

Appendix-D | Reserve and Reserve Funds:

2026 RESERVE FUNDS BUDGET

		Stabilization Reserve Funds									
('000's)		Tax Stab.	Investment Stab.	Weather Events Stab.	Gas Utility (Delivery) Stab.	Gas Utility (Supply) Stab.	Water Utility Stab.	Golf Enterprise Stab.	Parking Enterprise Stab.	Sanitary Sewer Utility Stab.	Storm Water Utility Stab.
A	Opening Balance	24,187	2,774	2,243	6,415	4,279	9,509	(834)	217	12,226	3,543
	Revenues										
	Transfer from Operating	110	-	-	4,093	-	1,527	150	132	567	-
	Transfer from Capital	-	-	-	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	-	-	-	-	-	-	-	-
	Transfer from Internal Charges	-	-	-	-	-	-	-	-	-	-
	Interest Income	897	103	83	237	158	352	(28)	10	452	131
	Other	-	-	-	-	-	-	-	-	-	-
B	Subtotal Revenues	1,007	103	83	4,330	158	1,879	122	142	1,019	131
	Expenses										
	Transfer to Operating	-	-	-	4,826	245	-	-	-	-	3,576
	Transfer to Capital	-	-	-	-	-	-	-	-	-	-
	Transfer to Reserve Fund	265	-	-	-	-	1,223	-	-	284	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-
	Direct Expenditures	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
C	Subtotal Expenses	265	-	-	4,826	245	1,223	-	-	284	3,576
D	Net Change (B-C)	742	103	83	(496)	(87)	656	122	142	735	(3,445)
E	Ending Balance (A+D)	24,929	2,877	2,326	5,919	4,192	10,165	(712)	359	12,961	98
	Reserve Fund Target Level										
	Minimum	8,601	-	1,620	5,395	4,378	6,777	407	819	8,881	3,265
	Maximum	25,802	2,500	3,239	8,092	6,567	10,165	611	1,229	13,322	4,897

2026 RESERVE FUNDS BUDGET

	Corporate Reserve Funds					
	Mediation	Learning & Development	Arbitration	WSIB	Sick Leave	Insurance
('000's)						
A Opening Balance	29	541	166	5,400	7,573	2,053
Revenues						
Transfer from Operating	-	358	42	3,044	3,503	-
Transfer from Capital	-	-	-	-	-	-
Transfer from Reserve Fund	-	-	-	-	-	-
Transfer from Internal Charges	-	-	-	-	-	3,492
Interest Income	1	14	5	151	215	11
Other	1	-	-	14	-	73
B Subtotal Revenues	2	372	47	3,209	3,718	3,576
Expenses						
Transfer to Operating	-	-	-	-	-	-
Transfer to Capital	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-
Transfer to Internal Charges	-	-	-	-	-	-
Direct Expenditures	1	436	40	3,006	2,067	3,426
Other	-	-	-	76	1,257	-
C Subtotal Expenses	1	436	40	3,082	3,324	3,426
D Net Change (B-C)	1	(64)	7	127	394	150
E Ending Balance (A+D)	30	477	173	5,527	7,967	2,203
Reserve Fund Target Level						
Minimum	25	290	65	10,338	10,435	2,632
Maximum	125	435	98	15,506	15,652	3,948

2026 RESERVE FUNDS BUDGET

		Program Specific Reserve Funds									
('000's)		Activa Group Sportsplex	Energy Retrofit	Public Art	Economic Development	EDIF 2.0	Municipal Accom. Tax	Affordable Housing	Election	Arts and Entertainment	Oktoberfest
A	Opening Balance	341	2,163	79	3,319	9,381	430	16	391	308	14
	Revenues		-					-		-	
	Transfer from Operating	-	750	-	364	1,664	-	-	149	-	12
	Transfer from Capital	-	-	-	5	-	-	-	-	-	-
	Transfer from Reserve Fund	-	-	5	-	-	-	-	265	-	-
	Transfer from Internal Charges	-	-	-	-	-	-	-	-	-	-
	Interest Income	9	56	2	96	522	12	-	6	9	1
	Other	-	200	-	-	29,753	398	-	1	100	-
B	Subtotal Revenues	9	1,006	7	465	31,939	410	-	421	109	13
	Expenses										
	Transfer to Operating	-	-	-	-	1,390	100	-	803	100	-
	Transfer to Capital	-	2,000	-	110	11,503	-	-	-	-	-
	Transfer to Reserve Fund	-	-	-	5	-	-	-	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-
	Direct Expenditures	5	1	10	-	-	-	-	-	-	3
	Other	-	200	-	-	-	311	-	-	-	-
C	Subtotal Expenses	5	2,201	10	115	12,893	411	-	803	100	3
D	Net Change (B-C)	4	(1,195)	(3)	350	19,046	(1)	-	(382)	9	10
E	Ending Balance (A+D)	345	968	76	3,669	28,427	429	16	9	317	24
Reserve Fund Target Level											
	Minimum	-	-	-	-	-	-	-	-	-	15
	Maximum	500	400	65	10,000	10,000	1,900	2,000	775	1,000	50

2026 RESERVE FUNDS BUDGET

		Capital Reserve Funds									
('000's)		Tax Cap.	DC Recovery	Facility Infrastructure	Auditorium Ticket Sales	Land Inventory	Business Parks	Technology Infrastructure	Hydro Investment	Equipment	Gas Utility Investment
A	Opening Balance	8,199	(31)	90	289	4,156	3,619	2,266	2,430	4,004	2,548
	Revenues										
	Transfer from Operating	-	-	3,186	408	-	-	400	-	4,985	15,847
	Transfer from Capital	-	-	-	-	264	-	-	-	1,429	-
	Transfer from Reserve Fund	-	2,027	-	-	-	-	-	-	-	-
	Transfer from Internal Charges	-	-	-	-	-	-	1,790	-	-	-
	Interest Income	129	(2)	2	10	119	101	37	56	97	70
	Other	-	-	-	-	-	-	28	6,844	328	-
B	Subtotal Revenues	129	2,025	3,188	418	383	101	2,255	6,900	6,839	15,917
	Expenses										
	Transfer to Operating	-	-	-	80	-	-	-	3,650	20	9,458
	Transfer to Capital	7,204	2,144	3,206	209	-	-	400	4,026	6,387	6,468
	Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-
	Direct Expenditures	-	-	-	-	49	-	1,872	-	1	1
	Other	-	-	-	-	-	-	54	-	1,407	-
C	Subtotal Expenses	7,204	2,144	3,206	289	49	-	2,326	7,676	7,815	15,927
D	Net Change (B-C)	(7,075)	(119)	(18)	129	334	101	(71)	(776)	(976)	(10)
E	Ending Balance (A+D)	1,124	(150)	72	418	4,490	3,720	2,195	1,654	3,028	2,538
	Reserve Fund Target Level										
	Minimum	750	-	-	362	-	-	935	2,500	3,010	2,500
	Maximum	5,932	5,000	-	1,808	5,000	5,000	2,805	7,500	9,030	7,500

2026 RESERVE FUNDS BUDGET

		Capital Reserve Funds						Obligatory Reserve Funds			
('000's)		Gas Utility Cap.	Water Utility Cap.	Golf Enterprise Cap.	Parking Enterprise Cap.	Sanitary Sewer Utility Cap.	Storm Water Utility Cap.	Development Charges	CCBF	Building Enterprise	Recreational Land
A	Opening Balance	1,821	15,590	(270)	853	22,771	10,238	(81,794)	3,503	10,754	20,620
	Revenues										
	Transfer from Operating	-	-	250	-	-	-	-	-	-	94
	Transfer from Capital	-	-	-	-	-	-	-	-	-	-
	Transfer from Reserve Fund	-	1,223	-	-	284	-	-	-	-	-
	Transfer from Internal Charges	-	-	-	-	-	-	-	-	-	-
	Interest Income	51	431	(4)	24	544	240	(1,504)	103	355	591
	Other	-	-	-	-	-	1	100,503	8,414	(1)	1,000
B	Subtotal Revenues	51	1,654	246	24	828	241	98,999	8,517	354	1,685
	Expenses										
	Transfer to Operating	-	-	-	-	-	-	11,880	-	2,325	-
	Transfer to Capital	-	200	-	-	3,350	3,360	30,404	8,034	-	100
	Transfer to Reserve Fund	-	-	-	-	-	-	2,027	-	-	-
	Transfer to Internal Charges	-	-	-	-	-	-	-	-	-	-
	Direct Expenditures	-	-	-	-	-	-	-	-	-	-
	Other	-	-	-	-	-	-	-	-	-	-
C	Subtotal Expenses	-	200	-	-	3,350	3,360	44,311	8,034	2,325	100
D	Net Change (B-C)	51	1,454	246	24	(2,522)	(3,119)	54,688	483	(1,971)	1,585
E	Ending Balance (A+D)	1,872	17,044	(24)	877	20,249	7,119	(27,106)	3,986	8,783	22,205
	Reserve Fund Target Level										
	Minimum	9,420	11,897	274	602	21,897	14,599	-	-	7,997	-
	Maximum	28,260	35,690	821	1,805	65,690	43,796	5,000	4,207	11,996	5,000

Rating Legend

-  Reserve fund has a positive balance and is at or above the maximum target
-  Reserve fund has a positive balance and is at or above the minimum target but below the maximum target
-  Reserve fund has a positive balance but is below the minimum target
-  Reserve fund has no balance or a negative balance

(000's)	2025 Budget	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Stabilization Reserve Funds							
Operating Stabilization Reserve Funds							
Tax Stabilization	18,718	24,187	24,929	25,851	26,686	27,545	28,427
							
Investment Stabilization	2,767	2,774	2,877	2,970	3,053	3,139	3,227
							
Weather Events	2,230	2,243	2,326	2,402	2,469	2,538	2,609
							
Total Operating Stabilization Reserve Funds	23,715	29,204	30,132	31,223	32,208	33,222	34,263
<i>Minimum Operating Stabilization Reserve Funds</i>	9,811	9,811	10,220	10,650	11,102	11,576	12,074
<i>Maximum Operating Stabilization Reserve Funds</i>	30,313	30,313	31,541	32,831	34,186	35,608	37,102
Enterprise Stabilization Reserve Funds							
Gas Utility (Delivery) Stabilization	6,048	6,415	5,919	6,831	7,713	7,323	8,322
							
Gas Utility (Supply) Stabilization	4,165	4,279	4,192	4,625	4,399	4,516	4,861
							
Water Utility Stabilization	8,976	9,509	10,165	10,392	9,563	10,416	11,330
							
Golf Enterprise Stabilization	(1,510)	(834)	(713)	(467)	(139)	277	584
							

(000's)	2025 Budget	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Enterprise Stabilization Reserve Funds (cont'd)							
Parking Enterprise Stabilization	(619)	217	359	661	1,448	2,300	3,333
Sanitary Sewer Utility Stabilization	11,249	12,226	12,961	13,597	14,806	16,514	17,009
Storm Water Utility Stabilization	3,370	3,543	98	4,457	5,662	6,088	6,528
Total Enterprise Stabilization Reserve Funds	31,679	35,355	32,981	40,096	43,452	47,434	51,967
<i>Minimum Enterprise Stabilization Reserve Funds</i>	26,028	27,533	29,923	31,780	33,520	35,227	36,407
<i>Maximum Enterprise Stabilization Reserve Funds</i>	39,041	41,299	44,883	47,669	50,281	52,842	54,609
Total Stabilization Reserve Funds	55,394	64,559	63,113	71,319	75,660	80,656	86,230
<i>Minimum Stabilization Reserve Funds</i>	35,839	37,344	40,143	42,430	44,622	46,803	48,481
<i>Maximum Stabilization Reserve Funds</i>	69,354	71,612	76,424	80,500	84,467	88,450	91,711
Corporate Reserve Funds							
Mediation	28	29	30	32	33	34	36
Learning & Development	575	541	477	407	411	422	435
Arbitration	204	166	173	100	106	114	123
WSIB	7,988	5,400	5,527	5,612	5,654	5,651	5,601
Sick Leave	9,134	7,573	7,967	8,394	9,319	10,047	10,861
Insurance	2,267	2,053	2,203	2,311	2,374	2,388	2,347
Total Corporate Reserve Funds	20,196	15,762	16,377	16,856	17,897	18,656	19,403
<i>Minimum Corporate Reserve Funds</i>	23,672	23,672	23,784	24,582	24,672	24,802	24,922
<i>Maximum Corporate Reserve Funds</i>	35,596	35,596	35,763	36,961	37,096	37,291	37,471

(000's)	2025 Budget	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Program Specific Reserve Funds							
Activa Group Sportsplex	364	341	345	350	355	359	364
Energy Retrofit	756	2,163	968	742	763	784	806
Public Art	69	79	76	74	71	67	64
Economic Development	2,487	3,319	3,669	4,029	4,399	4,732	5,121
EDIF 2.0	4,457	9,381	28,428	29,603	20,527	28,576	33,491
Municipal Accommodation Tax	928	430	429	432	431	432	435
Affordable Housing	38	16	16	17	17	18	18
Election	185	391	7	210	423	646	49
Arts and Entertainment	-	308	317	326	335	344	354
Oktoberfest	23	14	24	34	44	56	67
Total Program Specific Reserve Funds	9,307	16,442	34,279	35,817	27,365	36,014	40,769
<i>Minimum Program Specific Reserve Funds</i>	15	15	15	15	15	15	15
<i>Maximum Program Specific Reserve Funds</i>	25,690	26,690	26,690	26,690	26,690	26,690	26,690

(000's)	2025 Budget	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Capital Reserve Funds							
Tax Capital	1,067	8,199	1,124	109	112	115	118
DC Recovery	276	(31)	(150)	(214)	(228)	(215)	(172)
Facility Infrastructure	75	90	72	44	41	60	66
Auditorium Ticket Sales	794	289	418	555	699	852	1,014
Land Inventory	2,268	4,156	4,490	4,638	4,717	4,799	4,882
Business Parks	3,336	3,619	3,720	3,825	3,932	4,042	4,155
Technology Infrastructure	4,060	2,266	2,195	2,370	2,738	3,102	3,489
Hydro Investment	2,381	2,430	1,654	1,951	3,542	2,836	4,831
Equipment	1,936	4,004	3,028	3,750	3,376	2,701	2,241
Gas Utility Investment	2,553	2,548	2,538	2,525	2,505	2,488	2,472
Gas Utility Capital	1,369	1,821	1,872	2,644	1,380	912	1,223
Water Utility Capital	9,117	15,590	17,044	16,472	7,630	8,429	9,287
Golf Enterprise Capital	(274)	(270)	(24)	234	(219)	44	(233)

(000's)	2025 Budget	2025 Projection	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Capital Reserve Funds (cont'd)							
Parking Enterprise Capital	858	853	877	901	927	953	979
Sanitary Sewer Utility Capital	13,036	22,771	20,249	11,900	5,352	8,876	12,485
Storm Water Utility Capital	1,303	10,238	7,117	7,240	4,436	7,392	11,256
Total Capital Reserve Funds	44,155	78,573	66,224	58,944	40,940	47,386	58,093
<i>Minimum Capital Reserve Funds</i>	63,852	64,002	68,745	68,740	71,315	71,285	68,715
<i>Maximum Capital Reserve Funds</i>	210,962	211,412	225,638	225,623	223,348	223,258	225,548
Obligatory Reserve Funds							
Development Charges	8,924	(81,794)	(27,106)	(33,061)	(42,069)	(56,328)	(54,861)
Canada Community Building Fund	3,175	3,503	3,986	1,238	1,900	2,184	4,808
Building Enterprise	9,797	10,754	8,783	7,780	8,699	11,788	15,590
Recreational Land	17,793	20,620	22,205	23,835	25,510	27,232	29,002
Total Obligatory Reserve Funds	39,689	(46,917)	7,868	(208)	(5,960)	(15,124)	(5,461)
<i>Minimum Obligatory Reserve Funds</i>	7,582	7,234	7,997	8,076	8,261	8,509	8,594
<i>Maximum Obligatory Reserve Funds</i>	25,604	25,082	26,202	26,489	26,767	27,139	27,266
Total Reserve Funds	168,741	128,419	187,861	182,728	155,902	167,588	199,034
<i>Minimum Total Reserve Funds</i>	130,960	132,267	140,684	143,843	148,885	151,415	150,727
<i>Maximum Total Reserve Funds</i>	367,205	370,391	390,718	396,262	398,367	402,827	408,685