

Community Services

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$25	\$25	\$25	\$25	\$25	\$0	0.29%
Rent Revenue	\$2,409	\$2,469	\$2,524	\$2,577	\$2,631	\$60	2.48%
Government Transfers	\$26,416	\$34,688	\$34,445	\$34,537	\$34,413	\$8,273	31.32%
Other Revenue	\$679	\$890	\$838	\$824	\$802	\$211	31.02%
Total Revenues	\$29,528	\$38,072	\$37,831	\$37,962	\$37,870	\$8,543	28.93%
Expenditures							
Salaries and Benefits	\$4,907	\$4,714	\$4,845	\$4,991	\$5,141	-\$193	-3.93%
Administrative and Office	\$515	\$298	\$279	\$276	\$284	-\$217	-42.18%
Debt Repayment	\$636	\$633	\$630	\$627	\$624	-\$3	-0.45%
Service Delivery	\$26,715	\$35,285	\$35,153	\$35,216	\$35,280	\$8,570	32.08%
IT and Communications	\$109	\$113	\$113	\$113	\$114	\$4	3.75%
Facilities	\$2,230	\$2,314	\$2,264	\$2,298	\$2,336	\$84	3.76%
Vehicles and Equipment	\$10	\$11	\$9	\$9	\$10	\$1	7.59%
Internal Services Used	\$1,155	\$1,091	\$1,122	\$1,119	\$1,133	-\$64	-5.55%
Total Expenditures	\$36,278	\$44,459	\$44,416	\$44,650	\$44,921	\$8,181	22.55%
Transfers							
Transfers from Reserves	-\$570	-\$394	-\$199	-\$20	\$0	\$176	-30.93%
DC Contribution	-\$158	\$0	\$0	\$0	\$0	\$158	-100.00%
Transfers to Reserves	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
Total Transfers	-\$721	-\$387	-\$192	-\$13	\$7	\$334	-46.32%
Total Operating Community	\$6,029	\$6,001	\$6,392	\$6,675	\$7,058	-\$28	-0.47%
Additions							
Proposed Staffing Expense	\$0	\$0	\$110	\$114	\$117	\$0	0.00%
Previously Committed Expense	\$0	\$107	\$0	\$0	\$0	\$107	100.00%
New to 2025 Expense	\$0	\$778	\$1,290	\$1,293	\$1,402	\$778	100.00%
Total Additions	\$0	\$885	\$1,400	\$1,407	\$1,519	\$885	100.00%
Total Operating Community	\$6,029	\$6,886	\$7,793	\$8,081	\$8,577	\$857	14.21%
Capital Investment	\$900	\$900	\$900	\$1,100	\$1,100	\$0	0.00%
Total Community Services	\$6,929	\$7,786	\$8,693	\$9,181	\$9,677	\$857	12.36%

Community Services - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,116			
Opening Balance	\$3,071	\$1,318	\$1,651	\$725	\$1,070
Contributions					
Government Transfers	\$744	\$492	\$0	\$0	\$0
Capital Levy	\$900	\$900	\$900	\$1,100	\$1,100
Total Contributions	\$1,644	\$1,392	\$900	\$1,100	\$1,100
Capital Work					
Land Improvements	\$264	\$225	\$3	\$159	\$29
Buildings	\$3,071	\$1,887	\$1,724	\$510	\$1,333
Equipment & Machinery	\$62	\$62	\$100	\$87	\$64
Total Capital Work	\$3,397	\$2,174	\$1,826	\$756	\$1,426
Ending Capital Asset Fund Balance	\$1,318	\$1,651	\$725	\$1,070	\$744

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$203	\$130	\$3	\$110	\$0
Exterior Walkways	\$61	\$95	\$0	\$49	\$0
Fencing	\$0	\$0	\$0	\$0	\$29
Land Improvements	\$264	\$225	\$3	\$159	\$29
Security	\$296	\$105	\$68	\$0	\$9
Electrical	\$308	\$77	\$212	\$11	\$350
HVAC	\$266	\$92	\$252	\$100	\$0
Bathrooms	\$151	\$183	\$122	\$142	\$122
Kitchen Retrofits	\$100	\$78	\$81	\$81	\$81
Flooring	\$237	\$279	\$106	\$155	\$140
Interior Upgrades	\$0	\$0	\$35	\$0	\$0
Windows	\$760	\$760	\$310	\$10	\$10
Roof	\$675	\$5	\$270	\$0	\$290
Exterior Walls	\$40	\$55	\$105	\$0	\$210
Exterior Doors	\$170	\$250	\$23	\$11	\$121
Retaining Walls	\$0	\$0	\$40	\$0	\$0
Structural (balconies, etc.)	\$70	\$4	\$100	\$0	\$0
Buildings	\$3,071	\$1,887	\$1,724	\$510	\$1,333
Small Equipment	\$0	\$0	\$38	\$16	\$0
Appliance Replacement	\$62	\$62	\$62	\$71	\$64
Equipment & Machinery	\$62	\$62	\$100	\$87	\$64
Total Work Plan Summary	\$3,397	\$2,174	\$1,826	\$756	\$1,426

Childrens Services

(in 000s)	2024	2025	2026	2027	2028	DOLLAR	%AGE
	BUDGET	BUDGET	PLAN	PLAN	PLAN	CHANGE	CHANGE
Revenues							
User Fees	\$3	\$3	\$3	\$3	\$3	\$0	0.00%
Government Transfers	\$15,264	\$23,595	\$23,595	\$23,595	\$23,595	\$8,331	54.58%
Other Revenue	\$203	\$366	\$356	\$356	\$356	\$163	80.60%
Total Revenues	\$15,469	\$23,963	\$23,953	\$23,953	\$23,953	\$8,494	54.91%
Expenditures							
Salaries and Benefits	\$1,510	\$1,631	\$1,680	\$1,730	\$1,782	\$121	8.01%
Administrative and Office	\$37	\$37	\$38	\$38	\$39	\$0	0.59%
Service Delivery	\$14,639	\$22,895	\$22,895	\$22,895	\$22,895	\$8,256	56.39%
IT and Communications	\$44	\$46	\$46	\$46	\$46	\$2	3.73%
Facilities	\$104	\$108	\$111	\$113	\$116	\$4	4.09%
Vehicles and Equipment	\$7	\$8	\$8	\$8	\$8	\$1	11.77%
Internal Services Used	\$174	\$194	\$198	\$184	\$179	\$20	11.48%
Total Expenditures	\$16,514	\$24,918	\$24,975	\$25,015	\$25,065	\$8,403	50.88%
Total Transfers	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Early Years and Child Care	\$1,045	\$954	\$1,021	\$1,061	\$1,112	-\$91	-8.69%
Additions							
Proposed Staffing Expense	\$0	\$0	\$110	\$114	\$117	\$0	0.00%
Previously Committed Expense	\$0	\$107	\$0	\$0	\$0	\$107	100.00%
Total Additions	\$0	\$107	\$110	\$114	\$117	\$107	100.00%
Total Early Years and Child Care	\$1,045	\$1,061	\$1,132	\$1,175	\$1,229	\$16	1.55%

Housing Services

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$22	\$22	\$22	\$22	\$22	\$0	0.32%
Rent Revenue	\$2,409	\$2,469	\$2,524	\$2,577	\$2,631	\$60	2.48%
Government Transfers	\$3,740	\$3,636	\$3,293	\$3,285	\$3,061	-\$103	-2.77%
Other Revenue	\$376	\$423	\$382	\$368	\$346	\$47	12.54%
Total Revenues	\$6,547	\$6,551	\$6,221	\$6,251	\$6,059	\$4	0.05%
Expenditures							
Salaries and Benefits	\$1,730	\$1,503	\$1,548	\$1,595	\$1,643	-\$226	-13.09%
Administrative and Office	\$337	\$119	\$96	\$89	\$93	-\$218	-64.79%
Debt Repayment	\$636	\$633	\$630	\$627	\$624	-\$3	-0.45%
Service Delivery	\$5,388	\$5,726	\$5,494	\$5,457	\$5,421	\$338	6.28%
IT and Communications	\$42	\$44	\$44	\$44	\$45	\$2	5.19%
Facilities	\$2,110	\$2,190	\$2,136	\$2,167	\$2,201	\$79	3.75%
Vehicles and Equipment	\$4	\$4	\$2	\$2	\$2	\$0	0.00%
Internal Services Used	\$897	\$811	\$835	\$851	\$872	-\$86	-9.56%
Total Expenditures	\$11,143	\$11,029	\$10,785	\$10,832	\$10,900	-\$114	-1.02%
Transfers							
Transfers from Reserves	-\$420	-\$394	-\$199	-\$20	\$0	\$26	-6.29%
DC Contribution	-\$158	\$0	\$0	\$0	\$0	\$158	-100.00%
Total Transfers	-\$578	-\$394	-\$199	-\$20	\$0	\$184	-31.83%
Total Status Quo Housing	\$4,018	\$4,084	\$4,366	\$4,561	\$4,841	\$66	1.65%
Additions							
New to 2025 Expense	\$0	\$40	\$61	\$0	\$40	\$40	100.00%
Total Additions	\$0	\$40	\$61	\$0	\$40	\$40	100.00%
Total Operating Housing	\$4,018	\$4,124	\$4,427	\$4,561	\$4,881	\$106	2.65%
Capital Investment	\$900	\$900	\$900	\$1,100	\$1,100	\$0	0.00%
Total Housing Services	\$4,918	\$5,024	\$5,327	\$5,661	\$5,981	\$106	2.17%

Community Housing - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,100			
Opening Balance	\$2,776	\$1,322	\$1,514	\$437	\$647
Contributions					
Government Transfers	\$523	\$438	\$0	\$0	\$0
Capital Levy	\$600	\$600	\$700	\$900	\$900
Total Contributions	\$1,123	\$1,038	\$700	\$900	\$900
Capital Work					
Land Improvements	\$264	\$195	\$3	\$159	\$29
Buildings	\$2,256	\$1,693	\$1,680	\$466	\$1,284
Equipment & Machinery	\$57	\$57	\$95	\$66	\$59
Total Capital Work	\$2,577	\$1,945	\$1,777	\$691	\$1,372
Ending Capital Asset Fund Balance	\$1,322	\$1,514	\$437	\$647	\$175

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$203	\$130	\$3	\$110	\$0
Exterior Walkways	\$61	\$65	\$0	\$49	\$0
Fencing	\$0	\$0	\$0	\$0	\$29
Land Improvements	\$264	\$195	\$3	\$159	\$29
Security	\$276	\$85	\$68	\$0	\$9
Electrical	\$290	\$72	\$212	\$11	\$345
HVAC	\$251	\$92	\$252	\$100	\$0
Bathrooms	\$126	\$127	\$106	\$126	\$106
Kitchen Retrofits	\$75	\$72	\$75	\$75	\$75
Flooring	\$225	\$267	\$94	\$143	\$128
Interior Upgrades	\$0	\$0	\$5	\$0	\$0
Interior Handrails	\$0	\$0	\$30	\$0	\$0
Windows	\$750	\$750	\$300	\$0	\$0
Roof	\$45	\$5	\$270	\$0	\$290
Exterior Walls	\$40	\$30	\$105	\$0	\$210
Exterior Doors	\$110	\$190	\$23	\$11	\$121
Retaining Walls	\$0	\$0	\$40	\$0	\$0
Structural (balconies, etc.)	\$70	\$4	\$100	\$0	\$0
Buildings	\$2,256	\$1,693	\$1,680	\$466	\$1,284
Small Equipment	\$0	\$0	\$38	\$0	\$0
Appliance Replacement	\$57	\$57	\$57	\$66	\$59
Equipment & Machinery	\$57	\$57	\$95	\$66	\$59
Total Work Plan Summary	\$2,577	\$1,945	\$1,777	\$691	\$1,372

Ontario Works & Employment

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$7,412	\$7,457	\$7,557	\$7,657	\$7,757	\$46	0.62%
Other Revenue	\$100	\$100	\$100	\$100	\$100	\$0	0.00%
Total Revenues	\$7,512	\$7,557	\$7,657	\$7,757	\$7,857	\$46	0.61%
Expenditures							
Salaries and Benefits	\$1,668	\$1,580	\$1,617	\$1,666	\$1,716	-\$88	-5.25%
Administrative and Office	\$142	\$142	\$146	\$149	\$152	\$1	0.49%
Service Delivery	\$6,688	\$6,664	\$6,764	\$6,864	\$6,964	-\$24	-0.36%
IT and Communications	\$23	\$23	\$23	\$23	\$23	\$0	1.18%
Facilities	\$16	\$17	\$17	\$18	\$18	\$0	2.99%
Internal Services Used	\$85	\$86	\$89	\$83	\$82	\$2	1.97%
Total Expenditures	\$8,621	\$8,513	\$8,656	\$8,803	\$8,955	-\$108	-1.26%
Transfers							
Transfers from Reserves	-\$150	\$0	\$0	\$0	\$0	\$150	-100.00%
Transfers to Reserves	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
Total Transfers	-\$143	\$7	\$7	\$7	\$7	\$150	-104.90%
Total Status Quo	\$967	\$963	\$1,006	\$1,053	\$1,105	-\$4	-0.41%
Additions							
New to 2025 Expense	\$0	\$53	\$95	\$155	\$220	\$53	100.00%
Total Additions	\$0	\$53	\$95	\$155	\$220	\$53	100.00%
Total Ontario Works	\$967	\$1,016	\$1,101	\$1,208	\$1,325	\$49	5.07%

Housing Strategy

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions							
New to 2025 Expense	\$0	\$685	\$1,134	\$1,138	\$1,142	\$685	100.00%
Total Additions	\$0	\$685	\$1,134	\$1,138	\$1,142	\$685	100.00%
Total Housing Strategy	\$0	\$685	\$1,134	\$1,138	\$1,142	\$685	100.00%

Dufferin Oaks

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$4,150	\$4,566	\$4,691	\$4,788	\$4,908	\$416	10.02%
Rent Revenue	\$353	\$361	\$372	\$384	\$395	\$8	2.19%
Government Transfers	\$13,791	\$16,162	\$16,280	\$16,468	\$16,596	\$2,371	17.19%
Other Revenue	\$289	\$318	\$320	\$321	\$323	\$29	10.08%
Total Revenues	\$18,583	\$21,407	\$21,663	\$21,961	\$22,223	\$2,824	15.20%
Expenditures							
Salaries and Benefits	\$18,073	\$20,108	\$20,695	\$21,302	\$21,924	\$2,035	11.26%
Administrative and Office	\$877	\$790	\$735	\$793	\$773	-\$87	-9.89%
Service Delivery	\$2,961	\$3,608	\$3,612	\$3,614	\$3,681	\$647	21.84%
IT and Communications	\$174	\$176	\$180	\$185	\$189	\$2	0.86%
Facilities	\$1,266	\$1,350	\$1,382	\$1,413	\$1,445	\$84	6.64%
Vehicles and Equipment	\$211	\$218	\$220	\$223	\$226	\$6	2.87%
Internal Services Used	\$381	\$466	\$480	\$493	\$507	\$85	22.26%
Internal Services Recovered	-\$221	-\$193	-\$198	-\$202	-\$207	\$28	-12.49%
Total Expenditures	\$23,723	\$26,522	\$27,105	\$27,821	\$28,537	\$2,799	11.80%
Transfers							
Transfers from Reserves	-\$358	-\$286	-\$291	-\$296	-\$301	\$72	-20.00%
Transfers to Reserves	\$172	\$172	\$172	\$172	\$172	\$0	0.00%
Total Transfers	-\$185	-\$114	-\$119	-\$124	-\$129	\$72	-38.61%
Total Dufferin Oaks	\$4,955	\$5,001	\$5,324	\$5,736	\$6,186	\$46	0.93%
Additions							
Proposed Staffing Expense	\$0	\$64	\$236	\$290	\$298	\$64	100.00%
Previously Committed Expense	\$0	\$168	\$173	\$178	\$184	\$168	100.00%
Previously Committed Revenue	\$0	-\$80	\$0	\$0	\$0	-\$80	100.00%
New to 2025 Expense	\$0	\$203	\$296	\$212	\$218	\$203	100.00%
New to 2025 Revenue	\$0	-\$100	-\$105	-\$15	-\$15	-\$100	100.00%
Total Additions	\$0	\$256	\$600	\$664	\$684	\$256	100.00%
Total Operating Dufferin Oaks	\$4,955	\$5,257	\$5,924	\$6,401	\$6,870	\$302	6.09%
Capital Investment	\$1,300	\$1,300	\$1,125	\$1,175	\$1,175	\$0	0.00%
Total Dufferin Oaks	\$6,255	\$6,557	\$7,049	\$7,576	\$8,045	\$302	4.82%

Dufferin Oaks - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,542			
Opening Balance	\$2,089	\$750	\$147	\$410	\$460
Contributions					
Capital Levy	\$1,300	\$1,300	\$1,125	\$1,175	\$1,175
Other Revenue	\$192	\$192	\$192	\$192	\$192
Total Contributions	\$1,492	\$1,492	\$1,317	\$1,367	\$1,367
Capital Work					
Land Improvements	\$220	\$40	\$145	\$0	\$0
Buildings	\$1,949	\$2,963	\$167	\$164	\$468
Equipment & Machinery	\$187	\$244	\$252	\$203	\$112
Vehicles	\$200	\$240	\$440	\$0	\$120
Other	\$275	\$150	\$50	\$950	\$0
Total Capital Work	\$2,831	\$3,637	\$1,054	\$1,317	\$700
Ending Capital Asset Fund Balance	\$750	\$147	\$410	\$460	\$1,128

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Parking Lot and Curbing	\$24	\$0	\$0	\$0	\$0
Exterior Patio/Walkways	\$185	\$40	\$80	\$0	\$0
Wood Canopies	\$0	\$0	\$15	\$0	\$0
Landscaping	\$11	\$0	\$50	\$0	\$0
Land Improvements	\$220	\$40	\$145	\$0	\$0
Security	\$420	\$420	\$10	\$0	\$0
Electrical	\$238	\$202	\$0	\$0	\$300
HVAC	\$98	\$2,052	\$5	\$5	\$15
Plumbing	\$0	\$0	\$20	\$0	\$0
Bathrooms	\$130	\$144	\$14	\$11	\$5
Flooring	\$23	\$63	\$53	\$38	\$78
Interior Upgrades	\$35	\$25	\$35	\$0	\$0
Windows	\$0	\$45	\$30	\$30	\$30
Roof	\$1,005	\$0	\$0	\$0	\$0
Exterior Walls	\$0	\$0	\$0	\$65	\$40
Exterior Doors	\$0	\$12	\$0	\$15	\$0
Buildings	\$1,949	\$2,963	\$167	\$164	\$468
Macerators	\$10	\$24	\$40	\$0	\$0
Kitchen Equipment	\$45	\$52	\$3	\$3	\$0
Beds and Bedroom Furniture	\$40	\$66	\$66	\$41	\$41
Bathing Equipment	\$20	\$31	\$31	\$31	\$31
Lifts	\$23	\$60	\$71	\$77	\$29
Resident Lounge Furniture	\$20	\$0	\$20	\$40	\$0
Laundry Equipment	\$0	\$11	\$21	\$11	\$11
Diesel Tanks	\$30	\$0	\$0	\$0	\$0
Equipment & Machinery	\$187	\$244	\$252	\$203	\$112
DCCSS Vehicles	\$200	\$240	\$440	\$0	\$120
Vehicles	\$200	\$240	\$440	\$0	\$120
Nurse Call System/Point of Care	\$275	\$150	\$50	\$950	\$0
Other	\$275	\$150	\$50	\$950	\$0
Total Work Plan Summary	\$2,831	\$3,637	\$1,054	\$1,317	\$700

Dufferin Oaks Long Term Care

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$3,974	\$4,390	\$4,515	\$4,612	\$4,732	\$416	10.47%
Government Transfers	\$12,098	\$13,959	\$14,077	\$14,264	\$14,393	\$1,861	15.38%
Other Revenue	\$230	\$258	\$258	\$259	\$260	\$28	12.17%
Total Revenues	\$16,302	\$18,606	\$18,850	\$19,135	\$19,384	\$2,305	14.14%
Expenditures							
Salaries and Benefits	\$17,322	\$19,312	\$19,874	\$20,457	\$21,054	\$1,990	11.49%
Administrative and Office	\$794	\$716	\$660	\$719	\$698	-\$79	-9.92%
Service Delivery	\$1,783	\$1,922	\$1,905	\$1,927	\$1,974	\$138	7.77%
IT and Communications	\$153	\$153	\$157	\$162	\$166	-\$1	-0.56%
Facilities	\$922	\$969	\$993	\$1,017	\$1,041	\$47	5.11%
Vehicles and Equipment	\$150	\$156	\$158	\$161	\$163	\$5	3.57%
Internal Services Used	\$230	\$337	\$347	\$358	\$368	\$107	46.43%
Internal Services Recovered	-\$221	-\$193	-\$198	-\$202	-\$207	\$28	-12.49%
Total Expenditures	\$21,134	\$23,370	\$23,897	\$24,597	\$25,257	\$2,236	10.58%
Transfers							
Transfers from Reserves	-\$358	-\$286	-\$291	-\$296	-\$301	\$72	-20.00%
Transfers to Reserves	\$172	\$172	\$172	\$172	\$172	\$0	0.00%
Total Transfers	-\$185	-\$114	-\$119	-\$124	-\$129	\$72	-38.61%
Total Dufferin Oaks Status Quo	\$4,647	\$4,650	\$4,928	\$5,339	\$5,744	\$2	0.05%
Additions							
Proposed Staffing Expense	\$0	\$64	\$182	\$187	\$193	\$64	100.00%
New to 2025 Expense	\$0	\$0	\$90	\$0	\$0	\$0	0.00%
New to 2025 Revenue	\$0	\$0	-\$90	\$0	\$0	\$0	0.00%
Total Additions	\$0	\$64	\$182	\$187	\$193	\$64	100.00%
Total Operating Dufferin Oaks	\$4,647	\$4,714	\$5,110	\$5,526	\$5,937	\$66	1.43%
Capital Investment	\$1,100	\$900	\$900	\$950	\$950	-\$200	-18.18%
Total Dufferin Oaks Long Term Care	\$5,747	\$5,614	\$6,010	\$6,476	\$6,887	-\$134	-2.32%

Long Term Care - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,488			
Opening Balance	\$1,370	\$711	\$166	\$297	\$170
Contributions					
Capital Levy	\$1,100	\$900	\$900	\$950	\$950
Other Revenue	\$192	\$192	\$192	\$192	\$192
Total Contributions	\$1,292	\$1,092	\$1,092	\$1,142	\$1,142
Capital Work					
Land Improvements	\$196	\$40	\$145	\$0	\$0
Buildings	\$1,123	\$2,451	\$74	\$116	\$95
Equipment & Machinery	\$157	\$244	\$252	\$203	\$112
Vehicles	\$200	\$240	\$440	\$0	\$120
Other	\$275	\$150	\$50	\$950	\$0
Total Capital Work	\$1,951	\$3,125	\$961	\$1,269	\$327
Ending Capital Asset Fund Balance	\$711	\$166	\$297	\$170	\$986

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Exterior Walkways	\$185	\$40	\$80	\$0	\$0
Wood Canopies	\$0	\$0	\$15	\$0	\$0
Landscaping	\$11	\$0	\$50	\$0	\$0
Land Improvements	\$196	\$40	\$145	\$0	\$0
Security	\$400	\$400	\$0	\$0	\$0
Electrical	\$220	\$100	\$0	\$0	\$0
HVAC	\$73	\$1,840	\$5	\$5	\$15
Bathrooms	\$0	\$14	\$14	\$11	\$5
Flooring	\$20	\$60	\$20	\$35	\$75
Interior Upgrades	\$35	\$25	\$35	\$0	\$0
Roof	\$375	\$0	\$0	\$0	\$0
Exterior Walls	\$0	\$0	\$0	\$65	\$0
Exterior Doors	\$0	\$12	\$0	\$0	\$0
Buildings	\$1,123	\$2,451	\$74	\$116	\$95
Macerators	\$10	\$24	\$40	\$0	\$0
Kitchen Equipment	\$45	\$52	\$3	\$3	\$0
Beds and Bedroom Furniture	\$40	\$66	\$66	\$41	\$41
Bathing Equipment	\$20	\$31	\$31	\$31	\$31
Lifts	\$23	\$60	\$71	\$77	\$29
Resident Lounge Furniture	\$20	\$0	\$20	\$40	\$0
Laundry Equipment	\$0	\$11	\$21	\$11	\$11
Equipment & Machinery	\$157	\$244	\$252	\$203	\$112
DCCSS Vehicles	\$200	\$240	\$440	\$0	\$120
Vehicles	\$200	\$240	\$440	\$0	\$120
Nurse Call System/Point of Care	\$275	\$150	\$50	\$950	\$0
Other	\$275	\$150	\$50	\$950	\$0
Total Work Plan Summary	\$1,951	\$3,125	\$961	\$1,269	\$327

Community Support Services

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$176	\$176	\$176	\$176	\$176	\$0	0.00%
Government Transfers	\$1,693	\$2,204	\$2,204	\$2,204	\$2,204	\$511	30.16%
Other Revenue	\$2	\$2	\$2	\$2	\$2	\$0	0.00%
Total Revenues	\$1,871	\$2,381	\$2,381	\$2,381	\$2,381	\$511	27.30%
Expenditures							
Salaries and Benefits	\$751	\$796	\$821	\$845	\$870	\$45	5.99%
Administrative and Office	\$83	\$75	\$75	\$75	\$75	-\$8	-9.55%
Service Delivery	\$1,178	\$1,686	\$1,707	\$1,686	\$1,707	\$508	43.15%
IT and Communications	\$19	\$22	\$22	\$22	\$22	\$2	12.15%
Facilities	\$56	\$58	\$59	\$61	\$63	\$2	3.00%
Vehicles and Equipment	\$61	\$62	\$62	\$62	\$63	\$1	1.16%
Total Expenditures	\$2,148	\$2,698	\$2,745	\$2,751	\$2,799	\$550	25.61%
Total Transfers	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Community Support Services	\$278	\$317	\$364	\$370	\$417	\$39	14.21%
Additions							
Proposed Staffing Expense	\$0	\$0	\$55	\$103	\$106	\$0	0.00%
Previously Committed Expense	\$0	\$168	\$173	\$178	\$184	\$168	100.00%
Previously Committed Revenue	\$0	-\$80	\$0	\$0	\$0	-\$80	100.00%
New to 2025 Expense	\$0	\$203	\$206	\$212	\$218	\$203	100.00%
New to 2025 Revenue	\$0	-\$100	-\$15	-\$15	-\$15	-\$100	100.00%
Total Additions	\$0	\$191	\$419	\$477	\$491	\$191	100.00%
Total Community Support Services	\$278	\$508	\$783	\$847	\$909	\$231	83.15%

Mel Lloyd Centre

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Rent Revenue	\$353	\$361	\$372	\$384	\$395	\$8	2.19%
Other Revenue	\$57	\$58	\$59	\$60	\$61	\$1	2.00%
Total Revenues	\$410	\$419	\$431	\$444	\$457	\$9	2.16%
Expenditures							
IT and Communications	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Facilities	\$288	\$323	\$329	\$335	\$341	\$35	12.24%
Internal Services Used	\$151	\$129	\$132	\$136	\$139	-\$22	-14.52%
Total Expenditures	\$440	\$453	\$463	\$472	\$481	\$13	3.01%
Total Transfers	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Total Operating Mel Lloyd	\$30	\$34	\$31	\$28	\$25	\$4	14.56%
Capital Investment	\$200	\$400	\$225	\$225	\$225	\$200	100.00%
Total Mel Lloyd Centre	\$230	\$434	\$256	\$253	\$250	\$204	88.85%

Mel Lloyd Centre - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$54			
Opening Balance	\$719	\$39	(\$19)	\$113	\$290
Contributions					
Capital Levy	\$200	\$400	\$225	\$225	\$225
Total Contributions	\$200	\$400	\$225	\$225	\$225
Capital Work					
Land Improvements	\$24	\$0	\$0	\$0	\$0
Buildings	\$826	\$512	\$93	\$48	\$373
Equipment & Machinery	\$30	\$0	\$0	\$0	\$0
Total Capital Work	\$880	\$512	\$93	\$48	\$373
Ending Capital Asset Fund Balance	\$39	(\$19)	\$113	\$290	\$142

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Parking Lot and Curbing	\$24	\$0	\$0	\$0	\$0
Land Improvements	\$24	\$0	\$0	\$0	\$0
Security	\$20	\$20	\$10	\$0	\$0
Electrical	\$18	\$102	\$0	\$0	\$300
HVAC	\$25	\$212	\$0	\$0	\$0
Plumbing	\$0	\$0	\$20	\$0	\$0
Bathrooms	\$130	\$130	\$0	\$0	\$0
Flooring	\$3	\$3	\$33	\$3	\$3
Windows	\$0	\$45	\$30	\$30	\$30
Roof	\$630	\$0	\$0	\$0	\$0
Exterior Walls	\$0	\$0	\$0	\$0	\$40
Exterior Doors	\$0	\$0	\$0	\$15	\$0
Buildings	\$826	\$512	\$93	\$48	\$373
Diesel Tanks	\$30	\$0	\$0	\$0	\$0
Equipment & Machinery	\$30	\$0	\$0	\$0	\$0
Total Work Plan Summary	\$880	\$512	\$93	\$48	\$373

Paramedic Services

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$5,948	\$6,252	\$6,515	\$6,707	\$6,915	\$303	5.10%
Other Revenue	\$18	\$17	\$17	\$18	\$18	-\$1	-3.31%
Total Revenues	\$5,966	\$6,268	\$6,532	\$6,724	\$6,933	\$303	5.08%
Expenditures							
Administrative and Office	\$113	\$13	\$13	\$13	\$13	-\$100	-88.62%
Service Delivery	\$9,556	\$9,886	\$10,238	\$10,604	\$10,984	\$331	3.46%
IT and Communications	\$247	\$247	\$251	\$255	\$259	-\$1	-0.26%
Facilities	\$151	\$176	\$184	\$183	\$182	\$25	16.59%
Vehicles and Equipment	\$426	\$458	\$468	\$476	\$485	\$32	7.42%
Internal Services Used	\$545	\$606	\$603	\$619	\$633	\$61	11.22%
Total Expenditures	\$11,038	\$11,386	\$11,757	\$12,150	\$12,556	\$348	3.15%
Transfers							
Transfers from Reserves	-\$100	\$0	\$0	\$0	\$0	\$100	-100.00%
Total Transfers	-\$100	\$0	\$0	\$0	\$0	\$100	-100.0%
Total Status Quo	\$4,972	\$5,117	\$5,225	\$5,426	\$5,623	\$145	2.92%
Additions							
New to 2025 Expense	\$0	\$301	\$848	\$863	\$893	\$301	100.00%
New to 2025 Revenue	\$0	-\$201	-\$417	-\$432	-\$447	-\$201	100.00%
Total Additions	\$0	\$101	\$431	\$432	\$447	\$101	100.00%
Total Operating Paramedic	\$4,972	\$5,218	\$5,656	\$5,857	\$6,070	\$246	4.94%
Capital Investment	\$518	\$505	\$575	\$610	\$650	-\$13	-2.42%
Total Paramedic Services	\$5,490	\$5,723	\$6,231	\$6,467	\$6,720	\$233	4.25%

Paramedics - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,287			
Opening Balance	\$1,559	\$1,243	\$1,631	\$177	\$683
Contributions					
Capital Levy	\$518	\$505	\$575	\$610	\$650
Other Revenue	\$6	\$0	\$0	\$0	\$0
DC Contribution	\$0	\$200	\$0	\$0	\$0
Total Contributions	\$523	\$705	\$575	\$610	\$650
Capital Work					
Land Improvements	\$5	\$5	\$130	\$0	\$0
Buildings	\$138	\$318	\$66	\$12	\$228
Equipment & Machinery	\$96	\$6	\$1,294	\$3	\$55
Vehicles	\$600	\$971	\$540	\$90	\$90
New Capital Investments	\$0	\$305	\$0	\$0	\$0
Total Capital Work	\$839	\$1,604	\$2,029	\$104	\$373
Ending Capital Asset Fund Balance	\$1,243	\$1,631	\$177	\$683	\$961

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$5	\$5	\$130	\$0	\$0
Land Improvements	\$5	\$5	\$130	\$0	\$0
Security	\$70	\$120	\$0	\$0	\$0
Electrical	\$0	\$2	\$3	\$0	\$70
HVAC	\$0	\$25	\$8	\$12	\$10
Plumbing	\$0	\$0	\$10	\$0	\$0
Kitchen	\$0	\$0	\$25	\$0	\$0
Flooring	\$0	\$8	\$20	\$0	\$0
Windows	\$0	\$0	\$0	\$0	\$120
Exterior Walls	\$20	\$75	\$0	\$0	\$0
Exterior Doors	\$0	\$13	\$0	\$0	\$18
Garage Doors	\$48	\$75	\$0	\$0	\$10
Buildings	\$138	\$318	\$66	\$12	\$228
In-vehicle Laptops	\$90	\$0	\$26	\$0	\$0
Defibrillators	\$0	\$0	\$538	\$0	\$0
Carrying Equipment	\$0	\$0	\$727	\$0	\$55
Appliance Replacement	\$6	\$6	\$3	\$3	\$0
Equipment & Machinery	\$96	\$6	\$1,294	\$3	\$55
Ambulances	\$600	\$881	\$450	\$0	\$0
Community Paramedic Vehicle/ERUs	\$0	\$90	\$90	\$90	\$90
Vehicles	\$600	\$971	\$540	\$90	\$90
Command Vehicle	\$0	\$80	\$0	\$0	\$0
New Ambulance	\$0	\$225	\$0	\$0	\$0
New Capital Investments	\$0	\$305	\$0	\$0	\$0
Total Work Plan Summary	\$839	\$1,604	\$2,029	\$104	\$373

Public Health

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Total Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures							
Debt Repayment	\$2,152	\$0	\$0	\$0	\$0	-\$2,152	-100.00%
Service Delivery	\$1,773	\$2,106	\$2,172	\$2,237	\$2,304	\$334	18.83%
Total Expenditures	\$3,924	\$2,106	\$2,172	\$2,237	\$2,304	-\$1,818	-46.33%
Transfers							
Transfers from Reserves	-\$1,953	-\$75	-\$50	-\$25	\$0	\$1,878	-96.16%
DC Contribution	-\$161	-\$161	-\$161	-\$161	-\$161	\$0	0.00%
Total Transfers	-\$2,114	-\$236	-\$211	-\$186	-\$161	\$1,878	-88.84%
Total WDG Health Unit	\$1,810	\$1,870	\$1,961	\$2,051	\$2,143	\$60	3.32%