

# 2025 General Government Services Draft Budget

# COUNCIL & GRANT PROGRAM



# Council & Grant Financial Plan

## 2025 Financial Highlights

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
Expenditures							
Salaries and Benefits	\$519	\$515	\$530	\$546	\$562	-\$4	-0.74%
Administrative and Office	\$148	\$155	\$165	\$158	\$159	\$7	4.59%
Service Delivery (Incl. Grants)	\$244	\$244	\$244	\$244	\$244	\$0	0.00%
<b>Total Expenditures</b>	<b>\$911</b>	<b>\$913</b>	<b>\$939</b>	<b>\$948</b>	<b>\$965</b>	<b>\$3</b>	<b>0.33%</b>
<b>Total Status Quo</b>	<b>\$911</b>	<b>\$913</b>	<b>\$939</b>	<b>\$948</b>	<b>\$965</b>	<b>\$3</b>	<b>0.33%</b>
Additions							
Previously Committed Expense	\$0	\$6	\$6	\$6	\$6	\$6	100.00%
New to 2025 Expense	\$0	\$81	\$88	\$100	\$101	\$0	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$87</b>	<b>\$94</b>	<b>\$106</b>	<b>\$107</b>	<b>\$6</b>	<b>100.00%</b>
<b>Total Council &amp; Grant Programs</b>	<b>\$911</b>	<b>\$1,000</b>	<b>\$1,033</b>	<b>\$1,053</b>	<b>\$1,071</b>	<b>\$89</b>	<b>9.83%</b>

# Council & Grant Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$519	\$515	\$530	\$546	\$562	-\$4	-0.74%
Administrative and Office	\$148	\$155	\$165	\$158	\$159	\$7	4.59%
Service Delivery (Incl. Grants)	\$244	\$244	\$244	\$244	\$244	\$0	0.00%
<b>Total Expenditures</b>	<b>\$911</b>	<b>\$913</b>	<b>\$939</b>	<b>\$948</b>	<b>\$965</b>	<b>\$3</b>	<b>0.33%</b>

### SALARIES AND BENEFITS

- Per Diems



# Council & Grant Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Training and conferences
- Membership fees
  - Western Warden Ontario Caucus (WOWC)
  - Association of Municipalities of Ontario (AMO)
  - Federation of Canadian Municipalities (FCM)

# Council & Grant Financial Plan

## 2025 Financial Highlights - Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Additions							
Previously Committed Expense	\$0	\$6	\$6	\$6	\$6	\$6	100.00%
New to 2025 Expense	\$0	\$81	\$88	\$100	\$101	\$0	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$87</b>	<b>\$94</b>	<b>\$106</b>	<b>\$107</b>	<b>\$6</b>	<b>100.00%</b>

### NEW TO 2025

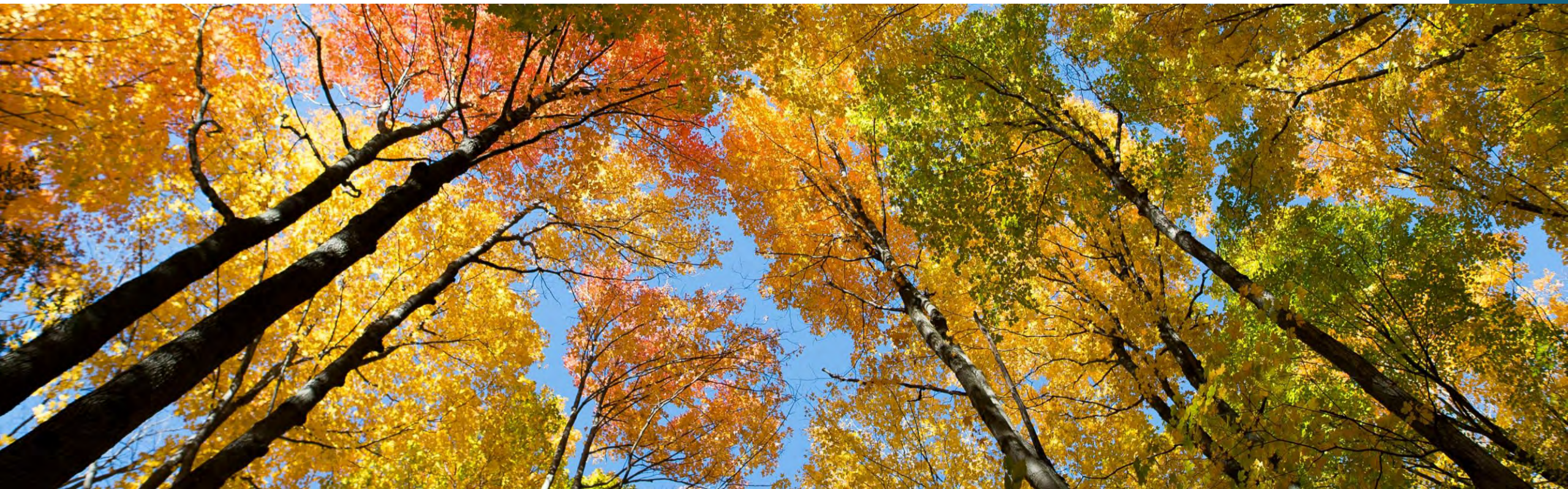
- Food for Thought grants, \$28,000
- Community grants, \$45,000
- HCIA support, \$15,000

# Council & Grant Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$911	\$913	\$939	\$948	\$965	\$3	0.33%
<b>Status Quo</b>	<b>\$911</b>	<b>\$913</b>	<b>\$939</b>	<b>\$948</b>	<b>\$965</b>	<b>\$3</b>	<b>0.33%</b>
Additions	\$0	\$87	\$94	\$106	\$107	\$6	100.00%
<b>Council &amp; Grant Programs</b>	<b>\$911</b>	<b>\$1,000</b>	<b>\$1,033</b>	<b>\$1,053</b>	<b>\$1,071</b>	<b>\$89</b>	<b>9.83%</b>

# Office of the CAO



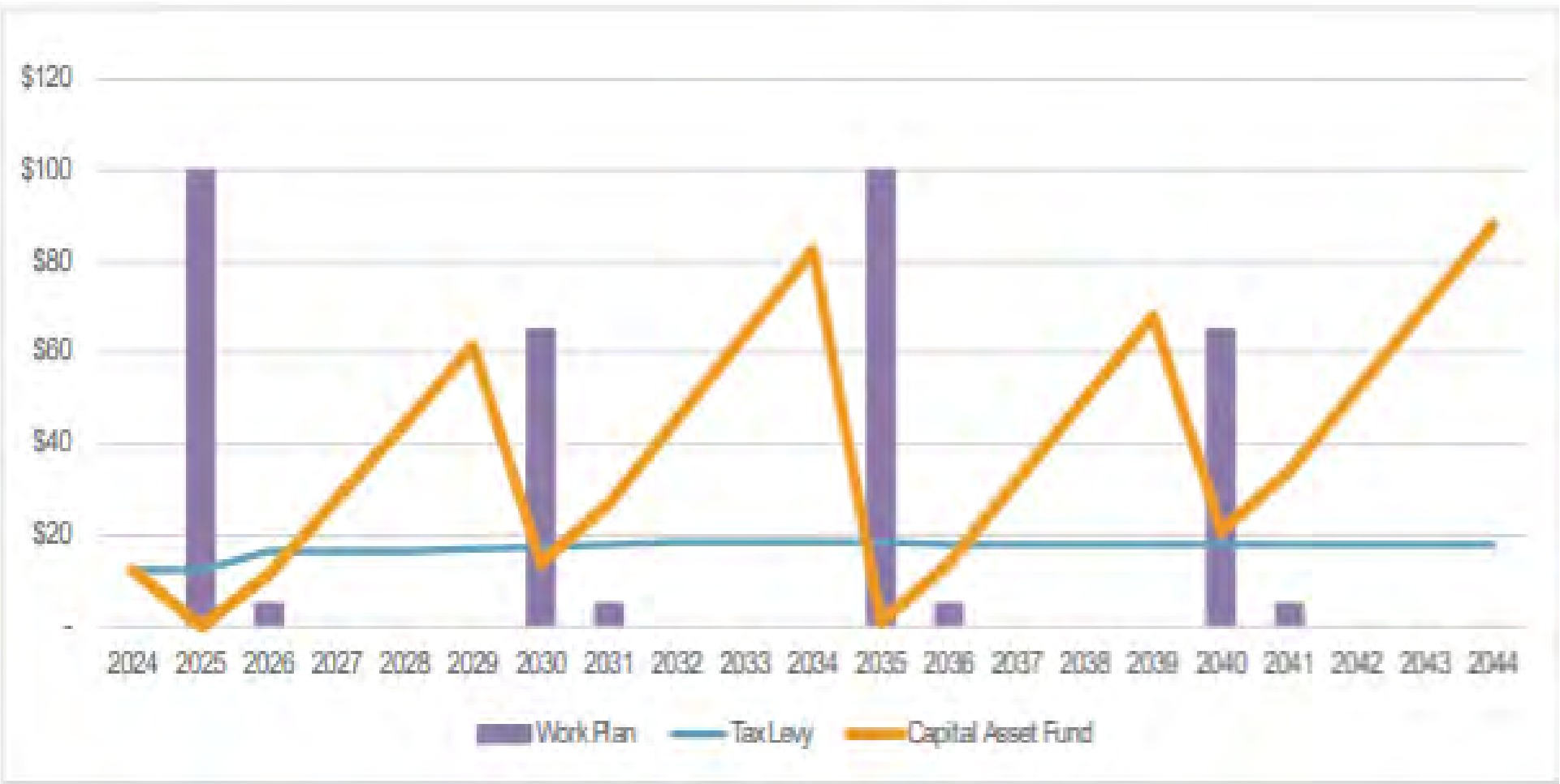


# Office of the CAO

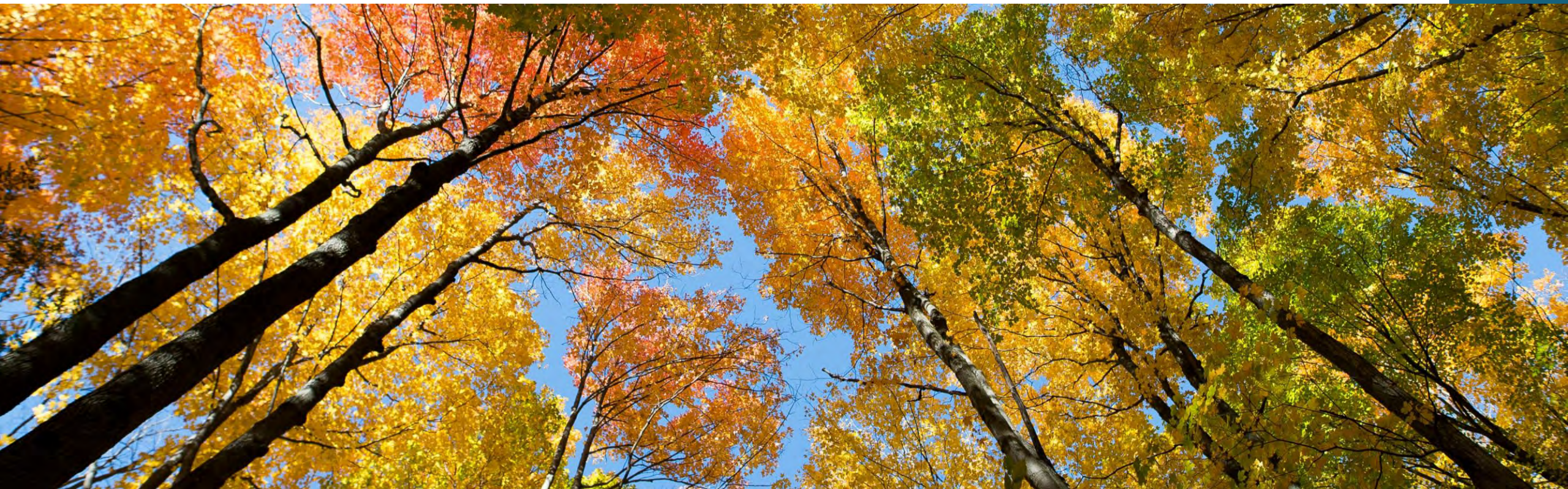
## Tax Levy by Division – Status Quo

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Administration and Communications	\$698	\$761	\$63	9.00%
Clerks	\$471	\$496	\$25	5.32%
Emergency Management	\$265	\$275	\$10	3.79%
<b>Total CAO</b>	<b>\$1,434</b>	<b>\$1,532</b>	<b>\$98</b>	<b>6.83%</b>

# Office of the CAO Capital



# Administration and Communications



# Admin & Communications Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$629	\$699	\$720	\$741	\$764	\$70	11.08%
Administrative and Office	\$164	\$169	\$232	\$285	\$213	\$5	2.81%
IT and Communications	\$36	\$36	\$37	\$38	\$39	\$0	0.50%
Internal Services Recovered	-\$81	-\$83	-\$89	-\$93	-\$96	-\$2	2.00%
<b>Total Expenditures</b>	<b>\$748</b>	<b>\$821</b>	<b>\$900</b>	<b>\$971</b>	<b>\$920</b>	<b>\$73</b>	<b>9.74%</b>

# Admin & Communications Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Community engagement training
- Ongoing strategic plan implementation



# Admin & Communications Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$50	-\$60	-\$100	-\$145	-\$65	-\$10	20.00%
<b>Total Transfers</b>	<b>-\$50</b>	<b>-\$60</b>	<b>-\$100</b>	<b>-\$145</b>	<b>-\$65</b>	<b>-\$10</b>	<b>20.00%</b>

### TRANSFERS

- Ongoing strategic plan implementation

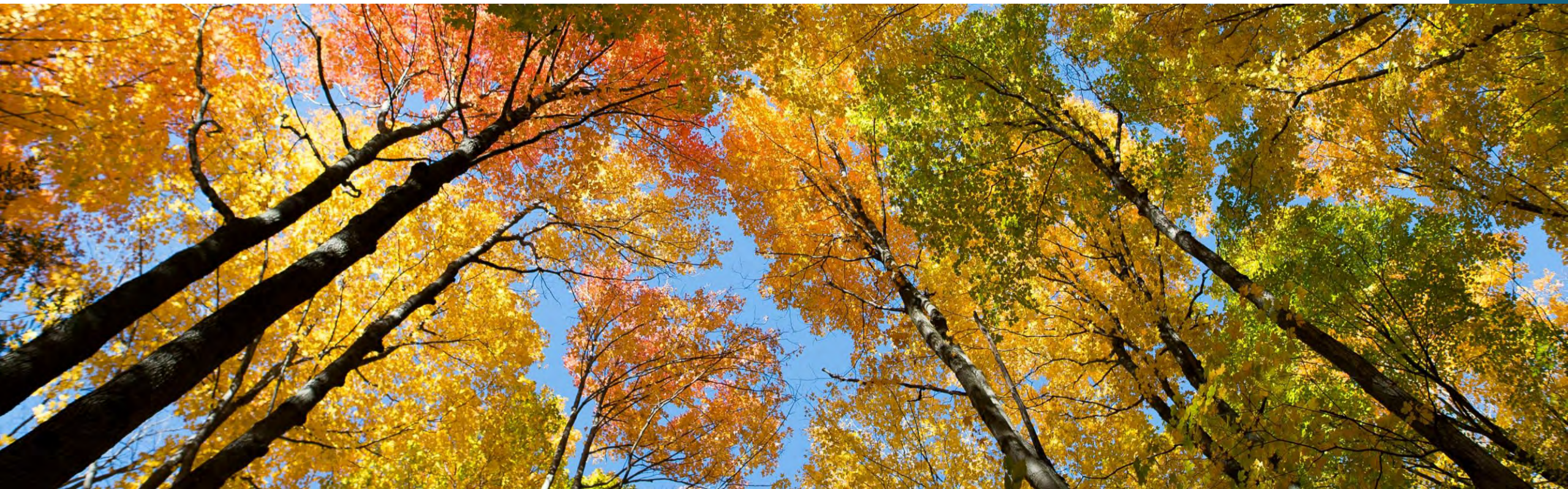


# Admin & Communications Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures	\$748	\$821	\$900	\$971	\$920	\$73	9.74%
Transfers	-\$50	-\$60	-\$100	-\$145	-\$65	-\$10	20.00%
<b>Total Admin &amp; Comm</b>	<b>\$698</b>	<b>\$761</b>	<b>\$800</b>	<b>\$826</b>	<b>\$855</b>	<b>\$63</b>	<b>9.00%</b>

# Clerks





# Clerks Financial Plan

## 2025 Financial Highlights - Revenues

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Other Revenue	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
<b>Total Revenues</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$0</b>	<b>0.00%</b>

### OTHER REVENUE

- Parking tickets
- POA cost recoveries



# Clerks Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$423	\$443	\$456	\$470	\$484	\$19	4.55%
Administrative and Office	\$39	\$37	\$38	\$38	\$38	-\$1	-3.59%
IT and Communications	\$46	\$45	\$46	\$47	\$50	-\$2	-3.37%
Internal Services Recovered	-\$13	-\$14	-\$15	-\$15	-\$16	-\$1	9.92%
<b>Total Expenditures</b>	<b>\$498</b>	<b>\$513</b>	<b>\$528</b>	<b>\$542</b>	<b>\$559</b>	<b>\$15</b>	<b>3.02%</b>

# Clerks Financial Plan

## 2025 Financial Highlights - Expenses

### IT AND COMMUNICATIONS

- eScribe annual licensing

### INTERNAL SERVICES RECOVERED

- Allocation of support costs from other departments



# Clerks Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers from Reserves	-\$20	-\$10	\$0	\$0	\$0	\$10	-50.00%
<b>Total Transfers</b>	<b>-\$20</b>	<b>-\$10</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10</b>	<b>-50.00%</b>

### TRANSFERS

- EScribe

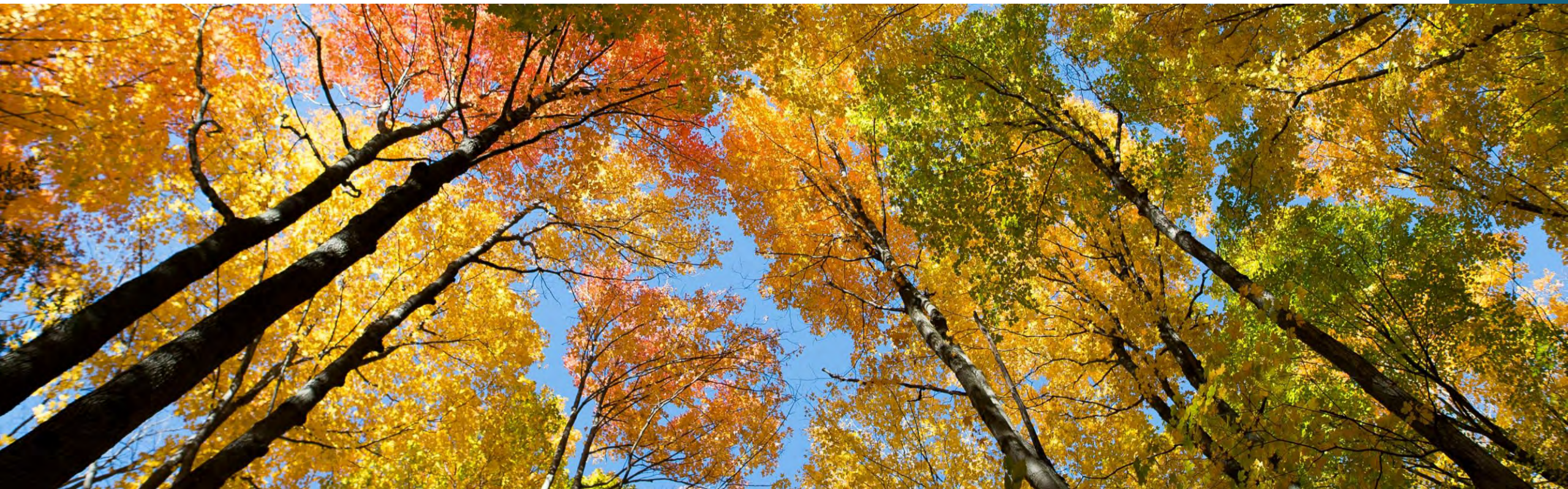


# Clerks Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$7	\$7	\$7	\$7	\$7	\$0	0.00%
Expenditures	\$498	\$513	\$528	\$542	\$559	\$15	3.02%
Transfers	-\$20	-\$10	\$0	\$0	\$0	\$10	-50.00%
<b>Total Status Quo</b>	<b>\$471</b>	<b>\$496</b>	<b>\$520</b>	<b>\$535</b>	<b>\$551</b>	<b>\$25</b>	<b>5.32%</b>
Additions	\$0	\$0	\$88	\$116	\$120	\$0	0.00%
<b>Total Clerks</b>	<b>\$471</b>	<b>\$496</b>	<b>\$609</b>	<b>\$651</b>	<b>\$671</b>	<b>\$25</b>	<b>5.32%</b>

# Emergency Management



# Emergency Management Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$137	\$141	\$145	\$150	\$154	\$4	3.09%
Administrative and Office	\$25	\$13	\$14	\$14	\$14	-\$12	-47.80%
Service Delivery	\$84	\$77	\$78	\$78	\$79	-\$7	-8.68%
IT and Communications	\$11	\$11	\$11	\$11	\$11	\$0	0.00%
Facilities	\$0	\$0	\$0	\$0	\$0	\$0	35.29%
<b>Total Expenditures</b>	<b>\$257</b>	<b>\$242</b>	<b>\$248</b>	<b>\$253</b>	<b>\$258</b>	<b>-\$15</b>	<b>-5.82%</b>



# Emergency Management Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Resiliency hub
- Training
- Photography/videography

### SERVICE DELIVERY

- Emergency exercises and public education
- Emergency preparedness kits
- 911 Contract





# Emergency Management Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$25	\$0	\$0	\$0	\$0	\$25	-100.00%
Transfers to Reserves	\$20	\$20	\$20	\$20	\$20	\$0	0.00%
<b>Total Transfers</b>	<b>-\$5</b>	<b>\$20</b>	<b>\$20</b>	<b>\$20</b>	<b>\$20</b>	<b>\$25</b>	<b>-500.00%</b>

### TRANSFERS

- Municipal Emergency Readiness Reserve



# Emergency Management Capital

## 2025 Capital Asset Fund

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Opening Balance</b>	\$0	\$13	\$0	\$12	\$28
Contributions					
Capital Levy	\$13	\$13	\$17	\$17	\$17
Other Revenue	\$0	\$50	\$0	\$0	\$0
Transfers from Reserves	\$0	\$25	\$0	\$0	\$0
<b>Total Contributions</b>	<b>\$13</b>	<b>\$88</b>	<b>\$17</b>	<b>\$17</b>	<b>\$17</b>
<b>Total Capital Work</b>	<b>\$0</b>	<b>\$100</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$13</b>	<b>\$0</b>	<b>\$12</b>	<b>\$28</b>	<b>\$45</b>

# Emergency Management Capital

## 2025 Capital Contributions

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Opening Balance</b>	\$0	\$13	\$0	\$12	\$28
Contributions					
Capital Levy	\$13	\$13	\$17	\$17	\$17
Other Revenue	\$0	\$50	\$0	\$0	\$0
Transfers from Reserves	\$0	\$25	\$0	\$0	\$0
<b>Total Contributions</b>	<b>\$13</b>	<b>\$88</b>	<b>\$17</b>	<b>\$17</b>	<b>\$17</b>
<b>Total Capital Work</b>	<b>\$0</b>	<b>\$100</b>	<b>\$5</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$13</b>	<b>\$0</b>	<b>\$12</b>	<b>\$28</b>	<b>\$45</b>

# Emergency Management Capital

## 2025 Capital Work Plan

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Opening Balance</b>	\$0	\$13	\$0	\$12	\$28
<b>Total Contributions</b>	\$13	\$88	\$17	\$17	\$17
Capital Work					
Equipment & Machinery	\$0	\$0	\$5	\$0	\$0
New Capital Investments	\$0	\$100	\$0	\$0	\$0
<b>Total Capital Work</b>	\$0	\$100	\$5	\$0	\$0
<b>Ending Capital Asset Fund Balance</b>	\$13	\$0	\$12	\$28	\$45

# Emergency Management Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$257	\$242	\$248	\$253	\$258	-\$15	-5.82%
Transfers	-\$5	\$20	\$20	\$20	\$20	\$25	-500.00%
<b>Total Status Quo</b>	<b>\$252</b>	<b>\$262</b>	<b>\$268</b>	<b>\$273</b>	<b>\$278</b>	<b>\$10</b>	<b>3.98%</b>
Additions	\$0	\$0	\$68	\$116	\$119	\$0	0.00%
<b>Total Operating EMS</b>	<b>\$252</b>	<b>\$262</b>	<b>\$336</b>	<b>\$389</b>	<b>\$397</b>	<b>\$10</b>	<b>3.98%</b>
<b>Capital Investment</b>	<b>\$13</b>	<b>\$13</b>	<b>\$17</b>	<b>\$17</b>	<b>\$17</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Emergency Management</b>	<b>\$265</b>	<b>\$275</b>	<b>\$352</b>	<b>\$405</b>	<b>\$414</b>	<b>\$10</b>	<b>3.79%</b>

# Office of the CAO

## Tax Levy by Division – Status Quo

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Administration and Communications	\$698	\$761	\$63	9.00%
Clerks	\$471	\$496	\$25	5.32%
Emergency Management	\$265	\$275	\$10	3.79%
<b>Total CAO</b>	<b>\$1,434</b>	<b>\$1,532</b>	<b>\$98</b>	<b>6.83%</b>

# Corporate Services



# Corporate Services

## Tax Levy by Division – Status Quo

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Information Technology	\$2,602	\$2,649	\$46	1.78%
Finance	\$1,026	\$1,079	\$53	5.17%
Corporate Finance	-\$2,031	-\$2,114	-\$84	4.13%
Procurement	\$458	\$482	\$24	5.35%
<b>Total Corporate Services</b>	<b>\$2,055</b>	<b>\$2,095</b>	<b>\$40</b>	<b>1.95%</b>

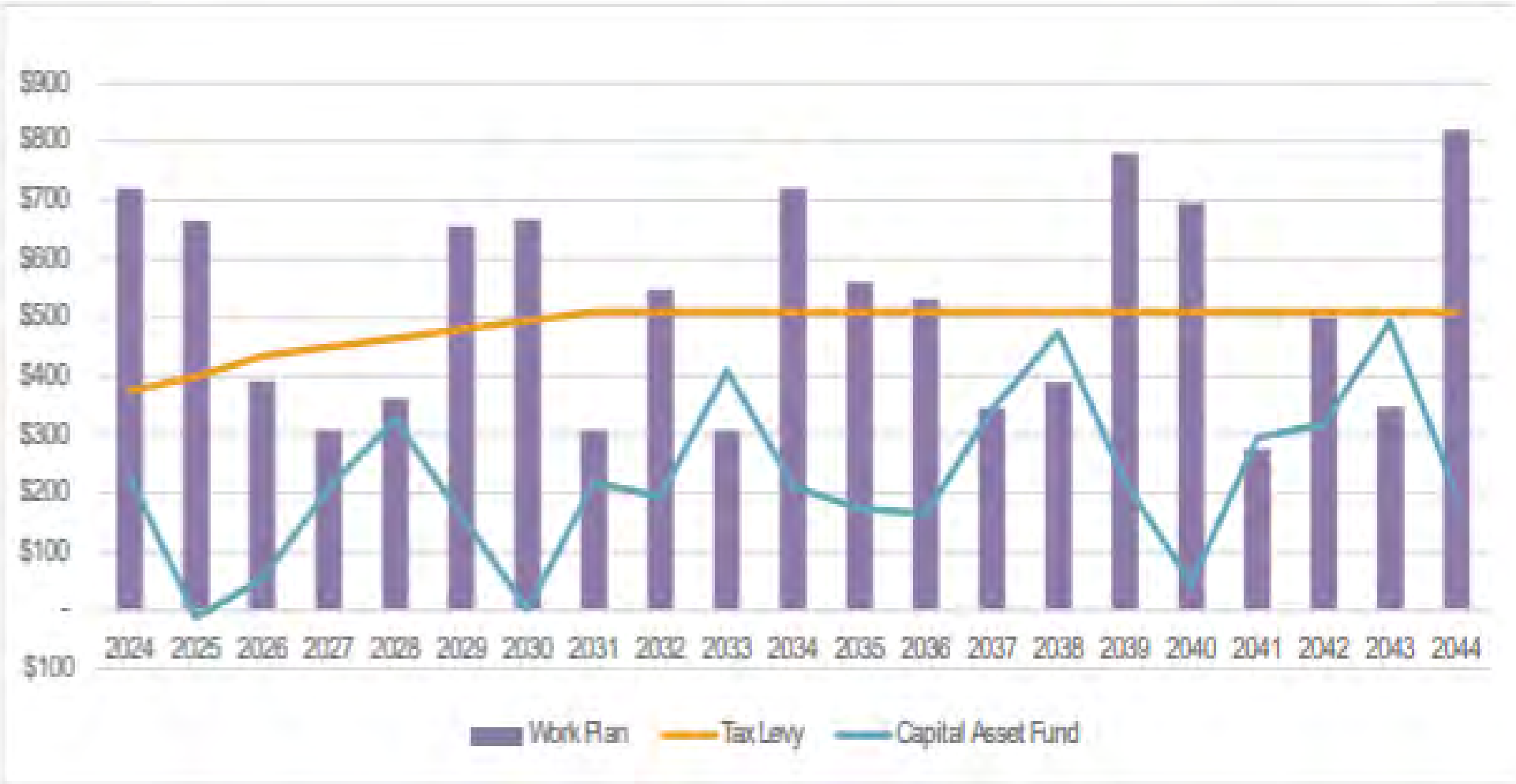


# Corporate Services

## Tax Levy by Division – Including Proposed Additions

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Information Technology	\$2,602	\$2,686	\$83	3.20%
Finance	\$1,026	\$1,250	\$224	21.83%
Corporate Finance	-\$2,031	-\$2,114	-\$84	4.13%
Procurement	\$458	\$482	\$24	5.35%
<b>Total Corporate Services</b>	<b>\$2,055</b>	<b>\$2,303</b>	<b>\$248</b>	<b>12.06%</b>

# Corporate Services



# Information Technology



# Information Technology Financial Plan

## 2025 Financial Highlights - Revenues

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>2026 PLAN</b>	<b>2027 PLAN</b>	<b>2028 PLAN</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Revenues							
Government Transfers	\$275	\$282	\$289	\$295	\$295	\$8	2.81%
Other Revenue	\$86	\$33	\$33	\$33	\$33	-\$53	-61.46%
<b>Total Revenues</b>	<b>\$360</b>	<b>\$315</b>	<b>\$322</b>	<b>\$328</b>	<b>\$328</b>	<b>-\$45</b>	<b>-12.51%</b>



# Information Technology Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>2026 PLAN</b>	<b>2027 PLAN</b>	<b>2028 PLAN</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Expenditures							
Salaries and Benefits	\$1,519	\$1,590	\$1,633	\$1,685	\$1,734	\$71	4.66%
Administrative and Office	\$234	\$241	\$265	\$295	\$318	\$7	2.83%
Service Delivery	\$78	\$86	\$80	\$81	\$88	\$8	9.74%
IT and Communications	\$1,082	\$1,101	\$1,072	\$1,076	\$1,120	\$19	1.76%
Vehicles and Equipment	\$1	\$1	\$1	\$1	\$1	\$0	0.00%
Internal Services Recovered	-\$226	-\$354	-\$361	-\$369	-\$390	-\$128	56.49%
<b>Total Expenditures</b>	<b>\$2,688</b>	<b>\$2,664</b>	<b>\$2,692</b>	<b>\$2,769</b>	<b>\$2,872</b>	<b>-\$24</b>	<b>-0.88%</b>



# Information Technology Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Consulting
- Professional development
- Legal fees

### SERVICE DELIVERY

- GIS
- External partner support



# Information Technology Financial Plan

## 2025 Financial Highlights - Expenses

### IT AND COMMUNITATIONS

- Software annual fees and subscriptions
- Website hosting and maintenance
- Software security
- Hardware maintenance



# Information Technology Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers from Reserves	-\$100	-\$100	\$0	\$0	\$0	\$0	0.00%
<b>Total Transfers</b>	<b>-\$100</b>	<b>-\$100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

### TRANSFERS

- Mitigate fluctuations





# Information Technology Financial Plan

## 2025 Financial Highlights - Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Additions							
Proposed Staffing Expense	\$0	\$0	\$113	\$251	\$256	\$0	0.00%
New to 2025 Expense	\$0	\$37	\$30	\$0	\$0	\$37	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$37</b>	<b>\$143</b>	<b>\$251</b>	<b>\$256</b>	<b>\$37</b>	<b>100.00%</b>

### NEW TO 2025

- Telecom system review, \$20,000
- Tabletop cybersecurity exercise, \$17,000



# Information Technology Capital

## 2025 Capital Asset Fund

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Prior Year Carry Forward</b>		\$64			
<b>Opening Balance</b>	\$485	\$165	(\$12)	\$54	\$209
Contributions					
Capital Levy	\$375	\$400	\$435	\$450	\$465
Other Revenue	\$17	\$17	\$15	\$5	\$5
Transfers from Reserves	\$8	\$8	\$8	\$8	\$8
<b>Total Contributions</b>	\$400	\$425	\$458	\$463	\$478
<b>Total Capital Work</b>	\$720	\$666	\$392	\$308	\$362
<b>Ending Capital Asset Fund Balance</b>	\$165	(\$12)	\$54	\$209	\$325

# Information Technology Capital

## 2025 Capital Asset Fund

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Prior Year Carry Forward</b>		\$64			
<b>Opening Balance</b>	\$485	\$165	(\$12)	\$54	\$209
Contributions					
Capital Levy	\$375	\$400	\$435	\$450	\$465
Other Revenue	\$17	\$17	\$15	\$5	\$5
Transfers from Reserves	\$8	\$8	\$8	\$8	\$8
<b>Total Contributions</b>	\$400	\$425	\$458	\$463	\$478
<b>Total Capital Work</b>	\$720	\$666	\$392	\$308	\$362
<b>Ending Capital Asset Fund Balance</b>	\$165	(\$12)	\$54	\$209	\$325

# Information Technology Capital

## 2025 Capital Contributions

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Prior Year Carry Forward</b>		\$64			
<b>Opening Balance</b>	\$485	\$165	(\$12)	\$54	\$209
Contributions					
Capital Levy	\$375	\$400	\$435	\$450	\$465
Other Revenue	\$17	\$17	\$15	\$5	\$5
Transfers from Reserves	\$8	\$8	\$8	\$8	\$8
<b>Total Contributions</b>	<b>\$400</b>	<b>\$425</b>	<b>\$458</b>	<b>\$463</b>	<b>\$478</b>
<b>Total Capital Work</b>	<b>\$720</b>	<b>\$666</b>	<b>\$392</b>	<b>\$308</b>	<b>\$362</b>
<b>Ending Capital Asset Fund Balance</b>	<b>\$165</b>	<b>(\$12)</b>	<b>\$54</b>	<b>\$209</b>	<b>\$325</b>

# Information Technology Capital

## 2025 Capital Work Plan

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
<b>Prior Year Carry Forward</b>		\$64			
<b>Opening Balance</b>	\$485	\$165	(\$12)	\$54	\$209
<b>Total Contributions</b>	\$400	\$425	\$458	\$463	\$478
Capital Work					
Equipment & Machinery	\$720	\$666	\$392	\$308	\$362
<b>Total Capital Work</b>	\$720	\$666	\$392	\$308	\$362
<b>Ending Capital Asset Fund Balance</b>	\$165	(\$12)	\$54	\$209	\$325

# Information Technology Financial Plan

## 2025 Capital Work Plan

### EQUIPMENT AND MACHINERY

- Phone systems
- End user devices
- IT infrastructure



# Information Technology Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$360	\$315	\$322	\$328	\$328	-\$45	-12.51%
Expenditures	\$2,688	\$2,664	\$2,692	\$2,769	\$2,872	-\$24	-0.88%
Transfers	-\$100	-\$100	\$0	\$0	\$0	\$0	0.00%
<b>Total Status Quo</b>	<b>\$2,227</b>	<b>\$2,249</b>	<b>\$2,370</b>	<b>\$2,440</b>	<b>\$2,544</b>	<b>\$21</b>	<b>0.96%</b>
Digital Modernization Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions	\$0	\$37	\$143	\$251	\$256	\$37	100.00%
<b>Total Information Technology</b>	<b>\$2,227</b>	<b>\$2,286</b>	<b>\$2,514</b>	<b>\$2,691</b>	<b>\$2,800</b>	<b>\$58</b>	<b>2.62%</b>
<b>Capital Investment</b>	\$375	\$400	\$435	\$450	\$465	\$25	6.67%
<b>Total Information Technology</b>	<b>\$2,602</b>	<b>\$2,686</b>	<b>\$2,949</b>	<b>\$3,141</b>	<b>\$3,265</b>	<b>\$83</b>	<b>3.20%</b>

# Finance





# Finance Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>2026 PLAN</b>	<b>2027 PLAN</b>	<b>2028 PLAN</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Salaries and Benefits	\$1,220	\$1,327	\$1,342	\$1,382	\$1,423	\$107	8.75%
Administrative and Office	\$189	\$187	\$99	\$104	\$116	-\$2	-1.14%
IT and Communications	\$66	\$57	\$58	\$59	\$60	-\$9	-13.76%
Internal Services Recovered	-\$365	-\$402	-\$396	-\$395	-\$404	-\$37	10.27%
<b>Total Expenditures</b>	<b>\$1,111</b>	<b>\$1,169</b>	<b>\$1,103</b>	<b>\$1,150</b>	<b>\$1,195</b>	<b>\$58</b>	<b>5.22%</b>

# Finance Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Asset management plan
- Development charge background study

### IT AND COMMUNICATION

- Software annual fees



# Finance Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$85	-\$90	\$0	\$0	\$0	-\$5	5.88%
<b>Total Transfers</b>	<b>-\$85</b>	<b>-\$90</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$5</b>	<b>5.88%</b>

### TRANSFERS

- Asset management plan
- Development charge background study



# Finance Financial Plan

## 2025 Financial Highlights - Digital Modernization

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Digital Modernization Projects							
Financial	\$1,300	\$493	\$0	\$0	\$0	-\$807	-62.07%
Reserve Transfers	-\$1,300	-\$493	\$0	\$0	\$0	\$807	-62.07%
<b>Total Digital Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

### DIGITAL MODERNIZATION

- Financial information system
- Asset and maintenance management
- Budget software



# Finance Financial Plan

## 2025 Financial Highlights - Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Additions							
Proposed Staffing Expense	\$0	\$124	\$153	\$217	\$278	\$124	100.00%
Previously Committed Expense	\$0	\$122	\$117	\$120	\$124	\$122	100.00%
Previously Committed Revenue	\$0	-\$75	-\$60	-\$30	\$0	-\$75	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$171</b>	<b>\$210</b>	<b>\$307</b>	<b>\$401</b>	<b>\$171</b>	<b>100.00%</b>



# Finance Financial Plan

## 2025 Financial Highlights - Proposed Additions

### PROPOSED STAFFING

- Accounting Manager, \$124,040

### PREVIOUSLY COMMITTED

- Financial software annual fees, \$35,000
- Asset and maintenance management annual fees, \$11,700



# Finance Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$1,111	\$1,169	\$1,103	\$1,150	\$1,195	\$58	5.22%
Transfers	-\$85	-\$90	\$0	\$0	\$0	-\$5	5.88%
<b>Total Status Quo</b>	<b>\$1,026</b>	<b>\$1,079</b>	<b>\$1,103</b>	<b>\$1,150</b>	<b>\$1,195</b>	<b>\$53</b>	<b>5.17%</b>
Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions	\$0	\$171	\$210	\$307	\$401	\$171	100.00%
<b>Total Finance</b>	<b>\$1,026</b>	<b>\$1,250</b>	<b>\$1,313</b>	<b>\$1,457</b>	<b>\$1,596</b>	<b>\$224</b>	<b>21.83%</b>

# Corporate Finance





# Corporate Finance Financial Plan

## 2025 Financial Highlights - Revenues

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Taxation	\$327	\$386	\$361	\$336	\$311	\$59	18.12%
Investment Income	\$1,250	\$1,050	\$850	\$700	\$700	-\$200	-16.00%
Government Transfers	\$95	\$95	\$95	\$95	\$95	\$0	0.00%
<b>Total Revenues</b>	<b>\$1,672</b>	<b>\$1,531</b>	<b>\$1,306</b>	<b>\$1,131</b>	<b>\$1,106</b>	<b>-\$141</b>	<b>-8.42%</b>



# Corporate Finance Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Vacancy Savings	-\$750	-\$1,000	-\$1,000	-\$1,000	-\$1,000	-\$250	33.33%
Administrative and Office	\$1,315	\$1,335	\$1,389	\$1,445	\$1,505	\$19	1.47%
Service Delivery	\$62	\$70	\$70	\$70	\$70	\$9	13.82%
IT and Communications	\$17	\$15	\$16	\$44	\$46	-\$2	-13.53%
Internal Services Recovered	-\$3	-\$3	-\$3	-\$3	-\$3	\$0	5.45%
<b>Total Expenditures</b>	<b>\$641</b>	<b>\$417</b>	<b>\$471</b>	<b>\$556</b>	<b>\$618</b>	<b>-\$225</b>	<b>-35.03%</b>

# Corporate Finance Financial Plan

## 2025 Financial Highlights - Expenses

### VACANCY SAVINGS

- 2.2% of total salary and benefit costs

### ADMINISTRATION AND OFFICE

- Assessment services
- Courthouse security
- Liability insurance



# Corporate Finance Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$1,000	-\$1,000	-\$750	-\$500	-\$250	\$0	0.00%
<b>Total Transfers</b>	<b>-\$1,000</b>	<b>-\$1,000</b>	<b>-\$750</b>	<b>-\$500</b>	<b>-\$250</b>	<b>\$0</b>	<b>0.00%</b>

### TRANSFERS

- Rate Stabilization Reserve



# Corporate Finance Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$1,672	\$1,531	\$1,306	\$1,131	\$1,106	-\$141	-8.42%
Expenditures	\$641	\$417	\$471	\$556	\$618	-\$225	-35.03%
Transfers	-\$1,000	-\$1,000	-\$750	-\$500	-\$250	\$0	0.00%
<b>Total Corporate Finance</b>	<b>-\$2,031</b>	<b>-\$2,114</b>	<b>-\$1,585</b>	<b>-\$1,075</b>	<b>-\$738</b>	<b>-\$84</b>	<b>4.13%</b>

# Procurement



# Procurement Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$467	\$489	\$503	\$518	\$534	\$21	4.58%
Administrative and Office	\$34	\$26	\$24	\$24	\$25	-\$9	-25.11%
IT and Communications	\$6	\$5	\$5	\$5	\$5	-\$1	-10.00%
Internal Services Recovered	-\$35	-\$38	-\$38	-\$39	-\$42	-\$3	7.85%
<b>Total Expenditures</b>	<b>\$473</b>	<b>\$482</b>	<b>\$494</b>	<b>\$508</b>	<b>\$522</b>	<b>\$9</b>	<b>2.00%</b>



# Procurement Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATION AND OFFICE

- Procurement templates
- Legal fees
- Training and development





# Procurement Financial Plan

## 2025 Financial Summary

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>2026 PLAN</b>	<b>2027 PLAN</b>	<b>2028 PLAN</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Expenditures	\$473	\$482	\$494	\$508	\$522	\$9	2.00%
Transfers	-\$15	\$0	\$0	\$0	\$0	\$15	100.00%
<b>Total Procurement</b>	<b>\$458</b>	<b>\$482</b>	<b>\$494</b>	<b>\$508</b>	<b>\$522</b>	<b>\$24</b>	<b>5.35%</b>

# Corporate Services

## Tax Levy by Division – Status Quo

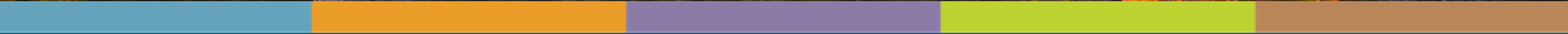
(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Information Technology	\$2,602	\$2,649	\$46	1.78%
Finance	\$1,026	\$1,079	\$53	5.17%
Corporate Finance	-\$2,031	-\$2,114	-\$84	4.13%
Procurement	\$458	\$482	\$24	5.35%
<b>Total Corporate Services</b>	<b>\$2,055</b>	<b>\$2,095</b>	<b>\$40</b>	<b>1.95%</b>

# Corporate Services

## Tax Levy by Division – Including Proposed Additions

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
Information Technology	\$2,602	\$2,686	\$83	3.20%
Finance	\$1,026	\$1,250	\$224	21.83%
Corporate Finance	-\$2,031	-\$2,114	-\$84	4.13%
Procurement	\$458	\$482	\$24	5.35%
<b>Total Corporate Services</b>	<b>\$2,055</b>	<b>\$2,303</b>	<b>\$248</b>	<b>12.06%</b>

# People & Equity



# People & Equity

## Tax Levy by Division – Status Quo

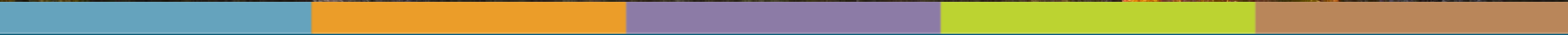
(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
People & Equity Administration	\$331	\$433	\$102	30.97%
Human Resources	\$714	\$731	\$18	2.49%
Equity	\$429	\$459	\$31	7.19%
Learning and Development	\$205	\$187	-\$18	-8.55%
Health and Safety	\$0	\$65	\$65	100.00%
<b>Total People &amp; Equity</b>	<b>\$1,678</b>	<b>\$1,877</b>	<b>\$199</b>	<b>11.85%</b>

# People & Equity

## Tax Levy by Division – Including Proposed Additions

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
People & Equity Administration	\$331	\$433	\$102	30.97%
Human Resources	\$714	\$731	\$18	2.49%
Equity	\$429	\$459	\$31	7.19%
Learning and Development	\$205	\$187	-\$18	-8.55%
Health and Safety	\$0	\$71	\$71	100.00%
<b>Total People &amp; Equity</b>	<b>\$1,678</b>	<b>\$1,882</b>	<b>\$204</b>	<b>12.17%</b>

# People & Equity Administration



# P&E Administration Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$337	\$415	\$461	\$459	\$486	\$77	22.97%
Administrative and Office	\$232	\$213	\$219	\$227	\$232	-\$19	-8.14%
IT and Communications	\$11	\$7	\$7	\$7	\$3	-\$3	-30.38%
Internal Services Recovered	-\$41	-\$46	-\$51	-\$51	-\$54	-\$5	11.37%
<b>Total Expenditures</b>	<b>\$538</b>	<b>\$589</b>	<b>\$637</b>	<b>\$643</b>	<b>\$668</b>	<b>\$51</b>	<b>9.42%</b>



# P&E Administration Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Excess indemnity and occupational accident insurance
- Long service awards and staff events
- Consulting fees

### INTERNAL SERVICES RECOVERED

- Allocation of support costs from other departments

# P&E Administration Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$208	-\$156	-\$161	-\$166	-\$171	\$52	-24.92%
<b>Total Transfers</b>	<b>-\$208</b>	<b>-\$156</b>	<b>-\$161</b>	<b>-\$166</b>	<b>-\$171</b>	<b>\$52</b>	<b>-24.92%</b>

### TRANSFERS

- WSIB



# P&E Administration Financial Plan

## 2025 Financial Highlights - Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Additions							
Previously Committed Expense	\$0	\$65	\$0	\$0	\$0	\$65	100.00%
Previously Committed Revenue	\$0	-\$65	\$0	\$0	\$0	-\$65	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>100.00%</b>

### PREVIOUSLY COMMITTED

- Wage market review, \$65,000



# P&E Administration Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$538	\$589	\$637	\$643	\$668	\$51	9.42%
Transfers	-\$208	-\$156	-\$161	-\$166	-\$171	\$52	-24.92%
<b>Total Status Quo</b>	<b>\$331</b>	<b>\$433</b>	<b>\$476</b>	<b>\$477</b>	<b>\$497</b>	<b>\$102</b>	<b>30.97%</b>
Additions	\$0	\$0	\$0	\$0	\$0	\$0	100.00%
<b>Total P&amp;E Administration</b>	<b>\$331</b>	<b>\$433</b>	<b>\$476</b>	<b>\$477</b>	<b>\$497</b>	<b>\$102</b>	<b>30.97%</b>

# Human Resources



# Human Resources Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$828	\$872	\$898	\$925	\$953	\$43	5.25%
Administrative and Office	\$103	\$96	\$101	\$101	\$101	-\$7	-6.83%
IT and Communications	\$12	\$9	\$9	\$9	\$9	-\$3	-27.62%
Internal Services Recovered	-\$230	-\$245	-\$253	-\$260	-\$268	-\$15	6.63%
<b>Total Expenditures</b>	<b>\$714</b>	<b>\$731</b>	<b>\$755</b>	<b>\$774</b>	<b>\$794</b>	<b>\$18</b>	<b>2.49%</b>

# Human Resources Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Legal fees
- Recruitment advertising

### INTERNAL SERVICES RECOVERED

- Allocation of staffing costs who directly support Dufferin Oaks



# Human Resources Financial Plan

## 2025 Financial Highlights - Digital Modernization

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Digital Modernization Projects							
HRIS	\$0	\$350	\$0	\$0	\$0	\$350	100.00%
Reserve Transfers	\$0	-\$350	\$0	\$0	\$0	-\$350	100.00%
<b>Total Digital Projects</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

### DIGITAL MODERNIZATION

- Human resources information system



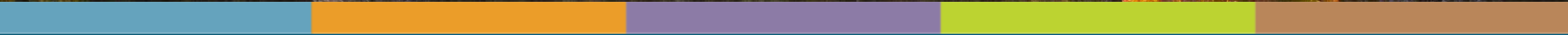


# Human Resources Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$714	\$731	\$755	\$774	\$794	\$18	2.49%
<b>Total Status Quo</b>	<b>\$714</b>	<b>\$731</b>	<b>\$755</b>	<b>\$774</b>	<b>\$794</b>	<b>\$18</b>	<b>2.49%</b>
Digital Projects	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
Additions	\$0	\$0	\$15	\$45	\$75	\$0	0.00%
<b>Total Human Resources</b>	<b>\$714</b>	<b>\$731</b>	<b>\$770</b>	<b>\$819</b>	<b>\$869</b>	<b>\$18</b>	<b>2.49%</b>

# Equity



# Equity Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$287	\$327	\$337	\$347	\$358	\$40	14.09%
Administrative and Office	\$288	\$121	\$190	\$165	\$165	-\$167	-57.85%
Service Delivery	\$0	\$30	\$40	\$40	\$40	\$30	100.00%
IT and Communications	\$4	\$1	\$1	\$1	\$1	-\$3	-81.08%
<b>Total Expenditures</b>	<b>\$579</b>	<b>\$479</b>	<b>\$567</b>	<b>\$553</b>	<b>\$563</b>	<b>-\$99</b>	<b>-17.14%</b>



# Equity Administration Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Corporate training
  - Anti-racism
  - Days of significance
  - 2SLGBTQ+ for people leaders
  - Indigenous education for people leaders
- Policy development

### SERVICE DELIVERY

- Community discussion series



# Equity Administration Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$150	-\$20	-\$25	\$0	\$0	\$130	-86.67%
<b>Total Transfers</b>	<b>-\$150</b>	<b>-\$20</b>	<b>-\$25</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130</b>	<b>-86.67%</b>

### TRANSFERS

- Anti-racism training

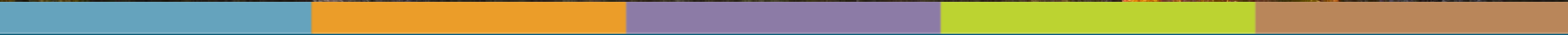


# Equity Administration Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$579	\$479	\$567	\$553	\$563	-\$99	-17.14%
Transfers	-\$150	-\$20	-\$25	\$0	\$0	\$130	-86.67%
<b>Total Status Quo</b>	<b>\$429</b>	<b>\$459</b>	<b>\$542</b>	<b>\$553</b>	<b>\$563</b>	<b>\$31</b>	<b>7.19%</b>
Additions	\$0	\$0	\$0	\$213	\$258	\$0	0.00%
<b>Total Equity</b>	<b>\$429</b>	<b>\$459</b>	<b>\$542</b>	<b>\$765</b>	<b>\$821</b>	<b>\$31</b>	<b>7.19%</b>

# Health & Safety



# Health & Safety Financial Plan

## 2025 Financial Highlights - Revenues

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues							
Government Transfers	\$88	\$22	\$23	\$23	\$24	-\$66	-75.00%
Other Revenue	\$5	\$5	\$5	\$5	\$5	\$0	0.00%
<b>Total Revenues</b>	<b>\$93</b>	<b>\$27</b>	<b>\$28</b>	<b>\$28</b>	<b>\$29</b>	<b>-\$66</b>	<b>-70.96%</b>



# Health & Safety Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$163	\$153	\$158	\$162	\$167	-\$10	-6.04%
Administrative and Office	\$18	\$17	\$20	\$19	\$19	\$0	-1.42%
Service Delivery	\$6	\$6	\$6	\$6	\$6	\$0	0.00%
IT and Communications	\$9	\$10	\$10	\$11	\$11	\$1	6.15%
Internal Services Recovered	-\$9	-\$12	-\$13	-\$13	-\$13	-\$3	35.40%
<b>Total Expenditures</b>	<b>\$187</b>	<b>\$174</b>	<b>\$182</b>	<b>\$185</b>	<b>\$189</b>	<b>-\$13</b>	<b>-6.78%</b>

### SERVICE DELIVERY

- Training of others



# Health & Safety Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$94	-\$82	-\$86	-\$87	-\$89	\$12	-12.83%
<b>Total Transfers</b>	<b>-\$94</b>	<b>-\$82</b>	<b>-\$86</b>	<b>-\$87</b>	<b>-\$89</b>	<b>\$12</b>	<b>-12.83%</b>

### TRANSFERS

- WSIB Reserve Fund



# Health & Safety Financial Plan

## 2025 Financial Highlights - Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Additions							
New to 2025 Expense	\$0	\$6	\$7	\$7	\$7	\$6	100.00%
<b>Total Additions</b>	<b>\$0</b>	<b>\$6</b>	<b>\$7</b>	<b>\$7</b>	<b>\$7</b>	<b>\$6</b>	<b>100.00%</b>

### NEW TO 2025

- Health and wellness program, \$2,500
- Health and Safety week event, \$4,000

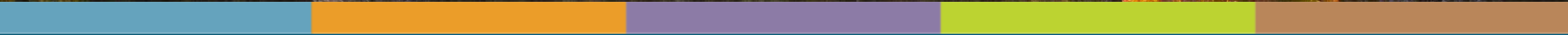


# Health & Safety Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$93	\$27	\$28	\$28	\$29	-\$66	0.00%
Expenditures	\$187	\$174	\$182	\$185	\$189	-\$13	-6.78%
Transfers	-\$94	-\$82	-\$86	-\$87	-\$89	\$12	-12.83%
<b>Total Status Quo</b>	<b>\$0</b>	<b>\$65</b>	<b>\$68</b>	<b>\$69</b>	<b>\$71</b>	<b>\$65</b>	<b>100.00%</b>
Additions	\$0	\$6	\$7	\$7	\$7	\$6	100.00%
<b>Total Health and Safety</b>	<b>\$0</b>	<b>\$71</b>	<b>\$75</b>	<b>\$76</b>	<b>\$78</b>	<b>\$71</b>	<b>100.00%</b>

# Learning & Organizational Development



# Learning & Development Financial Plan

## 2025 Financial Highlights - Expenses

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures							
Salaries and Benefits	\$156	\$165	\$170	\$175	\$180	\$9	5.90%
Administrative and Office	\$74	\$102	\$125	\$30	\$65	\$28	37.70%
<b>Total Expenditures</b>	<b>\$230</b>	<b>\$267</b>	<b>\$295</b>	<b>\$206</b>	<b>\$246</b>	<b>\$37</b>	<b>16.30%</b>

# Learning & Development Financial Plan

## 2025 Financial Highlights - Expenses

### ADMINISTRATIVE AND OFFICE

- Corporate training
  - Conflict management resolution
  - Leadership workshop series
  - Mental health
- Leadership core competencies



# Learning & Development Financial Plan

## 2025 Financial Highlights - Transfers

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Transfers							
Transfers from Reserves	-\$25	-\$80	-\$60	\$0	\$0	-\$55	220.00%
<b>Total Transfers</b>	<b>-\$25</b>	<b>-\$80</b>	<b>-\$60</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$55</b>	<b>220.00%</b>

### TRANSFERS

- Train the trainer
- Leadership core competencies





# Learning & Development Financial Plan

## 2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Expenditures	\$230	\$267	\$295	\$206	\$246	\$37	16.30%
Transfers	-\$25	-\$80	-\$60	\$0	\$0	-\$55	220.00%
<b>Total Learning &amp; Development</b>	<b>\$205</b>	<b>\$187</b>	<b>\$235</b>	<b>\$206</b>	<b>\$246</b>	<b>-\$18</b>	<b>-8.55%</b>

# People & Equity

## Tax Levy by Division – Status Quo

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
People & Equity Administration	\$331	\$433	\$102	30.97%
Human Resources	\$714	\$731	\$18	2.49%
Equity	\$429	\$459	\$31	7.19%
Learning and Development	\$205	\$187	-\$18	-8.55%
Health and Safety	\$0	\$65	\$65	100.00%
<b>Total People &amp; Equity</b>	<b>\$1,678</b>	<b>\$1,877</b>	<b>\$199</b>	<b>11.85%</b>

# People & Equity

## Tax Levy by Division – Including Proposed Additions

(in 000s)	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>DOLLAR CHANGE</b>	<b>%AGE CHANGE</b>
People & Equity Administration	\$331	\$433	\$102	30.97%
Human Resources	\$714	\$731	\$18	2.49%
Equity	\$429	\$459	\$31	7.19%
Learning and Development	\$205	\$187	-\$18	-8.55%
Health and Safety	\$0	\$71	\$71	100.00%
<b>Total People &amp; Equity</b>	<b>\$1,678</b>	<b>\$1,882</b>	<b>\$204</b>	<b>12.17%</b>