2026 Budget – 1st Draft

Township of Douro-Dummer

October 21, 2025

Introduction

Section 1

Table of Contents

2026 Budget –

1st Draft

October 16, 2025

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.**

2025 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
- Final Draft/Budget Passage – December 16th

Next Steps:

- Update as information changes. A budget is always based on the information that we have today and includes assumptions. The information that certain assumptions are based on may change and staff will update the budget accordingly before passage.

Impact to the Levy

Summary of Change to the 2026 Levy

	2025	2026	$ Change	% Change	Tax Impact
Township Departments					
Operating Budget	$4,233,470	$4,441,694	$208,224	4.9%	2.8%
Capital Budget	$1,309,973	$1,319,973	$10,000	0.8%	0.1%
Less: Assessment Growth in 2025					-1.1%
Total Township Departments	**$5,543,443**	**$5,761,666**	**$218,223**	**3.9%**	**1.9%**
Township Boards and Agencies					
Police Budget	$983,605	$1,091,802	$108,197	11.0%	1.5%
Library Budget	$168,923	$190,269	$21,347	12.6%	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	$7,825,084	$429,483	5.8%	
Percent Change to the Tax Rate as at 1st Draft:					**4.8%**

	2025	2026	Annual Change	Monthly Change
Residential Impact Per $100,000 of Assessment	$485.09	$508.17	$23.08	$1.92
Impact on Median Property of $256,000	$1,241.83	$1,300.90	$59.08	$4.92

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 compres it to the average for the same period the previous year. The current average CPI is 1.94%.	$59,358	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.	-$21,000	-0.3%

		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%
Corporate Services	Increase in revenues from Tax Penalties and Provinicial 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%

Summary of Key Operating Changes

		Impact on Levy	
Department Specific Adjustments Continued		**$**	**%**
Fire Services	Deputy Fire Chief – Transition the position from a contract role to a permanent full-time appointment.	$25,715	0.3%
	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.	-$1,139	0.0%
Total Operating Impact		**$208,224**	2.8%

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.

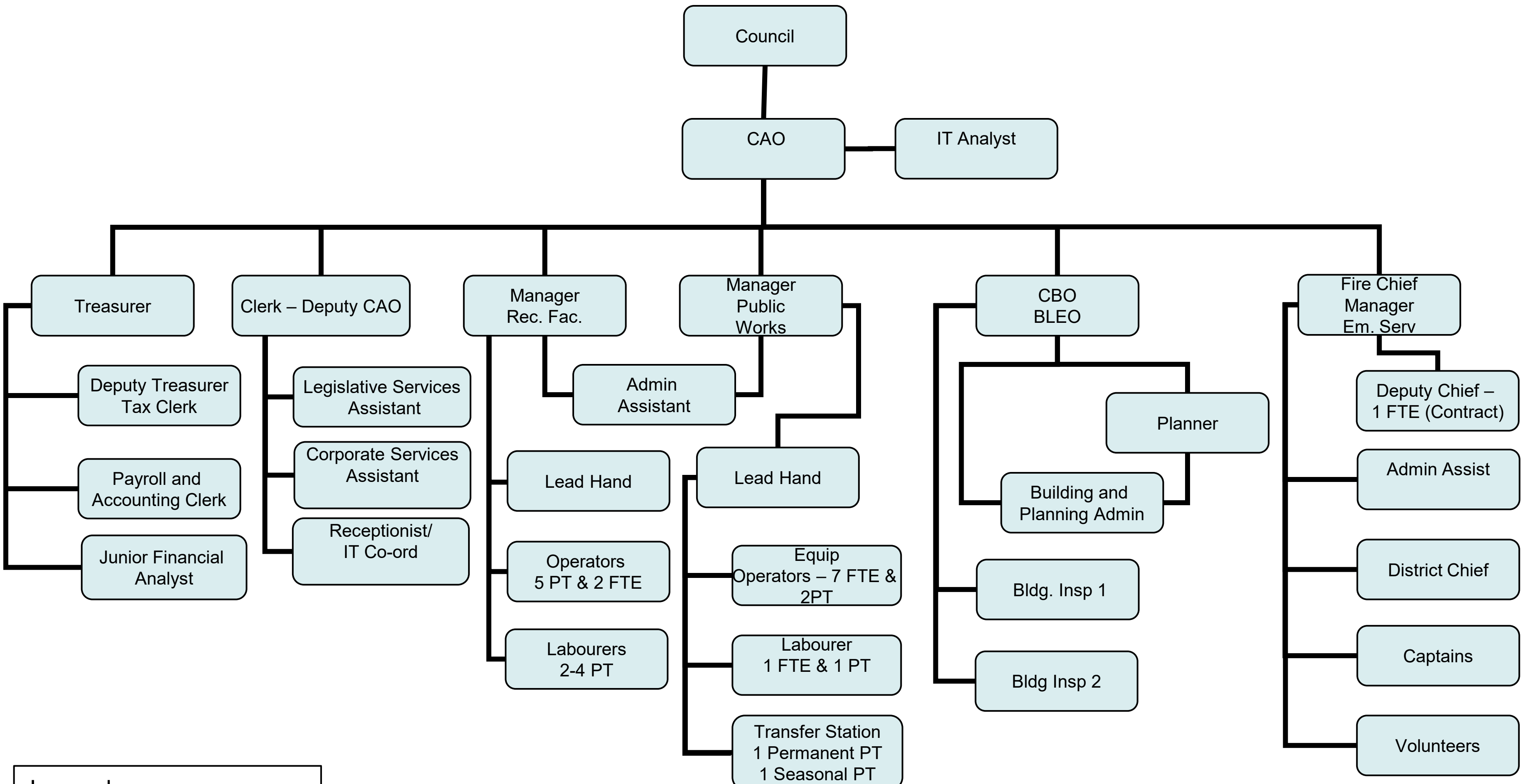
Table 1 - Financing Strategy Summary

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

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.

4. **Tree Planting Program –** $10,000 (Levy)
    - It is proposed to allocate $10,000 for the Tree Replacement Program in 2026.
    - This initiative has been well received by residents over the past two years and has contributed significantly to the replacement of trees lost during the 2022 Derecho Storm and the 2025 Ice Storm.
    - Entering its third year, the program continues to demonstrate strong community demand, with this year’s allocation fully utilized within two weeks of launch.

2026 Operating Budget
Council

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$152,076	$156,179	$4,103	2.7%
Advertising and Special Events	$5,000	$5,000	$0	0.0%
Building Maintenance and Repairs	$500	$500	$0	0.0%
Community Grants	$5,000	$5,000	$0	0.0%
Contracted Services	$4,000	$4,000	$0	0.0%
Insurance	$2,703	$1,221	-$1,482	-54.8%
Materials and Supplies	$855	$1,355	$500	58.5%
Office Equipment, Materials and Supplies	$208	$208	$0	0.0%
Professional Development and Memberships	$20,200	$25,200	$5,000	24.8%
Expenses Total	**$190,542**	**$198,664**	**$8,121**	**4.3%**
Grand Total	**$190,542**	**$198,664**	**$8,121**	**4.3%**

2026 Operating Budget
Corporate Services

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$1,221,687	$1,222,590	$902	0.1%
Advertising and Special Events	$14,300	$16,300	$2,000	14.0%
Building Maintenance and Repairs	$15,000	$15,000	$0	0.0%
Community Grants	$5,000	$5,000	$0	0.0%
Computer Hardware and Software	$82,500	$94,700	$12,200	14.8%
Contracted Services	$108,762	$113,762	$5,000	4.6%
Equipment Repairs and Maintenance	$1,550	$1,550	$0	0.0%
Financial Fees and Expenses	$52,000	$53,500	$1,500	2.9%
Insurance	$88,468	$97,454	$8,985	10.2%
Interest Expense	$300	$300	$0	0.0%
Materials and Supplies	$27,705	$28,205	$500	1.8%
Office Equipment, Materials and Supplies	$30,788	$31,788	$1,000	3.2%
Overhead Transfer	-$24,670	-$24,670	$0	0.0%
Professional Development and Memberships	$56,140	$63,220	$7,080	12.6%
Tools and Equipment	$600	$600	$0	0.0%
Utilities	$35,800	$35,800	$0	0.0%
Expenses Total	**$1,715,931**	**$1,755,098**	**$39,168**	**2.3%**
Reserves				
Transfer From Reserves	-$20,000	$0	$20,000	-100.0%
Transfer to Reserves	$20,000	$0	-$20,000	-100.0%
Reserves Total	**$0**	**$0**	**$0**	**0.0%**
Revenues				
Financial Fees	-$1,040	-$1,040	$0	0.0%
Grants	-$614,000	-$635,000	-$21,000	3.4%
Interest Revenue	-$175,000	-$175,000	$0	0.0%
Licence Revenue	-$900	-$900	$0	0.0%
Other Revenues	-$245	-$245	$0	0.0%
Rental Revenue	-$5,000	-$5,000	$0	0.0%
Taxation Revenue	-$233,749	-$251,426	-$17,676	7.6%
Revenues Total	**-$1,029,934**	**-$1,068,611**	**-$38,676**	**3.8%**
Grand Total	**$685,996**	**$686,488**	**$491**	**0.1%**

2026 Operating Budget
Election

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

Public Works

3.2

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

Projects	Road Length (km)	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	$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
Douro 4th Line from County Rd 4 to County Rd 8	1.5	$199,400.00
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	$23,800.00
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	$9,900.00
Surface Treatment Total	**7.4**	**$739,125.50**

2026 Operating Budget
Public Works

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$960,767	$988,605	$27,838	2.9%
Advertising and Special Events	$1,750	$3,550	$1,800	102.9%
Building Maintenance and Repairs	$5,340	$5,340	$0	0.0%
Computer Hardware and Software	$17,755	$17,755	$0	0.0%
Contracted Services	$264,977	$268,727	$3,750	1.4%
Equipment Repairs and Maintenance	$39,375	$40,775	$1,400	3.6%
Fuel	$143,778	$143,778	$0	0.0%
Insurance	$57,695	$62,114	$4,420	7.7%
Internal Rental Recoveries	-$83,822	-$102,021	-$18,199	21.7%
Materials and Supplies	$237,947	$241,597	$3,650	1.5%
Office Equipment, Materials and Supplies	$5,225	$5,275	$50	1.0%
Professional Development and Memberships	$13,760	$13,760	$0	0.0%
Tools and Equipment	$450	$2,050	$1,600	355.6%
Utilities	$21,375	$21,375	$0	0.0%
Vehicle Repairs and Maintenance	$86,112	$96,612	$10,500	12.2%
Expenses Total	**$1,772,554**	**$1,809,362**	**$36,809**	**2.1%**
Reserves				
Transfer to Reserves	$22,600	$22,600	$0	0.0%
Reserves Total	**$22,600**	**$22,600**	**$0**	**0.0%**
Revenues				
Aggregate Revenue	-$52,500	-$52,500	$0	0.0%
Financial Fees	-$250	-$250	$0	0.0%
Other Revenues	-$25,000	-$25,000	$0	0.0%
Permit Revenue	-$11,000	-$11,000	$0	0.0%
Revenues Total	**-$88,750**	**-$88,750**	**$0**	**0.0%**
Grand Total	**$1,706,404**	**$1,743,212**	**$36,809**	**2.2%**

Fire and Emergency Services

3.3

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 Capital Projects

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

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$576,515	$623,026	$46,510	8.1%
Advertising and Special Events	$5,050	$5,550	$500	9.9%
Building Maintenance and Repairs	$6,000	$6,000	$0	0.0%
Computer Hardware and Software	$3,000	$3,500	$500	16.7%
Contracted Services	$92,897	$144,920	$52,023	56.0%
Equipment Repairs and Maintenance	$7,400	$7,400	$0	0.0%
Fuel	$12,500	$19,000	$6,500	52.0%
Insurance	$47,900	$57,922	$10,023	20.9%
Internal Rental Recoveries	$500	$500	$0	0.0%
Materials and Supplies	$37,900	$33,400	-$4,500	-11.9%
Mutual Aid Agreements	$26,000	$26,000	$0	0.0%
Office Equipment, Materials and Supplies	$3,450	$2,450	-$1,000	-29.0%
Paging and Communication Expenses	$6,000	$6,000	$0	0.0%
Professional Development and Memberships	$45,255	$45,255	$0	0.0%
Tools and Equipment	$10,000	$9,000	-$1,000	-10.0%
Utilities	$30,830	$30,830	$0	0.0%
Vehicle Repairs and Maintenance	$26,000	$26,000	$0	0.0%
Expenses Total	**$937,197**	**$1,046,753**	**$109,556**	**11.7%**
Reserves				
Transfer to Reserves	$9,500	$9,500	$0	0.0%
Reserves Total	**$9,500**	**$9,500**	**$0**	**0.0%**
Revenues				
Mutual Aid Agreements	-$25,400	-$29,400	-$4,000	15.7%
Other Revenues	-$18,000	-$21,500	-$3,500	19.4%
Permit Revenue	-$12,000	-$16,000	-$4,000	33.3%
Revenues Total	**-$55,400**	**-$66,900**	**-$11,500**	**20.8%**
Grand Total	**$891,297**	**$989,353**	**$98,056**	**11.0%**

Parks and Recreation

3.4

Parks Capital Projects

1. **Shade Structure at Douro South Park** – $8,500 (Levy)
    - This project involves installing a permanent shade structure near the pickleball and tennis courts at Douro South Park to provide sun protection for players and spectators waiting to use the courts.
    - Usage of the township sport courts has increased significantly, and there is currently no shaded area nearby. This improvement will enhance user comfort, reduce heat-related risks, and support the continued popularity of outdoor recreation at the park.
2. **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

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$502,707	$533,982	$31,275	6.2%
Advertising and Special Events	$5,100	$4,600	-$500	-9.8%
Amortization	$0	$0	$0	0.0%
Building Maintenance and Repairs	$61,400	$61,400	$0	0.0%
Computer Hardware and Software	$4,800	$4,800	$0	0.0%
Contracted Services	$13,100	$13,100	$0	0.0%
Equipment Repairs and Maintenance	$39,030	$38,030	-$1,000	-2.6%
Fuel	$6,300	$6,300	$0	0.0%
Insurance	$104,339	$115,931	$11,592	11.1%
Interest Expense	$0	$0	$0	0.0%
Internal Rental Recoveries	$5,500	$5,500	$0	0.0%
Materials and Supplies	$3,925	$3,925	$0	0.0%
Office Equipment, Materials and Supplies	$6,150	$6,150	$0	0.0%
Professional Development and Memberships	$20,250	$20,250	$0	0.0%
Realized Gain/Loss	$0	$0	$0	0.0%
Tools and Equipment	$3,500	$3,500	$0	0.0%
Utilities	$202,792	$202,563	-$229	-0.1%
Vehicle Repairs and Maintenance	$600	$1,600	$1,000	166.7%
Expenses Total	**$979,493**	**$1,021,631**	**$42,138**	**4.3%**
Revenues				
Advertising Revenue	-$6,000	-$6,000	$0	0.0%
Donations and Fundraising	$0	$0	$0	0.0%
Grants	$0	$0	$0	0.0%
Interest Revenue	$0	$0	$0	0.0%
Other Revenues	-$5,250	-$2,350	$2,900	-55.2%
Rental Revenue	-$405,879	-$406,405	-$526	0.1%
Revenues Total	**-$417,129**	**-$414,755**	**$2,374**	**-0.6%**
Grand Total	**$562,364**	**$606,876**	**$44,512**	**7.9%**

2026 Operating Budget
Parks and Recreation - Parks

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$145,483	$154,685	$9,202	6.3%
Advertising and Special Events	$2,300	$2,300	$0	0.0%
Building Maintenance and Repairs	$19,100	$19,100	$0	0.0%
Computer Hardware and Software	$1,500	$1,500	$0	0.0%
Contracted Services	$4,600	$4,600	$0	0.0%
Equipment Repairs and Maintenance	$4,550	$3,550	-$1,000	-22.0%
Fuel	$3,300	$3,300	$0	0.0%
Insurance	$11,490	$11,483	-$7	-0.1%
Internal Rental Recoveries	$2,000	$2,000	$0	0.0%
Materials and Supplies	$1,800	$1,800	$0	0.0%
Office Equipment, Materials and Supplies	$1,300	$1,300	$0	0.0%
Professional Development and Memberships	$5,250	$5,250	$0	0.0%
Tools and Equipment	$1,500	$1,500	$0	0.0%
Utilities	$1,200	$1,200	$0	0.0%
Vehicle Repairs and Maintenance	$600	$1,600	$1,000	166.7%
Expenses Total	**$205,973**	**$215,168**	**$9,195**	**4.5%**
Revenues				
Donations and Fundraising	$0	$0	$0	0.0%
Grants	$0	$0	$0	0.0%
Interest Revenue	$0	$0	$0	0.0%
Other Revenues	-$3,000	$0	$3,000	-100.0%
Rental Revenue	-$7,500	-$12,000	-$4,500	60.0%
Revenues Total	**-$10,500**	**-$12,000**	**-$1,500**	**14.3%**
Grand Total	**$195,473**	**$203,168**	**$7,695**	**3.9%**

2026 Operating Budget
Parks and Recreation - Douro Community Centre

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$209,860	$207,842	-$2,018	-1.0%
Advertising and Special Events	$1,400	$1,400	$0	0.0%
Building Maintenance and Repairs	$23,800	$23,800	$0	0.0%
Computer Hardware and Software	$1,500	$1,500	$0	0.0%
Contracted Services	$5,150	$5,150	$0	0.0%
Equipment Repairs and Maintenance	$19,430	$19,430	$0	0.0%
Fuel	$2,000	$2,000	$0	0.0%
Insurance	$52,973	$59,641	$6,669	12.6%
Internal Rental Recoveries	$1,500	$1,500	$0	0.0%
Materials and Supplies	$1,025	$1,025	$0	0.0%
Office Equipment, Materials and Supplies	$2,900	$2,900	$0	0.0%
Professional Development and Memberships	$7,500	$7,500	$0	0.0%
Tools and Equipment	$1,000	$1,000	$0	0.0%
Utilities	$118,392	$118,163	-$229	-0.2%
Expenses Total	**$448,430**	**$452,851**	**$4,422**	**1.0%**
Revenues				
Advertising Revenue	-$4,000	-$4,000	$0	0.0%
Other Revenues	-$1,200	-$1,300	-$100	8.3%
Rental Revenue	-$254,675	-$240,701	$13,974	-5.5%
Revenues Total	**-$259,875**	**-$246,001**	**$13,874**	**-5.3%**
Grand Total	**$188,554**	**$206,850**	**$18,296**	**9.7%**

2026 Operating Budget
Parks and Recreation - Warsaw Community Centre

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$147,364	$171,455	$24,091	16.3%
Advertising and Special Events	$1,400	$900	-$500	-35.7%
Building Maintenance and Repairs	$18,500	$18,500	$0	0.0%
Computer Hardware and Software	$1,800	$1,800	$0	0.0%
Contracted Services	$3,350	$3,350	$0	0.0%
Equipment Repairs and Maintenance	$15,050	$15,050	$0	0.0%
Fuel	$1,000	$1,000	$0	0.0%
Insurance	$39,876	$44,807	$4,930	12.4%
Internal Rental Recoveries	$2,000	$2,000	$0	0.0%
Materials and Supplies	$1,100	$1,100	$0	0.0%
Office Equipment, Materials and Supplies	$1,950	$1,950	$0	0.0%
Professional Development and Memberships	$7,500	$7,500	$0	0.0%
Tools and Equipment	$1,000	$1,000	$0	0.0%
Utilities	$83,200	$83,200	$0	0.0%
Vehicle Repairs and Maintenance	$0	$0	$0	0.0%
Expenses Total	**$325,090**	**$353,612**	**$28,522**	**8.8%**
Revenues				
Advertising Revenue	-$2,000	-$2,000	$0	0.0%
Other Revenues	-$550	-$550	$0	0.0%
Rental Revenue	-$143,704	-$153,704	-$10,000	7.0%
Revenues Total	**-$146,254**	**-$156,254**	**-$10,000**	**6.8%**
Grand Total	**$178,836**	**$197,358**	**$18,522**	**10.4%**

Planning and Development

3.5

2026 Operating Budget
Planning

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$102,026	$99,275	-$2,751	-2.7%
Advertising and Special Events	$3,000	$3,000	$0	0.0%
Computer Hardware and Software	$5,500	$5,500	$0	0.0%
Contracted Services	$9,000	$14,000	$5,000	55.6%
Office Equipment, Materials and Supplies	$500	$500	$0	0.0%
Professional Development and Memberships	$2,800	$3,700	$900	32.1%
Taxes Payable	$116,221	$123,982	$7,761	6.7%
Expenses Total	**$239,047**	**$249,957**	**$10,910**	**4.6%**
Revenues				
Other Revenues	-$1,500	-$1,500	$0	0.0%
Planning Application Revenue	-$38,000	-$38,000	$0	0.0%
Revenues Total	**-$39,500**	**-$39,500**	**$0**	**0.0%**
Grand Total	**$199,547**	**$210,457**	**$10,910**	**5.5%**

Building and By-law Services

3.6

2026 Operating Budget
Building

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$437,515	$414,503	-$23,012	-5.3%
Advertising and Special Events	$1,200	$1,200	$0	0.0%
Computer Hardware and Software	$14,500	$14,500	$0	0.0%
Contracted Services	$50,600	$50,600	$0	0.0%
Equipment Repairs and Maintenance	$1,500	$1,500	$0	0.0%
Fuel	$4,000	$4,000	$0	0.0%
Insurance	$16,068	$22,926	$6,859	42.7%
Materials and Supplies	$700	$700	$0	0.0%
Office Equipment, Materials and Supplies	$7,120	$7,120	$0	0.0%
Overhead Transfer	$24,670	$24,670	$0	0.0%
Professional Development and Memberships	$20,064	$20,064	$0	0.0%
Utilities	$3,840	$3,840	$0	0.0%
Vehicle Repairs and Maintenance	$2,000	$2,000	$0	0.0%
Expenses Total	**$583,777**	**$567,623**	**-$16,154**	**-2.8%**
Reserves				
Transfer to Reserves	$57,931	$56,316	-$1,615	-2.8%
Reserves Total	**$57,931**	**$56,316**	**-$1,615**	**-2.8%**
Revenues				
Grants	-$4,464	-$4,464	$0	0.0%
Permit Revenue	-$637,244	-$619,475	$17,769	-2.8%
Revenues Total	**-$641,708**	**-$623,939**	**$17,769**	**-2.8%**
Grand Total	**$0**	**$0**	**$0**	**-100.0%**

2026 Operating Budget
By-law

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$32,621	$42,193	$9,572	29.3%
Advertising and Special Events	$200	$200	$0	0.0%
Contracted Services	$29,484	$29,484	$0	0.0%
Insurance	$5,000	$5,000	$0	0.0%
Materials and Supplies	$200	$200	$0	0.0%
Professional Development and Memberships	$500	$500	$0	0.0%
Expenses Total	**$68,005**	**$77,577**	**$9,572**	**14.1%**
Revenues				
Infractions	-$5,000	-$5,000	$0	0.0%
Other Revenues	-$5,200	-$5,200	$0	0.0%
Revenues Total	**-$10,200**	**-$10,200**	**$0**	**0.0%**
Grand Total	**$57,805**	**$67,377**	**$9,572**	**16.6%**

Library Services

3.7

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

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	5	6	6	6	6		29
Library Assistant I		5	5	5			15
Library Assistant II			5	5	5		15
Library Clerk						5	5
Current Annual Hours	1,352						
Proposed Annual Hours	1,716						
Additional Hours needed	364						

2026 Operating Budget
Library

	2025 Budget	2026 Budget	Change ($)	Change (%)
Expenses				
Employee Wages and Benefits	$125,291	$145,753	$20,462	16.3%
Advertising and Special Events	$885	$885	$0	0.0%
Building Maintenance and Repairs	$5,450	$5,450	$0	0.0%
Computer Hardware and Software	$3,500	$3,500	$0	0.0%
Contracted Services	$9,050	$9,050	$0	0.0%
Equipment Repairs and Maintenance	$800	$800	$0	0.0%
Insurance	$5,093	$6,108	$1,015	19.9%
Internal Rental Recoveries	$204	$204	$0	0.0%
Materials and Supplies	$3,055	$2,925	-$130	-4.3%
Office Equipment, Materials and Supplies	$2,910	$2,910	$0	0.0%
Professional Development and Memberships	$3,130	$3,130	$0	0.0%
Utilities	$10,600	$10,600	$0	0.0%
Expenses Total	**$169,998**	**$191,345**	**$21,347**	**12.6%**
Revenues Total	**-$1,076**	**-$1,076**	**$0**	**0.0%**
Grand Total	**$168,923**	**$190,269**	**$21,347**	**12.6%**

Capital Budget Tables

Section 4

2026 Capital Projects with Funding Sources	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		$8,500		$8,500
Parks & Recreation Total	**$900,000**	**$61,500**	**$1,024,000**	**$1,985,500**
Roads				
Consultant Fees				
Culvert & Structure Inspections		$26,500		$26,500
Equipment				
Generator		$1,600		$1,600

2026 Capital Projects with Funding Sources	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				
Douro 4th Line from County Rd 4 to County Rd 8	$199,400			$199,400
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
Church Street		$45,000		$45,000
Water Street	$45,000			$45,000
West 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 32 to North limit		$26,350		$26,350
South Beach Road from Highway 28 to East limit		$23,800		$23,800
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		$9,900		$9,900
Roads Total	**$456,251**	**$1,042,873**		**$1,499,124**

2026 Capital Projects with Funding Sources	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		$10,000		$10,000
CAO Office Total		**$70,000**		**$70,000**
Total	**$1,370,251**	**$1,319,973**	**$2,039,000**	**$4,729,224**

Excluded Capital Projects

The following projects have been excluded from the budget to achieve the budget target.

Corporate Services	
Glossy and Digital Guide to the Township	$15,000
Front Counter enhancements	$20,000
Open office seating improvements	$10,000
Third Party Compensation By-law review	$16,000
Public Works	
New public docks – McCrackens Landing	$35,000
Week for Free Public Brush drop-off	$10,000
Heavy	$300,000
Recreation and Facilities	
Warsaw Community Centre driveway	$13,500
Kayak rental kiosk – Warsaw Community Centre	$20,000 + staffing costs
Ice resurfacer – Warsaw Community Centre	$115,000