



City of
Peterborough

To: **Members of the General Committee**

From: **Richard Freymond, Commissioner, Finance & Corporate Support Services**
Jasbir Raina, Chief Administrative Officer

Meeting Date: **November 18, 2024**

Report: **2025 Draft Budget, Report FCSFS24-036**

Subject

A report to provide the 2025 Draft Operating and Capital Budget for consideration.

Recommendation

That Council approve the recommendation outlined in Report FCSFS24-036, dated November 18, 2024 of the Chief Administrative Officer and Commissioner of Finance and Corporate Support Services as follows:

That the recommendations contained in Appendix A of Report FCSFS24-036 of the Chief Administrative Officer and Commissioner of Finance and Corporate Support Services be moved for the purpose of discussion during detailed budget reviews by the General Committee starting November 18, 2024.

Executive Summary

- Draft 2025 Budget presents a 7.8% increase in the All-Inclusive Rate
- The All-Inclusive Rate (AIR) is comprised of the municipal property tax, education tax and municipal storm and sanitary sewer surcharge rates.
- Staff reduced operating budget requests by \$1.056 million and capital requests by \$51 million to reach the draft budget presented to Council.

- A list of discretionary budget items is included in Appendix B to the report for council's consideration to reduce the All-Inclusive Rate below 7.8%.
- The proposed increase of 7.8% to the AIR equates to \$145.56 per \$100,000 of residential property assessment, or an increase of \$378.46 for the median residential property assessed at \$260,000.

Background

2025 Budget Process

The budget process continues to change and evolve as City staff try to better align the budget process with the needs of the public, City Staff and Council. Some changes are more visible to the public, such as the City staff Divisional presentations made to General Committee or as noted in the preceding section, the consolidation of the Budget Books from three to one comprehensive Budget Book. Other changes are process changes, less visible to the public, but none the less important to the overall efficiency and effectiveness of what is a very lengthy and complex process. A brief outline of this process is provided below.

Finance and Corporate Support Services staff prepared and distributed budget packages to departments in early April 2024 who, in turn, submitted their initial 2025 proposed budgets in May.

The material was compiled, and an initial review was done with individual Department Commissioners, Managers and Financial Services staff. After the adjustments and corrections identified in the initial review had been incorporated into the budget, second review meetings, by the CAO with the Commissioner, Finance & Corporate Support Services, the budget team and individual Department Commissioners, were conducted.

In September, the CAO, Commissioners, Director, Financial Services and the Budget Analyst completed a final review and balancing of the City's Operating and Capital budget. Once balanced, Finance & Corporate Support Services staff prepared the 2025 Draft Budget book.

Budget Guideline

Staff presentations were made to General Committee on June 11, 2024 including a preliminary estimate for the 2025 budget requirement and All-Inclusive Rate. The preliminary estimate included costs for current levels of service from an operating perspective, carryover adjustments related to the 2024 budget, identified cost pressures and capital enhancements. Based on this information, the preliminary estimate was an All-Inclusive Rate increase of 8.42%. After deliberations, Council gave staff direction to develop the 2025 budget using a 5.0% All-Inclusive Rate.

In an effort to prepare a draft budget within the Council approved guideline, staff spent considerable time reviewing all budget requests for 2025. The Operating budget was reduced by \$1.056 million through use of reserves, increase in revenue estimates, cuts to spending and deferring program and staffing needs. The tax requirement for the Capital budget was reduced by \$51 million through deferral of projects, use of reserves, and reducing investments in capital across all divisions. The result is the Draft 2025 Budget as presented with a 7.8% increase in the All-Inclusive Rate.

The following chart summarizes the various components of the preliminary estimate, Council’s direction and the Draft 2025 Budget All-Inclusive Rate.

Chart 1

2025 Budget

Break Down of All-inclusive Rate

Description	Preliminary Estimate Current Levels of Service	Council Direction	Draft 2025 Budget
Impact of 2024 Tax Ratio	1.51	1.51	1.51
Impact of 2024 Reserves	0.71	0.71	0.71
Operating - Waste Collection MR			0.29
Operating	3.92	0.87	3.38
Total Operating	6.14	3.09	5.89
Sewer Surcharge	0.44	0.44	0.44
Storm water Protection	0.29	0.29	0.29
Other Capital Requirements	0.55	0.18	0.18
Capital financing - enhancement	1.00	1.00	1.00
Total Capital	2.28	1.91	1.91
Total All-inclusive	8.42	5.00	7.80

Summarized

Operating	3.92	0.87	3.38
Other operating	2.22	2.22	2.51
Capital	2.28	1.91	1.91
Total All-inclusive	8.42	5.00	7.80

To achieve the Council Guideline of a 5% All-Inclusive Rate increase for 2025, service level reductions with impacts to staffing levels are required. In Appendix B to this Report, staff have provided a list of further possible reductions for council consideration if they choose to recommend service level reductions to the Mayor for the 2025 budget.

Chart 2 provides a summary of the All-Inclusive Rate increase, and tax impacts of the 2025 Draft Budget Book, Council Guideline and funding for External Organizations not included in the Draft Budget.

Chart 2 2025 Draft Budget Book, Guideline and Items Over Guideline

	Net Tax Requirement change	All-inclusive Rate Increase	Change for \$100,000 of Assessment
Staff recommended	185,939,906	7.80%	
Council Guideline	(5,933,936)	-2.80%	(52.22)
Total Council Guideline	(5,933,936)	-2.80%	(52.22)
External Organization Requests above Preliminary Estimate			
Police	2,018,830	0.95%	17.77
Peterborough County City Paramedics	512,345	0.24%	4.51
Peterborough Public Health			
Total External Organizations Requests above the Preliminary Estimate	2,531,175	1.19%	22.28
Total Tax Requirement	182,537,145	6.20%	(29.95)

Not included in the chart above is the funding request from Peterborough Public Health. The Draft 2025 Budget includes a 2% increase in funding for PPH, and anything over that will need to be funded by tax levy, resulting in an increase to the All-Inclusive Rate.

Assessment Values

The MPAC reassessment originally slated for 2020 continues to be deferred and the 2016 assessment "Destination Assessment" will be used for 2025 Municipal tax purposes. The 2025 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments. It is expected, but not confirmed, that the re-assessment originally due January 1, 2020 will be carried out in 2025 and would be in effect for the 2026 taxation year.

2025 Operating Budget

The operating budget includes total expenditures of \$411 million funded by direct revenues of \$225 million including user fees, grants from other governments, recoveries and service charges, resulting in a tax requirement of \$186 million.

Staff identified needs which have not been included in the draft budget are summarized starting on page 297 of the Budget Book. Should any Council member wish to include any of the items in the 2025 Budget, a specific motion would be required. Council will

then further need to decide which expenditures elsewhere in the budget could be reduced or add the required amount to the 2025 Net Tax Levy Requirement. In previous years, these items may have been included by allocating funds from the 2025 General Contingency line, however, at \$1 million, less than one quarter of 1% of the gross operating budget, staff would suggest the Contingency is already at a minimal amount and would caution reducing the amount further.

The following commentary provides additional insights into key aspects of the Draft Operating Budget.

Personnel Costs

The 2025 Budget reflects a complement of 952.98 full-time equivalents and 150.06 part-time equivalents. The dollar value of direct compensation related to the complement is \$89.4 million for full-time and \$6.4 million for part-time positions for a total wage and salary cost amounting to \$79.2 million. This represents a \$13.8 million (16.89%) increase over the 2024 levels. As a result of Council's direction to bring services in-house, 96.88 FTE were assumed by the City with the transition of Peterborough Technology Services, Water Services, Riverview Park & Zoo and Economic Development. The increase also covers 2025 requested additions and reductions, regular grid steps, the annualized impact of any 2024 hires and a provision for salary and wage settlements.

Benefit costs

Benefit costs are expected to be \$25.2 million in 2025 and are up by \$4.8 million over the 2024 levels. Benefit costs include a number of legislated benefits such as Canada Pension Plan Premiums, Employment Insurance Premiums, and OMERS Premiums plus a number of negotiated benefits such as extended health, life insurance, and dental coverage.

Social Services Costs

Increasing cost inflation pressures of programs, and service needs within the community, as well as loss of provincial revenues are resulting in the need for more municipal tax levy contribution to support and maintain programs. In the 2025 budget to help offset these pressures, the staffing complement was reviewed and adjusted, and funding for some direct support programs has been reduced and/or not increased to meet the needs of the community.

Impact of 2024 Commercial & Industrial Tax Ratios

Council at its April 14, 2009, meeting, adopted an eight-year tax ratio reduction plan through Report CPFPRS09-005, whereby Multi-Residential, Commercial and Industrial tax ratios would be reduced to set amounts. These targets were realized for Commercial properties in 2020 with a final tax ratio of 1.5 and for Industrial properties in 2021 with a final tax ratio of 1.5. During the 2024 budget deliberations, Council direction was given to increase the Commercial and

Industrial ratios from 1.5 to 1.65. The change in ratios would shift some of the tax burden from the residential property owner to the Commercial and Industrial property owners, lowering the residential All-Inclusive Rate.

The change required approval from the Minister of Finance, which was not secured.

Waste Management Costs

Cost pressures from ongoing operating cost inflation and expanded waste collection services have driven cost pressures in contractual service costs, material costs and public works services within the Waste Management section.

Use of Reserves in 2024

The 2024 budget utilized Legacy reserve revenues to reduce the All-Inclusive Rate. These revenues have not been carried forward to the 2025 budget generating an impact on the All-Inclusive Rate.

Organizational Changes

The 2025 budget includes organizational changes anticipated in 2025. The most significant of these is the transferring of Water Services, the Riverview Park & Zoo and Information Technologies from the Peterborough Utilities Group of Companies (PUG) to the City of Peterborough. The net impact of the transfer is materially zero as the business units being transferred are funded through water revenues and capital recoveries.

At the end of 2024, the City ended its contractual relationship with the Peterborough Kawartha Economic Development (PKED). The City's funding for PKED has been redirected to a new internal Economic Development cost centre, Tourism and Economic Development/Tourism communication support. Through the repurposing of the PKED funding and utilization of Municipal Accommodating Tax (MAT) reserve funding, the addition of these resources to the City results in nominal cost reductions.

2025 Capital Budget

The 2025 Capital Budget includes 174 projects with a total cost of \$147.4 million. In accordance with the legislative requirements of the Public Sector Accounting Board (PSAB), capital projects are split into two types, "TCA Capital" and "Other Capital". Tangible Capital Asset (TCA Capital) projects result in assets for the City. Other Capital projects are typically studies or smaller maintenance type expenditures on City facilities that are below the thresholds identified for the tangible capital assets or are one-time or periodic expenditures.

Pre-Commitments

Council has previously approved pre-commitments totalling \$42.1 million of the 2025 Draft Budget. The pre-commitments in the 2025 budget and future budgets are shown on reference lines 1-13 in the table below.

Staff are recommending further pre-commitments as part of the 2025 Draft Budget as shown on lines 15-19 of the following table.

The 2026 budget includes recommendations for pre-commitments approved in 2025 to be shifted to 2026 for the following projects:

#24-103 Aircraft Storage Hangar \$700,000

#12811 Otonabee River Trail \$2,660,000

#16-061 Lansdowne Street West – Spillsbury Drive to Clonsilla Avenue - \$9,100,000

Due to various prerequisite conditions and delays in other aspects of these projects, staff are requesting that these pre-commitments be deferred to 2026.

Should Council approve the 2025 budget of the listed projects, staff recommend that the 2026 and 2027, as applicable, portions be pre-committed to facilitate the procurement and construction processes. Altogether, the pre-commitments for 2026 to 2028 total \$59.26 million.

**Chart 2
2025 and Future - Capital Budget Pre-commitments**

	Project name	Report Reference / Council Approval Date	Total 2025 Commitment	Total 2026 Commitment	Total 2027 Commitment	Total 2028 Commitment
1	Canadian Canoe Museum - Capital Build	CLSFS21-021	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
2	Brealey Drive - Lansdowne Street to Sherbrooke Street	Dec. 11, 2023 with 2024 Budget	\$ 10,580,000	\$ -	\$ -	\$ -
3	Curtis Creek Watershed Improvements	Dec. 11, 2023 with 2024 Budget	\$ 940,000	\$ -	\$ -	\$ -
4	Effluent Disinfection Revitalization and Expansion	Dec. 11, 2023 with 2024 Budget	\$ 7,000,000	\$ 7,000,000	\$ 3,000,000	\$ -
5	Replace Digester #1 & 2	Dec. 11, 2023 with 2024 Budget	\$ 5,000,000	\$ -	\$ -	\$ -
6	Aviation Fuel Facility	Dec. 11, 2023 with 2024 Budget	\$ 850,000	\$ -	\$ -	\$ -
7	Bonnerworth Park Redevelopment	Dec. 11, 2023 with 2024 Budget	\$ 2,390,000	\$ -	\$ -	\$ -
8	Bonaccord Street Improvements	Dec. 11, 2023 with 2024 Budget	\$ 250,000	\$ -	\$ -	\$ -
9	Lansdowne Street Rehabilitation - Park to Otonabee River	LSRS24-001 (Closed Session Report)	\$ 2,000,000	\$ -	\$ -	\$ -
10	Rotary Trail Crossing - Hunter Street East	IPGENG24-020, August 6, 2024	\$ 125,000	\$ -	\$ -	\$ -
11	Aircraft Storage Hangar ***	Dec. 11, 2023 with 2024 Budget	\$ 700,000	\$ -	\$ -	\$ -
12	Otonabee River Trail - Del Cray Park to Little Lake Cemetery ***	Dec. 11, 2023 with 2024 Budget	\$ 2,660,000	\$ -	\$ -	\$ -
13	Lansdowne Street West - Spillsbury Drive to Clonsilla Avenue ***	Dec. 11, 2023 with 2024 Budget	\$ 9,100,000	\$ -	\$ -	\$ -
14	Sub-Total Prior Approved		\$ 42,095,000	\$ 7,500,000	\$ 3,500,000	\$ 500,000
15	Police Station Renovations	2025 Budget recommendation	\$ 13,000,000	\$ 23,000,000	\$ 12,000,000	\$ -
16	*** Aircraft Storage Hangar	2025 Budget recommendation	\$ -	\$ 700,000	\$ -	\$ -
17	*** Otonabee River Trail - Del Cray Park to Little Lake Cemetery	2025 Budget recommendation	\$ -	\$ 2,660,000	\$ -	\$ -
18	*** Lansdowne Street West - Spillsbury Drive to Clonsilla Avenue	2025 Budget recommendation	\$ -	\$ 9,100,000	\$ -	\$ -
19	On Street Parking Permit Program	2025 Budget recommendation	\$ 300,000	\$ 300,000	\$ -	\$ -
20	Sub-total Pre-Commitment Requests		\$ 13,300,000	\$ 35,760,000	\$ 12,000,000	\$ -
21	Total		\$ 55,395,000	\$ 43,260,000	\$ 15,500,000	\$ 500,000
22	Tax Supported		\$ 21,628,500	\$ 6,860,000	\$ 500,000	\$ 500,000
23	Non-Tax Supported		\$ 33,766,500	\$ 36,400,000	\$ 15,000,000	\$ -

Debt Management and Capital Financing

In 2012, through Report CPFS12-011, amended in July 2021 through Report CLSFS21-024 - Debt Management and Capital Financing Plan and further amended with Report CLSFS23-033 dated August 14, 2023, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget. The combination of recommendations in the report were intended to:

- Accelerate the pace capital construction can occur that otherwise may not be able to occur;
- Allow the City to gain some ground on its backlog of capital projects;
- Not completely rely on increased debt but also provide for continuing increases in base capital levy.

Recommendations c) and d) from the Report were central to the plan:

- c) That the annual draft operating budget include a 5% increase in the capital levy provision as a means of providing more capital levy to support the capital budget requirements.
- d) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

A 1% increase annually over 10 years was intended to create a base budget provision for tax-supported debt servicing costs that could, in theory, repurpose 10-year debt issued over and over again as the debt matured, without increasing the tax rate. From years 2013 through 2017, Council supported a 1% increase in the All-inclusive tax rate, 0.5% in 2018 and 0.0% in 2019 to 2021, 0.5% in 2022 and 0.76% in 2023. The 2024 budget includes 1.00%.

When preparing the 2025 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available, with a reduction of \$51 million in projects for 2025 across all divisions of the City.

The most recent Council-approved Asset Management Plan (Report IPGACP24-017) in 2024, estimated that the current capital funding deficit to maintain desired levels of service and meet the needs of the growing community was approximately \$135 million annually.

If the current capital financing policy continues for future years, there is not sufficient financing to fund the capital requests for 2026-2029. For this reason, staff are recommending approval of an increase in the Capital financing for the 2026 and 2027 budgets of an additional 1% each year for a total of 2% in 2026 and 3% in 2027.

Casino Gaming Reserve

One source of revenue that has been a key component of the Capital Budget is the Casino Gaming Reserve. Casino operations were significantly impacted as a result of the Provincial restrictions from the COVID-19 pandemic and the Casino revenue to the City continues to recover throughout 2024. The 2025 Draft Capital Budget includes \$3 million of Casino Gaming Reserve Revenue to fund a portion of the capital program.

Dividends from City of Peterborough Holdings Inc. (CoPHI)

Another key revenue source for Capital is the dividends from CoPHI. The budget includes \$4 million (2024 - \$5.2 million) in dividend payments in 2025 from CoPHI. The dividend for 2025 is expected to be impacted by the reduction of revenues within the CoPHI group as the Water Services, PTS and Zoo move to the City.

Legacy Fund and Legacy Fund Investment Income

During 2022 Council approved the establishment of a Legacy Fund with the proceeds from the sale of PDI Assets to Hydro One and for the income earned to be used to fund a portion of the capital program. The 2025 Draft Budget includes an estimated \$1.5 million of investment income being earned on the Legacy Fund investments.

The capital budget includes Capital Project #24-140 for Hydro One Ops Centre Servicing and # 18-027 Major Bennett Industrial Park both of which are funded from the principal of the Legacy Fund. Additionally, \$1.5 million from the Legacy Fund investment Income reserve is utilized to fund a portion of the 2025 capital program.

Development Charge supported debt of \$38.3 million was issued for Miskin Law Community Complex in 2024. The DC receipts to support this project will be received over a number of years and will not match the timing of the cash outflows for the debt servicing payments, which will begin in spring 2025. Staff recommend that temporary bridge financing be provided from the principal of the Legacy Fund for these DC supported debt payments. Further DC supported debt will be issued in spring 2025 for Fire Station #2, \$6.7 million and the Police Stations Renovation and Expansion project budget, as included in the Draft 2025 budget, includes a total of \$45.5 million in DC supported debt. Both of these projects will require the same temporary bridge financing once the projects are complete and debt is issued.

Recommendation

That the principal of the Legacy Fund be used to provide temporary bridge financing for the Development Charge supported debt for the Miskin Law Community Complex (Capital Project #15692), Fire Station #2 (Capital Project #15163) and Police Stations Renovation and Expansion (Capital Project #20-109).

Draft Budget Proposes Sewer Surcharge Rate Increase

For the Draft 2025 Budget staff recommend that the seventh year of the ten-year implementation of the Wastewater - Sanitary Sewer surcharge rate increase be implemented. The sewer surcharge rate will increase to 107.69% of the water rate for 2025 (2024 – 106.13%).

Strategic Plan

Strategic Pillar: Governance & Fiscal Sustainability

Strategic Initiative: Pursue service excellence in governance to support long-term fiscal sustainability of the City while respecting the impact of decisions on taxpayers.

The preparation and adoption of an annual budget for the City supports accountable, transparent and responsible financial management for programs and services for the benefit and protection of the City and its residents.

Engagement and Consultation

The draft budget was prepared by Financial Services staff in consultation with the CAO, Commissioners, Directors, Managers and staff in all divisions of the City as well as input from certain External Agencies.

Community Consultation

The City consults with the community throughout the budget process – at the beginning when setting the Guideline through drop-in style sessions and a Budget Survey, when the draft budget is released, and before Council considers approving the budget. As shown in Chart 1, there are four community engagement opportunities remaining.

Chart 1

2025 Budget Community Engagement Opportunities

Date	Engagement opportunity
Thursday November 7, 2023, 6pm, Tuesday, November 12, 2023, 5pm	Drop-in meetings for the community to speak with staff and some council members about the Draft 2025 Budget
Tuesday, November 12, 2023, 6pm	Public meeting for General Committee to receive presentations from public delegations

Monday, December 9, 2023	Mayors Budget is tabled, opportunity for public delegations, anticipated adoption of the 2025 Budget
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2025 Finance Committee and Council Schedule

The proposed timetable to review the 2025 Draft Budget is set out below:

November 4, 2024	2025 Draft Budget presented to Finance Committee by Staff.
November 12, 2024	Meeting of General Committee to receive delegations from Outside Organizations on the 2025 Draft Budget.
November 12, 2024	Public Meeting of Finance Committee to receive input on the 2025 Draft Budget from public delegations.
November 18 & 19, 2024	General Committee reviews 2025 Draft Budget.
December 9, 2024	Mayor's 2025 Budget is tabled, anticipated adoption of the 2025 Budget.

Budget and Financial Implications

Council provided direction at its meeting of June 10, 2024 for an All-Inclusive Rate increase of 5% for the 2025 budget. The Budget Book has been prepared with a 7.8% increase in AIR. Any further decrease will result in significant service level reductions. Appendix B to this report listing discretionary budget areas and service level reductions is provided for council to recommend be removed from the 2025 budget to reach the guideline of 5%.

Gross expenditures have increased 13.3% whereas net tax levy requirements have increased 10.1%.

The 2025 Capital Budget includes \$147.4 million of capital work. The draft budget uses all of the available capital levy, tax supported debenture financing and Canada.

Altogether, the proposed All-Inclusive Rate increase of 7.8% results in an annual increase of \$145.56 for every \$100,000 of residential assessment. This equates to an increase of \$378.46 for the median assessed residential property, where the median assessment is \$260,000.

Further details are provided through the Budget Book.

Conclusion

The Draft 2025 Budget has been prepared with a 7.8% increase to the All-Inclusive Rate. Included in Appendix B of this report are budget areas council may consider be removed from the draft 2025 Budget to reach a 5% increase to the AIR. The Budget Book has been provided as a basis for the budget deliberations by General Committee.

Attachments

Appendix A: Operating and Capital Budget Recommendations

Appendix B: Staff Identified Potential Budget Reductions to Reach a 5% Increase to AIR

Submitted by,

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Appendix A

2025 Operating and Capital Draft Budget Recommendations

That the following recommendations be moved for the purpose of discussion:

- a) That the 2025 Draft Budget, and all estimated revenues and expenditures, fees, contributions to reserve and reserve funds, and proposed staffing levels referenced in the documents be adopted.
- b) That the user fees and charges as set out the Budget Book be adopted as part of 2025 Budget process.
- c) That the total annual amount of new tax-supported debt charges and any increase in the capital levy provision limit be increased so that the impact on the residential all-inclusive tax increase is 2% in 2026 and 3% in 2027. (Page 19)
- d) That the principal of the Legacy Fund be used to provide temporary bridge financing for the Development Charge supported debt for the Miskin Law Community Complex (Capital Project #15692), Fire Station #2 (Capital Project #15163) and Police Stations Renovation and Expansion (Capital Project #20-109). (Page 20)
- e) That any unused CAO Budget at the end of 2025 be transferred to the Organizational Development Reserve, subject to the overall year-end position. (Page 37)
- f) That any unused Physician recruitment budget at the end of 2025 be transferred to the Physician Recruitment Reserve, subject to the overall year-end position. (Page 37)
- g) That in consideration of the Police Stations Renovation and Expansion project, #20-109, the 2026 and 2027 budgets be pre-committed with approval of the 2025 budget. (page 57)
- h) That any unused Peterborough Technology Services Budget, at the end of 2025, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that, if actual costs exceed the 2025 Budget, funds may be drawn from the IT Reserve. (Page 70)
- i) That any 2025 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year-end position and that if actual Engineering costs exceed the 2025 Budget, funds may be drawn from the Engineering Design and Inspection Reserve. (Page 98)
- j) That any unused Traffic Signal Maintenance Budget at the end of 2025, be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that if the actual Traffic Signal Maintenance costs exceed the 2025 Budget, funds

may be drawn from the Traffic Signal Reserve. (Page 98)

- k) That the 2025 Budget pre-commitment of \$9.1 million for the Lansdowne Street West – Spillsbury Drive to Clonsilla Avenue (Capital Project Ref #16-061) be shifted for 1 year and pre-committed against the 2026 Capital budget. (Page 103)
- l) That the 2025 Budget pre-commitment of \$2.66 million for the Otonabee River Trail – Del Crary Park to Little Lake Cemetery project (Capital Project Ref #12811) be shifted for 1 year and pre-committed against the 2026 Capital budget. (Page 111)
- m) That any unused Parking Budget, at the end of 2025, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual Parking costs exceed the 2025 Budget, funds may be drawn from the Parking Reserve. (Page 118)
- n) That the 2026 budget for Capital Project #25-023 On Street Parking Permit Program be precommitted for the 2026 budget with the approval of the 2025 budget of the project. (Page 137)
- o) That any unused portion of the 2025 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall year-end position, and that if actual Winter Control costs exceed the 2025 Budget, funds may be drawn from the Winter Control Reserve. (Page 160)
- p) That any excess Airport development review fees at the end of 2025 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2025 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve. (Page 190)
- q) That the 2025 Budget pre-commitment of \$700,000 for the Aircraft Storage Hangar (Capital Project Ref #24-103) be shifted for 1 year and pre-committed against the 2026 Capital budget. (page 192)
- r) That any surplus in Water Services at the end of 2025 be transferred to the Water Treatment Plant reserve, subject to the overall year-end position, and that if actual Water Services costs exceed the 2025 Budget, funds may be drawn from the Water Treatment Plant Reserve. (Page 196)
- s) That any surplus funds at the end of 2025 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements. (Page 207)
- t) That any unused Community Development Program net budget at the end of 2025 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year-end position and that, if actual Community Development Program costs exceed the 2025 Budget, funds may be

drawn from the Reserve. (Page 207)

- u) That if actual Riverview Park & Zoo costs exceed the 2025 Budget, costs be funded from the 2025 Water Fees, subject to the year-end position. (Page 210)
- v) That any surplus funds at the end of 2025 for the Recreation and Parks division be transferred to the General Recreation Reserve, subject to the overall year end position and that, if actual Recreation and Parks costs exceed the 2025 Budget, funds may be drawn from the Reserve. (Page 218)
- w) That any remaining unused Children's Services net budget at the end of 2025 be transferred to the Early Learning Child Development Reserve, subject to the overall year end position and that, if actual Children's Services costs exceed the 2025 Budget, funds may be drawn from the Reserve. (Page 240)
- x) That any remaining unused Social Services net budget at the end of 2025 be transferred to the General Assistance Reserve, subject to the overall year-end position and that, if actual Social Services costs exceed the 2025 Budget, funds may be drawn from the Reserve. (Page 240)
- y) That any surplus in the Housing Operating Budget at the end of 2025 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual Housing costs exceed the 2025 Budget, funds may be drawn from the Housing Reserve. (Page 240)
- z) That any surplus in the Housing Choice Rent Supplement Program at the end of 2025 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual Rent Supplement costs exceed the 2025 Budget, funds may be drawn from the Rent Supplement Reserve. (Page 240)
- aa) That any unused Homelessness net budget at the end of 2025 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year-end position and that, if actual Homelessness costs exceed the 2025 Budget, funds may be drawn from the Reserve. (Page 240)
- bb) That any adjustment to the City's 2025 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2025 General Contingency provision. (Page 249)
- cc) That any unused portion of the 2025 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year-end position and that, if actual tax write-off costs exceed the 2025 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve. (Page 249)
- dd) That any unused Employee Benefits Budget at the end of 2025 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if

actual employee benefits exceed the 2025 Budget, funds may be drawn from the Employee Benefits Reserve. (Page 253)

- ee) That any unused Insurance Budget at the end of 2025 be transferred to the Insurance Reserve, subject to the overall year-end position and that. (Page 253)
- ff) That any adjustment to the City's 2025 requirement for the Insurance Budget, be netted against the City's Insurance Reserve (Page 253)
- gg) That any unused 2025 Contingency Budget at the end of 2025 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2025 year-end position. (Page 253)
- hh) That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2025 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual PCCP costs exceed the 2025 Budget, funds may be drawn from the PCCP Reserve. (Page 263)
- ii) That any adjustments to the City's portion of ORCA's 2025 Budget be netted against the City's 2025 General Contingency provision. (Page 264)
- jj) That the 2025 budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2025 totalling \$362,045, be approved. (Page 270)
- kk) That the 2025 budget for the Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2025 totalling \$18,915, be approved. (Page 251)
- ll) That any excess Casino Gaming revenues at the end of 2025, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:
 - i. remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that
 - ii. amounts beyond the \$1.0 million will be used for Capital works in the 2025 Capital Budget. (Page 273)
- mm) That any net surplus funds, after the disposition of the recommendations in this report, from 2025 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works. (Page 274)
- nn) That a by-law be passed to establish the 2025 tax ratios for each property class as set out in the 2025 Operating Budget. (Page 279)
- oo) That the 2025 tax rate for farmland awaiting development subclasses be 75% of the residential rate. (Page 279)