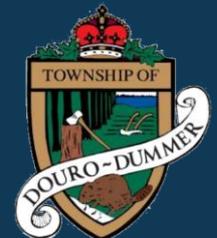




2026 Budget – Final

Township of Douro-Dummer

Report - December 16, 2025



Introduction

Section 1

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December 16, 2025
Report

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The 2024 actuals are presented as unaudited. The 2025 actuals are unaudited, unadjusted, and reflect the information available as of November 30, 2025.

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CAO Message



Setting the budget each year is perhaps the most important role of Council; it sets the service standards for our next fiscal year and has an impact on every one of our rate payers and residents. I am pleased with what we are bringing forward as a first draft and want to compliment staff for the professional job they did in preparing this draft budget.

What is being presented at this meeting is the beginning of a public process and the start of Council's deliberations on 2026 municipal services and spending that we anticipate will take a number of meetings and days to discuss. Getting us to this stage of the conversation would not be possible without the countless hours of work done by our team in Finance and the care and concern of every department in the Township. Our guiding principles were rooted in the outcomes of the Douro-Dummer Strategic Plan 2024 – 2027, and we believe this budget reflects those core values and strategic pillars.

Our Core Values

✓ **Fiscal Responsibility**

✓ **Transparency**

✓ **Service Excellence**

✓ **Environment**

Our Strategic Pillars

1

Service
Modernization
and Innovation

2

Business
Attraction,
Expansion, and
Retention

3

Infrastructure
Renewal



Service Modernization and Innovation

Modernizing, refining and innovating services for residents is essential to effectively meet the needs of our community, enhance our operational efficiency, and ensure we remain adaptable in a rapidly changing world.

1

Continue to modernize and improve services, processes, and outcomes for our community.

2

Update our website with a cleaner interface and easier access to information.

3

Maintain a document management and retention system with a focus on public accessibility.

4

Provide online community engagement where residents can sign up to receive information.



Business Attraction, Expansion, and Retention

Business attraction, expansion, and retention is vital for the economic health and sustainability of our Township, such as job creation, tax revenue, investing in innovation, maintaining our quality of life, and supporting community stability.

1

Promote our Township through story-telling about who we are, what we do, and our brand identity.

2

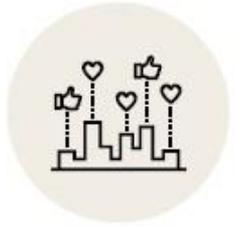
Improve our community signage throughout the Township, making it easier for residents and visitors to navigate our spaces.

3

Prepare for the completion of our comprehensive Zoning By-law, to ensure that land is properly zoned for commercial and industrial development.

4

Provide incentives to new and growing businesses while ensuring existing businesses have opportunities to flourish.



Infrastructure Renewal

Infrastructure renewal is a critical investment for our Township as it will ensure our adherence to health and safety, economic development, investment attraction, environmental sustainability, quality of life, public confidence, and regional competitiveness.

1

Prioritize roads where surface treatments are obtainable, and upgrade roads based on regular needs assessments.

2

Put an actionable and measurable plan in place to replace or repair aging infrastructure of all Municipal facilities.

3

Make asset management a core focus of the budget process to ensure funds are being dedicated to improvement and maintenance of infrastructure.

2026 Budget Overview

Section 2

Introduction

Budget Background

The 2026 Budget for the Township of Douro-Dummer builds upon the strategic foundations established in previous years and reflects the Township's ongoing commitment to fiscal responsibility, service excellence, and infrastructure investment. This section highlights the key factors influencing the budget process and the progress made in addressing the Township's operational and capital priorities.

As we move into 2026, the Township is benefiting from the investments made in 2025. The addition of new staff positions, including the Corporate Administrative Assistant, Deputy Fire Chief, and the conversion of a part-time Parks and Recreation employee to full-time, have provided the Township with the necessary resources and organizational capacity to meet growing service demands. These positions have already proven invaluable in enhancing operational efficiency and improving service delivery to our residents.

One of the most significant fiscal pressures facing the Township continues to be the cost of police services. The Ontario Provincial Police (OPP) costs have been capped at an 11% annual increase, which still represents a 1.5% impact on the Township's levy. While this increase is lower than initially anticipated, it remains substantial, and the Township should expect continued high increases in policing costs over the next few years. This ongoing pressure underscores the need for careful financial planning and prioritization.

The 2026 Capital Program is defined by three major infrastructure and service investments that will significantly enhance the Township's facilities and emergency response capabilities. First, the Joint Fire and Public Works Facility is expected to break ground by the end of the year, providing a modern, consolidated hub for essential services. Second, the arena floor replacement at the Douro Community Centre will commence immediately following the end of hockey and skating season in April 2026, with a targeted completion date of August, ensuring our recreational facilities remain safe and high-quality venues for community use. Lastly, the delivery of two new pumper trucks for the Fire Department will enhance our emergency response capabilities and ensure our firefighters have the modern equipment necessary to protect our community.

Introduction

Budget Overview

The 2026 Budget has been developed with a focus on maintaining service levels, advancing critical capital projects, and managing fiscal pressures while remaining mindful of the economic realities facing our residents. This budget represents the culmination of this term of Council's commitment to strategic planning and responsible financial management, as the municipal election is scheduled for October and the new term of Council will begin in November.

The Township continues to face rising costs for infrastructure renewal, legislative compliance, and service delivery. However, the investments made in previous years, particularly in staffing and asset management planning, have positioned the Township to address these challenges more effectively. The capital program reflects a strategic focus on long-term infrastructure needs, with the three major projects representing significant investments in facilities and equipment that will serve the community for decades to come.

The 2026 Budget emphasizes prudent financial management while acknowledging the need for continued investment in both operations and capital infrastructure. It seeks to balance immediate service needs with the overarching goal of maintaining fiscal health and ensuring the Township remains well-positioned for the future. As this term of Council concludes, the Budget reflects a commitment to leaving a strong foundation for the next Council to build upon.

Budget Process

Meeting Schedule:

- First Draft Presentation – October 16th
- Public Meeting – October 21st
- Second Draft and Deliberation – November 18th
- Third Draft Presentation – December 16th



Impact to the Levy

Summary of Change to the 2026 Levy

| | 2025 | 2026 | \$ Change | % Change | Tax Impact |
|--|--------------------|--------------------|------------------|-------------|-------------|
| Township Departments | | | | | |
| Operating Budget | \$4,233,470 | \$4,411,207 | \$177,737 | 4.2% | 2.4% |
| Capital Budget (Revised) | \$1,309,973 | \$1,302,573 | -\$7,400 | -0.6% | -0.1% |
| Less: Assessment Growth in 2025 | | | | | -0.8% |
| | | | | | |
| Total Township Departments | \$5,543,443 | \$5,713,780 | \$170,337 | 3.1% | 1.5% |
| | | | | | |
| Township Boards and Agencies | | | | | |
| Police Budget | \$983,605 | \$1,091,802 | \$108,197 | 11.0% | 1.5% |
| Library Budget | \$168,923 | \$190,361 | \$21,439 | 12.7% | 0.3% |
| Otanabee Conservation Authority | \$116,221 | \$123,982 | \$7,761 | 6.7% | 0.1% |
| | | | | | |
| Capital Levy For Joint Building | \$583,409 | \$657,365 | \$73,956 | 12.7% | 1.0% |
| | | | | | |
| Total Levy Requirement | \$7,395,601 | \$7,777,290 | \$381,689 | 5.2% | |
| | | | | | |
| Percent Change to the Tax Rate as of Third Draft (Revised): | | | | | 4.3% |

| | 2025 | 2026 | Annual Change | Monthly Change |
|--|------------|------------|---------------|----------------|
| Residential Impact Per \$100,000 of Assessment | \$482.13 | \$503.05 | \$20.93 | \$1.74 |
| Impact on Median Property of \$256,000 | \$1,234.24 | \$1,287.82 | \$53.58 | \$4.46 |

Summary of Key Operating Changes

| | | Impact on Levy | |
|---|---|----------------|-------|
| Corporate Wide Impacts | | \$ | % |
| Salary and Wage Cost of Living Adjustment | As part of the employee Compensation Agreement Council approves a salary grid increase as per the annual OMERS pension inflation index. OMERS uses the average of the CPI for the 12-month period ending in October and compares it to the average for the same period the previous year. CPI for September and October was 2.4% and 2.2% respectively with current average CPI now at 2.01%. | \$61,441 | 0.8% |
| Insurance | All across the country municipalities are continuing to see large increases in general liability insurance costs. We do not have our 2026 total for insurance but based on recent trends we have estimated a 10% increase. | \$31,356 | 0.4% |
| OMPF | The Province increased OMPF funding to reflect municipal cost increases. | -\$55,500 | -0.8% |
| OPP Detachment Board | The Board has established the 2026 financial contribution at \$5,865.86 per member municipality. This represents a reduction from the prior year and has been reflected in the Township's 2026 operating budget. | -\$9,134 | -0.1% |

| | | Impact on Levy | |
|--|--|----------------|-------|
| Department Specific Adjustments | | \$ | % |
| Council and Committees | Allow for costs related to the Council orientation program. | \$5,000 | 0.1% |
| | Increase the Event Committee budget to sufficiently cover expenses. | \$2,000 | 0.0% |
| | Increase the Community Grant Program Budget to accommodate recurring grant applicants. | \$1,000 | 0.0% |
| | | | |
| Corporate Services | Increase in revenues from Tax Penalties and Provincial Payment in Lieu of Taxes to reflect recent actuals. | -\$17,676 | -0.2% |
| | Increase to software costs to enhance cyber security functionality (\$10k) and to adjust for cost increases to various softwares. | \$12,200 | 0.2% |
| | Asset Management Plan & Data Updates – The Township will complete Phase 2 of the AMP project in 2026 to meet O. Reg. 588/17 requirements. The total project cost is \$40,000, with \$20,000 set aside in 2025 and \$20,000 included in the 2026 budget to complete the work. This will ensure compliance, accurate data management, and enhanced long-term planning through CityWide software. | \$20,000 | 0.3% |

Summary of Key Operating Changes

| | | Impact on Levy | |
|--|---|------------------|-------------|
| Department Specific Adjustments Continued | | \$ | % |
| Fire Services | Deputy Fire Chief - Extend the Deputy for another one year contract. The cost increase represents three additional months added to the budget compared to the 2025 budget. | \$15,780 | 0.2% |
| | Paging Contract - new contract is significantly higher than the previous and 2026 will be the first full year of the new contract. | \$41,000 | 0.6% |
| | Fire Dispatch Service contract increase | \$8,523 | 0.1% |
| | | | |
| Waste Services | Increase in curb side collection costs. This increase is partially due to a 2026 increase and partially due to missing the increase in the 2025 budget. | \$29,885 | 0.4% |
| | | | |
| Public Works | Increase in vehicle and equipment repair costs. | \$10,000 | 0.1% |
| | | | |
| Parks and Recreation | Salary and Wage adjustments for movement on the grid and corrections to the 2025 rates. Also, you will see some adjustments between Parks, Douro Community Centre and Warsaw Community Centre which are due to reallocations to reflect actual time spent in each area and the arena floor replacement project. | \$23,002 | 0.3% |
| | | | |
| Various Minor Adjustments | These represent other minor various budget changes throughout the organization. | -\$1,138 | 0.0% |
| Total Operating Impact | | \$177,738 | 2.4% |

Joint Public Works and Fire Hall Building

- Since 2022 Council has been allocating a portion of the levy towards the Joint Building. This has been increasing each year in order to get to an annual debenture payment of \$914,537. This annual amount is based on \$12million construction cost and a 4.4% 20-year debenture (this is similar to issuing a bond).
- In 2025 Council allocated \$583,409 towards the project.
- Tendering and site preparation are expected to commence in 2026. Once tendering has been completed, we will be able to able to finalize the financing strategy. Interest rates have declined in 2025 and the rates are now back to where they were when we began planning for this project in 2022.
- A 2026 construction date would mean that the first debenture payment would be made in 2027/28. Table 1 shows an updated summary of the funding strategy based on the current timeframes.
- Due to the later start of construction than originally planned, the reserve has been growing each year from the annual contribution. Under the current assumptions the reserve will grow to approx. \$2.6 million. This could be used to lower the required debenture, make up for any cost overages, or to replenish the Township's reserve after completing major projects such as the arena floor replacement.

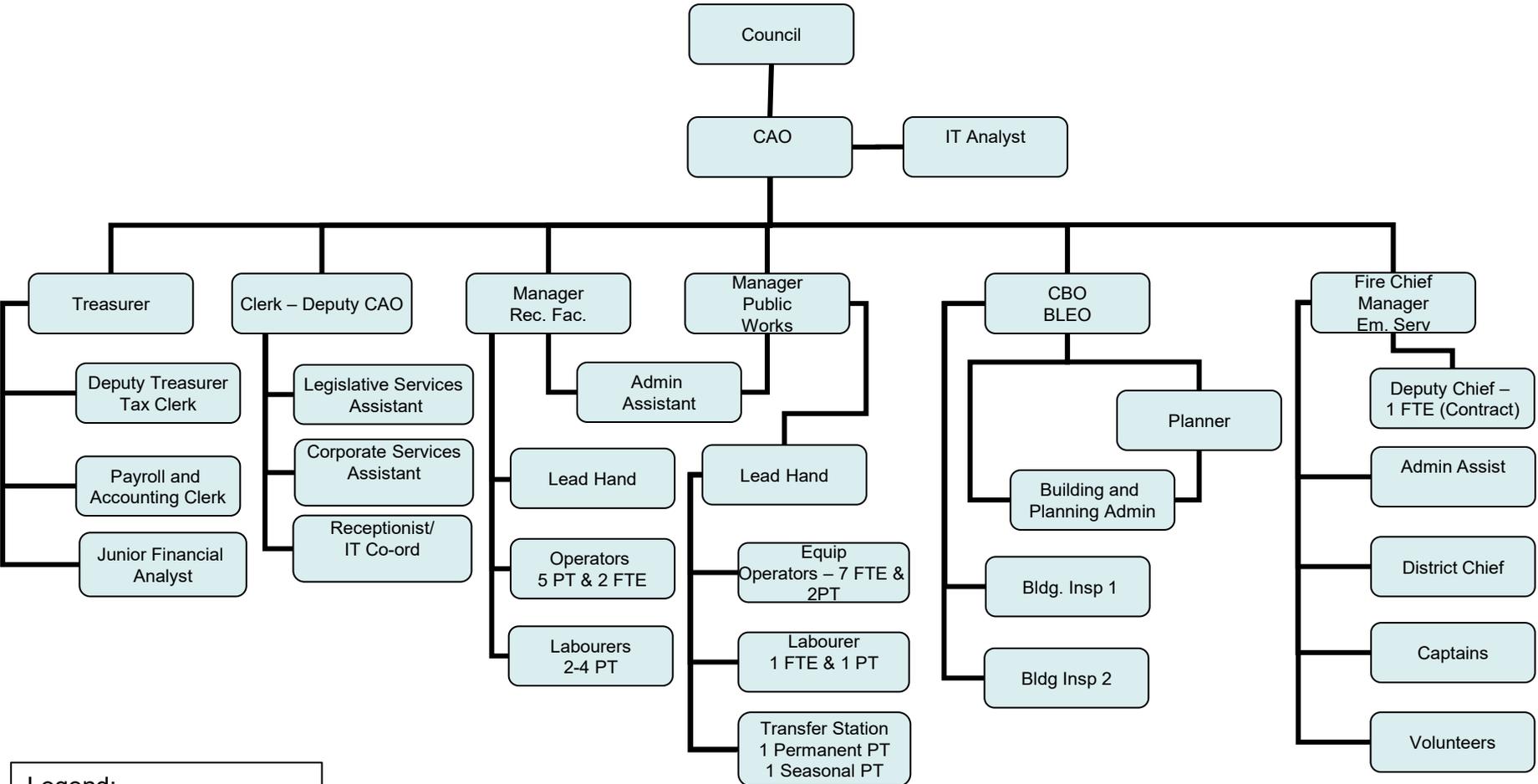
Table 1 - Financing Strategy Summary

| Year | Reserves | Levy | Debt Payment | Levy Increase |
|-------------|-----------------|-------------|---------------------|----------------------|
| 2022 | | \$67,872 | | 1.2% |
| 2023 | | \$138,512 | | 1.2% |
| 2024 | | \$514,537 | | 5.9% |
| 2025 | | \$583,409 | | 1.0% |
| 2026 | | \$657,365 | | 1.0% |
| 2027 | | \$733,540 | | 1.0% |
| 2028 | \$102,538 | \$812,000 | \$914,538 | 1.0% |
| 2029 | \$21,726 | \$892,813 | \$914,539 | 1.0% |
| 2030 | \$0 | \$914,537 | \$914,540 | 0.3% |

Departmental Summaries

Section 3

Organization Chart



Legend:
 FTE – Full Time Position
 PT – Part Time or Seasonal Position

Corporate Services

- CAO Office
- Clerk's
- Finance

3.1

CAO Office

Responsibility Summary:

- Policy and Program Development
- Human Resources
- Performance Management
- Economic and Community Development activities
- Develop programs and bring forward to Council for approval
- Work with Stakeholders and Elected Officials at various levels of government to advocate for the Township and explore funding opportunities
- Strategic Planning – Long- and Short-Term goals and vision

Clerks Department

Responsibility Summary:

- Responsible for the preparation of Council and Committee agendas, minutes, correspondence, By-laws and statutory public notices
- Act as a resource to Council, staff and the public regarding meeting management, the Procedural By-law, and issues surrounding accountability, transparency and governance
- Act as the Head for Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) compliance and respond to requests from stakeholders for information
- Responsible for maintaining the Township Policy Manual and ensuring that updates are brought forward as needed
- Responsible for ensuring that the Records Retention By-law is adhered to and the maintenance of correspondence and related records
- Responsible for the issuance of Lottery Licenses, Marriage Licenses and Canteen Permits
- Responsible for conducting municipal elections and manage all parts of the municipal election cycle
- Responsible for the Township website, social media and other communication channels along with various special events

Finance Department

Responsibility Summary:

- Responsible for all financial reporting and financial record keeping
- Maintain a record of Tangible Capital Assets and implement the Township's Asset Management Plan under the Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure
- Create and monitor the budget with input from the Management Team and approval of Council
- Process all accounts payable and receivable
- Process payroll and act as the Benefits Administrator for employee benefits and OMERS Pension Plan
- Manage the grant process from submission to receipt of funds and all reporting requirements
- Administer the Community Grant Program
- Annual audit process in partnership with Baker Tilly
- Manage and conduct all aspect of tax collection including delinquent account and the Tax Sale process

Corporate Capital Projects

1. Corporate IT Requirements - \$20,000 (Levy)

- This project represents the third year of the Township's multi-year IT hardware replacement strategy, aimed at maintaining a secure, reliable, and efficient technological environment to support municipal operations.
- In 2026, the focus will be on Phase 2 of laptop replacements, prioritized by device age and condition. This year's funding will also support the renewal of core security systems, including an upgrade to full-time direct monitoring to enhance cybersecurity and protect sensitive municipal data and infrastructure
- Ongoing investment in IT infrastructure is critical to reducing downtime, improving staff productivity, and meeting evolving digital security standards.

2. Building Department Service Delivery Review – \$40,000 (Levy)

- Initiated by a Council Resolution passed on August 5th, staff have been directed to engage a third-party consultant to review service delivery in the Building and Planning Department and Economic Development functions
- This project aims to improve operational efficiency, customer service, and interdepartmental coordination within the Township.
- Key objectives of this project include identifying operational efficiencies that maintain or enhance public safety, improving communication and process alignment between Township departments, developing measurable benchmarks for community satisfaction, and producing accessible, plain-language guides for residents and stakeholders.

Corporate Capital Projects Continued

3. **Records Management Software** - Phase 2 of 3 – \$25,000 (Levy)

- This project will create a digital records management system for the Township.
- Currently, digital records are held in a Shared Corporate Drive. With this program we will move to a system routed in Office365 which will allow the Township to safeguard electronic records, increase efficiencies in finding items and sharing data with the public. It will also allow for more digital collaboration, removing the need to save multiple versions of files and creating confusion. The preferred vendor solution automates document retention and destruction with built in approval processes and information audits.
- This project was approved in the 2025 budget, and the work began in the fall of 2025 migrating the Clerk's Office and the Parks and Recreation Department to the new solution prior to year end. 2026 will be the second year of the project and will see second cohort of departments moving to the new solution and the remaining departments will move over in 2027.

2026 Operating Budget Council

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|------------------|------------------|---------------------|------------------|----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$148,873 | \$152,076 | \$135,297 | \$156,287 | \$4,211 | 2.8% |
| Advertising and Special Events | \$2,530 | \$5,000 | \$2,819 | \$5,000 | \$0 | 0.0% |
| Building Maintenance and Repairs | \$0 | \$500 | \$0 | \$500 | \$0 | 0.0% |
| Community Grants | \$6,545 | \$5,000 | \$7,850 | \$6,000 | \$1,000 | 20.0% |
| Contracted Services | \$3,307 | \$4,000 | \$5,144 | \$4,000 | \$0 | 0.0% |
| Insurance | \$2,352 | \$2,703 | \$1,110 | \$1,221 | -\$1,482 | -54.8% |
| Materials and Supplies | \$585 | \$855 | \$525 | \$1,355 | \$500 | 58.5% |
| Office Equipment, Materials and Supplies | \$35 | \$208 | \$44 | \$208 | \$0 | 0.0% |
| Professional Development and Memberships | \$19,553 | \$20,200 | \$21,754 | \$25,200 | \$5,000 | 24.8% |
| Expenses Total | \$183,780 | \$190,542 | \$185,801 | \$199,771 | \$9,229 | 4.8% |
| | | | | | | |
| Grand Total | 183779.55 | \$190,542 | \$185,801 | \$199,771 | \$9,229 | 4.8% |

2026 Operating Budget Election

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|-----------------|-----------------|---------------------|------------------|------------------|----------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$0 | \$0 | \$0 | \$20,000 | \$20,000 | 0.0% |
| Advertising and Special Events | \$0 | \$0 | \$0 | \$3,500 | \$3,500 | 0.0% |
| Contracted Services | \$2,035 | \$2,035 | \$2,035 | \$25,000 | \$22,965 | 1128.5% |
| Materials and Supplies | \$0 | \$0 | \$0 | \$5,500 | \$5,500 | 0.0% |
| Office Equipment, Materials and Supplies | \$0 | \$0 | \$0 | \$3,300 | \$3,300 | 0.0% |
| Professional Development and Memberships | \$0 | \$0 | \$0 | \$6,500 | \$6,500 | 0.0% |
| Expenses Total | \$2,035 | \$2,035 | \$2,035 | \$63,800 | \$61,765 | 3035.1% |
| | | | | | | |
| Reserves | | | | | | |
| Transfer From Reserves | \$0 | \$0 | \$0 | -\$61,053 | -\$61,053 | 0.0% |
| Transfer to Reserves | \$0 | \$14,000 | \$0 | \$0 | \$14,000 | -100.0% |
| Reserves Total | \$0 | \$14,000 | \$0 | -\$61,053 | -\$47,053 | -536.1% |
| | | | | | | |
| Grand Total | \$835 | \$16,035 | \$2,035 | \$2,747 | \$14,712 | -82.9% |

2026 Operating Budget Police

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|------------------|--------------------|---------------------|--------------------|-----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Advertising and Special Events | \$0 | \$200 | \$0 | \$200 | \$0 | 0.0% |
| Committee Expense | \$548 | \$15,000 | \$7,138 | \$5,866 | -\$9,134 | -60.9% |
| Contracted Services | \$944,706 | \$990,805 | \$813,780 | \$1,099,002 | \$108,197 | 10.9% |
| Equipment Repairs and Maintenance | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Internal Rental Recoveries | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Materials and Supplies | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Professional Development and Memberships | \$892 | \$2,100 | \$0 | \$2,100 | \$0 | 0.0% |
| Utilities | \$823 | \$1,000 | \$794 | \$1,000 | \$0 | 0.0% |
| Expenses Total | \$946,969 | \$1,009,105 | \$821,712 | \$1,108,167 | \$99,062 | 9.8% |
| | | | | | | |
| Reserves | | | | | | |
| Transfer From Reserves | \$0 | -\$500 | \$0 | -\$500 | \$0 | 0.0% |
| Transfer to Reserves | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Reserves Total | \$0 | -\$500 | \$0 | -\$500 | \$0 | 0.0% |
| | | | | | | |
| Revenues | | | | | | |
| Donations and Fundraising | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Grants | -\$5,976 | -\$6,000 | \$0 | -\$6,000 | \$0 | 0.0% |
| Other Revenues | \$0 | -\$5,000 | \$0 | -\$5,000 | \$0 | 0.0% |
| Revenues Total | -\$5,976 | -\$11,000 | \$0 | -\$11,000 | \$0 | 0.0% |
| | | | | | | |
| Grand Total | \$940,994 | \$997,605 | \$821,712 | \$1,096,667 | \$99,062 | 9.9% |

2026 Operating Budget Corporate Services

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|---------------------|---------------------|---------------------|---------------------|------------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$1,071,758 | \$1,221,687 | \$1,043,039 | \$1,225,915 | \$4,228 | 0.3% |
| Advertising and Special Events | \$8,261 | \$14,300 | \$13,281 | \$16,300 | \$2,000 | 14.0% |
| Building Maintenance and Repairs | \$11,228 | \$15,000 | \$2,818 | \$15,000 | \$0 | 0.0% |
| Community Grants | \$6,545 | \$5,000 | \$7,850 | \$6,000 | \$1,000 | 20.0% |
| Computer Hardware and Software | \$89,394 | \$82,500 | \$78,464 | \$94,700 | \$12,200 | 14.8% |
| Contracted Services | \$205,129 | \$108,762 | \$178,638 | \$133,762 | \$25,000 | 23.0% |
| Equipment Repairs and Maintenance | \$4,978 | \$1,550 | \$2,907 | \$1,550 | \$0 | 0.0% |
| Financial Fees and Expenses | \$69,401 | \$52,000 | \$35,411 | \$53,500 | \$1,500 | 2.9% |
| Insurance | \$89,552 | \$88,468 | \$71,948 | \$97,454 | \$8,985 | 10.2% |
| Interest Expense | \$2,812 | \$300 | \$159 | \$300 | \$0 | 0.0% |
| Materials and Supplies | \$48,734 | \$27,705 | \$8,261 | \$28,205 | \$500 | 1.8% |
| Office Equipment, Materials and Supplies | \$27,505 | \$30,788 | \$28,183 | \$31,788 | \$1,000 | 3.2% |
| Overhead Transfer | \$0 | -\$24,670 | \$0 | -\$24,670 | \$0 | 0.0% |
| Professional Development and Memberships | \$31,737 | \$56,140 | \$47,008 | \$63,220 | \$7,080 | 12.6% |
| Tools and Equipment | \$0 | \$600 | \$0 | \$600 | \$0 | 0.0% |
| Utilities | \$30,879 | \$35,800 | \$30,636 | \$35,800 | \$0 | 0.0% |
| Expenses Total | \$1,697,984 | \$1,715,931 | \$1,548,602 | \$1,779,424 | \$63,493 | 3.7% |
| | | | | | | |
| Reserves | | | | | | |
| Transfer From Reserves | \$0 | -\$20,000 | \$0 | \$0 | \$20,000 | -100.0% |
| Transfer to Reserves | \$0 | \$20,000 | \$0 | \$0 | -\$20,000 | -100.0% |
| Reserves Total | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| | | | | | | |
| Revenues | | | | | | |
| Financial Fees | -\$2,063 | -\$1,040 | -\$2,621 | -\$1,040 | \$0 | 0.0% |
| Grants | -\$590,802 | -\$614,000 | -\$626,097 | -\$669,500 | -\$55,500 | 9.0% |
| Interest Revenue | -\$441,296 | -\$175,000 | -\$194,006 | -\$175,000 | \$0 | 0.0% |
| Licence Revenue | -\$306 | -\$900 | -\$773 | -\$900 | \$0 | 0.0% |
| Other Revenues | -\$17,821 | -\$245 | -\$7,640 | -\$245 | \$0 | 0.0% |
| Rental Revenue | -\$2,662 | -\$5,000 | -\$2,094 | -\$5,000 | \$0 | 0.0% |
| Taxation Revenue | -\$249,038 | -\$233,749 | -\$260,670 | -\$251,426 | -\$17,676 | 7.6% |
| Revenues Total | -\$1,303,989 | -\$1,029,934 | -\$1,093,902 | -\$1,103,111 | -\$73,176 | 7.1% |
| | | | | | | |
| Grand Total | \$393,996 | \$685,996 | \$454,701 | \$676,313 | -\$9,683 | -1.4% |

Public Works

3.2

Public Works Responsibility Summary

The Public Works Department oversees and facilitates maintenance and capital activities for 520 lane kilometers of roadways, bridges and culverts. The road network consists of approximately 151 km of gravel, 107 km of surface treated and 7 km of hot mix asphalt roads. The Department provides winter road maintenance in accordance with Provincial and Township maintenance standards. The Department is also responsible for the Township's gravel resources, transfer station, curbside waste collection contract and closed landfill sites.

Functions of the Department include but are not limited to:

- Maintenance of the municipal road system – litter pickup, brushing, ditching, patching, grading, shoulder repair, dust control, street sweeping, roadside grass mowing
- Complete capital works – road reconstruction, application of gravel, asphalt and surface treatment
- Culvert installations and repairs
- Winter control operations, including snow plowing/removal and sanding/salting
- Installation and maintenance of signage on roadways
- Routine and winter road patrols
- Tree maintenance and removal

Public Works Responsibility Summary

Continued

- Installation and maintenance of ditching and drainage systems including culverts, catch basins, ditches and drainage outlets
- Streetlight maintenance
- Complete capital works – road reconstruction, application of gravel, asphalt and surface treatment
- Administration and approval of various permits including road occupancy, entrance permits
- Manage Transfer Station operations and closed landfill sites
- Maintenance and repair of a large fleet of vehicles and equipment
- Control and care for the largest amount of Township infrastructure
- Procurement of goods and services in accordance with the Procurement Policy
- Active participant in the capital asset management plan
- Participate in discussions on the development and construction of roadways for land development projects

Public Works Brushing Projects

Brushing was previously budgeted for as a capital item but is now being budgeted for as part of the operating budget as it reflects maintenance activities. However, there will still be planned brushing projects for the upcoming year to ensure brushing is completed regularly on each road. The following roads are planned to have brushing completed in 2026 and there is also an allocation to allow for roads that are deemed to need brushing throughout the year.

| | Road Length (km) |
|--|---------------------|
| 8th Line South Dummer from Webster Rd to North limit | 2.9 |
| 8th Line South Dummer from Webster Rd to County Rd 8 | 3.6 |
| 6th Line South Dummer from Webster Rd to County Rd 8 | 3.1 |
| 6th Line South Dummer from Webster Rd to North Limit | 1.9 |
| Payne Line Rd from Cedar Cross Rd to County Rd 4 | 2.0 |
| 4th Line Dummer from Douglas Rd to Cooper Rd | 2.5 |
| Douro 2nd Line from County Rd 4 to County Rd 8 | 2.0 |
| Douro 3rd Line South of County Rd 4 | 0.4 |
| Carlow Line from Cty Rd 8 to Division Rd | 2.8 |
| Total | 21.2 |

Public Works Capital Projects

1. **Generators** – \$3,200 (Levy)

- The project involves the purchase of two portable generators to provide reliable backup power at the Roads Depot and Hall's Glen Transfer Station. Both sites are equipped with "GenerLink" transfer switch hookups.
- During the extended power outages, rentals were required which proved hard to procure due to the short-term demand. The current single small portable generator is not ideal for extended power outages.

2. **Culvert & Structure Inspections** – \$26,500 (Levy)

- This project funds professional consulting services to perform detailed visual inspections of all municipal bridges and culverts in accordance with the Ontario Structure Inspection Manual (OSIM) requirements.
- OSIM mandates that all bridges and culverts be inspected at least once every two calendar years by a professional engineer or under their direction.

2026 Road Projects (Revised)

| Projects | Road Length (kms) | Cost |
|--|----------------------|---------------------|
| Gravel Application | | |
| Centre Rd from Highway 28 to County Rd 32 | 2.7 | \$44,218.00 |
| Gilchrist Bay Road from County Rd 6 to Little lane | 1.0 | \$41,390.00 |
| Douro 5th Line Rd from County Rd 8 to Division Rd | 2.5 | \$41,900.60 |
| Douro 5th Line Rd from County Rd 6 to Lynch's Rock Rd | 1.5 | \$30,344.60 |
| Third line Dummer from County Rd 8 to Clifford Rd | 3.0 | \$48,897.40 |
| Fourth Line Dummer from Cooper Rd to North limit | 2.5 | \$85,663.50 |
| Third line Dummer from County Rd 8 to South limit | 1.3 | \$21,767.00 |
| Douro First Line Rd from Division Rd to County Rd 8 | 3.7 | \$65,357.00 |
| Douro First Line Rd from Cedar Cross Rd to County Rd 4 | 3.1 | \$74,396.90 |
| Douro First Line Rd from County Rd 4 to South limit | 0.7 | \$13,207.00 |
| Douro First Line Rd from Cedar Cross Rd to North limit | 0.3 | \$10,809.50 |
| Payne Line Rd from Cedar Cross Rd to | 2.0 | \$35,908.70 |
| 6th Line South Dummer from Webster Rd to North limit | 3.1 | \$153,004.00 |
| 7th Line Rd Mid Dummer from Webster to North limit | 0.2 | \$8,144.50 |
| Ivandale Rd from White Lake Rd East to West limit | 0.4 | \$8,652.00 |
| Carlow Line from County Rd 8 to Division Rd | 2.8 | \$48,237.50 |
| Gravel Application Total | 30.8 | \$731,898.20 |
| Surface Treatment | | |
| Douro 5th Line from Lynch Rock Rd to Strickland St | 0.3 | \$10,900.00 |
| Douro 5th Line from County Rd 8 to 700m South | 0.7 | \$80,240.50 |
| English Line from County Rd 4 to South limit | 0.2 | \$35,694.50 |
| Strickland St from Highway 28 to Douro 5th Line | 1.2 | \$56,090.50 |
| Mill Street | 0.2 | \$35,000.00 |
| Water Street | 0.2 | \$45,000.00 |
| West Street | 0.2 | \$45,000.00 |
| Church Street | 0.2 | \$45,000.00 |
| Ford Street | 0.1 | \$70,000.00 |
| Moodie Drive from Stenner Rd to East limit | 0.8 | \$36,250.00 |
| Stenner Rd from County Rd 29 to North limit | 0.5 | \$26,350.00 |
| South Beach Road from Highway 28 to East limit | 0.6 | \$23,495.00 |
| Douro Third Line from South Beach Rd to Rishor Avenue | 0.4 | \$20,500.00 |
| Old Highway 28 from South Beach Road to the North limit | 0.3 | \$10,205.00 |
| Gilchrist Bay Road from Little lane to County Rd 6 (Eastbound) | 1.1 | \$52,000.00 |
| White Lake Road West from County Rd 6 to South limit | 2.7 | \$148,500.00 |
| Surface Treatment Total | 9.7 | \$740,225.50 |

2026 Operating Budget Public Works

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|--------------------|--------------------|---------------------|--------------------|-----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$848,439 | \$960,767 | \$831,650 | \$989,170 | \$28,403 | 3.0% |
| Advertising and Special Events | \$1,404 | \$1,750 | \$0 | \$3,550 | \$1,800 | 102.9% |
| Building Maintenance and Repairs | \$9,420 | \$5,340 | \$4,282 | \$5,340 | \$0 | 0.0% |
| Computer Hardware and Software | \$1,768 | \$17,755 | \$17,083 | \$17,755 | \$0 | 0.0% |
| Contracted Services | \$345,588 | \$264,977 | \$470,906 | \$268,727 | \$3,750 | 1.4% |
| Equipment Repairs and Maintenance | \$38,140 | \$39,375 | \$49,042 | \$40,775 | \$1,400 | 3.6% |
| Fuel | \$149,630 | \$143,778 | \$6,234 | \$143,778 | \$0 | 0.0% |
| Insurance | \$50,609 | \$57,695 | \$56,468 | \$62,114 | \$4,420 | 7.7% |
| Internal Rental Recoveries | -\$140,557 | -\$83,822 | -\$113,823 | -\$102,021 | -\$18,199 | 21.7% |
| Materials and Supplies | \$201,162 | \$237,947 | \$112,513 | \$241,597 | \$3,650 | 1.5% |
| Office Equipment, Materials and Supplies | \$4,723 | \$5,225 | \$4,802 | \$5,275 | \$50 | 1.0% |
| Professional Development and Memberships | \$10,035 | \$13,760 | \$10,793 | \$13,760 | \$0 | 0.0% |
| Tools and Equipment | \$1,606 | \$450 | \$2,858 | \$2,050 | \$1,600 | 355.6% |
| Utilities | \$15,132 | \$21,375 | \$16,971 | \$21,375 | \$0 | 0.0% |
| Vehicle Repairs and Maintenance | \$148,177 | \$86,112 | \$118,772 | \$96,612 | \$10,500 | 12.2% |
| Expenses Total | \$1,685,286 | \$1,772,554 | \$1,588,551 | \$1,809,927 | \$37,374 | 2.1% |
| | | | | | | |
| Reserves | | | | | | |
| Transfer to Reserves | \$0 | \$22,600 | \$0 | \$22,600 | \$0 | 0.0% |
| Reserves Total | \$0 | \$22,600 | \$0 | \$22,600 | \$0 | 0.0% |
| | | | | | | |
| Revenues | | | | | | |
| Aggregate Revenue | -\$53,619 | -\$52,500 | -\$58,656 | -\$52,500 | \$0 | 0.0% |
| Financial Fees | \$0 | -\$250 | \$0 | -\$250 | \$0 | 0.0% |
| Other Revenues | -\$44,440 | -\$25,000 | -\$16,389 | -\$25,000 | \$0 | 0.0% |
| Permit Revenue | -\$10,964 | -\$11,000 | -\$33,244 | -\$11,000 | \$0 | 0.0% |
| Revenues Total | -\$111,738 | -\$88,750 | -\$108,289 | -\$88,750 | \$0 | 0.0% |
| | | | | | | |
| Grand Total | \$1,573,548 | \$1,706,404 | \$1,480,262 | \$1,743,777 | \$37,374 | 2.2% |

Fire and Emergency Services

3-3

Fire and Emergency Services Responsibility Summary

The Mission of the Douro-Dummer Fire Services is to be **Trusted, United, Effective** and **Responsive** to the needs of our community. Together we:

- Place the utmost importance on the protection of human life
- Prevent and fight fires
- Rescue those in need from critical incidents
- Protect property & the environment
- Educate and prepare the community for unexpected emergencies

Our Primary Goal is to provide Fire Protection through the established level of service designed to protect the lives, property and the environment of the inhabitants of the response area.

- Fire Protection means a range of programs designed to protect the lives and property of the inhabitants of the Fire Department response area from the adverse effects of fire, sudden medical emergency or exposure to dangerous conditions created by people or nature and includes fire suppression, fire prevention, fire safety education, communication, training of persons involved in the provision of fire protection services, rescue and emergency services and the delivery of those services.

Fire and Emergency Services Responsibility Summary

- Douro-Dummer Fire Services is a volunteer, paid on-call fire department with five divisions, managed by the Fire Chief.
 1. Division of Administration
 2. Division of Apparatus & Equipment
 3. Division of Fire Operations
 4. Division of Fire Prevention
 5. Division of Fire Training
- Emergencies such as fires, critical accidents and medical calls are responded to by four fire stations with over 60 firefighters
 - Station 1 in Donwood with three apparatus
 - Station 2 in Douro with two apparatus
 - Station 4 in Warsaw with four apparatus plus a trailer with an All-Terrain Vehicle
 - Station 5 adjacent to White Lake with three apparatus and one trailered boat
 - Two additional boats and a Command vehicle are also part of our response capacity

Fire and Emergency Services Capital Projects

1. Pumper 1 & 4 – \$1,000,000 (Capital Project Reserve)

- To stay compliant with CSA, NFPA standards, and maintain insurance ratings (tanker shuttle accreditation), a 20-year pumper replacement plan is in place.
- The budgeted amount covers the remaining costs for 2 chassis as part of the replacement plan.
- This purchase was preapproved by Council during the procurement phase to ensure timely replacement.

2. Bunker Gear – \$91,000 – 26 sets (Levy)

- 10-year replacement plan as per CSA & NFPA standards.

3. Annual Minor Equipment Replacement – \$10,000 (Levy)

- Fire hoses, gas monitors and nozzles.
- Replacing minor yet critical equipment like fire hoses, nozzles, and gas monitors on time ensures that all gear is functional, safe, and ready for use during emergency responses.

Fire and Emergency Services

4. Tablet Replacement – \$5,000 – 5 sets (Levy)

- Replacement of five aging tablets originally installed in fire apparatus for mapping, dispatch, and incident management. The current devices are outdated and no longer meet performance and storage requirements.

5. AED Replacement – Year 1 of 2 – \$13,000 (Levy)

- This project involves replacing all Automated External Defibrillators (AEDs) currently in use across municipal facilities and vehicles. The existing units are approximately 20 years old and have exceeded their recommended service life.

6. Emergency Response Equipment Needs – \$22,000 (Emergency Preparedness Reserve)

- This project seeks to acquire essential emergency response equipment including six chainsaws with spare chains, personal protective equipment (PPE) kits, satellite remote internet, and a vehicle tablet with mounting system. These items support frontline responders in managing incidents effectively and safely.
- The project will be submitted for EM grant funding in 2026. If the application is unsuccessful, the necessary equipment will be purchased using reserve funds to maintain emergency response capabilities.

2026 Operating Budget Fire and Emergency Services

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|------------------|------------------|---------------------|--------------------|------------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$423,465 | \$576,515 | \$496,396 | \$620,834 | \$44,318 | 7.7% |
| Advertising and Special Events | \$537 | \$5,050 | \$5,184 | \$5,550 | \$500 | 9.9% |
| Building Maintenance and Repairs | \$5,879 | \$6,000 | \$4,938 | \$6,000 | \$0 | 0.0% |
| Computer Hardware and Software | \$2,478 | \$3,000 | \$2,642 | \$3,500 | \$500 | 16.7% |
| Contracted Services | \$108,549 | \$92,897 | \$80,179 | \$144,920 | \$52,023 | 56.0% |
| Equipment Repairs and Maintenance | \$3,117 | \$7,400 | \$5,865 | \$7,400 | \$0 | 0.0% |
| Fuel | \$17,544 | \$12,500 | \$5,435 | \$19,000 | \$6,500 | 52.0% |
| Insurance | \$43,756 | \$47,900 | \$54,111 | \$57,922 | \$10,023 | 20.9% |
| Internal Rental Recoveries | \$98 | \$500 | \$94 | \$500 | \$0 | 0.0% |
| Materials and Supplies | \$23,605 | \$37,900 | \$11,882 | \$33,400 | -\$4,500 | -11.9% |
| Mutual Aid Agreements | \$40,765 | \$26,000 | \$15,050 | \$26,000 | \$0 | 0.0% |
| Office Equipment, Materials and Supplies | \$1,212 | \$3,450 | \$158 | \$2,450 | -\$1,000 | -29.0% |
| Paging and Communication Expenses | \$5,559 | \$6,000 | \$3,791 | \$6,000 | \$0 | 0.0% |
| Professional Development and Memberships | \$37,324 | \$45,255 | \$30,741 | \$45,255 | \$0 | 0.0% |
| Tools and Equipment | \$9,493 | \$10,000 | \$2,049 | \$9,000 | -\$1,000 | -10.0% |
| Utilities | \$26,163 | \$30,830 | \$27,275 | \$30,830 | \$0 | 0.0% |
| Vehicle Repairs and Maintenance | \$28,459 | \$26,000 | \$30,640 | \$26,000 | \$0 | 0.0% |
| Expenses Total | \$778,062 | \$937,197 | \$776,430 | \$1,044,561 | \$107,364 | 11.5% |
| | | | | | | |
| Reserves | | | | | | |
| Transfer to Reserves | \$0 | \$9,500 | \$0 | \$9,500 | \$0 | 0.0% |
| Reserves Total | \$0 | \$9,500 | \$0 | \$9,500 | \$0 | 0.0% |
| | | | | | | |
| Revenues | | | | | | |
| Mutual Aid Agreements | -\$31,645 | -\$25,400 | -\$27,384 | -\$29,400 | -\$4,000 | 15.7% |
| Other Revenues | -\$22,909 | -\$18,000 | -\$21,625 | -\$21,500 | -\$3,500 | 19.4% |
| Permit Revenue | -\$16,439 | -\$12,000 | -\$19,620 | -\$16,000 | -\$4,000 | 33.3% |
| Revenues Total | -\$73,162 | -\$55,400 | -\$102,163 | -\$66,900 | -\$11,500 | 20.8% |
| | | | | | | |
| Grand Total | \$704,900 | \$891,297 | \$674,267 | \$987,161 | \$95,864 | 10.8% |

Parks and Recreation

3.4

Parks and Recreation Responsibility Summary

Parks Department:

- Manage and maintain all parks, play structures, outdoor sport facilities and 5km of trails
- Maintains 40 acres of grass areas including playing fields during the summer season
- Manage all bookings of facilities and work with user groups to improve access to recreation and improved programming
- Implement recommendations from the Parks and Recreation Master Plan
- Ongoing minor and capital park improvements

Recreation Department:

- Manage and maintain the Douro Community Centre, Douro Rec Centre and Warsaw Community Centre
- Action Capital Projects for all Recreation Facilities
- Manage all bookings of facilities and work with user groups to improve access to recreation and improved programming
- Implement recommendations from the Parks and Recreation Master Plan

Parks Capital Projects

1. **Stair Replacement at Douro South Park** – \$24,000 (Parkland Reserve)

- This project will replace the existing wooden stairs connecting the lower parking area to the baseball diamond with new, durable concrete stairs. The current structure is deteriorating and poses safety risks to park users.

Douro Community Centre Capital Projects

1. **Water Treatment Replacement** – \$45,000 (Levy)

- This project will replace the aging water treatment system at the Douro Community Centre. The scope includes the removal of the existing system and installation of a modern, more efficient unit that meets current standards for water quality, safety, and reliability.
- This is a critical infrastructure investment to maintain public health and facility compliance.

2. **Ice Surface Floor Replacement** - \$1,900,000 (CSRIF Grant & Capital Project Reserve)

- This project involves the full replacement of the existing ice floor system at the arena. The scope includes demolition and removal of the current floor, installation of a new concrete slab with embedded refrigeration piping, and integration with updated mechanical systems. Design and engineering work is currently underway, with construction scheduled for the following fiscal year.
- The Community Sport and Recreation Infrastructure grant funding offsets \$900,000 of the project cost, with the remainder funded through Capital Project Reserve.
- Replacing the floor will ensure reliable operation, and support continued use of the arena by the community for recreational skating, hockey and other events.

Warsaw Community Centre Capital Projects

1. Compressor Overhaul – \$8,000 (Levy)

- This project involves an in-depth overhaul of the 50hp compressor system serving the Warsaw Community Centre. The work includes inspection, cleaning and replacement of worn components to restore optimal performance.
- The compressor is a critical component of the refrigeration system that supports the ice surface. It pressurizes and circulates refrigerant (ammonia), enabling ice formation and maintaining consistent ice quality. Without a properly functioning compressor, the ice surface cannot operate efficiently.
- Overhauling the compressor system will extend its service life and prevent costly unplanned failures.

**2026 Operating Budget
Parks and Recreation - Total**

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|-------------------|-------------------|---------------------|--------------------|-----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$453,932 | \$502,707 | \$445,520 | \$534,257 | \$31,550 | 6.3% |
| Advertising and Special Events | \$484 | \$5,100 | \$1,623 | \$4,600 | -\$500 | -9.8% |
| Amortization | \$49,961 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Building Maintenance and Repairs | \$71,082 | \$61,400 | \$71,546 | \$61,400 | \$0 | 0.0% |
| Computer Hardware and Software | \$3,839 | \$4,800 | \$3,993 | \$4,800 | \$0 | 0.0% |
| Contracted Services | \$5,653 | \$13,100 | \$15,961 | \$13,100 | \$0 | 0.0% |
| Equipment Repairs and Maintenance | \$29,607 | \$39,030 | \$37,962 | \$38,030 | -\$1,000 | -2.6% |
| Fuel | \$9,811 | \$6,300 | \$6,241 | \$6,300 | \$0 | 0.0% |
| Insurance | \$90,785 | \$104,339 | \$105,392 | \$115,931 | \$11,592 | 11.1% |
| Interest Expense | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Internal Rental Recoveries | \$7,656 | \$5,500 | \$4,433 | \$5,500 | \$0 | 0.0% |
| Materials and Supplies | \$4,334 | \$3,925 | \$2,902 | \$3,925 | \$0 | 0.0% |
| Office Equipment, Materials and Supplies | \$3,172 | \$6,150 | \$3,678 | \$6,150 | \$0 | 0.0% |
| Professional Development and Memberships | \$13,789 | \$20,250 | \$11,242 | \$20,250 | \$0 | 0.0% |
| Realized Gain/Loss | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Tools and Equipment | \$1,831 | \$3,500 | \$2,066 | \$3,500 | \$0 | 0.0% |
| Utilities | \$207,277 | \$202,792 | \$175,951 | \$202,563 | -\$229 | -0.1% |
| Vehicle Repairs and Maintenance | \$746 | \$600 | \$560 | \$1,600 | \$1,000 | 166.7% |
| Expenses Total | \$953,959 | \$979,493 | \$889,069 | \$1,021,906 | \$42,413 | 4.3% |
| | | | | | | |
| Revenues | | | | | | |
| Advertising Revenue | -\$6,652 | -\$6,000 | -\$3,458 | -\$6,000 | \$0 | 0.0% |
| Donations and Fundraising | -\$5,298 | \$0 | -\$2,500 | \$0 | \$0 | 0.0% |
| Grants | -\$12,847 | \$0 | -\$4,816 | \$0 | \$0 | 0.0% |
| Interest Revenue | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0% |
| Other Revenues | -\$21,982 | -\$5,250 | -\$18,119 | -\$2,350 | \$2,900 | -55.2% |
| Rental Revenue | -\$373,050 | -\$405,879 | -\$332,132 | -\$406,405 | -\$526 | 0.1% |
| Revenues Total | -\$419,829 | -\$417,129 | -\$361,025 | -\$414,755 | \$2,374 | -0.6% |
| | | | | | | |
| Grand Total | \$534,130 | \$562,364 | \$528,044 | \$607,151 | \$44,787 | 8.0% |

Planning and Development

3.5

Planning Services Responsibility Summary

- Planning Services reports to the Chief Building Official.
- Process Zoning By-law Amendments, Minor Variances, Site Plans and comments on Official Plan Amendments, Subdivision and Consent Applications along with drafting By-laws and agreements.
- Prepare and provide reports and recommendations to Council, Committees and senior staff on planning applications ensuring proposals adhere to Provincial Policy, the Planning Act, the Official Plans and Township By-laws.
- Act as the first point of contact for the public regarding a wide range of planning matters and provide guidance on navigating the planning process and conducts pre-consultations with applicants and stakeholders.
- Participate in any Appeals to the Ontario Land Tribunal (OLT).
- Conduct long term analysis and provide recommendations regarding strategic projects.
- Monitor Provincial Legislation for changes that effect the Township and the community.
- Co-ordinate, interpret and implement responses from various agencies and staff in other disciplines (i.e. engineering, ecology, biology, hydrogeology, archaeology etc.).
- Manage financial transactions related to planning applications (i.e. development deposits, pre-development agreements, peer reviews).

2026 Operating Budget Planning

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|------------------|------------------|---------------------|------------------|-----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$113,975 | \$102,026 | \$98,498 | \$99,335 | -\$2,692 | -2.6% |
| Advertising and Special Events | \$171 | \$3,000 | \$0 | \$3,000 | \$0 | 0.0% |
| Computer Hardware and Software | \$5,088 | \$5,500 | \$5,088 | \$5,500 | \$0 | 0.0% |
| Contracted Services | \$6,744 | \$9,000 | \$47,039 | \$14,000 | \$5,000 | 55.6% |
| Office Equipment, Materials and Supplies | \$976 | \$500 | \$306 | \$500 | \$0 | 0.0% |
| Professional Development and Memberships | \$1,366 | \$2,800 | \$915 | \$3,700 | \$900 | 32.1% |
| Otonabee Region Conservation Authority | \$108,030 | \$116,221 | \$116,221 | \$123,982 | \$7,761 | 6.7% |
| Expenses Total | \$236,350 | \$239,047 | \$268,066 | \$250,017 | \$10,969 | 4.6% |
| | | | | | | |
| Revenues | | | | | | |
| Other Revenues | -\$2,790 | -\$1,500 | -\$1,150 | -\$1,500 | \$0 | 0.0% |
| Planning Application Revenue | -\$43,590 | -\$38,000 | -\$62,391 | -\$38,000 | \$0 | 0.0% |
| Revenues Total | -\$46,380 | -\$39,500 | -\$63,541 | -\$39,500 | \$0 | 0.0% |
| | | | | | | |
| Grand Total | \$189,970 | \$199,547 | \$204,525 | \$210,517 | \$10,969 | 5.5% |

Building and By-law Services

3.6

Building Services Responsibility Summary

- Responsible for the administration and enforcement of the Building Code Act and related Building By-laws.
- Responsible for interpreting and enforcing the Zoning By-law, Property Standards By-law, Yard By-law, Noise By-law, Development Charges By-law and other various relatable By-laws.
- Review plans for construction projects in conformance with the OBC and issue the related Building Permit.
- Review plans and issue permits for sewage systems.
- Conduct field inspections for issued building and sewage permits.
- Conduct investigations under the authority of various By-laws, such as the Zoning By-law, Property Standards By-law and others.
- Participate in pre-consultation meetings regarding development applications.
- Responsible for enforcement of animal control in partnership with Peterborough Humane Society.
- Oversees the Township's Planning Services.

2026 Operating Budget Building

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|-------------------|-------------------|---------------------|-------------------|------------------|----------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$340,065 | \$437,515 | \$372,680 | \$414,750 | -\$22,765 | -5.2% |
| Advertising and Special Events | \$20 | \$1,200 | \$58 | \$1,200 | \$0 | 0.0% |
| Computer Hardware and Software | \$14,300 | \$14,500 | \$14,322 | \$14,500 | \$0 | 0.0% |
| Contracted Services | \$22,750 | \$50,600 | \$6,781 | \$50,600 | \$0 | 0.0% |
| Equipment Repairs and Maintenance | \$509 | \$1,500 | \$0 | \$1,500 | \$0 | 0.0% |
| Fuel | \$2,729 | \$4,000 | \$0 | \$4,000 | \$0 | 0.0% |
| Insurance | \$14,094 | \$16,068 | \$20,842 | \$22,926 | \$6,859 | 42.7% |
| Materials and Supplies | \$78 | \$700 | \$246 | \$700 | \$0 | 0.0% |
| Office Equipment, Materials and Supplies | \$1,645 | \$7,120 | \$1,233 | \$7,120 | \$0 | 0.0% |
| Overhead Transfer | \$0 | \$24,670 | \$24,670 | \$24,670 | \$0 | 0.0% |
| Professional Development and Memberships | \$11,284 | \$20,064 | \$2,864 | \$20,064 | \$0 | 0.0% |
| Utilities | \$756 | \$3,840 | \$612 | \$3,840 | \$0 | 0.0% |
| Vehicle Repairs and Maintenance | \$1,155 | \$2,000 | \$166 | \$2,000 | \$0 | 0.0% |
| Expenses Total | \$409,392 | \$583,777 | \$444,474 | \$567,871 | -\$15,906 | -2.7% |
| | | | | | | |
| Reserves | | | | | | |
| Transfer to Reserves | \$0 | \$57,931 | \$0 | \$56,341 | -\$1,591 | -2.7% |
| Reserves Total | \$0 | \$57,931 | \$0 | \$56,341 | -\$1,591 | -2.7% |
| | | | | | | |
| Revenues | | | | | | |
| Grants | \$0 | -\$4,464 | -\$2,408 | -\$4,464 | \$0 | 0.0% |
| Permit Revenue | -\$420,494 | -\$637,244 | -\$398,975 | -\$619,747 | \$17,497 | -2.7% |
| Revenues Total | -\$420,644 | -\$641,708 | -\$405,458 | -\$624,211 | \$17,497 | -2.7% |
| | | | | | | |
| Grand Total | -\$11,252 | \$0 | \$39,016 | \$0 | \$0 | -100.0% |

2026 Operating Budget By-law Enforcement

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|------------------|------------------|---------------------|------------------|----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$27,664 | \$32,621 | \$24,476 | \$42,218 | \$9,597 | 29.4% |
| Advertising and Special Events | \$0 | \$200 | \$14 | \$200 | \$0 | 0.0% |
| Contracted Services | \$22,049 | \$29,484 | \$18,281 | \$29,484 | \$0 | 0.0% |
| Insurance | \$10,253 | \$5,000 | \$9,280 | \$5,000 | \$0 | 0.0% |
| Materials and Supplies | \$286 | \$200 | \$1,267 | \$200 | \$0 | 0.0% |
| Professional Development and Memberships | \$0 | \$500 | \$0 | \$500 | \$0 | 0.0% |
| Expenses Total | \$60,261 | \$68,005 | \$53,318 | \$77,602 | \$9,597 | 14.1% |
| | | | | | | |
| Revenues | | | | | | |
| Infractions | \$0 | -\$5,000 | \$0 | -\$5,000 | \$0 | 0.0% |
| Other Revenues | -\$10,965 | -\$5,200 | -\$7,495 | -\$5,200 | \$0 | 0.0% |
| Revenues Total | -\$11,115 | -\$10,200 | -\$7,495 | -\$10,200 | \$0 | 0.0% |
| | | | | | | |
| Grand Total | \$49,146 | \$57,805 | \$45,823 | \$67,402 | \$9,597 | 16.6% |

Library Services

3.7

Library Services Responsibility Summary

- Provide access to collections for the community:
 - Children, young adult and adult fiction, non-fiction, and reference materials including board books, picture books, chapter books, French language, paperbacks, large print, & reference
 - Electronic Resources - E-books, Audiobooks, Online Magazines, Tumble Books (Virtual books for kids), Ancestry.ca, World Book Online, Kanopy (at home streaming of movies and shows on demand), Gale Health and Wellness (authoritative consumer health information)
 - Periodicals: Magazines, Newspapers (Dummer News, Lakefield Herald)
 - Daisy Reader and CDs (talking books for visually impaired)
 - DVDs, Audiobooks, & literacy kits
 - Local History Archives in partnership with Township
- Provide programs and services to the community:
 - Deliver child, youth, adult, and class programming such as weekly storytime, class visits, youth group, language and computer literacy classes
 - Provide research, reference, and readers' advisory
 - Provide public computer access, Wi-Fi and internet access
 - Maintain a safe meeting place for people in our community
 - Support local artists and host art shows on behalf of the Art Gallery Committee in the Douro-Dummer Public Library Art Gallery

Library Budget Impacts

Operating

1. Increase to Library Service Hours – \$11,849

- To support the strategic priorities of the library, the proposed 2026 operating budget includes an increase of 3 open hours per week at the library. This adjustment would extend Wednesday and Thursday service hours to 7:00 p.m., making library services more accessible to working residents and families
- This expansion aligns with minimum staffing and operating hour standards for a library serving a population between 5,000 and 10,000, and supports the Board’s goal of enhancing visibility, growing active membership, and better accommodating community routines.

| Proposed Library Schedule | | | | | | | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|----------|-----------|
| | Mon | Tue | Wed | Thu | Fri | Sat | |
| Current Operating Hours | 10-3 | 1-7 | 10-3 | 10-3 | 10-3 | | |
| Current Number of Hours | | 5 | 6 | 5 | 5 | 5 | 26 |
| Proposed Operating Hours | 10-3 | 12-7 | 12-7 | 10-3 | 10-3 | | |
| Proposed Number of Hours | | 5 | 7 | 7 | 5 | 5 | 29 |
| Proposed Schedule | | | | | | | |
| Librarian (currently 25.5) | 5 | 6 | 6 | 6 | 6 | | 29 |
| Library Assistant (currently 15) | | 7 | 4 | | 5 | 3 | 19 |
| Library Clerk (currently 14) | | | 4 | 5 | | 3 | 12 |
| Current Annual Hours | 1,352 | | | | | | |
| Proposed Annual Hours | 1,508 | | | | | | |
| Additional Hours needed | 156 | | | | | | |

Library Budget Impacts

Continued Operating Adjustments (Future Years)

The proposed library operational change reflects the key focus for the upcoming fiscal year. While this addresses the library’s current priorities, future-year operational adjustments are provided below to offer visibility into planned developments, longer-term goals and support strategic planning.

| Projected Library Schedule (Future-year) | | | | | | | | Total |
|---|-------|-------------|-------------|-------------|-------------|-------------|-----------|-------|
| | Mon | Tue | Wed | Thu | Fri | Sat | | |
| Current Operating Hours | | 10-3 | 1-7 | 10-3 | 10-3 | 10-3 | | |
| Current Number of Hours | | 5 | 6 | 5 | 5 | 5 | 26 | |
| Projected Operating Hours | | 10-3 | 10-7 | 10-7 | 10-3 | 10-3 | | |
| Projected Number of Hours | | 5 | 9 | 9 | 5 | 5 | 33 | |
| Proposed Schedule | | | | | | | | |
| Librarian (currently 25.5) | 5 | 6 | 6 | 6 | 6 | | 29 | |
| Library Assistant (currently 15) | | 7 | 4 | | 5 | 3 | 19 | |
| Library Clerk (currently 14) | | | 4 | 5 | | 3 | 12 | |
| Current Annual Hours | 1,352 | | | | | | | |
| Proposed Annual Hours | 1,716 | | | | | | | |
| Additional Hours needed | 364 | | | | | | | |

Library Budget Impacts

Capital

1. **Library Building Improvements** – \$15,000 (Library Capital Reserve)

- This project involves the removal of one or two non-load-bearing interior walls within the library to create a more open and functional space.
- The current interior configuration limits visibility, accessibility, and space utilization. By opening up the space, the library will better accommodate patrons, programming needs, and future flexibility in service delivery.
- This project supports the library's mission to provide a welcoming and adaptive environment for the community by improving layout flexibility, increase usable floor area, and enhance the overall user experience within the facility.

2. **Books and Material** – \$14,000 (Library Operating Grant)

- New books for the library collection
- Standard practice for library collections management

2026 Operating Budget Library

| | 2024 Actuals | 2025 Budget | 2025 Actuals YTD | 2026 Budget | Change (\$) | Change (%) |
|--|------------------|------------------|---------------------|------------------|-----------------|---------------|
| Expenses | | | | | | |
| Employee Wages and Benefits | \$112,329 | \$125,291 | \$118,718 | \$145,845 | \$20,554 | 16.4% |
| Advertising and Special Events | \$478 | \$885 | \$628 | \$885 | \$0 | 0.0% |
| Building Maintenance and Repairs | \$10,830 | \$5,450 | \$5,770 | \$5,450 | \$0 | 0.0% |
| Computer Hardware and Software | \$2,203 | \$3,500 | \$647 | \$3,500 | \$0 | 0.0% |
| Contracted Services | \$6,747 | \$9,050 | \$7,592 | \$9,050 | \$0 | 0.0% |
| Equipment Repairs and Maintenance | \$598 | \$800 | \$0 | \$800 | \$0 | 0.0% |
| Insurance | \$4,630 | \$5,093 | \$5,552 | \$6,108 | \$1,015 | 19.9% |
| Internal Rental Recoveries | \$0 | \$204 | \$20 | \$204 | \$0 | 0.0% |
| Materials and Supplies | \$3,114 | \$3,055 | \$2,250 | \$2,925 | -\$130 | -4.3% |
| Office Equipment, Materials and Supplies | \$2,494 | \$2,910 | \$1,453 | \$2,910 | \$0 | 0.0% |
| Professional Development and Memberships | \$2,434 | \$3,130 | \$1,834 | \$3,130 | \$0 | 0.0% |
| Utilities | \$9,804 | \$10,600 | \$10,289 | \$10,600 | \$0 | 0.0% |
| Expenses Total | \$155,664 | \$169,998 | \$154,752 | \$191,437 | \$21,439 | 12.6% |
| | | | | | | |
| Revenues Total | -\$17,141 | -\$1,076 | -\$2,883 | -\$1,076 | \$0 | 0.0% |
| | | | | | | |
| Grand Total | \$138,524 | \$168,923 | \$151,869 | \$190,361 | \$21,439 | 12.7% |

Capital Budget Tables

Section 4

| 2026 Capital Projects with Funding Sources (Revised) | Grant | Levy | Reserves | Total |
|--|------------------|------------------|--------------------|--------------------|
| Fire and Emergency Services | | | | |
| Computer Hardware | | | | |
| Ipad Replacements (5of14) | | \$5,000 | | \$5,000 |
| Equipment | | | | |
| Bunker Gear (26 sets from 2016) | | \$91,000 | | \$91,000 |
| AED Replacement yr. 1 of 2 | | \$13,000 | | \$13,000 |
| Annual Minor Equipment Replacement | | \$10,000 | | \$10,000 |
| Vehicles | | | | |
| Pumper#1 & Pump 4 Remaining Costs | | | \$1,000,000 | \$1,000,000 |
| Fire and Emergency Services Total | | \$119,000 | \$1,000,000 | \$1,119,000 |
| Library | | | | |
| Bldg Imp | | | | |
| Building Improvements | | | \$15,000 | \$15,000 |
| Equipment | | | | |
| Books and Materials | \$14,000 | | | \$14,000 |
| Library Total | \$14,000 | | \$15,000 | \$29,000 |
| Parks & Recreation | | | | |
| Bldg Imp | | | | |
| Ice Floor Replacement | \$900,000 | | \$1,000,000 | \$1,900,000 |
| Water Treatment Replacement | | \$45,000 | | \$45,000 |
| Equipment | | | | |
| 50hp Compressor Overhaul | | \$8,000 | | \$8,000 |
| Land Improvements | | | | |
| South Park Stair Replacment | | | \$24,000 | \$24,000 |
| Shade Structure | | \$0 | | \$0 |
| Parks & Recreation Total | \$900,000 | \$53,000 | \$1,024,000 | \$1,977,000 |
| Roads | | | | |
| Consultant Fees | | | | |
| Culvert & Structure Inspections | | \$26,500 | | \$26,500 |
| Equipment | | | | |
| Generator | | \$1,600 | | \$1,600 |

2026 Capital Projects with Funding Sources (Revised)

| | Grant | Levy | Reserves | Total |
|--|------------------|--------------------|----------|--------------------|
| Gravel | | | | |
| 6th Line South Dummer from Webster Rd to North limit | | \$153,004 | | \$153,004 |
| Fourth Line Dummer from Cooper Rd to North limit | | \$85,664 | | \$85,664 |
| Douro First Line Rd from Cedar Cross Rd to County Rd 4 | | \$74,397 | | \$74,397 |
| Douro First Line Rd from Division Rd to County Rd 8 | | \$65,357 | | \$65,357 |
| Third line Dummer from County Rd 8 to Clifford Rd | | \$48,897 | | \$48,897 |
| Carlow Line from County Rd 8 to Division Rd | | \$48,238 | | \$48,238 |
| Centre Rd from Highway 28 to County Rd 32 | | \$44,218 | | \$44,218 |
| Douro 5th Line Rd from County Rd 8 to Division Rd | | \$41,901 | | \$41,901 |
| Gilchrist Bay Road from County Rd 6 to Little lane | | \$41,390 | | \$41,390 |
| Payne Line Rd from Cedar Cross Rd to | | \$35,909 | | \$35,909 |
| Douro 5th Line Rd from County Rd 6 to Lynch's Rock Rd | | \$30,345 | | \$30,345 |
| Third line Dummer from County Rd 8 to South limit | | \$21,767 | | \$21,767 |
| Douro First Line Rd from County Rd 4 to South limit | | \$13,207 | | \$13,207 |
| Douro First Line Rd from Cedar Cross Rd to North limit | | \$10,810 | | \$10,810 |
| Ivandale Rd from White Lake Rd East to West limit | | \$8,652 | | \$8,652 |
| 7th Line Rd Mid Dummer from Webster to North limit | | \$8,145 | | \$8,145 |
| Surface Treatment | | | | |
| White Lake Road West from County Rd 6 to South limit | | \$148,500 | | \$148,500 |
| Douro 5th Line from County Rd 8 to 700m South | \$80,241 | | | \$80,241 |
| Ford Street | \$30,520 | \$39,480 | | \$70,000 |
| Strickland St from Highway 28 to Douro 5th Line | \$56,091 | | | \$56,091 |
| Gilchrist Bay Road from Little lane to County Rd 6 (Eastbound) | | \$52,000 | | \$52,000 |
| Water Street | \$45,000 | | | \$45,000 |
| West Street | \$45,000 | | | \$45,000 |
| Church Street | \$45,000 | | | \$45,000 |
| Moodie Drive from Stenner Rd to East limit | \$36,250 | | | \$36,250 |
| English Line from County Rd 4 to South limit | \$35,695 | | | \$35,695 |
| Mill Street | \$35,000 | | | \$35,000 |
| Stenner Rd from County Rd 29 to North limit | \$26,350 | | | \$26,350 |
| South Beach Road from Highway 28 to East limit | | \$23,495 | | \$23,495 |
| Douro Third Line from South Beach Rd to Rishor Avenue | | \$20,500 | | \$20,500 |
| Douro 5th Line from Lynch Rock Rd to Strickland St | \$10,900 | | | \$10,900 |
| Old Highway 28 from South Beach Road to the North limit | \$10,205 | | | \$10,205 |
| Roads Total | \$456,251 | \$1,043,973 | | \$1,500,224 |

2026 Capital Projects with Funding Sources (Revised)

| | Grant | Levy | Reserves | Total |
|---|--------------------|--------------------|--------------------|--------------------|
| Waste Services | | | | |
| Equipment | | | | |
| Generator | | \$1,600 | | \$1,600 |
| Waste Services Total | | \$1,600 | | \$1,600 |
| Clerks | | | | |
| Computer Software | | | | |
| Records Management Software | | \$25,000 | | \$25,000 |
| Clerks Total | | \$25,000 | | \$25,000 |
| CAO Office | | | | |
| Computer Hardware | | | | |
| Corporate IT Requirements | | \$20,000 | | \$20,000 |
| Consultant Fees | | | | |
| Building Department Service Delivery Review | | \$40,000 | | \$40,000 |
| Land Improvements | | | | |
| Tree Program | | \$0 | | \$0 |
| CAO Office Total | | \$60,000 | | \$60,000 |
| Total | \$1,370,251 | \$1,302,573 | \$2,039,000 | \$4,711,824 |

Excluded Capital Projects

Corporate Services

| | |
|--|----------|
| Front Counter enhancements | \$20,000 |
| Third Party Compensation By-law review | \$16,000 |
| Glossy and Digital Guide to the Township | \$15,000 |
| Open office seating improvements | \$10,000 |
| Tree program | \$10,000 |
| | <hr/> |
| | \$71,000 |

Public Works

| | |
|---|------------------|
| Heavy Equipment | \$300,000 |
| Douro 4th Line from County Rd 4 to County Rd 8 | \$199,400 |
| New public docks – McCrackens Landing | \$35,000 |
| Week for Free Public Brush drop-off | \$10,000 |
| | <hr/> |
| | \$544,400 |

Recreation and Facilities

| | |
|--|---------------------------|
| Ice resurfer – Warsaw Community Centre | \$115,000 |
| Kayak rental kiosk – Warsaw Community Centre | \$20,000 + staffing costs |
| Warsaw Community Centre driveway | \$13,500 |
| Shade structure - Douro South Park | \$8,500 |
| | <hr/> |
| | \$157,000 |

| | |
|--------------|------------------|
| Total | \$772,400 |
|--------------|------------------|