (2 OF 2)

DEPARTMENT	2024 BUDGET	2025 BUDGET	VARIANCE
Streetlights	283,500	283,000	(500)
Garbage & Recycling	0	0	0
Transit	0	216,108	216,108
Parks & Facilities	2,199,828	2,576,925	377,097
Recreation	405,885	578,567	172,682
Bogie's Bar	0	0	0
Kinsmen Pool and Recreation Non-Recurring	311,328	373,630	62,302
Aquatic Centre	255,000	255,000	0
Development Charges	0	0	0
Planning	219,660	286,130	66,470
Economic Development & Tourism	437,625	607,900	170,275
County Shared Services	4,856,125	4,520,378	(335,747)
Other Shared Services	497,707	475,822	(18,885)
Capital Financing -Taxation	2,165,798	2,219,785	53,987
Capital Financing - PSB	18,000	38,000	20,000
Capital Financing - Other Grant Funding	3,190,198	4,630,103	1,439,905
Storm Sewer	51,740	76,740	25,000
(SURPLUS)/DEFICIT	0	2,246,081	2,246,081



2025 Water and Sewer Rates

January 6, 2025



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	\$608.56	5.7%
Second Unit	460.12	486.36	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	\$964.72	5.2%
Second Unit	720.92	758.40	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%



2025 *Draft* Capital Budget

January 6, 2025

2025 Draft Capital Budget

- With \$2.4M of projects/project funding carrying forward into 2025, the proposed 2025 budget requires \$19.8M of new funding.

Project Type	Total Project Cost	2024 Carry Forward	2025 Funding Required
Buildings & Facilities	\$2,647,819	\$194,974	\$2,452,845
Roads & Bridges	11,568,011	121,095	11,446,916
Equipment & Fleet	3,079,281	298,233	2,781,048
Parks	1,251,805	242,000	1,009,805
Storm Sewer	254,500	0	254,500
Sanitary Sewer	1,849,056	744,124	1,104,932
Water	1,755,000	1,010,658	744,342
Total Proposed Capital Projects	22,405,472	2,611,084	19,794,388

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
Total Financing	\$2,647,819	\$11,568,011	\$3,079,281	\$1,251,805	\$254,500	\$1,849,056	\$1,755,000	\$22,405,472



ANNEX D

Reserve and Reserve Fund Forecast

January 6, 2025



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
NEW Score Clock Reserve	-	-	-	-
Transit	448,799	-	-	448,799
Emergency & Disaster Recovery	500,000	-	-	500,000
Library Capital	197,161	7,000	-	204,161
Library Contingency	222,385	-	-	222,385

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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	27,463	-	-	27,463
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
TOTAL	11,554,631	1,575,460	2,519,563	10,610,527

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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	434,660	75,000	71,947	437,713
TOTAL RESERVE FUNDS	5,807,734	1,323,418	2,621,545	4,509,607
Reserve and Reserve Funds	17,362,365	2,898,878	5,141,108	15,120,134

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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
TOTAL RESERVE FUNDS	1,215,707	872,630	58,500	2,029,837