

Infrastructure and Environmental Services

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$105	\$105	\$105	\$105	\$105	\$0	0.00%
Rent Revenue	\$1,204	\$1,172	\$1,187	\$1,202	\$1,207	-\$32	-2.68%
Government Transfers	\$50	\$62	\$62	\$62	\$62	\$12	23.60%
Other Revenue	\$1,504	\$643	\$645	\$660	\$675	-\$861	-57.27%
Total Revenues	\$2,863	\$1,981	\$1,999	\$2,029	\$2,049	-\$882	-30.80%
Expenditures							
Salaries and Benefits	\$6,666	\$6,902	\$7,105	\$7,311	\$7,527	\$235	3.53%
Administrative and Office	\$1,795	\$1,003	\$932	\$974	\$1,099	-\$792	-44.10%
Debt Repayment	\$423	\$412	\$401	\$391	\$381	-\$11	-2.52%
Service Delivery	\$7,831	\$7,237	\$7,420	\$7,659	\$7,745	-\$594	-7.58%
IT and Communications	\$95	\$105	\$106	\$104	\$104	\$10	10.62%
Facilities	\$1,062	\$1,080	\$1,085	\$983	\$988	\$18	1.68%
Vehicles and Equipment	\$932	\$964	\$1,010	\$1,056	\$1,107	\$33	3.50%
Internal Services Recovered	-\$1,265	-\$1,239	-\$1,263	-\$1,260	-\$1,276	\$26	-2.07%
Total Expenditures	\$17,538	\$16,464	\$16,796	\$17,218	\$17,675	-\$1,074	-6.12%
Transfers							
Transfers from Reserves	-\$1,112	-\$182	-\$20	-\$43	-\$38	\$930	-83.63%
DC Contribution	-\$81	-\$70	-\$68	-\$67	-\$66	\$11	-13.92%
Transfers to Reserves	\$750	\$775	\$800	\$825	\$850	\$25	3.33%
Total Transfers	-\$443	\$523	\$712	\$715	\$747	\$966	-218.22%
Total Status Quo	\$14,232	\$15,006	\$15,509	\$15,904	\$16,372	\$774	5.44%
Additions							
Proposed Staffing Expense	\$0	\$225	\$375	\$531	\$597	\$225	100.00%
Proposed Staffing Revenue	\$0	\$0	-\$73	-\$32	\$0	\$0	0.00%
Previously Committed Expense	\$0	\$2,242	\$2,963	\$3,772	\$3,077	\$2,242	100.00%
Previously Committed Revenue	\$0	-\$2,195	-\$2,900	-\$3,645	-\$2,885	-\$2,195	100.00%
New to 2025 Expense	\$0	\$764	\$1,138	\$1,976	\$2,130	\$764	100.00%
New to 2025 Revenue	\$0	-\$760	-\$600	-\$550	-\$500	-\$760	100.00%
Total Additions	\$0	\$275	\$902	\$2,053	\$2,419	\$275	100.00%
Total Operating IES	\$14,232	\$15,281	\$16,411	\$17,957	\$18,791	\$1,049	7.37%
Capital Investment	\$4,318	\$4,474	\$5,644	\$6,901	\$7,269	\$155	3.59%
Total Infrastructure & Enviro	\$18,550	\$19,755	\$22,055	\$24,858	\$26,060	\$1,205	6.49%

Infrastructure & Environment - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$3,080			
Opening Balance	\$13,163	\$7,952	\$6,058	\$3,747	\$2,656
Contributions					
Government Transfers	\$2,702	\$2,905	\$2,795	\$2,788	\$2,708
Capital Levy	\$4,318	\$4,474	\$5,644	\$6,901	\$7,269
Other Revenue	\$2,975	\$2,038	\$900	\$5,960	\$1,010
Debt Financing	\$3,000	\$22,050	\$8,070	\$0	\$0
Transfers from Reserves	\$811	\$900	\$25	\$0	\$0
DC Contribution	\$370	\$552	\$458	\$318	\$320
Total Contributions	\$14,176	\$32,917	\$17,892	\$15,966	\$11,306
Capital Work					
Land Improvements	\$1,072	\$1,137	\$700	\$375	\$375
Buildings	\$2,338	\$1,956	\$3,309	\$1,280	\$431
Equipment & Machinery	\$129	\$459	\$149	\$375	\$838
Vehicles	\$837	\$1,310	\$1,190	\$1,090	\$620
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
New Capital Investments	\$3,500	\$21,875	\$6,250	\$0	\$0
Total Capital Work	\$19,387	\$37,891	\$20,203	\$17,058	\$10,098
Ending Capital Asset Fund Balance	\$7,952	\$6,058	\$3,747	\$2,656	\$3,864

Public Works Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$417	\$732	\$300	\$0	\$0
Trails Development	\$250	\$25	\$0	\$0	\$0
Fencing, Gates, Structures	\$30	\$5	\$25	\$0	\$0
Living Snow Fence	\$25	\$25	\$25	\$25	\$25
Guiderails	\$100	\$100	\$100	\$100	\$100
Wayfinding Signs	\$200	\$200	\$200	\$200	\$200
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50
Land Improvements	\$1,072	\$1,137	\$700	\$375	\$375
Building Automation	\$0	\$40	\$0	\$0	\$0
Security	\$42	\$0	\$120	\$0	\$0
Electrical	\$575	\$650	\$550	\$8	\$175
HVAC	\$56	\$98	\$506	\$46	\$28
Bathrooms	\$25	\$0	\$0	\$0	\$0
Kitchen Retrofits	\$25	\$0	\$0	\$0	\$0
Flooring	\$15	\$0	\$88	\$29	\$35
Interior Upgrades	\$1,000	\$170	\$240	\$0	\$158
Windows	\$20	\$110	\$0	\$40	\$0
Roof	\$550	\$0	\$3	\$182	\$5
Exterior Walls	\$5	\$75	\$23	\$975	\$5
Exterior Doors	\$0	\$0	\$0	\$0	\$10
Garage Doors	\$0	\$0	\$0	\$0	\$15
Exterior Painting	\$0	\$13	\$190	\$0	\$0
Sand/Salt Domes	\$25	\$800	\$2,070	\$0	\$0
Buildings	\$2,338	\$1,956	\$3,309	\$1,280	\$431
Engineering Equipment	\$49	\$49	\$49	\$0	\$8,000
Tractor, Blower, Sweeper, Mower	\$0	\$0	\$40	\$0	\$320
Loader	\$0	\$400	\$0	\$0	\$0
Excavator	\$0	\$0	\$0	\$0	\$330
Backhoe	\$0	\$0	\$0	\$165	\$0

Public Works Work Plan Summary Continued

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Road Widener	\$0	\$0	\$0	\$0	\$0
ATVs and Trailers	\$20	\$0	\$0	\$0	\$0
Small Equipment	\$60	\$10	\$60	\$205	\$0
Elevators	\$0	\$0	\$0	\$5	\$180
Equipment & Machinery	\$129	\$459	\$149	\$375	\$838
Tandem Truck (Snow Plow)	\$430	\$880	\$500	\$900	\$450
Grader	\$0	\$0	\$500	\$0	\$0
Trucks and Vans	\$407	\$430	\$190	\$190	\$170
Vehicles	\$837	\$1,310	\$1,190	\$1,090	\$620
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
Electric Charging Stations	\$0	\$625	\$0	\$0	\$0
Edelbrock Interior Upgrades	\$0	\$750	\$6,250	\$0	\$0
New Operations Centre	\$3,500	\$20,500	\$0	\$0	\$0
New Capital Investments	\$3,500	\$21,875	\$6,250	\$0	\$0
Total Work Plan Summary	\$19,387	\$37,891	\$20,203	\$17,058	\$10,098

Work Plan Summary - Roads

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Future Year Design	\$100	\$100	\$100	\$100	\$100
Pre-Engineering Investigations	\$50	\$75	\$100	\$100	\$100
Pavement Preservation	\$250	\$141	\$109	\$79	\$78
Resurface Dufferin Rd 109	\$250	\$0	\$0	\$0	\$0
Resurface Dufferin Rd 124	\$4,000	\$0	\$0	\$0	\$0
Dufferin Rd 18 culvert	\$90	\$0	\$0	\$0	\$0
Orangeville West EA	\$66	\$0	\$0	\$0	\$0
2nd Line Temporary Intersection	\$650	\$0	\$0	\$0	\$0
CR 109 Wellington	\$120	\$0	\$0	\$0	\$0
Dufferin Rd 124	\$150	\$0	\$0	\$0	\$0
Dufferin Rd 21	\$705	\$0	\$0	\$0	\$0
Environmental Assessment DR109 SAR	\$600	\$600	\$0	\$0	\$0
Dufferin Rd 109 & 2nd Line Int	\$1,050	\$1,050	\$0	\$6,600	\$0
Resurface Dufferin Rd 25	\$0	\$6,500	\$0	\$0	\$0
Detailed Design DR109 SAR	\$0	\$75	\$6,800	\$0	\$0
Resurface Dufferin Rd 3	\$0	\$0	\$0	\$1,515	\$0
Recon Dufferin Rd 3	\$0	\$0	\$0	\$365	\$0
Resurface Dufferin Rd 24	\$0	\$0	\$0	\$1,924	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$75	\$0
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$55	\$0
Resurface Dufferin Rd 25	\$0	\$0	\$0	\$1,448	\$0
Resurface Dufferin Rd 109	\$0	\$0	\$0	\$254	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$0	\$3,056
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$0	\$3,151
Total Roads Work Plan	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485

Work Plan Summary - Bridges and Culverts

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Small Structure Replacements	\$50	\$50	\$50	\$50	\$50
Future Year Structure Design & Approvals	\$0	\$132	\$126	\$117	\$128
004-0901-Rehab	\$320	\$0	\$0	\$0	\$0
004-0142-Rehab	\$326	\$0	\$0	\$0	\$0
030-0318-Nottawasaga Rehab	\$967	\$0	\$0	\$0	\$0
518638XC-Hydraulic Study	\$4	\$0	\$0	\$0	\$0
004-0007-Walkers Creek Culvert Rehab	\$1,521	\$0	\$0	\$0	\$0
004-0185-Hydraulic Study and Rehab	\$33	\$0	\$0	\$0	\$0
516222CUL-Rehab	\$38	\$0	\$0	\$0	\$0
004-2507 & 004-2508 Culverts	\$50	\$0	\$0	\$0	\$0
004-0904-Rehab	\$28	\$430	\$0	\$0	\$0
518638XC-Rehab	\$29	\$380	\$0	\$0	\$0
004-0911-Rehab	\$30	\$640	\$0	\$0	\$0
308250XC-Rehab	\$35	\$930	\$0	\$0	\$0
004-0912-Install invert liner	\$0	\$46	\$454	\$0	\$0
203304CUL-Rehab	\$0	\$6	\$74	\$0	\$0
004-0901-Rehab	\$0	\$0	\$178	\$0	\$0
393002CUL-Hydraulic Study	\$0	\$0	\$20	\$0	\$0
517326XC-Rehab and install guide rail	\$0	\$0	\$239	\$0	\$0
004-0910- Hydraulic study	\$0	\$0	\$20	\$0	\$0
064018XC (Formerly 065146) guide rail	\$0	\$0	\$124	\$0	\$0
999-9995-Install guide rail	\$0	\$0	\$134	\$0	\$0
004-0041-Rehab	\$0	\$0	\$59	\$621	\$0
936282CUL-Rehab	\$0	\$0	\$18	\$193	\$0
999-9994-Install guide rail	\$0	\$0	\$0	\$135	\$0
937126CUL-Install guide rail	\$0	\$0	\$0	\$134	\$0
004-0908-Rehab and replace	\$0	\$0	\$0	\$173	\$0
393002CUL-Replace	\$0	\$0	\$0	\$0	\$35
004-0900-Replace and install guide rail	\$0	\$0	\$0	\$0	\$504
004-0040-Rehab	\$0	\$0	\$0	\$0	\$49
004-0138-Rehab	\$0	\$0	\$0	\$0	\$124
004-0915-Replace	\$0	\$0	\$0	\$0	\$460
Total Bridges & Culverts Work Plan	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350

Operations and Fleet

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$16	\$16	\$16	\$16	\$16	\$0	0.00%
Government Transfers	\$50	\$60	\$60	\$60	\$60	\$10	20.00%
Other Revenue	\$244	\$70	\$70	\$70	\$70	-\$174	-71.34%
Total Revenues	\$310	\$146	\$146	\$146	\$146	-\$164	-52.94%
Expenditures							
Salaries and Benefits	\$2,991	\$2,973	\$3,063	\$3,154	\$3,248	-\$18	-0.59%
Administrative and Office	\$40	\$70	\$75	\$75	\$75	\$30	75.94%
Service Delivery	\$2,189	\$2,235	\$2,304	\$2,312	\$2,225	\$46	2.08%
IT and Communications	\$12	\$24	\$24	\$24	\$25	\$12	97.62%
Facilities	\$146	\$149	\$154	\$158	\$162	\$3	2.26%
Vehicles and Equipment	\$793	\$835	\$878	\$920	\$964	\$42	5.23%
Total Expenditures	\$6,171	\$6,286	\$6,498	\$6,644	\$6,699	\$115	1.86%
Transfers							
Transfers from Reserves	-\$44	\$0	\$0	\$0	\$0	\$44	-100.0%
Transfers to Reserves	\$750	\$775	\$800	\$825	\$850	\$25	3.33%
Total Transfers	\$706	\$775	\$800	\$825	\$850	\$69	9.73%
Total Status Quo	\$6,567	\$6,915	\$7,152	\$7,323	\$7,403	\$348	5.30%
Additions							
Previously Committed Expense	\$0	\$65	\$31	\$32	\$33	\$65	100.00%
Previously Committed Revenue	\$0	-\$35	\$0	\$0	\$0	-\$35	100.00%
New to 2025 Expense	\$0	\$79	\$509	\$1,364	\$1,392	\$79	100.00%
New to 2025 Revenue	\$0	-\$60	\$0	-\$400	-\$400	-\$60	100.00%
Total Additions	\$0	\$49	\$540	\$996	\$1,025	\$49	100.00%
Total Operating Operations	\$6,567	\$6,963	\$7,691	\$8,319	\$8,427	\$396	6.04%
Capital Investment	\$252	\$234	\$234	\$334	\$384	-\$18	-7.10%
Total Operations and Fleet	\$6,819	\$7,198	\$7,925	\$8,653	\$8,811	\$378	5.55%

Operations - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,077			
Opening Balance	\$4,663	\$3,239	\$2,706	\$1,789	\$1,361
Contributions					
Capital Levy	\$252	\$234	\$234	\$334	\$384
Other Revenue	\$800	\$925	\$900	\$1,010	\$1,010
Debt Financing	\$3,000	\$21,300	\$2,070	\$0	\$0
Total Contributions	\$4,052	\$22,459	\$3,204	\$1,344	\$1,394
Capital Work					
Land Improvements	\$655	\$400	\$700	\$375	\$375
Buildings	\$550	\$1,650	\$2,272	\$8	\$5
Equipment & Machinery	\$114	\$459	\$89	\$370	\$658
Vehicles	\$657	\$1,060	\$1,060	\$1,020	\$620
New Capital Investments	\$3,500	\$20,500	\$0	\$0	\$0
Total Capital Work	\$5,476	\$24,069	\$4,121	\$1,773	\$1,658
Ending Capital Asset Fund Balance	\$3,239	\$2,706	\$1,789	\$1,361	\$1,097

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$5	\$0	\$300	\$0	\$0
Trails Development	\$250	\$25	\$0	\$0	\$0
Fencing and Structures	\$25	\$0	\$25	\$0	\$0
Living Snow Fence	\$25	\$25	\$25	\$25	\$25
Guiderails	\$100	\$100	\$100	\$100	\$100
Welcome Signs	\$200	\$200	\$200	\$200	\$200
Intersection Lighting, Signals, Etc.	\$50	\$50	\$50	\$50	\$50
Land Improvements	\$655	\$400	\$700	\$375	\$375
Security	\$0	\$0	\$40	\$0	\$0
Electrical	\$450	\$625	\$125	\$8	\$0
HVAC	\$20	\$55	\$37	\$0	\$0
Bathrooms	\$25	\$0	\$0	\$0	\$0
Kitchen Retrofits	\$25	\$0	\$0	\$0	\$0
Interior Upgrades	\$0	\$170	\$0	\$0	\$0
Exterior Walls	\$5	\$0	\$0	\$0	\$5
Sand/Salt Domes	\$25	\$800	\$2,070	\$0	\$0
Buildings	\$550	\$1,650	\$2,272	\$8	\$5
Engineering Equipment	\$49	\$49	\$49	\$0	\$8
Tractor, Blower, Sweeper, Mower	\$0	\$0	\$40	\$0	\$320
Loader	\$0	\$400	\$0	\$0	\$0
Excavator	\$0	\$0	\$0	\$0	\$330
Backhoe	\$0	\$0	\$0	\$165	\$0
Trailer	\$5	\$0	\$0	\$0	\$0
Small Equipment	\$60	\$10	\$0	\$205	\$0
Equipment & Machinery	\$114	\$459	\$89	\$370	\$658
Tandem Truck	\$430	\$880	\$500	\$900	\$450
Pickups	\$120	\$180	\$60	\$120	\$60
Grader	\$0	\$0	\$500	\$0	\$0
One Tonne Pick Up	\$107	\$0	\$0	\$0	\$110
Vehicles	\$657	\$1,060	\$1,060	\$1,020	\$620
New Operations Centre	\$3,500	\$20,500	\$0	\$0	\$0
New Capital Investments	\$3,500	\$20,500	\$0	\$0	\$0
Total Work Plan Summary	\$5,476	\$24,069	\$4,121	\$1,773	\$1,658

Engineering

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$4	\$4	\$4	\$4	\$4	\$0	0.00%
Other Revenue	\$446	\$425	\$440	\$455	\$470	-\$21	-4.75%
Total Revenues	\$450	\$429	\$444	\$459	\$474	-\$21	-4.71%
Expenditures							
Salaries and Benefits	\$802	\$910	\$937	\$965	\$993	\$108	13.48%
Administrative and Office	\$688	\$587	\$523	\$533	\$654	-\$101	-14.67%
Service Delivery	\$139	\$79	\$89	\$99	\$109	-\$61	-43.65%
IT and Communications	\$48	\$36	\$37	\$35	\$35	-\$12	-24.75%
Facilities	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Vehicles and Equipment	\$14	\$13	\$13	\$14	\$14	-\$1	-9.20%
Total Expenditures	\$1,693	\$1,626	\$1,600	\$1,646	\$1,806	-\$67	-3.95%
Transfers							
Transfers from Reserves	-\$215	-\$130	\$0	\$0	\$0	\$85	-39.53%
Total Transfers	-\$215	-\$130	\$0	\$0	\$0	\$85	-39.53%
Total Status Quo	\$1,027	\$1,067	\$1,156	\$1,187	\$1,332	\$39	3.83%
Additions							
Proposed Staffing Expense	\$0	\$113	\$131	\$135	\$139	\$113	100.00%
Previously Committed Expense	\$0	\$23	\$82	\$83	\$85	\$23	100.00%
Previously Committed Revenue	\$0	-\$10	-\$60	-\$30	\$0	-\$10	100.00%
New to 2025 Expense	\$0	\$65	\$0	\$0	\$0	\$65	100.00%
New to 2025 Revenue	\$0	-\$175	-\$100	-\$100	-\$100	-\$175	100.00%
Total Additions	\$0	\$16	\$53	\$89	\$124	\$16	100.00%
Total Operating Engineering	\$1,027	\$1,083	\$1,209	\$1,276	\$1,456	\$56	5.41%
Capital Investment	\$3,749	\$3,762	\$4,681	\$5,487	\$5,556	\$12	0.32%
Total Engineering	\$4,777	\$4,845	\$5,890	\$6,763	\$7,011	\$68	1.42%

Engineering - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$1,180			
Opening Balance	\$6,311	\$3,587	\$2,218	\$1,547	\$1,152
Contributions					
Government Transfers	\$2,702	\$2,905	\$2,795	\$2,788	\$2,708
Capital Levy	\$3,749	\$3,762	\$4,681	\$5,487	\$5,556
Other Revenue	\$1,175	\$788	\$0	\$4,950	\$0
Transfers from Reserves	\$791	\$600	\$0	\$0	\$0
DC Contribution	\$370	\$552	\$458	\$318	\$320
Total Contributions	\$8,787	\$8,605	\$7,934	\$13,543	\$8,583
Capital Work					
Roads	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485
Bridges & Culverts	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350
Total Capital Work	\$11,511	\$11,155	\$8,605	\$13,938	\$7,834
Ending Capital Asset Fund Balance	\$3,587	\$2,218	\$1,547	\$1,152	\$1,901

Work Plan Summary - Roads

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Future Year Design	\$100	\$100	\$100	\$100	\$100
Pre-Engineering Investigations	\$50	\$75	\$100	\$100	\$100
Pavement Preservation	\$250	\$141	\$109	\$79	\$78
Resurface Dufferin Rd 109	\$250	\$0	\$0	\$0	\$0
Resurface Dufferin Rd 124	\$4,000	\$0	\$0	\$0	\$0
Dufferin Rd 18 culvert	\$90	\$0	\$0	\$0	\$0
Orangeville West EA	\$66	\$0	\$0	\$0	\$0
2nd Line Temporary Intersection	\$650	\$0	\$0	\$0	\$0
CR 109 Wellington	\$120	\$0	\$0	\$0	\$0
Dufferin Rd 124	\$150	\$0	\$0	\$0	\$0
Dufferin Rd 21	\$705	\$0	\$0	\$0	\$0
Environmental Assessment DR109 SAR	\$600	\$600	\$0	\$0	\$0
Dufferin Rd 109 & 2nd Line Int	\$1,050	\$1,050	\$0	\$6,600	\$0
Resurface Dufferin Rd 25	\$0	\$6,500	\$0	\$0	\$0
Detailed Design DR109 SAR	\$0	\$75	\$6,800	\$0	\$0
Resurface Dufferin Rd 3	\$0	\$0	\$0	\$1,515	\$0
Recon Dufferin Rd 3	\$0	\$0	\$0	\$365	\$0
Resurface Dufferin Rd 24	\$0	\$0	\$0	\$1,924	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$75	\$0
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$55	\$0
Resurface Dufferin Rd 25	\$0	\$0	\$0	\$1,448	\$0
Resurface Dufferin Rd 109	\$0	\$0	\$0	\$254	\$0
Resurface Dufferin Rd 10	\$0	\$0	\$0	\$0	\$3,056
Resurface Dufferin Rd 12	\$0	\$0	\$0	\$0	\$3,151
Total Roads Work Plan	\$8,081	\$8,541	\$7,109	\$12,515	\$6,485

Work Plan Summary - Bridges and Culverts

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Small Structure Replacements	\$50	\$50	\$50	\$50	\$50
Future Year Structure Design & Approvals	\$0	\$132	\$126	\$117	\$128
004-0901-Rehab	\$320	\$0	\$0	\$0	\$0
004-0142-Rehab	\$326	\$0	\$0	\$0	\$0
030-0318-Nottawasaga Rehab	\$967	\$0	\$0	\$0	\$0
518638XC-Hydraulic Study	\$4	\$0	\$0	\$0	\$0
004-0007-Walkers Creek Culvert Rehab	\$1,521	\$0	\$0	\$0	\$0
004-0185-Hydraulic Study and Rehab	\$33	\$0	\$0	\$0	\$0
516222CUL-Rehab	\$38	\$0	\$0	\$0	\$0
004-2507 & 004-2508 Culverts	\$50	\$0	\$0	\$0	\$0
004-0904-Rehab	\$28	\$430	\$0	\$0	\$0

518638XC-Rehab	\$29	\$380	\$0	\$0	\$0
004-0911-Rehab	\$30	\$640	\$0	\$0	\$0
308250XC-Rehab	\$35	\$930	\$0	\$0	\$0
004-0912-Install invert liner	\$0	\$46	\$454	\$0	\$0
203304CUL-Rehab	\$0	\$6	\$74	\$0	\$0
004-0901-Rehab	\$0	\$0	\$178	\$0	\$0
393002CUL-Hydraulic Study	\$0	\$0	\$20	\$0	\$0
517326XC-Rehab and install guide rail	\$0	\$0	\$239	\$0	\$0
004-0910- Hydraulic study	\$0	\$0	\$20	\$0	\$0
064018XC (Formerly 065146) guide rail	\$0	\$0	\$124	\$0	\$0
999-9995-Install guide rail	\$0	\$0	\$134	\$0	\$0
004-0041-Rehab	\$0	\$0	\$59	\$621	\$0
936282CUL-Rehab	\$0	\$0	\$18	\$193	\$0
999-9994-Install guide rail	\$0	\$0	\$0	\$135	\$0
937126CUL-Install guide rail	\$0	\$0	\$0	\$134	\$0
004-0908-Rehab and replace	\$0	\$0	\$0	\$173	\$0
004-0065-Replace	\$0	\$0	\$0	\$0	\$0
393002CUL-Replace	\$0	\$0	\$0	\$0	\$35
004-0900-Replace and install guide rail	\$0	\$0	\$0	\$0	\$504
004-0040-Rehab	\$0	\$0	\$0	\$0	\$49
004-0138-Rehab	\$0	\$0	\$0	\$0	\$124
004-0915-Replace	\$0	\$0	\$0	\$0	\$460
Total Bridges & Culverts Work Plan	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350

Work Plan Summary - Bridges and Culverts Cont.

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518638XC-Rehab	\$29	\$380	\$0	\$0	\$0
004-0911-Rehab	\$30	\$640	\$0	\$0	\$0
308250XC-Rehab	\$35	\$930	\$0	\$0	\$0
004-0912-Install invert liner	\$0	\$46	\$454	\$0	\$0
203304CUL-Rehab	\$0	\$6	\$74	\$0	\$0
004-0901-Rehab	\$0	\$0	\$178	\$0	\$0
393002CUL-Hydraulic Study	\$0	\$0	\$20	\$0	\$0
517326XC-Rehab and install guide rail	\$0	\$0	\$239	\$0	\$0
004-0910- Hydraulic study	\$0	\$0	\$20	\$0	\$0
064018XC (Formerly 065146) guide rail	\$0	\$0	\$124	\$0	\$0
999-9995-Install guide rail	\$0	\$0	\$134	\$0	\$0
004-0041-Rehab	\$0	\$0	\$59	\$621	\$0
936282CUL-Rehab	\$0	\$0	\$18	\$193	\$0
999-9994-Install guide rail	\$0	\$0	\$0	\$135	\$0
937126CUL-Install guide rail	\$0	\$0	\$0	\$134	\$0
004-0908-Rehab and replace	\$0	\$0	\$0	\$173	\$0
004-0065-Replace	\$0	\$0	\$0	\$0	\$0
393002CUL-Replace	\$0	\$0	\$0	\$0	\$35
004-0900-Replace and install guide rail	\$0	\$0	\$0	\$0	\$504
004-0040-Rehab	\$0	\$0	\$0	\$0	\$49
004-0138-Rehab	\$0	\$0	\$0	\$0	\$124
004-0915-Replace	\$0	\$0	\$0	\$0	\$460
Total Bridges & Culverts Work Plan	\$3,430	\$2,614	\$1,496	\$1,423	\$1,350

Climate and Energy

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$675	\$0	\$0	\$0	\$0	-\$675	-100.0%
Total Revenues	\$675	\$0	\$0	\$0	\$0	-\$675	-100.0%
Expenditures							
Salaries and Benefits	\$385	\$414	\$425	\$434	\$447	\$29	7.56%
Administrative and Office	\$565	\$88	\$97	\$99	\$101	-\$477	-84.51%
Service Delivery	\$580	\$89	\$95	\$120	\$125	-\$491	-84.66%
IT and Communications	\$12	\$15	\$15	\$15	\$15	\$4	30.87%
Vehicles and Equipment	\$0	\$1	\$1	\$1	\$1	\$1	100.00%
Total Expenditures	\$1,542	\$607	\$633	\$669	\$689	-\$935	-60.63%
Transfers							
Transfers from Reserves	-\$303	\$0	\$0	\$0	\$0	\$303	-100.0%
Total Transfers	-\$303	\$0	\$0	\$0	\$0	\$303	-100.0%
Total Status Quo	\$564	\$607	\$633	\$669	\$689	\$43	7.58%
Additions							
Proposed Staffing Expense	\$0	\$0	\$76	\$129	\$133	\$0	0.00%
Proposed Staffing Revenue	\$0	\$0	-\$73	-\$32	\$0	\$0	0.00%
Previously Committed Expense	\$0	\$2,030	\$2,770	\$3,575	\$2,875	\$2,030	100.00%
Previously Committed Revenue	\$0	-\$2,030	-\$2,770	-\$3,575	-\$2,875	-\$2,030	100.00%
New to 2025 Expense	\$0	\$488	\$388	\$38	\$38	\$488	100.00%
New to 2025 Revenue	\$0	-\$400	-\$350	\$0	\$0	-\$400	100.00%
Total Additions	\$0	\$88	\$40	\$135	\$171	\$88	100.0%
Total Climate	\$564	\$695	\$673	\$805	\$860	\$131	23.18%

Corporate Facilities Management

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Rent Revenue	\$1,204	\$1,172	\$1,187	\$1,202	\$1,207	-\$32	-2.68%
Other Revenue	\$6	\$15	\$15	\$15	\$15	\$9	141.94%
Total Revenues	\$1,210	\$1,187	\$1,202	\$1,217	\$1,222	-\$23	-1.94%
Expenditures							
Salaries and Benefits	\$1,621	\$1,689	\$1,738	\$1,789	\$1,841	\$68	4.17%
Administrative and Office	\$246	\$59	\$62	\$63	\$63	-\$187	-76.06%
Debt Repayment	\$423	\$412	\$401	\$391	\$381	-\$11	-2.52%
Service Delivery	\$2	\$17	\$17	\$17	\$17	\$15	816.67%
IT and Communications	\$18	\$23	\$23	\$23	\$23	\$5	28.46%
Facilities	\$903	\$908	\$908	\$802	\$802	\$5	0.58%
Vehicles and Equipment	\$103	\$98	\$100	\$103	\$108	-\$5	-5.08%
Internal Services Recovered	-\$1,265	-\$1,239	-\$1,263	-\$1,260	-\$1,276	\$26	-2.07%
Total Expenditures	\$2,050	\$1,966	\$1,987	\$1,927	\$1,960	-\$84	-4.11%
Transfers							
Transfers from Reserves	-\$200	-\$75	\$0	\$0	\$0	\$125	-62.50%
DC Contribution	-\$62	-\$51	-\$49	-\$48	-\$47	\$11	-18.19%
Total Transfers	-\$262	-\$126	-\$49	-\$48	-\$47	\$136	-52.02%
Total Facilities Status Quo	\$578	\$653	\$736	\$662	\$691	\$76	13.07%
Additions							
Proposed Staffing Expense	\$0	\$112	\$136	\$140	\$144	\$112	100.00%
Previously Committed Expense	\$0	\$23	\$80	\$82	\$84	\$23	100.00%
Previously Committed Revenue	\$0	-\$20	-\$70	-\$40	-\$10	-\$20	100.00%
New to 2025 Expense	\$0	\$0	\$10	\$332	\$445	\$0	0.00%
Total Additions	\$0	\$116	\$156	\$514	\$664	\$116	100.00%
Total Facilities Operating	\$578	\$769	\$892	\$1,176	\$1,355	\$191	33.07%
Capital Investment	\$290	\$450	\$700	\$1,050	\$1,300	\$160	55.17%
Total Facilities	\$868	\$1,219	\$1,592	\$2,226	\$2,655	\$351	40.46%

Corporate Facilities - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$693			
Opening Balance	\$2,074	\$1,104	\$1,079	\$362	\$65
Contributions					
Capital Levy	\$290	\$450	\$700	\$1,050	\$1,300
Other Revenue	\$1,000	\$325	\$0	\$0	\$0
Debt Financing	\$0	\$750	\$6,000	\$0	\$0
Transfers from Reserves	\$0	\$300	\$0	\$0	\$0
Total Contributions	\$1,290	\$1,825	\$6,700	\$1,050	\$1,300
Capital Work					
Land Improvements	\$412	\$732	\$0	\$0	\$0
Buildings	\$1,788	\$306	\$1,037	\$1,272	\$401
Equipment & Machinery	\$0	\$0	\$60	\$5	\$180
Vehicles	\$60	\$130	\$70	\$70	\$0
New Capital Investments	\$0	\$1,375	\$6,250	\$0	\$0
Total Capital Work	\$2,260	\$2,543	\$7,417	\$1,347	\$581
Ending Capital Asset Fund Balance	\$1,104	\$1,079	\$362	\$65	\$785

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Asphalt Paving	\$412	\$732	\$0	\$0	\$0
Land Improvements	\$412	\$732	\$0	\$0	\$0
Building Automation	\$0	\$40	\$0	\$0	\$0
Security	\$42	\$0	\$80	\$0	\$0
Electrical	\$125	\$25	\$425	\$0	\$175
HVAC	\$36	\$43	\$469	\$46	\$28
Flooring	\$15	\$0	\$88	\$29	\$35
Interior Upgrades	\$1,000	\$0	\$240	\$0	\$158
Windows	\$20	\$110	\$0	\$40	\$0
Roof	\$550	\$0	\$3	\$182	\$5
Exterior Walls	\$0	\$75	\$23	\$975	\$0
Exterior Painting	\$0	\$13	\$190	\$0	\$0
Buildings	\$1,788	\$306	\$1,037	\$1,272	\$401
Small Equipment	\$0	\$0	\$60	\$0	\$0
Elevators	\$0	\$0	\$0	\$5	\$180
Equipment & Machinery	\$0	\$0	\$60	\$5	\$180
Facilities Vehicles	\$60	\$130	\$70	\$70	\$0
Vehicles	\$60	\$130	\$70	\$70	\$0
Electric Charging Stations	\$0	\$625	\$0	\$0	\$0
Interior Upgrades	\$0	\$750	\$6,250	\$0	\$0
New Capital Investments	\$0	\$1,375	\$6,250	\$0	\$0
Total Work Plan Summary	\$2,260	\$2,543	\$7,417	\$1,347	\$581

Waste Services

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
User Fees	\$85	\$85	\$85	\$85	\$85	\$0	0.00%
Government Transfers	\$0	\$2	\$2	\$2	\$2	\$2	100.00%
Other Revenue	\$76	\$76	\$64	\$64	\$64	\$0	0.33%
Total Revenues	\$161	\$163	\$151	\$151	\$151	\$2	1.27%
Expenditures							
Salaries and Benefits	\$574	\$624	\$642	\$661	\$680	\$50	8.78%
Administrative and Office	\$229	\$165	\$146	\$174	\$176	-\$64	-27.89%
Service Delivery	\$4,895	\$4,804	\$4,902	\$5,097	\$5,255	-\$91	-1.86%
IT and Communications	\$4	\$5	\$5	\$5	\$5	\$2	42.37%
Facilities	\$2	\$2	\$2	\$2	\$2	\$0	14.38%
Vehicles and Equipment	\$14	\$11	\$12	\$12	\$12	-\$3	-20.72%
Total Expenditures	\$5,718	\$5,612	\$5,709	\$5,951	\$6,131	-\$106	-1.85%
Transfers							
Transfers from Reserves	-\$301	-\$22	\$0	-\$25	-\$25	\$279	-92.70%
DC Contribution	-\$19	-\$19	-\$19	-\$19	-\$19	\$0	0.00%
Total Transfers	-\$320	-\$41	-\$19	-\$44	-\$44	\$279	-87.21%
Total Waste Services Status	\$5,236	\$5,408	\$5,539	\$5,756	\$5,937	\$172	3.28%
Additions							
Proposed Staffing Expense	\$0	\$0	\$32	\$72	\$75	\$0	0.00%
Previously Committed Expense	\$0	\$100	\$0	\$0	\$0	\$100	100.00%
Previously Committed Revenue	\$0	-\$100	\$0	\$0	\$0	-\$100	100.00%
New to 2025 Expense	\$0	\$25	\$226	\$238	\$250	\$25	100.00%
New to 2025 Revenue	\$0	-\$25	-\$150	-\$50	\$0	-\$25	100.00%
Total Additions	\$0	\$0	\$108	\$260	\$325	\$0	0.00%
Total Operating Waste	\$5,236	\$5,408	\$5,647	\$6,016	\$6,262	\$172	3.28%
Capital Investment	\$12	\$13	\$14	\$14	\$14	\$1	8.33%
Total Waste Services	\$5,248	\$5,421	\$5,661	\$6,030	\$6,276	\$173	3.29%

Waste Services - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$70			
Opening Balance	\$49	\$21	\$44	\$23	\$37
Contributions					
Capital Levy	\$12	\$13	\$14	\$14	\$14
Transfers from Reserves	\$20	\$0	\$25	\$0	\$0
Total Contributions	\$32	\$13	\$39	\$14	\$14
Capital Work					
Buildings	\$0	\$0	\$0	\$0	\$25
Vehicles	\$60	\$60	\$60	\$0	\$0
Total Capital Work	\$60	\$60	\$60	\$0	\$25
Ending Capital Asset Fund Balance	\$21	\$44	\$23	\$37	\$26

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Exterior Doors	\$0	\$0	\$0	\$0	\$10
Garage Doors	\$0	\$0	\$0	\$0	\$15
Buildings	\$0	\$0	\$0	\$0	\$25
Vehicles	\$60	\$60	\$60	\$0	\$0
Total Work Plan Summary	\$60	\$60	\$60	\$0	\$25

County Forest

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(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
Total Revenues	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
Expenditures							
Salaries and Benefits	\$293	\$290	\$299	\$308	\$317	-\$2	-0.81%
Administrative and Office	\$27	\$35	\$29	\$30	\$29	\$8	28.75%
Service Delivery	\$26	\$15	\$14	\$14	\$14	-\$11	-42.37%
IT and Communications	\$1	\$1	\$1	\$1	\$1	\$0	-25.93%
Facilities	\$11	\$20	\$20	\$21	\$21	\$9	82.73%
Vehicles and Equipment	\$7	\$6	\$6	\$7	\$8	\$0	-6.09%
Total Expenditures	\$364	\$367	\$370	\$380	\$390	\$3	0.79%
Transfers							
Transfers from Reserves	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%
Total Transfers	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%
Total Status Quo	\$259	\$281	\$293	\$306	\$321	\$22	8.47%
Additions							
Proposed Staffing Expenses	\$0	\$0	\$0	\$55	\$106	\$0	0.00%
New to 2025 Expense	\$0	\$107	\$5	\$5	\$5	\$107	100.00%
New to 2025 Revenue	\$0	-\$100	\$0	\$0	\$0	-\$100	100.00%
Total Additions	\$0	\$7	\$5	\$60	\$111	\$7	100.00%
Total Operating County Forest	\$259	\$288	\$298	\$366	\$432	\$29	11.17%
Capital Investment	\$15	\$15	\$15	\$15	\$15	\$0	0.00%
Total County Forest	\$274	\$303	\$313	\$381	\$447	\$29	10.56%

Forest - Capital Asset Fund

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$60			
Opening Balance	\$65	\$0	\$10	\$25	\$40
Contributions					
Capital Levy	\$15	\$15	\$15	\$15	\$15
Total Contributions	\$15	\$15	\$15	\$15	\$15
Capital Work					
Land Improvements	\$5	\$5	\$0	\$0	\$0
Equipment & Machinery	\$15	\$0	\$0	\$0	\$0
Vehicles	\$60	\$60	\$0	\$0	\$0
Total Capital Work	\$80	\$65	\$0	\$0	\$0
Ending Capital Asset Fund Balance	\$0	\$10	\$25	\$40	\$55

Work Plan Summary

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	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Expenditures					
Gates, Fences, Signs	\$5	\$5	\$0	\$0	\$0
Land Improvements	\$5	\$5	\$0	\$0	\$0
ATV and Trailer	\$15	\$0	\$0	\$0	\$0
Equipment & Machinery	\$15	\$0	\$0	\$0	\$0
Vehicles	\$60	\$60	\$0	\$0	\$0
Total Work Plan Summary	\$80	\$65	\$0	\$0	\$0