

2025 Infrastructure & Environment Services Draft Budget

Public Works



Public Works

Tax Levy by Division – Status Quo

(in 000s)	2024 BUDGET	2025 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Operations and Fleet	\$6,819	\$7,149	\$330	4.84%
Engineering	\$4,777	\$4,828	\$51	1.08%
Climate and Energy	\$564	\$607	\$43	7.58%
Facilities	\$868	\$1,103	\$236	27.14%
Waste Services	\$5,248	\$5,421	\$173	3.29%
County Forest	\$274	\$296	\$22	8.00%
Total Public Works	\$18,550	\$19,405	\$854	4.60%

Public Works

Tax Levy by Division – Including Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Operations and Fleet	\$6,819	\$7,198	\$378	5.55%
Engineering	\$4,777	\$4,845	\$68	1.42%
Climate and Energy	\$564	\$695	\$131	23.18%
Facilities	\$868	\$1,219	\$351	40.46%
Waste Services	\$5,248	\$5,421	\$173	3.29%
County Forest	\$274	\$303	\$29	10.56%
Total Public Works	\$18,550	\$19,680	\$1,130	6.09%

Public Works Capital



Operations and Fleet



Operations and Fleet Financial Plan

2025 Financial Highlights - Revenues

(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%

Operations and Fleet 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	\$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%

Operations and Fleet Financial Plan

2025 Financial Highlights - Expenses

ADMINISTRATIVE AND OFFICE

- Road safety reviews/audits
- Professional development

SERVICE DELIVERY

- Service and rental contracts
- Materials

IT AND COMMUNICATIONS

- Municipal 511 permit software

Operations and Fleet 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	-\$44	\$0	\$0	\$0	\$0	\$44	-100.00%
Transfers to Reserves	\$750	\$775	\$800	\$825	\$850	\$25	3.33%
Total Transfers	\$706	\$775	\$800	\$825	\$850	\$69	9.73%

TRANSFERS

- Capital equipment replacement



Operations and Fleet 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	\$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%

Operations and Fleet Financial Plan

2025 Financial Highlights - Proposed Additions

PREVIOUSLY COMMITTED

- Thermal road mapping, \$35,000
- Fleet booking software, \$10,000
- Road safety management software, \$20,000

NEW TO 2025

- Guiderail inspection study, \$60,000
- Road patrol software, \$18,500

Operations and Fleet Financial Plan

2025 Capital Asset Fund

	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
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

Operations and Fleet Financial Plan

2025 Capital Asset Fund

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Total Capital Work	\$5,476	\$24,069	\$4,121	\$1,773	\$1,658
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Operations and Fleet Financial Plan

2025 Capital Contributions

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Operations and Fleet Financial Plan

2025 Capital Contributions

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Prior Year Carry Forward		\$1,077			
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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

Operations and Fleet Financial Plan

2025 Capital Work Plan

	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
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

Operations and Fleet Financial Plan

2025 Capital Work Plan

LAND IMPROVEMENTS

- Guiderails and intersection lighting
- Welcome signs

BUILDINGS

- Electrical work
- Interior upgrades
- Sand/ salt domes

Operations and Fleet Financial Plan

2025 Capital Work Plan

EQUIPMENT AND MACHINERY

- GPS and data collector
- Loader

VEHICLES

- Snow plows
- Pick up trucks

NEW CAPITAL INVESTMENTS

- Southern operations Centre

Operations and Fleet Financial Plan

2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$310	\$146	\$146	\$146	\$146	-\$164	-52.94%
Expenditures	\$6,171	\$6,286	\$6,498	\$6,644	\$6,699	\$115	1.86%
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	\$0	\$49	\$540	\$996	\$1,025	\$49	100.00%
Total Operations and Fleet	\$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%

Engineering



Engineering Financial Plan

2025 Financial Highlights - Revenues

(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%

Engineering 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	\$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%

Engineering Financial Plan

2025 Financial Highlights - Expenses

ADMINISTRATIVE AND OFFICE

- Road rationalization study
- Climate risk assessment

VEHICLES AND EQUIPMENT

- Electric vehicles

Engineering 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	-\$215	-\$130	\$0	\$0	\$0	\$85	-39.53%
Total Transfers	-\$215	-\$130	\$0	\$0	\$0	\$85	-39.53%

TRANSFERS

- Road rationalization study
- Climate risk assessment



Engineering 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	\$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%

Engineering Financial Plan

2025 Financial Highlights - Proposed Additions

PROPOSED STAFFING

- Development Reviewer – Engineering, \$112,880

PREVIOUSLY COMMITTED

- Asset and maintenance management annual fees, \$13,360

NEW TO 2025

- Engineering/planning review fees, \$100,000
- Climate risk assessment, \$65,000

Engineering Financial Plan

2025 Capital Asset Fund

	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
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

Engineering Financial Plan

2025 Capital Asset Fund

	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					
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Engineering Financial Plan

2025 Capital Contributions

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Prior Year Carry Forward		\$1,180			
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Engineering Financial Plan

2025 Capital Contributions

	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
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

Engineering Financial Plan

2025 Capital Work Plan

	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
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

Engineering Financial Plan

2025 Capital Asset Fund

ROADS

- Environmental Assessment for Dufferin Road 109
- Second Line and Dufferin Road 109 realignment
- Dufferin Road 109
- Dufferin Road 25

BRIDGES AND CULVERTS

- Four culverts
- Future year design
- Small structure repairs

Engineering Financial Plan

2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$450	\$429	\$444	\$459	\$474	-\$21	-4.71%
Expenditures	\$1,693	\$1,626	\$1,600	\$1,646	\$1,806	-\$67	-3.95%
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	\$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%

Climate and Energy



Climate and Energy 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	\$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%

Climate and Energy Financial Plan

2025 Financial Highlights - Expenses

ADMINISTRATIVE AND OFFICE

- Advertising, promotions and special events
- Consulting fees
- Corporate climate training *

SERVICE DELIVERY

- Rural water quality program
- Experimental acres
- Youth climate activation circle

Climate and Energy Financial Plan

2025 Financial Highlights - Expenses

IT AND COMMUNICATIONS

- Energy management software
- Energy modelling software
- Adobe licenses

Climate and Energy 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	\$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	100.00%

Climate and Energy Financial Plan

2025 Financial Highlights - Proposed Additions

PREVIOUSLY COMMITTED

- BetterHomes Dufferin Energy Retrofit Project, \$2,030,000

NEW TO 2025

- Legal fees, \$10,000
- Dufferin Climate Action Plan, \$250,000
- Rain barrel subsidy program, \$25,000
- Training software, \$3,000
- Buildings retrofit study, \$200,000*

Climate and Energy Financial Plan

2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$675	\$0	\$0	\$0	\$0	-\$675	100.00%
Expenditures	\$1,542	\$607	\$633	\$669	\$689	-\$935	-60.63%
Transfers	-\$303	\$0	\$0	\$0	\$0	\$303	-100.00%
Total Status Quo	\$564	\$607	\$633	\$669	\$689	\$43	7.58%
Additions	\$0	\$88	\$40	\$135	\$171	\$88	100.00%
Total Climate and Energy	\$564	\$695	\$673	\$805	\$860	\$131	23.18%

Corporate Facilities



Corporate Facilities Financial Plan

2025 Financial Highlights - Revenues

(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%

Corporate Facilities 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	\$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%

Corporate Facilities Financial Plan

2025 Financial Highlights - Expenses

ADMINISTRATIVE AND OFFICE

- Consulting fees

SERVICE DELIVERY

- Electric vehicle charging stations

IT AND COMMUNICATIONS

- Work order software

VEHICLES AND EQUIPMENT

- Electric vehicles
- 

Corporate Facilities 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	-\$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%

TRANSFERS

- Mitigate increases
- Edelbrock Centre debt



Corporate Facilities 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	\$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%

Corporate Facilities Financial Plan

2025 Financial Highlights - Proposed Additions

PROPOSED STAFFING

- Project Manager – Facilities and Maintenance, \$112,250

PREVIOUSLY COMMITTED

- Asset and maintenance management annual fees, \$3,360

Corporate Facilities Financial Plan

2025 Capital Asset Fund

	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
Total Capital Work	\$2,260	\$2,543	\$7,417	\$1,347	\$581
Ending Capital Asset Fund Balance	\$1,104	\$1,079	\$362	\$65	\$785

Corporate Facilities Financial Plan

2025 Capital Asset Fund

	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
Total Capital Work	\$2,260	\$2,543	\$7,417	\$1,347	\$581
Ending Capital Asset Fund Balance	\$1,104	\$1,079	\$362	\$65	\$785

Corporate Facilities Financial Plan

2025 Capital Contributions

	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 Levv	\$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
Total Capital Work	\$2,260	\$2,543	\$7,417	\$1,347	\$581
Ending Capital Asset Fund Balance	\$1,104	\$1,079	\$362	\$65	\$785

Corporate Facilities Financial Plan

2025 Capital Work Plan

	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
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

Corporate Facilities Financial Plan

2025 Capital Work Plan

LAND IMPROVEMENTS

- Asphalt paving

BUILDINGS

- Foundation work
- Heating ventilation and air conditioning
- Building automation system
- Windows
- Painting

Corporate Facilities Financial Plan

2025 Capital Work Plan

VEHICLES

- Pick up trucks

NEW CAPITAL INVESTMENTS

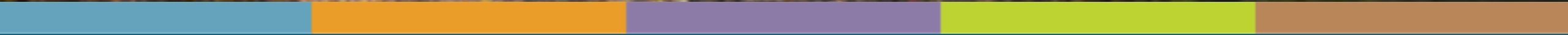
- Renovations to the Edelbrock Centre
- Electric vehicle charging stations

Corporate Facilities Financial Plan

2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$1,210	\$1,187	\$1,202	\$1,217	\$1,222	-\$23	-1.94%
Expenditures	\$2,050	\$1,966	\$1,987	\$1,927	\$1,960	-\$84	-4.11%
Transfers	-\$262	-\$126	-\$49	-\$48	-\$47	\$136	-52.02%
Total Facilities Status Quo	\$578	\$653	\$736	\$662	\$691	\$76	13.07%
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%

Waste Services



Waste Services Financial Plan

2025 Financial Highlights - Revenues

(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%

Waste Services 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	\$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%

Waste Services Financial Plan

2025 Financial Highlights - Expenses

ADMINISTRATIVE AND OFFICE

- Promotions
- Waste audits
- Postage

SERVICE DELIVERY

- Loose leaves collection (Orangeville and Shelburne only)

VEHICLES AND EQUIPMENT

- Electric vehicles

Waste Services Financial Plan

2025 Budget Addition

SERVICE DELIVERY

- Household hazardous waste events – additional \$80,000

Waste Services 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	-\$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%

TRANSFERS

- Waste audits
- Green bins



Waste Services 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	\$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	100.00%

Waste Services Financial Plan

2025 Financial Highlights - Proposed Additions

PREVIOUSLY COMMITTED

- Long term waste management strategy, \$100,000

NEW TO 2025

- Household hazardous waste depot consulting, \$25,000



Waste Services Financial Plan

2025 Capital Asset Fund

	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
Total Capital Work	\$60	\$60	\$60	\$0	\$25
Ending Capital Asset Fund Balance	\$21	\$44	\$23	\$37	\$26

Waste Services Financial Plan

2025 Capital Asset Fund

	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
Total Capital Work	\$60	\$60	\$60	\$0	\$25
Ending Capital Asset Fund Balance	\$21	\$44	\$23	\$37	\$26

Waste Services Financial Plan

2025 Capital Contributions

	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
Total Capital Work	\$60	\$60	\$60	\$0	\$25
Ending Capital Asset Fund Balance	\$21	\$44	\$23	\$37	\$26

Waste Services Financial Plan

2025 Capital Work Plan

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$70			
Opening Balance	\$49	\$21	\$44	\$23	\$37
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

Waste Services Financial Plan

2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$161	\$163	\$151	\$151	\$151	\$2	1.27%
Expenditures	\$5,718	\$5,612	\$5,709	\$5,951	\$6,131	-\$106	-1.85%
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	\$0	\$0	\$108	\$260	\$325	\$0	100.00%
Total Operating Waste Services	\$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%

County Forest



County Forest 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	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
Total Revenues	\$57	\$57	\$57	\$57	\$57	\$0	0.00%



County Forest 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	\$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%

County Forest Financial Plan

2025 Financial Highlights - Expenses

ADMINISTRATIVE AND OFFICE

- Promotions for new operating plan

FACILITIES

- Snow clearing



County Forest 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	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%
Total Transfers	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%

TRANSFERS

- County Forest Reserve Fund



County Forest 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 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%

County Forest Financial Plan

2025 Financial Highlights - Proposed Additions

NEW TO 2025

- Sustainable Forest Initiative Certification, \$7,000
- Active Transportation Master Plan, \$100,000

County Forest Financial Plan

2025 Capital Asset Fund

	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
Total Capital Work	\$80	\$65	\$0	\$0	\$0
Ending Capital Asset Fund Balance	\$0	\$10	\$25	\$40	\$55

County Forest Financial Plan

2025 Capital Asset Fund

	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
Total Capital Work	\$80	\$65	\$0	\$0	\$0
Ending Capital Asset Fund Balance	\$0	\$10	\$25	\$40	\$55

County Forest Financial Plan

2025 Capital Work Plan

	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN
Prior Year Carry Forward		\$60			
Opening Balance	\$65	\$0	\$10	\$25	\$40
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

County Forest Financial Plan

2025 Financial Summary

(in 000s)	2024 BUDGET	2025 BUDGET	2026 PLAN	2027 PLAN	2028 PLAN	DOLLAR CHANGE	%AGE CHANGE
Revenues	\$57	\$57	\$57	\$57	\$57	\$0	0.00%
Expenditures	\$364	\$367	\$370	\$380	\$390	\$3	0.79%
Transfers	-\$49	-\$30	-\$20	-\$18	-\$13	\$19	-38.81%
Total Status Quo	\$259	\$281	\$293	\$306	\$321	\$22	8.47%
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%

Public Works

Tax Levy by Division – Status Quo

(in 000s)	2024 BUDGET	2025 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Operations and Fleet	\$6,819	\$7,149	\$330	4.84%
Engineering	\$4,777	\$4,828	\$51	1.08%
Climate and Energy	\$564	\$607	\$43	7.58%
Facilities	\$868	\$1,103	\$236	27.14%
Waste Services	\$5,248	\$5,421	\$173	3.29%
County Forest	\$274	\$296	\$22	8.00%
Total Public Works	\$18,550	\$19,405	\$854	4.60%

Public Works

Tax Levy by Division – Including Proposed Additions

(in 000s)	2024 BUDGET	2025 BUDGET	DOLLAR CHANGE	%AGE CHANGE
Operations and Fleet	\$6,819	\$7,198	\$378	5.55%
Engineering	\$4,777	\$4,845	\$68	1.42%
Climate and Energy	\$564	\$695	\$131	23.18%
Facilities	\$868	\$1,219	\$351	40.46%
Waste Services	\$5,248	\$5,421	\$173	3.29%
County Forest	\$274	\$303	\$29	10.56%
Total Public Works	\$18,550	\$19,680	\$1,130	6.09%