



THE CORPORATION OF THE TOWNSHIP OF SOUTHWOLD

- A G E N D A -

Thursday January 8, 2026

SPECIAL MEETING OF COUNCIL

7:00 pm, Council Chambers, Fingal/Via Video Link

For the purpose of Budget Deliberations-Operating and Capital

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY INTEREST

3. REPORT

- (a) FIN 2026-01 2026 Budget Report #3 and 2026 Draft Operating and Capital Budget.

4. BY-LAW

- (a) By-law No. 2026-01, being a by-law to confirm the resolutions and motions of the Council of the Township of Southwold, which were adopted on January 8, 2026

5. ADJOURNMENT: NEXT REGULAR MEETING OF COUNCIL

Monday January 12, 2026 @ 7:00 P.M.

Council Chambers, Fingal/Via Video Link

NEXT BUDGET MEETING OF COUNCIL (If needed)

Thursday January 15, 2026 @ 7:00 P.M.

Council Chambers, Fingal/Via Video Link



TOWNSHIP OF SOUTHWOLD

Report to Council

MEETING DATE: January 8, 2026

PREPARED BY: Michele Lant, Director of Corporate Services/Treasurer

REPORT NO: FIN 2026-01

SUBJECT MATTER: 2026 Budget – Report #3

Recommendations:

1. That the 2026 Budget Levy of \$7,858,085 be approved.
2. That staff be instructed to proceed with preparing the Budget Summary presentation and necessary by-laws and reports to implement the budget.

Purpose:

To present the Draft of the 2026 Operating Budget and Capital Forecast based on Council direction.

Background:

Staff and Council have reviewed detailed Capital Forecast documents and staff recommendations over the past few months. This report consolidates the review and comments from all staff. These documents should be viewed as the first draft and could change as it proceeds through the Council review process. Staff will be recording decisions for increases and decreases as directed by Council and will make the necessary changes to the budget documents.

Comments/Analysis:

Cash Requirements/Reserve Contributions

Most Township capital work is funded through reserves. Reserves are built up through cash contributions (Tax Levy Dollars) to the reserve and the reserve is drawn down when projects take place. This is an effective way to manage large projects for a small municipality, as it avoids significant increases and decreases in the levy from year to year. This process also works well for incorporating Asset Management Planning into the budget process. With assistance from consultants in 2019, the Township's asset inventory has been reviewed and projections made for 25 years. This exercise starts to provide information on how much funding will be needed to maintain, refurbish, reconstruct, or replace the assets the Township has. While this is helpful to inform the

budget process, the Province has made Asset Management Planning a legislated requirement the Township must comply with.

The Cash Requirements/Capital budget is showing a levy requirement of \$4,620,169. This is a decrease of \$17,070 or .37% lower than the 2025 Budget. The forecast for 2027 shows a decrease of \$579,509. This does not include any new revenue generated from assessment growth. This is discussed further in the Capital and Reserves from Tax Levy section below.

Administration:

Administrative reserve contributions increased to \$12,500 for future studies and projects while computer and administration building reserve contributions remain consistent with previous years to maintain the ability to upgrade computers and office equipment when required. Staff recommends maintaining the reserve contribution to the Computer Reserve for future computer and server requirements. The Efficiency reserve continues to be utilized for plan and study updates and to improve efficiencies within the office. The Asset Management Plan update utilized this reserve in 2025. This reserve will fund the website end-of-life upgrade/migration in 2026.

Administration Facility:

The current forecast shows renovations/addition over 2029/2030 with utilizing a contribution from Green Lane starting in 2028. Projections for Green Lane show there could be capacity in 2028 after contributions for the Regional SWM Facility in Fingal is completed. If Green Lane funds are needed for other projects, this could impact the forecast for future office improvements.

Medical Centre:

Medical Centre reserve contributions remain consistent with 2025. Installation of sanitary service and parking lot pavement/improvements are included in the 2026 capital forecast.

Fire Department:

Fire Department reserve contributions for vehicles remain consistent with 2025. Equipment reserve contributions remain consistent with previous years to maintain a regular cycle of replacement. Building reserve contributions decrease with the completion of the new Talbotville Firehall. Communications reserve contributions, which will be used for a County-wide communications upgrade, remain at \$30,000.00 per year until 2027.

Talbotville Firehall replacement was completed fall of 2025. Through donations from Green Lane and utilizing funds from the increased assessment for the tax levy, the cost of the construction was completed without external financing.

Shedden Firehall is in need of a fourth bay. The design, planning and engineering, proposed in the 2023 capital projects with construction included in the proposed 2024 capital projects was delayed until 2026 to accommodate the increased cost of the Talbotville Firehall.

Talbotville Rescue replacement proposed for 2025 has been delayed until 2027 budget discussions.

Building Department:

While the reserve is quite large, it will provide stability and ensure Building Department operation does not impact the tax levy for many years. The 2025 budget and proposed 2026 budget include transfers from reserves due to the decrease in building activity.

Roads:

The proposed road capital program includes a 10-year capital forecast, and a 5-year phase in to meet the recommendations of the 2024 Road Needs Study. This is equal to a 4.5% increase of the levy each year for 5 years, using the 2025 assessment value. This increased investment is critical to maintain the existing road network and improve sections of the network to be cost efficient over the long term. The roads department is seeing increased efforts into patching and maintaining roads that have deferred beyond recommended investment cycles. Staff reviewed operating budgets and made reductions where prudent to keep budget contributions in line with actual expenditures. Major 2026 projects include the reconstruction of Thomas Road which was delayed from 2025, reconstruction of Elizabeth and John Street and Fowler and Millpark associated with the construction of sanitary sewers in Shedden and Fingal, surface treatment on sections of Mill Road and Scotch Line, and rehabilitation on sections of Paynes Mills Road, Parsons Road and Second Line.

Roads Facility:

Construction of the expanded roads facility is complete. Long term borrowing is the Council approved funding method. Staff will commence the borrowing process early 2026. Note that the principal and interest costs for the borrowing is included in the operating expenses for the Roads department although it is part of the capital budget forecast.

Roads Equipment:

Proposed equipment replacement for 2026 is the 2016 Dodge Crew Cab which was postponed from 2024 and 2025 capital forecasts.

Funding for the Road Equipment Reserve is through equipment operation and does not show directly on the tax levy through the Capital Forecast. The reserve balance shows a positive value in 2026.

Bridges and Culverts:

Bridge and culvert reserve contributions increase \$50,000 over 2025. The bi-annual Bridge Study will be completed in 2026. Recommendations from the 2024 study include rehabilitation of the Lyle Bridge, Scotch Line culvert replacement, and Iona Road culvert replacement. Lyle Bridge engineering and the Iona Road culvert replacement were completed in 2025. The Thomas Road culvert at Union Road is included in the capital forecast but staff is recommending this project occur at the time of Thomas Road reconstruction. The Scotch Line culvert replacement is included in the 2026 capital forecast. The Jones Road culvert engineering, to be completed in-house, is included in the 2026 forecast with replacement forecasted for 2027.

Keystone and Library Facility:

Keystone and Library Facility reserve contributions remain the same as 2025. Staff recommends that reserve contributions remain consistent for future equipment replacements as noted in the Forecast.

Parks:

Parks reserve contributions remain the same as 2025. Proposed 2026 projects for various parks include asphalt conversion of walking trails, installation of park benches and dog waste signage and bins (carried forward from 2023). Installation of a sanitary connection at Corsley Park is included in the 2026 capital forecast. Capital forecasts will be updated with completion of the Parks and Trails Master Plan.

Planning:

Planning reserve contributions remain the same as 2025. A Zoning By-Law update is carried forward from 2025. The DC By-Law update is in progress with funds being carried forward to the 2026 capital forecast. Unfunded portions of prior OP and DC By-Law updates are included in the 2026 capital forecast.

Drainage:

Drainage reserve contributions remain the same as 2025. The Fingal Stormwater road assessment is included in the 2026 capital forecast.

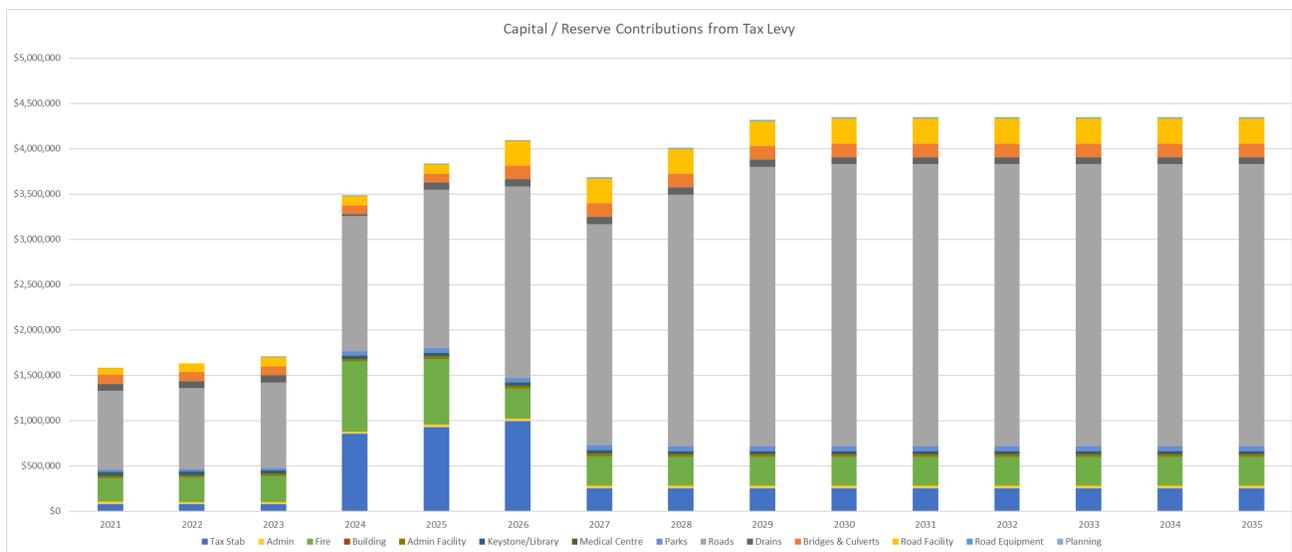
Tax Stabilization:

Tax Stabilization reserve contributions increased over the 2025 forecast for potential tax refunds.

Capital and Reserves from Tax Levy:

The 2026 Capital Forecast is showing a decrease to the requirements from the Tax Levy. The decrease is \$17,070 or .37%. Note that if the Public Works facility financing was included in the Cash and Capital Requirements, the Capital Forecast would show an increase to the requirements to the Tax Levy. With the increase in assessment this translates into 9.26% on the overall Levy. Currently the funding required for the Public Works Facility financing is approximately \$250,000 annually for 25 year or \$232,000 annually for 30 years. Rates continue to fluctuate but staff is anticipating to start the process of securing outside financing early 2026. Significant increases include the Tax Stabilization Reserve which will be required due to the risk of assessment reductions associated with new industrial development, Roads construction and Bridges and Culverts. The current forecast illustrates the situation with utilizing the additional revenue. We need to keep in mind that all supplemental revenue cannot be applied to just the capital program. It is also applied to operating increases and in this situation, a significant portion is allocated to the Tax Stabilization Reserve for eventual assessment appeals and possible rebates.

Council and staff will need to thoroughly review and understand the assumptions and risks associated with decisions that need to be made for this budget. Finance staff tend to be conservative with estimates and assumptions, as over estimating revenue that does not materialize sometimes leads to a double impact in following years (lowering the estimate and needing to recover the lost revenue from the prior year). It should also be noted that staff are approaching this based on the assumption that any additional revenue will be utilized to cover increasing costs and not used for a significant reduction in the tax levy.

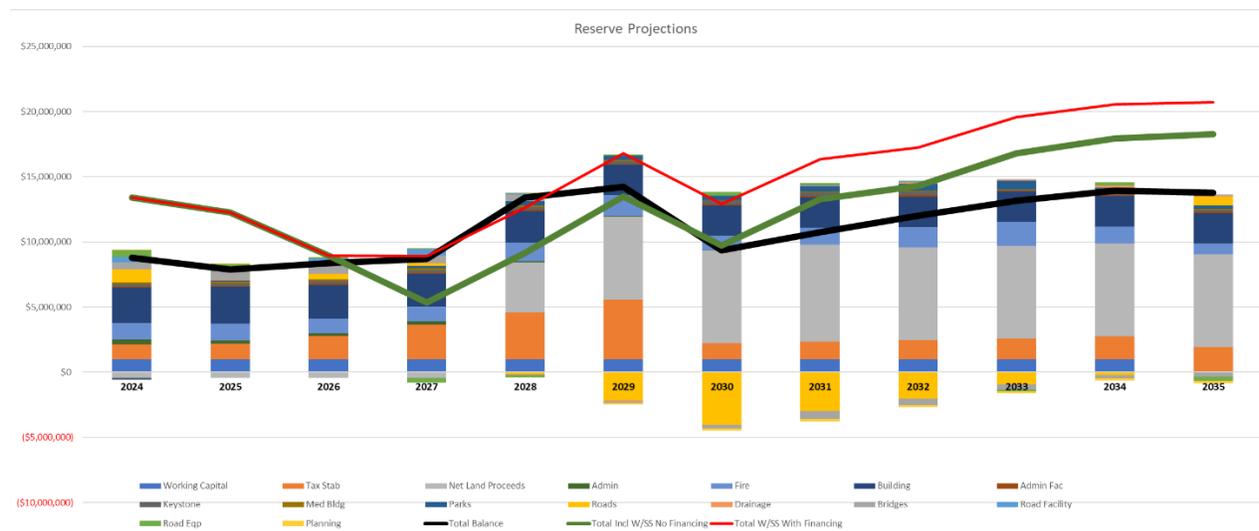


Reserves

Reserve levels are forecast to remain relatively stable for the next several years for most areas. The forecast assumes financing for the Public Works Facility, financing for significant Sanitary Sewer Projects and significant upfront payments from Developers for sanitary sewer projects. Without this, there will be significant negative impacts on the overall reserve levels and there will be impacts on cash flow. The following chart illustrates all Township reserves and includes a total with Water and Sanitary Sewer Reserves. There is also a total line illustrating the incorporation of financing. The projections also include land sales (Teetzel) and the ongoing operating challenges with the Talbotville Sanitary System. There are also projections related to the Shedden/Fingal Sanitary system. The sanitary system challenges and costs greatly impact overall reserve levels, thus necessitating the need for financing.

In 2022, the forecasts related to the Shedden/Fingal Sanitary Servicing and Public Works Facility were much lower and it was anticipated a significant amount would be funded from the land sales. Staff is evaluating the effects of the HEWSF grant in relation to all financing options for the Shedden/Fingal Sanitary Servicing . Other reserves such as the water reserve and the Building Reserve are also assisting with being able to complete several large projects over the coming years.

Maintaining healthy reserve levels is beneficial for eventual asset replacement and helps maintain cash flow, minimizing/eliminating the need for short-term borrowing and associated costs.



Budget Review Process

Staff from each department has presented the Capital Forecast recommendations to Council and requested changes from Council have been made to the Capital Forecast

version included with this report. Staff are suggesting that if there are additional items under consideration for decreases or increases, that Council identify the items for Staff to make the adjustments to understand the impact on the overall budget.

At this time, both a Draft Operating Budget and Capital Forecast have been developed and ready for review by Council at the first budget meeting.

Summary

In summary, staff have put forward a capital budget that allows Council the opportunity to move ahead on projects like road conversion projects which can lower ongoing operating costs and improve the level of service for residents. It also reflects the upcoming needs and tries to address the significant funding requirements for Asset Management.

In budget discussions with Council in late 2025, staff presented a report advising of a possible 10-12% levy increase. Staff was directed to reduce the levy increase. Staff have put forward an operating budget with a 9.26% levy increase.

While maintaining the lowest tax rates in the area, the use of additional funds generated can continue to improve the level of service for residents over the next 5-10 years. If other sources of revenue such as Green Lane Trust or Assessment based PIL (Landfill) decrease or disappear, the Township will be in a better position to lower capital expenditures rather than having to raise additional revenue from taxation. While there could be a decrease in taxation in 2026, doing so will only increase the likelihood of larger increases in the future. Maintaining stability for taxation would be better than significant increases/decreases and would be easier for residents to plan for. Schedule "A" attached to this report is an Elgin County 2025 Tax Rate Comparison.

Staff is looking forward to working collaboratively with Council on the 2026 Budget and delivering our important services to the residents of the Township.

Financial and Resource Implications:

The Operating Budget and Capital Forecast will help establish and guide financial planning for 2026 and beyond.

Strategic Plan Goals:

The above recommendation helps the Township meet the Strategic Plan Goal of:

- Managed Growth
- Welcoming and Supportive Neighbourhoods
- Economic Development
- Fiscal Responsibility and Accountability

Respectfully Submitted by:

Michele Lant
Director of Corporate
Services/Treasurer

Approved for submission by:

Jeff Carswell
CAO/Clerk



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TOWNSHIP OF SOUTHWOLD

Report to Council

MEETING DATE: November 4, 2025

PREPARED BY: Michele Lant, Director of Corporate Services/Treasurer

REPORT NO: FIN 2025-25

SUBJECT MATTER: 2026 Capital Budget – Report #1

Recommendations:

1. None – For Information

Purpose:

To obtain Council direction for inclusions and deletions from the 2026 Capital Budget discussions.

Budget Discussion:

The 2026 Capital Budget discussions prioritize the capital needs of the Township for Council's consideration. Staff from each department will present capital budget recommendations in three categories:

- A. Critical
 - Locked in commitments approved by Council in prior years
 - Projects with prior legally binding commitments
 - Projects that are required for the Health and Safety of citizens, to adhere to the Asset Management Plan and to maintain the current Levels of Service
- B. Important
 - To maintain critical components at the current service levels and in a state of good repair
 - Projects that will become critical in future years
 - Infrastructure that has a high risk of breakdown or service disruption
- C. Recommended
 - Projects will bring infrastructure back to recommended levels or increase from the current levels of service

Remaining meetings scheduled in the capital budget process for 2026:

Thursday, November 6, 2025 – Fire Capital

Tuesday, November 11, 2025 – If Needed

December 2025 – Operating Budget preparation and circulation to Council

Thursday, January 8, 2026 – Operating Budget

Thursday, January 15, 2026 – Operating Budget and Approval of Capital Forecast and Operating Budget

The attachments summarize the items for Building, Keystone and Library, Medical Centre, Parks, Administration Facility, Administration, Roads/Infrastructure, Roads Fleet and Equipment, Roads Facility, Bridges and Culverts, Drainage and Planning departments that staff included in the 2026 Capital Budget Forecast. Note that the category assigned to each item is a staff recommendation to assist Council in making Capital Budget decisions. Each attachment also summarizes the respective Reserve balances based on the itemized list. Changes to these reports will be made as the 2026 budget is confirmed by Council. A Tax Stabilization Reserve summary and Capital/Reserve contributions from the tax levy and a year over year change report are included for information.

Summary

In summary, staff would like direction from Council for inclusion or deletion of capital budget items in preparing the 2026 Capital Budget binder.

Staff is looking forward to working collaboratively with Council on the 2026 Budget and delivering our important services to the residents of the Township.

Financial Implications:

None. The Budget and Capital Forecast will help establish and guide financial planning for 2026 and beyond.

Strategic Plan Goals:

The above recommendation helps the Township meet the Strategic Plan Goal of:

- Managed Growth
- Welcoming and Supportive Neighbourhoods

- Economic Development
- Fiscal Responsibility and Accountability

Respectfully submitted by:

Michele Lant
Director of Corporate
Services/Treasurer

Approved for submission by:

Jeff Carswell
CAO/Clerk



TOWNSHIP OF SOUTHWOLD

Report to Council

MEETING DATE: November 6, 2025

PREPARED BY: Michele Lant, Director of Corporate Services/Treasurer

REPORT NO: FIN 2025-26

SUBJECT MATTER: 2026 Capital Budget – Report #2

Recommendation:

1. None – For Information

Purpose:

To obtain Council direction for inclusions and deletions from the 2026 Capital Budget discussions.

Budget Discussion:

The 2026 Capital Budget discussions prioritize the capital needs of the Township for Council's consideration. Staff from each department will present capital budget recommendations in three categories:

- A. Critical
 - Locked in commitments approved by Council in prior years
 - Projects with prior legally binding commitments
 - Projects that are required for the Health and Safety of citizens, to adhere to the Asset Management Plan and to maintain the current Levels of Service
- B. Important
 - To maintain critical components at the current service levels and in a state of good repair
 - Projects that will become critical in future years
 - Infrastructure that has a high risk of breakdown or service disruption
- C. Recommended
 - Projects will bring infrastructure back to recommended levels or increase from the current levels of service

Remaining meetings scheduled in the budget process for 2026:

December 11, 2025 – Asset Management Workshop

December 2025 – Operating Budget preparation and circulation to Council

Thursday, January 8, 2026 – Operating Budget

Thursday, January 15, 2026 – Operating Budget and Approval of Capital Forecast and Operating Budget

The attachment summarizes the items for the Fire department that staff included in the 2026 Capital Budget Forecast. Note that the category assigned to each item is a staff recommendation to assist Council in making Capital Budget decisions. The attachment also summarizes the respective Reserve balances based on the itemized list. Changes to these reports will be made as the 2026 budget is confirmed by Council.

Summary

In summary, staff would like direction from Council for inclusion or deletion of capital budget items in preparing the 2026 Capital Budget binder.

Staff is looking forward to working collaboratively with Council on the 2026 Budget and delivering our important services to the residents of the Township.

Financial and Resource Implications:

None. The Budget and Capital Forecast will help establish and guide financial planning for 2026 and beyond.

Strategic Plan Goals:

The above recommendation helps the Township meet the Strategic Plan Goal of:

- Managed Growth
- Welcoming and Supportive Neighbourhoods
- Economic Development
- Fiscal Responsibility and Accountability

Respectfully submitted by:

Michele Lant
Director of Corporate
Services/Treasurer

Approved for submission by:

Jeff Carswell
CAO/Clerk



TOWNSHIP OF SOUTHWOLD

Report to Council

MEETING DATE: November 6, 2025

PREPARED BY: Michele Lant, Director of Corporate Services/Treasurer

REPORT NO: FIN 2025-27

**SUBJECT MATTER: 2026 Budget – 2026 Wage Grid Adjustment, Assessment,
Budget Direction/Feedback**

Recommendations:

1. That Council direct staff to prepare the 2026 Budget based on adjustments to the Wage Grid, in accordance with the Pay Administration Policy and the Collective Agreement;
2. That Council provide feedback and direction for preparation of the draft 2026 Budget and Capital Forecast.

Purpose:

To seek direction from Council for preparation of the 2026 Budgets.

Background:

As staff prepares the 2026 budget, input from Council would be beneficial in several key areas.

Comments/Analysis:

2026 Wage Grid Adjustment

In 2019, Council approved a Pay Administration Policy. One purpose of the policy is to provide direction on annual adjustments to the Pay Grid. The policy recommends that the Pay Grid be adjusted by the Statistics Canada Ontario CPI for All Goods for the 12 months ending September 30th. The September 30th CPI was 3.1%. This is increased from the 1.63% in 2025.

Based on the policy, the 3.1% adjustment would be applied to the wage grid for full-time non-union staff, firefighter rates, Council rates and other occasional staff rates.

Unionized staff will receive a 1.0% adjustment on January 1, 2026 as per the Collective Agreement signed in 2024.

The chart below shows historical CPI rates and changes from Statistics Canada and the rates applied to the wage grid for both Non-Union and Union employees. Note that 2022 was the first CUPE agreement. As shown below, employee wages are below the Ontario CPI changes.

Historical CPI and Wage Grid Increases								
For Year	Sept	Sept CPI	Change	CPI %	Non-Union Granted	Difference from CPI	CUPE Granted	Difference from CPI
2013	2012	122.0						
2014	2013	123.5	1.5	1.23%	1.50%	0.27%	1.50%	0.27%
2015	2014	126.7	3.2	2.59%	1.00%	-1.59%	1.00%	-1.59%
2016	2015	127.8	1.1	0.87%	2.00%	1.13%	2.00%	1.13%
2017	2016	130.1	2.3	1.80%	2.00%	0.20%	2.00%	0.20%
2018	2017	132.3	2.2	1.69%	2.00%	0.31%	2.00%	0.31%
2019	2018	135.2	2.9	2.19%	2.00%	-0.19%	2.00%	-0.19%
2020	2019	137.5	2.3	1.70%	1.70%	0.00%	1.70%	0.00%
2021	2020	138.3	0.8	0.58%	0.60%	0.02%	0.60%	0.02%
2022	2021	144.4	6.1	4.41%	4.40%	-0.01%	4.40%	-0.01%
2023	2022	154.1	9.7	6.72%	4.00%	-2.72%	3.00%	-3.72%
2024	2023	159.7	5.6	3.63%	4.00%	0.37%	4.00%	0.37%
2025	2024	161.1	1.4	0.88%	1.63%	0.75%	1.00%	0.12%
2026	2025	166.1	5	3.10%	3.10%	0.00%	1.00%	-2.10%
			Total	31.40%	29.93%	-1.47%	26.20%	-5.20%
			Last 4 yrs	14.33%	12.73%	-1.60%	9.00%	-5.33%

Assessment

In October 2024, the Province indicated that the property tax reassessments will continue to be deferred indefinitely. This means that 2026 will continue to use a valuation date of January 1, 2016. As a result, properties will remain fully phased in and at their destination value. There should be fewer assessment related changes to taxes due to phase-in and assessment shifts between property classes.

New assessment is continuing to be captured and added to the assessment. Although growth has slowed, the Township should continue to see some residential assessment growth in 2026.

While actual assessment from the ongoing growth and development will take some time to determine, staff would suggest taking the following approach when dealing with this positive, but variable situation:

- Understand that the additional growth and development will contribute to the need for an increase in services, funding and staff to maintain existing services at reasonable levels
- Anticipate, that based on past experience and other jurisdictions, that the large increase in commercial assessment has the potential to significantly decrease rapidly and for several years' retro-actively if there is an assessment appeal. Staff would suggest that Council continues to put a significant portion of new revenue to the tax stabilization reserve in anticipation of a significant tax write-off in future years. The impact of the delayed reassessment has the potential to compound this situation as the valuation year will be 2016 which will be 9 – 10 years behind. Other jurisdictions that used significant assessment growth as a windfall (increased expenses, lowered tax rates and didn't allocate to a Tax Stabilization Reserve) often ran into problems when assessment reductions led to significant write-offs, tax increases and service level reductions. Although staff was anticipating a 2025 resolution to the appeal, it is now anticipated in 2026 but the impact is still unknown at this time
- Maintain taxation and user fees at a lower, but reasonable level compared to our municipal neighbours. While growth and development has the potential to lower tax rates or user fees, it would not be fiscally prudent to do so until sufficient reserves are established and appropriate funding for desired operating service levels are achieved, which will take several years. Continuing with reasonable and inflationary adjustments to taxes would be fiscally prudent for the next several years even if it appears there may be an opportunity to lower taxes.

Budget Direction / Feedback

If there are any comments or suggestions as to budget direction or targets that Council wishes to provide, staff can take that under advisement. At this point, staff are planning to bring forward a budget that attempts the following:

- Maintain programs and services at existing levels, with recommendations for changes in some areas to address current and future demands due to growth and development activity
- Attempt to continue increasing funding for core infrastructure requirements as recommended in the latest Road Needs Study Report

- Focus on continuing to move forward and/or complete some of the larger infrastructure projects that are in progress i.e. Road Infrastructure (increased gravel, resurfacing), Shedden/Fingal Sanitary project
- New projects have been explored and developed for consideration in the Budget and Capital Forecast
- CCBF grant remains the same as 2025 at \$158,871 and OMPF funding has seen an increase of approximately 8%, but operating expenses could see an increase by approximately XX%; using the Non-Residential Building Construction Price Index, 2025 over 2024, and areas that affect the Township, gasoline saw a 6.9% decrease, energy was a 3.9% decrease, transportation saw a 1.2% increase, goods was a 1.0% increase and services saw a 2.9% increase
- 2026 OPP costs are estimated to increase by 11% over the 2025 OPP costs
- Insurance premiums for 2026 are slightly lower than 2025 premiums but represent a decrease of less than 1% (2025 increase was an overall 7%)
- OCIF funding reduction of \$29,441, representing a 10% decrease
- As staff continues to examine cashflow, a couple of areas that are affecting this are reduced revenues of bank interest with the lower bank balance and lower interest rates and the collection of outstanding taxes reduces the monthly penalty/interest revenues
- In light of the foregoing, and at a very preliminary estimate, a tax increase in the 10% - 12% range (\$210 - \$235 for typical RT assessment)

Financial and Resource Implications:

None at this time.

Strategic Plan Goals:

The above recommendation helps the Township meet the Strategic Plan Goal of:

- Managed Growth
- Welcoming and Supportive Neighbourhoods
- Economic Development
- Fiscal Responsibility and Accountability

Respectfully submitted by:

Michele Lant
Director of Corporate
Services/Treasurer

Approved for submission by:

Jeff Carswell
CAO/Clerk

Budget Revenue and Expense Summary

Account	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast
Tax Levy						
Property Taxation	(\$7,153,451)	(\$7,858,085)	(\$704,634)	9.85%	(\$7,188,038)	(\$7,365,916)
Other Rev/Exp						
Other Revenue/General Grants	(\$5,128,100)	(\$4,046,246)	\$1,081,854	-21.10%	(\$2,028,696)	(\$2,028,696)
Other Expenses	\$3,184,000	\$2,109,000	(\$1,075,000)	-33.76%	\$35,000	\$35,000
Net Other Revenue/General Grants	(\$1,944,100)	(\$1,937,246)	\$6,854	-0.35%	(\$1,993,696)	(\$1,993,696)
Departmental Operating Revenue						
Council	\$0	\$0	\$0	0.00%	\$0	\$0
Administration	(\$94,150)	(\$160,600)	(\$66,450)	70.58%	(\$76,882)	(\$72,670)
Police	\$0	(\$20,000)	(\$20,000)	0.00%	(\$20,000)	(\$20,000)
Conservation Authority	\$0	\$0	\$0	0.00%	\$0	\$0
By-law, Canine, Livestock	(\$405)	(\$255)	\$150	-37.04%	(\$255)	(\$255)
Waste Management	(\$69,425)	(\$80,750)	(\$11,325)	16.31%	(\$88,341)	(\$95,626)
Cemeteries	\$0	\$0	\$0	0.00%	\$0	\$0
Fire Department	(\$228,984)	(\$225,144)	\$3,840	-1.68%	(\$229,386)	(\$229,386)
Building	(\$368,395)	(\$386,284)	(\$17,889)	4.86%	(\$391,010)	(\$398,830)
Municipal Property	(\$97,403)	(\$84,699)	\$12,704	-13.04%	(\$81,696)	(\$83,330)
Keystone	(\$43,100)	(\$12,750)	\$30,350	-70.42%	(\$13,005)	(\$13,265)
Parks	(\$20,900)	(\$22,850)	(\$1,950)	9.33%	(\$236,900)	(\$236,900)
Roads	(\$619,798)	(\$627,173)	(\$7,375)	1.19%	(\$639,132)	(\$651,331)
Planning/GIS	(\$190,284)	(\$137,456)	\$52,828	-27.76%	(\$50,000)	(\$49,999)
Drainage	(\$96,430)	(\$98,359)	(\$1,929)	2.00%	(\$100,326)	(\$102,332)
Total Revenue	(\$1,829,275)	(\$1,856,320)	(\$27,046)	1.48%	(\$1,926,933)	(\$1,953,924)

Account	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast
Departmental Operating Expenses						
Council	\$129,111	\$130,925	\$1,814	1.40%	\$133,544	\$136,214
Administration	\$872,401	\$1,120,781	\$248,380	28.47%	\$1,087,156	\$1,102,989
Police	\$720,115	\$767,612	\$47,497	6.60%	\$782,964	\$861,261
Conservation Authority	\$115,837	\$124,716	\$8,879	7.66%	\$127,210	\$129,754
By-law, Canine, Livestock	\$57,248	\$68,232	\$10,984	19.19%	\$33,797	\$34,463
Waste Management	\$375,650	\$393,373	\$17,723	4.72%	\$401,640	\$409,673
Cemeteries	\$22,631	\$33,435	\$10,804	47.74%	\$34,399	\$35,087
Fire Department	\$855,518	\$902,406	\$46,888	5.48%	\$904,394	\$922,482
Building	\$368,395	\$386,284	\$17,889	4.86%	\$391,010	\$398,830
Municipal Property	\$134,720	\$97,619	(\$37,101)	-27.54%	\$88,468	\$90,238
Keystone	\$125,756	\$128,210	\$2,454	1.95%	\$130,774	\$133,390
Parks	\$301,352	\$305,178	\$3,827	1.27%	\$311,272	\$317,497
Roads	\$2,536,498	\$2,888,673	\$352,174	13.88%	\$2,931,081	\$2,984,679
Planning/GIS	\$307,780	\$299,414	(\$8,366)	-2.72%	\$139,444	\$142,233
Drainage	\$169,858	\$158,468	(\$11,390)	-6.71%	\$161,637	\$164,870
Total Expenses	\$7,092,870	\$7,805,325	\$712,455	10.04%	\$7,658,790	\$7,863,659
Net Operating (Revenue)/Expense	\$5,263,595	\$5,949,005	\$685,410	13.02%	\$5,731,857	\$5,909,735

Account	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast
Net Cash and Capital						
Other To Tax Stabilization Reserve	\$930,000	\$995,000	\$65,000	6.99%	\$125,000	\$125,000
Council	\$0	\$0	\$0	0.00%	\$0	\$0
Administration	\$58,000	\$60,500	\$2,500	4.31%	\$58,000	\$58,000
Police	\$0	\$0	\$0	0.00%	\$0	\$0
Conservation Authority	\$0	\$0	\$0	0.00%	\$0	\$0
By-law, Canine, Livestock	\$0	\$0	\$0	0.00%	\$0	\$0
Waste Management	\$0	\$0	\$0	0.00%	\$0	\$0
Cemeteries	\$0	\$0	\$0	0.00%	\$0	\$0
Fire Department	\$725,000	\$330,000	(\$395,000)	-54.48%	\$475,000	\$475,000
Building	\$0	\$0	\$0	0.00%	\$0	\$0
Municipal Property	\$15,000	\$15,000	\$0	0.00%	\$15,000	\$15,000
Keystone	\$20,000	\$20,000	\$0	0.00%	\$20,000	\$20,000
Parks	\$50,000	\$50,000	\$0	0.00%	\$50,000	\$50,000
Roads	\$1,950,956	\$2,290,827	\$339,871	17.42%	\$2,621,877	\$2,621,877
Planning/GIS	\$10,000	\$10,000	\$0	0.00%	\$10,000	\$10,000
Drainage	\$75,000	\$75,000	\$0	0.00%	\$75,000	\$75,000
Total Net Cash and Capital	\$3,833,956	\$3,846,327	\$12,371	0.32%	\$3,449,877	\$3,449,877
Net Surplus/Deficit	\$0	\$0	\$0	0.00%	\$0	\$0
Net Operating and Capital	\$7,153,451	\$7,858,085	\$704,634	9.85%	\$7,188,038	\$7,365,916

Budget Summary

Account	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	% of Total Levy	Contribution to 2026 Levy Increase
Property Taxation	(\$7,153,451)	(\$7,858,085)	(\$704,634)	9.85%	(\$7,188,038)	(\$7,365,916)		
Other Revenue/General Grant	(\$1,014,100)	(\$942,246)	\$71,854	-7.09%	(\$1,868,696)	(\$1,868,696)		1.00%
Council	\$129,111	\$130,925	\$1,814	1.40%	\$133,544	\$136,214		0.03%
Administration	\$836,251	\$1,020,681	\$184,430	22.05%	\$1,068,274	\$1,088,320		2.58%
Police	\$720,115	\$747,612	\$27,497	3.82%	\$762,964	\$841,261		0.38%
Conservation Authority	\$115,837	\$124,716	\$8,879	7.66%	\$127,210	\$129,754		0.12%
By-law, Canine, Livestock	\$56,843	\$67,977	\$11,134	19.59%	\$33,542	\$34,208		0.16%
Waste Management	\$306,225	\$312,623	\$6,398	2.09%	\$313,299	\$314,047		0.09%
Cemeteries	\$22,631	\$33,435	\$10,804	47.74%	\$34,399	\$35,087		0.15%
Fire Department	\$1,351,534	\$1,007,262	(\$344,272)	-25.47%	\$1,150,008	\$1,168,096		-4.81%
Building	(\$0)	(\$0)	(\$0)	64.41%	(\$0)	(\$0)		0.00%
Municipal Property	\$52,317	\$27,920	(\$24,397)	-46.63%	\$21,773	\$21,908		-0.34%
Keystone	\$102,656	\$135,460	\$32,804	31.96%	\$137,769	\$140,124		0.46%
Parks	\$330,452	\$332,328	\$1,877	0.57%	\$124,372	\$130,597		0.03%
Roads	\$3,867,656	\$4,552,326	\$684,670	17.70%	\$4,913,825	\$4,955,224		9.57%
Planning/GIS	\$127,496	\$171,958	\$44,462	34.87%	\$99,444	\$102,234		0.62%
Drainage	\$148,428	\$135,109	(\$13,319)	-8.97%	\$136,311	\$137,537		-0.19%
Net Surplus/Deficit	(\$0)	\$0	\$0	0.00%	(\$0)	\$0		0.00%

Taxation

Account	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
R - Residential	(\$3,782,613)	(\$4,168,573)	\$0	\$0	(\$4,335,316)	(\$4,508,729)	
C - Commercial	(\$2,427,918)	(\$2,658,817)	(\$0)	\$0	(\$2,765,170)	(\$2,875,776)	
C - Commercial - Excess Land	(\$29,102)	(\$31,797)	(\$0)	\$0	(\$33,069)	(\$34,392)	
C - Commercial - Vacant Land	(\$10,928)	(\$11,940)	(\$0)	\$0	(\$12,418)	(\$12,914)	
C - Commercial	(\$239)	(\$261)	(\$0)	\$0	(\$272)	(\$283)	
C - Commercial - CO	(\$142)	(\$155)	(\$0)	\$0	(\$162)	(\$168)	
X - New Commercial	\$0	\$0	\$0	\$0	\$0	\$0	
I - Industrial	(\$12,625)	(\$13,794)	(\$0)	\$0	(\$14,346)	(\$14,919)	
I - Industrial	(\$100)	(\$109)	(\$0)	\$0	(\$114)	(\$118)	
I - Industrial - Excess Land	(\$310)	(\$338)	(\$0)	\$0	(\$352)	(\$366)	
I - Industrial - Vacant Land	\$0	\$0	\$0	\$0	\$0	\$0	
L - Large Industrial	(\$109,709)	(\$119,961)	(\$0)	\$0	(\$124,759)	(\$129,750)	
P - Pipeline	(\$41,091)	(\$44,085)	(\$0)	\$0	(\$45,848)	(\$47,682)	
F - Farmland	(\$735,624)	(\$804,762)	(\$0)	\$0	(\$836,952)	(\$870,430)	
T - Managed Forest	(\$3,052)	(\$3,492)	(\$0)	\$0	(\$3,632)	(\$3,777)	
Total	(\$7,153,451)	(\$7,858,085)	\$0	0.00%	(\$8,172,409)	(\$8,499,305)	

Key Numbers

Key Numbers	
2025 Levy	\$7,153,451
2026 Levy	\$7,858,085
Levy \$ Increase	\$704,634
Levy % Increase	9.85%
Growth Adjusted Levy \$ Increase	\$666,065
Growth Adjusted Levy % Increase	9.31%
Tax Rate Change	9.26%

Township Median Residential Property		
Year	Assessment	Taxes
2025	\$260,000.00	\$1,519.69
2026	\$260,000.00	\$1,660.43
\$ Change Annual	\$0.00	\$140.74
\$ Change / Month	\$0.00	\$11.73
% Change	0.00%	9.26%

Other Revenue

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Penalty and Interest	(\$178,469)	(\$75,000)	(\$75,000)	\$0	0.00%	(\$75,000)	(\$75,000)	Taxes penalty & interest
Municipal Drain Debenture	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Tile Loan Debentures	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Federal Payment In Lieu	(\$203)	(\$200)	(\$200)	\$0	0.00%	(\$200)	(\$200)	
Provincial Paym't In Lieu	(\$36,205)	(\$15,000)	(\$15,000)	\$0	0.00%	(\$15,000)	(\$15,000)	
Toronto Payment In Lieu	(\$1,095,677)	(\$1,070,000)	(\$1,070,000)	\$0	0.00%	(\$1,066,000)	(\$1,066,000)	assumes assessment/tax ratio remains in line with 2024
Other Mun PIL (CE)	(\$39,979)	(\$38,000)	(\$38,000)	\$0	0.00%	(\$38,000)	(\$38,000)	
Southwold PIL (WWTP)	(\$3,448)	(\$3,300)	(\$3,300)	\$0	0.00%	(\$3,300)	(\$3,300)	
Elgin WWTP	(\$4,649)	(\$4,500)	(\$4,500)	\$0	0.00%	(\$4,500)	(\$4,500)	
Ontario Hydro Corridor (IHN)	(\$196)	\$0	(\$196)	(\$196)	0.00%	(\$196)	(\$196)	
Ontario Hydro Corridor	(\$31,752)	(\$32,000)	(\$31,750)	\$250	-0.78%	(\$31,800)	(\$31,800)	Rates set by MOF.
Railway Corridors	(\$4,684)	(\$4,600)	(\$4,600)	\$0	0.00%	(\$4,600)	(\$4,600)	Rates set by MOF.
PIL Supps and Writeoffs	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Interest Income	(\$213,178)	(\$150,000)	(\$150,000)	\$0	0.00%	(\$150,000)	(\$150,000)	Bank Account interest
Donations	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Provincial Grant OMPF	(\$375,375)	(\$500,500)	(\$540,100)	(\$39,600)	7.91%	(\$540,100)	(\$540,100)	
Provincial Grant One-Time Efficiencies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
OCIF Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	See Cash and Capital
Land Sale	(\$356,412)	(\$3,150,000)	(\$2,075,000)	\$1,075,000	-34.13%	\$0	\$0	Teetzel Lands Sale & Plaza sale
Insurance Mitigation from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total General Revenue	(\$2,340,228)	(\$5,043,100)	(\$4,007,646)	\$1,035,454	-20.53%	(\$1,928,696)	(\$1,928,696)	
Net Supp/WO Tax Township	(\$21,932)	(\$85,000)	(\$38,600)	\$46,400	-54.59%	(\$100,000)	(\$100,000)	Est. net assessment growth - based on prior year bldg permit activity, historical est. - new homes at 50% due to variable occupancy time
Total Supps/WO	(\$21,932)	(\$85,000)	(\$38,600)	\$46,400	0.00%	(\$100,000)	(\$100,000)	
Total Other Revenue	(\$2,362,160)	(\$5,128,100)	(\$4,046,246)	\$1,081,854	-21.10%	(\$2,028,696)	(\$2,028,696)	

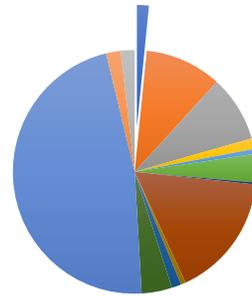
Other Expenses

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Fee Waivers/Grants	\$0	\$34,000	\$34,000	\$0	0.00%	\$35,000	\$35,000	\$25,526 Fee Waivers approved, \$3,000 Grants, \$5,000 Volunteer Apprec.
Transfer to Reserve	\$0	\$3,150,000	\$2,075,000	(\$1,075,000)	-34.13%	\$0	\$0	Land Sale Rev to Reserve and Land Held for Resale Account-revenue of \$2,075,000 Teetzel and Plaza
Total Expenses	\$0	\$3,184,000	\$2,109,000	(\$1,075,000)	-33.76%	\$35,000	\$35,000	
Net Operating (Revenue)/Expense	\$0	\$3,184,000	\$2,109,000	(\$1,075,000)	-33.76%	\$35,000	\$35,000	
Requirements								
Tax Stabilization Reserve	\$930,000	\$930,000	\$995,000	\$65,000	6.99%	\$125,000	\$125,000	
Working Capital Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirement	\$930,000	\$930,000	\$995,000	\$65,000	6.99%	\$125,000	\$125,000	
Total Requirement from TGGR	\$930,000	\$4,114,000	\$3,104,000	(\$1,010,000)	-24.55%	\$160,000	\$160,000	

Council

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Council Misc Receipts	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Council Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Council Salaries & Wages	\$76,287	\$85,373	\$84,000	(\$1,373)	-1.61%	\$85,680	\$87,394	includes COLA increase as per CPI
Canada Pension	\$3,498	\$4,295	\$3,952	(\$343)	-7.99%	\$4,031	\$4,112	
Council (EHT)	\$1,488	\$1,813	\$1,636	(\$177)	-9.78%	\$1,669	\$1,702	
Council -Group Insurance	\$15,280	\$16,637	\$14,729	(\$1,908)	-11.47%	\$15,024	\$15,324	
Travel/ Mileage/ Expenses	\$310	\$3,600	\$3,672	\$72	2.00%	\$3,745	\$3,820	
Conferences and Training	\$10,298	\$6,500	\$12,000	\$5,500	84.62%	\$12,240	\$12,485	increase based on actuals
Telephone	\$654	\$1,200	\$1,200	\$0	0.00%	\$1,224	\$1,248	
Council- Insurance	\$2,088	\$2,192	\$2,236	\$44	2.00%	\$2,281	\$2,326	
Council-Integrity Commissioner costs	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Council-Grant & Donations	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	included in Other Expenses tab
Council - Miscellaneous	\$7,639	\$6,500	\$6,500	\$0	0.00%	\$6,630	\$6,763	
Total Expenses	\$117,542	\$129,111	\$130,925	\$1,814	1.40%	\$133,544	\$136,214	
Net Operating (Revenue)/Expense	\$117,542	\$129,111	\$130,925	\$1,814	1.40%	\$133,544	\$136,214	

Council Summary		
2026 Levy Requirement		\$130,925
Requirement as % of Total Levy		1.76%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$1,814
Contribution to 2026 Levy Increase	↑	0.03%
\$ per Capita		\$29.61
\$ per Household		\$63.59



Administration

Administration

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Tax Certificates/Work Orders	(\$7,807)	(\$7,500)	(\$7,500)	\$0	0.00%	(\$7,650)	(\$7,803)	
License Fees	(\$1,781)	(\$1,500)	(\$1,500)	\$0	0.00%	(\$1,530)	(\$1,561)	
Marriage Ceremony Fees	\$0	(\$350)	\$0	\$350	-100.00%	\$0	\$0	
Miscellaneous Receipts	(\$6,269)	(\$5,000)	(\$5,100)	(\$100)	2.00%	(\$5,202)	(\$5,306)	NSF fees, Trust Fund Admin Revenue
Provincial Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Federal Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	no Admin summer student in 2025
Other Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Donations	(\$5,000)	\$0	(\$5,000)	(\$5,000)	0.00%	(\$5,000)	\$0	Long Point World Biosphere grant GLCTF
Gain/Loss on Disposal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from Reserve	\$0	(\$20,000)	(\$30,000)	(\$10,000)	50.00%	\$0	\$0	\$30,000 H&S Reserve
Other Municipal		(\$25,000)	(\$25,000)	\$0	0.00%	(\$25,000)	(\$25,500)	West Elgin Bldg Agreement
Transfer From Election Reserve		\$0	(\$22,500)	(\$22,500)	0.00%	\$0	\$0	
Total Revenue	(\$20,856)	(\$59,350)	(\$96,600)	(\$37,250)	62.76%	(\$44,382)	(\$40,170)	
Salaries and Wages	\$827,007	\$439,776	\$561,159	\$121,383	27.60%	\$572,383	\$583,830	Updated Salary Distribution - year end entry
Overhead	\$245,882	\$132,373	\$157,011	\$24,638	18.61%	\$160,151	\$163,354	
Health Safety	\$32,476	\$1,000	\$42,000	\$41,000	4100.00%	\$42,840	\$43,697	
Travel Mileage	\$374	\$515	\$525	\$10	2.00%	\$536	\$547	limited travel
Employee Training	\$3,152	\$6,000	\$6,000	\$0	0.00%	\$6,120	\$6,242	H&S Cert Training, MAP courses
Building Repairs	\$3,060	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Janitorial Supplies	\$0	\$200	\$0	(\$200)	-100.00%	\$0	\$0	contractor supplies all cleaning supplies
Emergency management	\$0	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	
Utilities	\$3,342	\$5,562	\$5,675	\$113	2.03%	\$5,789	\$5,904	
Office Supplies	\$14,917	\$15,000	\$15,500	\$500	3.33%	\$15,810	\$16,126	
Postage	\$18,099	\$13,000	\$13,260	\$260	2.00%	\$13,525	\$13,796	YE distribution not completed yet
Advertising	\$0	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Telephone	\$3,497	\$3,621	\$3,700	\$79	2.19%	\$3,774	\$3,849	
Insurance	\$39,111	\$28,055	\$39,200	\$11,145	39.73%	\$39,984	\$40,784	reflects renewal cost
Legal Fees	\$46,372	\$26,000	\$30,000	\$4,000	15.38%	\$30,600	\$31,212	Audit/FIR fees, Misc legal fees
Equipment Maintenance	\$1,062	\$2,500	\$2,000	(\$500)	-20.00%	\$2,040	\$2,081	
Memberships Subscription	\$63,978	\$55,000	\$78,000	\$23,000	41.82%	\$79,560	\$81,151	Various memberships and subscriptions, incl. IT, software subscriptions, 2FA, add'l security software, Mtce manager
Property Maintenance	\$356	\$1,500	\$1,500	\$0	0.00%	\$1,530	\$1,561	Grass Cutting, Security Alarm
Miscellaneous	\$5,447	\$500	\$5,500	\$5,000	1000.00%	\$5,500	\$500	Long Point World Biosphere grant GLCTF
Remembrance Day Service		\$0	\$0	\$0	0.00%	\$0	\$0	
Election Expenses	\$0	\$0	\$30,000	\$30,000	0.00%	\$0	\$0	2026 Election
Contracted Services	\$6,333	\$7,500	\$7,500	\$0	0.00%	\$7,650	\$7,803	Doc mgmt, shredding service, janitorial services

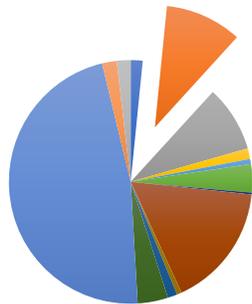
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Computer Support	\$33,720	\$35,000	\$35,700	\$700	2.00%	\$36,414	\$37,142	IT and GIS Support Service - based on prior years
Bank Charges	\$2,733	\$10,000	\$7,500	(\$2,500)	-25.00%	\$7,650	\$7,803	
Tax reductions and appeals		\$2,500	\$2,550	\$50	2.00%	\$2,601	\$2,653	
Plans and Projects	\$27,144	\$31,000	\$0	(\$31,000)	-100.00%	\$0	\$0	
Studies		\$1,000	\$0	(\$1,000)	-100.00%	\$0	\$0	
Ontario One Call Locates	\$1,595	\$2,500	\$2,500	\$0	0.00%	\$2,500	\$2,550	no longer receive credit
Small Equipment Purchases	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Transfer to Reserve	\$0	\$7,500	\$0	(\$7,500)	-100.00%	\$7,500	\$7,500	Election Reserve - Annual Amount
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$1,379,659	\$837,601	\$1,056,781	\$219,179	26.17%	\$1,054,656	\$1,070,489	
Net Operating (Revenue)/Expense	\$1,358,803	\$778,251	\$960,181	\$181,929	23.38%	\$1,010,274	\$1,030,320	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Remembrance Day Committee								
Remembrance Day Comm-Misc Revenue	(\$4,040)	(\$4,000)	(\$4,000)	\$0	0.00%	(\$4,000)	(\$4,000)	Rosy Rhubarb
Remembrance Day Comm-Donations/Grants	(\$8,800)	(\$8,800)	(\$6,500)	\$2,300	-26.14%	(\$6,500)	(\$6,500)	Green Lane Trust Fund donation
Total Revenue	(\$12,840)	(\$12,800)	(\$10,500)	\$2,300	-17.97%	(\$10,500)	(\$10,500)	
Remembrance Day Comm-Misc Expenses	\$6,748	\$12,500	\$9,000	(\$3,500)	-28.00%	\$9,000	\$9,000	
Transfer to Reserves	(\$6,092)	\$300	\$1,500	\$1,200	400.00%	\$1,500	\$1,500	
Total Expenses	\$656	\$12,800	\$10,500	(\$2,300)	-17.97%	\$10,500	\$10,500	
Net Operating (Revenue)/Expense	(\$12,184)	\$0	\$0	\$0	0.00%	\$0	\$0	
Economic Development								
Economic Development Revenue	\$0	\$0	(\$26,000)	(\$26,000)	0.00%	\$0	\$0	\$1,000 signs, \$15,000 ROD Grant, \$10,000 Reserve
Transfer from Reserves	\$0	\$0	(\$5,000)	(\$5,000)	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	(\$31,000)	(\$31,000)	0.00%	\$0	\$0	
Economic Development	\$1,000	\$0	\$31,000	\$31,000	0.00%	\$0	\$0	\$1,000 sponsor two events, \$30,000 Ec Dev Strat Plan
Total Expenses	\$1,000	\$0	\$31,000	\$31,000	0.00%	\$0	\$0	
Net Operating (Revenue)/Expense	\$1,000	\$0	\$0	\$0	0.00%	\$0	\$0	
Seniors' Committee								
Seniors' Committee Donations	(\$11,924)	(\$8,500)	(\$9,000)	(\$500)	5.88%	(\$8,500)	(\$8,500)	Green Lane Trust Request \$5,000, drive thru dinners
Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$11,924)	(\$8,500)	(\$9,000)	(\$500)	5.88%	(\$8,500)	(\$8,500)	
Senior's Committee- Southwold Young at Heart	\$7,371	\$8,500	\$9,000	\$500	5.88%	\$8,500	\$8,500	
Transfer to Reserves	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$7,371	\$8,500	\$9,000	\$500	5.88%	\$8,500	\$8,500	
Net Operating (Revenue)/Expense	(\$4,553)	\$0	\$0	\$0	0.00%	\$0	\$0	
Family Day								

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Family Day donations	(\$7,500)	(\$7,500)	(\$7,500)	\$0	0.00%	(\$7,500)	(\$7,500)	Green Lane Trust Request \$7,500
Transfer from Reserves		\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$7,500)	(\$7,500)	(\$7,500)	\$0	0.00%	(\$7,500)	(\$7,500)	
Family Day Winterfest	\$7,022	\$7,500	\$7,500	\$0	0.00%	\$7,500	\$7,500	
Total Expenses	\$7,022	\$7,500	\$7,500	\$0	0.00%	\$7,500	\$7,500	
Net Operating (Revenue)/Expense	(\$478)	\$0	\$0	\$0	0.00%	\$0	\$0	
Communities in Bloom								
C.I.B. Donations - Misc Revenue	(\$2,181)	\$0	\$0	\$0	0.00%	\$0	\$0	plant sale
Communities in Bloom Grants/Donations	\$0	(\$3,000)	\$0	\$3,000	-100.00%	\$0	\$0	
Transfer from Reserves		\$0	(\$4,000)	(\$4,000)	0.00%	(\$4,000)	(\$4,000)	Reserve balance 2025 \$22,186
Total Revenue	(\$2,181)	(\$3,000)	(\$4,000)	(\$1,000)	33.33%	(\$4,000)	(\$4,000)	
Communities in Bloom	\$4,151	\$3,000	\$4,000	\$1,000	33.33%	\$4,000	\$4,000	
Total Expenses	\$4,151	\$3,000	\$4,000	\$1,000	33.33%	\$4,000	\$4,000	
Net Operating (Revenue)/Expense	\$1,969	\$0	\$0	\$0	0.00%	\$0	\$0	

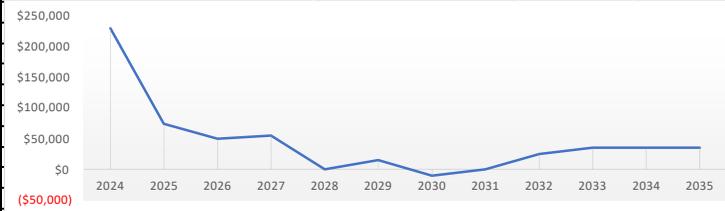
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
History Committee								
History Committee Revenue	\$0	(\$7,000)	\$0	\$7,000	-100.00%	\$0	\$0	
History Committee Grants/Donations	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from Reserves	\$0	\$0	(\$1,000)	(\$1,000)	0.00%	(\$1,000)	(\$1,000)	
Total Revenue	\$0	(\$7,000)	(\$1,000)	\$6,000	-85.71%	(\$1,000)	(\$1,000)	
Economic Development-History Committee	\$390	\$7,000	\$1,000	(\$6,000)	-85.71%	\$1,000	\$1,000	
Transfer to Reserves	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$390	\$7,000	\$1,000	(\$6,000)	-85.71%	\$1,000	\$1,000	
Net Operating (Revenue)/Expense	\$390	\$0	\$0	\$0	0.00%	\$0	\$0	
Greening Communities								
Greening Communities	(\$1,000)	(\$1,000)	(\$1,000)	\$0	0.00%	(\$1,000)	(\$1,000)	Green Lane Trust Request
Total Revenue	(\$1,000)	(\$1,000)	(\$1,000)	\$0	0.00%	(\$1,000)	(\$1,000)	
Greening Communities	\$1,000	\$1,000	\$1,000	\$0	0.00%	\$1,000	\$1,000	
Total Expenses	\$1,000	\$1,000	\$1,000	\$0	0.00%	\$1,000	\$1,000	
Net Operating (Revenue)/Expense	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$56,302)	(\$99,150)	(\$160,600)	(\$61,450)	61.98%	(\$76,882)	(\$72,670)	
Total Expenses	\$1,401,249	\$877,401	\$1,120,781	\$243,379	27.74%	\$1,087,156	\$1,102,989	
Net Operating (Revenue)/Expense	\$1,344,947	\$778,251	\$960,181	\$181,929	23.38%	\$1,010,274	\$1,030,320	
Net Cash and Capital Requirements								
Administration Reserve	\$10,000	\$10,000	\$12,500	\$2,500	25.00%	\$10,000	\$10,000	for studies and projects
Computer Reserve	\$18,000	\$18,000	\$18,000	\$0	0.00%	\$18,000	\$18,000	
Building Renewal	\$30,000	\$30,000	\$30,000	\$0	0.00%	\$30,000	\$30,000	Municipal Office - Major Maintenance
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements	\$58,000	\$58,000	\$60,500	\$2,500	4.31%	\$58,000	\$58,000	
Total Requirement from Levy	\$1,402,947	\$836,251	\$1,020,681	\$184,429	22.05%	\$1,068,274	\$1,088,320	

Administration Summary		
2026 Levy Requirement		\$1,020,681
Requirement as % of Total Levy		13.69%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$184,429
Contribution to 2026 Levy Increase	↑	2.57%
\$ per Capita		\$230.87
\$ per Household		\$495.72



Admin

Year	Expenses				Funding Sources					Reserve Balance
	Project Costs	Taxation	Administrative	Computer	Efficiency Res	Grants	Green Lane	Other		
2024	\$33,242	(\$28,000)	\$0	(\$5,242)	\$0	\$0	\$0	\$0	\$229,241	
2025	\$211,391	(\$28,000)	(\$20,000)	(\$13,331)	(\$150,061)	\$0	\$0	\$0	\$73,850	
2026	\$85,500	(\$30,500)	(\$25,000)	(\$15,000)	(\$15,000)	\$0	\$0	\$0	\$49,350	
2027	\$55,500	(\$30,500)	(\$20,000)	(\$5,000)	\$0	\$0	\$0	\$0	\$54,850	
2028	\$125,000	(\$35,000)	\$0	(\$66,330)	(\$23,670)	\$0	\$0	\$0	(\$150)	
2029	\$55,000	(\$35,000)	(\$15,000)	(\$5,000)	\$0	\$0	\$0	\$0	\$14,850	
2030	\$95,000	(\$35,000)	(\$25,000)	(\$35,000)	\$0	\$0	\$0	\$0	(\$10,150)	
2031	\$60,000	(\$35,000)	(\$20,000)	(\$5,000)	\$0	\$0	\$0	\$0	(\$150)	
2032	\$45,000	(\$35,000)	\$0	(\$10,000)	\$0	\$0	\$0	\$0	\$24,850	
2033	\$60,000	(\$35,000)	(\$15,000)	(\$10,000)	\$0	\$0	\$0	\$0	\$34,850	
2034	\$70,000	(\$35,000)	(\$25,000)	(\$10,000)	\$0	\$0	\$0	\$0	\$34,850	
2035	\$70,000	(\$35,000)	(\$25,000)	(\$10,000)	\$0	\$0	\$0	\$0	\$34,850	



Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses				Funding Sources				Notes	Check
					Project Costs	Taxation	Administrative	Computer	Efficiency Res	Grants	Green Lane	Other		
2025	Citywide Maintenance Manager	Non-Capital	Actual		\$85,458					(\$85,458)				\$0
2025	Laserfiche Process Automation Projects	carry forward \$10,000 from 2022	Actual		\$14,603					(\$14,603)				(\$0)
2025	To Administrative Reserve		Actual	Administrative	\$10,000	(\$10,000)								\$0
2025	To Computer Reserve		Actual	Computer	\$18,000	(\$18,000)								\$0
2025	Laptop Replacements		Actual		\$13,331			(\$13,331)						\$0
2025	Website End-of-Life Upgrade	delayed to 2026	Estimate		\$0					\$0				\$0
2025	Council Chambers Audio Improvements		Estimate		\$20,000		(\$20,000)							\$0
2025	Industrial Land Secondary Planning	Diverted to AMP	Estimate		\$0					\$0				\$0
2025	Asset Management Plan		Estimate		\$50,000					(\$50,000)				\$0
2026	To Administrative Reserve		Estimate	Administrative	\$12,500	(\$12,500)								\$0
2026	To Computer Reserve		Estimate	Computer	\$18,000	(\$18,000)								\$0
2026	Council Computers/iPads/Tech	\$2,000/Councillor	Estimate		\$10,000			(\$10,000)						\$0
2026	Laptop Replacements		Estimate		\$5,000			(\$5,000)						\$0
2026	Website End-of-Life Upgrade/Migration	June 2026	Estimate		\$15,000					(\$15,000)				\$0
2026	Compensation Study	2020, with 2023 review	Estimate		\$25,000		(\$25,000)							\$0
2027	To Administrative Reserve		Estimate	Administrative	\$12,500	(\$12,500)								\$0
2027	To Computer Reserve		Estimate	Computer	\$18,000	(\$18,000)								\$0
2027	Laptop Replacements		Estimate		\$5,000			(\$5,000)						\$0
2027	Strategic Plan Update	Non-Capital	Estimate		\$20,000		(\$20,000)							\$0
2028	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2028	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2028	Laptop Replacements		Estimate		\$15,000			(\$15,000)						\$0
2028	Financial Accounting System Update	Someday when EOL	Estimate		\$75,000		\$0	(\$51,330)	(\$23,670)					\$0
2029	Ward Review Project??	Non-Capital	Estimate		\$15,000		(\$15,000)			\$0				\$0
2029	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2029	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2029	Laptop Replacements		Estimate		\$5,000			(\$5,000)						\$0
2030	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2030	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2030	Council Computers/iPads/Tech	\$2,000/Councillor	Estimate		\$10,000			(\$10,000)						\$0
2030	Server Replacement - if still needed		Estimate		\$20,000			(\$20,000)						\$0
2030	Laptop Replacements		Estimate		\$5,000			(\$5,000)						\$0
2030	Pay Study	Non-Capital	Estimate		\$25,000		(\$25,000)							\$0
2031	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2031	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2031	Strategic Plan Update	Non-Capital	Estimate		\$20,000		(\$20,000)							\$0
2031	Laptop Replacements		Estimate		\$5,000			(\$5,000)						\$0
2032	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2032	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2032	Laptop Replacements		Estimate		\$10,000			(\$10,000)						\$0
2033	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2033	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2033	Laptop Replacements		Estimate		\$10,000			(\$10,000)						\$0

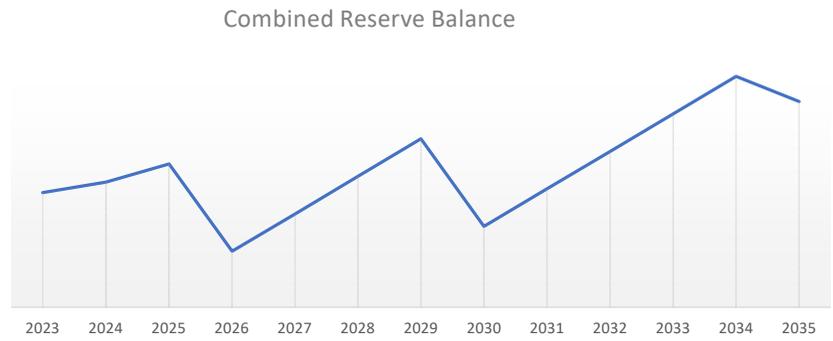
Reserve Breakdown				Year
Administrative	Computer	Efficiency Res	Total	
(\$66,932)	(\$738)	(\$365,805)	(\$433,475)	
(\$20,000)	(\$20,511)	(\$103,273)	(\$143,784)	2025
(\$20,000)	(\$20,511)	(\$88,670)	(\$129,181)	2025
(\$30,000)	(\$20,511)	(\$88,670)	(\$139,181)	2025
(\$30,000)	(\$38,511)	(\$88,670)	(\$157,181)	2025
(\$30,000)	(\$25,180)	(\$88,670)	(\$143,850)	2025
(\$30,000)	(\$25,180)	(\$88,670)	(\$143,850)	2025
(\$10,000)	(\$25,180)	(\$88,670)	(\$123,850)	2025
(\$10,000)	(\$25,180)	(\$88,670)	(\$123,850)	2025
(\$10,000)	(\$25,180)	(\$88,670)	(\$123,850)	2025
(\$22,500)	(\$25,180)	(\$38,670)	(\$86,350)	2026
(\$22,500)	(\$43,180)	(\$38,670)	(\$104,350)	2026
(\$22,500)	(\$33,180)	(\$38,670)	(\$94,350)	2026
(\$22,500)	(\$28,180)	(\$38,670)	(\$89,350)	2026
(\$22,500)	(\$28,180)	(\$23,670)	(\$74,350)	2026
\$2,500	(\$28,180)	(\$23,670)	(\$49,350)	2026
(\$10,000)	(\$28,180)	(\$23,670)	(\$61,850)	2027
(\$10,000)	(\$46,180)	(\$23,670)	(\$79,850)	2027
(\$10,000)	(\$41,180)	(\$23,670)	(\$74,850)	2027
\$10,000	(\$41,180)	(\$23,670)	(\$54,850)	2027
(\$5,000)	(\$41,180)	(\$23,670)	(\$69,850)	2028
(\$5,000)	(\$61,180)	(\$23,670)	(\$89,850)	2028
(\$5,000)	(\$46,180)	(\$23,670)	(\$74,850)	2028
(\$5,000)	\$5,150	\$0	\$150	2028
\$10,000	\$5,150	\$0	\$15,150	2029
(\$5,000)	\$5,150	\$0	\$150	2029
(\$5,000)	(\$14,850)	\$0	(\$19,850)	2029
(\$5,000)	(\$9,850)	\$0	(\$14,850)	2029
(\$20,000)	(\$9,850)	\$0	(\$29,850)	2030
(\$20,000)	(\$29,850)	\$0	(\$49,850)	2030
(\$20,000)	(\$19,850)	\$0	(\$39,850)	2030
(\$20,000)	\$150	\$0	(\$19,850)	2030
(\$20,000)	\$5,150	\$0	(\$14,850)	2030
\$5,000	\$5,150	\$0	\$10,150	2030
(\$10,000)	\$5,150	\$0	(\$4,850)	2031
(\$10,000)	(\$14,850)	\$0	(\$24,850)	2031
\$10,000	(\$14,850)	\$0	(\$4,850)	2031
\$10,000	(\$9,850)	\$0	\$150	2031
(\$5,000)	(\$9,850)	\$0	(\$14,850)	2032
(\$5,000)	(\$29,850)	\$0	(\$34,850)	2032
(\$5,000)	(\$19,850)	\$0	(\$24,850)	2032
(\$20,000)	(\$19,850)	\$0	(\$39,850)	2033
(\$20,000)	(\$39,850)	\$0	(\$59,850)	2033
(\$20,000)	(\$29,850)	\$0	(\$49,850)	2033

Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses		Funding Sources						Notes	Check
					Project Costs	Taxation	Administrative	Computer	Efficiency Res	Grants	Green Lane	Other		
2033	Ward Review Project??	Non-Capital	Estimate		\$15,000		(\$15,000)		\$0					\$0
2034	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2034	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2034	Laptop Replacements		Estimate		\$10,000			(\$10,000)						\$0
2034	Pay Study		Estimate		\$25,000		-25000							\$0
2035	To Administrative Reserve		Estimate	Administrative	\$15,000	(\$15,000)								\$0
2035	To Computer Reserve		Estimate	Computer	\$20,000	(\$20,000)								\$0
2035	Website/Brand - Major Update		Estimate		\$25,000		(\$25,000)	\$0						\$0
2035	Laptop Replacements		Estimate		\$10,000			(\$10,000)						\$0

Administrative	Computer	Efficiency Res	Total	Year
(\$66,932)	(\$738)	(\$365,805)	(\$433,475)	2033
(\$5,000)	(\$29,850)	\$0	(\$34,850)	2033
(\$20,000)	(\$29,850)	\$0	(\$49,850)	2034
(\$20,000)	(\$49,850)	\$0	(\$69,850)	2034
(\$20,000)	(\$39,850)	\$0	(\$59,850)	2034
\$5,000	(\$39,850)	\$0	(\$34,850)	2034
(\$10,000)	(\$39,850)	\$0	(\$49,850)	2035
(\$10,000)	(\$59,850)	\$0	(\$69,850)	2035
\$15,000	(\$59,850)	\$0	(\$44,850)	2035
\$15,000	(\$49,850)	\$0	(\$34,850)	2035

Admin Facility

Year	Expenses	Funding Sources					Reserve Balance
		Project Costs	Taxation	Admin Facility	Grants	Green Lane	
2023	\$64,941	(\$25,000)	(\$36,354)	\$0	\$0	(\$3,587)	\$91,756
2024	\$41,787	(\$25,000)	(\$16,787)	\$0	\$0	\$0	\$99,969
2025	\$45,362	(\$30,000)	(\$15,362)	\$0	\$0	\$0	\$114,607
2026	\$130,000	(\$30,000)	(\$100,000)	\$0	\$0	\$0	\$44,607
2027	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$74,607
2028	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$104,607
2029	\$280,000	(\$30,000)	\$0	\$0	(\$250,000)	\$0	\$134,607
2030	\$1,780,000	(\$30,000)	(\$100,000)	\$0	\$0	(\$1,650,000)	\$64,607
2031	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$94,607
2032	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$124,607
2033	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$154,607
2034	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$184,607
2035	\$80,000	(\$30,000)	(\$50,000)	\$0	\$0	\$0	\$164,607



Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources					Notes	Check
					Project Costs	Taxation	Admin Facility	Grants	Green Lane	Other			
2023	To Admin Facility Reserve		Actual	Admin Facility	\$25,000	(\$25,000)							\$0
2023	Minor Upgrades/Improvements	Storage, lighting-operating	Actual		\$3,587		\$0				(\$3,587)		\$0
2023	Admin - Minor Renos	To facilitate flex/shared work spaces for Short-term	Actual		\$36,354		(\$36,354)						\$0
2024	To Admin Facility Reserve		Actual	Admin Facility	\$25,000	(\$25,000)							\$0
2024	Building Security Upgrades / Door Locks/FOBs	delayed to 2025											\$0
2024	Furnace Replacement		Actual		\$16,787		(\$16,787)						\$0
2025	To Admin Facility Reserve	increase for furnace replacement in 15 years	Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2025	Building Security Upgrades / Door Locks/FOBs		Actual		\$5,362		(\$5,362)						(\$0)
2025	Council Chambers	Chairs done \$3,358, décor TBD	Estimate		\$10,000		(\$10,000)						\$0
2026	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2026	Sanitary connection	Connection Fee/Hookup	Estimate		\$45,000		(\$45,000)						\$0
2026	Front Counter & Security Improvements	should be completed in conjunction with floor	Estimate		\$25,000		(\$25,000)						\$0
2026	Flooring, sound proofing, minor reno, painting		Estimate		\$30,000		(\$30,000)						\$0
2027	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2028	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2029	Major Reno/Addition???	Design, Engineering, Const	Estimate		\$250,000					(\$250,000)			\$0
2029	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2030	Major Reno/Addition???	Construction, Site Work, Parking Lot Paving	Estimate		\$1,750,000		(\$100,000)		\$0	(\$1,650,000)	Borrow/Bldg Reser		\$0
2030	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2031	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2032	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2033	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2034	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2035	To Admin Facility Reserve		Estimate	Admin Facility	\$30,000	(\$30,000)							\$0
2035	Minor Upgrades/Improvements		Estimate		\$50,000		(\$50,000)						\$0

Reserve Breakdown	
Admin Facility	Year
(\$53,110)	
(\$128,110)	2023
(\$128,110)	2023
(\$91,756)	2023
(\$116,756)	2024
(\$116,756)	2024
(\$99,969)	2024
(\$129,969)	2025
(\$124,607)	2025
(\$114,607)	2025
(\$144,607)	2026
(\$99,607)	2026
(\$74,607)	2026
(\$44,607)	2026
(\$74,607)	2027
(\$104,607)	2028
(\$104,607)	2029
(\$134,607)	2029
(\$34,607)	2030
(\$64,607)	2030
(\$94,607)	2031
(\$124,607)	2032
(\$154,607)	2033
(\$184,607)	2034
(\$214,607)	2035
(\$164,607)	2035

Municipal Property

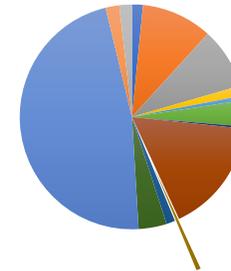
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Medical Centre								
Donation		\$0	\$0	\$0	0.00%	\$0		
Lease Income	(\$14,747)	(\$15,600)	(\$15,350)	\$250	-1.60%	(\$15,657)	(\$15,970)	reflects increase of 2.5% as per Residential Tenancies Act
Federal Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from reserves	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$14,747)	(\$15,600)	(\$15,350)	\$250	-1.60%	(\$15,657)	(\$15,970)	
Salaries and Wages	\$0	\$6,769	\$6,852	\$83	1.23%	\$6,989	\$7,129	
Benefits	\$0	\$2,145	\$2,161	\$16	0.75%	\$2,204	\$2,248	
Building Repairs	\$6,548	\$5,500	\$4,000	(\$1,500)	-27.27%	\$4,080	\$4,162	
Janitorial Supplies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Utilities	\$3,595	\$5,500	\$5,610	\$110	2.00%	\$5,722	\$5,837	
Property Maintenance	\$6,743	\$9,000	\$6,000	(\$3,000)	-33.33%	\$6,120	\$6,242	
Insurance	\$9,466	\$8,895	\$9,466	\$571	6.42%	\$9,655	\$9,848	reflects renewal cost
Equipment Maintenance	\$0	\$500	\$510	\$10	2.00%	\$520	\$531	
Miscellaneous	\$10,883	\$12,806	\$6,400	(\$6,406)	-50.02%	\$6,528	\$6,659	property taxes-medical centre
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$37,236	\$51,114	\$40,999	(\$10,115)	-19.79%	\$41,819	\$42,655	
Net Operating (Revenue)/Expense	\$22,489	\$35,514	\$25,649	(\$9,865)	-27.78%	\$26,162	\$26,685	
Library								
Libraries -Lease PAID	(\$65,505)	(\$63,350)	(\$64,744)	(\$1,394)	2.20%	(\$66,039)	(\$67,360)	New Lease Agreement in 2023
Library-Miscellaneous revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Trsf from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Land Lease expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$65,505)	(\$63,350)	(\$64,744)	(\$1,394)	2.20%	(\$66,039)	(\$67,360)	
New Library - wages	\$0	\$6,769	\$6,852	\$83	1.23%	\$6,989	\$7,129	
Overhead	\$0	\$2,145	\$2,161	\$16	0.75%	\$2,204	\$2,248	
New Library-Building Repairs	\$288	\$1,000	\$1,020	\$20	2.00%	\$1,040	\$1,061	
New Library-Janitorial Serv	\$14,403	\$15,900	\$16,218	\$318	2.00%	\$16,542	\$16,873	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
New Library-Utilities	\$0	\$3,600	\$4,500	\$900	25.00%	\$4,590	\$4,682	reflects % of Keystone expense
New Library-Insurance	\$0	\$1,078	\$1,100	\$22	2.00%	\$1,122	\$1,144	reflects renewal cost
New Library-Property Maintenance	\$0	\$3,500	\$3,570	\$70	2.00%	\$3,641	\$3,714	reflects % of Keystone expense
New Library-Miscellaneous	\$0	\$500	\$510	\$10	2.00%	\$520	\$531	
New Library-Loan Payment	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$10,000	\$10,200	Loan Payment to County-ends 2027
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$24,691	\$44,492	\$45,931	\$1,439	3.23%	\$46,649	\$47,582	
Net Operating (Revenue)/Expense	(\$40,814)	(\$18,858)	(\$18,813)	\$45	-0.24%	(\$19,389)	(\$19,777)	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Old Library / Plaza								
Comm Unit 2 - Rent Paid Evelyn	(\$10,454)	(\$10,411)	(\$2,613)	\$7,797	-74.90%	\$0	\$0	anticipate rent to April 2026
Comm Unit 3 - Rent Paid Jacque	(\$7,966)	(\$8,042)	(\$1,992)	\$6,051	-75.24%	\$0	\$0	anticipate rent to April 2026
Total Revenue	(\$18,420)	(\$18,453)	(\$4,605)	\$13,848	-75.04%	\$0	\$0	
Plaza and Old Library -wages	\$0	\$6,769	\$0	(\$6,769)	-100.00%	\$0	\$0	
Overhead	\$0	\$2,145	\$0	(\$2,145)	-100.00%	\$0	\$0	
Employment Insurance	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Employer Health Tax	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Workplace Safety Insuran	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Old Library-Building Repair	\$0	\$1,000	\$0	(\$1,000)	-100.00%	\$0	\$0	
Old Library-Janitorial Serv	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Old Library-Utilities	\$1,414	\$1,150	\$600	(\$550)	-47.83%	\$0	\$0	
Old Library-Property Maintenance	\$0	\$550	\$0	(\$550)	-100.00%	\$0	\$0	
Old Library - Insurance		\$1,289	\$1,315	\$26	2.00%	\$0	\$0	reflects renewal cost
Old Library - Taxes	\$338	\$700	\$169	(\$531)	-75.86%	\$0	\$0	
Old Library -Miscellaneous Expenses	\$0	\$510	\$0	(\$510)	-100.00%	\$0	\$0	
Commercial Unit Expenses	\$27,946	\$25,000	\$8,605	(\$16,395)	-65.58%	\$0	\$0	Hydro, Gas, Maintenance, Snow removal, Waste bin, property taxes-based on 3 months
Total Expenses	\$29,698	\$39,113	\$10,689	(\$28,424)	-72.67%	\$0	\$0	
Net Operating (Revenue)/Expense	\$11,278	\$20,660	\$6,084	(\$14,576)	-70.55%	\$0	\$0	
Farmland								
Municipal Land Lease	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	WWTP lands
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Net Operating (Revenue)/Expense	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Property								

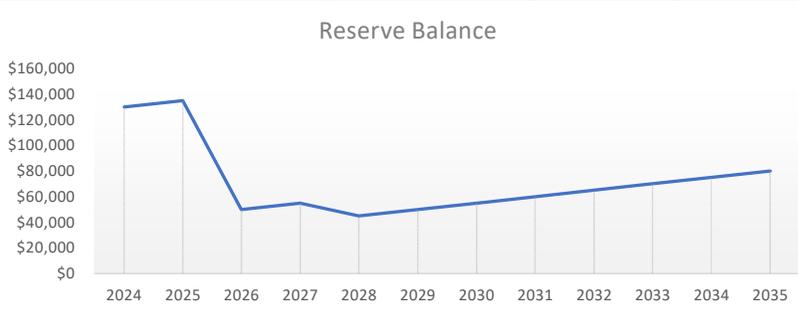
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Total Revenue	(\$98,672)	(\$97,403)	(\$84,699)	\$12,704	-13.04%	(\$81,696)	(\$83,330)	
Total Expenses	\$91,626	\$134,720	\$97,619	(\$37,101)	-27.54%	\$88,468	\$90,238	
Net Operating (Revenue)/Expense	(\$7,047)	\$37,317	\$12,920	(\$24,397)	-65.38%	\$6,773	\$6,908	
				\$0				
Net Cash and Capital Requirements				\$0				
Medical Building Reserve	\$5,000	\$5,000	\$5,000	\$0	0.00%	\$5,000	\$5,000	AMP/Reserve Requirements to maintain Med Bldg
New Library Reserve	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$10,000	\$10,000	AMP/Reserve Requirements to maintain Library
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements	\$15,000	\$15,000	\$15,000	\$0	0.00%	\$15,000	\$15,000	
Total Requirement from Levy	\$7,953	\$52,317	\$27,920	(\$24,397)	-46.63%	\$21,773	\$21,908	

Municipal Property Summary		
2026 Levy Requirement		\$27,920
Requirement as % of Total Levy		0.38%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↓	(\$24,397)
Contribution to 2026 Levy Increase	↓	-0.34%
\$ per Capita		\$6.32
\$ per Household		\$13.56



Medical Centre

Year					Expenses	Funding Sources					Reserve Balance
					Project Costs	Taxation	Other Facility	Grants	Green Lane	Other	
2024					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$129,903
2025					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$134,903
2026					\$95,000	(\$5,000)	(\$90,000)	\$0	\$0	\$0	\$49,903
2027					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$54,903
2028					\$20,000	(\$5,000)	(\$15,000)	\$0	\$0	\$0	\$44,903
2029					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$49,903
2030					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$54,903
2031					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$59,903
2032					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$64,903
2033					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$69,903
2034					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$74,903
2035					\$5,000	(\$5,000)	\$0	\$0	\$0	\$0	\$79,903



Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses	Funding Sources					Notes	Check
					Project Costs	Taxation	Other Facility	Grants	Green Lane	Other		
2023	To Medical Facility Reserve		Actual	Other Facility	\$5,000	(\$5,000)						\$0
2024	To Medical Facility Reserve		Actual	Other Facility	\$5,000	(\$5,000)						\$0
2025	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2025	Sanitary Connection		Estimate		\$0		\$0					\$0
2026	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2026	Parking Lot Paving/Improvements	after sanitary connectio	Estimate		\$50,000		(\$50,000)					\$0
2026	Sanitary Connection		Estimate		\$40,000		(\$40,000)					\$0
2027	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2028	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2028	HVAC Replacement - Timing TBD		Estimate		\$15,000		(\$15,000)					\$0
2029	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2030	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2031	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2032	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2033	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2034	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0
2035	To Medical Facility Reserve		Estimate	Other Facility	\$5,000	(\$5,000)						\$0

Reserve Breakdown	
Other Facility	Year
(\$104,903)	
(\$124,903)	2023
(\$129,903)	2024
(\$134,903)	2025
(\$134,903)	2025
(\$139,903)	2026
(\$89,903)	2026
(\$49,903)	2026
(\$54,903)	2027
(\$59,903)	2028
(\$44,903)	2028
(\$49,903)	2029
(\$54,903)	2030
(\$59,903)	2031
(\$64,903)	2032
(\$69,903)	2033
(\$74,903)	2034
(\$79,903)	2035

Fire Department

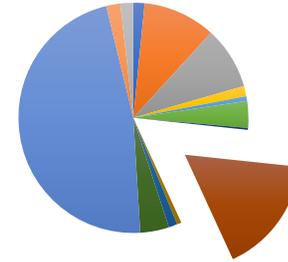
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Revenue								
Emergency Mgmt Miscellaneous Revenues	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire Inspections	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Miscellaneous	(\$3,191)	(\$10,000)	(\$2,000)	\$8,000	-80.00%	(\$2,000)	(\$2,000)	911 sign fees, fire reports, Instructor wages for County
Fire Chief Services - West Elgin	(\$96,880)	(\$103,992)	(\$106,072)	(\$2,080)	2.00%	(\$108,193)	(\$108,193)	Revenue - offsets increases below in Wages and Benefits
Fire Chief Services - Dutton Dunwich	(\$96,880)	(\$103,992)	(\$106,072)	(\$2,080)	2.00%	(\$108,193)	(\$108,193)	Revenue - offsets increases below in Wages and Benefits
Fire Prevention Donations	(\$300)	(\$1,000)	(\$1,000)	\$0	0.00%	(\$1,000)	(\$1,000)	
Donations	(\$3,300)	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire Calls/Prov Grant	(\$36,559)	(\$10,000)	(\$10,000)	\$0	0.00%	(\$10,000)	(\$10,000)	
Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$237,110)	(\$228,984)	(\$225,144)	\$3,840	0.00%	(\$229,386)	(\$229,386)	
Expenses								
Salaries and Wages	\$427,529	\$475,510	\$494,041	\$18,531	3.90%	\$503,922	\$514,000	Reflects recent call activity Fire Chief, Officers, Training, Incident Response, FTE Admin Assistance
Overhead	\$34,711	\$68,060	\$71,514	\$3,455	5.08%	\$72,944	\$74,403	
Road - Wages	\$491	\$250	\$255	\$5	2.00%	\$260	\$265	
Wages-Custodial Shedden Fire Hall	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Wages - Custodial Talbotville Fire Hall	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Canada Pension	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Employment Insurance	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
OMERS	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Employer Health Tax	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Workplace Safety Insuran	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Group Insurance	\$15,614	\$26,000	\$26,000	\$0	0.00%	\$26,520	\$27,050	VFIS, Driver medicals, Homewood Health
Community Risk Assessment	\$0	\$12,000	\$15,745	\$3,745	31.21%	\$0	\$0	Required every 5 years-OFM
Health & Safety	\$862	\$2,000	\$2,040	\$40	2.00%	\$2,081	\$2,122	
Health & Safety Materials	\$379	\$250	\$255	\$5	2.00%	\$260	\$265	
Travel Mileage	\$920	\$6,500	\$5,000	(\$1,500)	-23.08%	\$5,100	\$5,202	
Employee Training	\$21,860	\$27,400	\$24,000	(\$3,400)	-12.41%	\$24,480	\$24,970	NFPA 1001, OFC Courses, Elevator Rescue, Evs
Specialty Team Training	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Building Repairs	\$10,764	\$10,000	\$10,500	\$500	5.00%	\$10,710	\$10,924	includes Shedden signage
Custodial Supplies	\$555	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Utilities	\$12,927	\$11,000	\$17,500	\$6,500	59.09%	\$17,850	\$18,207	Reflects historical costs
Materials Supplies	\$7,619	\$6,500	\$6,630	\$130	2.00%	\$6,763	\$6,898	
Medical Supplies	\$1,547	\$3,120	\$3,120	\$0	0.00%	\$3,182	\$3,246	
Operational Supplies	\$5,385	\$2,500	\$3,500	\$1,000	40.00%	\$3,570	\$3,641	Absorbent supplies, foam
Dept Clothing	\$1,306	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
Property Maintenance	\$8,925	\$7,280	\$7,500	\$220	3.02%	\$7,650	\$7,803	
Rds Machine Time to Fire	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Office Supplies	\$4,187	\$1,500	\$1,530	\$30	2.00%	\$1,561	\$1,592	
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Advertising	\$0	\$250	\$250	\$0	0.00%	\$255	\$260	Pub Ed advertising
Telephone	\$3,759	\$4,590	\$5,300	\$710	15.47%	\$5,406	\$5,514	Reflects historical costs
Insurance	\$17,052	\$15,140	\$18,075	\$2,935	19.38%	\$18,437	\$18,805	
Legal Fees	\$2,854	\$0	\$0	\$0	0.00%	\$0	\$0	
Equipment Maintenance	\$8,882	\$6,760	\$7,500	\$740	10.95%	\$7,650	\$7,803	Auto Ex PM. General equip/tool repairs
Bunker Gear Maintenance	\$11,322	\$6,000	\$8,000	\$2,000	33.33%	\$8,160	\$8,323	Reflects historical costs
SCBA Maintenance	\$7,045	\$7,500	\$7,650	\$150	2.00%	\$7,803	\$7,959	
Memberships/Subscriptions	\$5,418	\$5,100	\$5,750	\$650	12.75%	\$5,865	\$5,982	FP2, WR, FMPFSC, Mutual Aid
Annual Pump Testing	\$2,119	\$2,500	\$2,550	\$50	2.00%	\$2,601	\$2,653	
Contracted Services	\$22,593	\$20,000	\$22,000	\$2,000	10.00%	\$22,440	\$22,889	Dispatch
Automatic Aid Agreement	\$0	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	CE Port Stanley area, SFTD
Communications Tower Rental	\$11,751	\$12,500	\$12,750	\$250	2.00%	\$13,005	\$13,265	Elgin County Fire Comms
IT Services	\$3,501	\$1,200	\$2,000	\$800	66.67%	\$2,040	\$2,081	
Janitorial Services	\$7,592	\$7,600	\$11,500	\$3,900	51.32%	\$11,730	\$11,965	2026-Shedden Stn and Talbotville full year
Master Fire Plan	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Pre Plan for High Risk	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire Prevention	\$6,748	\$5,000	\$6,500	\$1,500	30.00%	\$6,630	\$6,763	Public ed
Equipment Purchases	\$10,418	\$22,800	\$22,800	\$0	0.00%	\$23,256	\$23,721	small tools, hose
PPE Purchases	\$19,734	\$13,000	\$15,000	\$2,000	15.38%	\$15,300	\$15,606	helmets, gloves, boots, balaclavas
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Funeral Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Department Expenses	\$696,369	\$798,810	\$845,755	\$46,946	5.88%	\$846,610	\$863,543	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
FC Insurance and Licences	\$2,394	\$2,368	\$2,380	\$12	0.50%	\$2,428	\$2,476	
FC Maintenance	\$5,185	\$1,530	\$2,000	\$470	30.72%	\$2,040	\$2,081	
FC Fuel	\$1,292	\$3,570	\$2,000	(\$1,570)	-43.98%	\$2,040	\$2,081	
Total Fire Chief Vehicle (Truck)	\$8,870	\$7,468	\$6,380	(\$1,088)	-14.57%	\$6,508		
R51 Insurance and Licences	\$3,203	\$3,222	\$3,214	(\$8)	-0.25%	\$3,278	\$3,344	
R51 Maintenance	\$7,713	\$5,100	\$5,202	\$102	2.00%	\$5,306	\$5,412	
R51 Fuel	\$351	\$1,275	\$1,301	\$26	2.00%	\$1,327	\$1,353	
Total R51 Shedden Rescue	\$11,267	\$9,597	\$9,717	\$119	1.24%	\$9,911	\$10,109	
T52 Insurance and Licences	\$3,203	\$2,991	\$3,214	\$223	7.47%	\$3,278	\$3,344	
T52 Maintenance	\$13,501	\$5,100	\$5,202	\$102	2.00%	\$5,306	\$5,412	
T52 Fuel	\$163	\$765	\$780	\$15	2.00%	\$796	\$812	
Total T52 Shedden Tanker	\$16,867	\$8,856	\$9,196	\$341	3.85%	\$9,380	\$9,568	
P53 Insurance and Licences	\$3,203	\$3,222	\$3,214	(\$8)	-0.25%	\$3,278	\$3,344	
P53 Maintenance	\$1,966	\$2,550	\$2,601	\$51	2.00%	\$2,653	\$2,706	
P53 Fuel	\$257	\$765	\$780	\$15	2.00%	\$796	\$812	
Total P53 Shedden Pumper	\$5,426	\$6,537	\$6,595	\$58	0.89%	\$6,727	\$6,862	
R61 Insurance and Licences	\$2,659	\$2,980	\$3,006	\$26	0.89%	\$3,066	\$3,127	
R61 Maintenance	\$739	\$1,530	\$1,561	\$31	2.00%	\$1,592	\$1,624	
R61 Fuel	\$768	\$1,020	\$1,040	\$20	2.00%	\$1,061	\$1,082	
Total R61 Talbotville Rescue	\$4,166	\$5,530	\$5,607	\$77	1.40%	\$5,719	\$5,834	
T62 Insurance and Licences	\$3,203	\$3,222	\$3,214	(\$8)	-0.25%	\$3,278	\$3,344	
T62 Maintenance	\$3,932	\$5,100	\$5,202	\$102	2.00%	\$5,306	\$5,412	
T62 Fuel	\$1,683	\$2,550	\$2,601	\$51	2.00%	\$2,653	\$2,706	
Total T62 Talbotville Tanker	\$8,818	\$10,872	\$11,017	\$145	1.33%	\$11,237	\$11,462	
P63 Insurance and Licences	\$3,532	\$3,259	\$3,457	\$198	6.08%	\$3,526	\$3,597	
P63 Maintenance	\$1,995	\$2,550	\$2,601	\$51	2.00%	\$2,653	\$2,706	
P63 Fuel	\$1,029	\$2,040	\$2,081	\$41	2.00%	\$2,122	\$2,165	
Total P63 Talbotville Pumper	\$6,557	\$7,849	\$8,139	\$290	3.69%	\$8,302	\$8,468	
Total Expenses	\$758,339	\$855,518	\$902,406	\$47,976	5.61%	\$904,394	\$922,482	
Net Operating (Revenue)/Expense	\$521,230	\$626,534	\$677,262	\$51,816	8.27%	\$675,008	\$693,096	

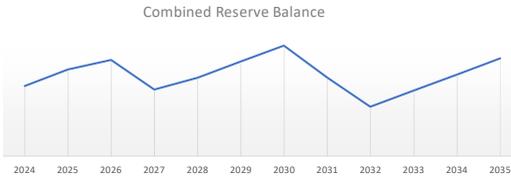
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Net Cash and Capital Requirements								
Fire - Apparatus	\$150,000	\$150,000	\$150,000	\$0	0.00%	\$150,000	\$150,000	Fire Truck Replacement
Fire - Building Renewal	\$95,000	\$95,000	\$50,000	(\$45,000)	-47.37%	\$50,000	\$50,000	Fire Building Replacement/Major Maint
Fire - Major Equipment	\$100,000	\$100,000	\$100,000	\$0	0.00%	\$100,000	\$100,000	Fire Equipment Replacement
Fire - Communications	\$30,000	\$30,000	\$30,000	\$0	0.00%	\$30,000	\$15,000	
Fire - New Talbotville Station	\$350,000	\$350,000	\$0	(\$350,000)	-100.00%	\$0	\$0	New Talbotville Firehall
Fire - Funeral		\$0	\$0	\$0	0.00%	\$0	\$0	
Capital Items		\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements		\$725,000	\$330,000	(\$395,000)	-54.48%	\$330,000	\$315,000	
Total Requirement from Levy		\$1,351,534	\$1,007,262	(\$343,184)	0.00%	\$1,005,008	\$1,008,096	

Fire Department Summary		
2026 Levy Requirement		\$1,007,262
Requirement as % of Total Levy		13.51%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↓	(\$343,184)
Contribution to 2026 Levy Increase	↓	-4.79%
\$ per Capita		\$227.84
\$ per Household		\$489.20



Fire Department

Year	Expenses			Funding Sources							Reserve Balance
	Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other	
2024	\$1,693,475	(\$775,000)	\$0	\$0	(\$250,000)	(\$79,225)	\$0	(\$50,000)	(\$535,000)	(\$4,250)	\$1,162,906
2025	\$1,434,586	(\$725,000)	\$0	\$0	\$0	(\$105,336)	\$0	\$0	(\$600,000)	(\$4,250)	\$1,436,820
2026	\$704,590	(\$330,000)	\$0	\$0	(\$125,000)	(\$56,200)	\$0	(\$32,890)	(\$152,000)	(\$8,500)	\$1,594,120
2027	\$1,194,700	(\$330,000)	(\$625,000)	\$0	\$0	(\$56,200)	(\$150,000)	\$0	\$0	(\$33,500)	\$1,101,420
2028	\$449,700	(\$315,000)	(\$70,000)	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,298,720
2029	\$379,700	(\$315,000)	\$0	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,566,020
2030	\$379,700	(\$315,000)	\$0	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,833,320
2031	\$1,179,700	(\$315,000)	(\$800,000)	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,300,620
2032	\$1,179,700	(\$315,000)	(\$750,000)	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$817,920
2033	\$379,700	(\$315,000)	\$0	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,085,220
2034	\$379,700	(\$315,000)	\$0	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,352,520
2035	\$379,700	(\$315,000)	\$0	\$0	\$0	(\$56,200)	\$0	\$0	\$0	(\$8,500)	\$1,619,820



Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses			Funding Sources							Notes	Check
					Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other		
2023	To Vehicle Reserve		Actual	Vehicles	\$75,000	(\$75,000)										\$0
2023	To Building Reserve		Actual	Building	\$95,000	(\$95,000)										\$0
2023	To Equipment Reserve		Actual	Equipment	\$90,000	(\$90,000)										\$0
2023	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$0									WE Contribution to Capital Replacement \$4,250		\$0
2023	To Comm Reserve		Actual	Communications	\$30,000	(\$30,000)										\$0
2023	To Vehicle Reserve		Actual	Vehicles	\$23,554									Disposal of Pumper (\$23,554)		\$0
2023	Talbotville Firehall	Based on 2019 estimate	Estimate		\$1,450,000				\$0					Green Lane - \$1,400,000 2019 \$100,000 2020 \$500,000 2021 \$300,000 2024 \$500,000		\$550,000
2023	Talbotville Firehall		Estimate		\$0				(\$300,000)					DC \$150, Bldg \$100		(\$550,000)
2023	Talbotville Firehall - Site Servicing	TBD	Estimate		\$0											\$0
2023	Refill Station - Incl. part of Talbotville Station		Committed		\$80,000											\$0
2023	Talbotville Station Equipment, Furniture, etc		Committed		\$50,000					(\$50,000)						\$0
2023	Bunker gear		Actual		\$20,026						(\$20,026)					\$0
2023	Cylinders		Actual		\$6,022						(\$6,022)					\$0
2023	Hoses and Appliances		Actual		\$27,167						(\$27,167)					\$0
2023	Portable Radios & pagers		Actual		\$6,197						(\$6,197)					\$0
2023	SCBA		Actual		\$19,223						(\$19,223)					\$0
2023	Fire Monitor, Nozzle		Actual		\$9,610						(\$9,610)					\$0
2023	Shedden 4th Bay - Design, Planning, Eng	Postpone to 2026	Estimate		\$0						\$0					\$0
2024	To Vehicle Reserve		Actual	Vehicles	\$150,000	(\$150,000)										\$0
2024	To Building Reserve		Actual	Building	\$95,000	(\$95,000)										\$0
2024	To Equipment Reserve		Actual	Equipment	\$100,000	(\$100,000)										\$0
2024	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									WE Contribution to Capital Replacement		\$0
2024	To Comm Reserve		Estimate	Communications	\$30,000	(\$30,000)										\$0
2024	Talbotville Firehall		Estimate		\$1,150,000	(\$400,000)				(\$250,000)						\$0
2024	Talbotville Firehall - Electronic Signage		Estimate		\$35,000											\$0
2024	Talbotville Stn-Bunker Gear		Estimate		\$20,000						(\$20,000)					\$0
2024	Extractor/Washer/Dryer		Actual		\$20,026						(\$20,026)					\$0
2024	Bunker gear		Actual		\$3,496						(\$3,496)					\$0
2024	Cylinders		Actual		\$15,000						(\$15,000)					\$0
2024	Hoses and Appliances		Estimate		\$4,000						(\$4,000)					\$0
2024	Portable Radios & pagers		Actual		\$16,703						(\$16,703)					\$0
2024	SCBA		Actual		\$50,000						(\$50,000)					\$0
2024	Equipment Decontamination Washer/System		Estimate		\$150,000	(\$150,000)										\$0
2025	To Vehicle Reserve		Estimate	Vehicles	\$95,000	(\$95,000)										\$0
2025	To Building Reserve		Estimate	Building	\$100,000	(\$100,000)										\$0
2025	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)										\$0
2025	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$4,250									WE Contribution to Capital Replacement		\$0
2025	To Comm Reserve		Estimate	Communications	\$30,000	(\$30,000)										\$0
2025	Talbotville Firehall		Estimate		\$950,000	(\$350,000)										\$0
2025	bunker gear		Actual		\$20,136						(\$20,136)					\$0
2025	Cylinders		Estimate		\$6,200						(\$6,200)					\$0
2025	Hoses and Appliances		Estimate		\$5,000						(\$5,000)					\$0
2025	Portable Radios & pagers		Estimate		\$4,000						(\$4,000)					\$0
2025	SCBA		Estimate		\$20,000						(\$20,000)					\$0
2025	Auto extrication equipment		Estimate		\$50,000						(\$50,000)					\$0
2026	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)										\$0
2026	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)										\$0
2026	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)										\$0
2026	To Vehicle Reserve WE/DD Contribution		Estimate	Vehicles	\$8,500									WE Contribution to Capital Replacement		\$0
2026	To Comm Reserve		Estimate	Communications	\$30,000	(\$30,000)										\$0
2026	Talbotville Firehall		Estimate		\$102,000											\$0
2026	Shedden 4th Bay		Estimate		\$175,000					(\$125,000)						\$0
2026	Shedden Bunker Gear Room/Washroom Improvements		Estimate		\$32,890									Provincial Grant		\$0

Reserve Breakdown							Year
Vehicles	General	Building	Equipment	Communications	Total	Notes	
(\$685,218)	(\$34,999)	(\$304,775)	(\$66,901)	(\$42,064)	(\$1,133,957)		
(\$791,695)	(\$34,999)	(\$422,013)	(\$101,800)	(\$42,064)	(\$1,392,571)	2023	
(\$791,695)	(\$34,999)	(\$517,013)	(\$101,800)	(\$42,064)	(\$1,487,571)	2023	
(\$791,695)	(\$34,999)	(\$517,013)	(\$191,800)	(\$42,064)	(\$1,577,571)	2023	
(\$791,695)	(\$34,999)	(\$517,013)	(\$191,800)	(\$42,064)	(\$1,577,571)	2023	
(\$791,695)	(\$34,999)	(\$517,013)	(\$191,800)	(\$72,064)	(\$1,607,571)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$191,800)	(\$72,064)	(\$1,631,125)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$191,800)	(\$72,064)	(\$1,631,125)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$191,800)	(\$72,064)	(\$1,631,125)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$111,800)	(\$72,064)	(\$1,251,125)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$111,800)	(\$72,064)	(\$1,201,125)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$91,774)	(\$72,064)	(\$1,181,099)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$85,752)	(\$72,064)	(\$1,175,077)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$58,586)	(\$72,064)	(\$1,147,911)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$52,388)	(\$72,064)	(\$1,141,713)	2023	
(\$815,249)	(\$34,999)	(\$517,013)	(\$33,166)	(\$72,064)	(\$1,122,491)	2023	
(\$805,639)	(\$34,999)	(\$517,013)	(\$33,166)	(\$72,064)	(\$1,112,881)	2023	
(\$805,639)	(\$34,999)	(\$517,013)	(\$33,166)	(\$72,064)	(\$1,112,881)	2023	
(\$955,639)	(\$34,999)	(\$517,013)	(\$33,166)	(\$72,064)	(\$1,262,881)	2024	
(\$955,639)	(\$34,999)	(\$517,013)	(\$33,166)	(\$72,064)	(\$1,357,881)	2024	
(\$955,639)	(\$34,999)	(\$517,013)	(\$133,166)	(\$72,064)	(\$1,457,881)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$133,166)	(\$72,064)	(\$1,462,131)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$133,166)	(\$102,064)	(\$1,492,131)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$133,166)	(\$102,064)	(\$1,242,131)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$133,166)	(\$102,064)	(\$1,242,131)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$133,166)	(\$102,064)	(\$1,222,131)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$93,140)	(\$102,064)	(\$1,202,105)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$89,644)	(\$102,064)	(\$1,198,609)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$74,644)	(\$102,064)	(\$1,183,609)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$70,644)	(\$102,064)	(\$1,179,609)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$53,941)	(\$102,064)	(\$1,162,906)	2024	
(\$959,889)	(\$34,999)	(\$517,013)	(\$53,941)	(\$102,064)	(\$1,162,906)	2024	
(\$1,109,889)	(\$34,999)	(\$517,013)	(\$53,941)	(\$102,064)	(\$1,312,906)	2025	
(\$1,109,889)	(\$34,999)	(\$517,013)	(\$53,941)	(\$102,064)	(\$1,407,906)	2025	
(\$1,109,889)	(\$34,999)						

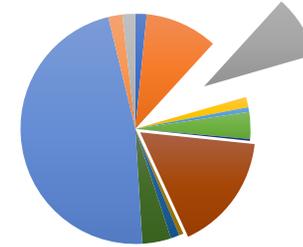
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses				Funding Sources						Notes	Check		
					Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other				
2026	Bunker gear		Estimate		\$21,000													
2026	Cylinders		Estimate		\$6,200													
2026	Hoses and Appliances		Estimate		\$5,000													
2026	Portable Radios & pagers		Estimate		\$4,000													
2026	SCBA		Estimate		\$20,000													
2027	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)												
2027	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)												
2027	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)												
2027	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500									(\$8,500)	WE Contribution to Capital Replacement	\$0		
2027	To Comm Reserve		Estimate	Communications	\$30,000	(\$30,000)										\$0		
2027	Communications System Replacement		Estimate		\$150,000											(\$150,000)		
2027	Bunker gear		Estimate		\$21,000											(\$21,000)		
2027	Cylinders		Estimate		\$6,200											(\$6,200)		
2027	Hoses and Appliances		Estimate		\$5,000											(\$5,000)		
2027	Portable Radios & pagers		Estimate		\$4,000											(\$4,000)		
2027	SCBA		Estimate		\$20,000											(\$20,000)		
2027	Talbotville Rescue Replacement		Estimate		\$650,000											(\$625,000)		
2028	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)										(\$25,000)		
2028	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)										DC Contribution		
2028	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)										\$0		
2028	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500										(\$8,500)	WE Contribution to Capital Replacement	\$0	
2028	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)											\$0	
2028	Fire Chief Vehicle Replacement		Estimate		\$70,000											(\$70,000)	\$0	
2028	Bunker gear		Estimate		\$21,000												(\$21,000)	
2028	Cylinders		Estimate		\$6,200												(\$6,200)	
2028	Hoses and Appliances		Estimate		\$5,000												(\$5,000)	
2028	Portable Radios & pagers		Estimate		\$4,000												(\$4,000)	
2028	SCBA		Estimate		\$20,000												(\$20,000)	
2029	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)											\$0	
2029	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)											\$0	
2029	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)											\$0	
2029	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500											(\$8,500)	WE Contribution to Capital Replacement	\$0
2029	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)											\$0	
2029	Bunker gear		Estimate		\$21,000												(\$21,000)	
2029	Cylinders		Estimate		\$6,200												(\$6,200)	
2029	Hoses and Appliances		Estimate		\$5,000												(\$5,000)	
2029	Portable Radios & pagers		Estimate		\$4,000												(\$4,000)	
2029	SCBA		Estimate		\$20,000												(\$20,000)	
2030	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)											\$0	
2030	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)											\$0	
2030	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)											\$0	
2030	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500											(\$8,500)	WE Contribution to Capital Replacement	\$0
2030	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)											\$0	
2030	Bunker gear		Estimate		\$21,000												(\$21,000)	
2030	Cylinders		Estimate		\$6,200												(\$6,200)	
2030	Hoses and Appliances		Estimate		\$5,000												(\$5,000)	
2030	Portable Radios & pagers		Estimate		\$4,000												(\$4,000)	
2030	SCBA		Estimate		\$20,000												(\$20,000)	
2031	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)											\$0	
2031	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)											\$0	
2031	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)											\$0	
2031	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500											(\$8,500)	WE Contribution to Capital Replacement	\$0
2031	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)											\$0	
2031	Bunker gear		Estimate		\$21,000												(\$21,000)	
2031	Cylinders		Estimate		\$6,200												(\$6,200)	
2031	Hoses and Appliances		Estimate		\$5,000												(\$5,000)	
2031	Portable Radios & pagers		Estimate		\$4,000												(\$4,000)	
2031	SCBA		Estimate		\$20,000												(\$20,000)	
2031	Shedden Tanker (replace 2003)		Estimate		\$800,000												(\$800,000)	
2032	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)											\$0	
2032	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)											\$0	
2032	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)											\$0	
2032	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500											(\$8,500)	WE Contribution to Capital Replacement	\$0
2032	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)											\$0	
2032	Talbotville Tanker		Estimate		\$800,000												(\$750,000)	
2032	Bunker gear		Estimate		\$21,000												(\$21,000)	
2032	Cylinders		Estimate		\$6,200												(\$6,200)	
2032	Hoses and Appliances		Estimate		\$5,000												(\$5,000)	
2032	Portable Radios & pagers		Estimate		\$4,000												(\$4,000)	
2032	SCBA		Estimate		\$20,000												(\$20,000)	
2033	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)											\$0	
2033	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)											\$0	
2033	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)											\$0	
2033	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500											(\$8,500)	WE Contribution to Capital Replacement	\$0

Vehicles	General	Building	Equipment	Communications	Total	Year
(\$685,218)	(\$34,999)	(\$304,775)	(\$66,901)	(\$42,064)	(\$1,133,957)	
(\$1,272,639)	(\$34,999)	(\$32,013)	(\$127,605)	(\$162,064)	(\$1,629,320)	2026
(\$1,272,639)	(\$34,999)	(\$32,013)	(\$121,405)	(\$162,064)	(\$1,623,120)	2026
(\$1,272,639)	(\$34,999)	(\$32,013)	(\$116,405)	(\$162,064)	(\$1,618,120)	2026
(\$1,272,639)	(\$34,999)	(\$32,013)	(\$112,405)	(\$162,064)	(\$1,614,120)	2026
(\$1,272,639)	(\$34,999)	(\$32,013)	(\$92,405)	(\$162,064)	(\$1,594,120)	2026
(\$1,422,639)	(\$34,999)	(\$32,013)	(\$92,405)	(\$162,064)	(\$1,744,120)	2027
(\$1,422,639)	(\$34,999)	(\$82,013)	(\$92,405)	(\$162,064)	(\$1,794,120)	2027
(\$1,422,639)	(\$34,999)	(\$82,013)	(\$192,405)	(\$162,064)	(\$1,894,120)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$192,405)	(\$162,064)	(\$1,902,620)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$192,405)	(\$192,064)	(\$1,932,620)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$192,405)	(\$42,064)	(\$1,782,620)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$171,405)	(\$42,064)	(\$1,761,620)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$165,205)	(\$42,064)	(\$1,755,420)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$160,205)	(\$42,064)	(\$1,750,420)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$156,205)	(\$42,064)	(\$1,746,420)	2027
(\$1,431,139)	(\$34,999)	(\$82,013)	(\$136,205)	(\$42,064)	(\$1,726,420)	2027
(\$806,139)	(\$34,999)	(\$82,013)	(\$136,205)	(\$42,064)	(\$1,101,420)	2027
(\$956,139)	(\$34,999)	(\$82,013)	(\$136,205)	(\$42,064)	(\$1,251,420)	2028
(\$956,139)	(\$34,999)	(\$132,013)	(\$136,205)	(\$42,064)	(\$1,301,420)	2028
(\$956,139)	(\$34,999)	(\$132,013)	(\$236,205)	(\$42,064)	(\$1,401,420)	2028
(\$964,639)	(\$34,999)	(\$132,013)	(\$236,205)	(\$42,064)	(\$1,409,920)	2028
(\$964,639)	(\$34,999)	(\$132,013)	(\$236,205)	(\$57,064)	(\$1,424,920)	2028
(\$894,639)	(\$34,999)	(\$132,013)	(\$236,205)	(\$57,064)	(\$1,354,920)	2028
(\$894,639)	(\$34,999)	(\$132,013)	(\$215,205)	(\$57,064)	(\$1,333,920)	2028
(\$894,639)	(\$34,999)	(\$132,013)	(\$209,005)	(\$57,064)	(\$1,327,720)	2028
(\$894,639)	(\$34,999)	(\$132,013)	(\$204,005)	(\$57,064)	(\$1,322,720)	2028
(\$894,639)	(\$34,999)	(\$132,013)	(\$200,005)	(\$57,064)	(\$1,318,720)	2028
(\$894,639)	(\$34,999)	(\$132,013)	(\$180,005)	(\$57,064)	(\$1,298,720)	2028
(\$1,044,639)	(\$34,999)	(\$132,013)	(\$180,005)	(\$57,064)	(\$1,448,720)	2029
(\$1,044,639)	(\$34,999)	(\$182,013)	(\$180,005)	(\$57,064)	(\$1,498,720)	2029
(\$1,044,639)	(\$34,999)	(\$182,013)	(\$280,005)	(\$57,064)	(\$1,598,720)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$280,005)	(\$57,064)	(\$1,607,220)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$280,005)	(\$72,064)	(\$1,622,220)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$259,005)	(\$72,064)	(\$1,601,220)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$252,805)	(\$72,064)	(\$1,595,020)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$247,805)	(\$72,064)	(\$1,590,020)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$243,805)	(\$72,064)	(\$1,586,020)	2029
(\$1,053,139)	(\$34,999)	(\$182,013)	(\$223,805)	(\$72,064)	(\$1,566,020)	2029
(\$1,203,139)	(\$34,999)	(\$182,013)	(\$223,805)	(\$72,064)	(\$1,716,020)	2030
(\$1,203,139)	(\$34,999)	(\$232,013)	(\$223,805)	(\$72,064)	(\$1,766,020)	2030
(\$1,203,139)	(\$34,999)	(\$232,013)	(\$323,805)	(\$72,064)	(\$1,866,020)	2030
(\$1,211,639)	(\$34,999)	(\$232,013)	(\$323,805)	(\$72,064)	(\$1,874,520)	2030
(\$1,211,639)	(\$34,999)	(\$232,013)	(\$323,805)	(\$87,064)	(\$1,889,520)	2030
(\$1,211,639)	(\$34,999)	(\$232,013)	(\$302,805)	(\$87,064)	(\$1,868,520)	2030
(\$1,211,639)	(\$34,999)	(\$232,013)	(\$296,605)	(\$87,064)	(\$1,862,32	

Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses		Funding Sources								Notes	Check
					Project Costs	Taxation	Vehicles	General	Building	Equipment	Communications	Grants	Green Lane	Other		
2033	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)										\$0
2033	Bunker gear		Estimate		\$21,000						(\$21,000)					\$0
2033	Cylinders		Estimate		\$6,200						(\$6,200)					\$0
2033	Hoses and Appliances		Estimate		\$5,000						(\$5,000)					\$0
2033	Portable Radios & pagers		Estimate		\$4,000						(\$4,000)					\$0
2033	SCBA		Estimate		\$20,000						(\$20,000)					\$0
2034	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)										\$0
2034	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)										\$0
2034	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)										\$0
2034	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500									WE Contribution to Capital Replacement		\$0
2034	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)										\$0
2034	Bunker gear		Estimate		\$21,000						(\$21,000)					\$0
2034	Cylinders		Estimate		\$6,200						(\$6,200)					\$0
2034	Hoses and Appliances		Estimate		\$5,000						(\$5,000)					\$0
2034	Portable Radios & pagers		Estimate		\$4,000						(\$4,000)					\$0
2034	SCBA		Estimate		\$20,000						(\$20,000)					\$0
2035	To Vehicle Reserve		Estimate	Vehicles	\$150,000	(\$150,000)										\$0
2035	To Building Reserve		Estimate	Building	\$50,000	(\$50,000)										\$0
2035	To Equipment Reserve		Estimate	Equipment	\$100,000	(\$100,000)										\$0
2035	To Vehicle Reserve WE Contribution		Estimate	Vehicles	\$8,500									WE Contribution to Capital Replacement		\$0
2035	To Comm Reserve		Estimate	Communications	\$15,000	(\$15,000)										\$0
2035	Bunker gear		Estimate		\$21,000						(\$21,000)					\$0
2035	Cylinders		Estimate		\$6,200						(\$6,200)					\$0
2035	Hoses and Appliances		Estimate		\$5,000						(\$5,000)					\$0
2035	Portable Radios & pagers		Estimate		\$4,000						(\$4,000)					\$0
2035	SCBA		Estimate		\$20,000						(\$20,000)					\$0

Vehicles	General	Building	Equipment	Communications	Total	Year
(\$685,218)	(\$34,999)	(\$304,775)	(\$66,901)	(\$42,064)	(\$1,133,957)	2033
(\$137,139)	(\$34,999)	(\$382,013)	(\$455,205)	(\$132,064)	(\$1,141,420)	2033
(\$137,139)	(\$34,999)	(\$382,013)	(\$434,205)	(\$132,064)	(\$1,120,420)	2033
(\$137,139)	(\$34,999)	(\$382,013)	(\$428,005)	(\$132,064)	(\$1,114,220)	2033
(\$137,139)	(\$34,999)	(\$382,013)	(\$423,005)	(\$132,064)	(\$1,109,220)	2033
(\$137,139)	(\$34,999)	(\$382,013)	(\$419,005)	(\$132,064)	(\$1,105,220)	2033
(\$137,139)	(\$34,999)	(\$382,013)	(\$399,005)	(\$132,064)	(\$1,085,220)	2033
(\$287,139)	(\$34,999)	(\$382,013)	(\$399,005)	(\$132,064)	(\$1,235,220)	2034
(\$287,139)	(\$34,999)	(\$432,013)	(\$399,005)	(\$132,064)	(\$1,285,220)	2034
(\$287,139)	(\$34,999)	(\$432,013)	(\$499,005)	(\$132,064)	(\$1,385,220)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$499,005)	(\$132,064)	(\$1,393,720)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$499,005)	(\$147,064)	(\$1,408,720)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$478,005)	(\$147,064)	(\$1,387,720)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$471,805)	(\$147,064)	(\$1,381,520)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$466,805)	(\$147,064)	(\$1,376,520)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$462,805)	(\$147,064)	(\$1,372,520)	2034
(\$295,639)	(\$34,999)	(\$432,013)	(\$442,805)	(\$147,064)	(\$1,352,520)	2034
(\$445,639)	(\$34,999)	(\$432,013)	(\$442,805)	(\$147,064)	(\$1,502,520)	2035
(\$445,639)	(\$34,999)	(\$482,013)	(\$442,805)	(\$147,064)	(\$1,552,520)	2035
(\$445,639)	(\$34,999)	(\$482,013)	(\$542,805)	(\$147,064)	(\$1,652,520)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$542,805)	(\$147,064)	(\$1,661,020)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$542,805)	(\$162,064)	(\$1,676,020)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$521,805)	(\$162,064)	(\$1,655,020)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$515,605)	(\$162,064)	(\$1,648,820)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$510,605)	(\$162,064)	(\$1,643,820)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$506,605)	(\$162,064)	(\$1,639,820)	2035
(\$454,139)	(\$34,999)	(\$482,013)	(\$486,605)	(\$162,064)	(\$1,619,820)	2035

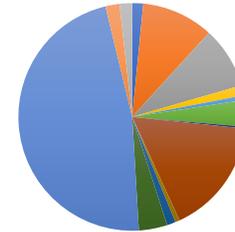
Police Summary		
2026 Levy Requirement		\$747,612
Requirement as % of Total Levy		10.04%
Ability to Adjust		Low
\$ Change from 2025 Levy Requirement	↑	\$27,497
Contribution to 2026 Levy Increase	↑	0.38%
\$ per Capita		\$169.10
\$ per Household		\$363.09



Building

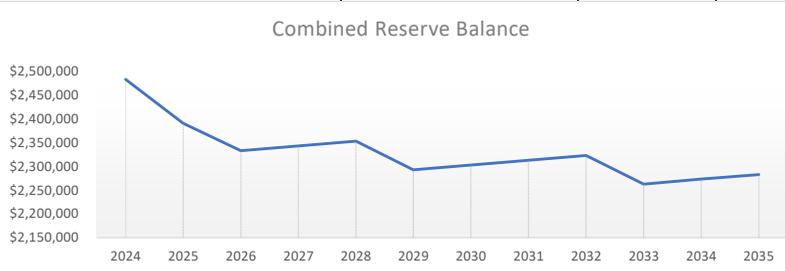
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Building Permit Fees Paid	(\$141,409)	(\$100,000)	(\$120,000)	(\$20,000)	20.00%	(\$200,000)	(\$200,000)	
Septic Permit Fees Paid	(\$10,890)	(\$8,000)	(\$8,000)	\$0	0.00%	(\$8,000)	(\$8,000)	
Building Contract Services Revenue	(\$78,560)	(\$78,567)	(\$81,770)	(\$3,203)	4.08%	(\$83,406)	(\$85,074)	Includes WE
Miscellaneous Receipts	\$0	(\$500)	(\$500)	\$0	0.00%	(\$500)	(\$500)	
Transfer From Reserve	\$0	(\$181,328)	(\$176,014)	\$5,314	-2.93%	(\$99,104)	(\$105,256)	
Total Revenue	(\$230,859)	(\$368,395)	(\$386,284)	(\$17,889)	4.86%	(\$391,010)	(\$398,830)	
Salaries & Wages	\$237,438	\$249,756	\$254,831	\$5,075	2.03%	\$259,928	\$265,126	Includes WE, distribution to by-law enforcement
Overhead	\$66,987	\$72,538	\$72,193	(\$345)	-0.48%	\$73,637	\$75,110	
Wages - Other Dept Chargeout	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Accounted for in Salaries/Wages
Health Safety	\$32	\$500	\$500	\$0	0.00%	\$510	\$520	
Building Travel/Mileage	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Employee Training	\$1,535	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	add'l training
Materials Supplies	\$0	\$1,500	\$500	(\$1,000)	-66.67%	\$510	\$520	
Dept Clothing	\$541	\$0	\$1,500	\$1,500	0.00%	\$1,530	\$1,561	
Office Supplies	\$201	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Advertising	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Telephone	\$1,720	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	incl. data, two employees
Insurance	\$10,592	\$8,501	\$10,650	\$2,149	25.28%	\$10,863	\$11,080	Incl. for better dist of cost
Legal and Audit Expense	\$932	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	Incl. for better dist of cost
Miscellaneous	\$450	\$500	\$510	\$10	2.00%	\$520	\$531	
Membership/Subscriptions	\$23,808	\$15,000	\$25,000	\$10,000	66.67%	\$22,500	\$22,950	incl. eVolta Permit software & Memberships
Vehicle fuel/repairs	\$391	\$5,100	\$5,100	\$0	0.00%	\$5,202	\$5,306	Reflects Add'l vehicle
Contracted Services Building Department	\$0	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
IT Support	\$801	\$500	\$1,000	\$500	100.00%	\$1,020	\$1,040	Incl. for better dist of cost
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Net Operating Surplus to Reserve for Vehicle, Eqp, future deficits
Total Expenses	\$345,428	\$368,395	\$386,284	\$17,889	4.86%	\$391,010	\$398,830	
Net Operating (Revenue)/Expense	\$114,569	(\$0)	(\$0)	(\$0)	0.00%	(\$0)	(\$0)	
Net Cash and Capital Requirements								
Building Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	No Cash Requirements for Reserves
Building Fleet	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Reserves Funded from Net Operating Revenue
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Requirement from Levy	\$114,569	(\$0)	(\$0)	(\$0)	0.00%	(\$0)	(\$0)	

Building Summary		
2026 Levy Requirement		(\$0)
Requirement as % of Total Levy		0.00%
Ability to Adjust		Low
\$ Change from 2025 Levy Requirement	↓	(\$0)
Contribution to 2026 Levy Increase	↓	0.000%
\$ per Capita		\$0.00
\$ per Household		\$0.00



Building

Year	Expenses	Funding Sources					Reserve Balance
		Project Costs	Taxation	Building	Grants	Green Lane	
2024	\$91,340	\$0	(\$91,340)	\$0	\$0	\$0	\$2,482,540
2025	\$122,416	\$0	(\$107,416)	\$0	\$0	(\$15,000)	\$2,390,124
2026	\$87,500	\$0	(\$72,500)	\$0	\$0	(\$15,000)	\$2,332,624
2027	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,342,624
2028	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,352,624
2029	\$90,000	\$0	(\$75,000)	\$0	\$0	(\$15,000)	\$2,292,624
2030	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,302,624
2031	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,312,624
2032	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,322,624
2033	\$90,000	\$0	(\$75,000)	\$0	\$0	(\$15,000)	\$2,262,624
2034	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,272,624
2035	\$20,000	\$0	(\$5,000)	\$0	\$0	(\$15,000)	\$2,282,624



Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses	Funding Sources					Notes	Check
						Project Costs	Taxation	Building	Grants	Green Lane		
2024	To Building Reserve - Vehicle		Estimate		\$0						\$0	
2024	To Building Reserve - Operating Surplus		Estimate		\$0						\$0	
2024	From Reserve for Operating		Actual		\$79,625		(\$79,625)				\$0	
2024	Equipment Replacements/Technology		Actual		\$6,119		(\$6,119)				\$0	
2024	Admin Office Furnace Replacement	Bldg Dept Share	Actual		\$5,596		(\$5,596)				\$0	
2025	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2025	Equipment Replacements/Technology		Estimate		\$2,000		(\$2,000)				\$0	
2025	Office space at new Talbotville Firehall	Bldg Dept Share	Actual		\$100,000		(\$100,000)				\$0	
2025	Equipment Replacements/Technology		Actual		\$5,416		(\$5,416)				\$0	
2025	From Reserve for Operating		Estimate		\$0		\$0				\$0	
2026	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2026	Vehicle Replacement	move 1 year up so both not replaced same year, old pickup to Fleet	Estimate		\$70,000		(\$70,000)				\$0	
2026	Equipment Replacements/Technology		Estimate		\$2,500		(\$2,500)				\$0	
2027	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	
2027	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2028	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	
2028	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2029	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2029	Vehicle Replacement		Estimate		\$70,000		(\$70,000)				\$0	
2029	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2030	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2030	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2031	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2031	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2032	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2032	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2033	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2033	Vehicle Replacement		Estimate		\$70,000		(\$70,000)				\$0	
2033	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2034	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2034	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	
2035	To Building Reserve - Vehicle		Estimate	Building	\$15,000						(\$15,000)	Building Operating
2035	Equipment Replacements/Technology		Estimate		\$5,000		(\$5,000)				\$0	

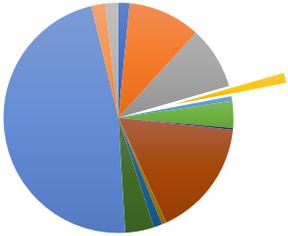
Reserve Breakdown	
Building	Year
(\$99,193)	
(\$2,573,880)	2024
(\$2,573,880)	2024
(\$2,494,255)	2024
(\$2,488,136)	2024
(\$2,482,540)	2024
(\$2,497,540)	2025
(\$2,495,540)	2025
(\$2,395,540)	2025
(\$2,390,124)	2025
(\$2,390,124)	2025
(\$2,405,124)	2026
(\$2,335,124)	2026
(\$2,332,624)	2026
(\$2,347,624)	2027
(\$2,342,624)	2027
(\$2,357,624)	2028
(\$2,352,624)	2028
(\$2,367,624)	2029
(\$2,297,624)	2029
(\$2,292,624)	2029
(\$2,307,624)	2030
(\$2,302,624)	2030
(\$2,317,624)	2031
(\$2,312,624)	2031
(\$2,327,624)	2032
(\$2,322,624)	2032
(\$2,337,624)	2033
(\$2,267,624)	2033
(\$2,262,624)	2033
(\$2,277,624)	2034
(\$2,272,624)	2034
(\$2,287,624)	2035
(\$2,282,624)	2035

Conservation Authority

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
		\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Other Transfer	\$115,837	\$115,837	\$124,716	\$8,879	7.66%	\$127,210	\$129,754	LTVCA \$38,017, KCCA \$86,699
Total Expenses	\$115,837	\$115,837	\$124,716	\$8,879	7.66%	\$127,210	\$129,754	
Net Operating (Revenue)/Expense	\$115,837	\$115,837	\$124,716	\$8,879	7.66%	\$127,210	\$129,754	

	2023	2024	2025	2026					
KCCA	\$41,435	\$42,472	\$43,800	\$47,217	\$51,270	\$82,558	\$86,698.69	4.78%	\$4,141
LTVCA	\$15,749	\$16,099	\$16,662	\$18,092	\$19,901	\$33,279	\$38,017.00	12.46%	\$4,738
Total	\$57,184	\$58,571	\$60,462	\$65,309	\$71,171	\$115,837	\$124,715.69	7.12%	\$8,879

Conservation Authority Summary		
2026 Levy Requirement		\$124,716
Requirement as % of Total Levy		1.68%
Ability to Adjust		Low
\$ Change from 2025 Levy Requirement	↑	\$8,879
Contribution to 2026 Levy Increase	↑	0.12%
\$ per Capita		\$28.21
\$ per Household		\$60.57

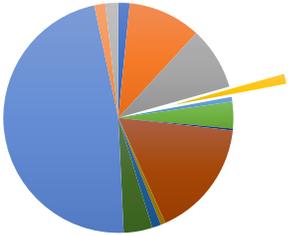


By-law, Canine, Livestock

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
By-law Enforcement								
	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Wages-Administration	\$0	\$22,549	\$27,806	\$5,257	23.31%	\$28,362	\$28,930	allocation at year end
Overhead/Benefits	\$0	\$6,770	\$6,782	\$12	0.18%	\$6,917	\$7,056	allocation at year end
Legal Expense	\$128	\$0	\$500	\$500	0.00%	\$500	\$500	
By-law Enforcement Contracted Services	\$2,819	\$4,590	\$4,682	\$92	2.00%	\$4,775	\$4,871	
Total Expenses	\$2,947	\$33,909	\$39,770	\$5,861	17.28%	\$4,775	\$4,871	
By-law Net Operating (Revenue)/Expense	\$2,947	\$33,909	\$39,770	\$5,861	17.28%	\$4,775	\$4,871	
Canine Control								
Dog Licence Fees	(\$255)	(\$255)	(\$255)	\$0	0.00%	(\$255)	(\$255)	kennel licences still issued
Total Revenue	(\$255)	(\$255)	(\$255)	\$0	0.00%	(\$255)	(\$255)	
Salaries & Wages	\$0	\$1,326	\$1,424	\$98	7.37%	\$1,452	\$1,482	allocation at year end
Overhead	\$0	\$493	\$518	\$25	5.08%	\$528	\$539	allocation at year end
Materials and Supplies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Office Supplies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Postage	\$0	\$20	\$20	\$0	0.00%	\$20	\$21	
Misc	\$0	\$5,000	\$0	(\$5,000)	-100.00%	\$0	\$0	confirmed that grant from GLCTF is donation from Township
Animal Control Contracted Services	\$33,095	\$15,000	\$25,000	\$10,000	66.67%	\$25,500	\$26,010	Collection and Pound Services-2024 \$22,941.66 animal shelter costs included in 2025 YTD
Animal Control Contracted By-law Enforcement	\$134	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	Raccoon distemper cases
Total Expenses	\$33,228	\$22,839	\$27,962	\$5,123	22.43%	\$28,521	\$29,092	
Canine Net Operating (Revenue)/Expense	\$32,973	\$22,584	\$27,707	\$5,123	22.68%	\$28,266	\$28,837	
Livestock Program								
Prov-Livestock Claims	(\$5,944)	\$0	\$0	\$0	0.00%	\$0	\$0	
Livestock Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$5,944)	\$0	\$0	\$0	0.00%	\$0	\$0	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Livestock Claims	\$3,732	\$500	\$500	\$0	0.00%	\$500	\$500	
Total Expenses	\$3,732	\$500	\$500	\$0	0.00%	\$500	\$500	
Livestock Net Operating (Revenue)/Expense	(\$2,212)	\$500	\$500	\$0	0.00%	\$500	\$500	
Hen Licence Program								
Hen Licence Fees	\$0	(\$150)	\$0	\$150	-100.00%	\$0	\$0	based on actuals
Total Revenue	\$0	(\$150)	\$0	\$150	-100.00%	\$0	\$0	
Miscellaneous Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Livestock Net Operating (Revenue)/Expense	\$0	(\$150)	\$0	\$150	-100.00%	\$0	\$0	
Total By-law, Canine, Livestock								
Total Revenue	(\$6,199)	(\$405)	(\$255)	\$150	-37.04%	(\$255)	(\$255)	
Total Expense	\$39,908	\$57,248	\$68,232	\$10,984	19.19%	\$33,797	\$34,463	
Net Operating (Revenue)/Expense	\$33,709	\$56,843	\$67,977	\$11,134	19.59%	\$33,542	\$34,208	

By-law, Canine, Livestock Summary		
2026 Levy Requirement		\$67,977
Requirement as % of Total Levy		0.87%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$11,134
Contribution to 2026 Levy Increase	↑	0.16%
\$ per Capita		\$15.38
\$ per Household		\$33.01



Roads

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Line Painting Revenues	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
RDS. - Other Municipalities	(\$20,800)	(\$20,800)	(\$20,800)	\$0	0.00%	(\$20,800)	(\$20,800)	
RDS. - Misc Revenues	(\$6,895)	(\$10,000)	(\$6,000)	\$4,000	-40.00%	(\$6,000)	(\$6,000)	Rd Occupancy permits
Roads - Provincial Grants	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Federal Grants	(\$2,408)	(\$2,750)	(\$2,400)	\$350	-12.73%	(\$2,400)	(\$2,400)	Student Grant
Other County Revenue	(\$3,990)	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin Cty Road Payment	(\$586,248)	(\$586,248)	(\$597,973)	(\$11,725)	2.00%	(\$609,932)	(\$622,131)	Based on new RMA
Trans FROM Reserve Fund	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Loss on disposal of assets	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$620,341)	(\$619,798)	(\$627,173)	(\$7,375)	1.19%	(\$639,132)	(\$651,331)	
Other Municipality Line Painting	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Township Bridges & Culverts	\$17,080	\$23,925	\$25,681	\$1,756	7.34%	\$26,195	\$26,719	
Township Roadside Maintenance	\$145,744	\$170,500	\$201,249	\$30,749	18.03%	\$205,274	\$209,379	
Township Hardtop Maintenance	\$149,903	\$212,215	\$204,948	(\$7,267)	-3.42%	\$209,047	\$213,227	
Township Loosetop Maintenance	\$368,181	\$447,600	\$480,138	\$32,538	7.27%	\$489,741	\$499,536	
Township Winter Control	\$145,103	\$212,135	\$213,711	\$1,576	0.74%	\$217,985	\$222,345	
Township Signs and Safety Devices	\$53,685	\$75,100	\$67,395	(\$7,705)	-10.26%	\$68,743	\$70,118	
Township Road Department Admin and Overhead	\$785,083	\$695,346	\$974,965	\$279,619	40.21%	\$979,141	\$993,742	
Sidewalks	\$0	\$3,600	\$2,100	(\$1,500)	-41.67%	\$2,100	\$2,100	
Streetlights	\$16,973	\$26,180	\$24,734	(\$1,446)	-5.52%	\$25,228	\$25,733	
Total Township Expenses	\$1,681,752	\$1,866,601	\$2,194,920	\$328,319	17.59%	\$2,223,453	\$2,262,898	
County Bridges & Culverts	\$5,518	\$5,815	\$5,904	\$89	1.53%	\$6,022	\$6,142	
County Roadside Maintenance	\$63,996	\$84,545	\$85,621	\$1,076	1.27%	\$87,334	\$89,080	
County Hardtop Maintenance	\$96,760	\$227,822	\$236,928	\$9,106	4.00%	\$241,667	\$246,500	
County Winter Control	\$177,225	\$270,890	\$279,619	\$8,729	3.22%	\$285,211	\$290,916	
County Signs and Safety Devices	\$36,527	\$37,000	\$40,295	\$3,295	8.91%	\$41,101	\$41,923	
County - Allocated Overhead	\$26,602	\$43,825	\$45,386	\$1,561	3.56%	\$46,293	\$47,219	7% Allowable
County Total Expenses	\$406,627	\$669,897	\$693,753	\$23,856	3.56%	\$707,628	\$721,780	Budget to offset revenue
Total Expenses	\$2,088,379	\$2,536,498	\$2,888,673	\$352,174	13.88%	\$2,931,081	\$2,984,679	
Net Operating (Revenue)/Expense	\$1,468,038	\$1,916,700	\$2,261,499	\$344,799	17.99%	\$2,291,948	\$2,333,347	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Road Operations - Detailed Expense Accounts								
Expenses								
Equipment Maintenance	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization - general	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization - paved	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization - unpaved	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization - bridges	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Other Municipality Line Painting								
Line Mark- other - Wages	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Line Mark Other - Benefits	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Line Mark-other -material	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Line Mark- other-machine	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Township Bridges & Culverts								
Wages - Bridges & Culverts	\$3,901	\$10,000	\$10,100	\$100	1.00%	\$10,302	\$10,508	
Benefits - Bridges and Culverts	\$0	\$1,125	\$2,525	\$1,400	124.44%	\$2,576	\$2,627	
Materials-Bridge&Culvert	\$3,266	\$10,200	\$10,404	\$204	2.00%	\$10,612	\$10,824	
Contracted Services-Bridge&Culvert	\$5,264	\$0	\$0	\$0	0.00%	\$0	\$0	
Mach Time-Bridge&Culvert	\$4,649	\$2,600	\$2,652	\$52	2.00%	\$2,705	\$2,759	
Total	\$17,080	\$23,925	\$25,681	\$1,756	7.34%	\$26,195	\$26,719	
Township Roadside Maintenance								
Rds-Grass& Weed-Wages	\$15,547	\$18,000	\$22,500	\$4,500	25.00%	\$22,950	\$23,409	
Rds-Grass&Weed-Benefits	\$3,887	\$3,000	\$5,625	\$2,625	87.50%	\$5,738	\$5,852	
Rds-Grass&Weed-Materials	\$585	\$5,000	\$5,100	\$100	2.00%	\$5,202	\$5,306	
Rds-External Equipment Rentals	\$150	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Grass&Weed-Mach Time	\$8,269	\$20,000	\$20,400	\$400	2.00%	\$20,808	\$21,224	
Rds-Chain-Materials	\$363	\$2,600	\$2,652	\$52	2.00%	\$2,705	\$2,759	
Rds-Brushing-Wages	\$27,403	\$37,500	\$38,500	\$1,000	2.67%	\$39,270	\$40,055	
Rds-Brushing-Benefits	\$6,851	\$8,000	\$9,625	\$1,625	20.31%	\$9,818	\$10,014	
Rds-Brushing-Machine Time	\$7,508	\$10,000	\$10,200	\$200	2.00%	\$10,404	\$10,612	
Rds-Brushing-Hired Equip	\$0	\$13,000	\$13,260	\$260	2.00%	\$13,525	\$13,796	
Rds-Ditching-Wages	\$5,649	\$12,500	\$15,000	\$2,500	20.00%	\$15,300	\$15,606	
Rds-Ditching-Benefits	\$4,884	\$1,500	\$1,515	\$15	1.00%	\$1,545	\$1,576	
Rds-Ditching-Materials	\$1,039	\$2,500	\$2,550	\$50	2.00%	\$2,601	\$2,653	
Rds-Ditching-Machine Time	\$13,484	\$6,000	\$6,120	\$120	2.00%	\$6,242	\$6,367	
Ditching-hired equipment	\$509	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Debris/Garb-Wages	\$5,454	\$10,000	\$13,000	\$3,000	30.00%	\$13,260	\$13,525	
Rds-Debris/Garb-Benefits	\$1,364	\$1,300	\$1,300	\$0	0.00%	\$1,326	\$1,353	
Rds-Debris/Garb-Materials	\$0	\$1,000	\$1,020	\$20	2.00%	\$1,040	\$1,061	
Rds-Debris/Garb-Mach Time	\$1,335	\$1,600	\$1,632	\$32	2.00%	\$1,665	\$1,698	
Rds-Catchbasin Wages	\$2,024	\$10,000	\$10,100	\$100	1.00%	\$10,302	\$10,508	
Rds-Catchbasin-Benefits	\$506	\$2,000	\$1,050	(\$950)	-47.50%	\$1,071	\$1,092	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Rds-Catchbasin-Materials	\$17,423	\$2,500	\$2,550	\$50	2.00%	\$2,601	\$2,653	
Rds-Catchbasin-Contracted Services	\$6,430	\$0	\$5,000	\$5,000	0.00%	\$5,100	\$5,202	
Rds-Drain Maintenance	\$15,080	\$0	\$10,000	\$10,000	0.00%	\$10,200	\$10,404	
Rds-Catchbasin-Mach Time		\$2,500	\$2,550	\$50	2.00%	\$2,601	\$2,653	
Total	\$145,744	\$170,500	\$201,249	\$30,749	18.03%	\$205,274	\$209,379	
Township Hardtop Maintenance								
Rds - Inspection Hardtop-Wages	\$55,473	\$75,400	\$77,500	\$2,100	2.79%	\$79,050	\$80,631	
Rds - Inspection Hardtop-Benefits	\$13,868	\$17,500	\$18,500	\$1,000	5.71%	\$18,870	\$19,247	
Rds-Inspection Hardtop-Machine	\$3,490	\$6,500	\$6,630	\$130	2.00%	\$6,763	\$6,898	
Patching&Spray-Wgs	\$31,870	\$48,500	\$50,000	\$1,500	3.09%	\$51,000	\$52,020	
Patching&Spray-Benefits	\$7,967	\$11,800	\$7,500	(\$4,300)	-36.44%	\$7,650	\$7,803	
Patching/Spray-Materials	\$5,354	\$7,800	\$7,956	\$156	2.00%	\$8,115	\$8,277	
Patching/Sp-Machine Tlme	\$274	\$2,080	\$2,122	\$42	2.00%	\$2,164	\$2,207	
Sweeping Wages	\$1,728	\$7,500	\$8,500	\$1,000	13.33%	\$8,670	\$8,843	
Sweeping-Benefits	\$432	\$1,100	\$1,200	\$100	9.09%	\$1,224	\$1,248	
Sweeping Contracted Services	\$1,476	\$5,000	\$2,500	(\$2,500)	-50.00%	\$2,550	\$2,601	
Sweeping-Machine Time	\$112	\$3,000	\$2,000	(\$1,000)	-33.33%	\$2,040	\$2,081	
Shouldering-Wages	\$3,085	\$10,000	\$5,000	(\$5,000)	-50.00%	\$5,100	\$5,202	
Shouldering-Benefits	\$771	\$1,250	\$510	(\$740)	-59.20%	\$520	\$531	
Shouldering - Materials	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Shouldering Machine Tlme	\$2,314	\$1,500	\$1,530	\$30	2.00%	\$1,561	\$1,592	
Line Marking-TWP - Wages	\$17,256	\$5,485	\$0	(\$5,485)	-100.00%	\$0	\$0	
Line Marking TWP- Benefits	\$4,314	\$1,500	\$0	(\$1,500)	-100.00%	\$0	\$0	
Line Painting-Contracted Services	\$0	\$0	\$13,500	\$13,500	0.00%	\$13,770	\$14,045	Line Painting moving to contracted service
Line Marking-TWPMaterials	\$0	\$4,200	\$0	(\$4,200)	-100.00%	\$0	\$0	
Line Marking-TWP - Machine	\$118	\$2,100	\$0	(\$2,100)	-100.00%	\$0	\$0	
Total	\$149,903	\$212,215	\$204,948	(\$7,267)	-3.42%	\$209,047	\$213,227	
Township Loosetop Maintenance								
Rds - Inspection Loosetop	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Inspection Loosetop-Benefits	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-PatchLoosetop-Material	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Patch-Loosetop-Mach TM	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Grading Wages	\$52,922	\$70,000	\$72,000	\$2,000	2.86%	\$73,440	\$74,909	
Rd Grading-Wages-other	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Grading-Benefits	\$13,230	\$17,500	\$15,000	(\$2,500)	-14.29%	\$15,300	\$15,606	
Rds-Grading-Materials	\$19,061	\$7,500	\$7,650	\$150	2.00%	\$7,803	\$7,959	blades
Rds-Grading-Mach Time	\$55,233	\$114,400	\$116,688	\$2,288	2.00%	\$119,022	\$121,402	
Rds-Grading-Mach Time-Other	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds. Dust Control-Wages	\$4,586	\$3,500	\$5,500	\$2,000	57.14%	\$5,610	\$5,722	
Rds-Dust Control-Benefits	\$1,146	\$500	\$1,500	\$1,000	200.00%	\$1,530	\$1,561	
Rds-Dust Control-Material	\$156,979	\$145,000	\$170,000	\$25,000	17.24%	\$173,400	\$176,868	
Rds-DustControl -Mach Tm	\$882	\$2,000	\$2,040	\$40	2.00%	\$2,081	\$2,122	
Rds-Gravel-Wages	\$22,479	\$30,000	\$35,000	\$5,000	16.67%	\$35,700	\$36,414	
Rds-Gravel-Benefits	\$5,620	\$6,200	\$8,750	\$2,550	41.13%	\$8,925	\$9,104	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Rds-Gravel-Materials	\$22,077	\$25,500	\$26,010	\$510	2.00%	\$26,530	\$27,061	
Rds-Gravel-Mach Time	\$13,967	\$25,500	\$20,000	(\$5,500)	-21.57%	\$20,400	\$20,808	
Total	\$368,181	\$447,600	\$480,138	\$32,538	7.27%	\$489,741	\$499,536	
Township Winter Control								
Rds-Snow-Plow Wages	\$63,554	\$45,000	\$45,450	\$450	1.00%	\$46,359	\$47,286	
Rds-Snow Plow-Benefits	\$15,310	\$6,750	\$3,987	(\$2,763)	-40.94%	\$4,067	\$4,148	
Rds-Patrol-Wages	\$7,761	\$15,000	\$15,150	\$150	1.00%	\$15,453	\$15,762	
Rds-Patrol-Benefits	\$1,940	\$975	\$1,500	\$525	53.85%	\$1,530	\$1,561	
Rds-Patrol-Machine	\$687	\$2,000	\$2,040	\$40	2.00%	\$2,081	\$2,122	
Rds-Snow Plow-Materials/Blades	\$14,340	\$2,080	\$2,122	\$42	2.00%	\$2,164	\$2,207	blades
Rds-Snow Plow-Mach Time	\$34,040	\$60,000	\$50,000	(\$10,000)	-16.67%	\$51,000	\$52,020	
Rds-Sanding/Salt-Contracted Services	\$814	\$4,080	\$1,000	(\$3,080)	-75.49%	\$1,020	\$1,040	
Rds-Sanding/Salting-Wages	\$2,519	\$15,000	\$20,000	\$5,000	33.33%	\$20,400	\$20,808	
Rds-Sanding/Salting-Benefits	\$630	\$1,250	\$1,263	\$13	1.00%	\$1,288	\$1,314	
Rds San/Salting-Material	\$3,508	\$60,000	\$61,200	\$1,200	2.00%	\$62,424	\$63,672	
Rds-Sand/Salt-Mach Time	\$0	\$0	\$10,000	\$10,000	0.00%	\$10,200	\$10,404	
Total	\$145,103	\$212,135	\$213,711	\$1,576	0.74%	\$217,985	\$222,345	
Township Signs and Safety Devices								
Rds-Safety/Signs-Wages	\$26,028	\$40,000	\$32,395	(\$7,605)	-19.01%	\$33,043	\$33,704	
Rds-Safety/Signs-Benefits	\$6,507	\$6,500	\$10,000	\$3,500	53.85%	\$10,200	\$10,404	
Rds-Safety/Signs-Material	\$18,025	\$15,600	\$20,000	\$4,400	28.21%	\$20,400	\$20,808	increased sign replacement due to reflectivity
Rds-Safety/Sign-Mach Time	\$3,126	\$13,000	\$5,000	(\$8,000)	-61.54%	\$5,100	\$5,202	
Rd-Rail Rd Cross-Material	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total	\$53,685	\$75,100	\$67,395	(\$7,705)	-10.26%	\$68,743	\$70,118	

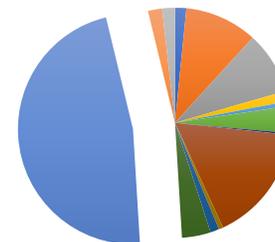
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Township Road Department Admin and Overhead								
Misc-O/H	\$0	\$5,000	\$0	(\$5,000)	-100.00%	\$0	\$0	
Rds-Accrued Vacation Time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Overhead - Wages	\$357,639	\$210,000	\$227,431	\$17,431	8.30%	\$231,980	\$236,619	
Overhead-Banked Time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds - Accrued Sick Time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds. Convention&Seminars	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	included in Ed & Training
Rds - On Call	\$2,161	\$0	\$2,204	\$2,204	0.00%	\$2,248	\$2,293	On Call service
Rds- Association Fees		\$0	\$0	\$0	0.00%	\$0	\$0	included in Memberships/Subscriptions
Rds- Occ Health & Safety	\$13,771	\$3,000	\$5,600	\$2,600	86.67%	\$5,712	\$5,826	Includes gloves
Rds- Ed & Training	\$15,149	\$30,000	\$30,000	\$0	0.00%	\$30,600	\$31,212	Road School x2, Jib Crane Training, CRS Leadership, Book 7, Chainsaw
Rds-Insurance deductibles	\$7,575	\$12,500	\$12,500	\$0	0.00%	\$12,750	\$13,005	reflects actual costs
Rds-Advertising & Promotion		\$150	\$150	\$0	0.00%	\$150	\$153	
Rds- Office Supplies	\$962	\$900	\$1,000	\$100	11.11%	\$1,020	\$1,040	
Drain Mtc. - Roads	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds-Telephone	\$3,700	\$5,720	\$5,000	(\$720)	-12.59%	\$5,100	\$5,202	cell phones, tablets, desk phones
Rds- Utilities	\$14,398	\$20,000	\$30,000	\$10,000	50.00%	\$30,600	\$31,212	Hydro, Gas, Water
Rds-Heat	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds- Water	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds- Contracted Services	\$2,868	\$2,500	\$2,700	\$200	8.00%	\$2,754	\$2,809	Molly Maid contract, Alarm monitoring
Rds-Property & Grounds Repair	\$7,013	\$4,000	\$2,000	(\$2,000)	-50.00%	\$2,040	\$2,081	waste bin rental/disposal
Rds-Boots, Safety Clothing	\$23,767	\$18,000	\$18,000	\$0	0.00%	\$18,360	\$18,727	includes coveralls
Rds-OH-Shop Coveralls/Rag	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds- Misc shop supplies	\$23,379	\$8,000	\$10,000	\$2,000	25.00%	\$10,200	\$10,404	
Rds- Shedden Shop miscellaneous	\$0	\$500	\$0	(\$500)	-100.00%	\$0	\$0	
Rds-Building Repairs	\$6,167	\$20,000	\$4,000	(\$16,000)	-80.00%	\$4,080	\$4,162	
Misc Fleet supplies	\$5,030	\$0	\$10,000	\$10,000	0.00%	\$10,200	\$10,404	
Rds- OH Tools	\$8,778	\$7,140	\$8,000	\$860	12.04%	\$8,160	\$8,323	
Rds- OH Licence Fees	\$1,018	\$1,275	\$1,000	(\$275)	-21.57%	\$1,020	\$1,040	
Rds-Radio & GPS Maintenance	\$7,447	\$2,550	\$3,500	\$950	37.25%	\$3,570	\$3,641	
On Call Service	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Rds OH - Fuel	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Inventory GL account
Rds OH - Oil	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Banked Time - Used	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Canada Pension	\$91,036	\$88,139	\$89,020	\$881	1.00%	\$90,801	\$92,617	
Employment Insurance	\$0	\$26,520	\$26,785	\$265	1.00%	\$27,321	\$27,867	
OMERS Pension Plan	\$78,237	\$81,600	\$82,416	\$816	1.00%	\$84,064	\$85,746	
Employer Health Tax	\$0	\$23,000	\$23,230	\$230	1.00%	\$23,695	\$24,168	
Workplace Safety Insuran	\$27,529	\$30,600	\$30,906	\$306	1.00%	\$31,524	\$32,155	
Group Insurance	\$16,486	\$86,700	\$89,245	\$2,545	2.94%	\$91,030	\$92,851	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Travel Mileage	\$417	\$250	\$255	\$5	2.00%	\$260	\$265	
Allocate Benefits	(\$64,391)	(\$155,000)	(\$156,550)	(\$1,550)	1.00%	(\$159,681)	(\$162,875)	
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Insurance Liability	\$116,355	\$191,527	\$195,358	\$3,831	2.00%	\$199,265	\$203,250	reflects renewal cost
Legal and Consultation	\$13,913	\$2,600	\$2,600	\$0	0.00%	\$2,652	\$2,705	
Memberships/Subscriptions	\$3,698	\$1,000	\$4,000	\$3,000	300.00%	\$4,080	\$4,162	incl. Software Costs
Computer Support	\$982	\$1,000	\$1,500	\$500	50.00%	\$1,530	\$1,561	
Studies and Reports	\$0	\$10,000	\$10,000	\$0	0.00%	\$0	\$0	
Infrastructure Ontario Loan Prinicpal Payment	\$0	\$0	\$73,500	\$73,500	0.00%	\$77,000	\$80,850	
Infrastructure Ontario Loan Interest Payment	\$0	\$0	\$175,000	\$175,000	0.00%	\$171,350	\$167,485	
Overhead Allocation to County		(\$43,825)	(\$45,386)	(\$1,561)	3.56%	(\$46,293)	(\$47,219)	
Total	\$785,083	\$695,346	\$974,965	\$279,619	40.21%	\$979,141	\$993,742	
Sidewalks								
Sidewalk Maintenance - Wages	\$0	\$2,500	\$1,000	(\$1,500)	-60.00%	\$1,000	\$1,000	
Sidewalk Maintenance - Materials	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,000	\$1,000	
Sidewalk Maintenance -Machine time	\$0	\$100	\$100	\$0	0.00%	\$100	\$100	
Total	\$0	\$3,600	\$2,100	(\$1,500)	-41.67%	\$2,100	\$2,100	
Streetlights								
Utilities	\$14,061	\$17,680	\$18,034	\$354	2.00%	\$18,394	\$18,762	
Contracted Services	\$2,912	\$8,500	\$6,700	(\$1,800)	-21.18%	\$6,834	\$6,971	reflects 3 year average
Locates- road wages	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Locates - equipment time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$16,973	\$26,180	\$24,734	(\$1,446)	-5.52%	\$25,228	\$25,733	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
County Bridges & Culverts								
Elgin- Bdgs&Culvt-Wages	\$4,414	\$2,500	\$2,525	\$25	1.00%	\$2,576	\$2,627	
Elgin-Br&Culvert-Benefits	\$1,104	\$255	\$258	\$3	1.00%	\$263	\$268	
Elgin-Br&Culvert-Material	\$0	\$1,530	\$1,561	\$31	2.00%	\$1,592	\$1,624	
Elgin-Br& Culv. Mach Time	\$0	\$1,530	\$1,561	\$31	2.00%	\$1,592	\$1,624	
Total	\$5,518	\$5,815	\$5,904	\$89	1.53%	\$6,022	\$6,142	
County Roadside Maintenance								
Elg- Grass& Weed-Wages	\$19,014	\$21,000	\$21,210	\$210	1.00%	\$21,634	\$22,067	
Elg-Grass&Weed-Benefits	\$4,753	\$2,850	\$5,303	\$2,453	86.05%	\$5,409	\$5,517	
Elg-Grass&Weed-Materials	\$4,317	\$1,000	\$1,020	\$20	2.00%	\$1,040	\$1,061	
Elg-External Equipment Rentals	\$15,417	\$0	\$16,000	\$16,000	0.00%	\$16,320	\$16,646	tractor rental
Elg-Grass&Weed-Mach Time	\$5,267	\$25,000	\$5,000	(\$20,000)	-80.00%	\$5,100	\$5,202	internal machine time
Elgin-Brushing Wages	\$1,582	\$7,650	\$7,727	\$77	1.00%	\$7,881	\$8,039	
Elgin-Brushing-Benefits	\$396	\$750	\$758	\$8	1.00%	\$773	\$788	
Elgin-Brushing Materials	\$0	\$1,500	\$1,530	\$30	2.00%	\$1,561	\$1,592	
Elgin-Contracted Services	\$4,070	\$0	\$3,000	\$3,000	0.00%	\$3,060	\$3,121	
Elgin-Brushing-Mach Time	\$302	\$2,000	\$2,040	\$40	2.00%	\$2,081	\$2,122	
Elgin-Ditching-Wages	\$95	\$2,550	\$2,576	\$26	1.00%	\$2,627	\$2,680	
Elgin-Ditching-Benefits	\$24	\$225	\$227	\$2	1.00%	\$232	\$236	
Elgin-Ditching Materials	\$0	\$250	\$255	\$5	2.00%	\$260	\$265	
Elgin-Contracted Services	\$763	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-Ditching Mach Time	\$236	\$2,040	\$2,081	\$41	2.00%	\$2,122	\$2,165	
Elgin-Debris/Garb-Wages	\$3,484	\$6,630	\$6,696	\$66	1.00%	\$6,830	\$6,967	
Elgin-Debris/Garb-Benefits	\$871	\$1,500	\$670	(\$830)	-55.33%	\$683	\$697	
Elgin-Debris/Garb-Material	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Elgin-Debris/Garb Mach Time	\$676	\$2,500	\$2,550	\$50	2.00%	\$2,601	\$2,653	
Elgin-Catchbasin Wages	\$1,945	\$4,000	\$4,040	\$40	1.00%	\$4,121	\$4,203	
Elgin-Catchbasin-Benefits	\$486	\$600	\$400	(\$200)	-33.33%	\$408	\$416	
Elgin-Catchbasin-Material	\$0	\$500	\$510	\$10	2.00%	\$520	\$531	
Elgin-Catchbasin-Mach Time	\$298	\$1,500	\$1,530	\$30	2.00%	\$1,561	\$1,592	
Total	\$63,996	\$84,545	\$85,621	\$1,076	1.27%	\$87,334	\$89,080	
County Hardtop Maintenance								
Elgin-Road Inspections-Wages	\$51,462	\$75,582	\$76,338	\$756	1.00%	\$77,865	\$79,422	
Elgin-Road Inspections-Benefits	\$12,866	\$15,000	\$7,600	(\$7,400)	-49.33%	\$7,752	\$7,907	
Elgin-Road Inspections-Machine	\$1,707	\$5,000	\$5,100	\$100	2.00%	\$5,202	\$5,306	
Elgin Patch -Wages	\$3,349	\$8,160	\$8,242	\$82	1.00%	\$8,406	\$8,575	
Elgin-Patch-Benefits	\$837	\$1,500	\$1,515	\$15	1.00%	\$1,545	\$1,576	
Elgn-Patch-Material	\$5,538	\$11,000	\$11,220	\$220	2.00%	\$11,444	\$11,673	
Elgin-Patch- Mach TM	\$0	\$5,000	\$5,100	\$100	2.00%	\$5,202	\$5,306	
Elgin-Sweeping Wages	\$2,162	\$2,600	\$2,626	\$26	1.00%	\$2,679	\$2,732	
Elgin-Sweeping-Benefits	\$541	\$655	\$662	\$7	1.00%	\$675	\$688	
Elgin-Sweeping Materials	\$7,513	\$5,600	\$5,712	\$112	2.00%	\$5,826	\$5,943	Contracted service-Mobil Sweeping
Elgin-Sweeping Mach Time	\$274	\$450	\$459	\$9	2.00%	\$468	\$478	

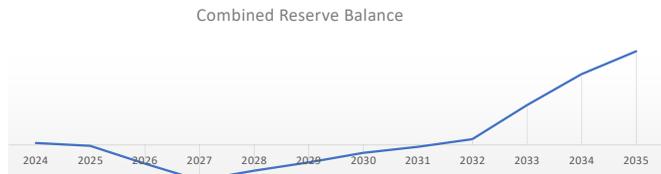
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Elgin-Shouldering -Wages	\$8,056	\$13,800	\$13,938	\$138	1.00%	\$14,217	\$14,501	
Elgin-Shouldering-Benefits	\$2,014	\$2,700	\$2,727	\$27	1.00%	\$2,782	\$2,837	
Elgin-Shouldering Material	\$0	\$2,000	\$2,040	\$40	2.00%	\$2,081	\$2,122	
Elgin-Shouldering Mach Tm	\$0	\$7,500	\$7,650	\$150	2.00%	\$7,803	\$7,959	
Elgin-Line Painting Wages	\$0	\$21,000	\$0	(\$21,000)	-100.00%	\$0	\$0	
Elgin-Line Painting Benefits	\$0	\$4,775	\$0	(\$4,775)	-100.00%	\$0	\$0	
Elgin-Line Painting Materials	\$441	\$42,000	\$0	(\$42,000)	-100.00%	\$0	\$0	
Elgin-Line Painting Contracted Services	\$0	\$0	\$86,000	\$86,000	0.00%	\$87,720	\$89,474	Line Painting moving to contracted service
Elgin-Line Painting Machine	\$0	\$3,500	\$0	(\$3,500)	-100.00%	\$0	\$0	
Total	\$96,760	\$227,822	\$236,928	\$9,106	4.00%	\$241,667	\$246,500	
County Winter Control								
Elgin-SnowPlowing-Wages	\$55,086	\$50,815	\$51,323	\$508	1.00%	\$52,350	\$53,397	
Elgin-Snow Plowing-Benefits	\$13,771	\$5,000	\$5,050	\$50	1.00%	\$5,151	\$5,254	
Elgin-Patrol-Wages	\$28,800	\$50,000	\$50,500	\$500	1.00%	\$51,510	\$52,540	
Elgin-Patrol-Benefits	\$7,200	\$10,500	\$10,500	\$0	0.00%	\$10,710	\$10,924	
Elgin-Patrol-Contracted Services	\$3,307	\$0	\$3,400	\$3,400	0.00%	\$3,468	\$3,537	Weather Tracker
Elgin-Patrol-Machine	\$5,255	\$15,000	\$15,300	\$300	2.00%	\$15,606	\$15,918	
Elgin-Snow Plow-Materials	\$3,565	\$2,500	\$4,000	\$1,500	60.00%	\$4,080	\$4,162	Blades-reflects actual
Elgin-Snow Plow-Mach Time	\$44,696	\$30,000	\$30,600	\$600	2.00%	\$31,212	\$31,836	
Elgin-Sand/Salting-Wages	\$8,827	\$25,000	\$25,250	\$250	1.00%	\$25,755	\$26,270	
Elgin-Sand/Salting-Benefits	\$2,207	\$2,075	\$2,096	\$21	1.00%	\$2,138	\$2,180	
Elg-Sand/Salting-Material	\$715	\$50,000	\$51,000	\$1,000	2.00%	\$52,020	\$53,060	reallocation from snow plow materials
Elg-Sand/Salting Mach Tim	\$3,796	\$30,000	\$30,600	\$600	2.00%	\$31,212	\$31,836	
Total	\$177,225	\$270,890	\$279,619	\$8,729	3.22%	\$285,211	\$290,916	
County Signs and Safety Devices								
Elg-Safety/Signs Wages	\$14,522	\$16,000	\$16,160	\$160	1.00%	\$16,483	\$16,813	
Elgin-Safety/Signs-Benefits	\$3,630	\$7,000	\$7,070	\$70	1.00%	\$7,211	\$7,356	
Elgin-SafetySign-Material	\$16,962	\$4,500	\$7,500	\$3,000	66.67%	\$7,650	\$7,803	
Elg-SafetySign-Mach Time	\$1,413	\$3,000	\$3,000	\$0	0.00%	\$3,060	\$3,121	
Elgin-SpProj-Wages	\$0	\$5,000	\$5,050	\$50	1.00%	\$5,151	\$5,254	
Elgin-SpProj-Benefits	\$0	\$1,500	\$1,515	\$15	1.00%	\$1,545	\$1,576	
Elgin-SpProj-Materials	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Elgin-SpProj-Mach Time	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total	\$36,527	\$37,000	\$40,295	\$3,295	8.91%	\$41,101	\$41,923	
Total Expenses	\$2,044,804	\$2,492,673	\$2,843,287	\$350,614	14.07%	\$2,859,559	\$2,911,726	
Net Operating (Revenue)/Expense	\$1,424,463	\$1,872,875	\$2,216,114	\$343,239	18.33%	\$2,220,427	\$2,260,395	

Roads Summary		
2026 Levy Requirement		\$4,552,326
Requirement as % of Total Levy		61.04%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$684,670
Contribution to 2026 Levy Increase	↑	9.53%
\$ per Capita		\$1,029.71
\$ per Household		\$2,210.94



Roads

Year	Expenses	Funding Sources							Reserve Balance
		Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	
2024	\$4,224,558	(\$1,494,916)	(\$2,230,759)	\$0	\$0	\$0	\$0	(\$498,883)	\$192,188
2025	\$4,727,818	(\$1,750,956)	(\$2,490,000)	(\$22,738)	(\$10,841)	\$0	\$0	(\$453,283)	(\$136,311)
2026	\$10,000,000	\$20,970,639	(\$2,086,386)	(\$4,263,872)	(\$297,036)	\$0	(\$6,585,395)	(\$7,737,950)	(\$2,157,550)
2027	\$10,000,000	\$7,817,160	(\$2,421,877)	(\$4,786,000)	\$0	\$0	\$0	(\$453,283)	(\$4,048,390)
2028	\$8,000,000	\$5,324,120	(\$2,757,337)	(\$2,113,500)	\$0	\$0	\$0	(\$453,283)	(\$2,971,270)
2029	\$6,000,000	\$6,089,281	(\$3,063,798)	(\$2,572,200)	\$0	\$0	\$0	(\$453,283)	(\$2,026,389)
2030	\$4,000,000	\$5,986,081	(\$3,092,798)	(\$2,420,000)	(\$20,000)	\$0	\$0	(\$453,283)	(\$920,308)
2031	\$2,000,000	\$6,396,081	(\$3,092,798)	(\$2,600,000)	\$0	(\$250,000)	\$0	(\$453,283)	(\$224,227)
2032	\$0	\$6,246,081	(\$3,092,798)	(\$2,450,000)	\$0	(\$250,000)	\$0	(\$453,283)	\$621,854
2033	(\$2,000,000)	\$5,701,081	(\$3,092,798)	(\$2,155,000)	\$0	\$0	\$0	(\$453,283)	\$4,552,935
2034	(\$4,000,000)	\$5,282,081	(\$3,092,798)	(\$1,736,000)	\$0	\$0	\$0	(\$453,283)	\$8,065,016
2035	(\$6,000,000)	\$4,431,081	(\$3,092,798)	(\$885,000)	\$0	\$0	\$0	(\$453,283)	\$10,726,097



Year	Project	Add Info	Act/Est/Adj	To Reserve	Expenses							Funding Sources							Notes	Check
					Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	Other	Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants		
2024	To Road Capital Reserve		Actual	Roads	\$1,948,799	(\$1,449,916)												Other Gas Tax, OCIF	\$0	
2024	To Sidewalk Reserve		Actual	Sidewalk	\$25,000	(\$25,000)													\$0	
2024	To Streetlight Reserve		Actual	Streetlight	\$20,000	(\$20,000)													\$0	
2024	Edge Repairs - Shorelea Line		Actual		\$25,759		(\$25,759)												\$0	
2024	Lawrence Road Rehabilitation		Estimate		\$365,000		(\$365,000)												\$0	
2024	Boxall Road Rehabilitation		Estimate		\$220,000		(\$220,000)												\$0	
2024	Magdala Road Reconstruction		Estimate		\$230,000		(\$230,000)												\$0	
2024	Thomas Road Engineering		Estimate		\$160,000		(\$160,000)										Partial DC Funded	\$0		
2024	Granular Road Conversion		Estimate		\$300,000		(\$300,000)											\$0		
2024	Fingal Streetscape Contribution		Estimate		\$300,000		(\$300,000)											\$0		
2024	Road Needs Study (every 5 years)		Estimate		\$30,000		(\$30,000)											\$0		
2024	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$500,000		(\$500,000)											\$0		
2024	Guardrails	balance to be used in 2025	Estimate		\$50,000		(\$50,000)											\$0		
2024	Talbotville Streetlights		Actual		\$10,841				(\$10,841)									\$0		
2025	To Road Capital Reserve		Estimate	Roads	\$2,130,239	(\$1,676,956)											CCBF (Gas Tax), OCIF	\$0		
2025	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)												\$0		
2025	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)												\$0		
2025	Shady Lane Sidewalk	Sidewalk connecting Shady Lane to Talbotville Meadows	Actual		\$22,738			(\$22,738)										\$0		
2025	Edge Repairs - Various Locations	Asset ID 10A, 10B Parsons, Asset ID 38D Scotch	Estimate		\$50,000		(\$50,000)											\$0		
2025	John Wise Line Rehabilitation - Talbot to Longhurst	Asset ID 36A, Pulverize and Pave 50mm HL3	Estimate		\$480,000		(\$480,000)											\$0		
2025	Longhurst Line Rehabilitation, Mill to John Wise	Asset ID 14A, Pulverize and Pave 50mm HL3	Estimate		\$420,000		(\$420,000)											\$0		
2025	Scotch Line Resurface - Boxall to Coon	Asset ID 38D Single Surface Treatment	Estimate		\$175,000		(\$175,000)											\$0		
2025	Begg Road Surface Treatment	Asset ID 68A Pulverize and Double Surface Treatment	Estimate		\$30,000		(\$30,000)											\$0		
2025	Bush Line Rehabilitation Munro to Ashmore	Asset ID 60E, 60G Single surface Treatment	Estimate		\$150,000		(\$150,000)											\$0		
2025	Fingal Streetscape Contribution		Estimate		\$300,000		(\$300,000)											\$0		
2025	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000		(\$700,000)											\$0		
2025	Guardrails	Use 2023 & 2024 Carry Over plus 2025 for Lake Line, and Mill Road.	Estimate		\$185,000		(\$185,000)											\$0		
2025	Annual Ditching Program	New Program Used to Improve Roads, tied with Municipal Drain Installs and Road Conversions	Estimate		\$20,000		(\$20,000)											\$0		
2026	To Road Capital Reserve		Estimate	Roads	\$2,465,669	(\$2,012,386)											CCBF (Gas Tax), OCIF	\$0		
2026	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)												\$0		
2026	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)												\$0		
2026	Thomas Road Reconstruction	Asset ID 77 Road Reconstruction and Paving	Estimate		\$2,359,335		(\$1,318,969)										449,974 DC's	\$0		
2026	Grand Canyon Road Micro Surface	Asset ID 93 Single Surface Treatment	Estimate		\$25,000		(\$25,000)										590,391.65 Water Res	\$0		
2026	Elizabeth and John Street Recon	Asset ID 25B, 278 Reconstruction	Estimate		\$4,631,375		(\$463,208)	(\$75,417)		(\$2,887,964)							Spec Grant: HEWSF Other: Storm,Sani and Water Portions	\$0		
2026	Mill Road - Talbot to Southdel	Asset IDs 35A, 35b, 35C, 35D, 35E Single Surface Treatment	Estimate		\$260,000		(\$260,000)											\$0		

Reserve Breakdown				Year
Roads	Sidewalk	Streetlight	Total	
(\$1,119,613)	(\$65,000)	(\$136,417)	(\$1,321,030)	2024
(\$2,120,308)	(\$56,079)	(\$162,402)	(\$2,338,789)	2024
(\$2,120,308)	(\$81,079)	(\$162,402)	(\$2,363,789)	2024
(\$2,120,308)	(\$81,079)	(\$182,402)	(\$2,383,789)	2024
(\$2,094,548)	(\$81,079)	(\$182,402)	(\$2,358,029)	2024
(\$1,729,548)	(\$81,079)	(\$182,402)	(\$1,993,029)	2024
(\$1,509,548)	(\$81,079)	(\$182,402)	(\$1,773,029)	2024
(\$1,279,548)	(\$81,079)	(\$182,402)	(\$1,543,029)	2024
(\$1,119,548)	(\$81,079)	(\$182,402)	(\$1,383,029)	2024
(\$819,548)	(\$81,079)	(\$182,402)	(\$1,083,029)	2024
(\$519,548)	(\$81,079)	(\$182,402)	(\$783,029)	2024
(\$489,548)	(\$81,079)	(\$182,402)	(\$753,029)	2024
\$10,452	(\$81,079)	(\$182,402)	(\$253,029)	2024
\$60,452	(\$81,079)	(\$182,402)	(\$203,029)	2024
\$60,452	(\$81,079)	(\$171,561)	(\$192,188)	2024
(\$2,069,787)	(\$81,079)	(\$171,561)	(\$2,322,427)	2025
(\$2,069,787)	(\$135,079)	(\$171,561)	(\$2,376,427)	2025
(\$2,069,787)	(\$135,079)	(\$191,561)	(\$2,396,427)	2025
(\$2,069,787)	(\$112,341)	(\$191,561)	(\$2,373,689)	2025
(\$2,019,787)	(\$112,341)	(\$191,561)	(\$2,323,689)	2025
(\$1,539,787)	(\$112,341)	(\$191,561)	(\$1,843,689)	2025
(\$1,119,787)	(\$112,341)	(\$191,561)	(\$1,423,689)	2025
(\$944,787)	(\$112,341)	(\$191,561)	(\$1,248,689)	2025
(\$914,787)	(\$112,341)	(\$191,561)	(\$1,218,689)	2025
(\$764,787)	(\$112,341)	(\$191,561)	(\$1,068,689)	2025
(\$464,787)	(\$112,341)	(\$191,561)	(\$768,689)	2025
\$235,213	(\$112,341)	(\$191,561)	(\$68,689)	2025
\$420,213	(\$112,341)	(\$191,561)	\$116,311	2025
\$440,213	(\$112,341)	(\$191,561)	\$136,311	2025
(\$2,025,456)	(\$112,341)	(\$191,561)	(\$2,329,358)	2026
(\$2,025,456)	(\$166,341)	(\$191,561)	(\$2,383,358)	2026
(\$2,025,456)	(\$166,341)	(\$211,561)	(\$2,403,358)	2026
(\$706,487)	(\$166,341)	(\$211,561)	(\$1,084,389)	2026
(\$681,487)	(\$166,341)	(\$211,561)	(\$1,059,389)	2026
(\$218,280)	(\$90,924)	(\$211,561)	(\$520,764)	2026
\$41,720	(\$90,924)	(\$211,561)	(\$260,764)	2026

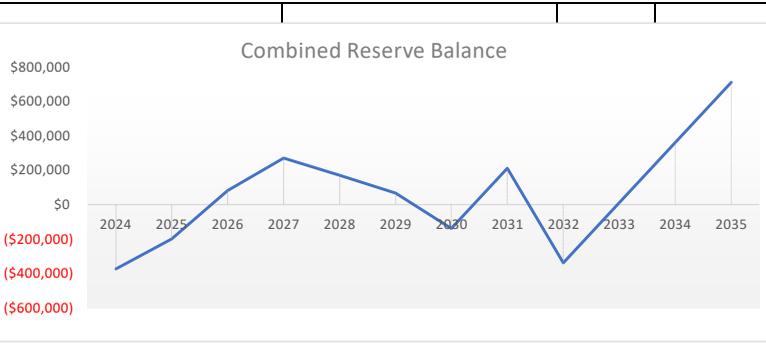
Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources						Notes	Check
					Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	Other		
2029	Annual Ditching Program		Estimate		\$20,000									\$0
2030	To Road Capital Reserve		Estimate	Roads	\$3,472,081	(\$3,018,798)						(\$453,283)	CCBF (Gas Tax), OCIF	\$0
2030	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)								\$0
2030	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)								\$0
2030	Mellor Road - Fruit Ridge to End	Asset ID 76A Granular Conversion	Estimate		\$50,000		(\$50,000)							\$0
2030	Horton Street and Hall Street	Asset IDs 31, 32A, 32B, Mill and Pave, add Sidewalk to Horton	Estimate		\$160,000		(\$140,000)	(\$20,000)						\$0
2030	Victoria, Spring and St James Overlay	Asset IDs 49, 50, 51 Mill and Pave	Estimate		\$40,000		(\$40,000)							\$0
2030	Middle River Road	Asset ID 69A, 69B, 69C, 69D, 69E, 69F Granular Conversion	Estimate		\$650,000		(\$650,000)							\$0
2030	Mill Road	Asset ID 35F, 35G, 35H Granular Conversion	Estimate		\$700,000		(\$700,000)							\$0
2030	Roberts Line	Asset ID 78 Single Surface Treatment	Estimate		\$20,000		(\$20,000)							\$0
2030	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000		(\$700,000)							\$0
2030	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)							\$0
2030	Guardrails		Estimate		\$50,000		(\$50,000)							\$0
2030	Annual Ditching Program		Estimate		\$20,000		(\$20,000)							\$0
2031	To Road Capital Reserve		Estimate	Roads	\$3,472,081	(\$3,018,798)						(\$453,283)	CCBF (Gas Tax), OCIF	\$0
2031	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)								\$0
2031	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)								\$0
2031	Street Lights		Estimate		\$250,000				(\$250,000)					\$0
2031	Begg Road - John Wise to Middle River Road	Asset ID 68B Granular Conversion	Estimate		\$250,000		(\$250,000)							\$0
2031	Cattanach Line - Coon Rd to End	Asset ID 65 Granular Conversion	Estimate		\$80,000		(\$80,000)							\$0
2031	Coon Road - Scotch Ln to Union Road	Asset ID 72C 72D Granular Conversion	Estimate		\$200,000		(\$200,000)							\$0
2031	Lake Line - Boxall Rd to Union Rd	Asset ID 61C, 61D, 61E, Single Surface Treatment	Estimate		\$200,000		(\$200,000)							\$0
2031	Orchard Street - Union Road to End	Asset IDs 30A, 30B, Mill and Pave, Unless Development Drives further Investment	Estimate		\$50,000		(\$50,000)							\$0
2031	Second Line - Iona Road to Magdala Road	Asset IDs 4A, 4B, 4C, 4D Granular Conversion	Estimate		\$850,000		(\$850,000)							\$0
2031	Smith Road - Union Road to Munro Line	Asset ID 73 Granular Conversion	Estimate		\$150,000		(\$150,000)							\$0
2031	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000		(\$700,000)							\$0
2031	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)							\$0
2031	Guardrails		Estimate		\$50,000		(\$50,000)							\$0
2031	Annual Ditching Program		Estimate		\$20,000		(\$20,000)							\$0
2032	To Road Capital Reserve		Estimate	Roads	\$3,472,081	(\$3,018,798)						(\$453,283)	CCBF (Gas Tax), OCIF	\$0
2032	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)								\$0
2032	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)								\$0
2032	Street Lights		Estimate		\$250,000				(\$250,000)					\$0
2032	Boxall Road - Bush Line to Lake Line	Asset ID 64A, 64B, 64C, 64D, Overlay Asphalt	Estimate		\$815,000		(\$815,000)							\$0
2032	Brook Street - John Street to End	Asset ID 29, Mill and Pave	Estimate		\$25,000		(\$25,000)							\$0
2032	Church Street - Fingal Line to Fowler Street	Asset ID 45, Mill and Pave	Estimate		\$25,000		(\$25,000)							\$0
2032	Fowler Street - Fingal Line to Millpark Street	Asset ID 43B, Mill and Pave	Estimate		\$75,000		(\$75,000)							\$0
2032	Lawrence Road - Third Line to Sixth Line	Asset IDs 5A, 5B, 5C, 5D Single Surface Treatment and Granular Conversion	Estimate		\$160,000		(\$160,000)							\$0
2032	Lyle Road - Talbot Line to Bush Line	Asset IDs 53B, 53C, 53D Granular Conversion	Estimate		\$530,000		(\$530,000)							\$0
2032	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000		(\$700,000)							\$0
2032	Edge Repairs - Various Locations		Estimate		\$50,000		(\$50,000)							\$0
2032	Guardrails		Estimate		\$50,000		(\$50,000)							\$0
2032	Annual Ditching Program		Estimate		\$20,000		(\$20,000)							\$0
2033	To Road Capital Reserve		Estimate	Roads	\$3,472,081	(\$3,018,798)						(\$453,283)	CCBF (Gas Tax), OCIF	\$0
2033	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)								\$0
2033	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)								\$0
2033	First Line - Iona Road to Plain Road	Asset IDs 2A, 2B Granular Conversion	Estimate		\$190,000		(\$190,000)							\$0
2033	John Street North - Rose Ave to Courtney Street	Asset ID 27A Mill and Pave	Estimate		\$50,000		(\$50,000)							\$0
2033	Glasgow Street - Fingal Line to Union Rd	Asset ID 46 Mill and Pave	Estimate		\$35,000		(\$35,000)							\$0
2033	Jones Road - Lake Line to Scotch Line	Asset ID 62 Granular Conversion	Estimate		\$150,000		(\$150,000)							\$0
2033	Lake Line - Iona Rd to Boxall Rd	Asset ID 61A, 61B Granular Conversion	Estimate		\$510,000		(\$510,000)							\$0
2033	Plain Road - First Line to Second Line	Asset ID 3 Granular Conversion	Estimate		\$150,000		(\$150,000)							\$0
2033	Routh Road - First Line to End	Asset ID 1A, 1B Granular Conversion	Estimate		\$185,000		(\$185,000)							\$0
2033	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000		(\$700,000)							\$0

Roads	Sidewalk	Streetlight	Total	Year
(\$1,119,613)	(\$65,000)	(\$136,417)	(\$1,321,030)	2029
\$2,300,254	(\$2,305)	(\$271,561)	\$2,026,389	2030
(\$1,171,827)	(\$2,305)	(\$271,561)	(\$1,445,692)	2030
(\$1,171,827)	(\$56,305)	(\$271,561)	(\$1,499,692)	2030
(\$1,171,827)	(\$56,305)	(\$291,561)	(\$1,519,692)	2030
(\$1,121,827)	(\$56,305)	(\$291,561)	(\$1,469,692)	2030
(\$981,827)	(\$36,305)	(\$291,561)	(\$1,309,692)	2030
(\$941,827)	(\$36,305)	(\$291,561)	(\$1,269,692)	2030
(\$291,827)	(\$36,305)	(\$291,561)	(\$619,692)	2030
\$408,173	(\$36,305)	(\$291,561)	\$80,308	2030
\$428,173	(\$36,305)	(\$291,561)	\$100,308	2030
\$1,128,173	(\$36,305)	(\$291,561)	\$800,308	2030
\$1,178,173	(\$36,305)	(\$291,561)	\$850,308	2030
\$1,228,173	(\$36,305)	(\$291,561)	\$900,308	2030
\$1,248,173	(\$36,305)	(\$291,561)	\$920,308	2030
(\$2,223,908)	(\$36,305)	(\$291,561)	(\$2,551,773)	2031
(\$2,223,908)	(\$90,305)	(\$291,561)	(\$2,605,773)	2031
(\$2,223,908)	(\$90,305)	(\$311,561)	(\$2,625,773)	2031
(\$2,223,908)	(\$90,305)	(\$61,561)	(\$2,375,773)	2031
(\$1,973,908)	(\$90,305)	(\$61,561)	(\$2,125,773)	2031
(\$1,893,908)	(\$90,305)	(\$61,561)	(\$2,045,773)	2031
(\$1,693,908)	(\$90,305)	(\$61,561)	(\$1,845,773)	2031
(\$1,493,908)	(\$90,305)	(\$61,561)	(\$1,645,773)	2031
(\$1,443,908)	(\$90,305)	(\$61,561)	(\$1,595,773)	2031
(\$593,908)	(\$90,305)	(\$61,561)	(\$745,773)	2031
(\$443,908)	(\$90,305)	(\$61,561)	(\$595,773)	2031
\$256,092	(\$90,305)	(\$61,561)	\$104,227	2031
\$306,092	(\$90,305)	(\$61,561)	\$154,227	2031
\$356,092	(\$90,305)	(\$61,561)	\$204,227	2031
\$376,092	(\$90,305)	(\$61,561)	\$224,227	2031
(\$3,095,989)	(\$90,305)	(\$61,561)	(\$3,247,854)	2032
(\$3,095,989)	(\$144,305)	(\$61,561)	(\$3,301,854)	2032
(\$3,095,989)	(\$144,305)	(\$81,561)	(\$3,321,854)	2032
(\$3,095,989)	(\$144,305)	\$168,439	(\$3,071,854)	2032
(\$2,280,989)	(\$144,305)	\$168,439	(\$2,256,854)	2032
(\$2,255,989)	(\$144,305)	\$168,439	(\$2,231,854)	2032
(\$2,230,989)	(\$144,305)	\$168,439	(\$2,206,854)	2032
(\$2,155,989)	(\$144,305)	\$168,439	(\$2,131,854)	2032
(\$1,995,989)	(\$144,305)	\$168,439	(\$1,971,854)	2032
(\$1,465,989)	(\$144,305)	\$168,439	(\$1,441,854)	2032
(\$765,989)	(\$144,305)	\$168,439	(\$741,854)	2032
(\$715,989)	(\$144,305)	\$168,439	(\$691,854)	2032
(\$665,989)	(\$144,305)	\$168,439	(\$641,854)	2032
(\$645,989)	(\$144,305)	\$168,439	(\$621,854)	2032
(\$4,118,070)	(\$144,305)	\$168,439	(\$4,093,935)	2033
(\$4,118,070)	(\$198,305)	\$168,439	(\$4,147,935)	2033
(\$4,118,070)	(\$198,305)	\$148,439	(\$4,167,935)	2033
(\$4,308,070)	(\$198,305)	\$148,439	(\$4,357,935)	2033
(\$4,358,070)	(\$198,305)	\$148,439	(\$4,407,935)	2033
(\$4,393,070)	(\$198,305)	\$148,439	(\$4,442,935)	2033
(\$4,543,070)	(\$198,305)	\$148,439	(\$4,592,935)	2033
(\$5,053,070)	(\$198,305)	\$148,439	(\$5,102,935)	2033
(\$5,203,070)	(\$198,305)	\$148,439	(\$5,252,935)	2033
(\$5,388,070)	(\$198,305)	\$148,439	(\$5,437,935)	2033
(\$4,688,070)	(\$198,305)	\$148,439	(\$4,737,935)	2033

Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources						Notes	Check	Roads	Sidewalk	Streetlight	Total	Year
					Project Costs	Taxation	Road Reserve	Sidewalk	Streetlight	Specific Grants	Green Lane	Other							
2033	Edge Repairs - Various Locations		Estimate		\$115,000									\$0	(\$1,119,613)	(\$65,000)	(\$136,417)	(\$1,321,030)	2033
2033	Guardrails		Estimate		\$50,000									\$0	(\$4,573,070)	(\$198,305)	\$148,439	(\$4,622,935)	2033
2033	Annual Ditching Program		Estimate		\$20,000									\$0	(\$4,523,070)	(\$198,305)	\$148,439	(\$4,572,935)	2033
2034	To Road Capital Reserve		Estimate	Roads	\$3,472,081	(\$3,018,798)							(\$453,283)	\$0	(\$7,975,151)	(\$198,305)	\$148,439	(\$8,025,016)	2034
2034	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)								\$0	(\$7,975,151)	(\$252,305)	\$148,439	(\$8,079,016)	2034
2034	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)								\$0	(\$7,975,151)	(\$252,305)	\$128,439	(\$8,099,016)	2034
2034	Elizabeth Street - Francis Street to Union Rd	Asset ID 25A Mill and Pave	Estimate	Roads	\$20,000									\$0	(\$7,995,151)	(\$252,305)	\$128,439	(\$8,119,016)	2034
2034	Fifth Line - Iona Rd to Union Rd	Asset ID 11A, 11B, 11C Mill and Pave	Estimate	Roads	\$476,000									\$0	(\$8,471,151)	(\$252,305)	\$128,439	(\$8,595,016)	2034
2034	Talbotville Gore Rd - Sunset to Sunset	Asset ID 54A, 54B, 54C Granular Conversion	Estimate	Roads	\$75,000									\$0	(\$8,546,151)	(\$252,305)	\$128,439	(\$8,670,016)	2034
2034	Francis Street - Talbot Line to Elizabeth Street	Asset ID 26 Mill and Pave	Estimate	Roads	\$280,000									\$0	(\$8,826,151)	(\$252,305)	\$128,439	(\$8,950,016)	2034
2034	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000									\$0	(\$8,126,151)	(\$252,305)	\$128,439	(\$8,250,016)	2034
2034	Edge Repairs - Various Locations		Estimate		\$115,000									\$0	(\$8,011,151)	(\$252,305)	\$128,439	(\$8,135,016)	2034
2034	Guardrails		Estimate		\$50,000									\$0	(\$7,961,151)	(\$252,305)	\$128,439	(\$8,085,016)	2034
2034	Annual Ditching Program		Estimate		\$20,000									\$0	(\$7,941,151)	(\$252,305)	\$128,439	(\$8,065,016)	2034
2035	To Road Capital Reserve		Estimate	Roads	\$3,472,081	(\$3,018,798)							(\$453,283)	\$0	(\$11,413,232)	(\$252,305)	\$128,439	(\$11,537,097)	2035
2035	To Sidewalk Reserve		Estimate	Sidewalk	\$54,000	(\$54,000)								\$0	(\$11,413,232)	(\$306,305)	\$128,439	(\$11,591,097)	2035
2035	To Streetlight Reserve		Estimate	Streetlight	\$20,000	(\$20,000)								\$0	(\$11,413,232)	(\$306,305)	\$108,439	(\$11,611,097)	2035
2035	Gravel Resurfacing Program	Various Locations as per Road Needs Study	Estimate		\$700,000									\$0	(\$10,713,232)	(\$306,305)	\$108,439	(\$10,911,097)	2035
2035	Edge Repairs - Various Locations		Estimate		\$115,000									\$0	(\$10,598,232)	(\$306,305)	\$108,439	(\$10,796,097)	2035
2035	Guardrails		Estimate		\$50,000									\$0	(\$10,548,232)	(\$306,305)	\$108,439	(\$10,746,097)	2035
2035	Annual Ditching Program		Estimate		\$20,000									\$0	(\$10,528,232)	(\$306,305)	\$108,439	(\$10,726,097)	2035

Road Equipment

Year	Expenses	Funding Sources					Reserve Balance
		Project Costs	Taxation	Road Equipment	Grants	Green Lane	
2024	\$1,664,544	(\$350,000)	(\$738,262)	\$0	(\$350,000)	(\$226,282)	(\$374,641)
2025	\$525,550	(\$350,000)	(\$175,550)	\$0	\$0	\$0	(\$200,191)
2026	\$420,000	(\$350,000)	(\$70,000)	\$0	\$0	\$0	\$79,809
2027	\$510,000	(\$350,000)	(\$160,000)	\$0	\$0	\$0	\$269,809
2028	\$800,000	(\$350,000)	(\$450,000)	\$0	\$0	\$0	\$169,809
2029	\$805,000	(\$350,000)	(\$455,000)	\$0	\$0	\$0	\$64,809
2030	\$905,000	(\$350,000)	(\$555,000)	\$0	\$0	\$0	(\$140,191)
2031	\$350,000	(\$350,000)	\$0	\$0	\$0	\$0	\$209,809
2032	\$1,250,000	(\$350,000)	(\$900,000)	\$0	\$0	\$0	(\$340,191)
2033	\$350,000	(\$350,000)	\$0	\$0	\$0	\$0	\$9,809
2034	\$350,000	(\$350,000)	\$0	\$0	\$0	\$0	\$359,809
2035	\$350,000	(\$350,000)	\$0	\$0	\$0	\$0	\$709,809

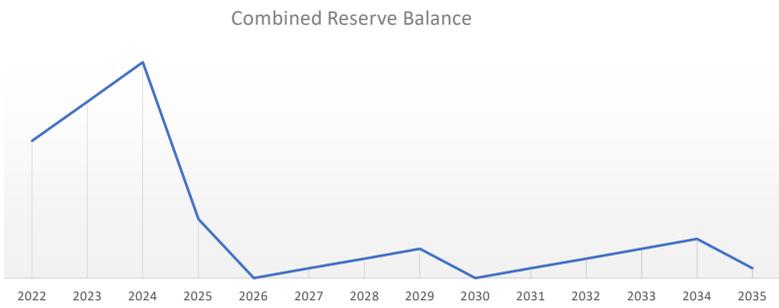


Year	Project	Additional Info	Act/Est/Adj	To Reserve	Expenses					Funding Sources					Notes	Check
					Project Costs	Taxation	Road Equipment	Grants	Green Lane	Other	Project Costs	Taxation	Road Equipment	Grants		
2025	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2025	Trackless Rebuild	Refurbish Existing Trackless	Actual		\$157,921		(\$157,921)								\$0	
2025	Push Broom/Plow	Intersection sweeping	Actual		\$17,629		(\$17,629)								\$0	
2026	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2026	Replace P55 - 2016 Dodge Crew Cab	Postponed from 2024	Estimate		\$70,000		(\$70,000)								\$0	
2027	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2027	Light Duty Truck Replacement	P-52 F-150 Replacement (Drainage)	Estimate		\$70,000		(\$70,000)								\$0	
2027	Mower Addition	Roadside Mower	Estimate		\$20,000		(\$20,000)								\$0	
2027	Pickup Truck Replacement		Estimate		\$70,000		(\$70,000)								\$0	
2028	Dump Truck Replacement	T-12 2015 Peterbilt	Estimate		\$450,000		(\$450,000)								\$0	
2028	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2029	Dump Truck Replacement		Estimate		\$455,000		(\$455,000)								\$0	
2029	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2030	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2030	Dump Truck Replacement		Estimate		\$455,000		(\$455,000)								\$0	
2030	Pickup Truck Replacements		Estimate		\$100,000		(\$100,000)								\$0	
2031	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2032	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2032	Grader Replacement	2012 CAT Grader	Estimate		\$900,000		(\$900,000)								\$0	
2033	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2034	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	
2035	To Road Equipment Reserve		Estimate	Road Equipment	\$350,000	(\$350,000)									\$0	

Yearly Sum	Reserve Breakdown	
	Road Equipment	Year
	(\$669,143)	
	\$24,641	2025
	\$182,562	2025
	\$200,191	2025
	(\$149,809)	2026
	(\$79,809)	2026
	(\$429,809)	2027
	(\$359,809)	2027
	(\$339,809)	2027
	(\$269,809)	2027
	\$180,191	2028
	(\$169,809)	2028
	\$285,191	2029
	(\$64,809)	2029
	(\$414,809)	2030
	\$40,191	2030
	\$140,191	2030
	(\$209,809)	2031
	(\$559,809)	2032
	\$340,191	2032
	(\$9,809)	2033
	(\$359,809)	2034
	(\$709,809)	2035

Road Facility

Year	Expenses	Funding Sources					Reserve Balance
		Project Costs	Taxation	Road Facility	Grants	Green Lane	
2021	\$75,000	(\$75,000)	\$0	\$0	\$0	\$0	\$412,098
2022	\$261,881	(\$100,000)	(\$161,881)	\$0	\$0	\$0	\$350,217
2023	\$100,000	(\$100,000)	\$0	\$0	\$0	\$0	\$450,217
2024	\$100,000	(\$100,000)	\$0	\$0	\$0	\$0	\$550,217
2025	\$4,936,480	(\$100,000)	(\$500,000)	\$0	\$0	(\$4,336,480)	\$150,217
2026	\$450,000	(\$275,000)	(\$175,000)	\$0	\$0	\$0	\$217
2027	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$25,217
2028	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$50,217
2029	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$75,217
2030	\$375,000	(\$275,000)	(\$100,000)	\$0	\$0	\$0	\$217
2031	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$25,217
2032	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$50,217
2033	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$75,217
2034	\$275,000	(\$275,000)	\$0	\$0	\$0	\$0	\$100,217
2035	\$375,000	(\$275,000)	(\$100,000)	\$0	\$0	\$0	\$25,217



Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources				Notes	Check
					Project Costs	Taxation	Road Facility	Grants	Green Lane	Other		
2021	To Road Facility Reserve		Actual	Road Facility	\$75,000	(\$75,000)						\$0
2021	Engineer - Building Review/Feasibility		Actual		\$0	\$0	\$0					\$0
2022	To Road Facility Reserve		Actual	Road Facility	\$100,000	(\$100,000)						\$0
2022	Road Facility - Design and Engineering		Estimate-RFP									\$0
2022	Road Facility - Land		Actual		\$161,881		(\$161,881)					\$0
2022	Talbotville Road Facility?????	Determine course of action/consulting/engineer	Estimate		\$0		\$0					\$0
2023	To Road Facility Reserve		Actual	Road Facility	\$100,000	(\$100,000)						\$0
2023	Balance - Design and Engineering	incl. above	Estimate									\$0
2023	Road Facility Construction		Estimate				\$0			\$0	DC Future Recovery ~150, Water 914	\$0
2023	Site Work		Estimate		\$0							\$0
2023	Building		Estimate		\$0							\$0
2023	Construction Admin		Estimate		\$0							\$0
2023	Talbotville Road Facility - removed	PW needs in Talbotville?	Estimate		\$0		\$0					\$0
2024	To Road Facility Reserve		Estimate	Road Facility	\$100,000	(\$100,000)						\$0
2025	To Road Facility Reserve		Estimate	Road Facility	\$100,000	(\$100,000)						\$0
2025	New PW Facility	WIP	Actual		\$1,335,553		(\$500,000)			(\$828,000)	DC Future Recovery ~150, Water 678	\$7,553
2025		2025 Completion	Estimate		\$3,500,927							\$3,500,927
2025		Borrowing	Estimate							(\$3,508,480)		(\$3,508,480)
2026	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2026	PW Yard Fencing		Estimate		\$100,000		(\$100,000)					\$0
2026	New PW Facility - Unexpected Items		Estimate		\$50,000		(\$50,000)					\$0
2026	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2026	Existing Facilities - Minor Maintenance, Paint, "Spruce up"		Estimate		\$25,000		(\$25,000)					\$0
2027	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2027	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2028	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2028	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2029	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2029	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2030	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2030	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2030	Major Maintenance - Older Facilities		Estimate		\$100,000		(\$100,000)					\$0
2031	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2031	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2032	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2032	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2033	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0
2033	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0
2034	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0

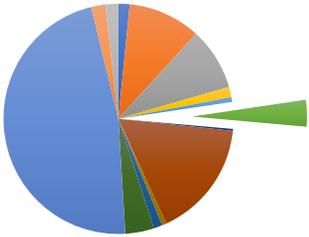
Reserve Breakdown	
Road Facility	Year
(\$337,098)	2021
(\$412,098)	2021
(\$512,098)	2022
(\$512,098)	2022
(\$350,217)	2022
(\$350,217)	2022
(\$450,217)	2023
(\$450,217)	2023
(\$450,217)	2023
(\$450,217)	2023
(\$450,217)	2023
(\$450,217)	2023
(\$450,217)	2023
(\$550,217)	2024
(\$650,217)	2025
(\$150,217)	2025
(\$150,217)	2025
(\$150,217)	2025
(\$175,217)	2026
(\$75,217)	2026
(\$25,217)	2026
(\$25,217)	2026
(\$217)	2026
(\$25,217)	2027
(\$25,217)	2027
(\$50,217)	2028
(\$50,217)	2028
(\$75,217)	2029
(\$75,217)	2029
(\$100,217)	2030
(\$100,217)	2030
(\$217)	2030
(\$25,217)	2031
(\$25,217)	2031
(\$50,217)	2032
(\$50,217)	2032
(\$75,217)	2033
(\$75,217)	2033
(\$100,217)	2034

Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources				Notes	Check	Road Facility	
					Project Costs	Taxation	Road Facility	Grants	Green Lane	Other			Year	Year
2034	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$337,098)	2034
2035	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$100,217)	2035
2035	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$125,217)	2035
2035	Major Maintenance - Older Facilites		Estimate		\$100,000		(\$100,000)					\$0	(\$25,217)	2035
2036	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$50,217)	2036
2036	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$50,217)	2036
2037	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$75,217)	2037
2037	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$75,217)	2037
2038	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$100,217)	2038
2038	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$100,217)	2038
2039	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$125,217)	2039
2039	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$125,217)	2039
2040	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$150,217)	2040
2040	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$150,217)	2040
2041	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$175,217)	2041
2041	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$175,217)	2041
2042	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$200,217)	2042
2042	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$200,217)	2042
2043	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$225,217)	2043
2043	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$225,217)	2043
2044	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$250,217)	2044
2044	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$250,217)	2044
2045	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$275,217)	2045
2045	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$275,217)	2045
2046	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$300,217)	2046
2046	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$300,217)	2046
2047	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$325,217)	2047
2047	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$325,217)	2047
2048	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$350,217)	2048
2048	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$350,217)	2048
2049	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$375,217)	2049
2049	Loan Repayment		Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$375,217)	2049
2050	To Road Facility Reserve		Estimate	Road Facility	\$25,000	(\$25,000)						\$0	(\$400,217)	2050
2050	Loan Repayment	Last Loan Payment	Estimate		\$250,000	(\$250,000)					Loan Repayment	\$0	(\$400,217)	2050

Waste Management

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Recycling Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Blue Box Grant	(\$845)	(\$825)	\$0	\$825	0.00%	\$0	\$0	CMO now issuing calendars so no grant
Donation and miscellaneous revenue	(\$20,076)	(\$18,500)	(\$20,500)	(\$2,000)	9.52%	(\$21,320)	(\$21,746)	Green Lane Trust for Recycling Centre Costs \$20,500
Recycling Strategy	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Transitioned to Province in 2023
Zero Waste Strategy	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Composter Sales	(\$44)	\$0	\$0	\$0	0.00%	\$0	\$0	
Digester Sales	(\$35)	\$0	\$0	\$0	0.00%	\$0	\$0	
Garbage Bag Tag Sales	(\$585)	(\$100)	(\$250)	(\$150)	0.00%	(\$250)	(\$250)	
Green Bin Sales	(\$80)	\$0	\$0	\$0	0.00%	\$0	\$0	
Organics Revenue	(\$53,253)	(\$50,000)	(\$60,000)	(\$10,000)	50.00%	(\$66,771)	(\$73,630)	Area Rating - offsets organics in contracted services
Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$74,918)	(\$69,425)	(\$80,750)	(\$11,325)	27.50%	(\$88,341)	(\$95,626)	
Contracted Services	\$182,398	\$230,000	\$230,000	\$0	0.00%	\$234,600	\$239,292	waste collection
Disposal fees	\$64,353	\$72,100	\$73,542	\$1,442	1.96%	\$75,013	\$76,513	est. based on prior plus inflation and housing increase
Blue boxes and program costs	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Transitioned to Province in 2023
Composters	\$499	\$500	\$500	\$0	0.00%	\$500	\$510	To purchase additional composters when necessary
Bin contract	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	allocated to departments with bins
Garbage Bag Tags	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Organics program costs	\$54,581	\$50,000	\$64,190	\$14,190	22.11%	\$65,474	\$66,783	includes collection and disposal based on actuals from 2025
Landfill royalty costs	\$3,208	\$4,550	\$4,641	\$91	1.96%	\$4,734	\$4,828	5% of Disposal Fees
Recycling Strategy	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Transitioned to Province in 2023
Recycling Centre St Thomas	\$19,548	\$18,500	\$20,500	\$2,000	9.76%	\$21,320	\$21,746	Green Lane Trust for Recycling Centre Costs \$20,500
Zero Waste Expenses	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	Zero Waste Committee
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$324,587	\$375,650	\$393,373	\$17,723	4.51%	\$401,640	\$409,673	
Net Operating (Revenue)/Expense	\$249,668	\$306,225	\$312,623	\$6,398	2.05%	\$313,299	\$314,047	

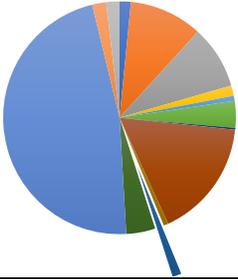
Waste Management Summary		
2026 Levy Requirement		\$312,623
Requirement as % of Total Levy		4.20%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$6,398
Contribution to 2026 Levy Increase	↑	0.09%
\$ per Capita		\$70.71
\$ per Household		\$151.83



Cemeteries

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Cemetery Road Wages	\$0	\$350	\$350	\$0	0.00%	\$350	\$357	
Cemetery Maintenance	\$22,533	\$12,240	\$23,000	\$10,760	87.91%	\$23,460	\$23,929	Reflects actuals - grass cutting-6 cemeteries
Cemetery-Insurance	\$9,789	\$10,041	\$10,085	\$44	0.44%	\$10,589	\$10,801	reflects renewal cost-Boards-\$5,233, Liability \$4,852
Total Expenses	\$32,322	\$22,631	\$33,435	\$10,804	47.74%	\$34,399	\$35,087	
Net Operating (Revenue)/Expense	\$32,322	\$22,631	\$33,435	\$10,804	47.74%	\$34,399	\$35,087	

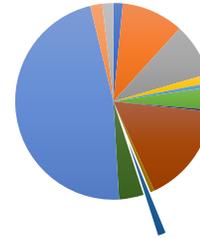
Cemeteries Summary		
2026 Levy Requirement		\$33,435
Requirement as % of Total Levy		0.45%
Ability to Adjust		Low
\$ Change from 2025 Levy Requirement	↑	\$10,804
Contribution to 2026 Levy Increase	↑	0.15%
\$ per Capita		\$7.56
\$ per Household		\$16.24



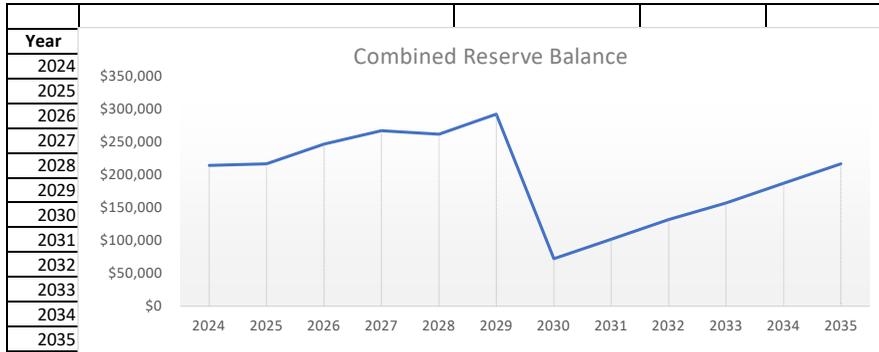
Keystone

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Complex -Rental Income	(\$15,020)	(\$12,500)	(\$12,750)	(\$250)	2.00%	(\$13,005)	(\$13,265)	est. \$25,526 in fee waivers in other expense
Insurance Coverage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Donations	(\$1,600)	\$0	\$0	\$0	0.00%	\$0	\$0	2025-horse ring chute relocation
Transfer in from Reserve	\$0	(\$30,600)	\$0	\$30,600	-100.00%	\$0	\$0	Tax Stabilization Reserve to assist with low rentals
Total Revenue	(\$16,620)	(\$43,100)	(\$12,750)	\$30,350	-70.42%	(\$13,005)	(\$13,265)	
Salaries and Wages	\$0	\$27,898	\$27,564	(\$334)	-1.20%	\$28,115	\$28,678	
Overhead	\$0	\$10,173	\$10,071	(\$102)	-1.01%	\$10,272	\$10,478	
Complex - Rds Time	\$950	\$1,200	\$1,100	(\$100)	-8.33%	\$1,122	\$1,144	limited Roads time with revised staffing
Wages - CBO building management	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Canada Pension Plan	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Employment Insurance	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Employer Health Tax	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Workers Compensation	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Travel/Mileage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Complex -Building Repairs	\$3,887	\$5,000	\$5,100	\$100	2.00%	\$5,202	\$5,306	reflects historical average
Complex-Cleaning Supplies	\$645	\$900	\$900	\$0	0.00%	\$918	\$936	
Complex - Utilities	\$14,856	\$17,500	\$22,000	\$4,500	25.71%	\$22,440	\$22,889	reflects historical average
Complex-Material Supplies	\$376	\$1,200	\$1,000	(\$200)	-16.67%	\$1,020	\$1,040	
Complex-Property Maintenance	\$18,497	\$17,500	\$17,850	\$350	2.00%	\$18,207	\$18,571	consolidate grass cutting costs for Keystone grounds, Shedden ball diamond
Complex -Rds Mach Tm	\$170	\$500	\$300	(\$200)	-40.00%	\$306	\$312	
Complex-Telephone Expense	\$1,426	\$1,750	\$2,225	\$475	27.14%	\$2,270	\$2,315	reflects historical average
Insurance	\$25,052	\$24,635	\$25,100	\$465	1.89%	\$25,602	\$26,114	reflects renewal cost
Complex-Equip Maintenance	\$1,609	\$5,000	\$5,000	\$0	0.00%	\$5,100	\$5,202	
Complex-Equipment Costs	\$7,603	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	
Miscellaneous	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Complex-Janitorial Services	\$5,380	\$10,000	\$7,500	(\$2,500)	-25.00%	\$7,650	\$7,803	
Amortization	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$80,451	\$125,756	\$128,210	\$2,454	1.95%	\$130,774	\$133,390	
Net Operating (Revenue)/Expense	\$63,830	\$82,656	\$115,460	\$32,804	39.69%	\$117,769	\$120,124	
Net Cash and Capital Requirements								
Keystone - Building Renew	\$20,000	\$20,000	\$20,000	\$0	0.00%	\$20,000	\$20,000	AMP Requirements for major maintenance
Keystone - Equipment	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requiremen	\$20,000	\$20,000	\$20,000	\$0	0.00%	\$20,000	\$20,000	
Total Requirement from Levy	\$83,830	\$102,656	\$135,460	\$32,804	31.96%	\$137,769	\$140,124	

Keystone Summary		
2026 Levy Requirement		\$135,460
Requirement as % of Total Levy		1.82%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$32,804
Contribution to 2026 Levy Increase	↑	0.46%
\$ per Capita		\$30.64
\$ per Household		\$65.79



Keystone and Library Facility



Year	Expenses		Funding Sources					Reserve Balance
	Project Costs	Taxation	Keystone Facility	Grants	Green Lane	Other		
2024	\$58,180	(\$30,000)	(\$28,180)	\$0	\$0	\$0	\$214,385	
2025	\$63,000	(\$30,000)	(\$27,500)	\$0	\$0	(\$5,500)	\$216,885	
2026	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$246,885	
2027	\$40,000	(\$30,000)	(\$10,000)	\$0	\$0	\$0	\$266,885	
2028	\$65,000	(\$30,000)	(\$35,000)	\$0	\$0	\$0	\$261,885	
2029	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$291,885	
2030	\$280,000	(\$30,000)	(\$250,000)	\$0	\$0	\$0	\$71,885	
2031	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$101,885	
2032	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$131,885	
2033	\$35,000	(\$30,000)	(\$5,000)	\$0	\$0	\$0	\$156,885	
2034	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$186,885	
2035	\$30,000	(\$30,000)	\$0	\$0	\$0	\$0	\$216,885	

Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources					Notes	Check
					Project Costs	Taxation	Keystone Facility	Grants	Green Lane	Other			
2024	To Keystone and Library Facility Reserve		Actual	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2024	Barrier Installation		Actual		\$5,030		(\$5,030)						\$0
2024	Lighting Upgrades		Actual		\$23,150		(\$23,150)						\$0
2025	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2025	Electronic Sign		Estimate		\$27,500		(\$27,500)						\$0
2025	Cooler Units	Non-capital	Estimate		\$5,500						(\$5,500)	Keystone/Pavillion	\$0
2026	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2027	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2027	Fridges		Estimate		\$5,000		(\$5,000)						\$0
2027	Diswasher		Estimate		\$5,000		(\$5,000)						\$0
2028	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2028	HVAC		Estimate		\$30,000		(\$30,000)						\$0
2028	Painting		Estimate		\$5,000		(\$5,000)						\$0
2029	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2030	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2030	Generator Replacement		Estimate		\$250,000		(\$250,000)						\$0
2031	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2032	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2033	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2033	Painting		Estimate		\$5,000		(\$5,000)						\$0
2034	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0
2035	To Keystone and Library Facility Reserve		Estimate	Keystone Facility	\$30,000	(\$30,000)						Keystone \$20,000, Library \$10,000	\$0

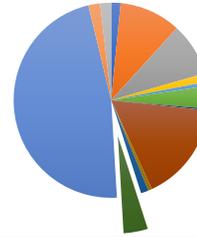
Reserve Breakdown	
Keystone Facility	Year
(\$173,159)	
(\$242,565)	2024
(\$237,535)	2024
(\$214,385)	2024
(\$244,385)	2025
(\$216,885)	2025
(\$216,885)	2025
(\$246,885)	2026
(\$276,885)	2027
(\$271,885)	2027
(\$266,885)	2027
(\$296,885)	2028
(\$266,885)	2028
(\$261,885)	2028
(\$291,885)	2029
(\$321,885)	2030
(\$71,885)	2030
(\$101,885)	2031
(\$131,885)	2032
(\$161,885)	2033
(\$156,885)	2033
(\$186,885)	2034
(\$216,885)	2035

Parks

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Donation	(\$8,400)	(\$8,000)	(\$8,000)	\$0	0.00%	(\$8,000)	(\$8,000)	Green Lane - Turf Improvement / Overseeding - incl. in grounds maint. Below
Memorial Bench revenue	(\$7,500)	\$0	\$0	\$0	0.00%	\$0	\$0	
Fingal Ball Park - revenue	(\$4,686)	(\$3,500)	(\$4,000)	(\$500)	14.29%	(\$3,500)	(\$3,500)	
Fingal Heritage Park - revenue	(\$30)	(\$100)	(\$50)	\$50	-50.00%	(\$100)	(\$100)	
Corsley Park - revenue	(\$1,440)	(\$1,800)	(\$1,800)	\$0	0.00%	(\$1,800)	(\$1,800)	
Talbotville Parks - revenue	(\$7,297)	(\$5,000)	(\$6,500)	(\$1,500)	30.00%	(\$5,000)	(\$5,000)	
Equipment Rental Revenue	(\$314)	(\$2,500)	(\$2,500)	\$0	0.00%	(\$2,500)	(\$2,500)	
Total Revenue	(\$29,666)	(\$20,900)	(\$22,850)	(\$1,950)	9.33%	(\$236,900)	(\$236,900)	
Salaries and Wages	\$89,641	\$123,985	\$128,841	\$4,856	3.92%	\$131,417	\$134,046	Updated distribution based on reorg, staffing changes
Overhead	\$28,803	\$37,143	\$38,655	\$1,512	4.07%	\$39,429	\$40,217	
Health Safety	\$378	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Training and Education	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Clothing and Uniforms	\$1,585	\$750	\$1,000	\$250	33.33%	\$1,020	\$1,040	
Building Repair Supplies-General	\$0	\$500	\$250	(\$250)	-50.00%	\$255	\$260	
Janitorial Supplies	\$376	\$250	\$400	\$150	60.00%	\$408	\$416	reflects actual 2025 costs
Materials/Supplies	\$943	\$250	\$750	\$500	200.00%	\$765	\$780	
Property Maintenance	\$200	\$0	\$200	\$200	0.00%	\$204	\$208	
Playground Maintenance	\$29	\$5,500	\$3,500	(\$2,000)	-36.36%	\$3,570	\$3,641	playground mulch
Advertising and Promotion	\$400	\$0	\$0	\$0	0.00%	\$0	\$0	
Telephone	\$400	\$1,000	\$500	(\$500)	-50.00%	\$500	\$510	
Insurance Coverage	\$18,979	\$24,624	\$18,980	(\$5,644)	-22.92%	\$19,360	\$19,747	reflects insurance renewal
Equipment Maintenance	\$270	\$250	\$275	\$25	10.00%	\$281	\$286	
Memorial Bench Maintenance	\$2,050	\$0	\$0	\$0	0.00%	\$0	\$0	
Memberships/Subscriptions	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Small Eqp Purchases	\$2,829	\$2,100	\$2,100	\$0	0.00%	\$2,142	\$2,185	
Ferndale Park Expenses	\$1,978	\$4,000	\$4,000	\$0	0.00%	\$4,080	\$4,162	
Fingal Ball Park	\$23,728	\$19,500	\$19,890	\$390	2.00%	\$20,288	\$20,694	
Canada Day	\$1,892	\$2,000	\$2,000	\$0	0.00%	\$2,040	\$2,081	
Fingal Heritage Park	\$1,600	\$4,500	\$4,500	\$0	0.00%	\$4,590	\$4,682	
Corsley Park	\$22,905	\$29,000	\$29,580	\$580	2.00%	\$30,172	\$30,775	
Talbotville Parks	\$20,007	\$28,000	\$28,560	\$560	2.00%	\$29,131	\$29,714	
Parks Truck	\$2,341	\$9,150	\$11,250	\$2,100	22.95%	\$11,475	\$11,705	Reflects revised Org Structure
Kubota Zero Turn Mower	\$82	\$2,000	\$1,500	(\$500)	-25.00%	\$1,530	\$1,561	

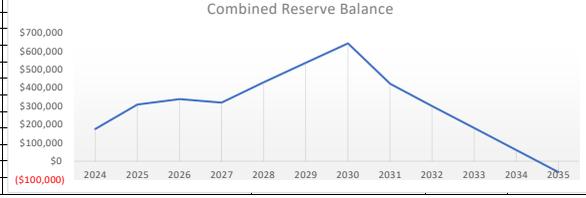
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Parks Trailer	\$268	\$1,150	\$1,173	\$23	2.00%	\$1,196	\$1,220	
Talbotville Park Tractor	\$0	\$1,100	\$1,122	\$22	2.00%	\$1,144	\$1,167	
Fingal Case Tractor	\$167	\$1,100	\$1,122	\$22	2.00%	\$1,144	\$1,167	
Keystone Tractor (Keith's)	\$1,456	\$1,500	\$1,530	\$30	2.00%	\$1,561	\$1,592	
John Deere Zero Turn Mower	\$40	\$0	\$1,500	\$1,500	0.00%	\$1,530	\$1,561	
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$223,348	\$301,352	\$305,178	\$3,827	1.27%	\$311,272	\$317,497	
Net Operating (Revenue)/Expense	\$193,681	\$280,452	\$282,328	\$1,877	0.67%	\$74,372	\$80,597	
Net Cash and Capital Requirements								
Parks - Equipment	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,000	\$25,000	
Parks-Renewal	\$25,000	\$25,000	\$25,000	\$0	0.00%	\$25,000	\$25,000	
Parks - Building Renewal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements	\$50,000	\$50,000	\$50,000	\$0	0.00%	\$50,000	\$50,000	
Total Requirement from Levy	\$243,681	\$330,452	\$332,328	\$1,877	0.57%	\$124,372	\$130,597	

Parks Summary		
2026 Levy Requirement		\$332,328
Requirement as % of Total Levy		4.47%
Ability to Adjust		Med
\$ Change from 2025 Levy Requirement	↑	\$1,877
Contribution to 2026 Levy Increase	↑	0.03%
\$ per Capita		\$75.17
\$ per Household		\$161.40



Parks

Year	Expenses					Funding Sources					Reserve Balance
	Project Costs	Taxation	Equipment	Parks	Fingal	Ferndale	Parkland(CIL)	Grant	Green Lane	Other	
2024	\$200,646	(\$50,000)	(\$10,000)	(\$10,190)	(\$5,456)	\$0	\$0	\$0	(\$25,000)	(\$100,000)	\$176,794
2025	\$1,186,726	(\$50,000)	(\$31,726)	\$0	\$0	\$0	(\$5,000)	(\$500,000)	(\$85,000)	(\$515,000)	\$310,068
2026	\$140,000	(\$50,000)	(\$10,000)	(\$55,000)	\$0	\$0	\$0	\$0	\$0	(\$25,000)	\$340,068
2027	\$190,000	(\$50,000)	(\$10,000)	(\$30,000)	\$0	\$0	(\$75,000)	\$0	\$0	(\$25,000)	\$320,068
2028	\$235,000	(\$50,000)	(\$80,000)	(\$5,000)	\$0	\$0	(\$37,500)	\$0	\$0	(\$62,500)	\$432,568
2029	\$115,000	(\$50,000)	(\$10,000)	(\$5,000)	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$537,568
2030	\$115,000	(\$50,000)	(\$10,000)	(\$5,000)	\$0	\$0	\$0	\$0	\$0	(\$50,000)	\$642,568
2031	\$390,000	(\$50,000)	(\$110,000)	(\$5,000)	\$0	\$0	(\$200,000)	\$0	\$0	(\$25,000)	\$422,568
2032	\$290,000	(\$50,000)	(\$110,000)	(\$5,000)	\$0	\$0	(\$100,000)	\$0	\$0	(\$25,000)	\$302,568
2033	\$290,000	(\$50,000)	(\$110,000)	(\$5,000)	\$0	\$0	(\$100,000)	\$0	\$0	(\$25,000)	\$182,568
2034	\$290,000	(\$50,000)	(\$110,000)	(\$5,000)	\$0	\$0	(\$100,000)	\$0	\$0	(\$25,000)	\$62,568
2035	\$290,000	(\$50,000)	(\$110,000)	(\$5,000)	\$0	\$0	(\$100,000)	\$0	\$0	(\$25,000)	(\$57,432)



Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses					Funding Sources					Notes	Check
					Project Costs	Taxation	Equipment	Parks	Fingal	Ferndale	Parkland(CIL)	Grant	Green Lane	Other		
2025	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2025	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$100,000											
2025	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2025	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2025	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000						(\$5,000)					
2025	Lawnmower		Actual		\$21,726		(\$21,726)									
2025	Trails, benches, dog waste signs	CSRF	Estimate		\$1,000,000							(\$500,000)	(\$85,000)	(\$415,000)		
2025	Sanitary Connection	Corsley Park	Estimate		\$0											
2026	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2026	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2026	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2026	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2026	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2026	Sanitary Connection	Corsley Park	Estimate		\$50,000			(\$50,000)								
2027	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2027	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2027	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2027	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2027	Park Facility - Major Repair	Locations TBD	Estimate		\$100,000			(\$25,000)				(\$75,000)				
2027	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2028	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2028	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2028	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2028	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2028	Parks/Facility Vehicle		Estimate	Equipment	\$70,000		(\$70,000)									
2028	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2028	Playground - Major Repair/Replace		Estimate		\$75,000						(\$37,500)		(\$37,500)			
2029	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2029	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000											
2029	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2029	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2029	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2030	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2030	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$50,000											
2030	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2030	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2030	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2031	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2031	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2031	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2031	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2031	Park Facility - Major Repair	Locations TBD	Estimate		\$300,000			(\$100,000)			(\$200,000)					
2031	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2032	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2032	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2032	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2032	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2032	Park Facility - Major Repair	Locations TBD	Estimate		\$200,000			(\$100,000)			(\$100,000)					
2032	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2033	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2033	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2033	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2033	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2033	Park Facility - Major Repair	Locations TBD	Estimate		\$200,000			(\$100,000)			(\$100,000)					
2033	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								
2034	To Playground Reserve		Estimate	Equipment	\$25,000	(\$25,000)										
2034	To Parkland(CIL) Reserve		Estimate	Parkland(CIL)	\$25,000											
2034	To Parks Reserve		Estimate	Parks	\$25,000	(\$25,000)										
2034	To Parks Reserve-Parks/Facility Vehicle		Estimate	Equipment	\$10,000		(\$10,000)									
2034	Park Facility - Major Repair	Locations TBD	Estimate		\$200,000			(\$100,000)			(\$100,000)					
2034	Walking Trail - Asphalt Conversions	Various Locations	Estimate		\$5,000			(\$5,000)								

Equipment	Reserve Breakdown					Total
	Parks	Fingal	Ferndale	Parkland(CIL)	Other	
(\$80,973)	\$0	(\$39,564)	(\$3,893)	(\$297,735)		(\$422,165)
(\$99,200)	(\$29,800)	(\$38,234)	(\$3,893)	(\$30,667)		(\$201,794)
(\$99,200)	(\$29,800)	(\$38,234)	(\$3,893)	(\$130,667)		(\$301,794)
(\$99,200)	(\$54,800)	(\$38,234)	(\$3,893)	(\$130,667)		(\$326,794)
(\$109,200)	(\$54,800)	(\$38,234)	(\$3,893)	(\$130,667)		(\$336,794)
(\$109,200)	(\$54,800)	(\$38,234)	(\$3,893)	(\$125,667)		(\$331,794)
(\$87,474)	(\$54,800)	(\$38,234)	(\$3,893)	(\$125,667)		(\$310,068)
(\$87,474)	(\$54,800)	(\$38,234)	(\$3,893)	(\$125,667)		(\$310,068)
(\$87,474)	(\$54,800)	(\$38,234)	(\$3,893)	(\$125,667)		(\$310,068)
(\$112,474)	(\$54,800)	(\$38,234)	(\$3,893)	(\$125,667)		(\$335,068)
(\$112,474)	(\$54,800)	(\$38,234)	(\$3,893)	(\$150,667)		(\$360,068)
(\$112,474)	(\$79,800)	(\$38,234)	(\$3,893)	(\$150,667)		(\$385,068)
(\$122,474)	(\$79,800)	(\$38,234)	(\$3,893)	(\$150,667)		(\$395,068)
(\$122,474)	(\$74,800)	(\$38,234)	(\$3,893)	(\$150,667)		(\$390,068)
(\$122,474)	(\$24,800)	(\$38,234)	(\$3,893)	(\$150,667)		(\$340,068)
(\$147,474)	(\$24,800)	(\$38,234)	(\$3,893)	(\$150,667)		(\$365,068)
(\$147,474)	(\$24,800)	(\$38,234)	(\$3,893)	(\$175,667)		(\$390,068)
(\$147,474)	(\$49,800)	(\$38,234)	(\$3,893)	(\$175,667)		(\$415,068)
(\$157,474)	(\$49,800)	(\$38,234)	(\$3,893)	(\$175,667)		(\$425,068)
(\$157,474)	(\$24,800)	(\$38,234)	(\$3,893)	(\$100,667)		(\$325,068)
(\$157,474)	(\$19,800)	(\$38,234)	(\$3,893)	(\$100,667)		(\$320,068)
(\$182,474)	(\$19,800)	(\$38,234)	(\$3,893)	(\$100,667)		(\$345,068)
(\$182,474)	(\$19,800)	(\$38,234)	(\$3,893)	(\$125,667)		(\$370,068)
(\$182,474)	(\$44,800)					

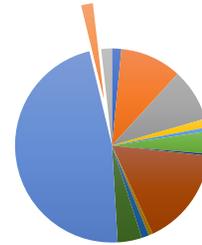
Planning & Development

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Planning								
Miscellaneous	\$0	\$0	\$0	\$0	0.00%	\$0	\$1	
Grant	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Application Fees	(\$44,275)	(\$75,000)	(\$50,000)	\$25,000	-33.33%	(\$50,000)	(\$50,000)	anticipates dev activity to remain same as 2025
Planning Recoveries Other Municipalities	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Planning Recoveries Property Owners	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Future Recoveries from Development Charges	\$0	(\$39,500)	\$0	\$39,500	-100.00%	\$0	\$0	
Future Recoveries re: Official Plan	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$44,275)	(\$114,500)	(\$50,000)	\$64,500	-56.33%	(\$50,000)	(\$49,999)	
Salaries and Wages	\$0	\$0	\$7,121	\$7,121	0.00%	\$7,263	\$7,409	Planning Admin time
Overhead	\$0	\$0	\$2,589	\$2,589	0.00%	\$2,640	\$2,693	Planning Admin time
Health & Safety	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Mileage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Employee Training	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Materials Supplies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Office Supplies	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Telephone	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Postage	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Advertising	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Legal Fees	\$722	\$7,000	\$7,000	\$0	0.00%	\$7,140	\$7,283	
Memberships/Subscriptions	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Official Plan Updates	\$0	\$50,000	\$0	(\$50,000)	-100.00%	\$0	\$0	
Zoning By-Law Updates	\$0	\$50,000	\$0	(\$50,000)	-100.00%	\$0	\$0	
Development Charges Study	\$23,129	\$39,500	\$0	(\$39,500)	-100.00%	\$0	\$0	
Contracted Services	\$91,587	\$120,000	\$120,000	\$0	0.00%	\$122,400	\$124,848	2025 County Planning
Computer Support	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Transfer to Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Miscellaneous	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	new GL accounts
Total Expenses	\$115,438	\$266,500	\$136,710	(\$129,791)	-48.70%	\$139,444	\$142,233	
Net Operating (Revenue)/Expense	\$71,163	\$152,000	\$86,710	(\$65,291)	-42.95%	\$89,444	\$92,234	
GIS								
GIS/AM West Elgin	(\$39,551)	(\$37,892)	(\$43,728)	(\$5,836)	15.40%	(\$44,603)	(\$45,495)	
GIS/AM Dutton Dunwich	(\$39,551)	(\$37,892)	(\$43,728)	(\$5,836)	15.40%	(\$44,603)	(\$45,495)	

Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Development Activities - Cost Recovery								
Development Staff Time - Cost Recovery	\$0	(\$43,920)	(\$120,645)	(\$76,725)	174.69%	(\$123,058)	(\$125,519)	
Cost Recovery - Other	\$0	(\$15,000)	(\$7,500)	\$7,500	-50.00%	(\$7,650)	(\$7,803)	
Transfer from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	\$0	(\$58,920)	(\$128,145)	(\$69,225)	117.49%	(\$130,708)	(\$133,322)	
Salaries/Wages	\$0	\$33,325	\$90,393	\$57,068	171.25%	\$92,201	\$94,045	Updated wage distribution
Overhead	\$0	\$10,595	\$30,252	\$19,657	185.53%	\$30,857	\$31,475	
Professional Services	\$2,550	\$15,000	\$7,500	(\$7,500)	-50.00%	\$7,650	\$7,803	
Total Expenses	\$2,550	\$58,920	\$128,145	\$69,225	117.49%	\$130,708	\$133,322	
Net Operating (Revenue)/Expense	\$2,550	\$0	\$0	\$0	0.00%	\$0	\$0	
Net Operating (Revenue)/Expense All Activities	\$144,813	\$117,496	\$161,959	\$44,462		\$255,641	\$261,512	
Net Cash and Capital Requirements								
Planning - Cycling Master Plan	\$0	\$0	\$0	\$0	0.00%			
Planning - Official Plan and Zoning Review	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$15,000	\$15,000	For Planning and Development Studies and Consulting
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements	\$10,000	\$10,000	\$10,000	\$0	0.00%	\$15,000	\$15,000	
Total Requirement from Levy	\$154,813	\$127,496	\$171,959	\$44,462	34.87%	\$270,641	\$276,512	

Planning & Development Summary

2026 Levy Requirement		\$171,959
Requirement as % of Total Levy		2.31%
Ability to Adjust		Low
\$ Change from 2025 Levy Requirement	↑	\$44,462
Contribution to 2026 Levy Increase	↑	0.14%
\$ per Capita		\$38.90
\$ per Household		\$83.52



Planning

Year	Expenses	Funding Sources				Reserve Balance
		Project Costs	Taxation	Planning	Green Lane	
2024	\$10,000	(\$10,000)	\$0	\$0	\$0	\$25,000
2025	\$57,600	(\$10,000)	\$0	(\$47,600)	\$0	\$35,000
2026	\$178,129	(\$10,000)	(\$153,129)	\$0	(\$15,000)	(\$108,129)
2027	\$65,000	(\$15,000)	(\$50,000)	\$0	\$0	(\$143,129)
2028	\$65,000	(\$15,000)	(\$50,000)	\$0	\$0	(\$178,129)
2029	\$15,000	(\$15,000)	\$0	\$0	\$0	(\$163,129)
2030	\$15,000	(\$15,000)	\$0	\$0	\$0	(\$148,129)
2031	\$65,000	(\$15,000)	(\$30,000)	\$0	(\$20,000)	(\$163,129)
2032	\$15,000	(\$15,000)	\$0	\$0	\$0	(\$148,129)
2033	\$15,000	(\$15,000)	\$0	\$0	\$0	(\$133,129)
2034	\$15,000	(\$15,000)	\$0	\$0	\$0	(\$118,129)
2035	\$15,000	(\$15,000)	\$0	\$0	\$0	(\$103,129)



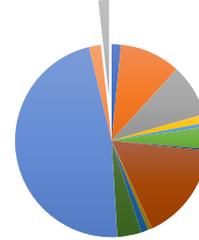
Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses	Funding Sources			Notes	Check
						Project Costs	Taxation	Planning		
2024	To Planning Reserve		Estimate	Planning	\$10,000	(\$10,000)				\$0
2025	To Planning Reserve		Estimate	Planning	\$10,000	(\$10,000)				\$0
2025	Industrial Land Secondary Planning	Moved to Admin Capital for EF	Estimate		\$0				\$0	Use Efficiency Fund Grant
2025	Trails and Parks Strategy		Estimate		\$47,600			(\$47,600)		\$0
2025	To Planning Reserve from 2025 Operating	In operating, not spent yet	Actual	Planning	\$0				\$0	From Operating
2026	Zoning By-law Update	Carry forward from 2025	Estimate		\$50,000		(\$50,000)			\$0
2026	To Planning Reserve		Estimate	Planning	\$10,000	(\$10,000)				\$0
2026	DC By-law Update	Carry forward from 2025	Estimate		\$39,500		(\$24,500)		(\$15,000)	DC Bal ~8,000
2026	Unfunded Prior OP Update				\$13,450		(\$13,450)			\$0
2026	Unfunded Prior DC By-law				\$65,179		(\$65,179)			\$0
2027	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2027	Official Plan Review/Update??	Non-Capital	Estimate		\$50,000		(\$50,000)			\$0
2028	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2028	Other Planning Review/Study??	Non-Capital	Estimate		\$50,000		(\$50,000)			\$0
2029	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2030	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2031	DC By-law Update		Estimate		\$50,000		(\$30,000)		(\$20,000)	DC Reserve
2031	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2032	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2033	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2034	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0
2035	To Planning Reserve		Estimate	Planning	\$15,000	(\$15,000)				\$0

Reserve Breakdown		
Planning	Total	Year
(\$10,000)	(\$10,000)	2024
(\$25,000)	(\$25,000)	2025
(\$35,000)	(\$35,000)	2025
(\$35,000)	(\$35,000)	2025
(\$35,000)	(\$35,000)	2025
\$15,000	\$15,000	2026
\$5,000	\$5,000	2026
\$29,500	\$29,500	2026
\$42,950	\$42,950	2026
\$108,129	\$108,129	2026
\$93,129	\$93,129	2027
\$143,129	\$143,129	2027
\$128,129	\$128,129	2028
\$178,129	\$178,129	2028
\$163,129	\$163,129	2029
\$148,129	\$148,129	2030
\$178,129	\$178,129	2031
\$163,129	\$163,129	2031
\$148,129	\$148,129	2032
\$133,129	\$133,129	2033
\$118,129	\$118,129	2034
\$103,129	\$103,129	2035

Drainage

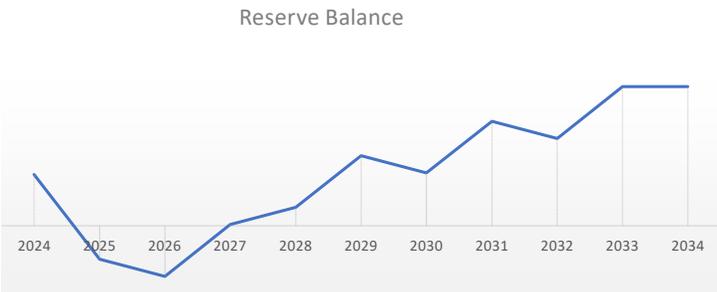
Account	2025 YTD	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Tile Loan Debentures	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Miscellaneous Revenues	(\$850)	(\$750)	(\$765)	(\$15)	2.00%	(\$780)	(\$796)	Mainly Drainage Reapportionments
Provincial Grant		(\$40,800)	(\$41,616)	(\$816)	2.00%	(\$42,448)	(\$43,297)	
Drain Supt Dutton	(\$44,507)	(\$54,880)	(\$55,978)	(\$1,098)	2.00%	(\$57,097)	(\$58,239)	Revenue from Dutton-Dunwich
Contribution from Reserve	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Revenue	(\$45,357)	(\$96,430)	(\$98,359)	(\$1,929)	2.00%	(\$100,326)	(\$102,332)	
Salaries and Wages	\$92,451	\$121,339	\$113,753	(\$7,586)	-6.25%	\$116,028	\$118,349	Split between DD and Southwold varies year to year,
Drainage Super Expenses	\$1,284	\$1,100	\$1,200	\$100	9.09%	\$1,224	\$1,248	Phone, conference, safety boots, accom
Dutton-Dunwich Supt Wages	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Overhead	\$31,743	\$40,089	\$37,435	(\$2,654)	-6.62%	\$38,183	\$38,947	
Health Safety	\$111	\$50	\$50	\$0	0.00%	\$51	\$52	
Travel Mileage	\$546	\$1,000	\$750	(\$250)	-25.00%	\$765	\$780	
Employee Training	\$0	\$500	\$500	\$0	0.00%	\$510	\$520	
Drain Stock Charges	\$4,289	\$800	\$800	\$0	0.00%	\$816	\$832	
Insurance	\$50	\$1,100	\$100	(\$1,000)	-90.91%	\$102	\$104	Updated insurance distribution
Legal	\$0	\$1,000	\$1,000	\$0	0.00%	\$1,020	\$1,040	
Equipment Costs	\$238	\$0	\$0	\$0	0.00%	\$0	\$0	
Memberships Subscription	\$324	\$380	\$380	\$0	0.00%	\$388	\$395	LICO, DSAO
Outside Contractors-Drain	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Plans, Studies, Professional Services	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Transfer to Reserve	\$0	\$2,500	\$2,500	\$0	0.00%	\$2,550	\$2,601	Contribution for Vehicle to PW
Debenture Payment Principal	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Debenture Payment Interest	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Expenses	\$131,036	\$169,858	\$158,468	(\$11,390)	-6.71%	\$161,637	\$164,870	
Net Operating (Revenue)/Expense	\$85,679	\$73,428	\$60,109	(\$13,319)	-18.14%	\$61,311	\$62,537	
Net Cash and Capital Requirements								
Drainage	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$75,000	\$75,000	
Capital Items	\$0	\$0	\$0	\$0	0.00%	\$0	\$0	
Total Net Cash and Capital Requirements	\$75,000	\$75,000	\$75,000	\$0	0.00%	\$75,000	\$75,000	
Total Requirement from Levy	\$160,679	\$148,428	\$135,109	(\$13,319)	-8.97%	\$136,311	\$137,537	

Drainage Summary		
2026 Levy Requirement		\$135,109
Requirement as % of Total Levy		1.81%
Ability to Adjust		Low
\$ Change from 2025 Levy Requirement	↓	(\$13,319)
Contribution to 2026 Levy Increase	↓	-0.19%
\$ per Capita		\$30.56
\$ per Household		\$65.62



Drainage

Year	Reserve Balance	Expenses		Funding Sources					Reserve Balance
		Project Costs	Taxation	Drainage	Grants	Green Lane	Other		
2024		\$14,758	(\$14,758)	\$0	\$0	\$0	\$0	\$74,168	
2025	\$250,000	\$332,500	(\$75,000)	(\$257,500)	\$0	\$0	\$0	(\$48,332)	
2026	\$200,000	\$575,000	(\$75,000)	(\$100,000)	\$0	(\$400,000)	\$0	(\$73,332)	
2027	\$150,000	\$75,000	(\$75,000)	\$0	\$0	\$0	\$0	\$1,668	
2028	\$100,000	\$125,000	(\$75,000)	(\$50,000)	\$0	\$0	\$0	\$26,668	
2029	\$50,000	\$75,000	(\$75,000)	\$0	\$0	\$0	\$0	\$101,668	
2030	\$0	\$275,000	(\$75,000)	(\$150,000)	\$0	\$0	(\$50,000)	\$76,668	
2031	(\$50,000)	\$75,000	(\$75,000)	\$0	\$0	\$0	\$0	\$151,668	
2032		\$175,000	(\$75,000)	(\$100,000)	\$0	\$0	\$0	\$126,668	
2033	(\$100,000)	\$75,000	(\$75,000)	\$0	\$0	\$0	\$0	\$201,668	
2034		\$150,000	(\$75,000)	(\$75,000)	\$0	\$0	\$0	\$201,668	
2035		\$75,000	(\$75,000)	\$0	\$0	\$0	\$0	\$276,668	

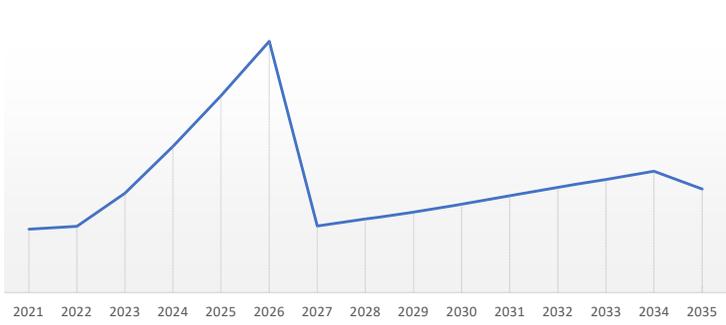


Year	Project	Addl Info	Act/Est/Adj	To Reserve	Expenses		Funding Sources					Notes	Check
					Project Costs	Taxation	Drainage	Grants	Green Lane	Other			
2024	To Drainage Reserve		Actual	Drainage	\$14,758	(\$14,758)						\$0	
2025	Drainage Assessments	Palmer Drain (from 2024?)	Estimate		\$25,000		(\$25,000)					\$0	
2025	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2025	Drainage Assessments	Jones Drain (Scotch Line Crossing)	Estimate		\$22,000		(\$22,000)					\$0	
2025	Drainage Assessments	Best Drain	Estimate		\$500		(\$500)					\$0	
2025	Drainage Assessments	Edison Drain	Estimate		\$30,000		(\$30,000)					\$0	
2025	Drainage Assessments	Bowlby Futcher Drain	Estimate		\$30,000		(\$30,000)					\$0	
2025	Drainage Assessments	Horton Drain Road Share	Estimate		\$150,000		(\$150,000)					\$0	
2026	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2026	Drainage Assessments	Fingal Storm Road Assessment - Twp	Estimate		\$500,000		(\$100,000)		(\$400,000)			\$0	
2027	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2028	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2028	Drainage Assessments	TBD	Estimate		\$50,000		(\$50,000)					\$0	
2029	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2030	To Drainage Reserve	TBD	Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2030	Drainage Assessments		Estimate		\$150,000		(\$150,000)					\$0	
2030	Stormwater Rate Study	Consultant	Estimate	Drainage	\$50,000		\$0			(\$50,000)	From Storm, Water, WW Rates	\$0	
2031	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2032	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2032	Drainage Assessments	TBD	Estimate		\$100,000		(\$100,000)					\$0	
2033	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2033	Drainage Assessments	TBD	Estimate									\$0	
2034	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
2034	Drainage Assessments	TBD	Estimate		\$75,000		(\$75,000)					\$0	
2035	To Drainage Reserve		Estimate	Drainage	\$75,000	(\$75,000)						\$0	
Projects to be funded from Stormwater User Rates (if approved)													
	Ferndale SWMP Major Maintenance		Estimate		\$300,000							\$300,000	
	Annual Catchbasin Cleaning		Estimate		\$10,000							\$10,000	
	Storm Sewer System Flushing		Estimate		\$15,000							\$15,000	
	Capital Replacement of Storm Sewer		Estimate		\$300,000							\$300,000	
	Stormwater Management Ponds - Major Maintenance		Estimate		\$250,000							\$250,000	

Reserve Breakdown	
Drainage	Year
(\$55,543)	
(\$74,168)	2024
(\$49,168)	2025
(\$124,168)	2025
(\$102,168)	2025
(\$101,668)	2025
(\$71,668)	2025
(\$41,668)	2025
\$48,332	2025
(\$26,668)	2026
\$73,332	2026
(\$1,668)	2027
(\$76,668)	2028
(\$26,668)	2028
(\$101,668)	2029
(\$176,668)	2030
(\$26,668)	2030
(\$76,668)	2030
(\$151,668)	2031
(\$226,668)	2032
(\$126,668)	2032
(\$201,668)	2033
(\$201,668)	2033
(\$276,668)	2034
(\$201,668)	2034
(\$276,668)	2035

Tax Stabilization

Year					Expenses		Funding Sources					Reserve Balance
					Project Costs	Taxation	Tax Stab	Grants	Green Lane	Other		
2021					\$105,000	(\$75,000)	(\$30,000)	\$0	\$0	\$0	\$1,157,211	
2022					\$100,000	(\$75,000)	(\$25,000)	\$0	\$0	\$0	\$1,207,211	
2023					\$605,000	(\$605,000)	\$0	\$0	\$0	\$0	\$1,812,211	
2024					\$852,322	(\$852,322)	\$0	\$0	\$0	\$0	\$2,664,533	
2025					\$930,000	(\$930,000)	\$0	\$0	\$0	\$0	\$3,594,533	
2026					\$995,000	(\$995,000)	\$0	\$0	\$0	\$0	\$4,589,533	
2027					\$3,625,000	(\$125,000)	(\$3,500,000)	\$0	\$0	\$0	\$1,214,533	
2028					\$125,000	(\$125,000)	\$0	\$0	\$0	\$0	\$1,339,533	
2029					\$125,000	(\$125,000)	\$0	\$0	\$0	\$0	\$1,464,533	
2030					\$150,000	(\$150,000)	\$0	\$0	\$0	\$0	\$1,614,533	
2031					\$150,000	(\$150,000)	\$0	\$0	\$0	\$0	\$1,764,533	
2032					\$150,000	(\$150,000)	\$0	\$0	\$0	\$0	\$1,914,533	
2033					\$150,000	(\$150,000)	\$0	\$0	\$0	\$0	\$2,064,533	
2034					\$150,000	(\$150,000)	\$0	\$0	\$0	\$0	\$2,214,533	
2035					\$675,000	(\$175,000)	(\$500,000)	\$0	\$0	\$0	\$1,889,533	



Best Practice 5% - 15% of annual revenue	
Taxes	\$7,000,000
Water	\$2,200,000
Wastewater	\$350,000
Other/Misc	\$100,000
	\$9,650,000
5%	\$482,500
10%	\$965,000
15%	\$1,447,500

Year	Project	Addl Info	Act/Comm/Est	To Reserve	Expenses		Funding Sources					Notes	Check
					Project Costs	Taxation	Tax Stab	Grants	Green Lane	Other			
2021	To Tax Stabilization Reserve		Actual	Tax Stab	\$75,000	(\$75,000)							\$0
2021	Transfer from Reserve		Actual		\$30,000	\$0	(\$30,000)						\$0
2022	To Tax Stabilization Reserve		Actual	Tax Stab	\$75,000	(\$75,000)							\$0
2022	Transfer from Reserve	For Keystone	Actual		\$25,000		(\$25,000)						\$0
2023	To Tax Stabilization Reserve		Actual	Tax Stab	\$75,000	(\$75,000)							\$0
2023	To Tax Stabilization Reserve	Re: Potential Tax Refunds	Actual	Tax Stab	\$530,000	(\$530,000)							\$0
2024	To Tax Stabilization Reserve		Actual	Tax Stab	\$852,322	(\$852,322)							\$0
2024	Transfer from Reserve		Actual		\$0								\$0
2025	To Tax Stabilization Reserve		Actual	Tax Stab	\$930,000	(\$930,000)							\$0
2026	To Tax Stabilization Reserve		Estimate	Tax Stab	\$995,000	(\$995,000)							\$0
2026	Transfer from Reserve		Estimate		\$0								\$0
2027	To Tax Stabilization Reserve		Estimate	Tax Stab	\$125,000	(\$125,000)							\$0
2027	Transfer from Reserve	To Capital and/or Assessment Appeal Refund	Estimate		\$3,500,000		(\$3,500,000)						\$0
2028	To Tax Stabilization Reserve		Estimate	Tax Stab	\$125,000	(\$125,000)							\$0
2028	Transfer from Reserve		Estimate		\$0								\$0
2029	To Tax Stabilization Reserve		Estimate	Tax Stab	\$125,000	(\$125,000)							\$0
2029	Transfer from Reserve		Estimate		\$0								\$0
2030	To Tax Stabilization Reserve		Estimate	Tax Stab	\$150,000	(\$150,000)							\$0
2030	Transfer from Reserve		Estimate		\$0								\$0
2031	To Tax Stabilization Reserve		Estimate	Tax Stab	\$150,000	(\$150,000)							\$0
2031	Transfer from Reserve		Estimate		\$0								\$0
2032	To Tax Stabilization Reserve		Estimate	Tax Stab	\$150,000	(\$150,000)							\$0
2032	Transfer from Reserve		Estimate		\$0								\$0
2033	To Tax Stabilization Reserve		Estimate	Tax Stab	\$150,000	(\$150,000)							\$0
2033	Transfer from Reserve		Estimate		\$0								\$0
2034	To Tax Stabilization Reserve		Estimate	Tax Stab	\$150,000	(\$150,000)							\$0
2034	Transfer from Reserve		Estimate		\$0								\$0
2035	To Tax Stabilization Reserve		Estimate	Tax Stab	\$175,000	(\$175,000)							\$0
2035	Transfer from Reserve		Estimate		\$0								\$0
2035	Transfer to Capital/Stabilize Taxes		Estimate		\$500,000		(\$500,000)						\$0

Reserve Breakdown	
Tax Stab	Year
(\$1,112,211)	2021
(\$1,187,211)	2021
(\$1,157,211)	2021
(\$1,232,211)	2022
(\$1,207,211)	2022
(\$1,282,211)	2023
(\$1,812,211)	2023
(\$2,664,533)	2024
(\$2,664,533)	2024
(\$3,594,533)	2025
(\$4,589,533)	2026
(\$4,589,533)	2026
(\$4,714,533)	2027
(\$1,214,533)	2027
(\$1,339,533)	2028
(\$1,339,533)	2028
(\$1,464,533)	2029
(\$1,464,533)	2029
(\$1,614,533)	2030
(\$1,614,533)	2030
(\$1,764,533)	2031
(\$1,764,533)	2031
(\$1,914,533)	2032
(\$1,914,533)	2032
(\$2,064,533)	2033
(\$2,064,533)	2033
(\$2,214,533)	2034
(\$2,214,533)	2034
(\$2,389,533)	2035
(\$2,389,533)	2035
(\$1,889,533)	2035

Cash and Capital Requirements - Summary

Account	2025 Budget	2026 Forecast	\$ Variance	% Variance	2027 Forecast	2028 Forecast	Notes
Gas Tax Funding	(\$158,871)	(\$158,871)	\$0	0.00%	(\$165,226)	(\$165,226)	Apply to Roads Construction
Machine Usage	(\$350,000)	(\$350,000)	\$0	0.00%	(\$350,000)	(\$350,000)	Apply to Equipment Reserve
OCIF	(\$294,412)	(\$264,971)	\$29,441	-10.00%	(\$264,971)	(\$264,971)	Apply OCIF to Roads Construction
Tax Stabilization Reserve	\$930,000	\$995,000	\$65,000	6.99%	\$125,000	\$125,000	
Transfer to Reserve	\$0	\$0	\$0	0.00%	\$0	\$0	
GG - Working Capital	\$0	\$0	\$0	0.00%	\$0	\$0	
GG - Administration	\$10,000	\$12,500	\$2,500	25.00%	\$12,500	\$12,500	
GG - Computers	\$18,000	\$18,000	\$0	0.00%	\$18,000	\$20,000	
GG - Building Renewal	\$30,000	\$30,000	\$0	0.00%	\$30,000	\$30,000	
GG - Election Reserve	\$0	\$0	\$0	0.00%	\$0	\$0	
Fire - Apparatus	\$150,000	\$150,000	\$0	0.00%	\$150,000	\$150,000	better reflects anticipated need
Fire - Building Renewal	\$445,000	\$50,000	(\$395,000)	-88.76%	\$50,000	\$50,000	
Fire - Major Equipment	\$100,000	\$100,000	\$0	0.00%	\$100,000	\$100,000	
Fire - Communications	\$30,000	\$30,000	\$0	0.00%	\$30,000	\$15,000	
Fire - Funeral	\$0	\$0	\$0	0.00%	\$0	\$0	Current Balance \$10,500
Building - Equipment	\$0	\$0	\$0	0.00%	\$0	\$0	
Building - Fleet	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Building Renewal	\$100,000	\$25,000	(\$75,000)	-75.00%	\$25,000	\$25,000	2026 financing TBD
Roads - Gas Tax	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Fleet	\$0	\$0	\$0	0.00%	\$0	\$0	
Roads - Equipment	\$350,000	\$350,000	\$0	0.00%	\$350,000	\$350,000	offset above
Roads - Road Construction	\$2,130,239	\$2,465,669	\$335,430	15.75%	\$2,801,160	\$2,801,160	\$2,041,827 plus Gas Tax, OCIF - OCIF down
Roads - Bridges & Culvert	\$100,000	\$150,000	\$50,000	50.00%	\$150,000	\$150,000	
Roads - Sidewalks	\$54,000	\$54,000	\$0	0.00%	\$54,000	\$54,000	
Roads - Street Lights	\$20,000	\$20,000	\$0	0.00%	\$20,000	\$20,000	
Health - Building Renewal	\$5,000	\$5,000	\$0	0.00%	\$5,000	\$5,000	
Parks - Equipment	\$25,000	\$25,000	\$0	0.00%	\$25,000	\$25,000	
Parks - Renewal	\$25,000	\$25,000	\$0	0.00%	\$25,000	\$25,000	
Parks - Building Renewal	\$0	\$0	\$0	0.00%	\$0	\$0	
Keystone - Building Renew	\$20,000	\$20,000	\$0	0.00%	\$20,000	\$20,000	
Keystone - Equipment	\$0	\$0	\$0	0.00%	\$0	\$0	
Library - Building Renewal	\$10,000	\$10,000	\$0	0.00%	\$10,000	\$10,000	
Planning - Cycling Master Plan	\$0	\$0	\$0	0.00%	\$0	\$0	
Planning - Official Plan and Zoning Review	\$10,000	\$10,000	\$0	0.00%	\$15,000	\$15,000	
Drains	\$75,000	\$75,000	\$0	0.00%	\$25,000	\$25,000	
Total to Reserves from Tax Levy	\$3,833,956	\$3,846,327	\$12,371	0.32%	\$3,260,463	\$3,247,463	
	\$348,960	\$12,371			(\$585,864)	(\$13,000)	
	10.01%	0.32%			-15.28%	-105.08%	

Schedule "A" to FIN 2026-01

Elgin County 2025 Tax Rate Comparison - \$260,000 Median RT Assessment						
	2025 Local	2025 County	2025 Ed	Total	Taxes	Southwold Lower by
Aylmer	0.00977095	0.00694535	0.00153000	0.01824630	\$4,744.04	\$1,020.75
Dutton-Dunwich	0.01089212	0.00694535	0.00153000	0.01936747	\$5,035.54	\$1,312.26
Central Elgin	0.00835969	0.00694535	0.00153000	0.01683504	\$4,377.11	\$653.83
Malahide	0.00797976	0.00694535	0.00153000	0.01645511	\$4,278.33	\$555.05
Bayham	0.00816453	0.00694535	0.00153000	0.01663988	\$4,326.37	\$603.09
West Elgin	0.00701710	0.00694535	0.00153000	0.01549245	\$4,028.04	\$304.75
St. Thomas*	0.01568975		0.00153000	0.01721975	\$4,477.14	\$753.85
Others Average	0.00870408			0.01717943	\$4,466.65	\$743.37
Southwold	0.00584497	0.00694535	0.00153000	0.01432032	\$3,723.28	





THE CORPORATION OF THE TOWNSHIP OF SOUTHWOLD

BY- LAW NO. 2026-01

Being a by-law to confirm the resolutions and motions of the Council of the Township of Southwold, which were adopted on January 8, 2026.

WHEREAS Section 5(3) of the Municipal Act, 2001, Chapter 25, provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS it has been expedient that from time to time, the Council of the Corporation of the Township of Southwold should enact by resolution or motion of Council;

AND WHEREAS it is deemed advisable that all such actions that have been adopted by a resolution or motion of Council only should be authorized by By-law;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF SOUTHWOLD ENACTS AS FOLLOWS:

1. That the actions of the Council of the Township of Southwold at the Regular Meeting of Council held on January 8, 2026; in respect to each report, motion, resolution or other action passed and taken by the Council at its meetings, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. That the Mayor and the proper officers of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action, or obtain approvals, where required, and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary in that behalf and to affix the Corporate Seal of the Township of Southwold to all such documents.

READ A FIRST AND SECOND TIME, CONSIDERED READ A THIRD TIME, AND FINALLY PASSED THIS 8th DAY OF JANUARY, 2026.

Mayor
Grant Jones

CAO/Clerk
Jeff Carswell