

## FINANCIAL SERVICES

### DEPARTMENT OVERVIEW

- Management and Budget (Financial Planning and Policy)
- Financial Operations and Accounting
- Payroll and Benefits Administration
- Revenue Services

Financial Services is responsible oversight, administration and reporting on all financial matters for the Township.

Management and Budget (including Financial Planning and Policy) is responsible for the overall financial planning and policy development of the Township. This includes coordinating the operating and capital budget, developing long term financial plans, and ensuring appropriate financial policies are in place to reduce risk and ensure the effective financial management of the Township.

Financial Operations and Accounting ensures all daily and regular financial operations are performed. This includes but is not limited to purchasing, accounts payable, journal entries, bank and account reconciliation, regular reporting through monthly and annual financial statements, year-end processes, grant reporting and other government returns.

Payroll and Benefits Administration ensures the timely payment of all employees, regular remittances to CRA and external bodies, registration and administration of the Town's various benefit programs.

Revenue Services provides overall revenue collection and administration for the Township. This includes ensuring the calculation and collection of property taxes, water and wastewater billing, accounts receivable, and related customer service enquiries for these services.

### BUDGET PRESSURES

There has been increased growth in the Township population which increases financial pressures as well as complexity of financial planning and reporting. Further changes to the external environment, including changes to legislation and accounting standards put additional demands on finance staff to keep pace.

New finance staff hired in recent years have begun a shift to develop long term financial plans. New finance software is intended to go live in 2026 which will also result in overhauls to the existing budget process and development of long-term financial models. Residents expect improved transparency through increased data, analysis and financial reporting to have confidence that tax dollars are being used effectively. Improvements have already been made to financial reporting and will continue in 2026.

## 2026 BUDGET HIGHLIGHTS

### New Financial Software

Due to growth in recent years and increased complexity of the Township's operations, the current finance software solution does not meet current needs and is out of date. The shift to more modern technologies offers several benefits, including:

- Efficiency through enhanced workflow and automation
- Improved database integrity
- Greater security and resiliency
- Elevated reporting capabilities
- Better ability to meet the needs of citizens

This software implementation started in 2025 with anticipation to go live in 2026 which will involve configuration, report writing, and post-implementation activities.

### Investment Revenue

The 2025 budget reduced investment revenue by \$100,000 due to the declining interest rate environment. However, due to more active cash management and higher than expected cash balances, staff expect an investment revenue surplus in 2025. This increased revenue would be expected to continue in 2026 so an

increase of \$75,000 of investment revenue has been included in the 2026 budget.

In future years, to reduce volatility in the operating budget, investment income may instead be put directly to reserve and reserve funds. This would avoid spikes and dips in operating revenue due to interest rate changes. This approach will be reviewed and implemented in future years if warranted.

### Penalties and Interest Revenue

Staff expect penalty and interest revenue for unpaid property taxes to exceed the 2025 budget amount. This trend of late payments has been seen in most other municipalities and is expected to continue in 2026. As a result, staff have increased the penalty and interest revenue in the 2026 budget.



**DEPARTMENT** FINANCIAL SERVICES  
**PROGRAM** Function Summary

**PROGRAM - EXPENDITURES**

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2026 ACTUAL	2026 DEPARTMENT	2026 ADJUSTMENTS	2026 BUDGET
Management and Budget	2,438,344	2,954,525	4,615,933	3,336,267	3,365,737	804,353	3,481,796	449,877	3,931,673
Accounting Division	301,708	273,889	389,347	321,648	476,847	406,836	501,582	-	501,582
Revenue Division	369,353	400,154	401,672	390,393	412,202	382,568	397,873	-	397,873
<b>TOTAL -Expenditures</b>	<b>3,109,405</b>	<b>3,628,568</b>	<b>5,406,952</b>	<b>4,048,308</b>	<b>4,254,786</b>	<b>1,593,757</b>	<b>4,381,251</b>	<b>449,877</b>	<b>4,831,128</b>

**PROGRAM - REVENUE**

Management and Budget	1,582,994	2,258,878	3,582,900	2,474,924	1,572,980	1,645,840	1,478,592	85,000	1,563,592
Accounting Division	-	-	-	-	-	-	-	-	-
Revenue Division	1,176,116	1,239,198	1,236,770	1,217,361	1,049,000	790,880	1,134,000	55,000	1,189,000
<b>TOTAL - Revenue</b>	<b>2,759,110</b>	<b>3,498,076</b>	<b>4,819,670</b>	<b>3,692,285</b>	<b>2,621,980</b>	<b>2,436,720</b>	<b>2,612,592</b>	<b>140,000</b>	<b>2,752,592</b>
<b>NET</b>	<b>350,295</b>	<b>130,492</b>	<b>587,282</b>	<b>356,023</b>	<b>1,632,806</b>	<b>(842,963)</b>	<b>1,768,658</b>	<b>309,877</b>	<b>2,078,535</b>



**DEPARTMENT** FINANCIAL SERVICES  
**PROGRAM** Department Summary

**PROGRAM - EXPENDITURES**

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2026 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
Staff/Committee Costs	822,154	823,510	961,053	868,906	1,042,276	841,607	1,144,421	-	1,144,421
Equipment Costs	-	-	-	-	-	-	-	-	-
Facility Costs	47,122	34,307	38,263	39,897	41,798	38,315	41,411	-	41,411
Operating/Material Costs	224,239	223,231	185,183	210,885	154,035	205,321	157,960	152,377	310,337
External Contracts	89,187	117,762	97,147	101,365	123,646	97,735	83,646	(2,500)	81,146
Other costs	1,926,703	2,429,758	4,125,306	2,827,255	2,893,032	410,779	2,953,813	300,000	3,253,813
<b>TOTAL -Expenditures</b>	<b>3,109,405</b>	<b>3,628,568</b>	<b>5,406,952</b>	<b>4,048,308</b>	<b>4,254,786</b>	<b>1,593,757</b>	<b>4,381,251</b>	<b>449,877</b>	<b>4,831,128</b>

**PROGRAM - REVENUE**

Inter fund Transfer	420,884	401,509	460,179	427,524	440,811	376,845	501,592	-	501,592
Fees and Charges	366,425	419,855	477,798	421,359	350,000	527,723	430,000	35,000	465,000
Provincial Grants	-	-	-	-	-	-	-	-	-
Other Revenue	1,971,802	2,676,712	3,881,693	2,843,402	1,831,169	1,532,152	1,681,000	105,000	1,786,000
<b>TOTAL - Revenue</b>	<b>2,759,110</b>	<b>3,498,076</b>	<b>4,819,670</b>	<b>3,692,285</b>	<b>2,621,980</b>	<b>2,436,720</b>	<b>2,612,592</b>	<b>140,000</b>	<b>2,752,592</b>
<b>NET LEVY</b>	<b>350,295</b>	<b>130,492</b>	<b>587,282</b>	<b>356,023</b>	<b>1,632,806</b>	<b>(842,963)</b>	<b>1,768,658</b>	<b>309,877</b>	<b>2,078,535</b>



**DEPARTMENT** FINANCIAL SERVICES  
**PROGRAM** Management and Budget

2025 Full-time Equivalent 2.00  
 2026 Full-time Equivalent 2.00

**PROGRAM - EXPENDITURES**

ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	2026 ADJUSTMENTS	2026 BUDGET
Staff Costs	268,773	296,244	292,725	285,914	290,487	204,642	385,327	0	385,327
Equipment Costs	-	-	-	-	0	-	0	0	0
Facility Costs	47,122	34,307	38,263	39,897	41,798	38,315	41,411	0	41,411
Operating/Material Costs	106,559	76,455	62,492	81,835	16,775	52,882	17,600	152,377	169,977
External contracts	89,187	117,762	97,147	101,365	123,646	97,735	83,646	-2,500	81,146
Other costs	1,926,703	2,429,758	4,125,306	2,827,255	2,893,032	410,779	2,953,813	300,000	3,253,813
<b>TOTAL -Expenditures</b>	<b>2,438,344</b>	<b>2,954,525</b>	<b>4,615,933</b>	<b>3,336,267</b>	<b>3,365,737</b>	<b>804,353</b>	<b>3,481,796</b>	<b>449,877</b>	<b>3,931,673</b>

**PROGRAM - REVENUE**

Interfund Transfers	420,884	401,509	460,179	427,524	440,811	376,845	501,592	0	501,592
Fees & Charges	-	-	-	-	0	-	0	0	0
Provincial Grants	-	-	-	-	0	-	0	0	0
Other revenue	1,162,110	1,857,369	3,122,721	2,047,400	1,132,169	1,268,996	977,000	85,000	1,062,000
<b>TOTAL - Revenue</b>	<b>1,582,994</b>	<b>2,258,878</b>	<b>3,582,900</b>	<b>2,474,924</b>	<b>1,572,980</b>	<b>1,645,840</b>	<b>1,478,592</b>	<b>85,000</b>	<b>1,563,592</b>
<b>NET</b>	<b>855,350</b>	<b>695,646</b>	<b>1,033,032</b>	<b>861,343</b>	<b>1,792,757</b>	<b>-841,487</b>	<b>2,003,204</b>	<b>364,877</b>	<b>2,368,081</b>



**DEPARTMENT** FINANCIAL SERVICES  
**PROGRAM** Management and Budget

**PROGRAM - EXPENDITURES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
<b>Staff Costs</b>										
1 - 6 - 0130 - 010 - 001	Full time	202,857	227,380	230,712	220,316	216,227	150,621	249,006		249,006
1 - 6 - 0130 - 010 - 002	Part time	-	-	0	0	0	0	44,250		44,250
1 - 6 - 0130 - 020 - 021	CPP	6,900	7,417	8,824	7,713	8,416	7,629	9,468		9,468
1 - 6 - 0130 - 020 - 022	EI	2,399	2,510	3,107	2,672	2,938	2,567	3,305		3,305
1 - 6 - 0130 - 020 - 023	Group Benefits	20,216	21,163	18,317	19,899	23,424	12,315	25,506		25,506
1 - 6 - 0130 - 020 - 025	OMERS	21,033	21,756	16,010	19,600	23,897	19,213	31,264		31,264
1 - 6 - 0130 - 020 - 026	EHT	3,852	3,891	3,011	3,585	4,217	3,425	5,328		5,328
1 - 6 - 0130 - 020 - 027	WSIB	4,926	5,717	4,764	5,136	6,168	5,071	7,250		7,250
1 - 6 - 0130 - 040 - 041	Mileage	0	46	136	61	200	382	200		200
1 - 6 - 0130 - 040 - 044	Staff Membership fees	2,320	2,622	2,476	2,473	2,500	1,613	3,750		3,750
1 - 6 - 0130 - 040 - 046	Training and Development	4,270	3,741	5,367	4,459	2,500	1,808	6,000		6,000
	<b>Staff Costs</b>	<b>268,773</b>	<b>296,244</b>	<b>292,725</b>	<b>285,914</b>	<b>290,487</b>	<b>204,642</b>	<b>385,327</b>	<b>0</b>	<b>385,327</b>
	<b>Equipment Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
1 - 6 - 0130 - 170 - 270	Admin Bldg Allocation (3794)	47,122	34,307	38,263	39,897	41,798	38,315	41,411	0	41,411
	<b>Facility Costs</b>	<b>47,122</b>	<b>34,307</b>	<b>38,263</b>	<b>39,897</b>	<b>41,798</b>	<b>38,315</b>	<b>41,411</b>	<b>0</b>	<b>41,411</b>
<b>Operating/Material Costs</b>										
1 - 6 - 0130 - 180 - 181	Interest Expense	4,370	18,298	2,892	8,520	5,000	41	5,000		5,000
1 - 6 - 0130 - 180 - 182	Debenture Repayment	91,279	47,041	47,041	61,787	0	41,839	0	152,377	152,377
1 - 6 - 0130 - 200 - 203	Meeting Expenses	903	1,047	845	932	1,000	580	1,000		1,000
1 - 6 - 0130 - 270 - 271	Office Supplies	810	273	943	675	1,000	1,394	1,000		1,000
1 - 6 - 0130 - 270 - 276	Telephone	256	256	1,016	509	375	840	500		500
1 - 6 - 0130 - 270 - 277	Photocopying	1,413	1,471	1,913	1,599	1,400	1,872	1,600		1,600
1 - 6 - 0130 - 270 - 278	Bank Charges	7,200	6,975	7,296	7,157	7,000	5,785	7,500		7,500
1 - 6 - 0130 - 270 - 300	Miscellaneous	328	1,094	547	656	1,000	531	1,000		1,000
	<b>Operating/Material Costs</b>	<b>106,559</b>	<b>76,455</b>	<b>62,492</b>	<b>81,835</b>	<b>16,775</b>	<b>52,882</b>	<b>17,600</b>	<b>152,377</b>	<b>169,977</b>
<b>External Contracts</b>										
1 - 6 - 0130 - 250 - 252	Audit	32,402	38,646	37,415	36,154	38,646	39,199	38,646		38,646
1 - 6 - 0130 - 250 - 255	Professional Services	6,665	29,160	6,818	14,214	30,000	7,021	30,000	-2,500	27,500
1 - 6 - 0130 - 270 - 279	Outside Data Processing	50,120	49,956	52,913	50,996	55,000	51,515	15,000		15,000
	<b>External Contracts</b>	<b>89,187</b>	<b>117,762</b>	<b>97,147</b>	<b>101,365</b>	<b>123,646</b>	<b>97,735</b>	<b>83,646</b>	<b>-2,500</b>	<b>81,146</b>
<b>Other Costs</b>										
1 - 6 - 0130 - 190 - 961	Transfer to Reserve	61,358	130,500	8,945	66,934	0	0	0		0
1 - 6 - 0130 - 190 - 967	Transfer to Reserve Fund	1,443,082	1,896,421	3,649,911	2,329,805	2,415,766	0	2,415,766	300,000	2,715,766
1 - 6 - 0130 - 270 - 187	Insurance Claims	121,523	58,540	53,756	77,940	53,000	53,131	75,000		75,000
1 - 6 - 0130 - 270 - 188	Insurance Premiums	296,106	333,731	355,417	328,418	387,811	342,490	426,592		426,592
1 - 6 - 0130 - 758 - 300	Minor Capital	4,634	10,565	57,278	24,159	36,455	15,158	36,455		36,455
	<b>Other Costs</b>	<b>1,926,703</b>	<b>2,429,758</b>	<b>4,125,306</b>	<b>2,827,255</b>	<b>2,893,032</b>	<b>410,779</b>	<b>2,953,813</b>	<b>300,000</b>	<b>3,253,813</b>
	<b>TOTAL -Expenditures</b>	<b>2,438,344</b>	<b>2,954,525</b>	<b>4,615,933</b>	<b>3,336,267</b>	<b>3,365,737</b>	<b>804,353</b>	<b>3,481,796</b>	<b>449,877</b>	<b>3,931,673</b>



**DEPARTMENT FINANCIAL SERVICES  
PROGRAM Management and Budget**

**PROGRAM - REVENUE**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
<b><u>Interfund Transfers</u></b>										
1 - 5 - 0130 - 190 - 941	Contribution from Capital Fund	-	-	-	-	-	-	-	-	-
1 - 5 - 0130 - 870 - 948	Transfer from Insurance Reserve	417,629	392,271	409,173	406,358	440,811	376,845	501,592	-	501,592
1 - 5 - 0130 - 190 - 949	Transfer from Reserve /ReserveFund	3,255	9,238	51,006	21,166	-	-	-	-	-
	<b>Interfund Transfers</b>	<b>420,884</b>	<b>401,509</b>	<b>460,179</b>	<b>427,524</b>	<b>440,811</b>	<b>376,845</b>	<b>501,592</b>	-	<b>501,592</b>
<b><u>Fees &amp; Charges</u></b>										
<b><u>Provincial Grants</u></b>										
<b><u>Other Revenues</u></b>										
1 - 5 - 0130 - 870 - 875	Investment Income	354,648	730,688	675,698	587,011	375,000	540,150	375,000	85,000	460,000
1 - 5 - 0130 - 870 - 875	Interest on Hydro Investment	746,104	727,668	755,094	742,955	755,169	727,775	600,000	-	600,000
1 - 5 - 0130 - 870 - 300	Miscellaneous	61,358	399,013	1,691,929	717,433	2,000	1,070	2,000	-	2,000
	<b>Other Revenues</b>	<b>1,162,110</b>	<b>1,857,369</b>	<b>3,122,721</b>	<b>2,047,400</b>	<b>1,132,169</b>	<b>1,268,996</b>	<b>977,000</b>	<b>85,000</b>	<b>1,062,000</b>
	<b>TOTAL - Revenue</b>	<b>1,582,994</b>	<b>2,258,878</b>	<b>3,582,900</b>	<b>2,474,924</b>	<b>1,572,980</b>	<b>1,645,840</b>	<b>1,478,592</b>	<b>85,000</b>	<b>1,563,592</b>
	<b>NET</b>	<b>855,350</b>	<b>695,646</b>	<b>1,033,032</b>	<b>861,343</b>	<b>1,792,757</b>	<b>(841,487)</b>	<b>2,003,204</b>	<b>364,877</b>	<b>2,368,081</b>



**DEPARTMENT** FINANCIAL SERVICES  
**PROGRAM** Accounting Division

2025 Full-time Equivalent 3.00  
 2026 Full-time Equivalent 4.00

**PROGRAM - EXPENDITURES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	2026 ADJUSTMENTS	2026 BUDGET
	Staff Costs	299,825	273,014	387,756	320,199	475,087	404,437	499,722	-	499,722
	Equipment Costs	-	-	-	-	-	-	-	-	-
	Facility Costs	-	-	-	-	-	-	-	-	-
	Operating/Material Costs	1,883	875	1,591	1,450	1,760	2,399	1,860	-	1,860
	External Contracts	-	-	-	-	-	-	-	-	-
	Other costs	-	-	-	-	-	-	-	-	-
	<b>TOTAL Expenditures</b>	<b>301,708</b>	<b>273,889</b>	<b>389,347</b>	<b>321,648</b>	<b>476,847</b>	<b>406,836</b>	<b>501,582</b>	-	<b>501,582</b>

**PROGRAM - REVENUE**

Interfund Transfers	-	-	-	-	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-	-	-	-	-
Provincial Grants	-	-	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
	<b>TOTAL - Revenue</b>	<b>-</b>	-	<b>-</b>						
	<b>NET</b>	<b>301,708</b>	<b>273,889</b>	<b>389,347</b>	<b>321,648</b>	<b>476,847</b>	<b>406,836</b>	<b>501,582</b>	-	<b>501,582</b>


**DEPARTMENT FINANCIAL SERVICES  
PROGRAM Accounting Division**
**PROGRAM EXPENDITURES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
<b><u>Staff Costs</u></b>										
1 - 6 - 0131 - 010 - 001	Full time	241,898	197,642	308,210	249,250	351,488	288,514	369,460		369,460
1 - 6 - 0131 - 010 - 002	Part time	-	-	-	-	-	-	-		-
1 - 6 - 0131 - 020 - 021	CPP	9,877	12,048	10,857	10,927	16,494	15,324	16,430		16,430
1 - 6 - 0131 - 020 - 022	EI	3,592	4,316	3,696	3,868	5,875	5,161	5,875		5,875
1 - 6 - 0131 - 020 - 023	Group Benefits	19,425	28,798	23,396	23,873	38,888	39,125	42,305		42,305
1 - 6 - 0131 - 020 - 025	OMERS	14,587	17,408	25,608	19,201	36,070	32,021	38,597		38,597
1 - 6 - 0131 - 020 - 026	EHT	3,589	4,211	4,978	4,259	6,854	6,186	7,204		7,204
1 - 6 - 0131 - 020 - 027	WSIB	5,547	7,055	7,286	6,629	10,228	9,097	10,660		10,660
1 - 6 - 0131 - 040 - 041	Mileage	81	-	262	114	400	-	400		400
1 - 6 - 0131 - 040 - 044	Staff Membership fees	779	1,043	1,927	1,250	2,790	2,656	2,790		2,790
1 - 6 - 0131 - 040 - 046	Training and Development	450	495	1,537	827	6,000	6,353	6,000		6,000
<b>Staff Costs</b>		<b>299,825</b>	<b>273,014</b>	<b>387,756</b>	<b>320,199</b>	<b>475,087</b>	<b>404,437</b>	<b>499,722</b>	-	<b>499,722</b>
<b><u>Equipment Costs</u></b>										
<b><u>Facility Costs</u></b>										
1 - 6 - 0131 - 270 - 271	Office Supplies	1,828	863	1,591	1,427	1,200	2,205	1,300		1,300
1 - 6 - 0130 - 270 - 276	Telephone	-	-	-	-	560	191	560		560
1 - 6 - 0131 - 270 - 300	Miscellaneous	55	12	-	22	-	3	-		-
<b>Operating/Material Costs</b>		<b>1,883</b>	<b>875</b>	<b>1,591</b>	<b>1,450</b>	<b>1,760</b>	<b>2,399</b>	<b>1,860</b>	-	<b>1,860</b>
<b><u>External Contracts</u></b>										
<b><u>Other Costs</u></b>										
<b>TOTAL Expenditures</b>		<b>301,708</b>	<b>273,889</b>	<b>389,347</b>	<b>321,648</b>	<b>476,847</b>	<b>406,836</b>	<b>501,582</b>	-	<b>501,582</b>

**PROGRAM REVENUES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
<b>Interfund Transfers</b>										
<b>Fees &amp; Charges</b>										
<b>Provincial Grants</b>										
<b>Other Revenue</b>										
<b>TOTAL - Revenue</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-	<b>-</b>
<b>NET</b>		<b>301,708</b>	<b>273,889</b>	<b>389,347</b>	<b>321,648</b>	<b>476,847</b>	<b>406,836</b>	<b>501,582</b>	-	<b>501,582</b>



**DEPARTMENT** **FINANCIAL SERVICES**  
**PROGRAM** **Revenue Division**

2025 Full-time Equivalent 3.03  
 2026 Full-time Equivalent 2.63

**PROGRAM - EXPENDITURES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	2026 ADJUSTMENTS	2026 BUDGET
	Staff Costs	253,556	254,252	280,572	262,793	276,702	232,528	259,373		259,373
	Equipment Costs	-	-	-	-	-	-	-		-
	Facility Costs	-	-	-	-	-	-	-		-
	Operating/Material Costs	115,797	145,902	121,100	127,600	135,500	150,040	138,500		138,500
	External Contracts	-	-	-	-	-	-	-		-
	Other Costs	-	-	-	-	-	-	-		-
	<b>TOTAL -Expenditures</b>	<b>369,353</b>	<b>400,154</b>	<b>401,672</b>	<b>390,393</b>	<b>412,202</b>	<b>382,568</b>	<b>397,873</b>	<b>-</b>	<b>397,873</b>

**PROGRAM - REVENUE**

Interfund Transfers	-	-	-	-	-	-	-	-	-	-
Fees and Charges	366,425	419,855	477,798	421,359	350,000	527,723	430,000	35,000	465,000	
Provincial Grants	-	-	-	-	-	-	-	-	-	-
Other Revenue	809,692	819,343	758,971	796,002	699,000	263,157	704,000	20,000	724,000	
	<b>TOTAL - Revenue</b>	<b>1,176,116</b>	<b>1,239,198</b>	<b>1,236,770</b>	<b>1,217,361</b>	<b>1,049,000</b>	<b>790,880</b>	<b>1,134,000</b>	<b>55,000</b>	<b>1,189,000</b>
	<b>NET</b>	<b>(806,763)</b>	<b>(839,044)</b>	<b>(835,097)</b>	<b>(826,968)</b>	<b>(636,798)</b>	<b>(408,312)</b>	<b>(736,127)</b>	<b>(55,000)</b>	<b>(791,127)</b>



**DEPARTMENT** FINANCIAL SERVICES  
**PROGRAM** Revenue Division

**PROGRAM - EXPENDITURES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	3 YEAR AVG. ACTUAL	2025 BUDGET	2025 ACTUAL	2026 DEPARTMENT	ADJUSTMENTS	2026 BUDGET
<b><u>Staff Costs</u></b>										
1 - 6 - 0132 - 010 - 001	Salaries	186,742	185,021	204,077	191,947	200,132	166,838	189,421		189,421
1 - 6 - 0132 - 010 - 002	Part-time Wages	-	-	-	-	-	-	-		-
1 - 6 - 0132 - 020 - 021	CPP	8,372	8,810	10,109	9,097	10,583	9,417	9,879		9,879
1 - 6 - 0132 - 020 - 022	EI	2,999	3,085	3,577	3,220	3,666	3,293	3,525		3,525
1 - 6 - 0132 - 020 - 023	Group Benefits	25,914	25,674	28,881	26,823	28,531	23,899	24,449		24,449
1 - 6 - 0132 - 020 - 025	OMERS	18,056	18,565	21,019	19,213	19,673	17,410	18,625		18,625
1 - 6 - 0132 - 020 - 026	EHT	3,586	3,660	4,128	3,792	3,903	3,590	3,694		3,694
1 - 6 - 0132 - 020 - 027	WSIB	5,543	6,131	6,532	6,069	6,184	5,394	5,750		5,750
1 - 6 - 0132 - 040 - 041	Mileage	355	-	212	189	250	-	250		250
1 - 6 - 0132 - 040 - 044	Staff Membership Fees	234	239	283	252	280	560	280		280
1 - 6 - 0132 - 040 - 046	Training and Development	1,754	3,065	1,754	2,191	3,500	2,128	3,500		3,500
<b>Staff Costs</b>		<b>253,556</b>	<b>254,252</b>	<b>280,572</b>	<b>262,793</b>	<b>276,702</b>	<b>232,528</b>	<b>259,373</b>	-	<b>259,373</b>
<b><u>Equipment Costs</u></b>										
<b><u>Facility Costs</u></b>										
<b><u>Operating/Material Costs</u></b>										
1 - 6 - 0132 - 200 - 210	Tax write offs	78,981	94,474	74,414	82,623	90,000	101,304	90,000		90,000
1 - 6 - 0132 - 200 - 211	Bad Debts	5,879	1,247	6,934	4,687	8,000	23	8,000		8,000
1 - 6 - 0132 - 200 - 222	Tax bills/collecting	29,673	48,169	37,447	38,429	35,000	46,626	38,000		38,000
1 - 6 - 0132 - 270 - 271	Office Supplies	1,265	2,013	2,304	1,861	2,500	2,087	2,500		2,500
<b>Operating/Material Costs</b>		<b>115,797</b>	<b>145,902</b>	<b>121,100</b>	<b>127,600</b>	<b>135,500</b>	<b>150,040</b>	<b>138,500</b>	-	<b>138,500</b>
<b><u>External Contracts</u></b>										
1 - 6 - 0132 - 250 - 257	bailiff fees	-	-	-	-	-	-	-	-	-
<b><u>External Contracts</u></b>										
<b><u>Other Costs</u></b>										
1 - 6 - 0132 - 961 - 182	Tile Drain Debenture Payments	-	-	-	-	-	-	-		-
<b>Other Costs</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	-	<b>-</b>
<b>TOTAL -Expenditures</b>		<b>369,353</b>	<b>400,154</b>	<b>401,672</b>	<b>390,393</b>	<b>412,202</b>	<b>382,568</b>	<b>397,873</b>	-	<b>397,873</b>



**DEPARTMENT**      **FINANCIAL SERVICES**  
**PROGRAM**      **Revenue Division**

**PROGRAM - REVENUE**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2022	2023	2024	3 YEAR AVG.	2025	2025	2026	DEPARTMENT	ADJUSTMENTS	2026
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	ACTUAL	DEPARTMENT			
<b>Interfund Transfers</b>											
		-	-	-	-	-	-	-	-	-	-
<b>Fees &amp; Charges</b>											
1 - 5 - 0132 - 830 - 881	Tax Certificates	20,955	19,635	27,881	22,824	20,000	27,617	20,000		20,000	20,000
1 - 5 - 0132 - 870 - 870	Penalty & Interest	345,470	400,220	449,917	398,536	330,000	500,106	410,000	35,000	445,000	
	<b>Fees &amp; Charges</b>	<b>366,425</b>	<b>419,855</b>	<b>477,798</b>	<b>421,359</b>	<b>350,000</b>	<b>527,723</b>	<b>430,000</b>	<b>35,000</b>	<b>465,000</b>	
<b>Provincial Grants</b>											
1 - 5 - 0132 - 820 - 812	Taxbilling Assistance Interes Relief	-	-	-	-	-	-	-	-	-	-
	<b>Provincial Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>						
<b>Other Revenues</b>											
1 - 4 - 9000 - 925 - XXX	Supplementary taxes (925-926)	431,980	434,102	365,762	410,615	320,000	243,177	320,000	20,000	340,000	
1 - 5 - 0132 - 870 - 300	Miscellaneous	13,321	12,096	10,023	11,813	14,000	19,980	14,000		14,000	
1 - 5 - 0132 - 935 - 810	Grants-in-lieu	364,391	373,144	383,187	373,574	365,000	-	370,000		370,000	
	<b>Other Revenues</b>	<b>809,692</b>	<b>819,343</b>	<b>758,971</b>	<b>796,002</b>	<b>699,000</b>	<b>263,157</b>	<b>704,000</b>	<b>20,000</b>	<b>724,000</b>	
	<b>TOTAL - Revenues</b>	<b>1,176,116</b>	<b>1,239,198</b>	<b>1,236,770</b>	<b>1,217,361</b>	<b>1,049,000</b>	<b>790,880</b>	<b>1,134,000</b>	<b>55,000</b>	<b>1,189,000</b>	
	<b>NET</b>	<b>(806,763)</b>	<b>(839,044)</b>	<b>(835,097)</b>	<b>(826,968)</b>	<b>(636,798)</b>	<b>(408,312)</b>	<b>(736,127)</b>	<b>(55,000)</b>	<b>(791,127)</b>	



# New Initiative Request Form

FIN-06

**Department:** Finance

**Initiative Type:** Strategic / Growth Related

**Current Status:**

**Priority Area:** Infrastructure Renewal / Core Service

**Summary of Request:** Winter Control Reserve

## Detailed Description:

While the Township has a Winter Stabilization Reserve, there is currently a low balance in the reserve and no annual funding allocated. Winter Control remains an underfunded division, which puts additional pressure on reserves in the event of deficits. While there is a proposed increase in Winter Control costs in 2026, best practice would be to establish a dedicated winter control reserve to fund any overages related to severe weather. This request would provide funding until an established target balance is met.

## Evaluation Criteria:

Criteria Description	Rationale	Impact	Weight	Score
<b>Core Service Outcomes:</b> How does this initiative advance your departments core service delivery?				
<b>Financial Rationale:</b> Does this request create a positive financial benefit for the Township? How does this request offer a strong return on investment?				
<b>Impact on the Community:</b> Does this request provide a direct benefit to the community? Will the public notice tangible benefits for this request?	An average related to severe weather could require a reduction in other services if there is insufficient winter control funding available.			
<b>TOTAL</b>				-

## Other Impacts / Risks

<b>Other Options Considered:</b> What other options were considered in this initiative?	
<b>Risks:</b> What are the risks of not completing the initiative?	There is currently limited operating contingency to absorb any unexpected costs. This presents a very high financial risk
<b>Key Performance Indicators (KPIs)</b> - How would you measure success?	

## Operating Budget Impacts

2026 Cost Impact (\$ amount)	Description	2027	2028	2029
\$ 200,000	Tax Levy Impact			

**Finance Comments:**



# New Initiative Request Form

2026 DRAFT BUDGET

FIN-07

**Department:** Finance  
**Initiative Type:** Strategic / Growth Related

**Current Status:**   
**Priority Area:** Infrastructure Renewal / Core Service

**Summary of Request:** Operating Contingency Reserve

## Detailed Description:

The Township has been experiencing significant operating deficits for years which have previously been covered by one time funding from surplus Enova dividends. This surplus revenue is expected to end in 2026 which will place the Township in significant financial risk due to very low contingency reserve balances. Any similar future overages would not have a funding source and may need to be funded from general operating revenues. This request would provide additional reserve funding until an established target balance is met.

## Evaluation Criteria:

Criteria Description	Rationale	Impact	Weight	Score
<b>Core Service Outcomes:</b> How does this initiative advance your departments core service delivery?	This will ensure the sustainability of the Township by increasing an amount for operating contingency reserve to ensure sufficient funding is available for unexpected events.	High		
<b>Financial Rationale:</b> Does this request create a positive financial benefit for the Township? How does this request offer a strong return on investment?				
<b>Impact on the Community:</b> Does this request provide a direct benefit to the community? Will the public notice tangible benefits for this request?				
<b>TOTAL</b>				-

## Other Impacts / Risks

<b>Other Options Considered:</b> What other options were considered in this initiative?	
<b>Risks:</b> What are the risks of not completing the initiative?	There is currently limited operating contingency to absorb any unexpected costs which presents a very high financial risk. Unexpected future events without any contingency reserves could require a reduction of existing programs and projects and could impact the financial stability of the Township.
<b>Key Performance Indicators (KPIs)</b> - How would you measure success?	

## Operating Budget Impacts

2026 Cost Impact (\$ amount)	Description	2027	2028	2029
\$ 50,000	Tax Levy Impact			

**Finance Comments:**

  

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