

Submitted by: Kim Grogan, Manager of Financial Services /
Treasurer

Report No: 2025-119

Council Meeting Date: Regular Council - 05 Nov 2025

Subject: 2026 Draft Operating Budget and Capital Plan

File Location: Budget-2026

RECOMMENDATION:

For Council's consideration.

BACKGROUND & COMMENTS:

Section 290 of the Municipal Act, 2001, S.O. 2001, Chapter 25, as amended, provides that a municipality shall prepare and adopt a budget including estimates of all sums required during the year for the purposes of the municipality.

The 2026 draft budget process begins with staff being delivered the base budget for the year. Staff review historical actuals, pricing, needs and current service delivery levels. Staff consider the goals and objectives within their respective departments along with Council direction and determine the following budget impacts; base budget changes, one-time items, service level changes, operating impacts as the result of proposed capital; and new initiatives/service delivery impacts that will affect the overall budget.

The Director of Finance and Deputy Treasurer/Financial Analyst reviewed the draft budget submissions of all departments and collaborated on necessary changes. The CAO, Directors and Managers meet numerous times to determine the final draft budget to be presented to Council.

Implementation of the capital module of our budget software has resulted in the presentation of the budget in a slightly different format than prior years.

[Operating Budget](#)

The **2026 Consolidated Draft Budget** includes a total **levy requirement** of **\$12,939,070** (2025 \$12,231,845), an increase of **\$707,225; 5.78%** over 2025 (5.26%).

The levy is comprised of a **capital levy** of **\$3,969,938, 1.72%** (2025 \$3,759,136), and an **operating levy** of **\$8,969,132, 4.06%** (2025 \$8,472,709).

A 1% levy increase is equivalent to \$122,318.

The **2026 Draft Operating levy** requirement of **\$8,969,132** reflects an increase of **\$496,423** over the 2025 operating budget; equivalent to 5.86% (2025 4.97%) comprised of:

Operating Levy is compiled of:

1. **Base costs.** These are the net costs required to deliver existing services. The base budget includes adjustments to balances based on historical actual results and/or 2025 projections, reallocations between accounts, known increases or decreasing from 2025 balances. Total **\$253,623.**
2. **One-Time costs.** These are operating costs recommended for 2026 but that do not recur on an annual basis. Total **\$162,421**
3. **Service Delivery Change costs.** These are costs associated with recommended changes in service levels. Total **\$80,379**

The Draft Operating levy increase of \$496,423; 4.06% (2.07% base budget, 1.33% one-times, 0.66% service delivery) is comprised of:

1. Base budget cost changes total \$253,623; 2.07% levy increase

\$12,000	Taxation-reduction in grant in lieu of taxation given historical revenues 0.10%
\$139,442	OPP 11% increase (per letter received. Bill not received yet with final numbers). Increase is on the revised 2025 billing after provincial relief and year end adjustments added. 1.14%
\$(211,316)	Savings realized on Policing contract budget line from 2025 given that Council did not reduce the 2025 budget for the provincial relief but rather, transferred the relief to reserve to fund future reconciliation adjustments. (1.72%)
\$26, 536	Group benefits 7.1% rate increase. 0.22%
\$4,228	Group benefits enhancements (net of 80% funding from reserve) 0.03%
\$117,148	Increase in wages before salary review (CPI and step increases) 0.96%
\$33,154	Increase in benefits before salary review. 0.27%
\$138,114	Salary review increase in wages (rate increases plus CPI). 1.12%
\$22,891	Benefits increase based on salary review increases. 0.19%
\$47,926	Contract extension cost-6 months (additional 6 months included in one-times). 0.39%
\$(104,901)	Insurance savings. (0.86%)
\$34,300	Snow removal increases. 0.28%
\$46,090	Hydro increases. 0.38%
\$25,000	Increase in annual road portion of drainage assessment (increased to \$50,000 total given historical and projections). 0.20%

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\$12,044	All other consolidated changes. 0.10%
<u>\$(89,123)</u>	Reversal of 2025 one-times. (0.73%)
<u>\$253,623</u>	

2. One-Times costs total \$162,421; 1.33% levy increase

\$(47,927)	Gen Gov't-6 months-contract extension funded from reserve
\$47,927	Gen Gov't-6 months-contract extension
\$1,800	Admin Bldg-50% of BAS system access to HVAC
\$1,800	Daycare-50% of BAS system access to HVAC
\$2,500	Daycare-bollard installation
\$10,321	Financial-Transfer to Insurance Reserve (utilizing partial savings in policy)
\$10,000	Election-costs in addition to funding available from reserve
\$15,000	Fire-Master plan funding from tax levy per Report 2025-086
\$1,000	By-Law-Kevlar vest
\$5,000	Embro Town Hall-masonry Repairs
\$8,000	Recreation-Xplor software implementation fees
\$500	Matheson park-shed soffit repairs
\$1,500	Memorial Park-Embro-3 anti slip mats for playground
\$500	Embro Village Centre Park-parking lot repairs
\$3,500	Thamesford Parks-Robert Fisher Trail concrete for washout area
\$(5,000)	Thamesford Pool-donations/grant mural project
\$5,000	Thamesford Pool-mural project-contingent on donations
\$300	Thamesford Pool-faucet replacement x 5
\$3,000	Thamesford Pool-pool surface repairs
\$10,000	Thamesford Pool-skimmer repair
\$2,500	TDRC-Township share of Lion's display cabinet
\$(5,000)	EZCC-transfer from reserve-raised in 2025 for countertop project not completed
\$5,000	EZCC-countertop replacement
\$6,500	EZCC-shutter door replacement
\$5,000	EZCC-paint lobby
\$(66,000)	Drainage-Storm Water Utility projects funded from reserve
\$25,000	Drainage-SW Utility-Middleton Street pond cleaning
\$10,000	Drainage-SW Utility-Long Term Financial Plan
\$16,000	Drainage-SW Utility-Long Term Financial Plan
\$15,000	Drainage-SW Utility-brushing and riprap Thames Spring pond

\$57,700	Road fleet-tire replacement x 10
\$1,000	Road fleet-chipper knife replacement
<u>\$15,000</u>	Bridges-guiderail repairs
<u>\$162,421</u>	

3. Service Delivery changes total \$80,379; 0.66%

\$(5,018)	Cellular network coverage improvements funded from reserve
\$5,018	Cellular network coverage improvements
\$4,000	Sidewalks-additional materials and supplies to expand annual maintenance
\$1,633	Cemeteries-12.5% of summer student (note 87.5% is funded by Town of Ingersoll)
\$6,500	Recreation-OT related to on-calls, after hour availability
\$3,000	Recreation-Xplor software mobile app
\$1,500	Embryo Parks-5 x 55 gallon waste receptacles and 5 blue bins for special events
\$10,000	RecreationTrees-2 additional days of tree work (5 days total)
\$500	Matheson Park-diamond top up to address pooling issue and warm up area
\$1,500	Thamesford Parks-5 x 55 gallon waste receptacles and 5 blue bins for special events
\$1,000	Soccer Field-fertilizer and weed control
\$1,000	Grace Patterson Park-waste management pickup for dog waste receptacle
\$(5,000)	Thamesford Pool-aquafit program revenue
\$6,970	Thamesford Pool-aquafit program wages and benefits
\$(6,000)	Camp & Programming-yoga program revenues
\$5,316	Camp & Programming-yoga program wages and benefits
\$36,460	TDRC-additional 50% FT staff
\$7,000	Public Works General-annual dash camera software fees
<u>\$5,000</u>	Roadside Maintenance-tree program expansion
<u>\$80,379</u>	

The Capital levy requirement is compiled of the total funds invested in capital assets through the transfer to capital reserves and the portion of capital debenture debt repayments that are funded by the tax levy. The **2026 Draft Capital levy** requirement of **\$3,969,938** reflects an increase of

\$210,802 over the 2025 capital budget (2025-\$3,759,136); equivalent to 5.61% (2025-5.10%), and is comprised of:

The Draft Capital Levy of \$3,969,938 includes:

\$3,141,541	2025 Investment in Capital Assets
\$(180,250)	Reduction in contribution to Green Initiative Reserve. Temporary reduction until ZMF debenture payments are sustainable through debenture payments
\$187,000	2026 increase in capital investment as per Report 2025-068 (\$188,400 less \$1,400 storm funded separately plus 2026 CPI increases to capita
\$8,000	CPI increases to contributions to IT, Dam and Fire reserve
\$5,085	2026 contribution to By-Law Reserve not included in 2025 investment total
\$111,767	2026 Thamesford Fire Hall debenture debt repayment (100%) (2025 - \$114,512)
\$464,808	2026 Roads/Sanitary Sewer debenture debt repayment (100%) (2025 - \$503,083)
<u>\$231,987</u>	2026 ZMF debenture debt repayment (Portion only. Total annual debt repayment of \$687,114, funded \$455,127 (\$350,000 from infrastructure capital plus \$105,127 from Reserve) (2025 - \$0 as funded from DCs and Reserve)
<u>\$3,969,938</u>	

Capital Levy increase of \$210,802; equivalent to 1.72% (2025 1.76%):

\$200,085	increase in investment in Capital Assets
\$(180,250)	savings in investment in Capital Asset-Green Initiative-deferred
\$(2,745)	Decrease in Thamesford Firehall Debenture debt payments
\$(38,275)	Decrease in Roads/Sanitary Sewer Debenture Debt Repayment
<u>\$231,987</u>	Increase in ZMF Debenture Debt Repayment funded from tax levy
<u>\$210,802</u>	

The 2026 to 2035 Capital Budget sees projects are funded fully from reserves, grants, donations, with annual contributions to reserves increasing over the period as the result of AMP recommendations adopted by Council in Report 2025-068 and CPI increases on those contributions not included in the AMP.

Capital Plan

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The **2026 Draft Capital Plan** provides the recommended projects for the 2026 year and the funding sources available to fund those projects. The 2026 Draft Capital Plan includes projects totalling \$8,492,374. Included with the Capital Plan are Capital Project Tracking sheets which provide project details, rationale, asset management and operating implications. These sheets will be updated and brought back to Council in departmental quarterly reports once the project has been completed and all related project invoices have been received and paid.

2026 proposed departmental project totals and funding are as follows:

\$3,485,438	General Government-includes solar, window coverings at daycare and school projects
\$133,570	Fire Services-includes communications, bunker gear/equipment/radios, station upgrade projects
\$1,082,327	Recreation-includes various building, land and equipment projects
\$3,791,039	Public Works-includes solar, bridge, machinery/equipment, surface treatment and road projects
<u>\$8,492,374</u>	

\$3,704,382	Capital Reserves
\$210,108	Ontario Community Infrastructure Fund
\$282,568	Canada Community Build Fund
\$2,778,784*	Development Charges Reserves
<u>\$1,516,532</u>	Other (includes: funding from other municipalities for shared projects, donations and other grant opportunities)
<u>\$8,492,374</u>	

*borrowing required as balance in Development Charges Reserve Fund is insufficient to fund project.

High Level Budget Details

[Cost Price Index \(CPI\)](#)

The Township's Pay Administration Policy 300-40 was adopted by Council in 2021; the policy sets out how annual pay band adjustments are to be granted and the formula is the annual Stats Can Ontario CPI for September of each year. The Ontario August over August CPI was 1.7%. According to the policy, all pay bands would increase by 1.7% effective the January 1, 2026. The wage by-law will come before Council for consideration in December. The 2026 Draft Budget reflects a CPI index of 1.7%. The table below represents a summary of pay band increases for the past 10 years.

CPI Increase over a 10-year span (2016-2025):

Year	CPI	Pay Increases Staff and Council
2025	1.90%	1.90%
2024	3.60%	3.60%
2023	6.70%	6.70%
2022	4.40%	4.40%
2021	0.70%	0.70%
2020	1.90%	1.90%
2019	2.20%	2.40%
2018	1.60%	1.40%
2017	1.10%	1.50%
2016	1.10%	1.00%
Total	25.20%	25.50%
10 year average	2.52%	2.55%

Provincial Grants

The Township receives three provincial grants annually. The Ontario Municipal Partnership Fund (OMPF) is the provinces main general assistance grant to municipalities. The program is a formula funded grant which primarily supports small, northern and rural municipalities across the province. The Ontario Community Infrastructure Fund (OCIF) is available to small, northern and rural municipalities and is a formula-funded grant based on investment in capital assets and asset management plans. Funds must be spent on core infrastructure projects. Zorra utilizes OCIF towards capital road projects. The Canada Build Community Fund (CCBF), formerly Federal Gas Tax, is formula-based funding for essential infrastructure capital. Zorra utilizes CCBF towards capital bridge projects.

Historical funding allocations are in the table below:

Year	OMPF	OCIF	CCBF
2026	not yet notified	\$ 210,108	not yet notified
2025	\$1,000,200	\$ 191,007	\$ 282,568
2024	\$ 845,700	\$ 166,093	\$ 257,056
2023	\$ 846,300	\$ 195,404	\$ 269,319
2022	\$ 789,200	\$ 229,887	\$ 254,097
2021	\$ 781,300	\$ 98,663	\$ 506,214
2020	\$ 751,200	\$ 98,663	\$ 246,876
2019	\$ 772,700	\$ 92,604	\$ 503,545

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2018	\$ 909,000	\$ 58,520	\$ 256,655
2017	\$1,069,400	\$ 50,000	\$ 249,325

The 2026 draft budget assumes that OMPF and CCBF funding will remain stable at 2025 levels.

Policing

The 2026 OPP billing has not yet be received. Notice was provided that increases for 2026 would not exceed 11%. The draft budget assumes an 11% increase in costs over the revised 2025 actual billing, a total for 2026 of \$1,478,974 and also assumes that the year end adjustment for 2024, which is to be billed in 2026, is included in the threshold increase. This increase represents a tax levy increase of requirement of 1.14%.

In 2025, through Report 2024-161, Council allocated one-time provincial savings to reserve to cover future costs due to adjustment to the annual billing reconciliation process in the amount of \$211,316. Given that the 2025 budget included policing costs at the originally billed amount, we are experiencing a budget saving of \$211,316 in 2026, equivalent to (1.72%).

Wages and Benefits

The Township's full-time staffing is proposed to increase as outlined below:

Positions	2025	2026	Change
Public Services			
Public Works	16.0	16.0	
Recreation	7.0	7.5	0.5
Corporate and Protective Services			
Building	2.5	2.5	
Drainage	0.5	0.5	
Cemetery		0.5	0.5
Fire	1.0	1.0	
Finance	4.0	4.0	
Corporate Services	4.5	4.5	*
CAO Office	1.0	1.0	
Total Full Time Positions	36.5	37.50	1.0

*Staff are recommending a 12-month extension of the non-permanent, full-time contract position to address operational needs as identified in Report 2025-112.

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One (1.0) full-time position, split 50% between Cemetery Services at the Ingersoll Rural Cemetery and 50% Recreation. Staff are proposing the increase of this position from part-time to full-time during the winter months (Nov – April) to support enhanced coverage and operational efficiency across Township facilities. This adjustment will provide additional support for winter operations at the two arenas, where seasonal demands and maintenance requirements are typically higher. (Report 2025-094)

Expanding this position to full-time will also allow staff to provide assistance at other municipal facilities as needed, improving flexibility in scheduling and response times. This proactive measure helps to reduce the risk of service disruptions, ensures consistent service levels, and enhances the overall safety and cleanliness of Township facilities during peak operational period.

The proposed change represents a cost-effective solution to meet seasonal workload demands while maintaining high standards of public service and operational reliability.

The Township's part-time staffing is proposed to increase as outlined below:

Positions	2025	2026	Change
Shared Positions			
By-Law	0.25	0.25	
Asset Management	0.25	0.25	
Fire Prevention Officer	0.25	0.25	
Total Shared Positions	0.75	0.75	
Students			
Public Works	1.0	1.0	
Corporate Services	1.0	1.0	
Recreation	24.0	24.0	
Cemetery		1.0	1.0
Total Students	26.0	27.0	
Part Time			
Cleaner	1.0	2.0	1.0*
Recreation	14.0	16.0	2.0
Health Services	3.0	3.0	
Crossing Guards (seasonal)	2.0	2.0	
Cemetery (seasonal)	3.0	2.5	-0.5
Total Part Time	23.0	25.0	
Fire Services			
Volunteer Fire Fighters	62.0	62.0	

Honorarium Positions	18.0	18.0	
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*This position has been ongoing as a volunteer and skills development position for the past few years. The decision to provide monetary compensation for this position reflects the Township's commitment to recognizing the value of quality work and supporting workforce development within the community. The student has demonstrated a strong work ethic, reliability, and dedication to maintaining clean and safe Township facilities.

By formalizing this role as a paid position, the Township not only acknowledges the student's contributions but also reinforces equitable employment practices that promote inclusion and opportunity for all individuals. In addition, offering compensation ensures accountability and consistency in service delivery while fostering the development of practical job skills and professional experience for the student. This initiative aligns with the Township's broader goals of investing in community members, supporting local youth, and building a sustainable, engaged workforce.

Staff are proposing the hiring of two (2.0) part-time yoga instructors to support the permanent continuation of the yoga program introduced in 2025. The program has demonstrated strong participation levels and positive community feedback, highlighting the ongoing demand for accessible wellness and fitness opportunities within the Township.

By establishing dedicated part-time instructor positions, the Township can ensure program consistency, scheduling flexibility, and continuity of service across multiple sessions and facilities. The addition of these instructors will allow the Township to maintain high-quality program delivery, accommodate growth in participation, and support the broader goal of promoting active and healthy lifestyles within the community. The associated costs have been accounted for within the recreation services budget and are expected to be offset, in part, by program registration revenues.

The proposed expansion of pool staff hours in 2026, equivalent to approximately 250 total hours is a result of planned growth in aquatic programming to meet increasing community demand. The additional staffing will ensure that programs are delivered safely, efficiently, and in alignment with service level expectations. These expanded hours support the Township's commitment to providing accessible and high-quality recreational opportunities for residents of all ages. While the increase represents a modest rise in staffing costs, these costs have been incorporated into the 2026 service level budget and are expected to be partially offset by additional program revenues generated through higher participation and new offerings.

Overall, this adjustment reflects a balanced approach to maintaining service excellence while responsibly managing financial impacts.

The maintenance of the cemetery is a vital responsibility that ensures the site remains respectful, safe, and welcoming for visitors and families. During the summer months, the workload significantly increases due to accelerated vegetation growth, higher visitor traffic, and the need for more frequent upkeep. Hiring a summer student offers a cost-effective and practical solution to meet these seasonal demands. A summer student can help manage these tasks efficiently while typically working at a lower wage rate than full-time staff, allowing full time staff to work on the more specialized task.

The cemetery reduced part time position is the result of a shift from one part time staff to one full time staff who is proposed to work 50% cemetery and 50% recreation. The rationale for this position was previously provided in this report.

Group Benefits

The Township of Zorra currently provides a comprehensive employee health benefits plan covering medical, dental, life insurance, long term disability, paramedical services.

The Township participates in a consortium of Oxford County municipalities, including the Towns of Ingersoll and Tillsonburg and the Townships of Norwich, East Zorra-Tavistock, Blandford-Blenheim, South-West Oxford and Zorra. This consortium approach ensures a competitive, sustainable program at responsible costs with regular market reviews to confirm fair rates. Group benefit premiums are anticipated to increase by 7.1%, equivalent to \$26,536, in 2026. Staff worked with our benefits brokerage firm in 2025 to benchmark Zorra's plan against other Oxford municipalities. It was discovered that the township lagged behind our peers in three areas; paramedical services, dental coverage and long term disability. To enhance coverage to start to close the benefit gap between the Township and our peers, staff have included enhancements in the 2026 proposed budget in the amount of \$21,138. Tax levy funding of enhancements has been included with a phased in approach over a five-year period through the utilization of the Benefits Reserve established in 2024 as the result of the WSIB surplus distributions to members. The utilization of this surplus to offset improved group benefit coverage will ensure that employees have access to enhanced coverage, similar to other area municipalities without undue hardship through significant tax levy increases. The impact of enhancements on the 2026 budget is \$4,227. Staff will be investigating other coverage options in 2026 in an effort to enhance coverage while considering sustainable pricing.

Grant Streams

The Council of the Township of Zorra understands the financial needs of community groups and is open to the idea of partnering with area organizations to assist when needed. Each year, the Township welcomes grant applications as part of the budgeting process and the 2026 budget has continued to include all grant applications that have been received and deemed eligible.

On August 7, 2019 Council adopted Policy 500-06 establishing the Community Partnership Program: Operating Grant which sets out the criteria and annual application process for consideration of funding. Applications are available beginning July 1st each year, with the deadline submission of October 1st to align with the budget process.

The 2026 Community Partnership Program: Operating Grant received 8 requests for a total of \$21,550 (2025-9 requests-\$16,600). 3 requests have been deemed incomplete or ineligible.

Operating Grant Applicant	Grant Request	Notes
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Thamesford Friendship Club	\$1,500.00	deemed ineligible - submitted after the deadline identified in the Policy.
Calithumpian	\$2,800.00	
Embro Pond Association	\$1,000.00	
Cycles of Life	\$2,000.00	
Thamesford Minor Hockey	\$3,000.00	
Embro Minor Hockey	\$5,250.00	
West Oxford Inferno	\$2,000.00	deemed incomplete - no response received by the deadline provided to an inquiry to confirm eligibility requirements (specific impact to Zorra residents, confirmation that programs are at risk of continuing without funding, rationale as to why bank account balance and budgeted net profit is not available for items included in application).
Rotary Club of Ingersoll	\$4,000.00	deemed incomplete – requested information to confirm eligibility requirements (specific impact to Zorra residents), was not provided.

On February 20, 2024 Council adopted Policy 500-03 to establish the Grant to Local Cemeteries Operators. Applications are available beginning July 1st each year, with the deadline submission of October 1st to align with the budget process.

The 2026 Grant to Local Cemetery Operators has received 6 requests for a total of \$29,000 (2025-7 requests-\$20,250).

Cemetery Grant Applicant	Grant Request	
Wesley Cemetery	\$ 2,000	
Townline Cemetery	\$ 1,000	
North Embro Cemetery	\$10,000	
St. Andrews Cemetery	\$ 5,100	
Old Log Church Cemetery	\$ 9,900	
Christ Church Hall and	\$ 1,000	deemed ineligible - submitted after the deadline identified in

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Cemetery		the Policy.
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On August 8, 2024 Council adopted Policy 500-10 establishing the Community Partnership Program: Capital Project Grant which sets out the criteria and annual application process for consideration of funding. The policy provides that the application deadline is September 25 of the year prior to when the funds are needed. The 2026 budget does not include these applications as Applicants are to appear before Council as a delegation.

Capital Grant Applicant	Grant Request	
Embro Dog Park	\$12,575.30	30% capital costs of dog park in Embro
Embro Minor Baseball	\$20,250.00	in kind and supplies

Additional grants provided by the Township through various agreements and included in the 2026 draft budget include:

Beachville Museum	\$75,275
Ingersoll Cemetery	\$14,000
Rural Oxford Economic Development	\$50,260

UTRCA – Dam restoration

Zorra is responsible for the capital levy budgeted by the UTRCA each year. For 2026, the budget includes \$30,000 for the Embro Dam and \$22,500 for the Harrington Dam. If UTRCA is unsuccessful in obtaining the full amount of the WECl grant, the Township will be required to fund the portion outlined as WECl below. Funds are available in the Dam reserve to fund these grant shortfalls if necessary. The 2025 unaudited balance in the Dam Reserve is \$638,905.52.

Embro Dam (EMB)

Projects		Projects' Cost Estimation	Forecast 2026	
			Levy	WECl (If Eligible & Approved)
1	EMB Dam Removal Studies & Design continuation	\$60,000	\$30,000	\$30,000
Total Amount		\$60,000	\$30,000	\$30,000

Harrington Dam (HAR)

Projects		Projects' Cost Estimation	Forecast 2026	
			Levy	WECl (If Eligible & Approved)
1	HAR Vegetaion Removal	\$10,000	\$5,000	\$5,000
2	HAR New Handrails (for the dam crossing bridge)	\$35,000	\$17,500	\$17,500
Total Amount		\$45,000	\$22,500	\$22,500

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Development Charges

The Township of Zorra underwent a development charges study in 2024. Report 2024-069 speaks to the Development Charges Background Study with the passing of By-Law 30-24. Development Charges are held in a dedicated bank account. The balance of the DC Reserve Fund at December 31, 2024 was \$1,070,492. Funds held in the reserve fund are not sufficient enough to cover the cost of anticipated 2026 and 2028 identified capital projects, the school project and the Embro Firehall expansion project. Debt borrowing will need to be secured in order to cashflow the DC funding portion of projects. Development Charge collections can fund debt repayments.

Reserves

The 2026 Draft Budget includes the Reserve Continuity Schedule for Council's information and the recommendations outlined within the Draft Budget aligns funding streams for future projects in a fiscally responsible manner. Included in the 2026 Draft Budget are an annual transfer to reserves from taxes to fund capital projects.

The Township may see a number of reserves reduced to deficit balances within the 10-year capital plan as reserve balances and transfers into reserves do not sufficiently cover the cost of projects over the period. These deficits do not continue over the entire 10-year period but rather, fluctuate based on the timing of capital projects over the period.

Equipment, machinery and vehicle costs continue to increase as the result of supply shortages, inflation and trade impacts. Asset lifecycle, condition, replacement costs and attributes are reviewed and updated in an effort to continually improve the Asset Management Plan to identify future gaps that may require adjustments to financial strategies given the changing economic environment.

Bridge studies have identified a number of larger Township bridges that are failing. Replacement of these significant assets impact reserve balances and the timing of other projects as bridges become a capital and cashflow priority in the next few years.

Debt

The municipality carries debt on the ZMF (ending in 2048), Thamesford Firehall (ending in 2035), road infrastructure (ending in 2026 and 2028) and sanitary infrastructure (ending in 2026 and 2027).

Annual debt repayments for the next 10 years are as follows:

Year	Total Debt Repayment
2026	\$1,263,684
2027	\$1,005,032

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2028	\$ 821,927
2029	\$ 744,601
2030	\$ 726,509
2031	\$ 708,416
2032	\$ 691,046
2033	\$ 672,230
2034	\$ 654,137
2035	\$ 636,044

In July 2025, the Provincial released the latest Municipal Financial Indicator Review report, based on our 2023 Financial Information Return. The level of risk for all financial indicators was low, with the exception of our debt servicing cost as a percentage of total revenues, less donated tangible capital assets, which was returned with a moderate level of risk of 6.7%. Low risk falls under 5%, moderate risk falls 5-10% and high risk is greater than 10%. While our level of risk has remained unchanged since 2019, our numbers are higher than most municipalities in Ontario, the average of 2.9% and a median of 2.6%. The province provides that a moderate level of risk suggests that the township is using a notable portion of its revenue to service debt. While not critical at this time, given that road and sanitary infrastructure debt will be maturing within a three year period, debt capacity should be considered in advance of any further borrowing.

2026 funding of the ZMF debt repayment is split between tax levy and the capital infrastructure reserve to a level of affordability.

The recommended strategy to address anticipated shortfalls in the Roads Vehicle/Equipment Reserve and anticipated arena facility future needs includes investing any annual reduction in the overall total debt repayments funded from the tax levy, at 2026 levels, into the Roads Vehicle/Equipment Reserve and an Arena Facility Reserve. Further, staff have begun to fund a portion of road grader replacements from the MNR Reserve.

Additional debt anticipated over the next 5 years includes DC related debt to fund the school community gymnasium and the expansion to the Embro fire hall, as identified in the 2024 Development Charges Background Study, given that the collection of DC's will occur during and after project timeline completion.

Asset Management

Asset management plays a critical role in ensuring the long-term sustainability and efficiency of municipal infrastructure and services that rely on municipal assets. Staff continue to update asset attributes, including condition, maintenance and replacement cost to optimize performance and support informed decision-making. By aligning asset investments with community needs and financial capacity, asset management assists in prioritizing maintenance and renewal activities, mitigating

risks, and enhancing service delivery. Gaps that were identified in the July 2025 Asset Management Plan update through Report 2025-068 have been addressed in the 2026 Draft Budget through additional investment in assets through transfers to reserves.

Tax Impact Demonstration

The tax rate is set once the budget has been passed by Council, tax ratios have been set by the County and the assessment roll has been provided by MPAC. Outlined below are a few points for information.

The tax rate impact for 2026 will not be determined until analysis of the returned assessment roll has been completed from the Municipal Property Assessment Corporation (MPAC). As the assessment data is preliminary, it is subject to change at the time the final roll for 2026 tax purposes is received in December 2025. This information has no impact on the Township's budget or tax levy; instead, it reflects a preliminary indication of how the Township's budget and tax levy will be distributed among the various property classes and average properties based on assessment values. Considering MPAC has not complete a reassessment cycle since 2016, changes to the roll for 2026 will only reflect assessment generated by new and improved property changes, net of any deletions that may have occurred in 2025.

The assessment and tax revenue data referenced in this report is based on information by the Municipal Property Assessment Corporation (MPAC).

Property assessments for the 2026 property tax year will continue to be based on January 1, 2016, current values. Current year new construction or improvements are assessed using current assessment values which are then deflated to 2016 values to ensure that all assessment is valued at the same date across the entire province.

The translation of the 2026 draft tax levy increase to the 2026 tax rate increase is provided below for demonstration purposes only. The calculation is based on the tax rate for Township purposes only. Education tax rates and upper tier (Oxford County) tax rates have not been included. The calculation assumes no change in tax ratios from 2025 to 2026. 2026 tax ratios are set by the upper tier municipality in 2026. The total assessment by tax class used for the following demonstration are based off 2025 assessment balances as of October 26, 2025, as per MPAC, which indicate in-assessment growth of 1%.

Cautioning that numbers are for demonstration purposes only and are subject to change once the 2026 assessment roll is provided by MPAC and 2026 tax ratios have been set, the proposed 5.86 % 2026 Draft Budget tax levy increase would result in a tax rate increase of 3.94%. Given that the assessment on the average residential property, as provided by MPAC, at January 1, 2016 values, is \$275,000, 2026 Township tax would calculate to \$1,883, up from \$1,812, representing a \$71 increase.

Attachments to this report include:

The Corporation of the Township of Zorra

163 Brock Street, PO Box 189, Thamesford, Ontario, N0M 2M0

Tel. 519-485-2490 • Toll Free 1-888-699-3868 • Fax 519-485-2520 • E-mail: admin@zorra.ca

2026 Budget Presentation - Draft 1
2026 Budget - Summary Operating & Capital Levy Report - Draft 1
2026 Budget - Detailed Operating & Capital Levy Report - Draft 1
10 Year Capital Plan - Summary with Funding - Draft 1
2026-2035 Capital Plan - Detail with Funding - Draft 1
2026 Capital Project Tracking sheets - Draft 1
2026-2035 Reserve Continuity - Draft 1

ASSET MANAGEMENT:

As identified in the body of the report.

FINANCIAL IMPLICATIONS:

The 2026 Consolidated Draft Budget includes a total levy requirement of \$12,939,070 (2025 \$12,231,845), an increase of \$707,225; 5.78% over 2025 (5.26%).

STRATEGIC PRIORITY:

The content in this report supports the strategic priority outlined below, with more information available in Council's 2023-2026 Strategic Plan.

A Fiscally Sustainable Community:

- Renew and reinvest in our infrastructure.
- Adopt policies to promote and support the agricultural sector.
- Attract, retain, and expand business investments to diversify the tax base and increase local employment.
- Attract and retain a municipal workforce driven to provide customer service excellence and innovative service delivery.

ATTACHMENTS:

[2026 Draft Budget Presentation - Draft 1](#)
[2026 Budget - Summary Operating & Capital Levy Report - Draft 1](#)
[2026 Budget - Detailed Operating and Capital Levy Report - Draft 1](#)
[10 Year Capital Plan - Summary with Funding - Draft 1](#)
[2026-2035 Capital Plan- Detail with Funding - Draft 1](#)
[2026 Capital Project Tracking sheets - Draft 1](#)
[2026 - 2035 Reserve Continuity - Draft 1](#)

Approved By:

Diane Larder, Chief Administrative Officer
Karen Martin, Director of Corporate and Protective Services

Status:

Approved - 30 Oct 2025
Approved - 30 Oct 2025

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2026 Budget Presentation



November 6, 2025
Council Chambers

Municipal Finance Officers' Association of Ontario - Municipal Budget Video

<https://www.youtube.com/watch?v=UG6aksviyFc>

[How Your Municipal Budget Works - YouTube](#)

Video example for the How Your Municipal Budget Works
Municipality of MFOA



Operating Budget - Overview

The **2026 Draft Operating Budget** includes a total **levy requirement** of **\$12,939,070** (2025 \$12,231,845), an increase of **\$707,225**, or **5.78%** over 2025 (5.26%).

The levy is comprised of a **capital levy** of **\$3,969,938**, **1.72%** (2025 \$3,759,136), and an **operating levy** of **\$8,969,132**, **4.06%** (2025 \$8,472,709).
A 1% levy increase is equivalent to \$122,318.

The **2026** Operating levy requirement of **\$8,969,132** reflects an increase of **\$496,423** over the 2025 operating levy; equivalent to 5.86% (2025 4.97%) comprised of:

Base costs. These are the net costs required to deliver existing services. The base budget includes adjustments to balances based on historical actual results and/or 2025 projections, reallocations between accounts, known increases or decreasing from 2025 balances.

One-Time costs. These are operating costs recommended for 2026 but that do not recur on an annual basis.

Service Delivery Change costs. These are costs associated with recommended changes in service levels.

Operating Budget – Capital Levy

The **2026 Capital levy requirement of \$3,969,938** reflects an increase of **\$210,802** over the 2025 capital budget (2025-\$3,759,136); equivalent to 5.60% (2025-5.10%), and is comprised of:

\$ 3,141,541	2025 Investment in Capital Assets
\$ (180,250)	reduction in contribution to Green initiative Reserve
\$ 187,000	2026 increase in capital investment as per Report 2025-068
\$ 8,000	2026 CPI increases to IT, Dam and Fire Reserve
\$ 5,085	2026 contribution to By-Law Reserve not included in 2025 Investment
\$ 111,767	2026 Thamesford Fire Hall Debenture Debt Repayment(100%)
\$ 464,808	2026 Roads/Sanitary Sewer Debenture Debt Repayment(100%)
<u>\$ 231,987</u>	2026 ZMF Debenture Repayment Debt (33.8% of total payment)
<u>\$ 3,969,938</u>	

2026 Capital Plan - Overview

Total 2026 Capital Projects

General Government-includes solar, window film and school projects	\$ 3,485,438
Fire Services-includes communications, bunker gear/equipment/radios, station upgrade projects	\$ 133,570
Recreation-includes various building, land and equipment projects	\$ 1,082,327
Public Works-includes solar, bridge, machinery/equipment, surface treatment and road projects	<u>\$ 3,791,039</u>
	<u>\$ 8,492,374</u>

Funded by:

Capital Reserves	\$ 3,704,382
Ontario Community Infrastructure Fund	\$ 210,108
Canada Community Build Fund	\$ 282,568
Development Charges Reserves	\$ 2,778,784 *
Other (includes: funding form other municipalities for shared projects, donations and other grant opportunities)	<u>\$ 1,516,532</u>
	<u>\$ 8,492,374</u>

* The Development Charge Reserve balance at 12/31/2024 was \$1,070,492.

Given that the partnership capital project with the School Board is occurring in advance of the collection of DCs, the municipality will be required to obtain debt to fund the project. Debt repayments are funded from future DC collections.

2026 Capital projects will be presented shortly by each department. The 10-year capital plan, along with reserve continuity will be presented after the Operating and Capital Budgets for 2026 have been presented.

Operating Budget - Operating Levy

Base Budget Cost Changes

The 2026 Operating Levy increase of 4.06%, or \$496,423 is comprised of a 2.07% base budget increase of \$253,623, a 1.33% increase for one-time costs of \$162,421 and a 0.66% increase for service delivery costs of \$80,379. Base budget cost changes are detailed below:

Base budget cost changes total \$253,623; 2.07%

\$ 12,000	decrease in Grant in Lieu Revenues given historical actuals. 0.10%
\$ 139,442	OPP 11% increase 1.14%
\$ (211,316)	Policing contract budget line savings (1.72%)
\$ 30,764	group benefits 7.1% increase plus improvement to plan 0.27%
\$ 117,148	increase in wages before salary review (CPI and step increases) 0.96%
\$ 33,154	increase in benefits before salary review 0.27%
\$ 138,114	salary review increase in wages (rate increases plus CPI) 1.12%
\$ 22,891	benefits increase based on salary review increases 0.19%
\$ 47,926	contract extension-6 months-0.39%
\$ (104,901)	insurance savings (0.86%)
\$ 34,300	snow removal increases 0.28%
\$ 46,090	hydro increases 0.38%
\$ 25,000	increase in annual road portion of drainage assessment 0.20%
\$ 12,134	all other consolidated changes 0.10%
\$ (89,123)	reversal of 2025 one-times (0.73%)
\$ 253,623	

One-time and **service delivery costs** will be presented shortly by each department.

Operating Budget – Capital Levy

Base Budget Cost Changes

The 2026 Capital Levy increase of \$210,802; equivalent to 1.72% (2025 1.76%) includes the following:

\$ 200,085	increase in investment in Capital Assets
\$ (180,250)	savings in investment in Capital Asset-Green Initiative-deferred
\$ (2,745)	decrease in Thamesford Firehall Debenture debt payments
\$ (38,275)	decrease in Roads/Sanitary Sewer Debenture Debt Repayment
<u>\$ 231,987</u>	increase in ZMF Debenture Debt Repayment funded from tax levy
<u>\$ 210,802</u>	

Corporate and Protective Services-Operating Budget

One Time and Service Delivery Costs

One Time Costs, net \$42,421; 0.34%

\$ (47,927)	Gen Gov't-6 months-contract extension funded from reserve
\$ 47,927	Gen Gov't-6 months-contract extension
\$ 1,800	Admin Bldg-50% of BAS system access to HVAC
\$ 1,800	Daycare-50% of BAS system access to HVAC
\$ 2,500	Daycare-bollard installation
\$ 10,321	Financial-Transfer to Insurance Reserve (utilizing partial savings in policy)
\$ 10,000	Election-costs in excess of funding available from reserve
\$ (45,000)	Fire-Master plan funding from Development Charges Reserve
\$ 60,000	Fire-Master plan-budget pre-approval through Report 2025-086
\$ 1,000	By-Law-Kevlar vest
\$ (66,000)	Drainage-Storm Water Utility projects funded from reserve
\$ 25,000	Drainage-SW Utility-Middleton Street pond cleaning
\$ 10,000	Drainage-SW Utility-Long Term Financial Plan
\$ 16,000	Drainage-SW Utility-Phase 3 Storm Utility implementation
\$ 15,000	Drainage-SW Utility-brushing and riprap Thames Spring pond
<u>\$ 42,421</u>	

Service Delivery Costs, net \$0

\$ (5,018)	Cellular network coverage improvements funded from reserve
\$ 5,018	Cellular network coverage improvements
<u>\$ 0</u>	

Corporate and Protective Services Capital Plan

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
General Government								
Buildings								
2025 Capital - ZMCC Solar Panels	325,000	-325,000	-81,250				-243,750	Green Initiative Reserve / Grant
Childcare Centre - Window Film	20,000	-20,000	-20,000					Facilities Reserve
New School-Thamesford	3,087,538	-3,087,538	-308,754			-2,778,784		
Total Buildings	3,432,538	-3,432,538	-410,004			-2,778,784	-243,750	
Machinery & Equipment								
ANNUAL - GG Information Technology	20,000	-20,000	-20,000					IT Reserve
Office Cubicles	32,900	-32,900	-32,900					Facilities Reserve
Total Machinery & Equipment	52,900	-52,900	-52,900					
Total General Government	3,485,438	-3,485,438	-462,904			-2,778,784	-243,750	
Total General Government	3,485,438	-3,485,438	-462,904			-2,778,784	-243,750	
Fire Services								
Machinery & Equipment								
ANNUAL - Fire Communication System Upgrade	15,600	-15,600	-15,600					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	107,970	-107,970	-107,970					Fire Equipment Reserve
Union Dale Base Station Upgrades	5,000	-5,000	-5,000					Fire Equipment Reserve
Embryo - Security System Upgrades	5,000	-5,000	-5,000					Fire Equipment Reserve
Total Machinery & Equipment	133,570	-133,570	-133,570					
Total Fire Services	133,570	-133,570	-133,570					
Total Fire Services	133,570	-133,570	-133,570					

Public Services-Recreation-Operating Budget

One Time Costs

One Time Costs of \$46,300; 0.39%

\$ 5,000	Embro Town Hall-masonry Repairs
\$ 8,000	Recreation-Xplor software implementation fees
\$ 500	Matheson park-shed soffit repairs
\$ 1,500	Memorial Park-Embro-3 anti slip mats for playground
\$ 500	Embro Village Centre Park-parking lot repairs
\$ 3,500	Thamesford Parks-Robert Fisher Trail concrete for washout area
\$ (5,000)	Thamesford Pool-donations/grant mural project
\$ 5,000	Thamesford Pool-mural project-contingent on donations
\$ 300	Thamesford Pool-faucet replacement x 5
\$ 3,000	Thamesford Pool-pool surface repairs
\$ 10,000	Thamesford Pool-skimmer repair
\$ 2,500	TDRC-Township share of Lion's display cabinet
\$ (5,000)	EZCC-transfer from reserve-raised in 2025 for countertop project
\$ 5,000	EZCC-countertop replacement
\$ 6,500	EZCC-shutter door replacement
<u>\$ 5,000</u>	EZCC-paint lobby

\$ 46,300

Public Services-Recreation-Operating Budget

Service Delivery Costs

Service Delivery Costs of \$64,379; 0.53%

\$ 1,633 Cemeteries-12.5% of summer student (note 87.5% is funded by Town of Ingersoll)
\$ 6,500 Recreation-OT related to on-calls, after hour availability
\$ 3,000 Recreation-Xplor software mobile app
\$ 1,500 Embro Parks-5 x 55 gallon waste receptacles and 5 blue bins for special events
\$ 10,000 RecreationTrees-2 additional days of tree work (5 days total)
\$ 500 Matheson Park-diamond top up to address pooling issue and warm up area
\$ 1,500 Thamesford Parks-5 x 55 gallon waste receptacles and 5 blue bins for special events
\$ 1,000 Soccer Field-fertilizer and weed control
\$ 1,000 Grace Patterson Park-waste management pickup for dog waste receptacle
\$ (5,000) Thamesford Pool-aquafit program revenue
\$ 6,970 Thamesford Pool-aquafit program wages and benefits
\$ (6,000) Camp & Programming-yoga program revenues
\$ 5,316 Camp & Programming-yoga program wages and benefits
\$ 36,460 TDRC-additional 50% FT staff

\$ 64,379

Public Services-Recreation-Capital Plan

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
General Recreation								
Buildings								
Harrington Hall - Carpet Replacement	6,500	-6,500	-6,500					Recreation Reserve
TDRC - Low Emissivity Ceiling	35,000	-35,000					-35,000	Capital Grants
Storage Facility for Equipment	200,000	-200,000	-200,000					Recreation Reserve
Total Buildings	241,500	-241,500	-206,500				-35,000	
Land Improvements								
Don Knox Phase 2 (Capital Grant Project)	20,000	-20,000					-20,000	Lions Capital Grants
EZCC - Parking Lot Repairs	20,000	-20,000	-20,000					Recreation Reserve
South Park-Playground & swing replacement	160,000	-160,000	-100,000				-60,000	Recreation Reserve/Grant
Trail Improvements	10,000	-10,000	-10,000					Recreation Reserve
Thamesford Multi-Use Courts Expansion	305,827	-305,827	-79,950				-225,877	Recreation Reserve/Fundraising
Total Land Improvements	515,827	-515,827	-209,950				-305,877	
Machinery & Equipment								
EZCC-Electrical Panel & Soft Start	80,000	-80,000	-40,000				-40,000	Recreation Reserve/ CSRIF 50% Grant
EZCC - Waste Desuperheater	12,000	-12,000	-6,000				-6,000	Recreation Reserve/ CSRIF 50% Grant
EZCC-Plate Chiller	150,000	-150,000	-75,000				-75,000	Recreation Reserve/ CSRIF 50% Grant
Grace Patterson-Sutera Dog Waste Receptacle	8,000	-8,000	-8,000					Recreation Reserve/ CSRIF 50% Grant
TDRC Waste Desuperheater	75,000	-75,000	-37,500				-37,500	Recreation Reserve/ CSRIF 50% Grant
Total Machinery & Equipment	325,000	-325,000	-166,500				-158,500	
Total General Recreation	1,082,327	-1,082,327	-582,950				-499,377	
Total General Recreation	1,082,327	-1,082,327	-582,950				-499,377	

Public Services-Public Works-Operating Budget

One Time Costs, net \$73,700; 0.60%

\$ 57,700	Road fleet-tire replacement x 10
\$ 1,000	Road fleet-chipper knife replacement
<u>\$ 15,000</u>	Bridges-guiderail repairs
<u>\$ 73,700</u>	

Service Delivery Costs, net \$16,000; 0.13%

\$ 4,000	Sidewalks-additional materials and supplies to expand annual maintenance
\$ 7,000	Public Works General-annual dash camera software fees
<u>\$ 5,000</u>	Roadside Maintenance-tree program expansion
<u>\$ 16,000</u>	

Public Services - Transportation - Capital Plan

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Public Transportation								
Buildings								
ZMF Solar	154,447	-154,447	-154,447					Green Initiatives Reserve
Total Buildings	154,447	-154,447	-154,447					
Bridges & Culverts								
ANNUAL- Engineering Future Bridge Projects	50,000	-50,000	-50,000					Bridge Reserve
Bridge 140-33rd Line-Trout Creek	180,000	-180,000	-180,000					Bridge Reserve
Bridge 640-25th Line-John N Meathrell	1,322,880	-1,322,880	-378,872		-282,568		-661,440	Bridge Reserve /SWOX
Bridge 70- Ridged Frame Bridge	41,000	-41,000	-41,000					Bridge Reserve
Total Bridges & Culverts	1,593,880	-1,593,880	-649,872		-282,568		-661,440	
Machinery & Equipment								
ZMF-Scissor Hoist	12,000	-12,000	-12,000					Roads Vehicles/Equipment Reserve
3pt Broom	2,500	-2,500	-2,500					Roads Vehicles/Equipment Reserve
Road Widener	120,000	-120,000	-40,000				-80,000	Roads Vehicles/Equipment Reserve
Total Machinery & Equipment	134,500	-134,500	-54,500				-80,000	
Roads								
ANNUAL Capital - Surface Treatment	102,000	-102,000	-102,000					Roads Infrastructure Reserve
Rd 92 - 25 to 23 (1.5kms)	426,798	-426,798	-426,798					Roads Infrastructure and MNR Reserve
Rd 92 - 23 to 119 (1.5kms)	426,798	-426,798	-216,690	-210,108				Road Infrastructure Reserve / Grant
Rd 25 - 60 to Bridge (.7kms)	172,616	-172,616	-140,651				-31,965	Road Infrastructure Reserve/SWOX
Asphalt Patch Repair	102,000	-102,000	-102,000					Roads Infrastructure Reserve
Total Roads	1,230,212	-1,230,212	-988,139	-210,108			-31,965	
Vehicles								
Backhoe-replace #21	255,000	-255,000	-255,000					Roads Vehicles/Equipment Reserve
Tandem Axle-#10 2013 Freight	423,000	-423,000	-423,000					Roads Vehicles/Equipment Reserve
Total Vehicles	678,000	-678,000	-678,000					
Total Public Transportation	3,791,039	-3,791,039	-2,524,958	-210,108	-282,568		-773,405	
Total Public Transportation	3,791,039	-3,791,039	-2,524,958	-210,108	-282,568		-773,405	

2026 – 2035 Ten-Year Capital Plan

Asset management plays a critical role in ensuring the long-term sustainability and efficiency of municipal infrastructure and services that rely on municipal assets. Staff continue to update asset attributes, including condition, maintenance and replacement cost to optimize performance and support informed decision-making. By aligning asset investments with community needs and financial capacity, asset management assists in prioritizing maintenance and renewal activities, mitigating risks, and enhancing service delivery. Gaps that were identified in the July 2025 Asset Management Plan update through Report 2025-068 have been addressed in the 2026 Draft Operating Budget through additional investment in assets through transfers to reserves.

The Ten-Year Capital Plan is a living document. Each year the prior year 10-year Capital Plan is scrutinized by staff and cross referenced with asset management to best inform the current year Capital Plan.

Additional notable tools, information and methodologies assisting with Capital Plan recommendations:

- Road Needs Study (2019)
- Bridge and culvert improvements - Municipal Structure Inspection report prepared by Keystone Bridge Management Corporation for all Township structures with a span greater than 3.0 metres as mandated by MTO bi-annually.
- Recreation Master Plan (2019)
- Development Charges Background Study (2024)
- Strategic Plan (2023-2026)

10-Year Capital Plan

Township of Zorra 10-Year Capital Plan - Summary with Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
2026	8,492,374	-8,492,374	-3,704,382	-210,108	-282,568	-2,778,784	-1,516,532	Grants/Other Municipalities
2027	5,174,122	-5,174,022	-4,526,346	-210,108	-382,568		-55,000	Grants
2028	6,437,102	-6,437,102	-4,088,547	-210,108	-282,568	-1,548,581	-307,298	Grants/Donations
2029	5,190,038	-5,190,038	-4,073,358	-210,108	-282,568	-191,504	-432,500	Other Municipalities
2030	4,153,828	-4,153,828	-3,631,152	-210,108	-282,568		-30,000	Other Municipalities
2031	4,496,589	-4,496,589	-3,803,739	-210,108	-282,568	-200,174		
2032	6,283,609	-6,283,609	-5,118,933	-210,108	-282,568		-672,000	Other Municipalities
2033	4,673,452	-4,673,452	-4,180,776	-210,108	-282,568			
2034	4,633,123	-4,633,123	-4,140,447	-210,108	-282,568			
2035	4,130,175	-4,130,175	-3,637,499	-210,108	-282,568			
Total 10-Year Capital	53,664,412	-53,664,312	-40,905,179	-2,101,080	-2,925,680	-4,719,043	-3,013,330	

Reserve Continuity

The schedule provided is the continuity of reserves as part of the ten-year capital plan activity.

Township of Zorra - 2026 - 2035 Reserve Continuity										
RESERVE YEAR END BALANCE PROJECTIONS	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
RESERVES										
Working Fund	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273
Insurance Deductible	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Infrastructure Projects (Green Initiatives)	\$ 885,735	\$ 1,065,985	\$ 1,249,840	\$ 1,437,372	\$ 1,628,655	\$ 1,823,763	\$ 2,022,774	\$ 2,225,765	\$ 2,432,815	\$ 2,644,007
Information Technology	\$ 111,718	\$ 122,464	\$ 53,626	\$ 65,211	\$ 77,228	\$ 89,685	\$ 102,591	\$ 115,955	\$ 129,787	\$ 144,095
Disaster/Emergency	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984
Surplus/Deficit Reserve	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505
Benefits	\$ 72,122	\$ 59,439	\$ 52,675	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447
Election Reserve	\$ 20,000	\$ 37,500	\$ 55,000	\$ 22,500	\$ -	\$ 7,500	\$ 15,000	\$ 22,500	\$ -	\$ 7,500
Fire Vehicles	\$ 545,050	\$ 60,588	\$ 292,437	\$ 520,723	\$ 855,574	\$ 1,107,123	\$ 705,502	\$ 560,849	\$ 833,303	\$ 1,203,806
Emergency Buildings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Fire Equipment	\$ 173,195	\$ 232,438	\$ 241,186	\$ 313,791	\$ 368,969	\$ 444,648	\$ 509,753	\$ 577,202	\$ 645,910	\$ 715,446
Fire-Training	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442
By-Law	\$ 34,135	\$ 39,322	\$ 9,612	\$ 15,008	\$ 20,513	\$ 26,127	\$ 31,853	\$ 37,694	\$ 8,652	\$ 14,929
Facilities	\$ 64,543	\$ (19,821)	\$ (19,309)	\$ 1,679	\$ 208,043	\$ 292,983	\$ 637,239	\$ 990,131	\$ 1,423,499	\$ 2,046,343
Roads - Vehicles/Equip	\$ 133,555	\$ (358,280)	\$ (147,399)	\$ 261,198	\$ 837,211	\$ 1,444,355	\$ 2,065,462	\$ 2,678,474	\$ 3,386,747	\$ 4,226,846
Roads-Roads	\$ 823,699	\$ 1,361,292	\$ 1,754,066	\$ 2,246,818	\$ 2,359,030	\$ 2,438,618	\$ 2,620,007	\$ 2,539,153	\$ 2,766,905	\$ 3,155,792
Roads-Bridges	\$ 371,780	\$ (375,734)	\$ (1,143,676)	\$ (1,020,995)	\$ (718,937)	\$ (614,257)	\$ (282,199)	\$ 85,183	\$ 213,241	\$ 90,696
Infrastructure Capital	\$ 801,555	\$ 499,953	\$ 381,456	\$ 340,284	\$ 317,205	\$ 312,219	\$ 312,219	\$ 312,219	\$ 312,219	\$ 312,219
Recreation	\$ (73,666)	\$ (49,313)	\$ 37,129	\$ 114,571	\$ 116,820	\$ 72,701	\$ 30,214	\$ 239,359	\$ 250,136	\$ 414,045
Dam Reserve	\$ 717,215	\$ 797,090	\$ 878,562	\$ 961,665	\$ 1,046,429	\$ 1,132,888	\$ 1,221,077	\$ 1,311,029	\$ 1,402,781	\$ 1,496,367
Gravel Pit	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349
Arena Facility	\$ -	\$ 61,106	\$ 223,975	\$ 386,843	\$ 549,711	\$ 649,852	\$ 767,362	\$ 903,689	\$ 1,058,109	\$ 1,220,977
RESERVE FUNDS										
Federal Gas Tax	\$ 144,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797
Building Department	\$ 126,091	\$ 126,091	\$ 126,091	\$ 126,091	\$ 126,091	\$ 126,091	\$ 56,091	\$ 56,091	\$ 56,091	\$ 56,091
MNR Tonnage	\$ 2,286,722	\$ 2,835,707	\$ 3,110,107	\$ 2,951,691	\$ 2,900,191	\$ 3,250,191	\$ 2,625,238	\$ 2,725,238	\$ 3,025,238	\$ 3,075,238
Village Affairs/Erie Thames	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670
Severance Fees/Parkland	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562
Development Charges	\$ (1,099,313)	\$ (549,770)	\$ (1,395,717)	\$ (972,417)	\$ (363,438)	\$ 45,367	\$ 654,346	\$ 1,263,325	\$ 1,872,304	\$ 2,481,433
Urban Storm Management	\$ 258,399	\$ 386,647	\$ 517,460	\$ 650,889	\$ 786,986	\$ 925,805	\$ 1,067,401	\$ 1,211,829	\$ 1,359,145	\$ 1,509,608
Total	\$ 6,485,189	\$ 5,338,583	\$ 5,723,733	\$ 7,519,669	\$ 9,519,451	\$ 11,081,206	\$ 12,611,854	\$ 14,452,204	\$ 16,717,105	\$ 19,545,469

QUESTIONS

 Budget-Operating & Capital Report				
	2024	2025	2026	%
	Council Approved	Council Approved	Council Draft 1	Increase /
	Total Budget	Total Budget		Decrease
Operating				
General Revenue	-100,000	-100,000	-88,000	(12.00%)
General Government	-6,788,065	758,558	762,613	0.53%
Protection Services	2,573,817	2,989,721	2,970,862	(0.63%)
General Recreation	788,397	1,579,225	1,737,424	10.02%
Health Services	160,391	185,954	175,101	(5.84%)
Planning and Development	43,010	43,010	32,713	(23.94%)
Agriculture and Drainage	146,295	150,532	164,634	9.37%
Environmental	-8,721	-8,721	-11,800	35.31%
Public Transportation	4,581,294	6,558,566	7,120,523	8.57%
Robinson Pit	75,000	75,000	75,000	
Total Operating	1,471,418	12,231,845	12,939,070	5.78%
Capital				
General Government	6,830,900			#DIV/0!
Protection Services	154,115			#DIV/0!
General Recreation	586,442			#DIV/0!
Public Transportation	2,577,638			#DIV/0!
Total Capital	10,149,095	0	0	#DIV/0!
Total	11,620,513	12,231,845	12,939,070	5.78%
2025 Comparative balances have been restated to align with 2026 budget methodology. That is, capital expenditures and capital funding are shown on the Capital Plan and are excluded from the Operating Budget. 2024 Comparative balances have not been restated to align with 2026 budget methodology. That is, in 2024, capital expenditures and capital funding were included in the operating budget. Expenditures were included under "Capital" while capital fundign sources were included under "Operating".				



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Operating					
General Revenue					
Own Taxation					
XXXX					
050-3010-001 Own Taxation - R & F Levy			(12,207,969.62)		
050-3010-004 Own Taxation - Writoff/ARB de			(96,659.18)		
050-3010-020 Grants in Lieu - Own Purposes	(100,000)	(100,000)	(4.33)	(88,000)	(12.00%)
Total XXXX	(100,000)	(100,000)	(12,304,633.13)	(88,000)	(12.00%)
Total Own Taxation	(100,000)	(100,000)	(12,304,633.13)	(88,000)	(12.00%)
County Taxation					
XXXX					
050-3011-001 Taxation - County - R & F Levy			(9,692,748.72)		
050-3011-004 Taxation - County- Writeoffs/A			(78,354.13)		
Total XXXX			(9,771,102.85)		
Total County Taxation			(9,771,102.85)		
Public School Taxation					
XXXX					
050-3021-001 Taxation - English Public Educa			(3,943,319.22)		
050-3021-004 Taxation- English Public - Write			(23,318.27)		
050-3021-021 Grants in Lieu - English Public E			(80.52)		
Total XXXX			(3,966,718.01)		
Total Public School Taxation			(3,966,718.01)		
Levy - County					
XXXX					
050-4011-001 County Levy			7,068,477.00		
Total XXXX			7,068,477.00		
Total Levy - County			7,068,477.00		
Levy - Public Board					
XXXX					
050-4021-001 English Public Levy			2,548,818.00		
Total XXXX			2,548,818.00		
Total Levy - Public Board			2,548,818.00		
French Public Levy					
XXXX					
050-4022-001 French Public Levy			6,952.00		
Total XXXX			6,952.00		
Total French Public Levy			6,952.00		
Levy - Separate Board					
XXXX					
050-4031-001 English Separate Levy			392,606.00		
Total XXXX			392,606.00		
Total Levy - Separate Board			392,606.00		
English Separate Levy					
XXXX					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
050-4032-001 French Separate Levy			19,182.00		
Total XXXX			19,182.00		
Total English Separate Levy			19,182.00		
Total 050 Taxation	(100,000)	(100,000)	(16,006,418.99)	(88,000)	(12.00%)
Total Taxation	(100,000)	(100,000)	(16,006,418.99)	(88,000)	(12.00%)
Total General Revenue	(100,000)	(100,000)	(16,006,418.99)	(88,000)	(12.00%)
General Government					
Council					
090 Council					
Expenditures					
Wages					
090-4101-000 2/3 Council Honorarium	117,281	119,746	83,721.97	121,782	1.70%
Total Wages	117,281	119,746	83,721.97	121,782	1.70%
Benefits					
090-4131-000 C P P	6,686	5,850	4,260.52	6,028	3.04%
090-4134-000 E H T	2,287	2,290	1,632.92	2,375	3.71%
Total Benefits	8,973	8,140	5,893.44	8,403	3.23%
Administration Exp					
090-4306-000 Memberships				3,700	100%
090-4308-000 Convention & Conference-COU	5,000	5,000	5,154.89	9,000	80.00%
090-4309-000 Training-COUNCIL	2,000	2,000	623.28	2,000	
090-4310-000 Mileage and Travel-COUNCIL	1,500	1,500		1,500	
090-4311-000 Stationery & Office Supplies-CO	150	150		150	
Total Administration Exp	8,650	8,650	5,778.17	16,350	89.02%
Program Exp					
090-4353-000 Safe & Well Being / Accessibilit		4,000		4,000	
Total Program Exp		4,000		4,000	
Other Exp					
090-4369-000 Other Expenses-COUNCIL	3,500	3,500	723.09	3,500	
090-4520-000 Grants		2,500		2,500	
Total Other Exp	3,500	6,000	723.09	6,000	
Total Expenditures	138,404	146,536	96,116.67	156,535	6.82%
Total 090 Council	138,404	146,536	96,116.67	156,535	6.82%
Total Council	138,404	146,536	96,116.67	156,535	6.82%
General Government					
100 General Government					
Revenue					
User Fees					
100-3902-000 Solicitors Information-ADMIN	(12,000)	(10,000)	(11,028.00)	(12,000)	20.00%
Total User Fees	(12,000)	(10,000)	(11,028.00)	(12,000)	20.00%
Other Revenue					
100-3775-000 Other Sales-ADMIN			(107.22)		
100-3915-000 Zorra Now - Advertising Funds	(1,500)	(1,500)	(2,940.82)	(1,500)	
100-3942-000 Interest Revenue - Taxes	(200,000)	(190,000)	(165,435.47)	(195,000)	2.63%



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
100-3950-000 Bank Interest - Current Account	(150,000)	(190,000)	(128,142.84)	(200,000)	5.26%
100-3953-000 Interest & Dividends - Erie Township	(100,000)	(108,000)	(54,853.26)	(108,000)	
100-3960-000 Solar Panel Revenue-ADMIN	(8,000)	(12,000)	(24,062.76)	(12,800)	6.67%
100-3969-000 Other Revenue-ADMIN	(500)	(1,500)	(2,566.50)	(1,500)	
Total Other Revenue	(460,000)	(503,000)	(378,108.87)	(518,800)	3.14%
Program Revenue					
100-3400-000 Provincial Grants - Unconditional	(845,700)	(1,000,200)	(500,100.00)	(1,000,200)	
100-3410-000 Provincial Grants - One Time	(112,500)				0.00%
100-3913-000 Photocopying-ADMIN			(19.75)		
100-3918-000 Marriage Licenses-ADMIN	(10,000)	(9,000)	(4,662.00)	(6,000)	(33.33%)
100-3919-000 Lottery Licenses-ADMIN	(1,000)	(1,000)	(1,726.19)	(1,400)	40.00%
100-3924-000 VEHICLE CHARGER Rental-ADMIN			(16,288.62)		
Total Program Revenue	(969,200)	(1,010,200)	(522,796.56)	(1,007,600)	(0.26%)
Contributions from Revenue					
100-3990-000 Transfers from Reserves - Operating	(585,000)			(57,027)	100%
100-3992-000 Transfer From Reserves - Capital	(6,718,400)	0			0.00%
Total Contributions from Revenue	(7,303,400)	0		(57,027)	100.00%
Total Revenue	(8,744,600)	(1,523,200)	(911,933.43)	(1,595,427)	4.74%
Expenditures					
Wages					
100-4101-000 Regular Full Time Wages-GEN GOV	816,571	895,000	633,671.45	1,070,579	19.62%
100-4103-000 Overtime Wages-GEN GOV			15,477.00		
100-4105-000 Part Time Regular Wages-GEN GOV	9,300	19,264	2,060.55	19,712	2.33%
100-4116-000 Vacation Pay-GEN GOV		5,000	20,716.12	788	(84.24%)
100-4120-000 Interdepartmental Wages (Clearing)				(8,572)	
Total Wages	825,871	919,264	671,925.12	1,082,507	17.76%
Benefits					
100-4131-000 C PP-GEN GOV	34,049	35,000	33,768.73	47,028	34.37%
100-4132-000 U I C-GEN GOV	9,087	13,300	39,206.80	16,924	27.25%
100-4133-000 O M E R S-GEN GOV	91,988	93,988	76,154.42	122,999	30.87%
100-4134-000 E H T-GEN GOV	15,916	16,500	12,841.20	21,260	28.85%
100-4135-000 Workers' Compensation-GEN GOV	25,220	25,400	18,634.67	30,418	19.76%
100-4136-000 Group Insurance-GEN GOV	40,000	43,000	31,708.30	51,573	19.94%
100-4138-000 Vision Care Coverage - self insured	4,000	4,500	5,515.43	5,000	11.11%
Total Benefits	220,260	231,688	217,829.55	295,202	27.41%
Administration Exp					
100-4306-000 Memberships-GEN GOV	7,000	7,600	10,409.03	6,800	(10.53%)
100-4307-000 Subscriptions & Publications-GEN GOV	700	700	555.30	700	
100-4308-000 Conventions & Conferences-GEN GOV	4,300	8,000	4,389.14	12,500	56.25%
100-4309-000 Training-GEN GOV	4,000	6,500	1,773.56	3,400	(47.69%)
100-4310-000 Mileage-GEN GOV	2,500	2,500	844.74	2,500	
100-4311-000 Stationery & Office Supplies-GEN GOV	8,000	10,000	6,317.39	10,000	
100-4313-000 Postage & Express-GEN GOV	10,000	15,000	7,615.05	15,000	
100-4314-000 Marriage Licenses-GEN GOV	5,000	4,500	2,408.78	4,500	



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
100-4316-000 Advertising and Notices-GEN G	1,000	1,000	4,914.01	2,000	100.00%
100-4317-000 Computer Support-GEN GOV	10,000	10,000	8,788.85	10,000	
100-4342-000 Branding /Promotion Items-GE	5,000	5,000	718.47	5,000	
Total Administration Exp	57,500	70,800	48,734.32	72,400	2.26%
Program Exp					
100-4137-000 Clothing Allowance-GEN GOV	1,800	1,800	1,556.83	1,800	
Total Program Exp	1,800	1,800	1,556.83	1,800	
Equipment & Supplies					
100-4312-000 Operating Equipment & Suppli	7,500	22,500	13,945.62	7,500	(66.67%)
100-4318-000 Office Machines Maint-GEN GO	500	500		500	
Total Equipment & Supplies	8,000	23,000	13,945.62	8,000	(65.22%)
Building & Property					
100-4304-000 Telephone-GEN GOV	12,000	14,000	8,865.29	14,000	
100-4315-000 Advertising - ZORRA Magazine	1,500	1,500	3,088.57	500	(66.67%)
100-4334-000 Grass Cutting-GEN GOV	1,150	1,150		1,150	
Total Building & Property	14,650	16,650	11,953.86	15,650	(6.01%)
Vehicle Exp					
100-4366-000 Equipment Lease-GEN GOV	4,000	4,000	2,936.05	5,000	25.00%
100-4367-000 Licenses & Permits-GEN GOV	64,000	66,000	67,232.78	68,070	3.14%
Total Vehicle Exp	68,000	70,000	70,168.83	73,070	4.39%
Other Exp					
100-4369-000 Other Expenses-GEN GOV		12,500	90.87	5,018	100%
Total Other Exp		12,500	90.87	5,018	100%
Debit Exp					
100-4201-000 Hydro Land Debenture Principa			42,500.00		
100-4202-000 Hydro Land Debenture Interest			15,058.88		
Total Debit Exp			57,558.88		
Total Expenditures	1,196,081	1,345,702	1,093,763.88	1,553,647	15.45%
Total 100 General Government	(7,548,519)	(177,498)	181,830.45	(41,780)	(76.46%)
Total General Government	(7,548,519)	(177,498)	181,830.45	(41,780)	(76.46%)
Admin Building					
105 Administration Building					
Expenditures					
Wages					
105-4120-000 Interdepartmental Wages (Cle				17,515	100%
Total Wages				17,515	100%
Program Exp					
105-4336-000 Administration Building-Garba		7,200	5,161.32	9,000	25.00%
Total Program Exp		7,200	5,161.32	9,000	25.00%
Building & Property					
105-4301-000 Heat-ADMIN BLDG	4,000				
105-4302-000 Hydro-ADMIN BLDG	6,300	20,000	54,264.06	65,000	225.00%
105-4303-000 Administration Building-Water		5,000	3,732.26	5,000	
105-4315-000 Cleaning & Maintenance Suppl	10,000	8,600	2,872.21	6,000	(30.23%)



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
105-4320-000 Building Maintenance-ADMIN	6,000	46,920	36,813.37	30,600	(34.78%)
105-4322-000 Grounds Maintenance-ADMIN	1,000	1,300	337.96	1,800	38.46%
105-4335-000 Snow Removal-ADMIN BLDG	5,000	7,000	20,789.57	15,900	127.14%
Total Building & Property	32,300	88,820	118,809.43	124,300	39.95%
Other Exp					
105-4999-000 Interdepartmental Costs				(21,093)	100%
Total Other Exp				(21,093)	100%
Total Expenditures	32,300	96,020	123,970.75	129,722	35.10%
Total 105 Administration Building	32,300	96,020	123,970.75	129,722	35.10%
Total Admin Building	32,300	96,020	123,970.75	129,722	35.10%
Rental Properties					
107 RENTAL PROPERTIES					
Revenue					
Program Revenue					
107-3740-000 Rental Income-RENTAL PROPE	(25,000)	(50,000)	(29,050.93)	(60,225)	20.45%
Total Program Revenue	(25,000)	(50,000)	(29,050.93)	(60,225)	20.45%
Total Revenue	(25,000)	(50,000)	(29,050.93)	(60,225)	20.45%
Expenditures					
Building & Property					
107-4320-000 Building Maintenance-RENTAL			245.43	9,300	100%
Total Building & Property			245.43	9,300	100%
Total Expenditures			245.43	9,300	100%
Total 107 RENTAL PROPERTIES	(25,000)	(50,000)	(28,805.50)	(50,925)	1.85%
Total Rental Properties	(25,000)	(50,000)	(28,805.50)	(50,925)	1.85%
Financial Expense					
108 Financial Expenses					
Expenditures					
Administration Exp					
108-4340-000 Legal Expenses-FINANCIAL EXP	5,000	5,000	2,809.79	5,000	
108-4341-000 Auditor Fees-FINANCIAL EXP	30,000	30,000	20,097.60	30,000	
108-4342-000 Consulting Fees-FINANCIAL EXP	36,500	50,000	10,392.24	50,000	
108-4347-000 Bank Handling Charges-FINANC	3,000	3,000	2,563.43	3,000	
108-4349-000 Donations & Flowers-FINANCIA	1,000	1,000	50.00	1,000	
108-4351-000 Trophies, Awards & Recognitio	7,000	9,400	4,843.94	8,000	(14.89%)
Total Administration Exp	82,500	98,400	40,757.00	97,000	(1.42%)
Insurance Exp					
108-4345-000 General Insurance-FINANCIAL I	35,400	32,000		23,850	(25.47%)
108-4364-000 Expenses re Insurance Deducti	10,000	10,000		10,000	
Total Insurance Exp	45,400	42,000		33,850	(19.40%)
Other Exp					
108-4369-000 Other Expenses-FINANCIAL EXP			50.00		
Total Other Exp			50.00		
Contributions to Reserves					
108-4450-000 Transfer to Reserves-FINANCIA	450,250	550,250	509,010.00	373,221	(32.17%)

Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Contributions to Reserves	450,250	550,250	509,010.00	373,221	(32.17%)
Total Expenditures	578,150	690,650	549,817.00	504,071	(27.01%)
Total 108 Financial Expenses	578,150	690,650	549,817.00	504,071	(27.01%)
Total Financial Expense	578,150	690,650	549,817.00	504,071	(27.01%)
Elections					
110 Elections					
Revenue					
Contributions from Revenue					
110-3990-000 Transfers from Reserves				(20,000)	100%
Total Contributions from Revenue				(20,000)	100%
Total Revenue				(20,000)	100%
Expenditures					
Program Exp					
110-4357-000 Voters' Supplies-ELECTION	1,850	1,850	1,882.56	30,000	1,521.62%
Total Program Exp	1,850	1,850	1,882.56	30,000	1,521.62%
Contributions to Reserves					
110-4450-000 Elections-Transfers to Reserves	5,000	15,000	15,000.00	15,000	
Total Contributions to Reserves	5,000	15,000	15,000.00	15,000	
Total Expenditures	6,850	16,850	16,882.56	45,000	167.06%
Total 110 Elections	6,850	16,850	16,882.56	25,000	48.37%
Total Elections	6,850	16,850	16,882.56	25,000	48.37%
Asset Management					
111 PSAB/ASSET MANAGEMENT					
Expenditures					
Administration Exp					
111-4342-000 PSAB/ASSET MANAGEMENT-Co		34,000	20,320.65	37,990	12%
111-4342-400 Consulting Fees	27,750				
Total Administration Exp	27,750	34,000	20,320.65	37,990	12%
Equipment & Supplies					
111-4312-400 Operating Equipment & Trainin	2,000	2,000		2,000	
Total Equipment & Supplies	2,000	2,000		2,000	
Total Expenditures	29,750	36,000	20,320.65	39,990	11.08%
Total 111 PSAB/ASSET MANAGEMENT	29,750	36,000	20,320.65	39,990	11.08%
Total Asset Management	29,750	36,000	20,320.65	39,990	11.08%
Total General Government	(6,788,065)	758,558	960,132.58	762,613	0.53%
Protection Services					
Fire Services					
120 General Fire Protection					
Revenue					
User Fees					
120-3724-000 Development Charges Revenue				(45,000)	100%
Total User Fees				(45,000)	100%
Other Revenue					
120-3769-000 Fire Dept - Revenue - Fire Rep			(450.00)	(300)	100%



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
120-3908-000 GST Rebate - Fire				(6,400)	100%
120-3969-000 Fire Dept Rev- Fire Marque, Ot			(1,467.41)		0%
Total Other Revenue			(1,917.41)	(6,700)	100%
Program Revenue					
120-3700-000 Fire Dept. Revenue -Firework A			(190.00)	(190)	100%
120-3909-000 Fire Gen-Training Revenue			(4,200.00)	(6,500)	100%
Total Program Revenue			(4,390.00)	(6,690)	100%
Contributions from Revenue					
120-3990-000 Transfers from Reserves-GEN F	(154,115)	0		(810)	100%
Total Contributions from Revenue	(154,115)	0		(810)	100%
Total Revenue	(154,115)	0	(6,307.41)	(59,200)	100%
Expenditures					
Wages					
120-4101-000 Fire Admin -Regular Wages-Ge	147,233	140,034	72,871.03	153,468	9.59%
120-4103-000 Fire Admin-Overtime Wages-G	5,500	5,500	4,673.63	5,500	
120-4120-000 Interdepartmental Wages (Cle				1,503	100%
Total Wages	152,733	145,534	77,544.66	160,471	10.26%
Benefits					
120-4131-000 Fire Admin-C.P P-Gen Fire	5,668	5,670	4,149.18	6,279	10.74%
120-4132-000 Fire Admin U I C-Gen Fire	1,499	1,900	59.94	2,324	22.32%
120-4133-000 Fire Admin -O M E R S-Gen Fire	16,686	11,000	7,969.78	17,609	60.08%
120-4134-000 Fire Admin-EHT-Gen Fire	2,822	1,800	1,446.31	2,992	66.22%
120-4135-000 Fire Admin-WSIB-Gen Fire	4,135	3,000	2,102.18	4,282	42.73%
120-4136-000 Fire Admin- Group Insurance-G	5,665	6,000	6,294.39	10,237	70.62%
Total Benefits	36,475	29,370	22,021.78	43,723	48.87%
Administration Exp					
120-4306-000 Memberships-Gen Fire	500	500	768.29	800	60.00%
120-4307-000 Fire- subscriptions-Gen Fire	4,500	4,500	1,375.27	7,650	70.00%
120-4308-000 Fire-Conference	5,000	5,000		7,500	50.00%
120-4309-000 Training - All stations-Gen Fire	75,000	76,000	24,659.69	76,000	
120-4309-001 Joint Traing Officer - Fire	25,000	25,000	5,827.29	25,000	
120-4310-000 Mileage-Gen Fire	10,000	10,000	101.78		(100.00%)
120-4311-000 Stationery & Office Supplies-Ge	500	500	631.77	500	
120-4313-000 POSTAGE/EXPRESS-Gen Fire	250	250		250	
120-4350-000 Civic Banquets				60,000	100%
120-4351-000 Volunteer Appreciation-Gen Fi	4,000	6,000	1,486.40	3,000	(50.00%)
Total Administration Exp	124,750	127,750	34,850.49	180,700	41.45%
Insurance Exp					
120-4328-000 Radio License-Gen Fire	20,000	20,000	2,283.70	5,500	(72.50%)
120-4345-000 Insurance-Gen Fire	38,260	38,260	10,725.54	28,500	(25.51%)
Total Insurance Exp	58,260	58,260	13,009.24	34,000	(41.64%)
Program Exp					
120-4137-000 Uniforms - Fire-Gen Fire	8,000	13,000	1,986.96	4,000	(69.23%)
120-4330-000 Fire Dispatch System-Gen Fire	35,000	27,000	27,264.48	27,000	



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
120-4361-000 Protective Clothing - all station	13,000	13,000	32,420.69	13,000	
120-4371-000 Prevention Officer-Gen Fire	23,000	27,000	11,648.78	27,000	
Total Program Exp	79,000	80,000	73,320.91	71,000	(11.25%)
Equipment & Supplies					
120-4312-000 Operating Equip/supplies - all s	10,000	10,000	10,678.47	10,000	
120-4324-000 Equip Maint- all stations-Gen F	30,000	30,000	11,632.62	30,000	
120-4329-000 Radio/Pager repairs all stations	2,500	2,500		2,000	(20.00%)
Total Equipment & Supplies	42,500	42,500	22,311.09	42,000	(1.18%)
Building & Property					
120-4304-000 Fire - Cell phone-Gen Fire	2,400	2,400	954.42	1,800	(25.00%)
Total Building & Property	2,400	2,400	954.42	1,800	(25.00%)
Vehicle Exp					
120-4326-000 Vehicle Maint- all stations-Gen	25,000	25,000	26,898.89	25,000	
120-4327-000 Vehicle Fuel & Oil- all stations-	13,500	13,500	6,424.04	14,000	3.70%
120-4367-000 Licences & Permits	2,600	2,600			(100.00%)
Total Vehicle Exp	41,100	41,100	33,322.93	39,000	(5.11%)
Other Exp					
120-4337-000 Automatic Aid Agreement	10,000	500			(100.00%)
120-4369-000 Other Expenses-Gen Fire			29.00	500	100%
Total Other Exp	10,000	500	29.00	500	
Contributions to Reserves					
120-4450-000 Transfer to Reserves-Gen Fire	427,615	458,000	458,000.00	473,951	3.48%
Total Contributions to Reserves	427,615	458,000	458,000.00	473,951	3.48%
Capital					
120-4370-000 Fire Prevention - all stations-Ge	10,000	10,000	2,881.84	10,000	
Total Capital	10,000	10,000	2,881.84	10,000	
Debit Exp					
120-4201-000 Principal Debt-Gen Fire	85,000	85,000		85,000	
120-4202-000 Interest-Debt-Gen Fire	32,348	29,600		26,767	(9.57%)
Total Debit Exp	117,348	114,600		111,767	(2.47%)
Total Expenditures	1,102,181	1,110,014	738,246.36	1,168,912	5.31%
XXXX					
120-3993-000 Fire-Capital Grant			(69,802.20)		
Total XXXX			(69,802.20)		
Total			(69,802.20)		
Total 120 General Fire Protection	948,066	1,110,014	662,136.75	1,109,712	(0.03%)
121 Embro Fire Dept.					
Expenditures					
Wages					
121-4101-000 Embro Dept. Wages-EMBRO FI	100,000	105,000	66,476.00	105,000	
Total Wages	100,000	105,000	66,476.00	105,000	
Benefits					
121-4134-000 E H T-EMBRO FIRE				2,050	100%



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
121-4135-000 WSIB-EMBRO FIRE				6,905	100%
Total Benefits				8,955	100%
Administration Exp					
121-4309-000 Training-EMBRO FIRE			5,789.42		
121-4310-000 Mileage-EMBRO FIRE			3,379.29	3,333	100%
Total Administration Exp			9,168.71	3,333	100%
Building & Property					
121-4301-000 Heat-EMBRO FIRE	2,200	2,200	1,686.44	2,200	
121-4302-000 Hydro-EMBRO FIRE	3,300	3,300	1,191.77	3,000	(9.09%)
121-4303-000 Water-EMBRO FIRE	300	300			(100.00%)
121-4304-000 Telephone-EMBRO FIRE			241.37		
121-4320-000 Building Maintenance-EMBRO	3,700	3,700	1,230.13	3,700	
121-4334-000 Embro Fire Dept.-Grass Cutting	300	300			(100.00%)
121-4335-000 Snow Removal-EMBRO FIRE	2,200	2,200	1,374.40	1,250	(43.18%)
Total Building & Property	12,000	12,000	5,724.11	10,150	(15.42%)
Total Expenditures	112,000	117,000	81,368.82	127,438	8.92%
Total 121 Embro Fire Dept.	112,000	117,000	81,368.82	127,438	8.92%
122 Thamesford Fire Dept.					
Expenditures					
Wages					
122-4101-000 Thamesford Dept. Wages	120,000	125,000	89,951.91	125,000	
122-4105-000 Part Time Wages			1,506.61		
Total Wages	120,000	125,000	91,458.52	125,000	
Benefits					
122-4131-000 C.P.P.			78.77		
122-4132-000 TFD U.I.C.			35.97		
122-4133-000 Thamesford Fire Dept.-O M E R			133.82		
122-4134-000 E H T			34.96	2,438	100%
122-4135-000 WORKERS' COMPENSATION			43.76	7,533	100%
Total Benefits			327.28	9,971	100%
Administration Exp					
122-4309-000 Training			15,060.52		
122-4310-000 Mileage			792.91	3,333	100%
Total Administration Exp			15,853.43	3,333	100%
Building & Property					
122-4301-000 Heat	5,000	5,000	3,413.37	7,000	40.00%
122-4302-000 Hydro	8,000	8,000	3,722.71	8,000	
122-4303-000 Water	3,200	3,200	2,351.68	3,200	
122-4304-000 Telephone			854.41	800	100%
122-4320-000 Building Maintenance	11,500	11,500	7,521.13	11,500	
122-4334-000 Grass Cutting	2,200	2,200	3,882.14	4,000	81.82%
122-4335-000 Snow Removal	12,000	12,000	28,289.27	18,600	55.00%
Total Building & Property	41,900	41,900	50,034.71	53,100	26.73%
Total Expenditures	161,900	166,900	157,673.94	191,404	14.68%



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total 122 Thamesford Fire Dept.	161,900	166,900	157,673.94	191,404	14.68%
123 Uniondale Fire Dept.					
Expenditures					
Wages					
123-4101-000 Uniondale Dept. Wages	60,000	65,000	53,420.37	65,000	
Total Wages	60,000	65,000	53,420.37	65,000	
Benefits					
123-4134-000 E H T				1,268	100%
123-4135-000 WORKERS' COMPENSATION				5,964	100%
Total Benefits				7,232	100%
Administration Exp					
123-4309-000 Training			2,984.43		
123-4310-000 Mileage			860.39	3,333	100%
Total Administration Exp			3,844.82	3,333	100%
Building & Property					
123-4301-000 Heat	1,300	1,300	815.29	1,300	
123-4302-000 Hydro	3,200	3,200	2,428.52	3,200	
123-4304-000 Telephone	1,000	1,000	349.84	600	(40.00%)
123-4320-000 Building Maintenance	3,500	3,500	1,096.25	3,500	
123-4334-000 Grass Cutting	1,600	1,600		1,600	
123-4335-000 Snow Removal	1,300	1,300	1,195.68	1,300	
Total Building & Property	11,900	11,900	5,885.58	11,500	(3.36%)
Total Expenditures	71,900	76,900	63,150.77	87,065	13.22%
Total 123 Uniondale Fire Dept.	71,900	76,900	63,150.77	87,065	13.22%
125 Emergency Measures					
Expenditures					
Administration Exp					
125-4309-000 Training	1,000	1,000		1,000	
Total Administration Exp	1,000	1,000		1,000	
Equipment & Supplies					
125-4312-000 Operating Equipment & Suppli	5,000	1,000		1,000	
Total Equipment & Supplies	5,000	1,000		1,000	
Contributions to Reserves					
125-4450-000 <Generated>	1,000	1,000			(100.00%)
Total Contributions to Reserves	1,000	1,000			(100.00%)
Total Expenditures	7,000	3,000		2,000	(33.33%)
Total 125 Emergency Measures	7,000	3,000		2,000	(33.33%)
Total Fire Services	1,300,866	1,473,814	964,330.28	1,517,619	2.97%
Building Services					
130 Building Dept.					
Revenue					
User Fees					
130-3930-000 Septic Permits	(6,000)	(10,000)	(11,439.00)	(10,000)	
Total User Fees	(6,000)	(10,000)	(11,439.00)	(10,000)	



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Other Revenue					
130-3900-000 Building Permits	(300,000)	(375,000)	(227,105.59)	(280,000)	(25.33%)
130-3969-000 Other Revenue - Building			(157.50)		
Total Other Revenue	(300,000)	(375,000)	(227,263.09)	(280,000)	(25.33%)
Contributions from Revenue					
130-3990-000 Transfers from Reserves	(147)			(88,854)	100%
Total Contributions from Revenue	(147)	0		(88,854)	100%
Total Revenue	(306,147)	(385,000)	(238,702.09)	(378,854)	(1.60%)
Expenditures					
Wages					
130-4101-000 Regular Full Time Wages	192,541	213,667	141,447.05	224,133	4.90%
130-4105-000 Part Time Regular Wages		12,000	10,552.88		(100.00%)
130-4116-000 Vacation Pay		480			(100.00%)
130-4120-000 Interdepartmental Wages (Clearing)				11,481	100%
Total Wages	192,541	226,147	151,999.93	235,614	4.19%
Benefits					
130-4131-000 C P P	8,430	10,100	7,942.01	9,998	(1.01%)
130-4132-000 U I C	2,224	3,710	392.87	3,911	5.42%
130-4133-000 O M E R S	20,313	22,000	15,166.24	23,313	5.97%
130-4134-000 E H T	3,755	4,160	2,898.56	4,371	5.07%
130-4135-000 Workers' Compensation	5,950	6,600	4,147.13	6,253	(5.26%)
130-4136-000 Group Insurance	11,000	12,400	8,702.34	14,153	14.14%
Total Benefits	51,672	58,970	39,249.15	61,999	5.14%
Administration Exp					
130-4306-000 Memberships	1,014	1,745	546.42	1,500	(14.04%)
130-4307-000 Subscriptions & Publications	300	661		500	(24.36%)
130-4308-000 Conventions & Conferences		2,200	39.15	2,200	
130-4309-000 Training	4,500	6,000	3,014.81	9,000	50.00%
130-4310-000 Mileage	6,500	6,500	2,068.05	4,000	(38.46%)
130-4311-000 Stationery & Office Supplies	50	50	39.18	50	
Total Administration Exp	12,364	17,156	5,707.61	17,250	0.55%
Insurance Exp					
130-4345-000 Insurance	24,270	24,270		18,100	(25.42%)
Total Insurance Exp	24,270	24,270		18,100	(25.42%)
Program Exp					
130-4137-000 Clothing Allowance	600	600	320.00	600	
130-4330-000 Ontario One Call Locates	2,000	2,000	2,069.36	3,000	50.00%
Total Program Exp	2,600	2,600	2,389.36	3,600	38.46%
Equipment & Supplies					
130-4312-000 Operating Equipment & Supplies	3,000		10.17		
Total Equipment & Supplies	3,000		10.17		
Building & Property					
130-4304-000 Building Dept.-Telephone-	1,700	1,700	676.24	1,700	
Total Building & Property	1,700	1,700	676.24	1,700	



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Vehicle Exp					
130-4326-000 Building Dept.-Vehicle Mainte	1,000	250	1,132.08	250	
130-4327-000 Building Dept.-Vehicle Fuel & C	4,000	1,000	5,815.17		(100.00%)
Total Vehicle Exp	5,000	1,250	6,947.25	250	(80.00%)
Other Exp					
130-4369-000 Other Expenses	13,000	19,248	18,850.53	19,248	
130-4999-000 Interdepartmental Costs				21,093	100%
Total Other Exp	13,000	19,248	18,850.53	40,341	109.59%
Contributions to Reserves					
130-4450-000 Building Dept.-Transfers to Res		33,659			(100.00%)
Total Contributions to Reserves		33,659			(100.00%)
Total Expenditures	306,147	385,000	225,830.24	378,854	(1.60%)
Total 130 Building Dept.		0	(12,871.85)		0.00%
Total Building Services		0	(12,871.85)		0.00%
ByLaw Services					
131 By-Law Enforcement					
Revenue					
User Fees					
131-3930-000 By-Law Fines	(500)	(500)	(833.00)	(1,000)	100.00%
Total User Fees	(500)	(500)	(833.00)	(1,000)	100.00%
Other Revenue					
131-3360-000 Revenue from Other Municipal	(89,391)	(97,233)		(96,101)	(1.16%)
131-3969-000 By-Law Other Revenue			(253.00)		
Total Other Revenue	(89,391)	(97,233)	(253.00)	(96,101)	(1.16%)
Contributions from Revenue					
131-3990-000 By-Law-Transfers from Reserve				(484)	100%
Total Contributions from Revenue				(484)	100%
Total Revenue	(89,891)	(97,733)	(1,086.00)	(97,585)	(0.15%)
Expenditures					
Wages					
131-4101-000 Regular Wages	81,168	86,136	57,615.57	91,448	6.17%
Total Wages	81,168	86,136	57,615.57	91,448	6.17%
Benefits					
131-4131-000 C. P. P.	4,050	4,280	3,283.97	5,072	18.50%
131-4132-000 U. I. C.	1,100	1,580	59.94	1,730	9.49%
131-4133-000 O. M. E. R. S.	7,000	7,000	5,540.78	9,248	32.11%
131-4134-000 E. H. T.	1,450	1,500	1,124.60	1,783	18.87%
131-4135-000 Workers' Compensation	2,130	2,350	1,609.15	2,551	8.55%
131-4136-000 Group Insurance	4,800	5,181	3,757.25	6,111	17.95%
Total Benefits	20,530	21,891	15,375.69	26,495	21.03%
Administration Exp					
131-4306-000 Memberships	250	550	368.00	400	(27.27%)
131-4308-000 CONFERENCES & CONVENTION		4,000	1,237.35	2,500	(37.50%)
131-4309-000 TRAINING COURSES	2,000	800	1,760.00	1,848	131.00%



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
131-4310-000 Mileage & Travel Expenses		500		500	
131-4311-000 Office Supplies	300		27.92		
Total Administration Exp	2,550	5,850	3,393.27	5,248	(10.29%)
Insurance Exp					
131-4345-000 By-Law Enforcement-General I	1,307	1,300		950	(26.92%)
Total Insurance Exp	1,307	1,300		950	(26.92%)
Program Exp					
131-4137-000 CLOTHING ALLOWANCE	1,000	300	200.00	1,300	333.33%
Total Program Exp	1,000	300	200.00	1,300	333.33%
Equipment & Supplies					
131-4312-000 Operating Equipment & Suppli		1,000	1,005.93		(100.00%)
Total Equipment & Supplies		1,000	1,005.93		(100.00%)
Building & Property					
131-4304-000 TELEPHONE	300	450	571.17	771	71.33%
Total Building & Property	300	450	571.17	771	71.33%
Vehicle Exp					
131-4326-000 By-Law Enforcement-Vehicle M			1,245.13	1,200	100%
131-4327-000 By-Law Enforcement-Vehicle F	5,500	5,500	1,393.46	3,800	(30.91%)
Total Vehicle Exp	5,500	5,500	2,638.59	5,000	(9.09%)
Contributions to Reserves					
131-4450-000 By-Law Enforcement-Transfers	5,000	5,000	5,000.00	5,085	1.70%
Total Contributions to Reserves	5,000	5,000	5,000.00	5,085	1.70%
Total Expenditures	117,355	127,427	85,800.22	136,297	6.96%
Total 131 By-Law Enforcement	27,464	29,694	84,714.22	38,712	30.37%
Total ByLaw Services	27,464	29,694	84,714.22	38,712	30.37%
Policing Services					
119 Policing					
Revenue					
Other Revenue					
119-3969-000 Other Revenue - Court Security	(5,000)	(5,000)	(4,053.91)	(5,000)	
Total Other Revenue	(5,000)	(5,000)	(4,053.91)	(5,000)	
Total Revenue	(5,000)	(5,000)	(4,053.91)	(5,000)	
Expenditures					
Administration Exp					
119-4306-000 Police Service Board		5,000	3,389.23	5,000	
Total Administration Exp		5,000	3,389.23	5,000	
Other Exp					
119-4369-000 Policing Services	1,243,287	1,478,974	633,828.00	1,407,100	(4.86%)
Total Other Exp	1,243,287	1,478,974	633,828.00	1,407,100	(4.86%)
Total Expenditures	1,243,287	1,483,974	637,217.23	1,412,100	(4.84%)
Total 119 Policing	1,238,287	1,478,974	633,163.32	1,407,100	(4.86%)
Total Policing Services	1,238,287	1,478,974	633,163.32	1,407,100	(4.86%)
Animal Control					
140 Animal Control					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Revenue					
Other Revenue					
140-3900-000 Dog Tags			(90.00)		
140-3901-000 Dog Kennel's	(1,000)	(1,000)	(816.00)	(1,000)	
Total Other Revenue	(1,000)	(1,000)	(906.00)	(1,000)	
Program Revenue					
140-3440-000 Prov. Revenue re Wolf Claims	(500)	(500)	(1,015.00)	(500)	
Total Program Revenue	(500)	(500)	(1,015.00)	(500)	
Total Revenue	(1,500)	(1,500)	(1,921.00)	(1,500)	
Expenditures					
Program Exp					
140-4114-000 Stock Valuer Fees	150	150		150	
140-4355-000 Livestock Claims	600	600	1,705.20	600	
Total Program Exp	750	750	1,705.20	750	
Contract Services					
140-4354-000 Contracts - Canine Control	7,950	7,989	7,988.97	8,181	2.40%
Total Contract Services	7,950	7,989	7,988.97	8,181	2.40%
Total Expenditures	8,700	8,739	9,694.17	8,931	2.20%
XXXX					
140-3903-000 Animal Control-Pound Keeper			360.00		
Total XXXX			360.00		
Total			360.00		
Total 140 Animal Control	7,200	7,239	8,133.17	7,431	2.65%
Total Animal Control	7,200	7,239	8,133.17	7,431	2.65%
Total Protection Services	2,573,817	2,989,721	1,677,469.14	2,970,862	(0.63%)
General Recreation					
General Recreation					
240 General Recreation Dept.					
Revenue					
Other Revenue					
240-3715-000 Donations and Conditional Gra			(1,000.00)		
240-3775-000 General Recreation-Equip & Ve			(3,424.61)		
240-3969-000 General Recreation Dept.-Othe			(1,722.60)		
Total Other Revenue			(6,147.21)		
Program Revenue					
240-3400-000 Provincial Grants			(6,873.00)		
240-3740-000 Land Rental Income			(1,398.38)	2,476	100%
Total Program Revenue			(8,271.38)	2,476	100%
Contributions from Revenue					
240-3990-000 Transfers from Reserves	(274,300)	0			0.00%
240-3992-000 Recreation - Transfers from Re				(1,458)	100%
Total Contributions from Revenue	(274,300)	0		(1,458)	100.00%
Total Revenue	(274,300)	0	(14,418.59)	1,018	100.00%

Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Expenditures					
Wages					
240-4101-000 Regular Wages	289,525	302,100	114,913.01	287,914	(4.70%)
240-4103-000 General Recreation Dept.-Over				6,500	100%
240-4105-000 Part Time Regular Wages			16,100.05	36,065	100%
240-4116-000 Vacation Pay			221.13	1,443	100%
240-4120-000 Interdepartmental Wages (Cle				(43,628)	100%
Total Wages	289,525	302,100	131,234.19	288,294	(4.57%)
Benefits					
240-4131-000 C P P	15,000	11,500	6,583.47	14,451	25.66%
240-4132-000 U I C	4,030	2,750	416.47	5,539	101.42%
240-4133-000 O M E R S	28,000	25,000	11,044.61	34,006	36.02%
240-4134-000 E H T	5,630	3,500	2,325.42	6,317	80.49%
240-4135-000 Workers' Compensation	9,000	5,000	3,487.60	9,039	80.78%
240-4136-000 Group Insurance	13,588	14,000	11,325.98	18,422	31.59%
Total Benefits	75,248	61,750	35,183.55	87,774	42.14%
Administration Exp					
240-4306-000 Memberships	1,600	1,800	1,139.22	1,800	
240-4307-000 Subscriptions & Publications	500	500	223.21	500	
240-4309-000 Training	6,500	5,000	3,318.84	9,150	83.00%
240-4310-000 Mileage	1,500	1,500	411.11	1,500	
240-4311-000 Stationery & Office Supplies	1,500	1,000	159.53	1,000	
240-4316-000 Advertising and Notices	1,000	500		500	
Total Administration Exp	12,600	10,300	5,251.91	14,450	40.29%
Insurance Exp					
240-4345-000 General Insurance	31,700	31,700		23,650	(25.39%)
Total Insurance Exp	31,700	31,700		23,650	(25.39%)
Program Exp					
240-4137-000 Clothing Allowance-	6,000	6,000	789.48	8,700	45.00%
Total Program Exp	6,000	6,000	789.48	8,700	45.00%
Equipment & Supplies					
240-4312-000 Operating Equipment & Suppli	4,000	4,000	499.92	4,000	
Total Equipment & Supplies	4,000	4,000	499.92	4,000	
Building & Property					
240-4304-000 PHONE	1,400	1,800	1,021.87	1,800	
Total Building & Property	1,400	1,800	1,021.87	1,800	
Vehicle Exp					
240-4326-000 Vehicle Maintenance			57.71		
240-4367-000 Genl Recreation-Licenses & Per			24,196.37	44,000	100%
Total Vehicle Exp			24,254.08	44,000	100%
Other Exp					
240-4369-000 Other Expenses	2,000	500	140.12	500	
240-4501-000 Grants - Beachville Museum	65,860	75,300	75,275.00	82,275	9.26%
240-4520-000 Grants - Other	11,000	16,600	13,035.21	14,050	(15.36%)

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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Other Exp	78,860	92,400	88,450.33	96,825	4.79%
Contributions to Reserves					
240-4450-000 Tranfer to Reserves-Recreation	105,452	206,121	206,121.00	207,721	0.78%
Total Contributions to Reserves	105,452	206,121	206,121.00	207,721	0.78%
Total Expenditures	604,785	716,171	492,806.33	777,214	8.52%
CLASS A & B SHARES - ERIE THAM					
XXXX					
240-5000-000 General Recreation Dept -Oper	32,500				
Total XXXX	32,500				
Total CLASS A & B SHARES - ERIE THAM	32,500				
Total 240 General Recreation Dept.	362,985	716,171	478,387.74	778,232	8.67%
Total General Recreation	362,985	716,171	478,387.74	778,232	8.67%
Thamesford Village Affairs					
182 Thamesford Village Affairs					
Expenditures					
Building & Property					
182-4335-000 Snow Removal	6,000	6,000	7,691.75	6,550	9.17%
Total Building & Property	6,000	6,000	7,691.75	6,550	9.17%
Total Expenditures	6,000	6,000	7,691.75	6,550	9.17%
Total 182 Thamesford Village Affairs	6,000	6,000	7,691.75	6,550	9.17%
Total Thamesford Village Affairs	6,000	6,000	7,691.75	6,550	9.17%
Embro Village Affairs					
183 Embro Village					
Expenditures					
Building & Property					
183-4334-000 Grass Cutting	5,400	5,400	305.28	5,400	
183-4335-000 Embro Sidewalk Snow Clearing	8,000	3,500	15,024.66	7,800	122.86%
Total Building & Property	13,400	8,900	15,329.94	13,200	48.31%
Total Expenditures	13,400	8,900	15,329.94	13,200	48.31%
Total 183 Embro Village	13,400	8,900	15,329.94	13,200	48.31%
Total Embro Village Affairs	13,400	8,900	15,329.94	13,200	48.31%
Crossing Guard					
184 Crossing Guard					
Expenditures					
Wages					
184-4101-000 Regular Salaries	6,480	6,600			(100.00%)
184-4105-000 Part Time Wages			4,690.97	8,496	100%
184-4116-000 Vacation Pay	260	240	96.31	340	41.67%
Total Wages	6,740	6,840	4,787.28	8,836	29.18%
Benefits					
184-4131-000 C P P	108	108	35.68	421	289.81%
184-4132-000 U I C	280	175	112.03	194	10.86%
184-4134-000 E H T	126	145	95.16	166	14.48%
184-4135-000 Workers' Compensation	200	220	136.11	237	7.73%



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Benefits	714	648	378.98	1,018	57.10%
Equipment & Supplies					
184-4312-000 Operating Equipment & Supplies	150	150		150	
Total Equipment & Supplies	150	150		150	
Total Expenditures	7,604	7,638	5,166.26	10,004	30.98%
Total 184 Crossing Guard	7,604	7,638	5,166.26	10,004	30.98%
Total Crossing Guard	7,604	7,638	5,166.26	10,004	30.98%
Embryo Town Hall					
230 Embryo Town Hall					
Revenue					
User Fees					
230-3510-000 Library Rent - County	(3,500)	(3,500)		(3,500)	
Total User Fees	(3,500)	(3,500)		(3,500)	
Total Revenue	(3,500)	(3,500)		(3,500)	
Expenditures					
Insurance Exp					
230-4345-000 General Insurance	8,805	7,925		5,900	(25.55%)
Total Insurance Exp	8,805	7,925		5,900	(25.55%)
Equipment & Supplies					
230-4312-000 Operating Equipment & Supplies	2,000	2,000	2,269.72	2,000	
Total Equipment & Supplies	2,000	2,000	2,269.72	2,000	
Building & Property					
230-4301-000 Heat	1,800	2,500	1,025.90	2,500	
230-4302-000 Hydro	1,800	2,500	1,965.61	2,500	
230-4303-000 Water	1,000	1,000	1,296.48	1,000	
230-4320-000 Building Maintenance	4,500	4,500	8,796.84	9,500	111.11%
230-4335-000 Snow Removal	1,800	2,000	152.55	850	(57.50%)
Total Building & Property	10,900	12,500	13,237.38	16,350	30.80%
Total Expenditures	21,705	22,425	15,507.10	24,250	8.14%
Total 230 Embryo Town Hall	18,205	18,925	15,507.10	20,750	9.64%
Total Embryo Town Hall	18,205	18,925	15,507.10	20,750	9.64%
Thamesford Library					
231 Thamesford Library					
Revenue					
Other Revenue					
231-3769-000 Other Revenue	(4,000)	(4,000)		(10,000)	150.00%
Total Other Revenue	(4,000)	(4,000)		(10,000)	150.00%
Program Revenue					
231-3740-000 Building Rent	(5,000)	(9,000)	(3,864.61)	(9,000)	
Total Program Revenue	(5,000)	(9,000)	(3,864.61)	(9,000)	
Contributions from Revenue					
231-3990-000 Transfers from Reserves- Library		0			0.00%
Total Contributions from Revenue		0			0.00%
Total Revenue	(9,000)	(13,000)	(3,864.61)	(19,000)	46.15%

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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Expenditures					
Wages					
231-4105-000 Part Time Wages			7,986.42		
231-4120-000 Interdepartmental Wages (Clearing)				11,489	100%
Total Wages			7,986.42	11,489	100%
Benefits					
231-4131-000 CPP			412.80		
231-4132-000 EI			190.68		
231-4133-000 O.M.E.R.S.			708.19		
231-4134-000 EHT			161.98		
231-4135-000 Workers Compensation			231.75		
Total Benefits			1,705.40		
Insurance Exp					
231-4345-000 Insurance	3,835	3,450		2,550	(26.09%)
Total Insurance Exp	3,835	3,450		2,550	(26.09%)
Program Exp					
231-4336-000 Thamesford Library-Garbage Payment	1,572	1,800	1,653.54	2,200	22.22%
Total Program Exp	1,572	1,800	1,653.54	2,200	22.22%
Equipment & Supplies					
231-4312-000 Operating Equipment & Supplies	1,000	1,000	263.96	1,000	
Total Equipment & Supplies	1,000	1,000	263.96	1,000	
Building & Property					
231-4301-000 Heat	2,000	600		600	
231-4302-000 Hydro	500	2,000		2,800	40.00%
231-4303-000 Water & Sewer Charges	500	500		500	
231-4315-000 Cleaning & Maintenance Supplies	1,000	1,000	688.42	1,000	
231-4320-000 Building Maintenance	4,000	3,000	2,156.10	3,000	
231-4322-000 Grounds Maintenance	2,500	500		500	
231-4334-000 GRASS CUTTING	1,000	1,400	700.00	1,400	
231-4335-000 Snow Removal	9,000	8,500	15,730.00	12,550	47.65%
Total Building & Property	20,500	17,500	19,274.52	22,350	27.71%
Total Expenditures	26,907	23,750	30,883.84	39,589	66.69%
Total 231 Thamesford Library	17,907	10,750	27,019.23	20,589	91.53%
Total Thamesford Library	17,907	10,750	27,019.23	20,589	91.53%
Embro Parks					
260 Embro Parks Dept.					
Revenue					
Program Revenue					
260-3700-000 Embro Parks Revenue	(3,600)	(2,000)	(938.93)	(2,000)	
Total Program Revenue	(3,600)	(2,000)	(938.93)	(2,000)	
Total Revenue	(3,600)	(2,000)	(938.93)	(2,000)	
Expenditures					
Wages					
260-4101-000 Full Time Wages		11,859	4,015.99	14,515	22.40%



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
260-4105-000 Part Time Wages	11,616		790.62		
260-4116-000 Vacation Pay				581	100%
Total Wages	11,616	11,859	4,806.61	15,096	27.30%
Benefits					
260-4131-000 C P P			363.88		
260-4132-000 U I C	193	350	25.74	331	(5.43%)
260-4133-000 O M E R S	1,045	1,500	492.44	653	(56.47%)
260-4134-000 E H T	227	320	127.93	283	(11.56%)
260-4135-000 Workers' Compensation	360	510	183.04	404	(20.78%)
Total Benefits	1,825	2,680	1,193.03	1,671	(37.65%)
Equipment & Supplies					
260-4324-000 Equipment Maintenance	500	500	58.25	500	
Total Equipment & Supplies	500	500	58.25	500	
Building & Property					
260-4322-000 Grounds Maintenance	7,000	2,000	1,846.88	3,500	75.00%
260-4334-000 Grass Cutting	10,300	19,000	15,135.14	19,000	
Total Building & Property	17,300	21,000	16,982.02	22,500	7.14%
Vehicle Exp					
260-4327-000 Vehicle Fuel & Oil	1,500	1,500	673.24	1,500	
Total Vehicle Exp	1,500	1,500	673.24	1,500	
Total Expenditures	32,741	37,539	23,713.15	41,267	9.93%
Total 260 Embro Parks Dept.	29,141	35,539	22,774.22	39,267	10.49%
Total Embro Parks	29,141	35,539	22,774.22	39,267	10.49%
Trees					
261 Trees					
Revenue					
Other Revenue					
261-3715-000 Town Hall donations		(500)		(500)	
Total Other Revenue		(500)		(500)	
Total Revenue		(500)		(500)	
Expenditures					
Administration Exp					
261-4349-000 Donations & Flowers		500		500	
Total Administration Exp		500		500	
Other Exp					
261-4333-000 Trees-Tree Cleanup-		15,000	10,000.00	25,000	66.67%
Total Other Exp		15,000	10,000.00	25,000	66.67%
Total Expenditures		15,500	10,000.00	25,500	64.52%
Total 261 Trees		15,000	10,000.00	25,000	66.67%
Total Trees		15,000	10,000.00	25,000	66.67%
Matheson Park					
262 Matheson Park					
Revenue					
Program Revenue					



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
262-3700-000 Matheson Park-Revenue-	(2,000)	(2,000)	939.47	(2,000)	
Total Program Revenue	(2,000)	(2,000)	939.47	(2,000)	
Total Revenue	(2,000)	(2,000)	939.47	(2,000)	
Expenditures					
Equipment & Supplies					
262-4324-000 Equipment Maintenance	1,000	1,000		1,000	
Total Equipment & Supplies	1,000	1,000		1,000	
Building & Property					
262-4301-000 Heat	250	250	299.00	450	80.00%
262-4302-000 Hydro - Flood Lights	450	450	559.24	890	97.78%
262-4303-000 Water	1,000	1,000	554.95	800	(20.00%)
262-4320-000 Building Maintenance	2,000	2,000	715.12	2,500	25.00%
262-4322-000 Grounds Maintenance	2,000	2,000	1,740.14	2,500	25.00%
Total Building & Property	5,700	5,700	3,868.45	7,140	25.26%
Total Expenditures	6,700	6,700	3,868.45	8,140	21.49%
Total 262 Matheson Park	4,700	4,700	4,807.92	6,140	30.64%
Total Matheson Park	4,700	4,700	4,807.92	6,140	30.64%
Memorial Park - Embro					
263 MEMORIAL PARK - EMBRO					
Revenue					
Contributions from Revenue					
263-3990-000 Transfers from Reserves		0			0.00%
Total Contributions from Revenue		0			0.00%
Total Revenue		0			0.00%
Expenditures					
Equipment & Supplies					
263-4324-000 Equipment Maintenance	2,000	2,000	790.00	3,000	50.00%
Total Equipment & Supplies	2,000	2,000	790.00	3,000	50.00%
Building & Property					
263-4302-000 Hydro-Memorial Park	300	300	217.38	350	16.67%
263-4303-000 Water-Memorial Park	12,000	12,000	4,965.42	10,000	(16.67%)
263-4322-000 Grounds Maintenance	1,500	1,500	40.27	3,000	100.00%
Total Building & Property	13,800	13,800	5,223.07	13,350	(3.26%)
Total Expenditures	15,800	15,800	6,013.07	16,350	3.48%
Total 263 MEMORIAL PARK - EMBRO	15,800	15,800	6,013.07	16,350	3.48%
Total Memorial Park - Embro	15,800	15,800	6,013.07	16,350	3.48%
Embro Community Center Park					
264 E C C Park					
Revenue					
Other Revenue					
264-3969-000 E C C Park-Other Revenue-	(135,800)	0			0.00%
Total Other Revenue	(135,800)	0			0.00%
Contributions from Revenue					
264-3990-000 Transfers from Reserves		0			0.00%



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	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Contributions from Revenue		0			0.00%
Total Revenue	(135,800)	0			0.00%
Expenditures					
Building & Property					
264-4322-000 Grounds Maintenance	1,500	500	321.83	500	
Total Building & Property	1,500	500	321.83	500	
Total Expenditures	1,500	500	321.83	500	
Total 264 E C C Park	(134,300)	500	321.83	500	0.00%
Total Embro Community Center Park	(134,300)	500	321.83	500	0.00%
Embro Village Center Park					
265 EMBRO VILLAGE CENTRE PARK					
Expenditures					
Building & Property					
265-4302-000 EMBRO VILLAGE CENTRE PARK	350	600	518.52	600	
265-4303-000 EMBRO VILLAGE CENTRE PARK	350	375	291.06	400	6.67%
265-4322-000 EMBRO VILLAGE CENTRE PARK	300	300		800	166.67%
Total Building & Property	1,000	1,275	809.58	1,800	41.18%
Total Expenditures	1,000	1,275	809.58	1,800	41.18%
Total 265 EMBRO VILLAGE CENTRE PARK	1,000	1,275	809.58	1,800	41.18%
Total Embro Village Center Park	1,000	1,275	809.58	1,800	41.18%
Harrington Hall					
279 HARRINGTON CHURCH					
Revenue					
Program Revenue					
279-3700-000 Harrington Hall Rental	(300)	(300)	(1,515.33)	(300)	
Total Program Revenue	(300)	(300)	(1,515.33)	(300)	
Total Revenue	(300)	(300)	(1,515.33)	(300)	
Expenditures					
Insurance Exp					
279-4345-000 Insurance	1,566	1,566		1,200	(23.37%)
Total Insurance Exp	1,566	1,566		1,200	(23.37%)
Building & Property					
279-4301-000 Heat	5,000	5,000	2,100.04	5,000	
279-4302-000 Power	1,500	1,800	377.84	1,800	
279-4320-000 Building Maintenance	3,500	3,500	2,590.29	3,500	
279-4322-000 Grounds Maintenance	300	300		300	
279-4334-000 Grass Cutting	1,000	1,000	338.01	1,000	
Total Building & Property	11,300	11,600	5,406.18	11,600	
Total Expenditures	12,866	13,166	5,406.18	12,800	(2.78%)
Total 279 HARRINGTON CHURCH	12,566	12,866	3,890.85	12,500	(2.84%)
Total Harrington Hall	12,566	12,866	3,890.85	12,500	(2.84%)
Harrington Park					
280 Harrington Parks					
Expenditures					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Wages					
280-4101-000 Harrington Parks-Regular Wage			296.98		
Total Wages			296.98		
Benefits					
280-4131-000 Harrington Parks-C P P-			16.78		
280-4132-000 Harrington Parks-EMPLOYMEN			0.37		
280-4133-000 Harrington Parks-O M E R S-			26.49		
280-4134-000 Harrington Parks-EMPLOYER H			5.80		
280-4135-000 Harrington Parks-Workers' Con			8.30		
Total Benefits			57.74		
Building & Property					
280-4302-000 Harrington Ball Park Lights	350	375	175.98	375	
280-4322-000 Grounds Maintenance	1,500	1,000	1,224.20	1,000	
280-4334-000 Grass Cutting	2,600	1,700	590.75	1,700	
Total Building & Property	4,450	3,075	1,990.93	3,075	
Total Expenditures	4,450	3,075	2,345.65	3,075	
Total 280 Harrington Parks	4,450	3,075	2,345.65	3,075	
Total Harrington Park	4,450	3,075	2,345.65	3,075	
Kintore-Lakeside Parks					
281 Kintore-Lakeside Parks					
Expenditures					
Building & Property					
281-4322-000 Grounds Maintenance	2,000	1,000	1,252.00	1,000	
281-4334-000 Grass Cutting	2,500	3,500	2,250.00	3,500	
Total Building & Property	4,500	4,500	3,502.00	4,500	
Total Expenditures	4,500	4,500	3,502.00	4,500	
Total 281 Kintore-Lakeside Parks	4,500	4,500	3,502.00	4,500	
Total Kintore-Lakeside Parks	4,500	4,500	3,502.00	4,500	
Thamesford Parks					
300 Thamesford Parks					
Revenue					
Other Revenue					
300-3969-000 Thamesford Parks-Other Rever			(3,595.00)		0.00%
Total Other Revenue		0	(3,595.00)		0.00%
Program Revenue					
300-3700-000 Thamesford Parks Revenue	(950)	(950)		(950)	
Total Program Revenue	(950)	(950)		(950)	
Contributions from Revenue					
300-3992-000 Transfers from Reserve Funds	(30,000)	0			0.00%
Total Contributions from Revenue	(30,000)	0			0.00%
Total Revenue	(30,950)	(950)	(3,595.00)	(950)	0.00%
Expenditures					
Wages					
300-4101-000 Regular Wages		11,859	35,899.35	14,515	22.40%



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	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
300-4105-000 Part Time Wages	11,616		14,189.30		
300-4116-000 Vacation Pay			7.99	581	100%
Total Wages	11,616	11,859	50,096.64	15,096	27.30%
Benefits					
300-4131-000 C P P		2,850	2,987.79		(100.00%)
300-4132-000 U I C	193	1,150	387.85	331	(71.22%)
300-4133-000 O M E R S		4,500	3,568.08	653	(85.49%)
300-4134-000 E H T	227	1,000	1,055.14	283	(71.70%)
300-4135-000 Worker's Compensation	359	1,600	1,509.59	404	(74.75%)
Total Benefits	779	11,100	9,508.45	1,671	(84.95%)
Equipment & Supplies					
300-4324-000 Equipment Maintenance	1,000	1,000	196.05	1,000	
Total Equipment & Supplies	1,000	1,000	196.05	1,000	
Building & Property					
300-4322-000 GROUNDS MAINTENANCE	7,500	7,500	9,716.01	12,800	70.67%
300-4334-000 Grass Cutting	18,000	28,000	21,673.72	28,000	
Total Building & Property	25,500	35,500	31,389.73	40,800	14.93%
Vehicle Exp					
300-4326-000 Vehicle Maintenance			79.61		
Total Vehicle Exp			79.61		
Total Expenditures	38,895	59,459	91,270.48	58,567	(1.50%)
Total 300 Thamesford Parks	7,945	58,509	87,675.48	57,617	(1.52%)
Total Thamesford Parks	7,945	58,509	87,675.48	57,617	(1.52%)
North Park					
301 North Park					
Revenue					
Program Revenue					
301-3700-000 North Park-Revenue-	(7,000)	(7,000)	(61.95)	(7,000)	
Total Program Revenue	(7,000)	(7,000)	(61.95)	(7,000)	
Total Revenue	(7,000)	(7,000)	(61.95)	(7,000)	
Expenditures					
Program Exp					
301-4336-000 Garbage Disposal	2,000	2,000	1,558.98	2,000	
Total Program Exp	2,000	2,000	1,558.98	2,000	
Equipment & Supplies					
301-4324-000 Equipment Maintenance	1,000	1,000	2,339.31	1,000	
Total Equipment & Supplies	1,000	1,000	2,339.31	1,000	
Building & Property					
301-4301-000 HEAT	250	250	248.86	250	
301-4302-000 Hydro	600	625	569.86	625	
301-4303-000 Water	1,000	600	729.55	1,000	66.67%
301-4320-000 Building Maintenance	1,000	600	1,300.83	600	
301-4322-000 Grounds Maintenance	3,500	3,500	1,800.33	3,500	
Total Building & Property	6,350	5,575	4,649.43	5,975	7.17%

Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Expenditures	9,350	8,575	8,547.72	8,975	4.66%
Total 301 North Park	2,350	1,575	8,485.77	1,975	25.40%
Total North Park	2,350	1,575	8,485.77	1,975	25.40%
Lions/South Park					
302 Lions/South park					
Revenue					
Program Revenue					
302-3700-000 South Park Revenue		(1,000)	(165.94)	(1,000)	
Total Program Revenue		(1,000)	(165.94)	(1,000)	
Total Revenue		(1,000)	(165.94)	(1,000)	
Expenditures					
Equipment & Supplies					
302-4324-000 Equipment Maintenance	2,000	2,000	7,300.58	3,000	50.00%
Total Equipment & Supplies	2,000	2,000	7,300.58	3,000	50.00%
Building & Property					
302-4302-000 Hydro	300	300	179.74	300	
302-4303-000 Water	12,000	12,000	10,959.25	13,000	8.33%
302-4320-000 Building Maintenance	2,500	2,500	550.00	2,550	2.00%
302-4322-000 Grounds Maintenance	1,000	1,000		1,000	
Total Building & Property	15,800	15,800	11,688.99	16,850	6.65%
Total Expenditures	17,800	17,800	18,989.57	19,850	11.52%
Total 302 Lions/South park	17,800	16,800	18,823.63	18,850	12.20%
Total Lions/South Park	17,800	16,800	18,823.63	18,850	12.20%
Lions River Park					
303 Lions River Park					
Expenditures					
Building & Property					
303-4322-000 Grounds Maint-Lions River Par	1,500	1,500	812.00	1,500	
Total Building & Property	1,500	1,500	812.00	1,500	
Total Expenditures	1,500	1,500	812.00	1,500	
Total 303 Lions River Park	1,500	1,500	812.00	1,500	
Total Lions River Park	1,500	1,500	812.00	1,500	
Soccer Fields					
304 Soccer Field					
Revenue					
Program Revenue					
304-3700-000 Soccer Field-Revenue-		(5,000)	(106.19)	(5,000)	
Total Program Revenue		(5,000)	(106.19)	(5,000)	
Total Revenue		(5,000)	(106.19)	(5,000)	
Expenditures					
Building & Property					
304-4322-000 Grounds Maintenance	4,000	1,000	930.15	6,000	500.00%
Total Building & Property	4,000	1,000	930.15	6,000	500.00%
Total Expenditures	4,000	1,000	930.15	6,000	500.00%



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total 304 Soccer Field	4,000	(4,000)	823.96	1,000	(125.00%)
Total Soccer Fields	4,000	(4,000)	823.96	1,000	(125.00%)
Trails					
305 Trails					
Revenue					
Contributions from Revenue					
305-3990-000 Transfers from Reserves		0			0.00%
Total Contributions from Revenue		0			0.00%
Total Revenue		0			0.00%
Total 305 Trails		0			0.00%
Total Trails		0			0.00%
Grace Patterson Park					
306 Grace Patterson Park					
Revenue					
Other Revenue					
306-3715-000 Grace Patterson Park-donation			(240.00)		
Total Other Revenue			(240.00)		
Total Revenue			(240.00)		
Expenditures					
Building & Property					
306-4320-000 Building Maintenance	500				
306-4322-000 Grounds Maintenance	750	1,000	1,178.00	2,200	120.00%
Total Building & Property	1,250	1,000	1,178.00	2,200	120.00%
Total Expenditures	1,250	1,000	1,178.00	2,200	120.00%
Total 306 Grace Patterson Park	1,250	1,000	938.00	2,200	120.00%
Total Grace Patterson Park	1,250	1,000	938.00	2,200	120.00%
Thamesford Pool					
370 Thamesford Pool					
Revenue					
Other Revenue					
370-3715-000 Thamesford Pool-Town Hall do			(950.00)	(5,000)	100%
Total Other Revenue			(950.00)	(5,000)	100%
Program Revenue					
370-3700-000 Pool Revenue	(35,000)	(40,000)	(45,699.78)	(50,000)	25.00%
Total Program Revenue	(35,000)	(40,000)	(45,699.78)	(50,000)	25.00%
Contributions from Revenue					
370-3990-000 Transfers from Reserves		(12,000)			(100.00%)
Total Contributions from Revenue		(12,000)			(100.00%)
Total Revenue	(35,000)	(52,000)	(46,649.78)	(55,000)	5.77%
Expenditures					
Wages					
370-4101-000 Regular Wages			3,782.95		
370-4105-000 Part Time Regular Wages	61,591	62,870	71,462.51	78,779	25.30%
370-4116-000 Vacation Pay	2,500	2,500		3,151	26.04%



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Wages	64,091	65,370	75,245.46	81,930	25.33%
Benefits					
370-4131-000 C P P	2,200	3,050	2,213.98	2,293	(24.82%)
370-4132-000 U I C	1,350	2,090	1,725.96	1,796	(14.07%)
370-4133-000 O M E R S	1,000	1,000	1,408.10	3,544	254.40%
370-4134-000 E H T	1,200	1,000	1,403.74	1,545	54.50%
370-4135-000 Workers' Compensation	1,900	2,790	2,184.48	2,197	(21.25%)
Total Benefits	7,650	9,930	8,936.26	11,375	14.55%
Administration Exp					
370-4306-000 Memberships	800	800	325.00	500	(37.50%)
370-4309-000 Training	1,800	1,000	308.00	500	(50.00%)
370-4310-000 Mileage	800	200		200	
370-4311-000 Stationery & Office Supplies	1,500	1,500	68.51	500	(66.67%)
Total Administration Exp	4,900	3,500	701.51	1,700	(51.43%)
Insurance Exp					
370-4345-000 General Insurance	6,735	6,065	210.52	4,500	(25.80%)
Total Insurance Exp	6,735	6,065	210.52	4,500	(25.80%)
Program Exp					
370-4362-000 Pool Chemicals	3,500	3,500	3,108.21	3,500	
Total Program Exp	3,500	3,500	3,108.21	3,500	
Equipment & Supplies					
370-4312-000 Operating Equipment & Suppli	5,000	5,000	3,682.64	5,000	
370-4324-000 Equipment Maintenance	1,000	1,000	1,321.87	1,300	30.00%
Total Equipment & Supplies	6,000	6,000	5,004.51	6,300	5.00%
Building & Property					
370-4301-000 Heat	2,000	2,000	1,288.12	2,100	5.00%
370-4302-000 Hydro	1,500	1,800	1,164.10	1,900	5.56%
370-4303-000 Water	4,000	5,000	3,501.47	5,200	4.00%
370-4304-000 Telephone	800	800	637.48	800	
370-4320-000 Building Maintenance	3,700	4,000	7,136.29	9,000	125.00%
370-4323-000 Pool Maintenance & Repairs	2,000	2,000	1,985.82	15,300	665.00%
Total Building & Property	14,000	15,600	15,713.28	34,300	119.87%
Total Expenditures	106,876	109,965	108,919.75	143,605	30.59%
Total 370 Thamesford Pool	71,876	57,965	62,269.97	88,605	52.86%
Total Thamesford Pool	71,876	57,965	62,269.97	88,605	52.86%
Camps & Programs					
371 Camp & Programs					
Revenue					
Other Revenue					
371-3715-000 Camp & Programs-Town Hall d			(1,150.00)		
Total Other Revenue			(1,150.00)		
Program Revenue					
371-3400-000 Camp & Programs-Provincial G			(5,841.00)		
371-3700-000 Camp & Programs-Revenue-	(85,000)	(85,000)	(63,379.06)	(91,500)	7.65%

Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Program Revenue	(85,000)	(85,000)	(69,220.06)	(91,500)	7.65%
Total Revenue	(85,000)	(85,000)	(70,370.06)	(91,500)	7.65%
Expenditures					
Wages					
371-4101-000 Camp & Programs-Regular Wages			806.12		
371-4105-000 Camp & Programs-Part Time Wages	65,634	67,000	59,183.57	67,988	1.47%
371-4116-000 Camp & Programs-Vacation Pay	2,625	1,480	479.58	2,719	83.72%
Total Wages	68,259	68,480	60,469.27	70,707	3.25%
Benefits					
371-4131-000 Camp & Programs-C P P-	1,125	1,550	1,817.04	2,105	35.81%
371-4132-000 Camp & Programs-El-	1,320	1,810	1,432.53	1,550	(14.36%)
371-4133-000 Camp & Programs-O M E R S-		1,780	2,353.29	3,251	82.64%
371-4134-000 Camp & Programs-E H T-	1,280	1,550	1,216.57	1,326	(14.45%)
371-4135-000 Camp & Programs-Workers' Compensation	2,000	2,450	1,740.63	1,897	(22.57%)
Total Benefits	5,725	9,140	8,560.06	10,129	10.82%
Equipment & Supplies					
371-4312-000 Camp & Programs-Operating Expenses	4,000	4,000	1,981.87	4,000	
Total Equipment & Supplies	4,000	4,000	1,981.87	4,000	
Other Exp					
371-4369-000 Camp & Programs-Other Expenses	9,000	9,000	11,144.85	9,000	
Total Other Exp	9,000	9,000	11,144.85	9,000	
Total Expenditures	86,984	90,620	82,156.05	93,836	3.55%
Total 371 Camp & Programs	1,984	5,620	11,785.99	2,336	(58.43%)
Total Camps & Programs	1,984	5,620	11,785.99	2,336	(58.43%)
Thamesford District Recreation Center					
390 T D R C					
Revenue					
Program Revenue					
390-3500-000 Gen. Gov't - Municipal Grants		0			0.00%
390-3740-000 TDRC - Hall & Kitchen Rentals	(11,500)	(20,000)	(18,273.89)	(22,000)	10.00%
390-3741-000 TDRC - Ice Rental	(195,000)	(200,000)	(143,170.79)	(225,000)	12.50%
390-3742-000 TDRC - Sign Rental	(6,000)	(6,000)	(4,035.38)	(6,500)	8.33%
390-3743-000 TDRC - Summer Rink Rental	(500)	(500)		(500)	
390-3744-000 TDRC - Keyway Vendor Revenue			(104.84)		
390-3745-000 TDRC - Canteen & Pro Shop Sales	(1,500)	(1,500)			(100.00%)
390-3746-000 TDRC - Ice Skating Revenue	(7,500)	(10,000)	(2,649.97)	(10,000)	
390-3747-000 TDRC - Skate Sharpening Revenue				(300)	100%
Total Program Revenue	(222,000)	(238,000)	(168,234.87)	(264,300)	11.05%
Contributions from Revenue					
390-3990-000 Transfers from Reserves	(76,000)	0		(951)	100%
Total Contributions from Revenue	(76,000)	0		(951)	100%
Total Revenue	(298,000)	(238,000)	(168,234.87)	(265,251)	11.45%
Expenditures					
Wages					



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
390-4101-000 Regular Wages	134,342	136,614	100,665.68	169,457	24.04%
390-4103-000 Overtime Wages			93.21		
390-4105-000 Part Time Wages	52,480	72,057	49,806.71	95,566	32.63%
390-4116-000 Vacation Pay	8,900	3,000		3,823	27.43%
Total Wages	195,722	211,671	150,565.60	268,846	27.01%
Benefits					
390-4131-000 C P P	5,600	9,675	7,154.05	13,119	35.60%
390-4132-000 U I C	3,270	4,350	1,310.60	6,011	38.18%
390-4133-000 O M E R S	18,000	12,100	11,366.43	19,895	64.42%
390-4134-000 E H T	3,900	3,950	2,999.48	5,168	30.84%
390-4135-000 Workers' Compensation	6,335	6,400	4,291.72	7,394	15.53%
390-4136-000 Group Insurance	9,500	9,800	7,387.40	12,015	22.60%
Total Benefits	46,605	46,275	34,509.68	63,602	37.44%
Administration Exp					
390-4311-000 Stationery & Office Supplies	1,000	500	416.98	500	
Total Administration Exp	1,000	500	416.98	500	
Insurance Exp					
390-4345-000 General Insurance	63,885	57,500		42,850	(25.48%)
Total Insurance Exp	63,885	57,500		42,850	(25.48%)
Program Exp					
390-4137-000 Clothing Allowance			400.00		
390-4332-000 Ice Maintenance	3,000	3,000	830.05	3,000	
390-4336-000 Garbage Pickup	9,000	12,000	8,227.27	12,000	
390-4740-000 T D R C-Program rentals			3,440.40		
Total Program Exp	12,000	15,000	12,897.72	15,000	
Equipment & Supplies					
390-4312-000 Operating Equipment & Supplie	2,000	3,000	2,980.80	3,000	
390-4324-000 Equipment Maintenance & Rep	6,000	6,000	12,891.59	6,000	
Total Equipment & Supplies	8,000	9,000	15,872.39	9,000	
Building & Property					
390-4301-000 Heat	8,000	12,000	5,283.25	12,360	3.00%
390-4302-000 Hydro	55,000	87,000	47,628.36	87,000	
390-4303-000 Water	7,000	8,000	4,872.77	9,500	18.75%
390-4304-000 Telephone & Satellite		2,500	894.64	1,500	(40.00%)
390-4315-000 Cleaning and Maintenance Sup	8,000	9,750	5,895.57	8,250	(15.38%)
390-4320-000 Building Maintenance & Repair	20,000	22,000	11,944.00	24,500	11.36%
390-4322-000 Grounds Maintenance	2,000	2,000	344.00	2,000	
390-4335-000 Snow Removal	14,000	11,000	24,525.00	18,500	68.18%
Total Building & Property	114,000	154,250	101,387.59	163,610	6.07%
Vehicle Exp					
390-4326-000 Vehicle Maintenance & Repair	5,000	4,000	5,009.62	5,000	25.00%
390-4327-000 Vehicle Fuel & Oil	4,000	5,000	881.36	5,000	
Total Vehicle Exp	9,000	9,000	5,890.98	10,000	11.11%
Other Exp					

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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
390-4333-000 R&M Refrigeration Equipment	14,000	14,000	7,864.53	14,000	
390-4369-000 Other Expenses			695.59		
Total Other Exp	14,000	14,000	8,560.12	14,000	
Total Expenditures	464,212	517,196	330,101.06	587,408	13.58%
Hall Programs					
XXXX					
390-3748-000 T D R C-Hall Programs-Revenue		(12,000)	(6,977.87)	(12,000)	
Total XXXX		(12,000)	(6,977.87)	(12,000)	
Total Hall Programs		(12,000)	(6,977.87)	(12,000)	
Total 390 T D R C	166,212	267,196	154,888.32	310,157	16.08%
Total Thamesford District Recreation Center	166,212	267,196	154,888.32	310,157	16.08%
Embryo Community Center					
400 E C C					
Revenue					
Other Revenue					
400-3715-000 Donation - Embro CC Building F					
Total Other Revenue					
Program Revenue					
400-3740-000 ECC - Hall & Kitchen Rentals	(10,000)	(20,000)	(19,729.28)	(25,000)	25.00%
400-3741-000 ECC - Ice Rental	(185,000)	(200,000)	(133,059.15)	(225,000)	12.50%
400-3742-000 ECC - Sign Rental	(3,000)	(3,000)	(1,765.47)	(3,000)	
400-3743-000 ECC - Summer Rink Rental	(300)	(300)		(300)	
400-3744-000 ECC - Keyway Vendor			(122.31)		
400-3746-000 ECC - Ice Skating Revenue	(8,500)	(8,500)	(3,249.99)	(8,500)	
Total Program Revenue	(206,800)	(231,800)	(157,926.20)	(261,800)	12.94%
Contributions from Revenue					
400-3990-000 Transfers from Reserves	(91,500)	0		(5,774)	100%
Total Contributions from Revenue	(91,500)	0		(5,774)	100%
Total Revenue	(298,300)	(231,800)	(157,926.20)	(267,574)	15.43%
Expenditures					
Wages					
400-4101-000 Regular Wages	134,342	136,614	114,416.45	139,318	1.98%
400-4103-000 Overtime Wages			707.84		
400-4105-000 Part Time Wages	53,106	72,057	43,630.91	95,566	32.63%
400-4116-000 Vacation Pay	2,650	2,650	109.74	3,823	44.26%
Total Wages	190,098	211,321	158,864.94	238,707	12.96%
Benefits					
400-4131-000 C P P	9,700	7,600	6,274.68	11,627	52.99%
400-4132-000 U I C	2,650	4,600	1,169.67	5,323	15.72%
400-4133-000 O M E R S	15,135	15,300	11,430.06	17,182	12.30%
400-4134-000 E H T	3,265	4,400	3,160.42	4,581	4.11%
400-4135-000 Workers' Compensation	5,174	6,850	4,521.71	6,553	(4.34%)
400-4136-000 Group Insurance	9,500	8,000	6,012.10	9,778	22.23%
Total Benefits	45,424	46,750	32,568.64	55,044	17.74%



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Administration Exp					
400-4311-000 Stationery & Office Supplies	800	500	8.59	500	
400-4350-000 Equipment Rental	2,000	4,000	2,017.48	4,000	
Total Administration Exp	2,800	4,500	2,026.07	4,500	
Insurance Exp					
400-4345-000 General Insurance	59,700	53,750		40,050	(25.49%)
Total Insurance Exp	59,700	53,750		40,050	(25.49%)
Program Exp					
400-4137-000 Clothing Allowance			400.00		
400-4332-000 Ice Maintenance	2,500	2,500	2,386.08	2,500	
400-4336-000 Garbage Pickup	8,000	11,000	10,445.62	14,500	31.82%
400-4740-000 ECC-Program Rental expenses			846.00		
Total Program Exp	10,500	13,500	14,077.70	17,000	25.93%
Equipment & Supplies					
400-4312-000 Operating Equipment & Supplies	1,500	1,500	3,221.01	3,000	100.00%
400-4324-000 Equipment Maintenance & Repair	6,000	3,500	2,679.69	3,500	
Total Equipment & Supplies	7,500	5,000	5,900.70	6,500	30.00%
Building & Property					
400-4301-000 Heat	10,000	11,350	9,107.93	12,500	10.13%
400-4302-000 Hydro	57,500	87,000	38,166.62	87,000	
400-4303-000 Water	18,000	18,000	1,932.96	4,200	(76.67%)
400-4304-000 Telephone			301.20		
400-4315-000 Cleaning and Maintenance Supplies	4,500	7,250	4,773.67	5,500	(24.14%)
400-4320-000 Building Maintenance & Repair	20,000	25,000	13,117.92	36,500	46.00%
400-4322-000 Grounds Maintenance	1,500				
400-4323-000 Maintenance & Repair - Olympic	2,500	2,500	825.21	2,500	
400-4325-000 PROPANE	2,300	2,300	1,872.36	2,800	21.74%
400-4335-000 Snow Removal	2,000	25,000	46,070.81	29,500	18.00%
Total Building & Property	118,300	178,400	116,168.68	180,500	1.18%
Vehicle Exp					
400-4326-000 Vehicle Maintenance & Repair	5,000	15,000	9,806.43	5,000	(66.67%)
400-4327-000 Vehicle Fuel & Oil	2,000	2,000	137.25	2,000	
Total Vehicle Exp	7,000	17,000	9,943.68	7,000	(58.82%)
Other Exp					
400-4333-000 R&M Refrigeration - Equipment	6,500	13,000	5,869.55	13,000	
Total Other Exp	6,500	13,000	5,869.55	13,000	
Total Expenditures	447,822	543,221	345,419.96	562,301	3.51%
Total 400 E C C	149,522	311,421	187,493.76	294,727	(5.36%)
Total Embro Community Center	149,522	311,421	187,493.76	294,727	(5.36%)
Total General Recreation	788,397	1,579,225	1,137,564.02	1,737,424	10.02%
Health Services					
Health & Safety					
410 Health & Safety					
Expenditures					



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Wages					
410-4101-000 HEALTH & SAFETY-Regular Wages	3,000	3,000	3,715.52	3,000	
Total Wages	3,000	3,000	3,715.52	3,000	
Benefits					
410-4131-000 Health & Safety-C P P-			256.00		
410-4132-000 Health & Safety-U I C-			4.33		
410-4133-000 Health & Safety-O M E R S-			370.40		
410-4134-000 Health & Safety-E H T-			87.38		
410-4135-000 Health & Safety-Workers' Com			124.91		
Total Benefits			843.02		
Administration Exp					
410-4309-000 Health & Safety-Training-	6,000	2,500	1,882.56	2,500	
410-4310-000 Health & Safety-Mileage-	150	150		150	
410-4311-000 Health & Safety-Stationery & C	1,200	1,200	522.04	1,200	
Total Administration Exp	7,350	3,850	2,404.60	3,850	
Equipment & Supplies					
410-4312-000 Health & Safety-Operating Equ		300		300	
Total Equipment & Supplies		300		300	
Total Expenditures	10,350	7,150	6,963.14	7,150	
Total 410 Health & Safety	10,350	7,150	6,963.14	7,150	
Total Health & Safety	10,350	7,150	6,963.14	7,150	
Health Services					
420 Health Services - Doctors					
Revenue					
Other Revenue					
420-3715-000 Medical Revenue-Health Servic		(14,100)		(14,100)	
Total Other Revenue		(14,100)		(14,100)	
Total Revenue		(14,100)		(14,100)	
Expenditures					
Wages					
420-4105-000 PART TIME WAGES	70,000	83,150	51,619.21	84,567	1.70%
420-4116-000 Vacation Pay	4,200	3,300		3,383	2.52%
Total Wages	74,200	86,450	51,619.21	87,950	1.74%
Benefits					
420-4131-000 C P P	3,200	4,100	2,388.80	4,186	2.10%
420-4132-000 U I C	1,550	1,900	1,246.29	1,928	1.47%
420-4134-000 E H T	1,350	1,600	1,058.52	1,649	3.06%
420-4135-000 Workers' Compensation	2,200	2,500	1,514.39	2,359	(5.64%)
Total Benefits	8,300	10,100	6,208.00	10,122	0.22%
Administration Exp					
420-4311-000 Office Supplies	2,000	7,000		7,000	
Total Administration Exp	2,000	7,000		7,000	
Equipment & Supplies					
420-4312-000 Medical Supplies	8,855	5,000	328.86	5,000	



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Equipment & Supplies	8,855	5,000	328.86	5,000	
Building & Property					
420-4304-000 Telephone - Medical Office	1,950	3,000	1,020.05	2,750	(8.33%)
420-4320-000 Health Services - Building Main	10,000	10,000	7,499.97	10,000	
Total Building & Property	11,950	13,000	8,520.02	12,750	(1.92%)
Total Expenditures	105,305	121,550	66,676.09	122,822	1.05%
Total 420 Health Services - Doctors	105,305	107,450	66,676.09	108,722	1.18%
Total Health Services	105,305	107,450	66,676.09	108,722	1.18%
Cemeteries					
210 Cemeteries					
Revenue					
Revenue from Other Municipalities					
210-3660-000 Revenue from Other Municipal		(75,000)		(117,370)	56.49%
Total Revenue from Other Municipalities		(75,000)		(117,370)	56.49%
Total Revenue		(75,000)		(117,370)	56.49%
Expenditures					
Wages					
210-4105-000 Part Time Wages		90,240		110,955	22.96%
210-4116-000 Vacation Pay				2,861	100%
Total Wages		90,240		113,816	26.13%
Benefits					
210-4131-000 C P P		6,548		5,031	(23.17%)
210-4132-000 EMPLOYMENT INSURANCE		2,450		2,338	(4.57%)
210-4133-000 O M E R S		2,170		8,134	274.84%
210-4134-000 EMPLOYER HEALTH TAX		1,760		1,982	12.61%
210-4135-000 Workers' Compensation		2,700		2,836	5.04%
Total Benefits		15,628		20,321	30.03%
Insurance Exp					
210-4345-000 General Insurance	1,486	1,486		1,100	(25.98%)
Total Insurance Exp	1,486	1,486		1,100	(25.98%)
Equipment & Supplies					
210-4324-000 Equipment Maintenance		1,000		1,000	
Total Equipment & Supplies		1,000		1,000	
Building & Property					
210-4334-000 Grass Cutting	2,700	3,500	3,121.24	3,500	
Total Building & Property	2,700	3,500	3,121.24	3,500	
Vehicle Exp					
210-4327-000 Vehicle Fuel & Oil		1,000		2,000	100.00%
Total Vehicle Exp		1,000		2,000	100.00%
Other Exp					
210-4502-000 Grants to Other Cemeteries	20,550	20,250	10,250.00	28,000	38.27%
210-4503-000 Grants to Ingersoll Rural Ceme	20,000	13,250	13,106.00	6,862	(48.21%)
Total Other Exp	40,550	33,500	23,356.00	34,862	4.07%
Total Expenditures	44,736	146,354	26,477.24	176,599	20.67%

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	2024	2025	2025	2026	%
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	Total Budget	Total Budget	Actuals		Decrease
Total 210 Cemeteries	44,736	71,354	26,477.24	59,229	(16.99%)
Total Cemeteries	44,736	71,354	26,477.24	59,229	(16.99%)
Total Health Services	160,391	185,954	100,116.47	175,101	(5.84%)
Planning and Development					
Planning					
460 Planning & Development					
Revenue					
User Fees					
460-3721-000 Zoning Fees	(12,000)	(12,000)	(17,561.00)	(19,000)	58.33%
460-3722-000 Minor Variance Fees	(5,000)	(5,000)	(12,659.00)	(9,500)	90.00%
460-3724-000 Development Charges Income			(56,972.53)		
460-3727-000 Severance Fees - Park Purpose			(500.00)		
Total User Fees	(17,000)	(17,000)	(87,692.53)	(28,500)	67.65%
Other Revenue					
460-3769-000 Miscellaneous Revenue			(30.00)		
460-3950-000 Bank Interest Income			(18,244.07)		
Total Other Revenue			(18,274.07)		
Total Revenue	(17,000)	(17,000)	(105,966.60)	(28,500)	67.65%
Expenditures					
Administration Exp					
460-4311-000 Stationery & Office Supplies	200	200	582.11	600	200.00%
460-4313-000 Postage	500	500	201.16	500	
460-4314-000 Photocopying Fees	900	900	107.30	900	
460-4316-000 Advertising	800	800	331.22	800	
460-4340-000 Legal Fees	7,000	7,000	106.85	7,000	
460-4342-000 Consulting Fees	500	500	3,052.80	500	
Total Administration Exp	9,900	9,900	4,381.44	10,300	4.04%
Program Exp					
460-4352-000 Planning Board Fees	200	200			(100.00%)
Total Program Exp	200	200			(100.00%)
Equipment & Supplies					
460-4312-000 Operating supplies			161.82	300	
Total Equipment & Supplies			161.82	300	
Other Exp					
460-4369-000 Other Expenses	50	50		250	400.00%
Total Other Exp	50	50		250	400.00%
Total Expenditures	10,150	10,150	4,543.26	10,850	6.90%
XXXX					
460-3720-000 Site Plan Control Application Fee	(400)	(400)		(2,400)	500.00%
Total XXXX	(400)	(400)		(2,400)	500.00%
Total	(400)	(400)		(2,400)	500.00%
Total 460 Planning & Development	(7,250)	(7,250)	(101,423.34)	(20,050)	176.55%
Total Planning	(7,250)	(7,250)	(101,423.34)	(20,050)	176.55%



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Economic Development					
461 Economic Development					
Expenditures					
Wages					
461-4101-000 Economic Development-Consum	50,260	50,260	25,130.10	52,763	4.98%
Total Wages	50,260	50,260	25,130.10	52,763	4.98%
Total Expenditures	50,260	50,260	25,130.10	52,763	4.98%
Total 461 Economic Development	50,260	50,260	25,130.10	52,763	4.98%
Total Economic Development	50,260	50,260	25,130.10	52,763	4.98%
Total Planning and Development	43,010	43,010	(76,293.24)	32,713	(23.94%)
Agriculture and Drainage					
Drainage					
470 Agriculture & Drainage					
Revenue					
Other Revenue					
470-3769-000 Other Drainage Revenue	(109,000)		(492.69)		
470-3969-000 Urban Storm Management Fee		(109,000)	(118,619.90)		(100.00%)
Total Other Revenue	(109,000)	(109,000)	(119,112.59)		(100.00%)
Program Revenue					
470-3410-000 Drainage Superintendent Grant	(33,000)	(33,000)		(33,000)	
470-3811-000 Municipal Drain Debuture Col	(50,000)				
Total Program Revenue	(83,000)	(33,000)		(33,000)	
Contributions from Revenue					
470-3992-015 Transfers from Reserve Funds				(254)	
470-3995-000 Transfers from Surplus		(79,000)			(100.00%)
Total Contributions from Revenue		(79,000)		(254)	(99.68%)
Total Revenue	(192,000)	(221,000)	(119,112.59)	(33,254)	(84.95%)
Expenditures					
Wages					
470-4101-000 Full Time Regular Wages	49,662	48,827	31,339.43	50,203	2.82%
Total Wages	49,662	48,827	31,339.43	50,203	2.82%
Benefits					
470-4131-000 C P P	1,625	1,950	1,697.87	1,859	(4.67%)
470-4132-000 U I C	420	625	23.94	628	0.48%
470-4133-000 O M E R S	5,760	5,600	3,932.54	5,837	4.23%
470-4134-000 E H T	970	952	673.93	978	2.73%
470-4135-000 Workers' Compensation	1,530	1,500	964.29	1,401	(6.60%)
470-4136-000 Group Insurance	2,600	2,600	1,974.60	3,213	23.58%
Total Benefits	12,905	13,227	9,267.17	13,916	5.21%
Administration Exp					
470-4306-000 Memberships	200	200	260.00	260	30.00%
470-4340-000 Agriculture & Drainage-Legal Fe			691.96		
470-4342-000 Upper Thames River - Levy - Da	15,000	32,000	49,000.00	52,500	64.06%
470-4350-000 Drainage-Consultant	79,000	79,000	15,953.40		(100.00%)



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Administration Exp	94,200	111,200	65,905.36	52,760	(52.55%)
Insurance Exp					
470-4345-000 General Insurance	3,268	2,950		2,200	(25.42%)
Total Insurance Exp	3,268	2,950		2,200	(25.42%)
Program Exp					
470-4137-000 Clothing Allowance			80.00		
Total Program Exp			80.00		
Other Exp					
470-4369-000 Other Expenses	3,500	3,500		500	(85.71%)
Total Other Exp	3,500	3,500		500	(85.71%)
Contributions to Reserves					
470-4450-000 Transfers to Reserves	124,760	186,000	77,000.00	78,309	(57.90%)
Total Contributions to Reserves	124,760	186,000	77,000.00	78,309	(57.90%)
Debit Exp					
470-4201-000 Municipal Drain Debenture Pri	45,000	2,965	2,965.01		(100.00%)
470-4202-000 Municipal Drain Debenture Int	5,000	2,863	45.78		(100.00%)
Total Debit Exp	50,000	5,828	3,010.79		(100.00%)
Total Expenditures	338,295	371,532	186,602.75	197,888	(46.74%)
Total 470 Agriculture & Drainage	146,295	150,532	67,490.16	164,634	9.37%
Total Drainage	146,295	150,532	67,490.16	164,634	9.37%
Tile Drainage					
480 Private Tile Drain Program					
Revenue					
Program Revenue					
480-3811-000 Tile Drainage Debenture Collec	(51,745)	(6,630)	(6,630.35)	(8,697)	31.18%
Total Program Revenue	(51,745)	(6,630)	(6,630.35)	(8,697)	31.18%
Total Revenue	(51,745)	(6,630)	(6,630.35)	(8,697)	31.18%
Expenditures					
Debit Exp					
480-4201-000 Private Tiling Debenture Princip	46,760	4,629	32,129.22	6,061	30.94%
480-4202-000 Private Tiling Debenture Intere	4,985	2,001	4,618.47	2,636	31.73%
Total Debit Exp	51,745	6,630	36,747.69	8,697	31.18%
Total Expenditures	51,745	6,630	36,747.69	8,697	31.18%
Total 480 Private Tile Drain Program			30,117.34		
Total Tile Drainage			30,117.34		
Storm Water Utility					
471 Storm Water					
Revenue					
Other Revenue					
471-3969-000 Other Revenue				(138,733)	100%
Total Other Revenue				(138,733)	100%
Total Revenue				(138,733)	100%
Expenditures					
Administration Exp					



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	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
471-4350-000 Contracted Services				79,000	100%
Total Administration Exp				79,000	100%
Contributions to Reserves					
471-4450-000 Transfers to Reserves				59,733	100%
Total Contributions to Reserves				59,733	100%
Total Expenditures				138,733	100%
Total 471 Storm Water					
Total Storm Water Utility					
Total Agriculture and Drainage	146,295	150,532	97,607.50	164,634	9.37%
Environmental					
Environmental					
200 Garbage Disposal					
Revenue					
User Fees					
200-3707-000 Bag Tag Revenue	(3,000)	(3,000)	(6,138.00)	(3,000)	
Total User Fees	(3,000)	(3,000)	(6,138.00)	(3,000)	
Program Revenue					
200-3410-000 Revenue - Waste Disposal	(8,800)	(8,800)		(8,800)	
200-3700-000 Garbage Disposal - General Rev	(5,000)	(5,000)	(2,108.25)	(5,000)	
Total Program Revenue	(13,800)	(13,800)	(2,108.25)	(13,800)	
Total Revenue	(16,800)	(16,800)	(8,246.25)	(16,800)	
Expenditures					
Wages					
200-4101-000 Full Time Wages	2,500	2,500	1,842.56		(100.00%)
200-4105-000 Part time Wages	50	50			(100.00%)
200-4116-000 Vacation Pay	10	10			(100.00%)
Total Wages	2,560	2,560	1,842.56		(100.00%)
Benefits					
200-4131-000 C P P	124	124	165.19		(100.00%)
200-4132-000 U I C	45	45	3.47		(100.00%)
200-4133-000 O M E R S	220	220	269.40		(100.00%)
200-4134-000 E H T	50	50	56.95		(100.00%)
200-4135-000 Workers' Compensation	80	80	81.43		(100.00%)
Total Benefits	519	519	576.44		(100.00%)
Equipment & Supplies					
200-4312-000 Materials & Supplies	5,000	5,000	769.02	5,000	
Total Equipment & Supplies	5,000	5,000	769.02	5,000	
Vehicle Exp					
200-4725-000 WASTE DEPOT - EQUIPMENT R			3,328.69		
Total Vehicle Exp			3,328.69		
Total Expenditures	8,079	8,079	6,516.71	5,000	(38.11%)
Total 200 Garbage Disposal	(8,721)	(8,721)	(1,729.54)	(11,800)	35.31%
Total Environmental	(8,721)	(8,721)	(1,729.54)	(11,800)	35.31%
Total Environmental	(8,721)	(8,721)	(1,729.54)	(11,800)	35.31%

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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Public Transportation					
General					
700 PUBLIC WORKS - GENERAL					
Revenue					
Other Revenue					
700-3775-000 Vehicle & Equipment Sales			(54,271.50)		
700-3969-000 Other Road Revenues	(7,000)	(7,000)	(10,825.00)	(10,000)	42.86%
Total Other Revenue	(7,000)	(7,000)	(65,096.50)	(10,000)	42.86%
Program Revenue					
700-3400-000 Unconditional Grants - Provinc	(457,078)	(460,320)	(409,222.00)	(492,676)	7.03%
700-3410-000 MNR TONNAGE SURCHARGE	(650,000)	(650,000)	(769,383.31)	(700,000)	7.69%
Total Program Revenue	(1,107,078)	(1,110,320)	(1,178,605.31)	(1,192,676)	7.42%
Contributions from Revenue					
700-3990-000 Transfers from Reserves	(1,000,000)	0		(6,977)	100%
700-3992-000 Transfers from Reserves Funds	(858,007)	(702,462)		(455,127)	(35.21%)
700-3995-000 Transfers from Infrastructure P	(969,631)	0			0.00%
Total Contributions from Revenue	(2,827,638)	(702,462)		(462,104)	(34.22%)
Total Revenue	(3,941,716)	(1,819,782)	(1,243,701.81)	(1,664,780)	(8.52%)
Expenditures					
Wages					
700-4101-000 FULL TIME WAGES	1,086,529	1,150,000	406,007.13	1,184,269	2.98%
700-4103-000 OVERTIME WAGES	100,000	100,000	949.45	100,000	
700-4105-000 PART TIME WAGES	10,592	44,030	14,453.08	45,056	2.33%
700-4116-000 VACATION PAY	5,000	1,800	1,762.50	1,802	0.11%
700-4120-000 Interdepartmental Wages (Cle				10,212	100%
Total Wages	1,202,121	1,295,830	423,172.16	1,341,339	3.51%
Benefits					
700-4131-000 C.P.P.	57,000	60,000	18,078.56	55,317	(7.81%)
700-4132-000 U.I.C.	15,500	20,000	638.98	24,612	23.06%
700-4133-000 O.M.E.R.S.	105,000	110,000	34,115.48	117,483	6.80%
700-4134-000 O.H.I.P.	23,000	24,000	7,036.49	25,922	8.01%
700-4135-000 WORKER'S COMPENSATION	36,000	39,000	10,125.28	37,088	(4.90%)
700-4136-000 GROUP INSURANCE	65,000	65,000	54,197.74	88,153	35.62%
Total Benefits	301,500	318,000	124,192.53	348,575	9.61%
Administration Exp					
700-4306-000 MEMBERSHIPS	2,000	4,000	2,383.21	4,000	
700-4308-000 CONVENTIONS & CONFERENCE	3,000	3,000	4,010.53	4,000	33.33%
700-4309-000 TRAINING COURSES	30,000	30,000	9,757.13	25,000	(16.67%)
700-4310-000 MILEAGE & TRAVELLING EXPEN	200	500		500	
700-4311-000 STATIONERY & OFFICE SUPPLIE	1,500	2,000	1,015.12	2,000	
700-4313-000 POSTAGE & EXPRESS	170	170	38.23	170	
700-4314-000 CLEANING & MAINTENANCE SU	2,000	5,000	7,126.38	7,000	40.00%
700-4316-000 ADVERTISING & NOTICES	500				0%
700-4342-000 CONSULTING FEES	26,300	20,000	5,462.69	5,000	(75.00%)



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	Total Budget	Total Budget	Actuals		Decrease
Total Administration Exp	65,670	64,670	29,793.29	47,670	(26.29%)
Insurance Exp					
700-4328-000 LICENSES	7,200	7,200			(100.00%)
700-4345-000 GENERAL INSURANCE	208,000	190,000		141,600	(25.47%)
Total Insurance Exp	215,200	197,200		141,600	(28.19%)
Program Exp					
700-4137-000 CLOTHING ALLOWANCE	7,700	7,700	8,089.71	8,000	3.90%
700-4336-000 Garbage Pickup	14,000	9,000	6,053.00	9,000	
700-4551-000 DRAINAGE ASSESSMENTS	44,550	44,550		68,096	52.85%
Total Program Exp	66,250	61,250	14,142.71	85,096	38.93%
Equipment & Supplies					
700-4312-000 OPERATING EQUIPMENT & SUPPLIES	20,000	20,000	10,334.56	20,000	
700-4329-000 REPAIRS TO RADIOS, TOOLS, ETC.	1,000	5,000	1,176.65	5,000	
Total Equipment & Supplies	21,000	25,000	11,511.21	25,000	
Building & Property					
700-4301-000 HEAT	10,500	10,500	4,918.25	6,000	(42.86%)
700-4302-000 HYDRO	22,000	36,000	50,696.34	36,000	
700-4303-000 WATER	1,400				
700-4304-000 TELEPHONE	1,000	1,500	2,738.92	3,000	100.00%
700-4320-000 BUILDING MAINTENANCE	21,000	21,000	28,798.83	30,000	42.86%
Total Building & Property	55,900	69,000	87,152.34	75,000	8.70%
Vehicle Exp					
700-4327-000 FUEL & OIL	400,000	350,000	237,761.18	350,000	
700-4366-000 PUBLIC WORKS - GENERAL-EQUIPMENT		300	627.84	1,000	233.33%
700-4367-000 PERMITS & LICENSES	28,000	28,000	12,391.31	47,700	70.36%
700-4725-000 ROADS - EQUIPMENT RENTAL		3,000	22,212.51	3,000	
Total Vehicle Exp	428,000	381,300	272,992.84	401,700	5.35%
Other Exp					
700-4369-000 OTHER EXPENSES	100	300	124.82	300	
Total Other Exp	100	300	124.82	300	
Contributions to Reserves					
700-4420-000 Transfers to Reserve Funds	2,506,930	2,435,320	2,094,383.31	2,617,276	7.47%
700-4450-000 Transfers to Equipment Reserve	545,500	566,410	620,681.50	608,810	7.49%
Total Contributions to Reserves	3,052,430	3,001,730	2,715,064.81	3,226,086	7.47%
Debit Exp					
700-4201-000 LONG TERM DEBT - PRINCIPAL	909,551	798,895	505,561.38	780,855	(2.26%)
700-4202-000 LONG TERM DEBT - INTEREST	448,108	406,693	212,874.15	371,067	(8.76%)
Total Debit Exp	1,357,659	1,205,588	718,435.53	1,151,922	(4.45%)
Total Expenditures	6,765,830	6,619,868	4,396,582.24	6,844,288	3.39%
Total 700 PUBLIC WORKS - GENERAL	2,824,114	4,800,086	3,152,880.43	5,179,508	7.90%
Total General	2,824,114	4,800,086	3,152,880.43	5,179,508	7.90%
StreetLights					
185 Street Lights					
Revenue					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Other Revenue					
185-3969-000 Street Lights-Other Revenue-			(7,294.72)		
Total Other Revenue			(7,294.72)		
Total Revenue			(7,294.72)		
Expenditures					
Equipment & Supplies					
185-4324-000 STREET LIGHTS-Equipment Mai	8,000	8,000	4,153.72	8,000	
Total Equipment & Supplies	8,000	8,000	4,153.72	8,000	
Building & Property					
185-4302-000 Power	60,000	65,000	51,616.94	65,000	
Total Building & Property	60,000	65,000	51,616.94	65,000	
Total Expenditures	68,000	73,000	55,770.66	73,000	
Total 185 Street Lights	68,000	73,000	48,475.94	73,000	
Total StreetLights	68,000	73,000	48,475.94	73,000	
Sidewalks					
186 Sidewalks					
Expenditures					
Administration Exp					
186-4350-000 Sidewalks-Contracted Out	1,000	2,000	291.33	6,000	200.00%
Total Administration Exp	1,000	2,000	291.33	6,000	200.00%
Vehicle Exp					
186-4725-000 Sidewalks-Equipment Rental-	1,000	1,000	136.35	1,000	
Total Vehicle Exp	1,000	1,000	136.35	1,000	
Total Expenditures	2,000	3,000	427.68	7,000	133.33%
Total 186 Sidewalks	2,000	3,000	427.68	7,000	133.33%
Total Sidewalks	2,000	3,000	427.68	7,000	133.33%
Equipment					
701 U#1-2022 SILVERADO P/UP-DofPW					
Revenue					
Program Revenue					
701-3725-000 U#1 2010 GMC PICKUP		2,600			(100.00%)
Total Program Revenue		2,600			(100.00%)
Total Revenue		2,600			(100.00%)
Expenditures					
Wages					
701-4101-000 SALARIES & WAGES			49.50		
Total Wages			49.50		
Benefits					
701-4131-000 C.P.P.			2.94		
701-4132-000 E.I.			0.04		
701-4133-000 O.M.E.R.S.			2.82		
701-4134-000 O.H.I.P.			0.99		
701-4135-000 WORKER'S COMPENSATION			1.42		
Total Benefits			8.21		



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Insurance Exp					
701-4328-000 LICENCE FEES	120	120		120	
Total Insurance Exp	120	120		120	
Vehicle Exp					
701-4326-000 PARTS & REPAIRS	2,100	600	3,197.26	2,500	316.67%
Total Vehicle Exp	2,100	600	3,197.26	2,500	316.67%
Total Expenditures	2,220	720	3,254.97	2,620	263.89%
Total 701 U#1-2022 SILVERADO P/UP-DofPW	2,220	3,320	3,254.97	2,620	(21.08%)
702 U#2-2020 FORD F250 P/UP-FOREMA					
Revenue					
Program Revenue					
702-3725-000 U#2 2024 CHEVY SILVERADO		6,500	(2,988.05)	4,500	(30.77%)
Total Program Revenue		6,500	(2,988.05)	4,500	(30.77%)
Total Revenue		6,500	(2,988.05)	4,500	(30.77%)
Expenditures					
Wages					
702-4101-000 Salary & Wages			475.16		
702-4103-000 OVERTIME WAGES			160.88		
Total Wages			636.04		
Benefits					
702-4131-000 C.P.P.			38.36		
702-4132-000 U.I.C.			0.36		
702-4133-000 O.M.E.R.S.			40.73		
702-4134-000 O.H.I.P.			12.86		
702-4135-000 WORKER'S COMPENSATION			18.40		
Total Benefits			110.71		
Insurance Exp					
702-4328-000 LICENSE FEES	240	240		240	
Total Insurance Exp	240	240		240	
Vehicle Exp					
702-4326-000 PARTS/REPAIRS	4,500	2,000	3,210.44	3,200	60.00%
Total Vehicle Exp	4,500	2,000	3,210.44	3,200	60.00%
Total Expenditures	4,740	2,240	3,957.19	3,440	53.57%
Total 702 U#2-2020 FORD F250 P/UP-FOREMA	4,740	8,740	969.14	7,940	(9.15%)
703 U#3-2022 DODGE RAM P/UP-FOREMA					
Revenue					
Program Revenue					
703-3725-000 U#3 2011 SILVERADO PICKUP		3,200		1,200	(62.50%)
Total Program Revenue		3,200		1,200	(62.50%)
Total Revenue		3,200		1,200	(62.50%)
Expenditures					
Insurance Exp					
703-4328-000 LICENSE FEES	240	240		240	
Total Insurance Exp	240	240		240	



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Vehicle Exp					
703-4326-000 PARTS/REPAIRS	4,500	2,000	1,571.67	4,000	100.00%
Total Vehicle Exp	4,500	2,000	1,571.67	4,000	100.00%
Total Expenditures	4,740	2,240	1,571.67	4,240	89.29%
Total 703 U#3-2022 DODGE RAM P/UP-FOREMAN	4,740	5,440	1,571.67	5,440	
704 U#4-2011 SILVERADO EXTENDED CA					
Revenue					
Program Revenue					
704-3725-000 U#4 2006 GMC PICKUP-SPARE		1,500	(4,532.48)		(100.00%)
Total Program Revenue		1,500	(4,532.48)		(100.00%)
Total Revenue		1,500	(4,532.48)		(100.00%)
Expenditures					
Wages					
704-4101-000 SALARIES & WAGES			148.65		
Total Wages			148.65		
Benefits					
704-4131-000 C.P.P.			9.25		
704-4132-000 U.I.C.			0.17		
704-4133-000 O.M.E.R.S.			12.45		
704-4134-000 O.H.I.P.			3.16		
704-4135-000 WORKER'S COMPENSATION			4.53		
Total Benefits			29.56		
Insurance Exp					
704-4328-000 LICENSE FEES	240	240			(100.00%)
Total Insurance Exp	240	240			(100.00%)
Vehicle Exp					
704-4326-000 PARTS/REPAIRS	4,500	2,000	538.45		(100.00%)
Total Vehicle Exp	4,500	2,000	538.45		(100.00%)
Total Expenditures	4,740	2,240	716.66		(100.00%)
Total 704 U#4-2011 SILVERADO EXTENDED CA	4,740	3,740	(3,815.82)		(100.00%)
705 U#5-2014 SILVERADO EXTENDED CA					
Revenue					
Program Revenue					
705-3725-000 U#5 2008 FORD PICKUP		500	(6,199.15)	500	
Total Program Revenue		500	(6,199.15)	500	
Total Revenue		500	(6,199.15)	500	
Expenditures					
Wages					
705-4101-000 SALARIES & WAGES			66.00		
Total Wages			66.00		
Benefits					
705-4131-000 C.P.P.			3.73		
705-4132-000 U.I.C.			0.08		
705-4133-000 O.M.E.R.S.			5.94		



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
705-4134-000 O.H.I.P.			1.29		
705-4135-000 WORKER'S COMPENSATION			1.84		
Total Benefits			12.88		
Insurance Exp					
705-4328-000 LICENSE FEES	240	240		240	
Total Insurance Exp	240	240		240	
Vehicle Exp					
705-4326-000 PARTS/REPAIRS	4,500	2,000	306.72	4,000	100.00%
Total Vehicle Exp	4,500	2,000	306.72	4,000	100.00%
Total Expenditures	4,740	2,240	385.60	4,240	89.29%
Total 705 U#5-2014 SILVERADO EXTENDED CA	4,740	2,740	(5,813.55)	4,740	72.99%
706 U#6-N/A					
Revenue					
Program Revenue					
706-3725-000 U#6 2011 TRI-AXLE		5,000	(3,882.08)	5,000	
Total Program Revenue		5,000	(3,882.08)	5,000	
Total Revenue		5,000	(3,882.08)	5,000	
Expenditures					
Wages					
706-4101-000 SALARIES & WAGES			33.07		
Total Wages			33.07		
Benefits					
706-4131-000 C.P.P.			2.48		
706-4132-000 U.I.C.			0.06		
706-4133-000 O.M.E.R.S.			3.96		
706-4134-000 O.H.I.P.			0.86		
706-4135-000 WORKER'S COMPENSATION			1.23		
Total Benefits			8.59		
Vehicle Exp					
706-4326-000 PARTS/REPAIRS			1,668.01	4,000	100%
Total Vehicle Exp			1,668.01	4,000	100%
Total Expenditures			1,709.67	4,000	100%
Total 706 U#6-N/A		5,000	(2,172.41)	9,000	80.00%
708 U#8-2018 FREIGHTLINER-TANDEM					
Revenue					
Program Revenue					
708-3725-000 U#8 2019 FREIGHTLINER TAND			(4,042.48)		
Total Program Revenue			(4,042.48)		
Total Revenue			(4,042.48)		
Expenditures					
Wages					
708-4101-000 SALARIES & WAGES			3,203.71		
708-4103-000 OVERTIME WAGES			49.17		
Total Wages			3,252.88		



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Benefits					
708-4131-000 C.P.P.			215.52		
708-4132-000 U.I.C.			4.11		
708-4133-000 O.M.E.R.S.			302.43		
708-4134-000 O.H.I.P.			73.98		
708-4135-000 WORKER'S COMPENSATION			105.60		
Total Benefits			701.64		
Insurance Exp					
708-4328-000 LICENSE FEES	2,000	2,000	1,756.50	2,000	
Total Insurance Exp	2,000	2,000	1,756.50	2,000	
Vehicle Exp					
708-4326-000 PARTS/REPAIRS	23,000	20,000	2,026.07	9,000	(55.00%)
Total Vehicle Exp	23,000	20,000	2,026.07	9,000	(55.00%)
Total Expenditures	25,000	22,000	7,737.09	11,000	(50.00%)
Total 708 U#8-2018 FREIGHTLINER-TANDEM	25,000	22,000	3,694.61	11,000	(50.00%)
709 U#9-2016 INTERNATIONAL TANDEM					
Revenue					
Program Revenue					
709-3725-000 U#9 2004 STERLING TANDEM			(472.50)		
Total Program Revenue			(472.50)		
Total Revenue			(472.50)		
Expenditures					
Insurance Exp					
709-4328-000 LICENSE FEES	2,000		1,756.25		
Total Insurance Exp	2,000		1,756.25		
Vehicle Exp					
709-4326-000 PARTS/REPAIRS	23,000				
Total Vehicle Exp	23,000				
Total Expenditures	25,000		1,756.25		
Total 709 U#9-2016 INTERNATIONAL TANDEM	25,000		1,283.75		
710 U#10-2013 FREIGHTLINER-TANDEM					
Revenue					
Program Revenue					
710-3725-000 U#10 2014 FREIGHTLINER TAN			(35,315.53)		
Total Program Revenue			(35,315.53)		
Total Revenue			(35,315.53)		
Expenditures					
Wages					
710-4101-000 SALARIES & WAGES			474.32		
Total Wages			474.32		
Benefits					
710-4131-000 C.P.P.			27.47		
710-4132-000 U.I.C.			0.58		
710-4133-000 O.M.E.R.S.			38.84		



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
710-4134-000 O.H.I.P.			9.48		
710-4135-000 WORKER'S COMPENSATION			13.17		
Total Benefits			89.54		
Insurance Exp					
710-4328-000 LICENSE FEES	2,000	2,000	1,756.25	2,000	
Total Insurance Exp	2,000	2,000	1,756.25	2,000	
Vehicle Exp					
710-4326-000 PARTS/REPAIRS	10,000	10,000	3,181.12	8,000	(20.00%)
Total Vehicle Exp	10,000	10,000	3,181.12	8,000	(20.00%)
Total Expenditures	12,000	12,000	5,501.23	10,000	(16.67%)
Total 710 U#10-2013 FREIGHTLINER-TANDEM	12,000	12,000	(29,814.30)	10,000	(16.67%)
711 U#11-2024 FREIGHTLINER TANDEM					
Revenue					
Program Revenue					
711-3725-000 U#11 EQUIPMENT RENTAL			(36,745.18)		
Total Program Revenue			(36,745.18)		
Total Revenue			(36,745.18)		
Expenditures					
Wages					
711-4101-000 SALARIES & WAGES			128.70		
Total Wages			128.70		
Benefits					
711-4131-000 C.P.P.			12.84		
711-4132-000 U.I.C.			0.30		
711-4133-000 O.M.E.R.S.			20.44		
711-4134-000 O.H.I.P.			4.45		
711-4135-000 WORKER'S COMPENSATION			6.36		
Total Benefits			44.39		
Vehicle Exp					
711-4326-000 PARTS/REPAIRS		5,000		16,000	220.00%
Total Vehicle Exp		5,000		16,000	220.00%
Total Expenditures		5,000	173.09	16,000	220.00%
Total 711 U#11-2024 FREIGHTLINER TANDEM		5,000	(36,572.09)	16,000	220.00%
712 U#12-2015 JD GRADER					
Revenue					
Program Revenue					
712-3725-000 U#12 2000 CHAMPION GRADER			(27,389.25)		
Total Program Revenue			(27,389.25)		
Total Revenue			(27,389.25)		
Expenditures					
Wages					
712-4101-000 SALARIES & WAGES			1,965.18		
Total Wages			1,965.18		
Benefits					

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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
712-4131-000 C.P.P.			126.18		
712-4132-000 U.I.C.			2.57		
712-4133-000 O.M.E.R.S.			183.58		
712-4134-000 O.H.I.P.			43.40		
712-4135-000 WORKER'S COMPENSATION			61.76		
Total Benefits			417.49		
Vehicle Exp					
712-4326-000 PARTS/REPAIRS	37,000	40,000	5,032.32	39,000	(2.50%)
Total Vehicle Exp	37,000	40,000	5,032.32	39,000	(2.50%)
Total Expenditures	37,000	40,000	7,414.99	39,000	(2.50%)
Total 712 U#12-2015 JD GRADER	37,000	40,000	(19,974.26)	39,000	(2.50%)
713 U#13-N/A					
Revenue					
Program Revenue					
713-3725-000 U#13 2002 VOLVO GRADER			(9,819.68)		
Total Program Revenue			(9,819.68)		
Total Revenue			(9,819.68)		
Expenditures					
Wages					
713-4101-000 SALARIES & WAGES			742.71		
Total Wages			742.71		
Benefits					
713-4131-000 C.P.P.			44.97		
713-4132-000 U.I.C.			0.79		
713-4133-000 O.M.E.R.S.			56.66		
713-4134-000 E.H.T.			15.35		
713-4135-000 W.C.B.			21.95		
Total Benefits			139.72		
Vehicle Exp					
713-4326-000 PARTS/REPAIRS			4,953.92	10,000	100%
Total Vehicle Exp			4,953.92	10,000	100%
Total Expenditures			5,836.35	10,000	100%
Total 713 U#13-N/A			(3,983.33)	10,000	100%
714 U#14-2019 CASE BACKHOE					
Revenue					
Program Revenue					
714-3725-000 U#14 2010 CASE BACKHOE		12,000	(23,419.23)	5,000	(58.33%)
Total Program Revenue		12,000	(23,419.23)	5,000	(58.33%)
Total Revenue		12,000	(23,419.23)	5,000	(58.33%)
Expenditures					
Wages					
714-4101-000 SALARIES & WAGES			858.39		
Total Wages			858.39		
Benefits					



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
714-4131-000 C.P.P.			52.74		
714-4132-000 U.I.C.			1.04		
714-4133-000 O.M.E.R.S.			75.60		
714-4134-000 O.H.I.P.			18.13		
714-4135-000 WORKER'S COMPENSATION			25.94		
Total Benefits			173.45		
Vehicle Exp					
714-4326-000 PARTS/REPAIRS	5,000	5,000	9,424.63	10,000	100.00%
Total Vehicle Exp	5,000	5,000	9,424.63	10,000	100.00%
Total Expenditures	5,000	5,000	10,456.47	10,000	100.00%
Total 714 U#14-2019 CASE BACKHOE	5,000	17,000	(12,962.76)	15,000	(11.76%)
715 U#15-2008 INTERNATIONAL SINGLE					
Revenue					
Program Revenue					
715-3725-000 U#15 2008 INTER SINGLE AXLE			(582.40)		
Total Program Revenue			(582.40)		
Total Revenue			(582.40)		
Expenditures					
Wages					
715-4101-000 SALARIES & WAGES			148.49		
Total Wages			148.49		
Benefits					
715-4131-000 C.P.P.			8.59		
715-4132-000 U.I.C.			0.15		
715-4133-000 O.M.E.R.S.			11.32		
715-4134-000 O.H.I.P.			2.95		
715-4135-000 WORKER'S COMPENSATION			4.06		
Total Benefits			27.07		
Insurance Exp					
715-4328-000 LICENSE FEES	2,000	2,000	1,756.25	2,000	
Total Insurance Exp	2,000	2,000	1,756.25	2,000	
Vehicle Exp					
715-4326-000 PARTS/REPAIRS	10,000	10,000	2,192.86	5,000	(50.00%)
Total Vehicle Exp	10,000	10,000	2,192.86	5,000	(50.00%)
Total Expenditures	12,000	12,000	4,124.67	7,000	(41.67%)
Total 715 U#15-2008 INTERNATIONAL SINGLE	12,000	12,000	3,542.27	7,000	(41.67%)
716 U#16-2017 INTERNATIONAL TANDEM					
Revenue					
Program Revenue					
716-3725-000 U#78 -			(6,224.63)		
Total Program Revenue			(6,224.63)		
Total Revenue			(6,224.63)		
Expenditures					
Wages					



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
716-4101-000 SALARIES & WAGES			1,916.57		
Total Wages			1,916.57		
Benefits					
716-4131-000 C.P.P.			133.17		
716-4132-000 U.I.C.			2.37		
716-4133-000 O.M.E.R.S.			173.16		
716-4134-000 O.H.I.P.			45.57		
716-4135-000 WORKER'S COMPENSATION			64.91		
Total Benefits			419.18		
Insurance Exp					
716-4328-000 LICENSE FEES	2,000	2,000	1,756.25	2,000	
Total Insurance Exp	2,000	2,000	1,756.25	2,000	
Vehicle Exp					
716-4326-000 PARTS/REPAIRS UNIT#78	10,000	10,000	3,536.74	8,000	(20.00%)
Total Vehicle Exp	10,000	10,000	3,536.74	8,000	(20.00%)
Total Expenditures	12,000	12,000	7,628.74	10,000	(16.67%)
Total 716 U#16-2017 INTERNATIONAL TANDEM	12,000	12,000	1,404.11	10,000	(16.67%)
717 U#17-2019 FREIGHTLINER TANDEM					
Revenue					
Program Revenue					
717-3725-000 U#17 2006 HOLLAND TRACTOR			(35,833.22)		
Total Program Revenue			(35,833.22)		
Total Revenue			(35,833.22)		
Expenditures					
Wages					
717-4101-000 SALARIES & WAGES			2,128.18		
717-4103-000 OVERTIME WAGES			64.35		
Total Wages			2,192.53		
Benefits					
717-4131-000 C.P.P.			128.71		
717-4132-000 U.I.C.			2.70		
717-4133-000 O.M.E.R.S.			192.80		
717-4134-000 O.H.I.P.			44.38		
717-4135-000 WORKER'S COMPENSATION			63.02		
Total Benefits			431.61		
Insurance Exp					
717-4328-000 VEHICLE LICENSES	2,000	2,000	1,756.25	2,000	
Total Insurance Exp	2,000	2,000	1,756.25	2,000	
Vehicle Exp					
717-4326-000 PARTS/REPAIRS	10,000	10,000	3,948.46	23,000	130.00%
Total Vehicle Exp	10,000	10,000	3,948.46	23,000	130.00%
Total Expenditures	12,000	12,000	8,328.85	25,000	108.33%
Total 717 U#17-2019 FREIGHTLINER TANDEM	12,000	12,000	(27,504.37)	25,000	108.33%
718 U#18-2012 JD LOADER 4WD					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Revenue					
Program Revenue					
718-3725-000 U#18 1993 JD LOADER			(5,666.38)		
Total Program Revenue			(5,666.38)		
Total Revenue			(5,666.38)		
Expenditures					
Wages					
718-4101-000 SALARIES & WAGES			214.60		
Total Wages			214.60		
Benefits					
718-4131-000 C.P.P.			13.45		
718-4132-000 U.I.C.			0.29		
718-4133-000 O.M.E.R.S.			20.60		
718-4134-000 O.H.I.P.			4.64		
718-4135-000 WORKER'S COMPENSATION			6.64		
Total Benefits			45.62		
Vehicle Exp					
718-4326-000 PARTS/REPAIRS	8,000	10,000	6,401.67	12,500	25.00%
Total Vehicle Exp	8,000	10,000	6,401.67	12,500	25.00%
Total Expenditures	8,000	10,000	6,661.89	12,500	25.00%
Total 718 U#18-2012 JD LOADER 4WD	8,000	10,000	995.51	12,500	25.00%
719 U#19-1977 MASSEY TRACTOR					
Expenditures					
Vehicle Exp					
719-4326-000 PARTS/REPAIRS	1,500	1,500		3,000	100.00%
Total Vehicle Exp	1,500	1,500		3,000	100.00%
Total Expenditures	1,500	1,500		3,000	100.00%
Total 719 U#19-1977 MASSEY TRACTOR	1,500	1,500		3,000	100.00%
720 U#20-2017 CASE TRACTOR-RDSIDE					
Revenue					
Program Revenue					
720-3725-000 U#20 2008 TIGER MOWER			(2,875.13)		
Total Program Revenue			(2,875.13)		
Total Revenue			(2,875.13)		
Expenditures					
Wages					
720-4101-000 SALARIES & WAGES			628.30		
Total Wages			628.30		
Benefits					
720-4131-000 C.P.P.			46.91		
720-4132-000 U.I.C.			1.03		
720-4133-000 O.M.E.R.S.			73.90		
720-4134-000 O.H.I.P.			16.20		
720-4135-000 WORKER'S COMPENSATION			23.20		



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Benefits			161.24		
Vehicle Exp					
720-4326-000 PARTS/REPAIRS	5,000	8,000	379.80	8,000	
Total Vehicle Exp	5,000	8,000	379.80	8,000	
Total Expenditures	5,000	8,000	1,169.34	8,000	
Total 720 U#20-2017 CASE TRACTOR-RDSIDE	5,000	8,000	(1,705.79)	8,000	
721 U#21-2014 CAT 450- BACKHOE					
Revenue					
Program Revenue					
721-3725-000 U#21 2014 CAT BACHOE/LOAD			(43,492.85)		
Total Program Revenue			(43,492.85)		
Total Revenue			(43,492.85)		
Expenditures					
Wages					
721-4101-000 SALARIES & WAGES			1,885.06		
721-4103-000 OVERTIME WAGES			67.05		
Total Wages			1,952.11		
Benefits					
721-4131-000 C.P.P.			145.42		
721-4132-000 U.I.C.			3.20		
721-4133-000 O.M.E.R.S.			231.51		
721-4134-000 O.H.I.P.			50.52		
721-4135-000 WORKER'S COMPENSATION			72.31		
Total Benefits			502.96		
Vehicle Exp					
721-4326-000 PARTS/REPAIRS	18,000	15,000	11,767.35	5,000	(66.67%)
Total Vehicle Exp	18,000	15,000	11,767.35	5,000	(66.67%)
Total Expenditures	18,000	15,000	14,222.42	5,000	(66.67%)
Total 721 U#21-2014 CAT 450- BACKHOE	18,000	15,000	(29,270.43)	5,000	(66.67%)
722 U#22-2013 CAT GRADER					
Revenue					
Program Revenue					
722-3725-000 U#22 2013 CAT GRADER			(22,983.35)		
Total Program Revenue			(22,983.35)		
Total Revenue			(22,983.35)		
Expenditures					
Wages					
722-4101-000 SALARIES & WAGES			4,931.55		
722-4105-000 PART TIME WAGES			27.23		
Total Wages			4,958.78		
Benefits					
722-4131-000 C.P.P.			301.95		
722-4132-000 U.I.C.			6.63		
722-4133-000 O.M.E.R.S.			428.83		



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
722-4134-000 O.H.I.P.			103.82		
722-4135-000 WORKER'S COMPENSATION			147.79		
Total Benefits			989.02		
Vehicle Exp					
722-4326-000 PARTS/REPAIRS	15,000	15,000	14,774.77	15,000	
Total Vehicle Exp	15,000	15,000	14,774.77	15,000	
Total Expenditures	15,000	15,000	20,722.57	15,000	
Total 722 U#22-2013 CAT GRADER	15,000	15,000	(2,260.78)	15,000	
723 U#23-2015 INTERNATIONAL TANDEM					
Revenue					
Program Revenue					
723-3725-000 U#23 2015 INTERNATIONAL TA			(13,579.69)		
Total Program Revenue			(13,579.69)		
Total Revenue			(13,579.69)		
Expenditures					
Wages					
723-4101-000 SALARIES & WAGES			837.51		
Total Wages			837.51		
Benefits					
723-4131-000 C.P.P.			51.71		
723-4132-000 U.I.C.			0.94		
723-4133-000 O.M.E.R.S.			71.70		
723-4134-000 O.H.I.P.			17.72		
723-4135-000 WORKER'S COMPENSATION			25.21		
Total Benefits			167.28		
Insurance Exp					
723-4328-000 LICENSE FEES	2,000	2,000	1,756.25		(100.00%)
Total Insurance Exp	2,000	2,000	1,756.25		(100.00%)
Vehicle Exp					
723-4326-000 PARTS/REPAIRS	5,000	10,000	394.08		(100.00%)
Total Vehicle Exp	5,000	10,000	394.08		(100.00%)
Total Expenditures	7,000	12,000	3,155.12		(100.00%)
Total 723 U#23-2015 INTERNATIONAL TANDEM	7,000	12,000	(10,424.57)		(100.00%)
724 U#24-TRACKLESS TRACTOR-SIDEWAL					
Expenditures					
Vehicle Exp					
724-4326-000 PARTS/REPAIRS		5,000	757.32	2,500	(50.00%)
Total Vehicle Exp		5,000	757.32	2,500	(50.00%)
Total Expenditures		5,000	757.32	2,500	(50.00%)
Total 724 U#24-TRACKLESS TRACTOR-SIDEWAL		5,000	757.32	2,500	(50.00%)
725 U#25-2007 HYDRAULIC SWEEPER					
Expenditures					
Wages					
725-4101-000 SALARIES & WAGES			151.45		



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Wages			151.45		
Benefits					
725-4131-000 C.P.P.			10.77		
725-4132-000 U.I.C.			0.18		
725-4133-000 O.M.E.R.S.			18.62		
725-4134-000 O.H.I.P.			3.67		
725-4135-000 WORKER'S COMPENSATION			5.26		
Total Benefits			38.50		
Vehicle Exp					
725-4326-000 PARTS/REPAIRS	1,500	3,000	997.52	2,000	(33.33%)
Total Vehicle Exp	1,500	3,000	997.52	2,000	(33.33%)
Total Expenditures	1,500	3,000	1,187.47	2,000	(33.33%)
Total 725 U#25-2007 HYDRAULIC SWEEPER	1,500	3,000	1,187.47	2,000	(33.33%)
726 U#26-2017 CATERPILLAR GRADER					
Revenue					
Program Revenue					
726-3725-000 U#26 1999 CHAMPION GRADER			(11,364.05)		
Total Program Revenue			(11,364.05)		
Total Revenue			(11,364.05)		
Expenditures					
Wages					
726-4101-000 SALARIES & WAGES			4,274.06		
726-4103-000 OVERTIME WAGES			128.70		
726-4105-000 PART TIME WAGES			27.23		
Total Wages			4,429.99		
Benefits					
726-4131-000 C.P.P.			263.44		
726-4132-000 U.I.C.			5.45		
726-4133-000 O.M.E.R.S.			356.34		
726-4134-000 O.H.I.P.			90.31		
726-4135-000 WORKER'S COMPENSATION			128.40		
Total Benefits			843.94		
Vehicle Exp					
726-4326-000 PARTS/REPAIRS	30,000	15,000	20,311.59	15,000	
Total Vehicle Exp	30,000	15,000	20,311.59	15,000	
Total Expenditures	30,000	15,000	25,585.52	15,000	
Total 726 U#26-2017 CATERPILLAR GRADER	30,000	15,000	14,221.47	15,000	
727 U#27-2023 CAT GRADER					
Revenue					
Program Revenue					
727-3725-000 U#27 2008 CAT GRADER		10,000	(75,985.00)		(100.00%)
Total Program Revenue		10,000	(75,985.00)		(100.00%)
Total Revenue		10,000	(75,985.00)		(100.00%)
Expenditures					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Wages					
727-4101-000 SALARIES & WAGES			1,799.45		
727-4103-000 OVERTIME WAGES			128.70		
Total Wages			1,928.15		
Benefits					
727-4131-000 C.P.P.			118.59		
727-4132-000 U.I.C.			2.35		
727-4133-000 O.M.E.R.S.			173.83		
727-4134-000 O.H.I.P.			40.78		
727-4135-000 WORKER'S COMPENSATION			58.35		
Total Benefits			393.90		
Vehicle Exp					
727-4326-000 PARTS/REPAIRS			2,970.60	10,000	
Total Vehicle Exp			2,970.60	10,000	
Total Expenditures			5,292.65	10,000	
Total 727 U#27-2023 CAT GRADER		10,000	(70,692.35)	10,000	
729 U#29-2009 VERMEER CHIPPER					
Revenue					
Program Revenue					
729-3725-000 U#29 2009 VERMEER CHIPPER		2,000	(1,317.50)	2,000	
Total Program Revenue		2,000	(1,317.50)	2,000	
Total Revenue		2,000	(1,317.50)	2,000	
Expenditures					
Wages					
729-4101-000 SALARIES & WAGES			33.01		
Total Wages			33.01		
Benefits					
729-4131-000 C.P.P.			1.96		
729-4132-000 U.I.C.			0.04		
729-4133-000 O.M.E.R.S.			3.08		
729-4134-000 O.H.I.P.			0.68		
729-4135-000 WORKER'S COMPENSATION			0.97		
Total Benefits			6.73		
Vehicle Exp					
729-4326-000 PARTS/REPAIRS	1,000	1,000		2,000	100.00%
Total Vehicle Exp	1,000	1,000		2,000	100.00%
Total Expenditures	1,000	1,000	39.74	2,000	100.00%
Total 729 U#29-2009 VERMEER CHIPPER	1,000	3,000	(1,277.76)	4,000	33.33%
730 U#30-N/A					
Expenditures					
Wages					
730-4101-000 SALARIES & WAGES			247.60		
730-4105-000 PART TIME WAGES			18.15		
Total Wages			265.75		



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Benefits					
730-4131-000 C.P.P.			15.92		
730-4132-000 U.I.C.			0.73		
730-4133-000 O.M.E.R.S.			22.48		
730-4134-000 O.H.I.P.			5.51		
730-4135-000 WORKER'S COMPENSATION			7.86		
Total Benefits			52.50		
Total Expenditures			318.25		
Total 730 U#30-N/A			318.25		
733 U#33-2018 FREIGHTLINER SINGLE					
Revenue					
Program Revenue					
733-3725-000 U#33 2004 STERLING SINGLE A			(5,291.10)		
Total Program Revenue			(5,291.10)		
Total Revenue			(5,291.10)		
Expenditures					
Wages					
733-4101-000 SALARIES AND WAGES			3,567.62		
Total Wages			3,567.62		
Benefits					
733-4131-000 C.P.P.			217.88		
733-4132-000 U.I.C.			4.16		
733-4133-000 O.M.E.R.S.			300.73		
733-4134-000 O.H.I.P.			74.83		
733-4135-000 WORKERS' COMPENSATION			106.34		
Total Benefits			703.94		
Insurance Exp					
733-4328-000 LICENSE FEES	2,000	2,000	1,756.25	2,000	
Total Insurance Exp	2,000	2,000	1,756.25	2,000	
Vehicle Exp					
733-4326-000 PARTS & REPAIRS	20,000	10,000	2,847.24	8,000	(20.00%)
Total Vehicle Exp	20,000	10,000	2,847.24	8,000	(20.00%)
Total Expenditures	22,000	12,000	8,875.05	10,000	(16.67%)
Total 733 U#33-2018 FREIGHTLINER SINGLE	22,000	12,000	3,583.95	10,000	(16.67%)
734 U#34-2020 JD TRACTOR-RDSIDE MO					
Revenue					
Program Revenue					
734-3725-000 U#34 2000 JD TRACTOR			(9,723.15)		
Total Program Revenue			(9,723.15)		
Total Revenue			(9,723.15)		
Expenditures					
Wages					
734-4101-000 SALARIES & WAGES			445.54		
Total Wages			445.54		



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Benefits					
734-4131-000 C.P.P.			27.82		
734-4132-000 U.I.C.			0.54		
734-4133-000 O.M.E.R.S.			42.99		
734-4134-000 O.H.I.P.			9.57		
734-4135-000 WORKER'S COMPENSATION			13.67		
Total Benefits			94.59		
Vehicle Exp					
734-4326-000 PARTS/REPAIRS	7,000	7,000	1,551.12	7,000	
Total Vehicle Exp	7,000	7,000	1,551.12	7,000	
Total Expenditures	7,000	7,000	2,091.25	7,000	
Total 734 U#34-2020 JD TRACTOR-RDSIDE MO	7,000	7,000	(7,631.90)	7,000	
735 U#35-N/A					
Expenditures					
Wages					
735-4101-000 SALARIES & WAGES			3,118.48		
Total Wages			3,118.48		
Benefits					
735-4131-000 C.P.P.			186.37		
735-4132-000 U.I.C.			3.84		
735-4133-000 O.M.E.R.S.			272.86		
735-4134-000 O.H.I.P.			64.15		
735-4135-000 WORKER'S COMPENSATION			91.26		
Total Benefits			618.48		
Total Expenditures			3,736.96		
Total 735 U#35-N/A			3,736.96		
737 U#37-2014 JD GRADER					
Revenue					
Program Revenue					
737-3725-000 UNIT#37 2013 JOHN DEERE GR			(81,765.22)		
Total Program Revenue			(81,765.22)		
Total Revenue			(81,765.22)		
Expenditures					
Wages					
737-4101-000 SALARIES & WAGES			5,156.92		
737-4103-000 OVERTIME WAGES			24.59		
Total Wages			5,181.51		
Benefits					
737-4131-000 C.P.P.			328.62		
737-4132-000 U.I.C.			6.39		
737-4133-000 O.M.E.R.S.			468.16		
737-4134-000 E.H.T.			112.93		
737-4135-000 WORKERS COMPENSATION			160.08		
Total Benefits			1,076.18		

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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Vehicle Exp					
737-4326-000 PARTS/REPAIRS	10,000	15,000	11,604.10	15,000	
Total Vehicle Exp	10,000	15,000	11,604.10	15,000	
Total Expenditures	10,000	15,000	17,861.79	15,000	
Total 737 U#37-2014 JD GRADER	10,000	15,000	(63,903.43)	15,000	
738 U#38-2018 JD COMPACT TRACTOR					
Revenue					
Program Revenue					
738-3725-000 UNIT #38 2007 TIGER MOWER			(313.65)		
Total Program Revenue			(313.65)		
Total Revenue			(313.65)		
Expenditures					
Wages					
738-4101-000 SALARIES & WAGES			363.09		
Total Wages			363.09		
Benefits					
738-4131-000 C.P.P.			21.70		
738-4132-000 U.I.C.			0.47		
738-4133-000 O.M.E.R.S			33.84		
738-4134-000 E.H.T.			7.51		
738-4135-000 WORKER'S COMPENSATION			10.74		
Total Benefits			74.26		
Vehicle Exp					
738-4326-000 PARTS/REPAIRS	5,000	5,000	1,796.86	5,000	
Total Vehicle Exp	5,000	5,000	1,796.86	5,000	
Total Expenditures	5,000	5,000	2,234.21	5,000	
Total 738 U#38-2018 JD COMPACT TRACTOR	5,000	5,000	1,920.56	5,000	
740 U#40-2021 VOTEX JUMBO MOWER					
Expenditures					
Vehicle Exp					
740-4326-000 Unit40-Mower -Vehicle Maintenance		4,000	568.05	4,000	
Total Vehicle Exp		4,000	568.05	4,000	
Total Expenditures		4,000	568.05	4,000	
Total 740 U#40-2021 VOTEX JUMBO MOWER		4,000	568.05	4,000	
741 U#42-2017 DIAMOND MOWER					
Expenditures					
Vehicle Exp					
741-4326-000 MOWER#41-REPAIRS		4,000	1,618.70	4,000	
Total Vehicle Exp		4,000	1,618.70	4,000	
Total Expenditures		4,000	1,618.70	4,000	
Total 741 U#42-2017 DIAMOND MOWER		4,000	1,618.70	4,000	
742 U#42-2017 DIAMOND MOWER					
Expenditures					
Vehicle Exp					



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
742-4326-000 U#42-2017 DIAMOND MOWER			269.54		
Total Vehicle Exp			269.54		
Total Expenditures			269.54		
Total 742 U#42-2017 DIAMOND MOWER			269.54		
744 U#44-WATER TRUCK					
Revenue					
Program Revenue					
744-3725-000 U#44-WATER TRUCK-Machine			(500.00)		
Total Program Revenue			(500.00)		
Total Revenue			(500.00)		
Expenditures					
Insurance Exp					
744-4328-000 VEHICLE LICENSE			1,756.25		
Total Insurance Exp			1,756.25		
Vehicle Exp					
744-4326-000 Vehicle Maintenance -Water T	3,000	3,000	2,029.04	3,000	
Total Vehicle Exp	3,000	3,000	2,029.04	3,000	
Total Expenditures	3,000	3,000	3,785.29	3,000	
Total 744 U#44-WATER TRUCK	3,000	3,000	3,285.29	3,000	
745 U#45-2022 CAT GRADER					
Revenue					
Program Revenue					
745-3725-000 U#45-2021 GRADER-MACHINE			(44,570.95)		
Total Program Revenue			(44,570.95)		
Total Revenue			(44,570.95)		
Expenditures					
Vehicle Exp					
745-4326-000 PW U#45-2021 GRADER-PARTS	27,000	10,000	5,030.72	10,000	
Total Vehicle Exp	27,000	10,000	5,030.72	10,000	
Total Expenditures	27,000	10,000	5,030.72	10,000	
Total 745 U#45-2022 CAT GRADER	27,000	10,000	(39,540.23)	10,000	
Total Equipment	322,180	318,480	(321,136.54)	307,740	(3.37%)
Bridges & Culverts					
750 P.W. BRIDGES & CULVERTS					
Expenditures					
Wages					
750-4101-000 SALARIES & WAGES			8,917.43		
750-4105-000 PART TIME WAGES			145.20		
750-4116-000 VACATION PAY			2.18		
Total Wages			9,064.81		
Benefits					
750-4131-000 C.P.P.			597.75		
750-4132-000 U.I.C.			15.94		
750-4133-000 O.M.E.R.S.			893.00		



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	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
750-4134-000 O.H.I.P.			206.21		
750-4135-000 WORKER'S COMPENSATION			295.06		
Total Benefits			2,007.96		
Administration Exp					
750-4350-000 CONTRACTED SERVICES	5,000	5,000	1,575.85	20,000	300.00%
Total Administration Exp	5,000	5,000	1,575.85	20,000	300.00%
Equipment & Supplies					
750-4312-000 OPERATING EQUIPMENT & SUPPLIES	15,000	15,000	6,845.66	15,000	
Total Equipment & Supplies	15,000	15,000	6,845.66	15,000	
Vehicle Exp					
750-4725-000 BRIDGES & CULVERTS - EQUIPMENT			14,068.12		
Total Vehicle Exp			14,068.12		
Total Expenditures	20,000	20,000	33,562.40	35,000	75.00%
Total 750 P.W. BRIDGES & CULVERTS	20,000	20,000	33,562.40	35,000	75.00%
Total Bridges & Culverts	20,000	20,000	33,562.40	35,000	75.00%
Roadside Maintenance					
751 P.W. ROADSIDE MAINTENANCE					
Expenditures					
Wages					
751-4101-000 SALARIES & WAGES			57,383.16		
751-4103-000 OVERTIME WAGES			419.03		
751-4105-000 PART TIME WAGES			4,283.40		
751-4116-000 VACATION PAY			53.73		
Total Wages			62,139.32		
Benefits					
751-4131-000 C.P.P.			4,193.35		
751-4132-000 U.I.C.			189.03		
751-4133-000 O.M.E.R.S.			6,343.43		
751-4134-000 O.H.I.P.			1,452.83		
751-4135-000 WORKER'S COMPENSATION			2,077.87		
Total Benefits			14,256.51		
Administration Exp					
751-4350-000 CONTRACTED SERVICES	100,000	100,000	44,611.09	100,000	
Total Administration Exp	100,000	100,000	44,611.09	100,000	
Equipment & Supplies					
751-4312-000 OPERATING EQUIPMENT & SUPPLIES	9,000	9,000	13,265.60	14,000	55.56%
Total Equipment & Supplies	9,000	9,000	13,265.60	14,000	55.56%
Vehicle Exp					
751-4725-000 ROADSIDE MAINT - EQUIPMENT			55,252.02		
Total Vehicle Exp			55,252.02		
Total Expenditures	109,000	109,000	189,524.54	114,000	4.59%
Total 751 P.W. ROADSIDE MAINTENANCE	109,000	109,000	189,524.54	114,000	4.59%
Total Roadside Maintenance	109,000	109,000	189,524.54	114,000	4.59%
Hardtop Maintenance					



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
752 P.W. HARDTOP MAINTENANCE					
Expenditures					
Wages					
752-4101-000 SALARIES & WAGES			16,716.33		
752-4105-000 PART TIME WAGES			1,651.65		
752-4116-000 VACATION PAY			26.86		
Total Wages			18,394.84		
Benefits					
752-4131-000 C.P.P.			1,256.61		
752-4132-000 U.I.C.			64.26		
752-4133-000 O.M.E.R.S.			1,837.75		
752-4134-000 O.H.I.P.			435.00		
752-4135-000 WORKER'S COMPENSATION			622.41		
Total Benefits			4,216.03		
Administration Exp					
752-4350-000 CONTRACTED SERVICES	145,000	145,000	1,091.08	145,000	
Total Administration Exp	145,000	145,000	1,091.08	145,000	
Equipment & Supplies					
752-4312-000 OPERATING EQUIPMENT & SUPPLIES	20,000	20,000	3,867.04	20,000	
Total Equipment & Supplies	20,000	20,000	3,867.04	20,000	
Vehicle Exp					
752-4725-000 HARDTOP MAINTENANCE - EQUIPMENT			30,112.02		
Total Vehicle Exp			30,112.02		
Total Expenditures	165,000	165,000	57,681.01	165,000	
Total 752 P.W. HARDTOP MAINTENANCE	165,000	165,000	57,681.01	165,000	
Total Hardtop Maintenance	165,000	165,000	57,681.01	165,000	
Loosetop Maintenance					
753 P.W. LOOSETOP MAINTENANCE					
Expenditures					
Wages					
753-4101-000 SALARIES & WAGES			98,755.41		
753-4103-000 OVERTIME WAGES			9,240.87		
753-4105-000 PART TIME WAGES			36.30		
753-4116-000 VACATION PAY			1.45		
Total Wages			108,034.03		
Benefits					
753-4131-000 C.P.P.			6,812.91		
753-4132-000 U.I.C.			141.74		
753-4133-000 O.M.E.R.S.			10,376.90		
753-4134-000 O.H.I.P.			2,350.83		
753-4135-000 WORKER'S COMPENSATION			3,363.50		
Total Benefits			23,045.88		
Administration Exp					
753-4350-000 CONTRACTED SERVICES	220,000	230,000	338,256.41	305,000	32.61%

Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Administration Exp	220,000	230,000	338,256.41	305,000	32.61%
Equipment & Supplies					
753-4312-000 OPERATING EQUIPMENT & SUPPLIES	585,000	570,000	331,278.84	649,275	13.91%
Total Equipment & Supplies	585,000	570,000	331,278.84	649,275	13.91%
Vehicle Exp					
753-4725-000 LOOSE TOP MAINTENANCE- EQUIPMENT			136,051.87		
Total Vehicle Exp			136,051.87		
Total Expenditures	805,000	800,000	936,667.03	954,275	19.28%
Total 753 P.W. LOOSETOP MAINTENANCE	805,000	800,000	936,667.03	954,275	19.28%
Total Loosetop Maintenance	805,000	800,000	936,667.03	954,275	19.28%
Winter Control					
754 P.W. WINTER CONTROL					
Expenditures					
Wages					
754-4101-000 SALARIES & WAGES			89,455.08		
754-4103-000 OVERTIME WAGES			75,817.40		
754-4105-000 PART TIME WAGES			5,084.00		
754-4116-000 VACATION PAY			160.70		
Total Wages			170,517.18		
Benefits					
754-4131-000 C.P.P.			10,534.18		
754-4132-000 U.I.C.			270.25		
754-4133-000 O.M.E.R.S.			12,119.97		
754-4134-000 O.H.I.P.			3,591.61		
754-4135-000 WORKER'S COMPENSATION			5,095.38		
Total Benefits			31,611.39		
Administration Exp					
754-4350-000 CONTRACTED SERVICES	40,000	40,000	102.57	40,000	
Total Administration Exp	40,000	40,000	102.57	40,000	
Equipment & Supplies					
754-4312-000 OPERATING EQUIPMENT & SUPPLIES	125,000	125,000	63,707.39	125,000	
Total Equipment & Supplies	125,000	125,000	63,707.39	125,000	
Vehicle Exp					
754-4725-000 WINTER CONTROL - EQUIPMENT			212,329.87		
Total Vehicle Exp			212,329.87		
Total Expenditures	165,000	165,000	478,268.40	165,000	
Total 754 P.W. WINTER CONTROL	165,000	165,000	478,268.40	165,000	
Total Winter Control	165,000	165,000	478,268.40	165,000	
Safety Device Maintenance					
755 P.W. SAFETY DEVICES MTCE.					
Expenditures					
Wages					
755-4101-000 SALARIES & WAGES			12,094.77		
755-4103-000 OVERTIME WAGES			1,344.62		



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
755-4105-000 PART TIME WAGES			562.65		
755-4116-000 VACATION PAY			17.42		
Total Wages			14,019.46		
Benefits					
755-4131-000 C.P.P.			893.33		
755-4132-000 U.I.C.			30.49		
755-4133-000 O.M.E.R.S.			1,256.84		
755-4134-000 O.H.I.P.			309.61		
755-4135-000 WORKER'S COMPENSATION			437.89		
Total Benefits			2,928.16		
Administration Exp					
755-4350-000 CONTRACTED SERVICES	51,000	60,000	57,123.88	80,000	33.33%
Total Administration Exp	51,000	60,000	57,123.88	80,000	33.33%
Equipment & Supplies					
755-4312-000 OPERATING EQUIPMENT & SUPPLIES	50,000	45,000	15,139.54	40,000	(11.11%)
Total Equipment & Supplies	50,000	45,000	15,139.54	40,000	(11.11%)
Vehicle Exp					
755-4725-000 SAFETY DEVICES - EQUIPMENT			325.20		
Total Vehicle Exp			325.20		
Total Expenditures	101,000	105,000	89,536.24	120,000	14.29%
Total 755 P.W. SAFETY DEVICES MTCE.	101,000	105,000	89,536.24	120,000	14.29%
Total Safety Device Maintenance	101,000	105,000	89,536.24	120,000	14.29%
Storm Damage					
768 P.W. STORM DAMAGE					
Expenditures					
Wages					
768-4101-000 STORM DAMAGE-SALARIES & WAGES			6,213.28		
768-4103-000 STORM DAMAGE-OVERTIME WAGES			1,143.74		
768-4105-000 STORM DAMAGE-PART TIME WAGES			54.45		
768-4116-000 STORM DAMAGE-VACATION PAY			2.18		
Total Wages			7,413.65		
Benefits					
768-4131-000 STORM DAMAGE-C.P.P.			450.11		
768-4132-000 STORM DAMAGE-U.I.C.			10.78		
768-4133-000 STORM DAMAGE-O.M.E.R.S.			707.89		
768-4134-000 STORM DAMAGE-E.H.T.			156.55		
768-4135-000 STORM DAMAGE-WORKER'S COMPENSATION			223.98		
Total Benefits			1,549.31		
Vehicle Exp					
768-4725-000 STORM DAMAGE - EQUIPMENT			4,008.23		
Total Vehicle Exp			4,008.23		
Total Expenditures			12,971.19		
Total 768 P.W. STORM DAMAGE			12,971.19		
Total Storm Damage			12,971.19		



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Capital					
767 Bridge Projects					
Revenue					
Other Revenue					
767-3950-000 Federal Gas Tax Interest			(20,835.71)		
Total Other Revenue			(20,835.71)		
Program Revenue					
767-3400-000 Provincial Grants			(141,284.04)		
Total Program Revenue			(141,284.04)		
Contributions from Revenue					
767-3990-000 Transfers from Reserves		0			
Total Contributions from Revenue		0			
Total Revenue		0	(162,119.75)		
Expenditures					
Administration Exp					
767-4350-000 CONTRACTED SERVICES		0			
Total Administration Exp		0			
Total Expenditures		0			
Total 767 Bridge Projects			(162,119.75)		
780 Surface Treatment					
Revenue					
Contributions from Revenue					
780-3990-000 Transfers from Reserves		0			
Total Contributions from Revenue		0			
Total Revenue		0			
Total 780 Surface Treatment		0			
786 741923-Rd 74 (19to 23)					
Revenue					
Contributions from Revenue					
786-3990-000 Transfers from Reserves		0			
Total Contributions from Revenue		0			
Total Revenue		0			
Total 786 741923-Rd 74 (19to 23)		0			
787 Cobble Hills - 96 to 7					
Revenue					
Contributions from Revenue					
787-3990-000 Transfers from Reserves		0			
Total Contributions from Revenue		0			
Total Revenue		0			
Total 787 Cobble Hills - 96 to 7		0			
788 Pemberton-North Town Ln to CN					
Revenue					
Contributions from Revenue					
788-3990-000 Transfers from Reserves		0			



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Contributions from Revenue		0			
Total Revenue		0			
Total 788 Pemberton-North Town Ln to CN		0			
790 Sidewalks					
Expenditures					
Equipment & Supplies					
790-4312-000 Sidewalks-Operating Equipmer			235.07		
Total Equipment & Supplies			235.07		
Total Expenditures			235.07		
Total 790 Sidewalks			235.07		
Total Capital		0	(161,884.68)		
Total Public Transportation	4,581,294	6,558,566	4,516,973.64	7,120,523	8.57%
Robinson Pit					
Robinson Pit					
800 Robinson Land					
Revenue					
Other Revenue					
800-3775-000 Sales			(2,084.85)		
Total Other Revenue			(2,084.85)		
Total Revenue			(2,084.85)		
Expenditures					
Wages					
800-4101-000 Salaries & Wages			511.47		
Total Wages			511.47		
Benefits					
800-4131-000 C.P.P.			29.66		
800-4132-000 U. I. C.			0.67		
800-4133-000 O M E R S			47.27		
800-4134-000 E H T			10.27		
800-4135-000 WORKERS COMPENSATION			14.69		
Total Benefits			102.56		
Administration Exp					
800-4340-000 Legal Expenses	2,000	2,000		2,000	
800-4342-000 Consulting Fees	5,000	5,000	1,175.33	5,000	
800-4350-000 Contracted Services	45,000	45,000	13,665.78	45,000	
Total Administration Exp	52,000	52,000	14,841.11	52,000	
Equipment & Supplies					
800-4312-000 Operating Equipment & Suppli	1,500	1,500	1,110.50	1,500	
Total Equipment & Supplies	1,500	1,500	1,110.50	1,500	
Building & Property					
800-4325-000 Land Improvements	500	500		500	
Total Building & Property	500	500		500	
Vehicle Exp					
800-4367-000 Licenses & Permits	21,000	21,000	5,000.00	21,000	



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
800-4725-000 ROBINSON BIT - EQUIPMENT R			11,210.47		
Total Vehicle Exp	21,000	21,000	16,210.47	21,000	
Total Expenditures	75,000	75,000	32,776.11	75,000	
Total 800 Robinson Land	75,000	75,000	30,691.26	75,000	
Total Robinson Pit	75,000	75,000	30,691.26	75,000	
Total Robinson Pit	75,000	75,000	30,691.26	75,000	
Total Operating	1,471,418	12,231,845	(7,563,887.16)	12,939,070	5.78%
Capital					
General Government					
General Government					
100 General Government					
Expenditures					
Administration Exp					
100-9651-000 Tax Sales Expenses			(2,028.35)		
Total Administration Exp			(2,028.35)		
Capital					
100-9320-000 Administration Building - Capit	6,810,000	0			
100-9324-000 General Administration - Equip	20,900	0	5,165.18		
100-9324-522 2025 Capital - GG Information			8,058.72		
Total Capital	6,830,900	0	13,223.90		
Total Expenditures	6,830,900	0	11,195.55		
Total 100 General Government	6,830,900	0	11,195.55		
Total General Government	6,830,900	0	11,195.55		
Asset Management					
111 PSAB/ASSET MANAGEMENT					
Expenditures					
Capital					
111-9324-000 PSAB/ASSET MANAGEMENT-Ca		0			
Total Capital		0			
Total Expenditures		0			
Total 111 PSAB/ASSET MANAGEMENT		0			
Total Asset Management		0			
Total General Government	6,830,900	0	11,195.55		
Protection Services					
Fire Services					
120 General Fire Protection					
Expenditures					
Capital					
120-9000-000 General Fire Dept. - Capital	16,500				
120-9320-000 FIRE -CAPITAL -BUILDINGS	10,000	0			
120-9320-510 2025 Capital - Fire New Saltos			21,698.29		
120-9324-000 Fire Dept -Capital - Equipment-	127,615	0			
120-9324-523 2025 Capital - Fire Communica			20,010.36		



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
120-9324-524 2025 Capital - Fire TFH/UFH Wa			22,208.10		
120-9324-525 2025 Capital - Fire Bunker Gear			58,384.95		
120-9324-535 2025 Capital - Fire PPE			1,853.17		
120-9324-537 2025 Capital - Fire Rescue Equi			18,483.59		
120-9326-000 General Fire Protection-Capital		0			
120-9326-503 2025 Capital - Fire Apparatus P			69,675.07		
Total Capital	154,115	0	212,313.53		
Total Expenditures	154,115	0	212,313.53		
Total 120 General Fire Protection	154,115	0	212,313.53		
Total Fire Services	154,115	0	212,313.53		
Building Services					
130 Building Dept.					
Expenditures					
Capital					
130-9326-000 Building Dept.-Capital - Vehicle		0			
130-9326-504 2025 Capital- Building Pickup E			69,675.07		
Total Capital		0	69,675.07		
Total Expenditures		0	69,675.07		
Total 130 Building Dept.		0	69,675.07		
Total Building Services		0	69,675.07		
ByLaw Services					
131 By-Law Enforcement					
Expenditures					
Capital					
131-9326-000 By-Law Enforcement-Capital - V					
Total Capital					
Total Expenditures					
Total 131 By-Law Enforcement					
Total ByLaw Services					
Total Protection Services	154,115	0	281,988.60		
General Recreation					
General Recreation					
240 General Recreation Dept.					
Expenditures					
Capital					
240-9320-000 Capital - Buildings	140,000	0			
240-9320-012 2025 Capital - Rec Security Acc			17,568.00		
240-9320-512 2025 Capital - Rec Security Acc			18,445.08		
240-9324-000 General Recreation Equipment		0			
Total Capital	140,000	0	36,013.08		
Total Expenditures	140,000	0	36,013.08		
Total 240 General Recreation Dept.	140,000	0	36,013.08		
Total General Recreation	140,000	0	36,013.08		
Thamesford Library					



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
231 Thamesford Library					
Expenditures					
Capital					
231-9320-000 Library Building - Capital	43,600	0	8,710.65		
Total Capital	43,600	0	8,710.65		
Total Expenditures	43,600	0	8,710.65		
Total 231 Thamesford Library	43,600	0	8,710.65		
Total Thamesford Library	43,600	0	8,710.65		
Embro Parks					
260 Embro Parks Dept.					
Land Improvements					
XXXX					
260-9220-005 Embro Pavilion Improvement-F			5,510.00		
Total XXXX			5,510.00		
Total Land Improvements			5,510.00		
Total 260 Embro Parks Dept.			5,510.00		
Total Embro Parks			5,510.00		
Memorial Park - Embro					
263 MEMORIAL PARK - EMBRO					
Expenditures					
Capital					
263-9320-000 Memorial Park - Capital		0	71,358.01		
Total Capital		0	71,358.01		
Total Expenditures		0	71,358.01		
Total 263 MEMORIAL PARK - EMBRO		0	71,358.01		
Total Memorial Park - Embro		0	71,358.01		
Embro Community Center Park					
264 E C C Park					
Expenditures					
Capital					
264-9000-000 Passive Park - E.C.C. - Capital	194,000	0	8,399.99		
Total Capital	194,000	0	8,399.99		
Total Expenditures	194,000	0	8,399.99		
Total 264 E C C Park	194,000	0	8,399.99		
Total Embro Community Center Park	194,000	0	8,399.99		
Thamesford Parks					
300 Thamesford Parks					
Expenditures					
Capital					
300-9324-000 Capital - Equipment		0			
300-9400-000 Thamesford-Capital-Trails	30,000				
Total Capital	30,000	0			
Total Expenditures	30,000	0			
Land Improvements					



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
XXXX					
300-9220-004 2025 Capital - TF Park Minor Ba			(6,420.00)		
300-9220-504 2025 Capital - TF Park Minor Ba			7,920.00		
Total XXXX			1,500.00		
Total Land Improvements			1,500.00		
Total 300 Thamesford Parks	30,000	0	1,500.00		
Total Thamesford Parks	30,000	0	1,500.00		
Lions/South Park					
302 Lions/South park					
Expenditures					
Capital					
302-9400-000 Lions/South park-Capital - Trail	11,342				
Total Capital	11,342				
Total Expenditures	11,342				
Total 302 Lions/South park	11,342				
Total Lions/South Park	11,342				
Trails					
305 Trails					
Expenditures					
Capital					
305-9400-000 Trails-Capital		0			
Total Capital		0			
Total Expenditures		0			
Total 305 Trails		0			
Total Trails		0			
Thamesford Pool					
370 Thamesford Pool					
Expenditures					
Capital					
370-9320-000 Thamesford Pool-Capital - Buil		0			
370-9320-514 2025 Capital - Pool Window Re			6,665.35		
Total Capital		0	6,665.35		
Total Expenditures		0	6,665.35		
Total 370 Thamesford Pool		0	6,665.35		
Total Thamesford Pool		0	6,665.35		
Thamesford District Recreation Center					
390 T D R C					
Expenditures					
Capital					
390-9320-000 Thamesford Arena - Building - C		0	1,265.25		
390-9320-510 2025 Capital - TDRC Condenser			134,200.00		
390-9324-000 Thamesford Arena -Capital - Ec			3,262.25		
390-9324-528 2025 Capital - TDRC Compresso			15,113.50		
390-9326-000 Thamesford Arena - Equipmen	76,000	0	1,471.83		



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Capital	76,000	0	155,312.83		
Total Expenditures	76,000	0	155,312.83		
Total 390 T D R C	76,000	0	155,312.83		
Total Thamesford District Recreation Center	76,000	0	155,312.83		
Embro Community Center					
400 E C C					
Expenditures					
Capital					
400-9000-000 Embro Community Centre Park	75,000				
400-9324-530 2025 Capital - EZCC Water Soft			16,316.63		
400-9326-000 Embro Arena - Equipment - Ca	16,500	0	2,538.43		
Total Capital	91,500	0	18,855.06		
Total Expenditures	91,500	0	18,855.06		
Total 400 E C C	91,500	0	18,855.06		
Total Embro Community Center	91,500	0	18,855.06		
Total General Recreation	586,442	0	312,324.97		
Public Transportation					
General					
700 PUBLIC WORKS - GENERAL					
Expenditures					
Capital					
700-9324-000 ROADS EQUIPMENT CAPITAL			1,260.89		
700-9324-531 2025 Capital - ZMF Tools & Flo			372.50		
700-9324-532 2025 Capital - PW Dash Camera			16,686.60		
700-9326-000 ROADS VEHICLES CAPITAL	1,000,000	0	71,954.31		
700-9326-506 2025 Capital - Tandem - Repl #			198,324.13		
700-9326-507 2025 Capital - P/U New #2, Rep			7,747.83		
700-9400-502 2025 Capital - ZMF Entrance Ga			63,091.20		
700-9500-000 ROAD CAPITAL - BUILDING	109,000	0	20,701.84		
700-9600-009 2025 Capital - Pemberton Nort			119,613.78		
700-9600-507 2025 Capital - Rd 74 19 to 23 (1			525.59		
700-9600-509 2025 Capital - Pemberton Nort			40,031.26		
Total Capital	1,109,000	0	540,309.93		
Total Expenditures	1,109,000	0	540,309.93		
Total 700 PUBLIC WORKS - GENERAL	1,109,000	0	540,309.93		
Total General	1,109,000	0	540,309.93		
Sidewalks					
186 Sidewalks					
Expenditures					
Capital					
186-9000-000 Sidewalks - Capital			2,335.08		
186-9600-000 Sidewalks-Capital					
Total Capital			2,335.08		
Total Expenditures			2,335.08		



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total 186 Sidewalks			2,335.08		
Total Sidewalks			2,335.08		
Bridges & Culverts					
750 P.W. BRIDGES & CULVERTS					
Expenditures					
Capital					
750-9700-502 2025 Capital-Bridge 180 rd 92 C			45,439.88		
Total Capital			45,439.88		
Total Expenditures			45,439.88		
Total 750 P.W. BRIDGES & CULVERTS			45,439.88		
Total Bridges & Culverts			45,439.88		
Capital					
779 Rd 98 (E of #6 to 29)					
Expenditures					
Capital					
779-9600-000 Capital - Roads Construction	389,973				
Total Capital	389,973				
Total Expenditures	389,973				
Total 779 Rd 98 (E of #6 to 29)	389,973				
780 Surface Treatment					
Expenditures					
Capital					
780-9600-000 Capital - Roads Construction		0			
Total Capital		0			
Total Expenditures		0			
Total 780 Surface Treatment		0			
781 Embro (43 to SWOX)					
Expenditures					
Capital					
781-9600-000 Capital - Roads Construction					
Total Capital					
Total Expenditures					
Total 781 Embro (43 to SWOX)					
782 Piovesan (Embro to Embro)					
Expenditures					
Capital					
782-9600-000 Capital - Roads Construction					
Total Capital					
Total Expenditures					
Total 782 Piovesan (Embro to Embro)					
783 Rd 78 (35 to 37)					
Expenditures					
Capital					
783-9600-000 Capital - Roads Construction	397,257				



Budget-Operating & Capital Report

	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total Capital	397,257				
Total Expenditures	397,257				
Total 783 Rd 78 (35 to 37)	397,257				
784 Rd 35 (74 - 68)					
Expenditures					
Capital					
784-9600-000 Capital - Roads Construction	445,158				
Total Capital	445,158				
Total Expenditures	445,158				
Total 784 Rd 35 (74 - 68)	445,158				
785 Rd 60 (45 to Hunt Rd)					
Expenditures					
Capital					
785-9600-000 Capital - Roads Construction	105,000				
Total Capital	105,000				
Total Expenditures	105,000				
Total 785 Rd 60 (45 to Hunt Rd)	105,000				
786 741923-Rd 74 (19to 23)					
Expenditures					
Capital					
786-9600-000 Capital - Roads Construction		0			
Total Capital		0			
Total Expenditures		0			
Total 786 741923-Rd 74 (19to 23)		0			
787 Cobble Hills - 96 to 7					
Expenditures					
Capital					
787-9600-000 Capital - Roads Construction		0			
Total Capital		0			
Total Expenditures		0			
Total 787 Cobble Hills - 96 to 7		0			
788 Pemberton-North Town Ln to CN					
Expenditures					
Capital					
788-9600-000 Capital - Roads Construction		0			
Total Capital		0			
Total Expenditures		0			
Total 788 Pemberton-North Town Ln to CN		0			
790 Sidewalks					
Expenditures					
Capital					
790-9600-000 Sidewalks-Capital - Roads Cons	131,250				
Total Capital	131,250				
Total Expenditures	131,250				



	2024	2025	2025	2026	%
	Council Approved	Council Approved	September	Council Draft 1	Increase /
	Total Budget	Total Budget	Actuals		Decrease
Total 790 Sidewalks	131,250				
Total Capital	1,468,638	0			
Total Public Transportation	2,577,638	0	588,084.89		
Total Capital	10,149,095	0	1,193,594.01		
Total	11,620,513	12,231,845	(6,370,293.15)	12,939,070	5.78%



Township of Zorra 10-Year Capital Plan - Summary with Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
2026	8,492,374	-8,492,374	-3,704,382	-210,108	-282,568	-2,778,784	-1,516,532	Grants/Other Municipalities
2027	5,174,122	-5,174,022	-4,526,346	-210,108	-382,568		-55,000	Grants
2028	6,437,102	-6,437,102	-4,088,547	-210,108	-282,568	-1,548,581	-307,298	Grants/Donations
2029	5,190,038	-5,190,038	-4,073,358	-210,108	-282,568	-191,504	-432,500	Other Municipalities
2030	4,153,828	-4,153,828	-3,631,152	-210,108	-282,568		-30,000	Other Municipalities
2031	4,496,589	-4,496,589	-3,803,739	-210,108	-282,568	-200,174		
2032	6,283,609	-6,283,609	-5,118,933	-210,108	-282,568		-672,000	Other Municipalities
2033	4,673,452	-4,673,452	-4,180,776	-210,108	-282,568			
2034	4,633,123	-4,633,123	-4,140,447	-210,108	-282,568			
2035	4,130,175	-4,130,175	-3,637,499	-210,108	-282,568			
Total 10-Year Capital	53,664,412	-53,664,312	-40,905,179	-2,101,080	-2,925,680	-4,719,043	-3,013,330	

2026 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
General Government								
Buildings								
2025 Capital - ZMCC Solar Panels	325,000	(325,000)	(81,250)				(243,750)	Reserve / Grant
Childcare Centre - Window Film	20,000	(20,000)	(20,000)					Facilities Reserve
New School-Thamesford	3,087,538	(3,087,538)	(308,754)			(2,778,784)		DC's / Facilities Reserve
Total Buildings	3,432,538	(3,432,538)	(410,004)			(2,778,784)	(243,750)	
Machinery & Equipment								
ANNUAL - GG Information Technology	20,000	(20,000)	(20,000)					IT Reserve
Office Cubicles	32,900	(32,900)	(32,900)					Facilities Reserve
Total Machinery & Equipment	52,900	(52,900)	(52,900)					
Total General Government	3,485,438	(3,485,438)	(462,904)			(2,778,784)	(243,750)	
Fire Services								
Machinery & Equipment								
ANNUAL - Fire Communication System Upgrade	15,600	(15,600)	(15,600)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	107,970	(107,970)	(107,970)					Fire Equipment Reserve
Union Dale Base Station Upgrades	5,000	(5,000)	(5,000)					Fire Equipment Reserve
Embro - Security System Upgrades	5,000	(5,000)	(5,000)					Fire Equipment Reserve
Total Machinery & Equipment	133,570	(133,570)	(133,570)					
Total Fire Services	133,570	(133,570)	(133,570)					
General Recreation								
Buildings								
Harrington Hall - Carpet Replacement	6,500	(6,500)	(6,500)					Recreation Reserve
TDRC - Low Emissivity Ceiling	35,000	(35,000)					(35,000)	Capital Grants
Storage Facility for Equipment	200,000	(200,000)	(200,000)					Recreation Reserve
Total Buildings	241,500	(241,500)	(206,500)				(35,000)	
Land Improvements								
Don Knox Phase 2 (Capital Grant Project)	20,000	(20,000)					(20,000)	Capital Grants
EZCC - Parking Lot Repairs	20,000	(20,000)	(20,000)					Recreation Reserve
South Park-Playground & swing replacement	160,000	(160,000)	(100,000)				(60,000)	Recreation Reserve
Trail Improvements	10,000	(10,000)	(10,000)					Recreation Reserve
Thamesford Multi-Use Courts	305,827	(305,827)	(79,950)				(225,877)	Recreation Reserve
Total Land Improvements	515,827	(515,827)	(209,950)				(305,877)	
Machinery & Equipment								
EZCC-Electrical Panel & Soft Start	80,000	(80,000)	(40,000)				(40,000)	Recreation Reserve
EZCC - Waste Desuperheater	12,000	(12,000)	(6,000)				(6,000)	Recreation Reserve
EZCC-Plate Chiller	150,000	(150,000)	(75,000)				(75,000)	Recreation Reserve
Grace Patterson-Sutera Dog Waste Receptacle	8,000	(8,000)	(8,000)					Recreation Reserve
TDRC Waste Desuperheater	75,000	(75,000)	(37,500)				(37,500)	Recreation Reserve
Total Machinery & Equipment	325,000	(325,000)	(166,500)				(158,500)	
Total General Recreation	1,082,327	(1,082,327)	(582,950)				(499,377)	
Public Transportation								
Buildings								
ZMF Solar	154,447	(154,447)	(154,447)					
Total Buildings	154,447	(154,447)	(154,447)					
Bridges & Culverts								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
Bridge 140-33rd Line-Trout Creek	180,000	(180,000)	(180,000)					Roads Infrastructure Reserve
Bridge 640-25th Line-John N Meathrell	1,322,880	(1,322,880)	(378,872)		(282,568)		(661,440)	Reserve / Other Municipalities
Bridge 70- Ridged Frame Bridge	41,000	(41,000)	(41,000)					Bridge Reserve
Total Bridges & Culverts	1,593,880	(1,593,880)	(649,872)		(282,568)		(661,440)	
Machinery & Equipment								



2026 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
ZMF-Scissor Hoist	12,000	(12,000)	(12,000)					Roads Vehicles/Equipment
3pt Broom	2,500	(2,500)	(2,500)					Roads Vehicles/Equipment
Road Widener	120,000	(120,000)	(40,000)				(80,000)	Roads Vehicles/Equipment
Total Machinery & Equipment	134,500	(134,500)	(54,500)				(80,000)	
Roads								
ANNUAL Capital - Surface Treatment	102,000	(102,000)	(102,000)					
Rd 92 - 25 to 23 (1.5kms)	426,798	(426,798)	(426,798)					Roads Infrastructure Reserve
Rd 92 - 23 to 119 (1.5kms)	426,798	(426,798)	(216,690)	(210,108)				Reserve / Grant
Rd 25 - 60 to Bridge (.7kms)	172,616	(172,616)	(140,651)				(31,965)	Reserve / Other Municipalities
Asphalt Patch Repair	102,000	(102,000)	(102,000)					Roads Infrastructure Reserve
Total Roads	1,230,212	(1,230,212)	(988,139)	(210,108)			(31,965)	
Vehicles								
Backhoe-replace #21	255,000	(255,000)	(255,000)					Roads Vehicles/Equipment
Tandem Axle-#10 2013 Freight	423,000	(423,000)	(423,000)					Roads Vehicles/Equipment
Total Vehicles	678,000	(678,000)	(678,000)					
Total Public Transportation	3,791,039	(3,791,039)	(2,524,958)	(210,108)	(282,568)		(773,405)	
Total Capital Projects	8,492,374	(8,492,374)	(3,704,382)	(210,108)	(282,568)	(2,778,784)	(1,516,532)	

**2027 Capital Plan plus Funding**

	Expenses	Total Project Funding	Transfer from Reserves	OCIF	CCBF (Gas Tax)	DCs	Other	Comments
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	16,224	(16,224)	(16,224)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	112,009	(112,009)	(112,009)					Fire Equipment Reserve
Apparatus- Embro Pumper 52-01	800,000	(800,000)	(800,000)					
Total FIRESE Fire Services	928,233	(928,233)	(928,233)					
Total Fire Services	928,233	(928,233)	(928,233)					
General Recreation								
GENREC General Recreation								
Compact Tractor	30,000	(30,000)	(30,000)					Equipment Reserve
LED Conversion - TDRC, EZCC, North Park	50,000	(50,000)	(25,000)				(25,000)	Reserve/Grant
Wallace Park - Pavillion Roof	4,000	(4,000)	(4,000)					Recreation Reserve
Disc Golf Tee Pads	6,000	(6,000)	(6,000)					Recreation Reserve
Total GENREC General Recreation	90,000	(90,000)	(65,000)				(25,000)	
EMBRTH Embro Town Hall								
Embro Town Hall - Interior and Exterior Door Replacements Embro Town Hall - Int	40,000	(40,000)	(40,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	40,000	(40,000)	(40,000)					
TFDLIB Thamesford Library								
Beaty Room/Library -Baseboard Heaters	3,200	(3,200)	(3,200)					Recreation Reserve
Beaty Room/Library -Interior Finishes	85,800	(85,800)	(85,800)					Recreation Reserve
Total TFDLIB Thamesford Library	89,000	(89,000)	(89,000)					
TFRDPK Thamesford Parks								
Thamesford Parks-Washroom Roof-South Prk	8,000	(8,000)	(8,000)					Recreation Reserve
Total TFRDPK Thamesford Parks	8,000	(8,000)	(8,000)					
TDRCRE Thamesford District Recreation Center								
TDRC - Replace HW Boiler	50,000	(50,000)	(50,000)					Recreation Reserve
TDRC-Exterior Paint	20,000	(20,000)	(20,000)					Recreation Reserve
TDRC Arena-Cooling Tower	90,000	(90,000)	(90,000)					Recreation Reserve
Total TDRCRE Thamesford District Recreation Center	160,000	(160,000)	(160,000)					
EZCREC Embro Community Center								
EZCC-Spectator Netting	15,000	(15,000)	(15,000)					Recreation Reserve
EZCC-Playground & Swing Replacement	105,000	(105,000)	(105,000)					Recreation Reserve
EZCC Arena - Condenser	100,000	(100,000)	(100,000)					Recreation Reserve
EZCC Sound System	25,000	(25,000)	(25,000)					Recreation Reserve
Total EZCREC Embro Community Center	245,000	(245,000)	(245,000)					
Thamesford Pool								
Pump & Filter Replacement	20,000	(20,000)	(20,000)					Recreation Reserve
Pool - Diving Board	30,000	(30,000)					(30,000)	Grant/Donation
Total Thamesford Pool	50,000	(50,000)	(20,000)				(30,000)	
Total General Recreation	682,000	(682,000)	(627,000)				(55,000)	
Public Transportation								
GENPWK General								
Old Sand Shed Resided	20,000	(20,000)	(20,000)					Facility Reserve
Tandem - replace #16 2017	415,000	(415,000)	(415,000)					Equipment Reserve



2027 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Pickup Truck - Replace #1 2022 Chev 1500	100,000	(100,000)	(100,000)					Equipment Reserve
Compact Tractor - Replace #38 2017 JD tractor	90,000	(90,000)	(90,000)					Equipment Reserve
Pay Loader - Replace #18 202 JD Loader	600,000	(600,000)	(600,000)					Equipment Reserve
Total GENPWK General	1,225,000	(1,225,000)	(1,225,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	105,000	(105,000)	(105,000)					Roads Infrastructure Reserve
Rd 88 - 23 to 19	262,500	(262,500)	(52,292)	(210,208)				Roads Infrastructure Reserve/ OCIF
Newton	79,297	(79,297)	(79,297)					Roads Infrastructure Reserve
Davey	51,005	(51,005)	(51,005)					Roads Infrastructure Reserve
Pemberton NTL to CNR	151,015	(151,015)	(151,015)					Roads Infrastructure Reserve
Total RDSCAP Capital	648,817	(648,817)	(438,609)	(210,208)				
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	40,000	(40,000)	(40,000)					Bridge Reserve
BI-ANNUAL - Bridge Inspection	40,072	(40,072)	(40,072)					Bridge Reserve
Bridge 120 - Wildwood Lake Bridge East 31st Line	1,600,000	(1,600,000)	(1,217,432)		(382,568)			Bridge Reserve/CCBF
Total BRIDGE Bridges Capital	1,680,072	(1,680,072)	(1,297,504)		(382,568)			
Total Public Transportation	3,553,889	(3,553,889)	(2,961,113)	(210,208)	(382,568)			
Total Capital Projects	5,174,122	(5,174,122)	(4,526,346)	(210,208)	(382,568)		(55,000)	



2028 Capital Plan plus Funding

	Expenses	Total Project Funding	Transfer from Reserves	OCIF	CCBF (Gas Tax)	DCs	Other	Comments
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	90,000	(90,000)	(90,000)					IT Reserve
Total GENGOV General Government	90,000	(90,000)	(90,000)					
Total General Government	90,000	(90,000)	(90,000)					
Protective Services								
BYLAWS ByLaw Services								
By-Law Vehicle	35,000	(35,000)	(35,000)					Vehicle Reserve
Total BYLAWS ByLaw Services	35,000	(35,000)	(35,000)					
Total Protective Services	35,000	(35,000)	(35,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	16,873	(16,873)	(16,873)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	95,169	(95,169)	(95,169)					Fire Equipment Reserve
SCBA	90,000	(90,000)	(90,000)					Fire Equipment Reserve
Apparatus - unit 5005	90,000	(90,000)	(90,000)					Fire Equipment Reserve
Embro Fire Hall Expansion	1,030,000	(1,030,000)				(1,030,000)		Fire Equipment Reserve/DCs
Total FIRESE Fire Services	1,322,042	(1,322,042)	(292,042)			(1,030,000)		
Total Fire Services	1,322,042	(1,322,042)	(292,042)			(1,030,000)		
General Recreation								
EMBRTH Embro Town Hall								
Embro Town Hall - Domestic Water Distribution	30,000	(30,000)	(30,000)					Recreation Reserve
Embro Town Hall Sanitary Waste Piping	11,000	(11,000)	(11,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	41,000	(41,000)	(41,000)					
MATHPK Matheson Park								Recreation Reserve
Intra Park Trails- Matheson Park	20,000	(20,000)	(17,087)			(2,913)		Recreation Reserve/ DCs
Total MATHPK Matheson Park	20,000	(20,000)	(17,087)			(2,913)		
ECCPRK Embro Community Center Park								
EZCC Skate Park	300,000	(300,000)				(43,802)	(256,198)	DC's/ Donations/Grants
Total ECCPRK Embro Community Center Park	300,000	(300,000)				(43,802)	(256,198)	
HARRPK Harrington Park								
Harrington Playground replacements	75,000	(75,000)	(75,000)					Recreation Reserve
Total HARRPK Harrington Park	75,000	(75,000)	(75,000)					
TFRDPK Thamesford Parks								
Thamesford Playground	93,200	(93,200)				(93,200)		Recreation Reserve
Thamesford Multi-Use Courts	275,000	(275,000)				(223,900)	(51,100)	DC's/ Donations/Grants
Total TFRDPK Thamesford Parks	368,200	(368,200)				(317,100)	(51,100)	
TDRCRE Thamesford District Recreation Center								
TDRC Arena-Dressing Room Roof Top HVAC	65,000	(65,000)	(65,000)					Recreation Reserve
TDRC - Floor Scrubber	15,000	(15,000)	(15,000)					Recreation Reserve
TDRC Engineered Park Design	40,000	(40,000)	(7,456)			(32,544)		Recreation Reserve/ DCs
Total TDRCRE Thamesford District Recreation Center	120,000	(120,000)	(87,456)			(32,544)		
EZCREC Embro Community Center								
EZCC-Replace Dehumidifiers	60,000	(60,000)	(60,000)					Recreation Reserve
EZCC- Stage Decks	10,000	(10,000)	(10,000)					Recreation Reserve
EZCC Area Rinkboard Glass Replacement	125,000	(125,000)	(125,000)					Recreation Reserve
Total EZCREC Embro Community Center	195,000	(195,000)	(195,000)					
Thamesford Pool								
Replace Exterior Doors	20,000	(20,000)	(20,000)					Recreation Reserve



2028 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Pool Skimmers	60,000	(60,000)	(60,000)					Recreation Reserve
Total Thamesford Pool	80,000	(80,000)	(80,000)					
Total General Recreation	1,199,200	(1,199,200)	(495,543)			(396,359)	(307,298)	
Public Transportation								
GENPWK General								
ZMF-Equip needs-Shop certificaton	40,000	(40,000)	(40,000)					Equipment Reserve
Pickup-#3 2022 Dodge 2500	110,000	(110,000)	(110,000)					Equipment Reserve
Grader-replace 22-2013 Cat Grader	608,000	(608,000)	(608,000)					Equipment Reserve
Tandem Truck - replace #8-2018 Tandem	416,000	(416,000)	(416,000)					Equipment Reserve
Total GENPWK General	1,174,000	(1,174,000)	(1,174,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	129,600	(129,600)	(129,600)					Roads Reserve
Rd #78 35 to 33	418,630	(418,630)	(147,411)	(210,108)		(61,111)		Roads Reserve/OCIF/DC
Rd #78 33 to 31	418,630	(418,630)	(357,519)			(61,111)		Roads Reserve/DC
Total RDSCAP Capital	966,860	(966,860)	(634,530)	(210,108)		(122,222)		
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
Bridge 130- Wildwood Lake Bridger east 31st Line	1,600,000	(1,600,000)	(1,317,432)		(282,568)			Bridge Reserve / CCBF
Total BRIDGE Bridges Capital	1,650,000	(1,650,000)	(1,367,432)		(282,568)			
Total Public Transportation	3,790,860	(3,790,860)	(3,175,962)	(210,108)	(282,568)	(122,222)		
Total Capital Projects	6,437,102	(6,437,102)	(4,088,547)	(210,108)	(282,568)	(1,548,581)	(307,298)	

**2029 Capital Plan plus Funding**

	Expenses	Total Project Funding	Transfer from Reserves	OCIF	CCBF (Gas Tax)	DCs	Other	Comments
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reseve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	17,548	(17,548)	(17,548)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	104,456	(104,456)	(104,456)					Fire Equipment Reserve
SCBA	40,000	(40,000)	(40,000)					Fire Equipment Reserve
Thamesford New Rescue 51-03	100,000	(100,000)	(100,000)					Fire Equipment Reserve
Total FIRESE Fire Services	262,004	(262,004)	(262,004)					
Total Fire Services	262,004	(262,004)	(262,004)					
General Recreation								
GENREC General Recreation								
Pick Up Transfer from Building	25,000	(25,000)	(25,000)					
Pavement replacement-front parking lot	30,000	(30,000)	(30,000)					Recreation Reserve
Total GENREC General Recreation	55,000	(55,000)	(55,000)					
ECCPRK Embro Community Center Park								
EZCC Park Trail	40,000	(40,000)	(34,175)			(5,825)		Recreation Reserve/DC
Wallace Park-Playground Expansion	60,000	(60,000)	(60,000)					Recreation Reserve
Embro Pavilion-Resealing	6,000	(6,000)	(6,000)					Recreation Reserve
Total ECCPRK Embro Community Center Park	106,000	(106,000)	(100,175)			(5,825)		
NORTPK North Park								
North Park - Domestic Water Distribution & Interior Partitian Walls	10,000	(10,000)	(10,000)					Recreation Reserve
Total NORTPK North Park	10,000	(10,000)	(10,000)					
TDRCRE Thamesford District Recreation Center								
TDRC - Distribution Pump Replacements	35,000	(35,000)	(35,000)					Recreation Reserve
TDRC - Industrial Roll up Doors	30,000	(30,000)	(30,000)					Recreation Reserve
Total TDRCRE Thamesford District Recreation Center	65,000	(65,000)	(65,000)					
EZCREC Embro Community Center								
EZCC Arena-Refridgeration Compressors	130,000	(130,000)	(130,000)					Recreation Reserve
EZCC Roll-up Doors	30,000	(30,000)	(30,000)					Recreation Reserve
EZCC-010 x Exterior Door Replacements	25,000	(25,000)	(25,000)					Recreation Reserve
EZCC Washroom Sinks & Toilets	40,000	(40,000)	(40,000)					Recreation Reserve
Total EZCREC Embro Community Center	225,000	(225,000)	(225,000)					
Thamesford Pool								
Pool Resurfacing	100,000	(100,000)	(100,000)					Recreation Reserve
Total Thamesford Pool	100,000	(100,000)	(100,000)					
Total General Recreation	561,000	(561,000)	(555,175)			(5,825)		
Public Transportation								
GENPWK General								
Former Kintore Shop-Exterior Paint	30,000	(30,000)	(30,000)					Recreation Reserve
Grader - replace #37-2014 JD Grader	626,000	(626,000)	(626,000)					Recreation Reserve
Tandem Truck-replace #33-2019 Tandem	429,000	(429,000)	(429,000)					Recreation Reserve
Brush Chipper-#29 2009 BC1500 Vermeer	100,000	(100,000)	(100,000)					Recreation Reserve
Tandem #33-2019 Freight Tandem Axel	429,000	(429,000)	(429,000)					Recreation Reserve
Brush Chipper - Replace #29-2009 BC1500 Vermeer	100,000	(100,000)	(100,000)					Recreation Reserve
Total GENPWK General	1,714,000	(1,714,000)	(1,714,000)					



2029 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	129,600	(129,600)	(129,600)					Roads Reserve
Rd #74 15 to 13	424,019	(424,019)	(362,126)			(61,893)		Roads Reserve/DC
RD #74 13 to CH	424,019	(424,019)	(362,126)			(61,893)		Roads Reserve/DC
Rd #74 19 to 15	424,019	(424,019)	(152,018)	(210,108)		(61,893)		Roads Reserve/DC/OCIF
Total RDSCAP Capital	1,401,657	(1,401,657)	(1,005,870)	(210,108)		(185,679)		
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
BI-ANNUAL - Bridge Inspection	42,877	(42,877)	(42,877)					Bridge Reserve
Bridge 20 Trout Creek Bridge	372,500	(372,500)	(186,500)				(186,000)	Bridge Reserve/Other Munciplaities
Bridge 400 Thames R. Mid Br. 5	283,000	(283,000)	(141,716)		(141,284)			Bridge Reserve
Bridge 360 Ridgid Frame Bridge	493,000	(493,000)	(105,216)		(141,284)		(246,500)	Bridge Reserve/Other Munciplaities
Total BRIDGE Bridges Capital	1,241,377	(1,241,377)	(526,309)		(282,568)		(432,500)	
Total Public Transportation	4,357,034	(4,357,034)	(3,246,179)	(210,108)	(282,568)	(185,679)	(432,500)	
Total Capital Projects	5,190,038	(5,190,038)	(4,073,358)	(210,108)	(282,568)	(191,504)	(432,500)	

2030 Capital Plan plus Funding

	Expenses	Total Project Funding	Transfer from Reserves	OCIF	CCBF (Gas Tax)	DCs	Other	Comments
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	18,250	(18,250)	(18,250)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	125,874	(125,874)	(125,874)					Fire Equipment Reserve
SCBA	40,000	(40,000)	(40,000)					Fire Equipment Reserve
Total FIRESE Fire Services	184,124	(184,124)	(184,124)					
Total Fire Services	184,124	(184,124)	(184,124)					
General Recreation								
GENREC General Recreation								
Trail Improvements	10,000	(10,000)	(10,000)					Recreation Reserve
Total GENREC General Recreation	10,000	(10,000)	(10,000)					
EMBRTH Embro Town Hall								
Embro Town Hall - Replace Condensing Unit	25,000	(25,000)	(25,000)					Recreation Reserve
Embro Town Hall- Replace Furnace	45,000	(45,000)	(45,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	70,000	(70,000)	(70,000)					
TFDLIB Thamesford Library								
Beaty Room/Library - Gazebo	11,000	(11,000)	(11,000)					Recreation Reserve
Total TFDLIB Thamesford Library	11,000	(11,000)	(11,000)					
MATHPK Matheson Park								
Matheson Park - Washroom, Lighting, Hot Water Tank	22,000	(22,000)	(22,000)					Recreation Reserve
Total MATHPK Matheson Park	22,000	(22,000)	(22,000)					
NORTPK North Park								
North Park Canteen - Washrooms, Roof Repair, Doors	30,000	(30,000)	(30,000)					Recreation Reserve
Total NORTPK North Park	30,000	(30,000)	(30,000)					
SOUTPK Lions/South Park								
South Park Bleachers	30,000	(30,000)	(30,000)					Recreation Reserve
Total SOUTPK Lions/South Park	30,000	(30,000)	(30,000)					
TDRCRE Thamesford District Recreation Center								
TDRC - Perimeter Lighting Updgrade to LED	11,100	(11,100)	(11,100)					Recreation Reserve
Total TDRCRE Thamesford District Recreation Center	11,100	(11,100)	(11,100)					
EZCREC Embro Community Center								
EZCC- Flat Roof over lobby, hall & dr rooming	160,000	(160,000)	(160,000)					Recreation Reserve
EZCC - Kitchen/Canteen Exhaust Hood Replacement	22,200	(22,200)	(22,200)					Recreation Reserve
EZCC- Electric Ice Resurfacer	150,000	(150,000)	(150,000)					Recreation Reserve
Total EZCREC Embro Community Center	332,200	(332,200)	(332,200)					
Total General Recreation	516,300	(516,300)	(516,300)					
Public Transportation								
GENPWK General								
Tandem- Replace # 17-2020 Freight Tandem Axel	442,000	(442,000)	(442,000)					Vehicle Reserve
Pick Up - Replace # 2 2025 3/4 tonne PU	120,000	(120,000)	(120,000)					Vehicle Reserve
Grader - replace #12-2015 JD 770GP	645,000	(645,000)	(645,000)					Vehicle Reserve
Total GENPWK General	1,207,000	(1,207,000)	(1,207,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	133,200	(133,200)	(133,200)					Roads Reserve



2030 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Rd #31 88 to 92	933,166	(933,166)	(723,058)	(210,108)				Roads Reserve/OCIF
Crandall from Ellen to McNab	77,488	(77,488)	(77,488)					Roads Reserve
Ellen From #60 to Crandall	41,935	(41,935)	(41,935)					Roads Reserve
McNab from #60 to Crandall	86,315	(86,315)	(86,315)					Roads Reserve
#41 from 92 to 96	255,300	(255,300)	(255,300)					Roads Reserve
Total RDSCAP Capital	1,527,404	(1,527,404)	(1,317,296)	(210,108)				
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
Bridge 40 Bridge Culvert Road 98	60,000	(60,000)	(30,000)				(30,000)	Bridge Reserve/Other Municiplaity
Bridge 440 Thames R. Mid Bridge 1	305,000	(305,000)	(163,716)		(141,284)			Bridge Reserve
Bridger 550 CSP 21st Line	294,000	(294,000)	(152,716)		(141,284)			Bridge Reserve
Total BRIDGE Bridges Capital	709,000	(709,000)	(396,432)		(282,568)		(30,000)	
Total Public Transportation	3,443,404	(3,443,404)	(2,920,728)	(210,108)	(282,568)		(30,000)	
Total Capital Projects	4,153,828	(4,153,828)	(3,631,152)	(210,108)	(282,568)		(30,000)	

**2031 Capital Plan plus Funding**

	Expenses	Total Project Funding	Transfer from Reserves	OCIF	CCBF (Gas Tax)	DCs	Other	Comments
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	18,980	(18,980)	(18,980)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	109,429	(109,429)	(109,429)					Fire Equipment Reserve
SCBA	40,000	(40,000)	(40,000)					Fire Equipment Reserve
Apparatus - Unit 5001	90,000	(90,000)	(90,000)					Fire Equipment Reserve
Total FIRESE Fire Services	258,409	(258,409)	(258,409)					
Total Fire Services	258,409	(258,409)	(258,409)					
General Recreation								
GENREC General Recreation								
Trail Improvements	10,000	(10,000)	(10,000)					Recreation Reserve
Total GENREC General Recreation	10,000	(10,000)	(10,000)					
EMBRTH Embro Town Hall								
Embro Town Hall - Window Replacements	85,000	(85,000)	(85,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	85,000	(85,000)	(85,000)					
NORTPK North Park								
Thamesford-North Park-Backstop & Fence	250,000	(250,000)	(250,000)					Recreation Reserve
Total NORTPK North Park	250,000	(250,000)	(250,000)					
EZCREC Embro Community Center								
EZCC - Parking Lot Resurfacing	285,000	(285,000)	(285,000)					Recreation Reserve
Total EZCREC Embro Community Center	285,000	(285,000)	(285,000)					
Thamesford Pool								
Replace Pool Liner	60,000	(60,000)	(60,000)					Recreation Reserve
Total Thamesford Pool	60,000	(60,000)	(60,000)					
Total General Recreation	690,000	(690,000)	(690,000)					
Public Transportation								
GENPWK General								
Mower #41 replacement	55,000	(55,000)	(55,000)					Vehicle Reserve
Mower #41 replacement	55,000	(55,000)	(55,000)					Vehicle Reserve
Tractor- Replace #20-2017 Case Int 4X4	185,000	(185,000)	(185,000)					Vehicle Reserve
Tandem-Replace 2021 Int Tandem Axel	456,000	(456,000)	(456,000)					Vehicle Reserve
Total GENPWK General	751,000	(751,000)	(751,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	228,000	(228,000)	(228,000)					Roads Reserve
Road #35 from 78 to 84	958,387	(958,387)	(608,374)	(210,108)		(139,905)		Roads Reserve/OCIF/DC
Road # 78 from 19 to 23	412,715	(412,715)	(352,446)			(60,269)		Roads Reserve/DC
Road #41 from 92 to 96	262,200	(262,200)	(262,200)					Roads Reserve
Total RDSCAP Capital	1,861,302	(1,861,302)	(1,451,020)	(210,108)		(200,174)		
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
BI-ANNUAL - Bridge Inspection	45,878	(45,878)	(45,878)					Bridge Reserve
Bridger 320 Concrete Ridge Frame	331,000	(331,000)	(331,000)					Bridge Reserve
Bridger 380 - Thames R. Mid. Br. 7	499,000	(499,000)	(216,432)		(282,568)			Bridge Reserve/CCBF
Total BRIDGE Bridges Capital	925,878	(925,878)	(643,310)		(282,568)			



2031 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Total Public Transportation	3,538,180	(3,538,180)	(2,845,330)	(210,108)	(282,568)	(200,174)		
Total Capital Projects	4,496,589	(4,496,589)	(3,803,739)	(210,108)	(282,568)	(200,174)		

**2032 Capital Plan plus Funding**

	Expenses	Total Project Funding	Transfer from Reserves	OCIF	CCBF (Gas Tax)	DCs	Other	Comments
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Protective Services								
BUILD Building Service								
2025 Capital - Building Pickup Electric	70,000	(70,000)	(70,000)					Vehicle Reserve
Total BUILD Building Service	70,000	(70,000)	(70,000)					
BYLAWS ByLaw Services								
By-Law Vehicle	35,000	(35,000)	(35,000)					Vehicle Reserve
Total BYLAWS ByLaw Services	35,000	(35,000)	(35,000)					
Total Protective Services	105,000	(105,000)	(105,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	19,739	(19,739)	(19,739)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	119,126	(119,126)	(119,126)					Fire Equipment Reserve
SCBA	45,000	(45,000)	(45,000)					Fire Equipment Reserve
Tanker 53-02 Uniondale FH	750,000	(750,000)	(750,000)					Fire Equipment Reserve
Total FIRESE Fire Services	933,865	(933,865)	(933,865)					
Total Fire Services	933,865	(933,865)	(933,865)					
General Recreation								
GENREC General Recreation								
Trail Improvements	10,000	(10,000)	(10,000)					Recreation Reserve
Total GENREC General Recreation	10,000	(10,000)	(10,000)					
EMBRTH Embro Town Hall								
Embro Town Hall - Hot Water Heater	30,000	(30,000)	(30,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	30,000	(30,000)	(30,000)					
TFDLIB Thamesford Library								
Beaty Room/Library - metal roof, exterior insulation, window replacements, metal	140,160	(140,160)	(140,160)					Recreation Reserve
Total TFDLIB Thamesford Library	140,160	(140,160)	(140,160)					
MATHPK Matheson Park								
Matheson Park-Backstop & Fence	250,000	(250,000)	(250,000)					Recreation Reserve
Total MATHPK Matheson Park	250,000	(250,000)	(250,000)					
HARRCH Harrington Hall								
Harrington Hall - Masonry Repair	35,000	(35,000)	(35,000)					Recreation Reserve
Total HARRCH Harrington Hall	35,000	(35,000)	(35,000)					
Total General Recreation	465,160	(465,160)	(465,160)					
Public Transportation								
GENPWK General								
Tandem- Replace 2022 Freight Tandem	469,000	(469,000)	(469,000)					Vehicle Reserve
Grader - Replace 2017 Cat 140M	684,000	(684,000)	(684,000)					Vehicle Reserve
Pick Up #1 1/2 tonne PU	90,000	(90,000)	(90,000)					Vehicle Reserve
Total GENPWK General	1,243,000	(1,243,000)	(1,243,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	140,400	(140,400)	(140,400)					Roads Reserve
Road # 60 from 27 to 25	598,200	(598,200)	(388,092)	(210,108)				Roads Reserve
Road # 60 from 25 to 21	646,831	(646,831)	(646,831)					Roads Reserve
Road # 60 from 21 to 17	253,153	(253,153)	(253,153)					Roads Reserve



2032 Capital Plan plus Funding

	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Road #47 from 84 to 78	936,000	(936,000)	(468,000)				(468,000)	2035 Capital Plan plus Funding
Total RDSCAP Capital	2,574,584	(2,574,584)	(1,896,476)	(210,108)			(468,000)	
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
Bridge 240 Concrete Ridger Frame	408,000	(408,000)	(204,000)				(204,000)	Bridge Reserve/Other Municipality
Bridge 410 Thames R Mid Br 4	97,000	(97,000)	(97,000)					Bridge Reserve
Bridge 420 Thames R Mid Br 3	397,000	(397,000)	(114,432)		(282,568)			Bridge Reserve
Total BRIDGE Bridges Capital	952,000	(952,000)	(465,432)		(282,568)		(204,000)	
Total Public Transportation	4,769,584	(4,769,584)	(3,604,908)	(210,108)	(282,568)		(672,000)	
Total Capital Projects	6,283,609	(6,283,609)	(5,118,933)	(210,108)	(282,568)		(672,000)	

								
2033 Capital Plan plus Funding								
	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	20,529	(20,529)	(20,529)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	120,971	(120,971)	(120,971)					Fire Equipment Reserve
SCBA	45,000	(45,000)	(45,000)					Fire Equipment Reserve
Rescue 52-03 Embro FH	500,000	(500,000)	(500,000)					Fire Equipment Reserve
Total FIRESE Fire Services	686,500	(686,500)	(686,500)					
Total Fire Services	686,500	(686,500)	(686,500)					
General Recreation								
GENREC General Recreation								
Trail Improvements	10,000	(10,000)	(10,000)					Recreation Reserve
Total GENREC General Recreation	10,000	(10,000)	(10,000)					
EMBRTH Embro Town Hall								
Embro Town Hall - Roof Replacement & Interior Wall Repair	100,000	(100,000)	(100,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	100,000	(100,000)	(100,000)					
HARRCH Harrington Hall								
Harrington (Refinish Floors, Perimeter Lighting, Wall Repair, Baseboard Heaters)	25,000	(25,000)	(25,000)					Recreation Reserve
Harrington Hall-Partitian Wall Repairs	11,000	(11,000)	(11,000)					Recreation Reserve
Total HARRCH Harrington Hall	36,000	(36,000)	(36,000)					
TDRCRE Thamesford District Recreation Center								
TDRC (Furnace and washroom upgrades)	75,000	(75,000)	(75,000)					Recreation Reserve
Total TDRCRE Thamesford District Recreation Center	75,000	(75,000)	(75,000)					
Thamesford Pool								
Pool (Foundation Repairs, Domestic Water Piping and Sanitary Waste Piping)	20,000	(20,000)	(20,000)					Recreation Reserve
Total Thamesford Pool	20,000	(20,000)	(20,000)					
Total General Recreation	241,000	(241,000)	(241,000)					
Public Transportation								
GENPWK General								
Pick Up - Replace #3 2028 3/4 tonne PU	125,000	(125,000)	(125,000)					Vehicle Reserve
Tandem - replace 2023 Freight Tandem Axel	484,000	(484,000)	(484,000)					Vehicle Reserve
Tractor - Replace #34-2020 JD 5090 4X4	191,000	(191,000)	(191,000)					Vehicle Reserve
Total GENPWK General	800,000	(800,000)	(800,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	144,000	(144,000)	(144,000)					Roads Reserve
Road #60 from 17 to 15	608,156	(608,156)	(398,048)	(210,108)				Roads Reserve/OCIF
Road #60 from 15 to Hunt	462,720	(462,720)	(462,720)					Roads Reserve
Road #74 from 31 to 29	474,720	(474,720)	(474,720)					Roads Reserve
Road #31 from 78 to 74	484,180	(484,180)	(484,180)					Roads Reserve
Total RDSCAP Capital	2,173,776	(2,173,776)	(1,963,668)	(210,108)				
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
BI-ANNUAL - Bridge Inspection	48,176	(48,176)	(48,176)					Bridge Reserve
Bridge 110 Bridge Culvert	248,000	(248,000)	(106,716)		(141,284)			Bridge Reserve/CCBF

Zorra TOWNSHIP DOING OUR PART								
2033 Capital Plan plus Funding								
	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
Bridge 520 Rigid Frame Culvert	228,000	(228,000)	(86,716)		(141,284)			Bridge Reserve/CCBF
Bridge 220 Concrete Slab Culvert	188,000	(188,000)	(188,000)					Bridge Reserve
Total BRIDGE Bridges Capital	762,176	(762,176)	(479,608)		(282,568)			
Total Public Transportation	3,735,952	(3,735,952)	(3,243,276)	(210,108)	(282,568)			
Total Capital Projects	4,673,452	(4,673,452)	(4,180,776)	(210,108)	(282,568)			

								
2034 Capital Plan plus Funding								
	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	21,350	(21,350)	(21,350)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	123,970	(123,970)	(123,970)					Fire Equipment Reserve
SCBA	45,000	(45,000)	(45,000)					Fire Equipment Reserve
Apparatus - Unit 5005	90,000	(90,000)	(90,000)					Fire Equipment Reserve
Total FIRESE Fire Services	280,320	(280,320)	(280,320)					
Total Fire Services	280,320	(280,320)	(280,320)					
General Recreation								
GENREC General Recreation								
Trail Improvements	10,000	(10,000)	(10,000)					Recreation Reserve
Total GENREC General Recreation	10,000	(10,000)	(10,000)					
TDRCRE Thamesford District Recreation Center								
TDRC - Ice Resurfacer	200,000	(200,000)	(200,000)					Equipment Reserve
TDRC Skate Flooring	150,000	(150,000)	(150,000)					Equipment Reserve
Total TDRCRE Thamesford District Recreation Center	350,000	(350,000)	(350,000)					
EZCREC Embro Community Center								
EZCC Masonry Repairs	10,000	(10,000)	(10,000)					Recreation Reserve
Total EZCREC Embro Community Center	10,000	(10,000)	(10,000)					
Thamesford Pool								
Pool Water Heater	25,000	(25,000)	(25,000)					Recreation Reserve
Total Thamesford Pool	25,000	(25,000)	(25,000)					
Total General Recreation	395,000	(395,000)	(395,000)					
Public Transportation								
GENPWK General								
Backhoe - Replace #14 2021 Case 590	235,000	(235,000)	(235,000)					Vehicle Reserve
Tandem - Replace 2024 Tandem Axel	498,000	(498,000)	(498,000)					Vehicle Reserve
Total GENPWK General	733,000	(733,000)	(733,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	266,200	(266,200)	(266,200)					Roads Reserve
Road # 78 from 23 to 25	447,531	(447,531)	(447,531)					Roads Reserve
Road # 78 from 25 to 27	447,531	(447,531)	(447,531)					Roads Reserve
Road # 78 frp, 27 to 29	272,177	(272,177)	(272,177)					Roads Reserve
Road # 28 from 29 to 31	447,531	(447,531)	(447,531)					Roads Reserve
Road #74 from 29 to 27	282,833	(282,833)	(72,725)	(210,108)				Roads Reserve
Total RDSCAP Capital	2,163,803	(2,163,803)	(1,953,695)	(210,108)				
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
Bridge 250 North Branch Creek	329,000	(329,000)	(329,000)					Bridge Reserve
Bridge 210 - Rigid Frame Bridge	308,000	(308,000)	(308,000)					Bridge Reserve
Bridge 200 Rigid Frame Bridge	364,000	(364,000)	(81,432)		(282,568)			Bridge Reserve
Total BRIDGE Bridges Capital	1,051,000	(1,051,000)	(768,432)		(282,568)			
Total Public Transportation	3,947,803	(3,947,803)	(3,455,127)	(210,108)	(282,568)			
Total Capital Projects	4,633,123	(4,633,123)	(4,140,447)	(210,108)	(282,568)			

								
2035 Capital Plan plus Funding								
	Expenses	Total	Transfer	OCIF	CCBF	DCs	Other	Comments
		Project	from		(Gas Tax)			
		Funding	Reserves					
General Government								
GENGOV General Government								
ANNUAL - GG Information Technology	10,000	(10,000)	(10,000)					IT Reserve
Total GENGOV General Government	10,000	(10,000)	(10,000)					
Total General Government	10,000	(10,000)	(10,000)					
Fire Services								
FIRESE Fire Services								
ANNUAL - Fire Communication System Upgrade	22,204	(22,204)	(22,204)					Fire Equipment Reserve
ANNUAL - Fire Bunker Gear/Radios/Equip	127,069	(127,069)	(127,069)					Fire Equipment Reserve
SCBA	45,000	(45,000)	(45,000)					Fire Equipment Reserve
Total FIRESE Fire Services	194,273	(194,273)	(194,273)					
Total Fire Services	194,273	(194,273)	(194,273)					
General Recreation								
EMBRTH Embro Town Hall								
Embro Town Hall - Ceiling Repair	30,000	(30,000)	(30,000)					Recreation Reserve
Total EMBRTH Embro Town Hall	30,000	(30,000)	(30,000)					
MATHPK Matheson Park								
Matheson Park Canteen Repairs	46,000	(46,000)	(46,000)					Recreation Reserve
Total MATHPK Matheson Park	46,000	(46,000)	(46,000)					
NORTPK North Park								
North Park Canteen Repairs (LED, Range Hood, LVP Flooring, Interior Walls)	12,500	(12,500)	(12,500)					Recreation Reserve
Total NORTPK North Park	12,500	(12,500)	(12,500)					
Total General Recreation	88,500	(88,500)	(88,500)					
Public Transportation								
GENPWK General								
Tandem - Repl # 23 2015 Tandem	500,000	(500,000)	(500,000)					Vehicle Reserve
Pick Up - Replace # 2 2025 3/4 tonne PU	130,000	(130,000)	(130,000)					Vehicle Reserve
Total GENPWK General	630,000	(630,000)	(630,000)					
RDSCAP Capital								
ANNUAL Capital - Surface Treatment	147,600	(147,600)	(147,600)					Roads Reserve
Road # 92 from 33 to 31	486,588	(486,588)	(276,480)	(210,108)				Roads Reserve/OCIF
Road #92 from 29 to 27	273,535	(273,535)	(273,535)					Roads Reserve
Road # 92 from 37 to 35	474,288	(474,288)	(474,288)					Roads Reserve
Road # 92 from 35 to 33	474,288	(474,288)	(474,288)					Roads Reserve
Total RDSCAP Capital	1,856,299	(1,856,299)	(1,646,191)	(210,108)				
BRIDGE Bridges Capital								
ANNUAL- Engineering Future Bridge Projects	50,000	(50,000)	(50,000)					Bridge Reserve
BI-ANNUAL - Bridge Inspection	50,103	(50,103)	(50,103)					Bridge Reserve
Bridge 230 Rigid Frame Bridge	398,000	(398,000)	(398,000)					Bridge Reserve
Bridge 370 Thames R mid Bridge 8	367,000	(367,000)	(367,000)					Bridge Reserve
Bridge 600 Bridge Culvert	486,000	(486,000)	(203,432)		(282,568)			Bridge Reserve/CCBF
Total BRIDGE Bridges Capital	1,351,103	(1,351,103)	(1,068,535)		(282,568)			
Total Public Transportation	3,837,402	(3,837,402)	(3,344,726)	(210,108)	(282,568)			
Total Capital Projects	4,130,175	(4,130,175)	(3,637,499)	(210,108)	(282,568)			

Capital Projects

Project	105-515 2025 Capital - ZMCC Solar Panels		
Department	ADMINB Admin Building		
Version	Council Draft 1	Year	2026

Description

Asset Name	Rooftop Solar Panel Installation
Asset Details	Installation of solar panels on facility roof to generate renewable energy, reduce electricity costs, and support sustainability goals. Includes design, procurement, installation, inverters, and electrical integration with the building's power system.
Budgeted Cost	\$325,000
Estimated Useful Life	25–30 years
Operating Costs	Minimal (routine cleaning and inverter maintenance every 10–15 years)
Service Level Changes	- Reduced energy costs and reliance on grid power - Supports environmental sustainability targets - Provides long-term cost savings and energy resilience

Budget

	Total	2026	2027	2028	2029
Expenditures	325,000	325,000			
Funding					
Grants	243,750	243,750			
Transfer from Reserves	81,250	81,250			
Funding Total	325,000	325,000			

Attributes

Attribute	Value	Comment
Dept	ADMINB Admin Building	
Asset Category	Buildings	
Asset Segment	Office	
Strategic Plan Pillar	A Sustainable Community	

Capital Projects

Project	ADMINB-001 Childcare Centre - Window Film		
Department	ADMINB Admin Building		
Version	Council Draft 1	Year	2026

Description

Asset Name	Childcare Centre - Window Film
Asset Details	installation of commercial-grade window film across exterior-facing windows to reduce solar heat gain, improve HVAC efficiency, enhance occupant comfort, and protect interior furnishings from UV damage. The film also contributes to sustainability goals and may improve building aesthetics and privacy
Budgeted Cost	\$ 20,000.00
Estimated Useful Life	20 years
Operating Costs	Minimal - occasional cleaning and inspection
Service Level Changes	Reducing solar heat gain, leading to lower HVAC cost, enhancing occupant comfort and protecting interior assets from UV degradation.

Budget

	Total	2026	2027	2028	2029
Expenditures	20,000	20,000			
Funding					
Transfer from Reserves	20,000	20,000			
Funding Total	20,000	20,000			

Attributes

Attribute	Value	Comment
Dept	ADMINB Admin Building	
Asset Category	Buildings	
Asset Segment	Building improvements	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Facilities Reserve	

Capital Projects

Project	GENGOV-001 New School-Thamesford		
Department	GENGOV General Government		
Version	Council Draft 1	Year	2026

Description

Asset Name: TVDSB Community Gymnasium

AssetDetails: Expansion of the gymnasium to a full-size facility with accessibility features and multi-use capabilities.

BudgetedCosts: \$3,087,538

Estimated Useful Life: 50 years

OperatingCosts: The municipality will be responsible for a proportionate amount of the annual operating costs, based on its share of the square footage.

Service Level Change: Provides opportunities for community groups to participate in a wide range of activities, leading to increased community engagement, improved health outcomes, and better utilization of school facilities.

Budget

	Total	2026	2027	2028	2029
Expenditures	3,087,538	3,087,538			
Funding					
Development Charges	2,778,784	2,778,784			
Transfer from Reserves	308,754	308,754			
Funding Total	3,087,538	3,087,538			

Attributes

Attribute	Value	Comment
Dept	GENGOV General Government	
Asset Category	N/A	TVDSB Asset
Asset Segment		
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Development Charges	
Asset Type	New Asset	

Capital Projects

Project	100-522 ANNUAL - GG Information Technology			
Department	GENGOV General Government			
Version	Council Draft 1	Year	2026	

Description

Asset Name: Annual IT Budget**Asset Details:** Covers routine IT operations including hardware upgrades. This budget ensures the organization maintains secure, efficient, and up-to-date technology systems.**Budget Amount:** \$20,000**Estimated Useful Life:** Varies**Operating Costs:** Included within the budget; covers subscriptions, maintenance, and support contracts.**Service Level Changes:** Regular updates and proactive maintenance reduce downtime and improve user experience. Ensures systems meet regulatory standards and reduces risk of data breaches or system failures.

Budget

	Total	2026	2027	2028	2029
Expenditures	130,000	20,000	10,000	90,000	10,000
Funding					
Transfer from Reserves	130,000	20,000	10,000	90,000	10,000
Funding Total	130,000	20,000	10,000	90,000	10,000

Attributes

Attribute	Value	Comment
Dept	GENGOV General Government	
Asset Category	Machinery & Equipment	
Asset Segment	Computers	
Strategic Plan Pillar	Governance & Corporate Excellence	
Funding Source	IT Reserve	

Capital Projects

Project	ADMINB-002 Office Cubicles		
Department	ADMINB Admin Building		
Version	Council Draft 1	Year	2026

Description

Asset Name	Cubicle Project
Asset Details	The cubicle project includes freight, delivery, and installation of four front office units, each equipped with raceway power and duplex receptacle circuits, acoustic paneled walls, tungsten finish frames and trim, removable frosted privacy glass, overhead flipper door storage, pedestal storage box, adjustable table desk with work surface, ergonomic chair and keyboard, and integrated desk wire management.
Budgeted Cost	\$32,000.00
Estimated Useful Life	20 years
Operating Costs	N/A
Service Level Changes	Improved workspace ergonomics and privacy expected to enhance employee productivity and satisfaction

Budget

	Total	2026	2027	2028	2029
Expenditures	32,900	32,900			
Funding					
Transfer from Reserves	32,900	32,900			
Funding Total	32,900	32,900			

Attributes

Attribute	Value	Comment
Dept	ADMINB Admin Building	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	Governance & Corporate Excellence	
Funding Source	Facilities Reserve	

Capital Projects

Project	120-523 ANNUAL - Fire Communication System Upgrade		
Department	FIRESE Fire Services		
Version	Council Draft 1	Year	2026

Description

Asset Name Fire Communications System Upgrade

Asset Details : Upgrade to the fire communications system operated by Station 5-9, which provides critical radio coverage to rural areas of Oxford County. The system is being modernized in phases over a 10-year period, led by the Township of Norwich. This upgrade ensures reliable emergency communication, especially in areas with limited cellular coverage.

Budgeted Costs: \$15,600 (current phase allocation)

Useful Life: 10 years

Operating Costs : No additional annual maintenance and licensing fees (already absorbed within existing operating budget)

Service Level Changes Improved radio clarity and coverage in rural zones, enhanced interoperability with mutual aid partners, and increased reliability during severe weather or high-call-volume events.

Budget

	Total	2026	2027	2028	2029
Expenditures	66,245	15,600	16,224	16,873	17,548
Funding					
Transfer from Reserves	66,245	15,600	16,224	16,873	17,548
Funding Total	66,245	15,600	16,224	16,873	17,548

Attributes

Attribute	Value	Comment
Dept	FIRESE Fire Services	
Asset Category	Machinery & Equipment	
Asset Segment	Pages/Radios	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Fire (Emergency) Communication Reserve	

Capital Projects

Project	120-525 ANNUAL - Fire Bunker Gear/Radios/Equip		
Department	FIRESE Fire Services		
Version	Council Draft 1	Year	2026

Description

AssetName: Firefighter Protective Gear and Equipment Replacement

AssetDetails: Ongoing replacement of critical firefighter gear and tools, including bunker gear, portable radios, and firefighting equipment. Ensures compliance with NFPA and OH&S standards, enhances safety, and maintains operational readiness.

BudgetedCosts \$107,970

Useful Life: 5–10 years (varies by item: e.g., bunker gear ~10 years, radios ~7 years)

OperatingCosts: Moderate – includes cleaning, inspections, battery replacements (included in budget)

Service Level Changes: Improved safety, communication, and emergency response efficiency

Budget

	Total	2026	2027	2028	2029
Expenditures	419,604	107,970	112,009	95,169	104,456
Funding					
Transfer from Reserves	419,604	107,970	112,009	95,169	104,456
Funding Total	419,604	107,970	112,009	95,169	104,456

Attributes

Attribute	Value	Comment
Dept	FIRESE Fire Services	
Asset Category	Machinery & Equipment	
Asset Segment	Bunker Gear	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Fire (Emergency) Communication Reserve	

Capital Projects

Project	FIRESE-010 Union Dale Base Station Upgrades		
Department	FIRESE Fire Services		
Version	Council Draft 1	Year	2026

Description

AssetName: Union Dale Base Station Upgrades

AssetDetails: Enhances communication between the fire hall and responding apparatus, improving clarity and range. This upgrade allows for more reliable transmission across greater distances, especially in rural or low-signal areas. Station is transferable to different stations.

BudgetedCosts: \$5,000

Useful Life: 10 years

OperatingCosts: Minimal – occasional maintenance

Service Level Changes: Improved radio coverage and reliability, faster response coordination, and enhanced safety for personnel in the field

Budget

	Total	2026	2027	2028	2029
Expenditures	5,000	5,000			
Funding					
Transfer from Reserves	5,000	5,000			
Funding Total	5,000	5,000			

Attributes

Attribute	Value	Comment
Dept	FIRESE Fire Services	
Asset Category	Machinery & Equipment	
Asset Segment	Pages/Radios	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Fire (Emergency) Communication Reserve	

Capital Projects

Project	FIRESE-011 Embro - Security System Upgrades		
Department	FIRESE Fire Services		
Version	Council Draft 1	Year	2026

Description

AssetName: Embro – Security System Upgrades

AssetDetails: Upgrades the current security system at the Embro fire hall and integrates it with the existing SALTO system used across the municipality, improving consistency, access control, and monitoring.

BudgetedCosts: \$5,000

Useful Life: 10 years

OperatingCosts: Minimal – occasional maintenance

Service Level Changes: Improved facility security, centralized access management, and quicker station access—allowing for faster turnout and improved response times.

Budget

	Total	2026	2027	2028	2029
Expenditures	5,000	5,000			
Funding					
Transfer from Reserves	5,000	5,000			
Funding Total	5,000	5,000			

Attributes

Attribute	Value	Comment
Dept	FIRESE Fire Services	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Fire (Emergency) Communication Reserve	

Capital Projects

Project	HARRCH-001 Harrington Hall - Carpet Replacement		
Department	HARRCH Harrington Hall		
Version	Council Draft 1	Year	2026

Description

AssetName: Harrington Hall Carpet Replacement

AssetDetails: Replacement of carpeted staircases at the hall and library entrances, as identified in the Building Condition Assessment (BCA). This upgrade improves safety by reducing trip hazards and enhances the overall appearance of the facility.

BudgetedCosts: \$6,500

Useful Life: 25 years

OperatingCosts: Minimal – routine cleaning

Service Level Changes: Improved public safety and visual appeal at key public access points to the Hall

Budget

	Total	2026	2027	2028	2029
Expenditures	6,500	6,500			
Funding					
Transfer from Reserves	6,500	6,500			
Funding Total	6,500	6,500			

Attributes

Attribute	Value	Comment
Dept	HARRCH Harrington Hall	
Asset Category	Buildings	
Asset Segment	Small Hall	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Recreation Reserve	Facilities Reserve

Capital Projects

Project	TDRCRE-006 TDRC - Low Emissivity Ceiling		
Department	TDRCRE Thamesford District Recreation Center		
Version	Council Draft 1	Year	2026

Description

AssetName: TRDRC – Low-E Ceiling

AssetDetails: Removal and replacement of the existing low-emissivity (Low-E) ceiling to improve energy efficiency, enhance ice quality, reduce utility costs, and improve indoor comfort for users and spectators.

BudgetedCosts: \$35,000

Useful Life: 20 years

OperatingCosts: Reduced – due to improved energy efficiency and lower heating/cooling demands

Service Level Changes: Better ice conditions, improved user comfort, and lower long-term operating costs through energy savings

Budget

	Total	2026	2027	2028	2029
Expenditures	35,000	35,000			
Funding					
Grants	35,000	35,000			
Funding Total	35,000	35,000			

Attributes

Attribute	Value	Comment
Dept	TDRCRE Thamesford District Recreation Center	
Asset Category	Buildings	
Asset Segment	Arena	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Capital Grants	Contingent on Grant Funding

Capital Projects

Project	TDRCRE-008 Storage Facility for Equipment		
Department	TDRCRE Thamesford District Recreation Center		
Version	Council Draft 1	Year	2026

Description

Asset Name : New 40 x 40 Storage Building for Recreation and Maintenance Equipment

AssetDetails: Construction of a new 40 x 40 storage facility to house recreation and public works equipment. This initiative aims to: Maximize asset longevity by protecting equipment from weather and vandalism. Improve operational efficiency by centralizing storage and reducing time spent retrieving and maintaining equipment. Support long-term asset management strategies and reduce replacement costs.

BudgetedCosts: \$200,000

Estimated Useful Life: 50 year

OperatingCosts: Ongoing costs for heating and lighting to ensure equipment is stored in optimal conditions and routine upkeep of the building to preserve its functionality and safety.

Service Level Changes: Enhanced ability to preserve recreation and public works assets. Streamlined operations through improved equipment access and reduced downtime. Potential for quicker response times and improved service delivery due to better equipment readiness.

Budget

	Total	2026	2027	2028	2029
Expenditures	200,000	200,000			
Funding					
Transfer from Reserves	200,000	200,000			
Funding Total	200,000	200,000			

Attributes

Attribute	Value	Comment
Dept	TDRCRE Thamesford District Recreation Center	
Asset Category	Buildings	
Asset Segment	Storage Shed	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Recreation Reserve	Facilities Reserve

Capital Projects

Project	BANNPK-001 Don Knox Phase 2 (Capital Grant Project)		
Department	BANNPK Banner Parks		
Version	Council Draft 1	Year	2026

Description

AssetName: Don Knox Trail – Phase 2 (Capital Grant Project)

AssetDetails: Funded by the Lions Club, this project completes Phase 2 of the Don Knox Trail upgrade by paving an additional section of the walkway. It improves trail stability, accessibility, and connects seamlessly to the previously paved portion.

BudgetedCosts \$20,000

Estimated Useful Life : 15-20 years

OperatingCosts Minimal – routine inspections and surface maintenance

Service Level Changes: Enhanced accessibility for all users, improved safety and usability, and increased year-round trail use

Budget

	Total	2026	2027	2028	2029
Expenditures	20,000	20,000			
Funding					
Grants	20,000	20,000			
Funding Total	20,000	20,000			

Attributes

Attribute	Value	Comment
Dept	BANNPK Banner Parks	
Asset Category	Land Improvements	
Asset Segment	Trails	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Capital Grants	Lions Capital Grant to Phase 2 Project to pave trail.

Capital Projects

Project	EZCREC-005 EZCC - Parking Lot Repairs		
Department	EZCREC Embro Community Center		
Version	Council Draft 1	Year	2026

Description

Asset Name	EZCC Parking Lot Repairs
Asset Details	Replacement of damaged asphalt outside the Olympia Room with a concrete pad to provide a stable, durable surface. This upgrade reduces wear on the ice resurfacer and improves safety for pedestrians.
Budgeted Costs	\$20,000
Estimated Useful Life	25-30 years
Operating Costs	Minimal – occasional surface cleaning and inspections
Service Level Changes	Safer walking surface for the public, reduced maintenance needs, and decreased wear and tear on the ice resurfacer, supporting more efficient operations.

Budget

	Total	2026	2027	2028	2029
Expenditures	20,000	20,000			
Funding					
Transfer from Reserves	20,000	20,000			
Funding Total	20,000	20,000			

Attributes

Attribute	Value	Comment
Dept	EZCREC Embro Community Center	
Asset Category	Land Improvements	
Asset Segment	Parking Lots	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Recreation Reserve	

Capital Projects

Project	SOUTPK-001 South Park-Playground & swing replacement		
Department	SOUTPK Lions/South Park		
Version	Council Draft 1	Year	2026

Description

AssetName: South Park Playground & Swing Replacement

AssetDetails : Replacement of aging playground equipment at South Park, in alignment with the Recreation Master Plan. The new installation will include enhanced accessibility features to support inclusive play for children of all abilities.

BudgetedCosts : \$160,000

Estimated Useful Life : 15 years

OperatingCosts : Minimal – routine maintenance and general repairs as needed

Service Level Changes : Provides safer, modern play equipment with improved accessibility and user experience. Enhances community recreation and supports public safety.

Budget

	Total	2026	2027	2028	2029
Expenditures	160,000	160,000			
Funding					
Grants	60,000	60,000			
Transfer from Reserves	100,000	100,000			
Funding Total	160,000	160,000			

Attributes

Attribute	Value	Comment
Dept	SOUTPK Lions/South Park	
Asset Category	Land Improvements	
Asset Segment	Playground Structures	
Strategic Plan Pillar	A Livable, Healthy Community	

Capital Projects

Project	TFRDPK-001 Trail Improvements		
Department	GENREC General Recreation		
Version	Council Draft 1	Year	2026

Description

AssetName: Kingwood Intra-park Pathway**AssetDetails:** Kingwood Intra-park Pathway. Chip and Dust trail.**BudgetedCosts:** \$10,000**Estimated Useful Life:** 3–5 years**OperatingCosts:** Minimal ongoing maintenance costs**Service Level Changes:** Enhances trail quality and usability, potentially increasing community engagement and recreational use.

Budget

	Total	2026	2027	2028	2029
Expenditures	10,000	10,000			
Funding					
Transfer from Reserves	10,000	10,000			
Funding Total	10,000	10,000			

Attributes

Attribute	Value	Comment
Dept	GENREC General Recreation	
Asset Category	Land Improvements	
Asset Segment	Trails	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Recreation Reserve	

Capital Projects

Project	TFRDPK-004 Thamesford Multi-Use Courts		
Department	TFRDPK Thamesford Parks		
Version	Council Draft 1	Year	2026

Description

AssetName: Multi-Use Courts**AssetDetails:** Construction of new multi-use courts designed for both tennis and pickleball. The facility will support diverse recreational activities and promote active living within the community.**BudgetedCosts:** \$305,827**Estimated Useful Life:** 25 years**OperatingCosts:** Minimal – routine maintenance such as surface cleaning, net replacement, and seasonal inspections**Service Level Changes:** Expands recreational offerings, encourages community engagement, and supports healthy lifestyles through accessible outdoor sports facilities.

Budget

	Total	2026	2027	2028	2029
Expenditures	580,827	305,827		275,000	
Funding					
Grants	276,977	225,877		51,100	
Development Charges	223,900			223,900	
Transfer from Reserves	79,950	79,950			
Funding Total	580,827	305,827		275,000	

Attributes

Attribute	Value	Comment
Dept	TFRDPK Thamesford Parks	
Asset Category	Land Improvements	
Asset Segment	Playground Structures	

Capital Projects

Project	EZCREC-001 EZCC-Electrical Panel & Soft Start		
Department	EZCREC Embro Community Center		
Version	Council Draft 1	Year	2026

Description

Asset Name: EZCC – Electrical Panel & Soft Start

AssetDetails: Upgrade of the electrical panel and installation of a soft start system to reduce mechanical and electrical stress on the new condenser motor. This enhancement supports smoother motor startup, prolongs equipment life, and improves overall system efficiency.

BudgetedCosts : \$80,000

Estimated Useful Life: 15 years

OperatingCosts: Minimal ongoing costs, primarily limited to routine inspections and preventivemaintenance.

Service Level Changes: Improves system reliability and reduces the risk of electrical failures. Enhances operational stability and may reduce emergency repair incidents.

Budget

	Total	2026	2027	2028	2029
Expenditures	80,000	80,000			
Funding					
Grants	40,000	40,000			
Transfer from Reserves	40,000	40,000			
Funding Total	80,000	80,000			

Attributes

Attribute	Value	Comment
Dept	EZCREC Embro Community Center	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	A Livable, Healthy Community	

Capital Projects

Project	EZCREC-002 EZCC - Waste Desuperheater		
Department	EZCREC Embro Community Center		
Version	Council Draft 1	Year	2026

Description

AssetName: EZCC – Waste Desuperheater

AssetDetails: Replacement of the non-operational desuperheater unit. The new system will recover waste heat to preheat water, enhancing energy efficiency, reducing greenhouse gas (GHG) emissions, and lowering operational costs.

BudgetedCosts: \$12,000

Estimated Useful Life: 15 years

OperatingCosts: Minimal – routine maintenance and general repairs as needed

Service Level Changes: Reduces energy consumption and operating costs while contributing to environmental sustainability and improved system performance.

Budget

	Total	2026	2027	2028	2029
Expenditures	12,000	12,000			
Funding					
Grants	6,000	6,000			
Transfer from Reserves	6,000	6,000			
Funding Total	12,000	12,000			

Attributes

Attribute	Value	Comment
Dept	EZCREC Embro Community Center	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	A Fiscally Sustainable Community	

Capital Projects

Project	EZCREC-003 EZCC-Plate Chiller		
Department	EZCREC Embro Community Center		
Version	Council Draft 1	Year	2026

Description

Asset Name: EZCC – Plate Chiller

AssetDetails: Replacement of end-of-life tube chiller with a modern, energy-efficient plate chiller. This upgrade will enhance cooling performance while reducing energy consumption and operational costs.

BudgetedCosts: \$150,000

Estimated Useful Life: 20 years

OperatingCosts: Minimal – routine maintenance and general repairs as needed

Service Level Changes: Improved ice quality and more reliable ice conditions, contributing to better user experience and facility performance.

Budget

	Total	2026	2027	2028	2029
Expenditures	150,000	150,000			
Funding					
Grants	75,000	75,000			
Transfer from Reserves	75,000	75,000			
Funding Total	150,000	150,000			

Attributes

Attribute	Value	Comment
Dept	EZCREC Embro Community Center	
Asset Category	Machinery & Equipment	
Asset Segment	Brine Chiller	
Strategic Plan Pillar	A Fiscally Sustainable Community	

Capital Projects

Project	GRACPK-001 Grace Patterson-Sutera Dog Waste Receptacle		
Department	GRACPK Grace Patterson Park		
Version	Council Draft 1	Year	2026

Description

AssetName: Thamesford Dog Park – Waste Receptacle

AssetDetails : Installation of a waste receptacle in accordance with the Waste Management Policy. The receptacle is designed to reduce odors, improve pest control, discourage unauthorized dumping, and enhance the visual appeal of the park.

BudgetedCosts : \$8,000

Estimated Useful Life : 15 years

OperatingCosts : Ongoing garbage pickup fees managed through the Waste Management contractor

Service Level Changes : Improves cleanliness, minimizes odors, and enhances overall user experience by maintaining a tidy and aesthetically pleasing environment.

Budget

	Total	2026	2027	2028	2029
Expenditures	8,000	8,000			
Funding					
Transfer from Reserves	8,000	8,000			
Funding Total	8,000	8,000			

Attributes

Attribute	Value	Comment
Dept	GRACPK Grace Patterson Park	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Recreation Reserve	

Capital Projects

Project	TDRCRE-009 TDRC Waste Desuperheater		
Department	TDRCRE Thamesford District Recreation Center		
Version	Council Draft 1	Year	2026

Description

AssetName: TDRC– Waste Desuperheater

AssetDetails : Replacement of the non-operational desuperheater unit. The new system will recover waste heat to preheat water, enhancing energy efficiency, reducing greenhouse gas (GHG) emissions, and lowering operational costs.

BudgetedCosts : \$75,000

Estimated Useful Life: 15 years

OperatingCosts: Minimal – routine maintenance and general repairs as needed

Service Level Changes: Reduces energy consumption and operating costs while contributing to environmental sustainability and improved system performance.

Budget

	Total	2026	2027	2028	2029
Expenditures	75,000	75,000			
Funding					
Grants	37,500	37,500			
Transfer from Reserves	37,500	37,500			
Funding Total	75,000	75,000			

Attributes

Attribute	Value	Comment
Dept	TDRCRE Thamesford District Recreation Center	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	A Livable, Healthy Community	

Capital Projects

Project	GENPWK-041 ZMF Solar		
Department	GENPWK General		
Version	Council Draft 1	Year	2026

Description

AssetName: ZMF Solar Panels and Building Automation System (BAS)

AssetDetails: Installation of solar panels to cover the remaining 20% of the roof, increasing renewable energy capacity and reducing reliance on grid power. The project also includes integration of a Building Automation System (BAS) to optimize energy management and overall building efficiency.

BudgetedCost: \$154,447 (Solar Expansion \$65,000 and BAS \$89,447)

Estimated Useful Life: 25 years

OperatingCosts: Minimal; however, due to the rural location, periodic cleaning may be required to remove dust and pollen and maintain optimal generation efficiency.

Service Level Changes: Enhanced energy efficiency through increased solar generation to offset electricity usage, combined with BAS integration for improved operational performance and sustainability.

Budget

	Total	2026	2027	2028	2029
Expenditures	154,447	154,447			
Funding					
Transfer from Reserves	154,447	154,447			
Funding Total	154,447	154,447			

Attributes

Attribute	Value	Comment
Dept	GENPWK General	
Asset Category	Buildings	
Asset Segment	Building improvements	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source		

Capital Projects

Project	750-504 ANNUAL- Engineering Future Bridge Projects		
Department	BRIDGE Bridges Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Annual Engineering for Future Bridge Work
Asset Details	Annual engineering services for future bridge projects, including structural assessments, preliminary design, cost estimates, and tender preparation to ensure compliance and readiness for rehabilitation or replacement work.
Budgeted Cost	\$50,000
Estimated Useful Life	N/A
Operating Costs	N/A
Service Level Changes	Improved planning and scheduling for bridge projects. Reduce risk of delays and cost overruns. Ensures compliance with safety and regulatory standards.

Budget

	Total	2026	2027	2028	2029
Expenditures	190,000	50,000	40,000	50,000	50,000
Funding					
Transfer from Reserves	190,000	50,000	40,000	50,000	50,000
Funding Total	190,000	50,000	40,000	50,000	50,000

Attributes

Attribute	Value	Comment
Dept	BRIDGE Bridges Capital	
Asset Category	Bridges & Culverts	
Asset Segment	Bridges	
Strategic Plan Pillar	A Sustainable Community	
Funding Source	Bridge Reserve	

Capital Projects

Project	BRIDGE-001 Bridge 140-33rd Line-Trout Creek		
Department	BRIDGE Bridges Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Bridge #140 – 33 rd Line over Trout Creek
Asset Details	Miscellaneous concrete repairs and installation of new guide rails to restore structural integrity and improve safety. Includes patching deteriorated concrete and upgrading barriers to current standards.
Budgeted Cost	\$180,000
Estimated Useful Life	15–25 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Enhanced structural safety and compliance with standards. Reduced risk of load restrictions or closures. Extended service life of the bridge.

Budget

	Total	2026	2027	2028	2029
Expenditures	180,000	180,000			
Funding					
Transfer from Reserves	180,000	180,000			
Funding Total	180,000	180,000			

Attributes

Attribute	Value	Comment
Dept	BRIDGE Bridges Capital	
Asset Category	Bridges & Culverts	
Asset Segment	Bridges	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Roads Infrastructure Reserve	

Capital Projects

Project	BRIDGE-003 Bridge 640-25th Line-John N Meathrell		
Department	BRIDGE Bridges Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Bridge #640 25th Line
Asset Details	Miscellaneous concrete repairs, guide rail replacement, and deck drain improvements to enhance structural integrity and drainage performance.
Budgeted Cost	\$1,322,880 (\$661,550 SWOX)
Estimated Useful Life	15 to 25 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Improved structural safety and compliance with standards. Enhanced drainage to prevent deck deterioration. Extended service life and reduced risk of costly future repairs.

Budget

	Total	2026	2027	2028	2029
Expenditures	1,322,880	1,322,880			
Funding					
Grants	282,568	282,568			
Other Municipalities	661,440	661,440			
Transfer from Reserves	378,872	378,872			
Funding Total	1,322,880	1,322,880			

Attributes

Attribute	Value	Comment
Dept	BRIDGE Bridges Capital	
Asset Category	Bridges & Culverts	
Asset Segment	Bridges	

Capital Projects

Project	BRIDGE-004 Bridge 70- Ridged Frame Bridge		
Department	BRIDGE Bridges Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Bridge #70 Ridged Frame Bridge Cobble Hills
Asset Details	Miscellaneous concrete repairs, deck drain improvements, and riprap installation to protect abutments and enhance drainage.
Budgeted Cost	\$41,000
Estimated Useful Life	15 to 25 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Improved structural safety and compliance with standards. Extended service life and reduced risk of costly future repairs.

Budget

	Total	2026	2027	2028	2029
Expenditures	41,000	41,000			
Funding					
Transfer from Reserves	41,000	41,000			
Funding Total	41,000	41,000			

Attributes

Attribute	Value	Comment
Dept	BRIDGE Bridges Capital	
Asset Category	Bridges & Culverts	
Asset Segment	Bridges	
Strategic Plan Pillar	A Sustainable Community	
Funding Source	Bridge Reserve	

Capital Projects

Project	GENPWK-011 ZMF-Scissor Hoist		
Department	GENPWK General		
Version	Council Draft 1	Year	2026

Description

Asset Name	Scissor Hoist
Asset Details	A full-rise electric scissor hoist designed for servicing municipal fleet vehicles. This equipment will enhance operational efficiency and safety during vehicle maintenance. Upgrading to this hoist supports timely inspections, reduces downtime, and aligns with health and safety standards. It will be utilized across all facilities, including ZMC.
Budgeted Cost	\$12,000
Estimated Useful Life	15 years
Operating Costs	Minimal annual maintenance, low electricity usage.
Service Level Changes	Improved safety for technicians. Reduce reliance on outsourced lift services

Budget

	Total	2026	2027	2028	2029
Expenditures	12,000	12,000			
Funding					
Transfer from Reserves	12,000	12,000			
Funding Total	12,000	12,000			

Attributes

Attribute	Value	Comment
Dept	GENPWK General	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	Will be used at all facilities including ZMC
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Roads Vehicles/Equipment	

Capital Projects

Project	GENPWK-012 3pt Broom		
Department	GENPWK General		
Version	Council Draft 1	Year	2026

Description

Asset Name	3-Point Hitch Broom
AssetDetails	A tractor-mounted cleaning tool that attaches to the 3-point hitch of a tractor. Used for sweeping debris, snow, and dirt from surfaces such as roads, parking lots, and sidewalks.
BudgetedCost	\$2,500
Estimated Useful Life	5 yrs
Operating Costs	Minimal (routine maintenance and occasional brush replacement)
Service Level Changes	Increased efficiency in surface cleaning and reduced manual labor requirements

Budget

	Total	2026	2027	2028	2029
Expenditures	2,500	2,500			
Funding					
Transfer from Reserves	2,500	2,500			
Funding Total	2,500	2,500			

Attributes

Attribute	Value	Comment
Dept	GENPWK General	
Asset Category	Machinery & Equipment	
Asset Segment	General Equipment	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Roads Vehicles/Equipment	

Capital Projects

Project	GENPWK-013 Road Widener		
Department	GENPWK General		
Version	Council Draft 1	Year	2026

Description

Road Widener

Asset Description: The road widener enhances the Public Works department's capacity to efficiently widen road shoulders, improve drainage, and maintain rural roadways. It enables precise material placement, significantly reducing manual labor and increasing both safety and productivity.

Budgeted Cost: \$120,000 (shared costs with BB and EZT)

Estimated Useful Life: 10 years

Operating Costs: Minimal – includes fuel, power, and periodic operator training.

Service Level Improvements: Accelerates shoulder widening and material placement operations. Reduces worker exposure to live traffic, enhancing safety. Expands operational capabilities to include rural roads, bike paths, and emergency lanes. Improves overall efficiency and responsiveness of road maintenance programs.

Budget

	Total	2026	2027	2028	2029
Expenditures	120,000	120,000			
Funding					
Other Municipalities	80,000	80,000			
Transfer from Reserves	40,000	40,000			
Funding Total	120,000	120,000			

Attributes

Attribute	Value	Comment
Dept	GENPWK General	
Asset Category	Machinery & Equipment	
Asset Segment	Grader	
Strategic Plan Pillar	A Livable, Healthy Community	

Capital Projects

Project	RDSCAP-005 Surface Treatment		
Department	RDSCAP Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Annual Surface Treatment
Asset Details	Annual road surface treatment using fiber mat and tar-and-chip application to extend pavement life, improve skid resistance, and protect against water penetration.
Budgeted Cost	\$102,000
Estimated Useful Life	7 to 10 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Improved user comfort, safety and durability

Budget

Total	2026	2027	2028	2029
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Attributes

Attribute	Value	Comment
Dept	RDSCAP Capital	
Asset Category	Roads	
Asset Segment	Road Base	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Roads Infrastructure Reserve	
Asset Type	Replacement Asset	

Capital Projects

Project	RDSCAP-001 Rd 92 - 25 to 23 (1.5kms)		
Department	RDSCAP Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Rd 92 25 to 23 (1.5kms)
Asset Details	Pulverize existing surface and apply two 50 mm asphalt lifts for improved road structure and durability.
Budgeted Cost	\$426,798
Estimated Useful Life	20 to 30 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Improved user comfort, safety and durability

Budget

	Total	2026	2027	2028	2029
Expenditures	426,798	426,798			
Funding					
Transfer from Reserves	426,798	426,798			
Funding Total	426,798	426,798			

Attributes

Attribute	Value	Comment
Dept	RDSCAP Capital	
Asset Category	Roads	
Asset Segment	Road Base	
Strategic Plan Pillar	A Sustainable Community	
Funding Source	Roads Infrastructure Reserve	MNR Reserve \$300,000 and Roads Reserve 126,798

Capital Projects

Project	RDSCAP-002 Rd 92 - 23 to 119 (1.5kms)		
Department	RDSCAP Capital		
Version	Council Draft 1	Year	2026

Description	
Asset Name	Rd 92 23 to 119 (1.5kms)
Asset Details	Pulverize existing surface and apply two 50 mm asphalt lifts for improved road structure and durability.
Budgeted Cost	\$426,798
Estimated Useful Life	20 to 30 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Improved user comfort, safety and durability

Budget					
	Total	2026	2027	2028	2029
Expenditures	426,798	426,798			
Funding					
Grants	210,108	210,108			
Transfer from Reserves	216,690	216,690			
Funding Total	426,798	426,798			

Attributes		
Attribute	Value	Comment
Dept	RDSCAP Capital	
Asset Category	Roads	
Asset Segment	Road Base	
Strategic Plan Pillar	A Sustainable Community	

Capital Projects

Project	RDSCAP-003 Rd 25 - 60 to Bridge (.7kms)		
Department	RDSCAP Capital		
Version	Council Draft 1	Year	2026

Description

Asset Name	Rd 25 60 to Bridge
Asset Details	Pulverize existing surface and apply two 50 mm asphalt lifts for improved road structure and durability.
Budgeted Cost	\$172,616 (SWOX \$31,965)
Estimated Useful Life	20 to 30 years
Operating Costs	Minimal (routine inspections and minor maintenance)
Service Level Changes	Improved user comfort, safety and durability

Budget

	Total	2026	2027	2028	2029
Expenditures	172,616	172,616			
Funding					
Other Municipalities	31,965	31,965			
Transfer from Reserves	140,651	140,651			
Funding Total	172,616	172,616			

Attributes

Attribute	Value	Comment
Dept	RDSCAP Capital	
Asset Category	Roads	
Asset Segment	Road Base	
Strategic Plan Pillar	A Fiscally Sustainable Community	

Capital Projects

Project	RDSCAP-040 Asphalt Patch Repair		
Department	RDSCAP Capital		
Version	Council Draft 1	Year	2026

Description

Asset Title: Asphalt Patch Repair

Asset Detail: Perform patchwork on multiple areas of asphalt that are currently in disrepair. This includes removing damaged sections, preparing the base, and applying new asphalt to restore surface integrity.

Budgeted Costs: \$102,000

Estimated Useful Life: 7–10 years

Operating Costs: None

Service Level Change: Enhances user comfort and safety by eliminating hazards such as potholes and uneven surfaces. Improves durability and extends the lifespan of the affected pavement areas.

Budget

	Total	2026	2027	2028	2029
Expenditures	102,000	102,000			
Funding					
Transfer from Reserves	102,000	102,000			
Funding Total	102,000	102,000			

Attributes

Attribute	Value	Comment
Dept	RDSCAP Capital	
Asset Category	Roads	
Asset Segment	Road Base	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Roads Infrastructure Reserve	

Capital Projects

Project	GENPWK-004 Backhoe-replace #21		
Department	GENPWK General		
Version	Council Draft 1	Year	2026

Description

Asset Title: 2014 Backhoe Unit #21 Replacement**Asset Detail:** 2026 Loader Backhoe to replace Unit #21 that has reached the end of its effective service life**Budgeted Costs:** \$255,000**Estimated Useful Life:** 12 Years**Operating Costs:** average \$5000 to \$7000 a year**Service Level Change:** Reduce downtime and improved operational efficiency, lower maintenance costs due to new technology and improved fuel efficiency.

Budget

	Total	2026	2027	2028	2029
Expenditures	255,000	255,000			
Funding					
Transfer from Reserves	255,000	255,000			
Funding Total	255,000	255,000			

Attributes

Attribute	Value	Comment
Dept	GENPWK General	
Asset Category	Vehicles	
Asset Segment	Backhoe	
Strategic Plan Pillar	A Fiscally Sustainable Community	
Funding Source	Roads Vehicles/Equipment	

Capital Projects

Project	GENPWK-005 Tandem Axle-#10 2013 Freight		
Department	GENPWK General		
Version	Council Draft 1	Year	2026

Description

Asset Title: 2013 Freightliner Tandem Axle Unit #10 Replacement

Asset Detail: 2026 Tandem Axle Plow/sander Truck will replace Unit #10, which has reached the end of its effective service life.

Budgeted Costs: \$255,000

Estimated Useful Life: 10 Years

Operating Costs: \$10,000

Service Level Change: Reduce downtime and improved operational efficiency, lower maintenance costs due to new technology and improved fuel efficiency.

Budget

	Total	2026	2027	2028	2029
Expenditures	423,000	423,000			
Funding					
Transfer from Reserves	423,000	423,000			
Funding Total	423,000	423,000			

Attributes

Attribute	Value	Comment
Dept	GENPWK General	
Asset Category	Vehicles	
Asset Segment	Tandem	
Strategic Plan Pillar	A Livable, Healthy Community	
Funding Source	Roads Vehicles/Equipment	

Township of Zorra - 2026 - 2035 Reserve Continuity										
RESERVE YEAR END BALANCE PROJECTIONS	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
RESERVES										
Working Fund	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273	\$ 496,273
Insurance Deductible	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Infrastructure Projects (Green Initiatives)	\$ 885,735	\$ 1,065,985	\$ 1,249,840	\$ 1,437,372	\$ 1,628,655	\$ 1,823,763	\$ 2,022,774	\$ 2,225,765	\$ 2,432,815	\$ 2,644,007
Information Technology	\$ 111,718	\$ 122,464	\$ 53,626	\$ 65,211	\$ 77,228	\$ 89,685	\$ 102,591	\$ 115,955	\$ 129,787	\$ 144,095
Disaster/Emergency	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984	\$ 83,984
Surplus/Deficit Reserve	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505	\$ 867,505
Benefits	\$ 72,122	\$ 59,439	\$ 52,675	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447	\$ 48,447
Election Reserve	\$ 20,000	\$ 37,500	\$ 55,000	\$ 22,500	\$ -	\$ 7,500	\$ 15,000	\$ 22,500	\$ -	\$ 7,500
Fire Vehicles	\$ 545,050	\$ 60,588	\$ 292,437	\$ 520,723	\$ 855,574	\$ 1,107,123	\$ 705,502	\$ 560,849	\$ 833,303	\$ 1,203,006
Emergency Buildings	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Fire Equipment	\$ 173,195	\$ 232,438	\$ 241,186	\$ 313,791	\$ 368,969	\$ 444,648	\$ 509,753	\$ 577,202	\$ 645,910	\$ 715,846
Fire-Training	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442	\$ 34,442
By-Law	\$ 34,135	\$ 39,322	\$ 9,612	\$ 15,008	\$ 20,513	\$ 26,127	\$ 31,853	\$ 37,694	\$ 8,652	\$ 14,729
Facilities	\$ 64,543	\$ (19,821)	\$ (19,309)	\$ 1,679	\$ 208,043	\$ 292,983	\$ 637,239	\$ 990,131	\$ 1,423,499	\$ 2,046,343
Roads - Vehicles/Equip	\$ 133,555	\$ (358,280)	\$ (147,399)	\$ 261,198	\$ 837,211	\$ 1,444,355	\$ 2,065,462	\$ 2,678,474	\$ 3,386,747	\$ 4,226,846
Roads-Roads	\$ 823,699	\$ 1,361,292	\$ 1,754,066	\$ 2,246,818	\$ 2,359,030	\$ 2,438,618	\$ 2,620,007	\$ 2,539,153	\$ 2,766,905	\$ 3,155,792
Roads-Bridges	\$ 371,780	\$ (375,734)	\$ (1,143,676)	\$ (1,020,995)	\$ (718,937)	\$ (614,257)	\$ (282,199)	\$ 85,183	\$ 213,241	\$ 90,696
Infrastructure Capital	\$ 801,555	\$ 499,953	\$ 381,456	\$ 340,284	\$ 317,205	\$ 312,219	\$ 312,219	\$ 312,219	\$ 312,219	\$ 312,219
Recreation	\$ (73,666)	\$ (49,313)	\$ 37,129	\$ 114,571	\$ 116,820	\$ 72,701	\$ 30,214	\$ 239,359	\$ 250,136	\$ 414,045
Dam Reserve	\$ 717,215	\$ 797,090	\$ 878,562	\$ 961,665	\$ 1,046,429	\$ 1,132,888	\$ 1,221,077	\$ 1,311,029	\$ 1,402,781	\$ 1,496,367
Gravel Pit	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349	\$ 267,349
Arena Facility	\$ -	\$ 61,106	\$ 223,975	\$ 386,843	\$ 549,711	\$ 649,852	\$ 767,362	\$ 903,689	\$ 1,058,109	\$ 1,220,977
RESERVE FUNDS										
Federal Gas Tax	\$ 144,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797	\$ 44,797
Building Department	\$ 126,091	\$ 126,091	\$ 126,091	\$ 126,091	\$ 126,091	\$ 126,091	\$ 56,091	\$ 56,091	\$ 56,091	\$ 56,091
MNR Tonnage	\$ 2,286,722	\$ 2,835,707	\$ 3,110,107	\$ 2,951,691	\$ 2,900,191	\$ 3,250,191	\$ 2,625,238	\$ 2,725,238	\$ 3,025,238	\$ 3,075,238
Village Affairs/Erie Thames	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670	\$ 54,670
Severance Fees/Parkland	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562	\$ 10,562
Development Charges	\$ (1,099,313)	\$ (549,770)	\$ (1,395,717)	\$ (972,417)	\$ (363,438)	\$ 45,367	\$ 654,346	\$ 1,263,325	\$ 1,872,304	\$ 2,481,283
Urban Storm Management	\$ 258,399	\$ 386,647	\$ 517,460	\$ 650,889	\$ 786,986	\$ 925,805	\$ 1,067,401	\$ 1,211,829	\$ 1,359,145	\$ 1,509,408
Total	\$ 6,485,189	\$ 5,338,583	\$ 5,723,733	\$ 7,519,669	\$ 9,519,451	\$ 11,081,206	\$ 12,611,854	\$ 14,452,204	\$ 16,717,105	\$ 19,545,469