

OPERATING BUDGET OVERVIEW

Staff are continually striving to deliver quality service while maintaining affordability for residents. This goal is made more difficult trying to manage significant growth pressures and navigating a changing political landscape.

Woolwich continues to face upward pressures resulting from the historic inflationary environment. Unsustainable budget reductions in previous years have led to a number of structural deficits and have made the 2026 Budget development an incredibly challenging budget to address these defects while keeping tax rates low.

The 2026 Budget proposes a 7.8% total tax increase. This increase is made up of 6.8% base tax levy and a 1% addition to the infrastructure levy. This also includes 2.8% set aside for contribution to other reserves such as winter control, operating contingency and fire equipment reserves. There is also a 2.1% contribution to address structural operating deficits in winter control and labour and equipment which will help avoid future operating shortfalls. The highlights of the operating budget can be found in **Appendix 1 – Summary of Proposed Budget Increase**

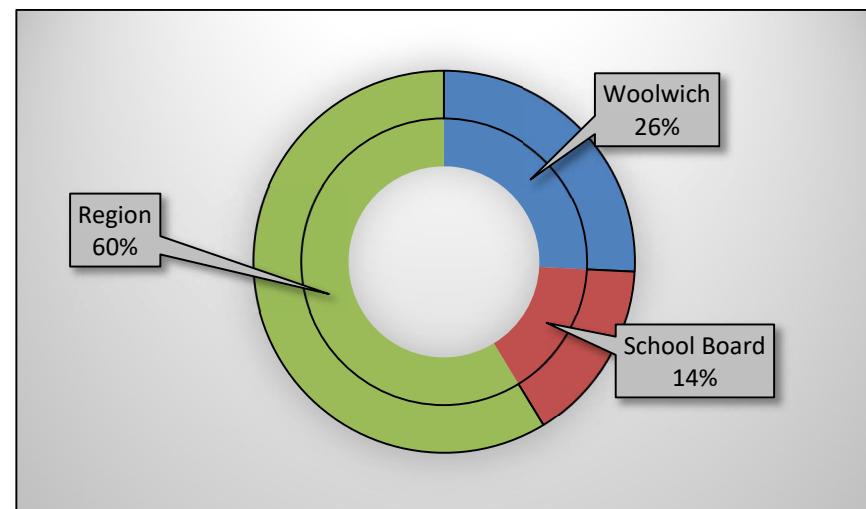
As part of the budget process, staff continue to seek out efficiencies. **Appendices 2 and 3** show a list of reductions, revenues and efficiencies that staff were able to find which brought the base tax levy increase to below

3%. The 2026 budget is a fiscally responsible budget that continues to deliver high quality services while also positioning the Township for long term financial stability.

Appendix 4 – Operating Budget Summary shows the budget information in more detail. The total proposed tax levy represents a 7.8% increase over the 2025 levy when assessment growth is accounted for.

TAX BREAKDOWN

The following chart shows the breakdown of Municipal taxes and gives a perspective as to the impact Township property tax has on our residents. The chart reflects the actual breakdown of taxes for 2025, which shows that for every dollar paid in taxes, Woolwich receives \$0.26.



STAFFING COSTS

One of the biggest budget cost drivers continues to be human resource costs, which are required to maintain and enhance our public service delivery. Municipal operations are service driven and therefore human resource costs account for a considerable proportion of our overall operating expenditures, not including special levies.

The staff costs included in the above graph relate to three main drivers:

1. The Pay Equity and Market Study review from 2022 but which was phased in over four years.
2. The movement of staff along the existing pay band. For example, newer hires are typically hired at lower or mid parts of the pay band. As they gain experience, they move along the existing job band until they hit the maximum job rate
3. Cost of living adjustments (COLA) these are inflationary increases given to reflect the rising cost of living adjustments. It is important to note that the with the recent high inflation, COLA increases have been below inflation for a considerable number of years.

Through previous budget processes, Council asked that future budget material include a comparison of full-time

positions in each departmental budget area from the previous year.

Appendix 5 – Position Continuity shows the changes in staff levels over the past number of years. **Appendix 6 – Salary Budget Percentage** shows the breakdown of staffing costs compared to budget over time.

New Staff Positions

Staff continually review operations to ensure efficiency while limiting the need for new staff. Despite the high levels of growth the Township is experiencing, the 2026 budget does not recommend any new tax supported staff positions.

However, due to the level of development and assumed assets in subdivisions there has been an increased need to ensure developer contributed assets such as new roads and infrastructure in subdivisions are at a sufficient quality before the Township takes responsibility. The 2026 budget recommends an additional development engineering technologist / inspector to ensure the quality assets being assumed. This position will save the Township considerable money and repairs and maintenance over the long term. As a development related position, this is being funded through fees paid directly from developers as a result there is no tax rate impact for this position. Further information on this position can be found in the **Department Summary – Development Services**

Appendix 1 - Summary of Proposed Budget Increase

	Package Summary Form	2025 Net Cost	2026 Net Cost	2026 Budget Increase	%	Household Annual Cost	Monthly Cost \$	Notes
1 - Base Department Budgets								
	Chief Administrative Officer	\$ 501,119	\$ 516,029	\$ 14,910	0.1%	\$ 1.05	\$ 0.09	Inflationary increases
	Corporate Services	\$ 1,474,662	\$ 1,757,430	\$ 282,768	1.6%	\$ 20.00	\$ 1.67	Software Licence costs, other service enhancements
	Council / Committee	\$ 249,604	\$ 264,513	\$ 14,909	0.1%	\$ 1.05	\$ 0.09	Inflationary increases
	Development Services	\$ 245,655	\$ 185,320	\$ (60,335)	-0.3%	\$ (4.27)	\$ (0.36)	Increased fees and reduced studies
	Financial Services	\$ 1,632,806	\$ 1,768,658	\$ 135,852	0.8%	\$ 9.61	\$ 0.80	Additional staff costs, reserve transfers
	Fire Services	\$ 3,262,275	\$ 3,604,588	\$ 342,313	1.9%	\$ 24.21	\$ 2.02	Equipment reserve impacts
	Infrastructure Services	\$ 5,615,846	\$ 5,661,612	\$ 45,766	0.3%	\$ 3.24	\$ 0.27	Inflationary increases
	Recreation and Community Services	\$ 3,750,219	\$ 3,897,285	\$ 147,066	0.8%	\$ 10.40	\$ 0.87	Inflationary increases
	Capital Contribution from Tax Levy	\$ 1,313,590	\$ 1,313,590	\$ -	0.0%	\$ -	\$ -	No increase to tax levy capital contribution
Subtotal	Department Base Budget	\$ 18,045,776	\$ 18,969,025	\$ 923,248	5.1%	\$ 65.29	\$ 5.44	
2 - Efficiency Lists								
A List	Planning Reductions, List A	\$ -	\$ -	\$ (87,200)	-0.5%	\$ (6.17)	\$ (0.51)	Development Services, Planning Reductions
B List	Department Reductions, List B	\$ -	\$ -	\$ (319,311)	-1.8%	\$ (22.58)	\$ (1.88)	All other Department Reductions
Subtotal	Savings, Revenues and Efficiencies	\$ -	\$ -	\$ (406,511)	-2.3%	\$ (28.75)	\$ (2.40)	
A	Adjusted Base Budget			\$ 516,737	2.9%	\$ 36.54	\$ 3.05	
3 - New Budget Requests								
DS-06	Field Tech (Development Funded)	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	No tax levy impact - development funded
FIN	Breslau Drain Debt	\$ -	\$ -	\$ 152,377	0.8%	\$ 10.78	\$ 0.90	Debt issued in 2025 - repayments in budget
IS-09	Sump Pump Relocation	\$ -	\$ -	\$ 25,000	0.1%	\$ 1.77	\$ 0.15	Reduced to \$50k, \$25k cost-share from residents
IS-10	Roadside Tree Planting	\$ -	\$ -	\$ -	0.0%	\$ -	\$ -	\$50k funded from greening reserve
IS-11	Surface Treatment	\$ -	\$ -	\$ 48,500	0.3%	\$ 3.43	\$ 0.29	Small increase to improve road operations
IS-16	Winter control budget increase	\$ -	\$ -	\$ 100,300	0.6%	\$ 7.09	\$ 0.59	Winter control underfunded
Subtotal	Subtotal New Budget Requests	\$ -	\$ -	\$ 326,177	1.8%	\$ 23.07	\$ 1.92	
4 - Addressing Existing Deficits								
IS-15	Labour and Equipment Adjustments	\$ -	\$ -	\$ 273,294	1.5%	\$ 19.33	\$ 1.61	Structural correction to avoid a 2026 deficit
Subtotal	Total Budget Additions	\$ -	\$ -	\$ 599,471	3.3%	\$ 42.39	\$ 3.53	
B	Gross Operating Budget Increase			\$ 1,116,208	6.2%	\$ 78.93	\$ 6.58	
C	Less: Assessment Growth	\$ -	\$ -	\$ (334,565)	-1.9%	\$ (23.66)	\$ (1.97)	Assessment Growth Forecast
D=(A+B+C)	Net Operating Budget Increase			\$ 781,643	4.3%	\$ 55.27	\$ 4.61	
5 - Addressing Reserves / Reserve Funds								
FIN-06	Winter Control Reserve	\$ -	\$ -	\$ 200,000	1.1%	\$ 14.14	\$ 1.18	Increased to \$200k
FIN-07	Operating Contingency Reserve	\$ -	\$ -	\$ 50,000	0.3%	\$ 3.54	\$ 0.29	\$50k reserve contribution
FIR-01	FIRE Equipment Reserve	\$ -	\$ -	\$ 200,000	1.1%	\$ 14.14	\$ 1.18	Amount to be phased in (\$200K/y)
E	Operating Reserve Contributions			\$ 450,000	2.5%	\$ 31.82	\$ 2.65	
F = (E+D)	TOTAL OPERATING IMPACT			\$ 1,231,643	6.8%	\$ 87.10	\$ 7.26	
G	Infrastructure Reserve Levy			\$ 180,000	1.0%	\$ 12.73	\$ 1.06	1% Infrastructure Levy proposed
H = (F+G)	TOTAL ESTIMATED TAX INCREASE			\$ 1,411,643	7.8%	\$ 99.83	\$ 8.32	Total, base, capital, and new initiatives

Appendix 2 - Budget Reductions (List A)

Department	Division		Base Cost	Net Tax Impact	Household Impact (\$)	Notes
Development Services	Planning	Operating/Material Costs, Miscellaneous	\$ -	0.0%	\$ -	Funding for a Termite 5-Year Program which is now complete. Removed project but was funded from operating contingency
Development Services	Planning	Operating/Material Costs, Office Supplies and Miscellaneous	\$ (1,500)	-0.01%	\$ (0.11)	Reduction in Office Supplies and Miscellaneous expenditures
Development Services	Planning	External Contracts, Peer Reviews	\$ (69,000)	-0.4%	\$ (4.88)	External contract that has not been used in last 2 years
Development Services	Planning	Fees and Charges, Zone and Development Fees (Revenue)	\$ (37,500)	-0.21%	\$ (2.65)	Increased revenues to align with comparator expectations for 2026
Development Services	Planning	Staff Costs, Training and Development, Mileage	\$ (200)	0.00%	\$ (0.01)	Reduction in staff costs for training, development and mileage. Removal of a staff person attending the OPPI conference
TOTAL EFFICIENCIES / BUDGET REDUCTIONS			\$ (108,200)	-0.60%	\$ (7.65)	
Development Services	Planning	Elmira Downtown Study	\$ 20,000	0.11%	\$ 1.41	Additional funding request for 2026
Development Services	Planning	Other Costs, Heritage Committee	\$ 1,000	0.01%	\$ 0.07	Additional funding request for 2026
TOTAL ADDITIONS TO BASE BUDGET			\$ 21,000	0.01%	\$ 0	
NET IMPACT TO BASE BUDGET			\$ (87,200)	-0.60%	\$ (7.58)	

Appendix 3 -Budget Reductions (List B)

Department	Division		Base Cost	Net Tax Impact	Household Impact (\$)	Notes
		Total, Insurance Adjustments, All GLs	\$ (16,681)	-0.09%	\$ (1.18)	
Corporate Services	Enforcement	Staff Costs, Part-Time Salaries	\$ (1,180)	-0.01%	\$ (0.08)	Reduce advanced winter parking notices on cars from 2-weeks to 1-week, overall reducing time spent on advanced notices
Corporate Services	Overhead	OMP Grant Revenue Reduction	\$ 35,600	0.20%	\$ 2.52	Provincial Grant funding source reduced for 2026
Corporate Services	Enforcement	External Contracts, Legal	\$ (5,000)	-0.03%	\$ (0.35)	Long-standing enforcement issue that is likely to result in additional future legal fees if Township continues to pursue
Corporate Services	IT	Cell Phones	\$ (7,000)	-0.04%	(0.50)	Cell phone plan savings
Council	Council	Operating/Material Costs, Meeting Expenses	\$ (1,200)	-0.01%	\$ (0.08)	Removal of the Zoom 1-800 number which does not require WiFi. No Council users in a 2-year period, few Committee of Adjustment users.
Council	Council	Special Events (Expense, Revenue)	\$ (1,250)	-0.01%	\$ (0.09)	Several initiatives to reduce costs for Council special events and increased revenue
Council	Council	Operating/Material Costs, Collaboration Initiatives	\$ 3,350	0.02%	\$ 0.24	Chamber of Commerce doctor recruitment request. Previously funded through operating contingency reserve (3 year funding cycle)
Development Services	NA	Overhead Allocation			\$ -	Figure applied in Financial Statements; Approx \$30K added for F2026
Financial Services	Management & Budget	External Contracts, Professional Services	\$ (2,500)	-0.01%	\$ (0.18)	Reduction in budget to better align with historical spend
Financial Services	Management & Budget	Other Revenues, Investment Income	\$ (85,000)	-0.47%	(6.01)	Increase budget to reflect higher income projected from managing investments internally
Financial Services	Revenue	Increase in Penalties and interest	\$ (35,000)	-0.28%	(3.54)	Based on 2025 actuals seems to be understated
Financial Services	Revenue	Increase supplemental revenue	\$ (20,000)	-0.28%	(3.54)	2025 actuals was low, hoping for increase in 2026
Fire Services	Admin	Fire Training Officer Grant	\$ (80,000)	-0.44%	(5.66)	Did not include grant revenue
Infrastructure Services	Eng Admin	Fees and Charges, Zone and Development Fees	\$ (11,000)	-0.06%	(0.78)	Increase in Fees and Charges to better reflect increased user fees for 2026 (revenue)
Infrastructure Services	Eng Admin	Other Cost, Traffic Counts and Calming	\$ (20,000)	-0.11%	(1.41)	Removal of the installation of a Stage 2 Speed Table offset with provincial funding
Infrastructure Services	Roadside	Arthur Street (Elmira Maintenance)	\$ (10,000)	-0.06%	(0.71)	Reduction in the Elmira BIA betterment requests. No Request from the BIA for Township Community Improvement Plan support
Infrastructure Services	Engineering Admin	Legal	\$ (20,000)	-0.1%	(1.41)	Expectation is for less use of this GL in the future
Infrastructure Services	Parking	External Contract, Winter Control	\$ (20,750)	-0.06%	(0.73)	Removal of snow removal services for 22 Church St (due to sale of property)
Chief Administrator Office	Economic Initiatives	Operating/Material Costs, Miscellaneous	\$ (3,000)	-0.02%	\$ (0.21)	SMART Waterloo Region Program is winding down. Current funding provided through this GL; amount has been reduced
Recreation and Community Services	WMC	Recreation Ice Fee increases (Thomas)	\$ (18,700)	-0.10%	(1.32)	R05-2025 Report
B List Adjustments			\$ (319,311)	-1.86%	\$ (24)	

<u>DESCRIPTION</u>	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
OPERATING EXPENDITURES:									
CHIEF ADMINISTRATIVE OFFICER	\$ 661,983	\$ 601,994	\$ 679,236	\$ 647,738	\$ 779,484	\$ 835,064	\$ 816,706	\$ (3,000)	\$ 813,706
CORPORATE SERVICES	\$ 1,815,264	\$ 1,841,919	\$ 2,108,027	\$ 2,307,181	\$ 2,218,833	\$ 1,949,066	\$ 2,612,272	\$ (15,414)	\$ 2,596,858
COUNCIL/COMMITTEE	\$ 253,345	\$ 275,979	\$ 306,703	\$ 278,676	\$ 307,604	\$ 243,585	\$ 324,513	\$ 853	\$ 325,366
DEVELOPMENT SERVICES	\$ 2,509,610	\$ 2,778,043	\$ 4,046,839	\$ 3,111,497	\$ 4,499,337	\$ 3,058,567	\$ 4,143,907	\$ (109,700)	\$ 4,034,207
FINANCIAL SERVICES	\$ 3,109,405	\$ 3,628,568	\$ 5,406,952	\$ 4,048,308	\$ 4,254,786	\$ 1,593,757	\$ 4,381,251	\$ 449,877	\$ 4,831,128
FIRE SERVICES	\$ 2,440,564	\$ 2,717,195	\$ 3,367,443	\$ 2,841,734	\$ 3,613,695	\$ 2,128,992	\$ 3,857,236	\$ 202,568	\$ 4,059,804
INFRASTRUCTURE SERVICES	\$ 5,213,652	\$ 5,364,986	\$ 5,842,893	\$ 6,949,892	\$ 6,022,446	\$ 5,871,146	\$ 6,949,892	\$ 89,306	\$ 7,039,198
RECREATION & COMMUNITY SERVICE	\$ 6,049,787	\$ 6,943,868	\$ 7,729,621	\$ 6,909,248	\$ 7,466,066	\$ 4,722,884	\$ 7,839,598	\$ 8,606	\$ 7,848,204
Total Operating Expenditures	\$ 22,053,610	\$ 24,152,552	\$ 29,487,713	\$ 27,094,273	\$ 29,162,252	\$ 20,403,062	\$ 30,925,375	\$ 623,096	\$ 31,548,471
OPERATING REVENUE:									
CHIEF ADMINISTRATIVE OFFICER	\$ 178,797	\$ 71,229	\$ 119,284	\$ 123,103	\$ 278,365	\$ 368,339	\$ 300,678	\$ -	\$ 300,678
CORPORATE SERVICES	\$ 798,596	\$ 665,250	\$ 633,014	\$ 698,953	\$ 744,171	\$ 698,200	\$ 854,842	\$ (35,600)	\$ 818,917
COUNCIL/COMMITTEE	\$ 40,406	\$ 49,703	\$ 58,075	\$ 49,395	\$ 57,500	\$ 55,553	\$ 60,000	\$ -	\$ 60,000
DEVELOPMENT SERVICES	\$ 2,676,927	\$ 2,646,600	\$ 3,747,248	\$ 3,023,592	\$ 4,253,468	\$ 4,148,104	\$ 3,958,587	\$ (22,500)	\$ 3,936,087
FINANCIAL SERVICES	\$ 2,759,110	\$ 3,498,076	\$ 4,819,670	\$ 3,692,285	\$ 2,621,980	\$ 2,436,720	\$ 2,612,592	\$ 140,000	\$ 2,752,592
FIRE SERVICES	\$ 229,690	\$ 224,224	\$ 277,615	\$ 243,843	\$ 351,420	\$ 156,026	\$ 252,648	\$ 80,000	\$ 332,648
INFRASTRUCTURE SERVICES	\$ 506,605	\$ 597,241	\$ 697,837	\$ 1,014,986	\$ 406,600	\$ 403,273	\$ 1,014,986	\$ 11,000	\$ 1,010,986
RECREATION & COMMUNITY SERVICE	\$ 2,939,220	\$ 3,482,377	\$ 3,818,866	\$ 3,400,898	\$ 3,717,847	\$ 2,284,370	\$ 3,942,313	\$ 29,940	\$ 3,972,253
Total Operating Revenue	\$ 10,129,352	\$ 11,234,701	\$ 14,171,609	\$ 12,247,055	\$ 12,431,351	\$ 10,550,585	\$ 12,996,647	\$ 202,840	\$ 13,184,162
NET OPERATING	\$ 11,924,258	\$ 12,917,851	\$ 15,316,104	\$ 14,847,218	\$ 16,730,901	\$ 9,852,477	\$ 17,928,728	\$ 420,256	\$ 18,364,309

DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
CAPITAL EXPENDITURES:									
INFORMATION TECHNOLOGY	\$ 157,684	\$ 159,779	\$ 337,800	\$ 218,421	\$ 667,000		\$ 480,000		\$ 480,000
INFRASTRUCTURE SERVICES	\$ 13,408,800	\$ 8,521,286	\$ 23,263,000	\$ 15,064,362	\$ 18,371,500		\$ 12,500,900		\$ 12,500,900
FIRE DEPARTMENT	\$ 106,968	\$ 233,790	\$ 190,000	\$ 176,919	\$ 320,659		\$ 249,860		\$ 249,860
EQUIPMENT REPLACEMENT	\$ 783,676	\$ 1,925,705	\$ 3,528,291	\$ 2,079,224	\$ 445,000		\$ 6,476,000		\$ 6,476,000
PARKS	\$ 398,753	\$ 485,669	\$ 785,308	\$ 556,577	\$ 425,000		\$ 430,000		\$ 430,000
FACILITIES MAINTENANCE	\$ 952,041	\$ 4,065,478	\$ 956,000	\$ 1,991,173	\$ 605,000		\$ 3,706,461		\$ 3,706,461
MAJOR FACILITIES			\$ 40,000		\$ 100,000		\$ -		\$ -
PLANS AND STUDIES			\$ -		\$ -		\$ 305,000		\$ 305,000
Total Capital Expenditures	\$ 15,807,922	\$ 15,391,707	\$ 29,100,399	\$ 20,086,676	\$ 20,934,159	\$ -	\$ 24,148,221	\$ -	\$ 24,148,221
CAPITAL REVENUE:									
INFORMATION TECHNOLOGY	\$ 88,684	\$ 107,551	\$ 243,800	\$ 146,678	\$ 60,794		\$ 469,000		\$ 469,000
INFRASTRUCTURE SERVICES	\$ 12,656,877	\$ 7,858,771	\$ 22,358,587	\$ 14,291,411	\$ 15,218,536		\$ 17,430,910		\$ 17,430,910
FIRE DEPARTMENT	\$ -	\$ 43,790	\$ -	\$ 14,597	\$ -		\$ 160,659		\$ 160,659
EQUIPMENT REPLACEMENT	\$ 783,676	\$ 1,925,705	\$ 3,528,291	\$ 2,079,224	\$ 420,144		\$ 445,000		\$ 445,000
PARKS	\$ 398,753	\$ 485,669	\$ 775,308	\$ 553,243	\$ 817,273		\$ 425,000		\$ 425,000
FACILITIES MAINTENANCE			\$ 956,000		\$ 830,941		\$ 605,000		\$ 605,000
MAJOR FACILITIES			\$ 40,000		\$ 29,702		\$ 85,000		\$ 85,000
PLANS AND STUDIES	\$ 952,041	\$ 4,065,478	\$ -	\$ 1,672,506	\$ -		\$ -		\$ -
Total Capital Revenue	\$ 14,880,031	\$ 14,486,964	\$ 27,901,986	\$ 18,757,660	\$ 17,377,390	\$ -	\$ 19,620,569	\$ -	\$ 19,620,569
NET CAPITAL	\$ 927,891	\$ 904,743	\$ 1,198,413	\$ 1,329,016	\$ 3,556,769	\$ -	\$ 4,527,652	\$ -	\$ 4,527,652
NET CAPITAL SURPLUS									
NET EXPENDITURES	\$ 12,852,149	\$ 13,822,593	\$ 16,514,517	\$ 16,176,234	\$ 20,287,670	\$ 9,852,477	\$ 22,456,381	\$ 420,256	\$ 22,891,962



PROGRAM

CORPORATE OPERATING SUMMARY

CORPORATE - EXPENDITURES

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT ADJUSTMENTS	2026 BUDGET
Staff Costs	\$ 9,379,849	\$ 10,724,657	\$ 12,298,045	\$ 11,589,359	\$ 12,871,285	\$ 10,505,265	\$ 14,397,891	\$ 145,120 \$ 14,543,011
Equipment Costs	\$ 2,064,629	\$ 2,442,041	\$ 2,664,174	\$ 2,641,364	\$ 2,890,764	\$ 2,525,292	\$ 3,282,159	\$ 179,532 \$ 3,461,691
Facility Costs	\$ 1,261,946	\$ 1,294,328	\$ 1,430,144	\$ 1,502,075	\$ 1,451,316	\$ 1,163,750	\$ 1,568,048	\$ - \$ 1,568,048
Operating/Material Costs	\$ 2,219,712	\$ 2,306,291	\$ 2,469,625	\$ 2,397,250	\$ 2,424,791	\$ 2,290,568	\$ 2,554,891	\$ 122,720 \$ 2,677,611
External Contracts	\$ 2,726,893	\$ 2,524,858	\$ 2,968,088	\$ 3,184,193	\$ 3,114,864	\$ 2,659,803	\$ 3,270,015	\$ 30,050 \$ 3,300,065
Other costs	\$ 4,400,580	\$ 4,860,377	\$ 7,657,637	\$ 5,780,033	\$ 6,409,233	\$ 2,555,486	\$ 5,852,371	\$ 145,674 \$ 5,998,045
TOTAL - Expenditures	\$ 22,053,610	\$ 24,152,552	\$ 29,487,713	\$ 27,094,273	\$ 29,162,252	\$ 21,700,165	\$ 30,925,375	\$ 623,096 \$ 31,548,471

CORPORATE - REVENUE

Inter fund Transfer	\$ 1,378,620	\$ 2,198,179	\$ 2,374,656	\$ 1,867,655	\$ 1,794,149	\$ 1,613,576	\$ 1,976,233	\$ (60,000) \$ 1,916,233
Fees and Charges	\$ 4,792,839	\$ 4,729,464	\$ 6,333,272	\$ 5,284,465	\$ 7,295,394	\$ 6,618,311	\$ 7,300,203	\$ 113,500 \$ 7,413,703
Provincial Grants	\$ 723,307	\$ 580,021	\$ 331,679	\$ 533,455	\$ 358,100	\$ 284,814	\$ 362,250	\$ 44,400 \$ 406,650
Other Revenue	\$ 3,234,586	\$ 3,727,037	\$ 5,132,002	\$ 4,561,480	\$ 2,983,708	\$ 2,310,057	\$ 3,357,960	\$ 104,940 \$ 3,447,575
TOTAL - Revenue	\$ 10,129,352	\$ 11,234,701	\$ 14,171,609	\$ 12,247,055	\$ 12,431,351	\$ 10,826,759	\$ 12,996,647	\$ 202,840 \$ 13,184,162
NET LEVY	\$ 11,924,258	\$ 12,917,851	\$ 15,316,104	\$ 14,847,218	\$ 16,730,901	\$ 10,873,406	\$ 17,928,728	\$ 420,256 \$ 18,364,309

Township of Woolwich - 2026 Draft Budget

Appendix 5 - Full Time Staff Changes 2013 to 2026 (proposed)

Year	Full Time Staff	Increase	Details
2012	64		
2013	65	1	Added Communications Coordinator/Mayor's Assistant (Contract)
2014	69	4	Added 2 contract positions in CIS (IT Project Co-ordinator & Admin Assistant - made permanent through Reorganization Study (2018)), Eng Technologist, Senior Leadhand RFS
2015	69	0	No change
2016	68	-1	Communications Coordinator/Mayor's Assistant (Contract not renewed)
2017	69	1	Added Asset Management Coordinator (due to Provincial legislative/regulatory changes), Fire Reorg (Added CEMC, Removed Fire Admin Assistant - therefore no net change)
2018	70	1	Added IT Manager (formerly contracted service with external vendor)
2019	72	2	Additional Director (Old EPS was split into IS & DS), Engineering Project Supervisor (both due to Reorganization Study)
2020	74	2	HR Generalist, Roads Supervisor (both due to Reorganization Study)
2021	79	5	GIS Technician, RCS Projects Supervisor & Aquatics Supervisor (both part of the Reorganization Study), IT Systems Administrator (contract to full-time), Customer Service Representative - FIN & CORP (this position was a combination of two part-time positions)
2022	88	9	4 Roads Operators, 2 Building Inspectors & Dev Eng Field Services Coordinator (positions due to growth), Water/Wastewater Operator (due to growth and regulatory changes by Province), Compliance & Admin - Water/Sewer (Provincial regulatory)
2023	90	2	Senior Planner, Engineering Project Supervisor
2024	93	3	Revenue Clerk, Development Engineering Technologist, Climate Action & Sustainability Coordinator
2025	96	3	Senior Financial Analyst, Operations Supervisor, Fire Training Officer
2026	97	1	Development Engineering Field Technologist

Township of Woolwich - 2026 Draft Budget

Appendix 6 - Salary Cost History, Annual Budget Comparison

Description	BUDGET						
	2026	2025	2024	2023	2022	2021	2020
Payroll Costs	14,843,433	12,899,398	11,313,820	10,319,558	9,520,987	8,114,548	7,685,281
Operating Expenditure Budget	31,900,198	29,190,355	25,701,000	23,107,801	21,106,665	19,021,105	18,373,015
% of Payroll Costs on Operating Expenditure Budget	47%	44%	44%	45%	45%	43%	42%
Operating Expenditure Budget	31,900,198	29,190,355	25,701,000	23,107,801	21,106,665	19,021,105	18,373,015
LESS Special Levies	2,476,143	2,476,143	2,188,272	1,829,516	1,636,082	1,242,100	1,242,100
	29,424,055	26,714,212	23,512,728	21,278,286	19,470,583	17,779,005	17,130,915
% of Payroll Costs on Operating Expenditure Budget	50%	48%	48%	48%	49%	46%	45%
Wastewater Division							
Utility Staffing Costs	1,469,598	1,008,214	846,228	787,713	718,303	611,592	541,333
Township Utility Expenditures	2,271,993	1,705,472	1,486,846	1,383,030	1,341,197	1,204,940	1,348,264
% of Payroll Costs on Operating Expenditure Budget	65%	59%	57%	57%	54%	51%	40%
Water Division							
Utility Staffing Costs	1,097,459	964,630	881,381	822,643	731,657	630,942	593,179
Township Utility Expenditures	2,393,410	2,138,557	1,903,073	1,896,002	1,705,532	1,636,953	1,742,660
% of Payroll Costs on Operating Expenditure Budget	46%	45%	46%	43%	43%	39%	34%
Total Staffing Costs as a Percentage of Total Budget Expenditures	45%	42%	42%	42%	42%	40%	38%