

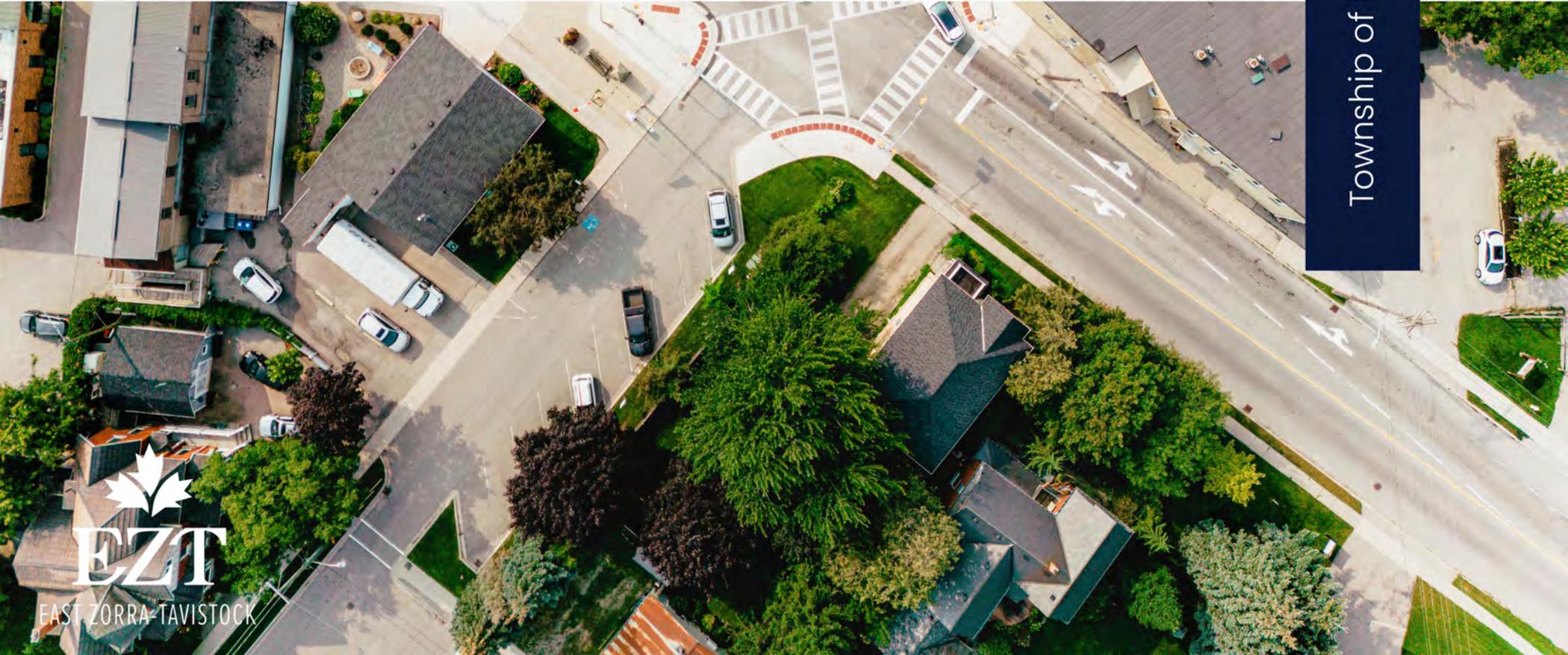


2026

OPERATING BUDGET

and 5 Year Capital Forecast (2026-2030)

Township of East Zorra-Tavistock





SUMMARY

2026 Proposed Operating Budget



EAST ZORRA-TAVISTOCK

Schedule 'A'

Township of East Zorra-Tavistock
SUMMARY OF NET DEPARTMENTAL BUDGETARY TAX IMPACTS
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Net Budgets By Department	2025 Approved	2025 Actuals	2026 Proposed	Difference (2026 - 2025)	% Change (2026-2025)	Remarks
Building and Development Services	161,289	162,180	169,631	8,341	0.10%	<i>reduction in anticipated permit revenues for the next 2-3 years</i>
Fire and Emergency Management Services	1,627,725	1,624,509	1,597,662	(30,063)	-0.36%	<i>3-month overlap of Fire Chief for retirement succession planning 2026</i>
General Government	1,622,676	1,391,446	1,785,704	163,029	1.94%	<i>OPP contract amount up \$112,924 for 2026 over 2025</i>
Infrastructure and Community Services	4,997,477	5,079,210	5,392,284	394,807	4.69%	<i>includes new Lead Hand position for Recreation to assist with operations and allow for programming trials, increased capital funding for arena, excessive winter control effects</i>
Net Tax-Supported Budget Summary	8,409,167	8,257,345	8,945,280	536,114	6.38%	

2026 Assessment @ 2025 Tax Rates	8,678,778	269,611	3.21%	Levy Change due to Assessment Growth
Assessment Change over prior year Levy	269,611	266,503	3.17%	Levy Change due to Tax Rate Increase (Decrease)
2026 Required Levy Change over Prior Year Levy (based on budget)	536,114	536,114	6.38%	Total Levy Change

Schedule 'A1'

Township of East Zorra-Tavistock
SUMMARY OF EXPENDITURES OFFSET BY SOURCES OF FINANCING
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Expenditures

By Department	2025 Approved	2026 Proposed	Difference (2026 - 2025)
Building and Development Services	564,248	522,872	(41,376)
Fire and Emergency Management Services	1,667,003	1,630,918	(36,085)
General Government	3,376,290	3,539,954	163,665
Infrastructure and Community Services	5,899,769	6,394,639	494,870
<i>Expenditures</i>	11,507,310	12,088,383	581,073

Sources of Financing

By Department	2025 Approved	2026 Proposed	Difference (2026 - 2025)
<i>Tax Levy</i>	(8,409,167)	(8,678,778)	(269,611)
City of Woodstock Boundary Adjustment	(115,771)	(115,771)	-
Contributions from Developers	(25,843)	(25,843)	-
Contributions from Other Municipalities	(55,386)	(54,098)	1,288
Cost Recoveries	(48,451)	(52,284)	(3,833)
Deferred Revenue - Building Code Act	-	(50,000)	(50,000)
Donations	-	(1,000)	(1,000)
Fines and Penalties	(72,767)	(96,481)	(23,714)
Investment Income	(423,230)	(363,230)	60,000
Landowner Recovery	(37,804)	(37,804)	(0)
Licences, Permits and Rents	(1,121,111)	(1,101,202)	19,908
Ontario Municipal Partnership Fund	(920,600)	(1,007,800)	(87,200)
Ontario Specific Grants	(54,117)	(15,480)	38,637
Ontario Wildlife Damage Compensation	(500)	(500)	-
Payments in Lieu	(29,780)	(29,664)	116
Revenue from Oxford County	(33,180)	(8,273)	24,908
Sundry Revenue	(14,533)	(22,894)	(8,361)
Supplemental Taxation	(55,000)	(60,000)	(5,000)
Transfers from Reserves and Reserve Funds	-	(22,000)	(22,000)
User Fees and Charges	(90,071)	(78,779)	11,292
<i>Sources of Financing</i>	(11,507,310)	(11,821,881)	(314,571)

Township of East Zorra-Tavistock
SUMMARY OF DEPARTMENTAL INITIATIVES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Department	Account Description	GL Accounts	Description	Cost/(Savings)	Page
Building Development Services	Building Permit Revenue Decreases	11-5-044571-0526/0721	A decline in permit revenue and permit fees for 2026-2028 is anticipated due to service capacity and capital work timing constraints.	100,000	B&DS Ops 2
	Additional Drawdown from Deferred Revenue	11-5-044571-0914	To offset decline in permit revenue above, funds from the Building Code Act Reserve can be drawn into operations.	(50,000)	B&DS Ops 2
	Contributions to Reserves	11-4-044571-8522	Removal of the contribution to the Building Equipment Reserve as part of the consolidation of IT to General Government for administrative oversight and funding.	(4,000)	B&DS Ops 3
	Consulting	11-6-044571-4003	Reduction in Consulting budget, as works on the Building Permit fee review, Record of Site Condition and Secondary Plan wrap up in 2026.	(25,137)	B&DS Ops 3
Fire and Emergency Management Services	Firefighter Salaries	11-6-0410?2-1150	Hickson and Innerkip Stations (net of Tavistock Station's slight increase) reduced salary expenses related to call volume.	(19,296)	F&EMS Ops 3, 5, 7
	First Aid Training	11-6-0410?4-1263	First aid training for 2025 removed from budget line in 2026.	(34,017)	F&EMS Ops 4, 6, 8
	Transfer to Capital	11-4-041032-8600	Removal of the tax-supported funding for paving of the parking lot at Tavistock Station in 2025.	(100,000)	F&EMS Ops 7
	Contributions to Reserves	11-4-041041-85??	Net contributions to the Fire Reserves have been adjusted primarily related to \$110,000 of additional funding to the Fire Facilities to address the capital construction of the Hickson Fire Station as well as a \$50,000 reduction to the Firefighting Equipment Reserve as the SCBAs have been fully paid for at the end of 2025.	65,760	F&EMS Ops 9
	Salaries and Wages + Benefits	11-6-041041-1110 + 11-6-041041-12??	4-month overlap in Township Fire Administration to address the upcoming retirement of the Township Fire Chief.	55,097	F&EMS Ops 9
General Government	Assessment Growth	11-5-022000-01??	Growth in the property classes as it relates to new housing, additions, etc.	(269,611)	GG Ops 2
	Penalty and Interest on Taxes	11-5-022030-0811	Taxes Receivable have increased over the last year resulting in temporary increased revenue.	(23,714)	GG Ops 3
	Investment Income - Bank Account	11-5-022030-0932	Reduced interest revenue on our bank account resulting from cash flowing of large capital projects and lower interest rates.	60,000	GG Ops 3
	OMPF	11-5-022050-0330	Increased funding from OMPF for 2026.	(87,200)	GG Ops 3
	Contribution from Election Reserve	11-4-024026-8057	Drawdown from the Election Reserve for the 2026 election.	(22,000)	GG Ops 3
	Community Safety and Policing Grant	11-5-042053-0334	Tillonsburg, as the administering municipality, will receive the CSP grant directly as well as the invoice for the services covered by this grant.	38,636	GG Ops 4
	Revenue from County	11-5-181010-0514	Secondary Plan nearing completion so funding from the County not anticipated for 2026.	25,000	GG Ops 4
	Election	11-6-024026-various	Budget added for the 2026 Election expenses, offset by the drawdown from the Election Reserve.	22,000	GG Ops 6
	Insurance	11-6-025023-3810	RFP for insurance to be issued in mid to late 2026, anticipating 10% increase in Township insurance costs for 2026.	29,525	GG Ops 7
	Consulting	11-6-025023-4003	Record of Site Condition work completion in 2026 for 90 Loveys Street.	16,388	GG Ops 7
	OPP Contract	11-6-042053-4410	OPP 2026 Annual Billing Statement indicates a capped increase for this budget cycle.	112,924	GG Ops 8

Township of East Zorra-Tavistock
SUMMARY OF DEPARTMENTAL INITIATIVES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Department	Account Description	GL Accounts	Description	Cost/(Savings)	Page
Infrastructure and Community Services	Internal Equipment Charges	11-5-069917-0761 ???	All internal charge out rates were reviewed this year with the Director of Infrastructure and Community Services and the Deputy Treasurer to ensure the recovery rate is consistent with the increased cost of equipment.	(71,992)	I&CS Ops 2
	Expense Recovery Winter Control	11-5-062100-0998	Increased recovery rates for equipment coupled with higher than anticipated winter control events leading to larger than previously budgeted charge-outs to other facilities.	(16,265)	I&CS Ops 3
	Contributions to Reserves	11-4-069911-85??	Net reductions in Contributions to Reserves primarily due to the consolidation of Recreation Reserves with Public Works Reserves for Equipment and Vehicles	(16,000)	I&CS Ops 5
	Vehicle Expenses	11-6-069917-3026	Increased overall Vehicle and Equipment expenses primarily caused by higher than prior year fuel expenses anticipated related to current pricing for 2026.	12,527	I&CS Ops 8
	Winter Control	11-6-0621??-????	Based on experience-related expenses for 2025 as well as the first two months of 2026, the Winter Control budget areas for Plowing, Salting and Sanding have been increased by a net amount.	271,595	I&CS Ops 14, 15
	Transfer to Township Parks Reserve	11-4-161010-8541	In anticipation of lighting upgrades requested by Innerkip Minor Ball, along with others to follow, the contribution to the reserve is being increased for 2026 and future years.	44,500	I&CS Ops 18
	Transfer to Arena Reserve	11-4-163410-8545	With future Tavistock Arena repair projects expected in both 2027 and 2030+ with a total cost of over \$2,000,000, the contribution to the reserve is being increased to proactively save for them.	125,000	I&CS Ops 18
	Tavistock Arena Expenses	11-6-163481-????	Increasing the complement of staff by one at the Tavistock Arena for the last quarter of 2026 (with full year cost for 2027) to address programming needs and arena supervision through a Lead Hand.	32,655	PW&PS Ops 14

BUILDING AND DEVELOPMENT SERVICES

2026 Proposed Operating Budget



EAST ZORRA-TAVISTOCK

Township of East Zorra-Tavistock
BUILDING AND DEVELOPMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Gross Budget Revenues										Notes
	2023	2024	2025	2025	2026	Difference	2027	2028		
	Actuals	Actuals	Approved	Actuals	Proposed	(2026 - 2025)	Projected	Projected		
Cost Recoveries	(13,511)	(5,125)	-	(344)	-	-	-	-		
Deferred Revenue - Building Code Act	-	-	-	-	(50,000)	(50,000)	(50,000)	(50,000)		
Gain/Loss on Sale of Capital Assets	-	-	-	(26,000)	-	-	-	-		
Landowner Recovery	(41,064)	(37,804)	(37,804)	(37,804)	(37,804)	(0)	(21,804)	(21,804)		
Licences, Permits and Rents	(292,563)	(294,710)	(315,000)	(227,181)	(225,000)	90,000	(225,000)	(225,000)		
Ontario Specific Grants	(6,911)	(13,725)	(6,900)	(9,504)	(6,900)	-	(6,900)	(6,900)		
Sundry Revenue	-	(1,051)	-	-	-	-	-	-		
User Fees and Charges	(35,632)	(40,658)	(43,255)	(32,469)	(33,537)	9,717	(33,733)	(33,573)		
TOTALS	(389,681)	(393,072)	(402,958)	(333,300)	(353,241)	49,717	(337,438)	(337,277)		
Gross Budget Expenditures										Notes
	2023	2024	2025	2025	2026	Difference	2027	2028		
	Actuals	Actuals	Approved	Actuals	Proposed	(2026 - 2025)	Projected	Projected		
Building and Structural Inspection	456,448	465,824	452,208	403,616	417,789	(34,419)	428,677	438,035		
Locates	8,900	6,252	6,223	7,847	9,049	2,827	9,230	9,415		
Vehicles	7,836	10,935	11,648	4,438	8,204	(3,443)	6,301	5,851		
Agriculture and Reforestation (Drainage)	96,104	96,561	94,169	79,580	87,829	(6,340)	68,159	61,873		
TOTALS	569,288	579,573	564,248	495,481	522,872	(41,376)	512,368	515,174		
NET BUILDING AND DEVELOPMENT SERVICES BUDGET	179,607	186,501	161,289	162,180	169,631	8,341	174,930	177,897		

Township of East Zorra-Tavistock
BUILDING AND DEVELOPMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actuals	2024 Actuals	2025 Approved	2025 Actuals	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
BUILDING AND DEVELOPMENT SERVICES REVENUES										
Building and Structural Inspection										
<i>Administration</i>										
11-5-044571-0525	(32,682)	(36,444)	(40,000)	(29,021)	(30,000)	10,000	(30,000)	(30,000)	reduction in permit admin fees and permit fees anticipated for 2-3 years based on 3-year rolling average actuals	
11-5-044571-0526	(2,950)	(4,214)	(3,255)	(3,448)	(3,537)	(283)	(3,733)	(3,573)		
11-5-044571-0721	(292,563)	(294,710)	(315,000)	(227,181)	(225,000)	90,000	(225,000)	(225,000)		
11-5-044571-0913	-	(1,051)	-	-	-	-	-	-		no budget required
11-5-044571-0914	-	-	-	-	(50,000)	(50,000)	(50,000)	(50,000)		funding draws to address permit revenue decreases for 2026-2028
11-5-044571-0949	-	-	-	(26,000)	-	-	-	-		
<i>Subtotal Administration</i>	(328,195)	(336,419)	(358,255)	(285,650)	(308,537)	49,717	(308,733)	(308,573)		
<i>Vehicles</i>										
11-5-044577-0761 811	(13,511)	(340)	-	(30)	-	-	-	-	not budgeting for revenue recovery on staff pick-ups for 2025+	
<i>Subtotal Vehicles</i>	(13,511)	(340)	-	(30)	-	-	-	-		
Total Building and Structural Inspection Revenue	(341,706)	(336,759)	(358,255)	(285,680)	(308,537)	49,717	(308,733)	(308,573)		
Agriculture and Reforestation (Drainage)										
<i>Municipal Drains</i>										
11-5-184010-0331	(6,911)	(13,725)	(6,900)	(9,504)	(6,900)	-	(6,900)	(6,900)	estimated Drainage Superintendent Grant annually based on Drain Repayment Schedule	
11-5-184010-0944	(33,483)	(33,483)	(33,483)	(33,483)	(33,483)	-	(17,484)	(17,484)		
11-5-184020-0998	-	(4,785)	-	(314)	-	-	-	-		no budget as no longer coordinating private work with municipal
<i>Subtotal Municipal Drains</i>	(40,394)	(51,992)	(40,383)	(43,300)	(40,383)	-	(24,384)	(24,384)		
<i>Tile Drainage</i>										
11-5-185081-0944	(7,581)	(4,321)	(4,321)	(4,321)	(4,321)	(0)	(4,321)	(4,321)	based on Drain Repayment Schedule	
<i>Subtotal Tile Drainage</i>	(7,581)	(4,321)	(4,321)	(4,321)	(4,321)	(0)	(4,321)	(4,321)		
Total Agriculture and Reforestation (Drainage) Revenue	(47,975)	(56,313)	(44,704)	(47,621)	(44,704)	(0)	(28,704)	(28,704)		

Township of East Zorra-Tavistock
BUILDING AND DEVELOPMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actuals	2024 Actuals	2025 Approved	2025 Actuals	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
<u>BUILDING AND DEVELOPMENT SERVICES OPERATING EXPENDITURES</u>									
Building and Structural Inspection									
<i>Administration</i>									
11-4-044571-8522	5,306	5,412	4,000	4,000	-	(4,000)	-	-	eliminate future need for Building Equipment Reserve - funded by GG
11-4-044571-8523	27,591	40,000	29,000	29,000	28,000	(1,000)	29,000	29,580	reset vehicle contribution amount + 2% annually
11-6-044571-1110	298,070	272,615	260,664	244,245	262,635	1,971	267,888	273,246	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1201	11,772	12,295	11,500	10,646	11,622	122	11,855	11,973	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1202	3,742	4,027	3,999	3,256	4,031	31	4,111	4,152	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1203	10,154	8,787	8,638	7,784	8,504	(134)	8,674	8,761	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1204	32,176	28,382	28,701	25,760	27,755	(946)	28,311	28,594	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1205	5,913	5,377	5,236	4,783	5,121	(115)	5,224	5,276	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1210	22,275	19,590	21,227	16,809	18,721	(2,506)	19,096	19,287	2026 Salary and Benefits Workbook + 2% in future years
11-6-044571-1250	-	93	250	-	250	-	250	250	placeholder for staff shirts and identifying wear
11-6-044571-1251	-	1,615	800	1,528	500	(300)	505	510	non-Township vehicle costs (if using a contractor)
11-6-044571-1252	401	-	1,000	-	1,000	-	1,000	1,000	new staff attendance at conferences for 2025+
11-6-044571-1254	102	-	250	-	400	150	400	400	annual boot allowance CBO and BI/DS @ \$200/each
11-6-044571-1255	-	1,185	1,245	597	1,417	172	1,488	1,562	annual OBOA memberships + quarterly QUARTS fees
11-6-044571-1256	-	1,084	1,250	122	750	(500)	765	780	code and regulation update information (\$150 x 5) + 2%
11-6-044571-1263	702	2,560	2,611	339	2,500	(111)	2,550	2,601	training budget @ \$2,500 annually for courses for staff + 2%
11-6-044571-3005	756	296	394	226	435	41	325	335	based on average actual spending past 3 years + 2%
11-6-044571-3007	216	48	250	61	250	-	250	250	nominal budget to cover incidental equipment purchases
11-6-044571-3009	216	-	250	-	250	-	250	250	placeholder budget for supplies purchases
11-6-044571-3025	86	-	250	230	250	-	250	250	health and safety supplies line to be maintained @ \$250 annually
11-6-044571-3033	12,974	13,261	17,524	12,974	15,425	(2,099)	16,246	16,246	CloudPermit fees to increase by 15% + taxes for Q4 2026 - 2031 + LF API
11-6-044571-3210	242	-	250	-	250	-	250	250	placeholder budget for mailings for Building Permits, etc.
11-6-044571-3260	2,499	1,274	1,300	1,288	1,314	14	1,340	1,367	2% inflationary adjustment over prior year actual
11-6-044571-3810	18,433	20,438	22,482	20,371	22,408	(74)	24,649	27,114	10% inflationary adjustment over p/y actual
11-6-044571-4002	577	-	1,000	364	1,000	-	1,000	1,000	maintain \$1,000 legal services line item for prosecutions, etc.
11-6-044571-4003	2,246	27,485	28,137	19,233	3,000	(25,137)	3,000	3,000	2026 + base budget
Total Building and Structural Inspection Expenses	456,448	465,824	452,208	403,616	417,789	(34,419)	428,677	438,035	
Locates									
11-6-044572-1110	6,928	4,922	4,536	6,217	6,905	2,368	7,043	7,183	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1201	297	220	210	309	337	126	344	350	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1202	92	62	72	79	114	42	116	119	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1203	231	153	155	178	233	78	238	242	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1204	699	491	473	539	705	233	719	734	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1205	130	88	88	107	135	46	137	140	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1210	523	315	388	327	521	133	532	542	2026 Salary and Benefits Workbook + 2% in future years
11-6-044572-1263	-	-	300	92	100	(200)	102	104	placeholder budget for locate training
Total Locates Expenses	8,900	6,252	6,223	7,847	9,049	2,827	9,230	9,415	

Township of East Zorra-Tavistock
 BUILDING AND DEVELOPMENT SERVICES
 2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actuals	2024 Actuals	2025 Approved	2025 Actuals	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
BUILDING AND DEVELOPMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Vehicles									
<i>Parts</i>									
11-6-044577-3021 811 2022 Ford Maverick	204	384	469	50	217	(252)	222	166	based on average actual spending past 3 years + 2%
11-6-044577-3021 816 2023 Ford Lightning	-	-	56	46	16	(41)	21	28	based on average actual spending past 3 years + 2%
11-6-044577-3021 818 2024 Dodge Ram	180	80	125	18	95	(31)	66	61	based on average actual spending past 3 years + 2%
<i>Fuel</i>									
11-6-044577-3026 811 2022 Ford Maverick	3,419	4,171	4,151	2,663	2,716	(1,435)	2,770	2,826	budget based on prior year actual + 2% annually
11-6-044577-3026 816 2023 Ford Lightning	-	1,330	1,357	(23)	-	(1,357)	-	-	electric vehicle charges for free at office
11-6-044577-3026 818 2024 Dodge Ram	2,319	1,706	1,740	1,318	1,344	(396)	1,371	1,398	budget based on prior year actual + 2% annually
<i>Repairs and Maintenance</i>									
11-6-044577-4270 811 2022 Ford Maverick	828	1,584	1,823	-	820	(1,003)	818	557	based on average actual spending past 3 years + 2%
11-6-044577-4270 816 2023 Ford Lightning	-	36	250	-	2,012	1,762	16	10	based on average actual spending past 3 years + 2%
11-6-044577-4270 818 2024 Dodge Ram	887	1,644	1,677	366	985	(691)	1,018	806	based on average actual spending past 3 years + 2%
Total Vehicles	7,836	10,935	11,648	4,438	8,204	(3,443)	6,301	5,851	

Township of East Zorra-Tavistock
 BUILDING AND DEVELOPMENT SERVICES
 2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

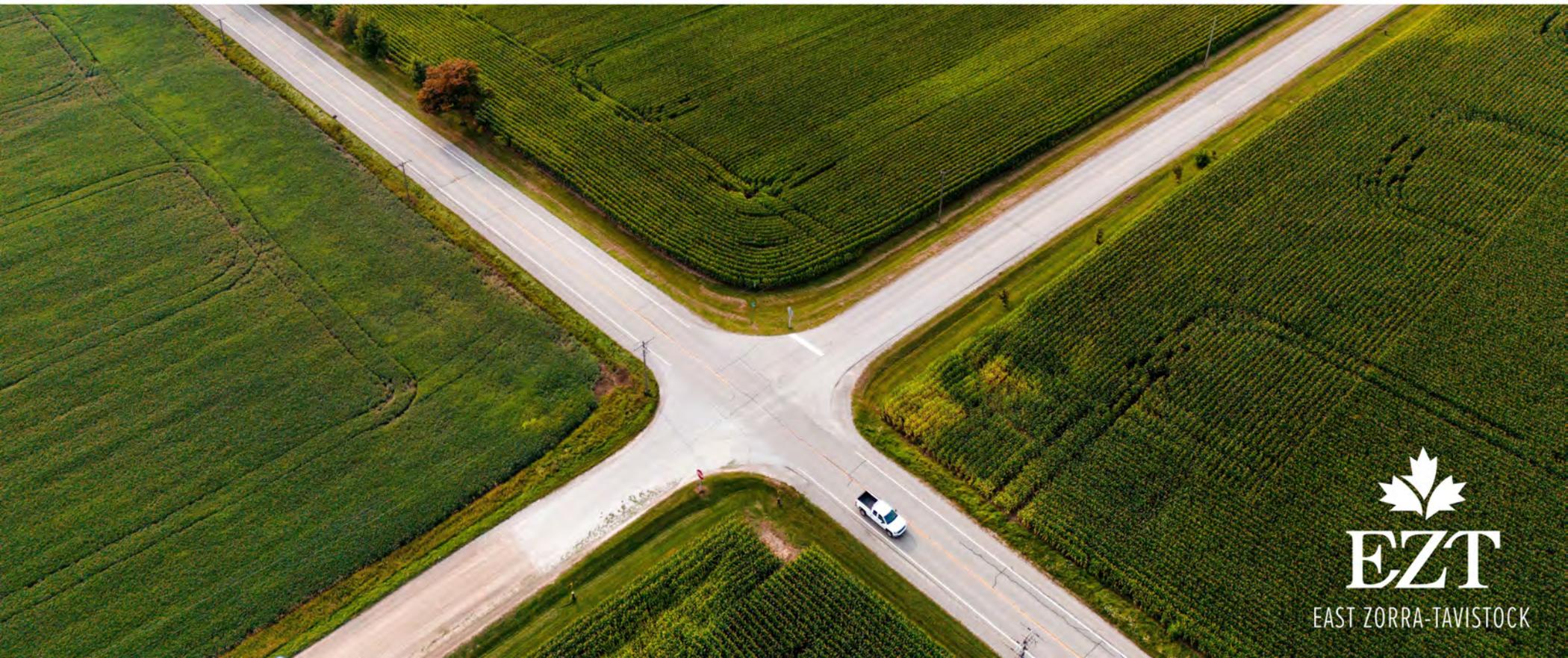
Revision Date: 2026-03-03

Description	2023 Actuals	2024 Actuals	2025 Approved	2025 Actuals	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
BUILDING AND DEVELOPMENT SERVICES OPERATING EXPENDITURES (cont'd)										
Agriculture and Reforestation (Drainage)										
<u>Municipal Drains Administration</u>										
11-6-184010-1110	Salaries and Wages	10,345	13,157	14,486	9,427	10,452	(4,034)	12,585	12,837	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1201	CPP	539	888	598	365	418	(180)	527	538	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1202	EI	148	180	204	107	142	(62)	191	195	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1203	WSIB	353	439	495	275	345	(151)	430	439	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1204	OMERS	1,057	1,372	1,576	924	1,150	(426)	1,339	1,365	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1205	EHT	195	252	282	165	204	(79)	245	250	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1210	Health Benefits	674	471	1,104	528	674	(429)	987	1,007	2026 Salary and Benefits Workbook + 2% in future years
11-6-184010-1252	Conventions and Seminars	-	-	-	509	534	534	561	589	Land Improvement Innovation Conference annually + 5%
11-6-184010-1255	Dues and Memberships	285	210	281	275	289	8	303	318	DSAO membership
11-6-184010-1263	Training and Professional Development	-	509	2,000	-	750	(1,250)	750	750	drainage courses @ \$250 x 3 annually as refresher
11-6-184010-2220	Debt Interest Repayments	4,579	3,659	2,702	2,702	1,702	(1,000)	801	163	based on Drain Repayment Schedule
11-6-184010-3005	Office Supplies	2	-	100	-	102	2	104	106	small amount for envelopes, paper, etc. + 2% in future years
11-6-184010-3260	Telephone	505	431	439	475	484	45	494	504	2% inflationary adjustment over prior year actual
11-6-184010-3510	Internal Equipment Charges	475	20	450	-	-	(450)	-	-	no recovery for pickup trucks annually
11-6-184010-4004	Engineering Services	1,979	748	1,206	948	1,286	81	1,044	1,147	based on average actual spending past 3 years + 5%
11-6-184010-4425	Facility Rentals	1,230	-	500	3,000	2,000	1,500	2,000	2,000	public meeting hall rental expenses (Hickson Community Hall)
11-6-184010-5210	Debt Principal Repayments	28,904	29,824	30,781	30,781	31,781	1,000	16,683	8,579	based on Drain Repayment Schedule
	<i>Subtotal Municipal Drains Administration</i>	<i>51,270</i>	<i>52,160</i>	<i>57,205</i>	<i>50,480</i>	<i>52,314</i>	<i>(4,891)</i>	<i>39,045</i>	<i>30,788</i>	
<u>Municipal Drains Operations</u>										
11-6-184020-1110	Salaries and Wages	2,298	8,347	8,488	7,002	8,583	95	3,560	3,631	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-1201	CPP	95	424	443	465	465	22	148	151	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-1202	EI	31	110	151	134	157	6	53	55	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-1203	WSIB	58	268	290	260	294	3	122	124	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-1204	OMERS	199	854	840	765	835	(5)	380	388	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-1205	EHT	40	158	166	156	167	2	69	71	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-1210	Health Benefits	69	367	816	605	705	(111)	273	279	2026 Salary and Benefits Workbook + 2% in future years
11-6-184020-3009	Operating Supplies	-	-	100	475	2,000	1,900	500	510	drone purchase for drain inspections 2026
11-6-184020-3510	Internal Equipment Charges	280	40	350	-	-	(350)	-	-	no recovery for pickup trucks annually
11-6-184020-4005	Construction	9	5,041	500	-	500	-	500	500	contracted work if not able to do in-house
11-6-184020-4034	Camera Inspection Services	25,105	11,811	20,000	15,444	16,989	(3,011)	18,688	20,556	budget split between SWM and drainage camera services + 10% over actual
11-6-184010-5230	Write-offs and Charge Outs - Municipal Drains	9,069	12,662	500	(526)	500	-	500	500	write-offs of unbillable municipal drain amounts (< \$5.00/bill)
	<i>Subtotal Municipal Drain Operations</i>	<i>37,253</i>	<i>40,081</i>	<i>32,644</i>	<i>24,779</i>	<i>31,195</i>	<i>(1,449)</i>	<i>24,793</i>	<i>26,764</i>	
<u>Tile Drainage</u>										
11-6-185081-2220	Debt Interest Repayments	1,459	1,092	898	898	693	(205)	475	245	based on Drain Repayment Schedule
11-6-185081-5210	Debt Principal Repayments	6,122	3,229	3,422	3,422	3,628	205	3,845	4,076	based on Drain Repayment Schedule
	<i>Subtotal Tile Drainage</i>	<i>7,581</i>	<i>4,321</i>	<i>4,321</i>	<i>4,321</i>	<i>4,321</i>	<i>-</i>	<i>4,321</i>	<i>4,321</i>	
	Total Agriculture and Reforestation (Drainage) Expenses	96,104	96,561	94,169	79,580	87,829	(6,340)	68,159	61,873	



FIRE AND EMERGENCY MANAGEMENT SERVICES

2026 Proposed Operating Budget



Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

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Gross Budget Revenues										Notes
	2023	2024	2025	2025	2026	Difference	2027	2028		
	Actual	Actual	Approved	Actual	Proposed	(2026 - 2025)	Projected	Projected		
Contributions from Other Municipalities	(35,538)	(19,319)	(25,588)	(21,117)	(21,814)	3,774	(18,019)	(19,173)		
Cost Recoveries	-	-	(2,432)	(6,352)	-	2,432	-	-		
Donations	(6,703)	(1,050)	-	(1,050)	-	-	-	-		
Gain/Loss on Sale of Assets	-	(16,320)	-	-	-	-	-	-		
Licences, Permits and Rents	(10,466)	(10,675)	(10,889)	(10,889)	(11,107)	(218)	(11,107)	(11,329)		
Sundry Revenue	-	(60)	-	-	-	-	-	-		
User Fees and Charges	(350)	(470)	(370)	(235)	(335)	35	(335)	(335)		
TOTALS	(53,057)	(47,894)	(39,278)	(39,643)	(33,256)	6,022	(29,461)	(30,837)		
Gross Budget Expenditures										Notes
	2023	2024	2025	2025	2026	Difference	2027	2028		
	Actual	Actual	Approved	Actual	Proposed	(2026 - 2025)	Projected	Projected		
Hickson Fire Department	250,853	261,496	283,555	248,144	263,436	(20,119)	262,588	266,680		
Innerkip Fire Department	235,814	188,443	221,595	173,862	194,178	(27,416)	189,072	191,817		
Tavistock Fire Department	185,289	231,620	252,543	220,761	239,471	(13,073)	240,470	245,615		
Township Fire Department	584,845	636,738	706,337	721,062	831,038	124,701	753,392	771,740		
Fire Prevention (Shared Service)	28,974	19,730	23,740	23,630	24,360	620	24,823	25,341		
Community Emergency Management	12,782	12,133	19,233	10,576	18,434	(798)	21,547	21,852		
Tax-Supported Capital	39,797	86,632	160,000	266,117	60,000	(100,000)	60,000	60,000		
TOTALS	1,338,356	1,436,793	1,667,003	1,664,152	1,630,918	(36,085)	1,551,892	1,583,045		
NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET	1,285,299	1,388,899	1,627,725	1,624,509	1,597,662	(30,063)	1,522,432	1,552,208		

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

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Description		2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
FIRE AND EMERGENCY MANAGEMENT SERVICES REVENUES										
Innerkip Fire Department										
11-5-041022-0421	Mutual Aid Revenue	(33,201)	(14,556)	(25,588)	(17,686)	(21,814)	3,774	(18,019)	(19,173)	based on 3-year rolling average actuals
	Total Innerkip Fire Department	(33,201)	(14,556)	(25,588)	(17,686)	(21,814)	3,774	(18,019)	(19,173)	
Tavistock Fire Department										
11-5-041032-0574	Facility Rentals	(10,466)	(10,675)	(10,889)	(10,889)	(11,107)	(218)	(11,107)	(11,329)	Tavistock facility recovery @ 2% annual increase from Policing
11-5-041032-0960	Donations	(5,653)	-	-	-	-	-	-	-	no revenue anticipated
11-5-041032-0998	Expense Recovery	-	-	-	(2,190)	-	-	-	-	no revenue anticipated
	Total Tavistock Fire Department	(16,119)	(10,675)	(10,889)	(13,079)	(11,107)	(218)	(11,107)	(11,329)	
Township Fire Department										
11-5-041041-0420	Contributions from Other Municipalities	(2,337)	(4,763)	-	(3,432)	-	-	-	-	training course fees recovered from other municipalities
11-5-041041-0526	Fire Work Orders	(50)	(300)	(50)	(200)	(50)	-	(50)	(50)	based on 1 work order annually @ \$50.00
11-5-041041-0531	Fire Inspection Services	(250)	-	(150)	-	(150)	-	(150)	(150)	based on 1 inspection annually @ \$150.00
11-5-041041-0533	Incident Reporting	(50)	(100)	(100)	-	(100)	-	(100)	(100)	based on 1 incident report annually @ \$100.00
11-5-041041-0913	Sundry Revenue	-	(60)	-	-	-	-	-	-	no budget for unanticipated revenue
11-5-041041-0949	Gain/Loss on Sale of Assets	-	(16,320)	-	-	-	-	-	-	no budget for unanticipated revenue
11-5-041041-0960	Donations	(1,050)	(1,050)	-	(1,050)	-	-	-	-	no budget for unanticipated donations
11-5-041041-0968	Detector Sales	-	(70)	(70)	(35)	(35)	35	(35)	(35)	based on 1 detector sale per year @ \$35.00
11-5-041041-0998	Expense Recovery	-	-	(2,432)	(123)	-	2,432	-	-	netted against insurance costs in salary and benefits area for 2025+
11-5-041044-0998	Training - Expense Recovery	-	-	-	(4,039)	-	-	-	-	netted against insurance costs in salary and benefits area for 2025+
	Total Township Fire Department	(3,737)	(22,663)	(2,802)	(8,878)	(335)	2,467	(335)	(335)	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

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Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES										
Hickson Fire Department										
<i>Operations:</i>										
11-4-041012-8600	Transfer to Capital	4,892	26,417	20,000	10,907	20,000	-	20,000	20,000	tax-rate supported capital purchases of equipment
11-6-041012-1110	Non-Union Salaries	757	769	791	505	515	(276)	525	536	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1150	Firefighter Salaries	150,283	166,338	170,106	156,501	159,443	(10,663)	162,632	165,884	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1201	CPP	101	43	45	29	29	(15)	30	30	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1202	EI	37	15	16	8	9	(7)	9	9	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1203	WSIB	4,629	3,876	4,716	4,279	4,360	(357)	4,447	4,536	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1204	OMERS	57	70	72	45	46	(26)	47	48	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1205	EHT	2,532	2,852	3,290	3,010	3,066	(224)	3,128	3,190	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1210	Benefits	66	34	35	37	38	2	38	39	based on 2025 actual + 1.88% CPI adjustment
11-6-041012-1235	Certifications	1,939	536	882	583	1,020	137	713	772	based on 3-year rolling average actuals
11-6-041012-1250	Uniforms	1,016	254	1,500	1,079	1,500	-	612	624	new uniforms for Township Fire (2025) - 2 full sets for recruits + 2%
11-6-041012-1251	Mileage	898	-	564	761	553	(11)	438	584	based on 3-year rolling average actuals
11-6-041012-1255	Memberships and Publications	-	-	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041012-1258	Meals and Meeting Expenses	306	51	264	-	119	(144)	57	59	based on 3-year rolling average actuals
11-6-041012-1262	Health and Safety Expenses	332	88	4,578	-	4,340	(238)	1,476	1,939	based on 3-year rolling average actuals + balaclavas for each station
11-6-041012-3005	Office Supplies	12	-	9	18	10	1	10	13	based on 3-year rolling average actuals
11-6-041012-3007	Small Tools and Equipment	2,851	4,262	2,942	2,858	3,324	382	3,482	3,221	based on 3-year rolling average actuals
11-6-041012-3008	Radios and Pagers	4,078	3,184	3,248	1,556	2,100	(1,148)	2,142	2,185	based on 3 pagers @ \$700 + 2% subsequent years
11-6-041012-3009	Operating Supplies	749	2,062	1,170	1,281	1,364	194	1,569	1,405	based on 3-year rolling average actuals
11-6-041012-3020	Cleaning Supplies	18	245	186	211	158	(28)	205	191	based on 3-year rolling average actuals
11-6-041012-3021	Parts and Supplies	90	-	91	-	-	(91)	95	97	prior year actual + 2%
11-6-041012-3210	Postage and Courier	41	42	43	63	64	21	65	67	prior year actual + 2%
11-6-041012-3250	Internet	815	680	694	730	745	51	759	775	prior year actual + 2%
11-6-041012-3260	Telephone	154	100	196	202	196	-	200	204	based on \$16/month + 2%
11-6-041012-3360	Firefighting Equipment	101	-	500	-	500	-	510	520	placeholder for non-capital purchases or repairs to equipment
11-6-041012-3510	Internal Equipment Charges	333	323	790	105	253	(537)	227	195	based on 3-year rolling average actuals
11-6-041012-3610	Hydro	2,352	2,788	2,843	2,881	2,939	95	2,997	3,057	prior year actual + 2%
11-6-041012-3630	Natural Gas	3,028	2,075	2,117	2,313	2,359	243	2,407	2,455	prior year actual + 2%
11-6-041012-3810	Insurance	13,385	16,264	17,891	16,029	17,632	(259)	19,395	19,783	10% inflationary adjustment over p/y actual
11-6-041012-4012	Grounds Maintenance	1,695	2,308	2,372	4,777	4,821	2,450	4,918	5,016	based on 2025 actual + CPI 1.88% & 2% future years
11-6-041012-4014	Bunker Gear Cleaning	5,247	5,729	5,843	5,704	4,278	(1,565)	3,209	2,407	25% reduced requirements due to DECON purchase in 2026
11-6-041012-4031	Equipment Testing	-	-	500	92	500	-	500	500	placeholder for unanticipated expense
11-6-041012-4070	Alarm/Dispatch	7,001	7,024	7,165	7,737	7,892	728	8,050	8,211	prior year actual + 2%
11-6-041012-4270	Repairs and Maintenance	3,331	5,680	5,794	2,336	2,383	(3,410)	2,431	2,479	prior year actual + 2%
11-6-041012-4420	Building Maintenance	1,416	1,043	1,500	859	1,500	-	1,530	1,561	reset based on one-time building wash in 2022
	<i>Subtotal Operations Expenditures</i>	<i>214,539</i>	<i>255,156</i>	<i>262,776</i>	<i>227,499</i>	<i>248,080</i>	<i>(14,696)</i>	<i>248,876</i>	<i>252,615</i>	
<i>Incident Response</i>										
11-6-041013-1258	Meals and Meeting Expenses	-	440	348	420	428	80	437	445	prior year actual + 2%
	<i>Subtotal Incident Response</i>	<i>-</i>	<i>440</i>	<i>348</i>	<i>420</i>	<i>428</i>	<i>80</i>	<i>437</i>	<i>445</i>	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Hickson Fire Department (cont'd)									
<i>Training and Practice</i>									
11-6-041014-1251 Mileage	743	158	161	-	-	(161)	-	-	prior year actual + 2%
11-6-041014-1258 Meals and Meeting Expenses	170	-	244	-	57	(187)	19	25	based on 3-year rolling average actuals
11-6-041014-1263 Training and Staff Development	8,589	4,342	16,984	5,693	6,208	(10,777)	5,414	5,771	based on 3-year rolling average actuals
<i>Subtotal Training and Practice</i>	<i>9,501</i>	<i>4,499</i>	<i>17,389</i>	<i>5,693</i>	<i>6,264</i>	<i>(11,124)</i>	<i>5,433</i>	<i>5,797</i>	
<i>Public Education</i>									
11-6-041016-3009 Operating Supplies	1,192	557	568	557	568	(0)	579	591	prior year actual + 2%
<i>Subtotal Public Education</i>	<i>1,192</i>	<i>557</i>	<i>568</i>	<i>557</i>	<i>568</i>	<i>(0)</i>	<i>579</i>	<i>591</i>	
<i>Vehicles</i>									
Parts									
11-6-041017-3021 800 2019 Kawasaki 8CF Mule UTV w/ Side by Side	509	172	175	-	227	52	133	120	based on 3-year rolling average actuals
11-6-041017-3021 801 2022 Ford Sterling Maximetal Pumper	1,019	16	1,500	40	358	(1,142)	138	179	based on 3-year rolling average actuals
11-6-041017-3021 802 2007 Freightliner FM2 Tanker	701	3,283	3,349	-	1,328	(2,021)	1,537	955	based on 3-year rolling average actuals
11-6-041017-3021 803 2006 Freightliner FM2 Rescue Van	4,652	1,227	1,252	-	1,960	708	1,062	1,007	based on 3-year rolling average actuals
Fuel									
11-6-041017-3026 800 2019 Kawasaki 8CF Mule UTV w/ Side by Side	-	-	255	77	81	(174)	85	90	prior year actual +5%
11-6-041017-3026 801 2022 Ford Sterling Maximetal Pumper	1,526	2,136	2,243	2,172	2,280	37	2,394	2,514	prior year actual +5%
11-6-041017-3026 802 2007 Freightliner FM2 Tanker	1,458	1,129	1,186	1,386	1,456	270	1,528	1,605	prior year actual +5%
11-6-041017-3026 803 2006 Freightliner FM2 Rescue Van	990	890	934	904	949	15	996	1,046	prior year actual +5%
Repairs and Maintenance									
11-6-041017-4270 800 2019 Kawasaki 8CF Mule UTV w/ Side by Side	-	564	575	1,185	583	8	777	849	based on 3-year rolling average actuals
11-6-041017-4270 801 2022 Ford Sterling Maximetal Pumper	415	3,455	3,524	3,892	2,587	(937)	3,311	3,264	based on 3-year rolling average actuals
11-6-041017-4270 802 2007 Freightliner FM2 Tanker	9,694	3,415	3,483	5,505	6,205	2,722	5,042	5,584	based on 3-year rolling average actuals
11-6-041017-4270 803 2006 Freightliner FM2 Rescue Van	9,548	10,975	4,000	9,722	10,082	6,082	10,259	10,021	based on 3-year rolling average actuals
<i>Subtotal Vehicles</i>	<i>30,513</i>	<i>27,261</i>	<i>22,475</i>	<i>24,883</i>	<i>28,096</i>	<i>5,621</i>	<i>27,264</i>	<i>27,232</i>	
Total Hickson Fire Department	255,745	287,913	303,555	259,051	283,436	(20,119)	282,588	286,680	

Township of East Zorra-Tavistock
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FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)										
Innerkip Fire Department										
<i>Operations:</i>										
11-4-041022-8600	Transfer to Capital	5,699	11,375	20,000	11,228	20,000	-	20,000	20,000	tax-rate supported capital purchases of equipment
11-6-041022-1110	Non-Union Salaries	1,005	1,235	1,269	608	620	(650)	632	645	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1150	Firefighter Salaries	142,368	106,972	109,924	104,487	104,774	(5,151)	106,869	109,007	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1201	CPP	8	70	72	34	35	(37)	36	36	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1202	EI	3	25	26	12	13	(13)	13	13	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1203	WSIB	4,569	3,853	4,733	4,283	4,363	(370)	4,450	4,539	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1204	OMERS	80	102	105	51	52	(53)	53	54	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1205	EHT	2,398	1,701	2,100	2,028	2,066	(34)	2,107	2,149	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1210	Benefits	19	76	78	52	53	(25)	54	55	based on 2025 actual + 1.88% CPI adjustment
11-6-041022-1235	Certifications	411	140	498	563	371	(127)	358	431	based on 3-year rolling average actuals
11-6-041022-1250	Uniforms	-	3,205	1,500	392	1,500	-	612	624	new uniforms for Township Fire (2025) - 2 full sets for recruits + 2%
11-6-041022-1251	Mileage	721	773	562	502	665	103	647	605	based on 3-year rolling average actuals
11-6-041022-1252	Conventions and Seminars	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041022-1255	Memberships and Publications	-	-	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041022-1258	Meals and Meeting Expenses	367	49	324	96	171	(153)	105	124	based on 3-year rolling average actuals
11-6-041022-1262	Health and Safety Expenses	382	77	4,608	-	4,353	(255)	1,477	1,943	based on 3-year rolling average actuals + balaclavas for each station
11-6-041022-3005	Office Supplies	217	31	163	-	83	(81)	38	40	based on 3-year rolling average actuals
11-6-041022-3007	Small Tools and Equipment	2,532	2,761	2,684	828	2,040	(644)	1,876	1,582	based on 3-year rolling average actuals
11-6-041022-3008	Radios and Pagers	2,792	1,897	1,662	391	2,100	438	2,142	2,185	based on 3 pagers @ \$700 + 2% subsequent years
11-6-041022-3009	Operating Supplies	515	1,626	488	1,647	1,658	1,170	508	518	prior year actual + 2%
11-6-041022-3020	Cleaning Supplies	95	60	250	246	250	-	250	250	placeholder for unanticipated expense
11-6-041022-3170	Signage	4	-	250	246	250	-	250	250	placeholder for unanticipated expense
11-6-041022-3210	Postage and Courier	407	-	25	17	25	-	25	25	placeholder for unanticipated expense
11-6-041022-3250	Internet	857	683	697	734	749	52	764	779	prior year actual + 2%
11-6-041022-3260	Telephone	-	160	196	203	196	-	200	204	based on \$16/month + 2%
11-6-041022-3360	Firefighting Equipment	276	-	500	-	500	-	510	520	placeholder for non-capital purchases or repairs to equipment
11-6-041022-3510	Internal Equipment Charges	430	449	464	205	361	(103)	338	301	based on 3-year rolling average actuals
11-6-041022-3610	Hydro	2,952	2,744	2,799	3,061	3,122	323	3,185	3,249	prior year actual + 2%
11-6-041022-3620	Water	473	408	416	434	443	27	452	461	prior year actual + 2%
11-6-041022-3625	Sewer	382	469	478	549	560	82	571	583	prior year actual + 2%
11-6-041022-3630	Natural Gas	3,907	1,816	1,853	2,536	2,586	734	2,638	2,691	prior year actual + 2%
11-6-041022-3810	Insurance and Licences	13,478	14,829	16,312	15,091	16,600	288	18,261	18,626	10% inflationary adjustment over p/y actual
11-6-041022-4012	Grounds Maintenance	1,714	2,185	2,245	4,178	4,257	2,012	4,342	4,429	based on 2025 actual + CPI 1.88% & 2% future years
11-6-041022-4014	Bunker Gear Cleaning	2,910	4,949	5,048	3,227	2,420	(2,628)	1,815	1,361	25% reduced requirements due to DECON purchase in 2026
11-6-041022-4031	Equipment Testing	565	-	500	92	500	-	500	500	placeholder for unanticipated expense
11-6-041022-4070	Alarm/Dispatch	7,001	7,024	7,164	7,737	7,892	728	8,050	8,211	prior year actual + 2%
11-6-041022-4270	Repairs & Maintenance	1,779	4,453	4,542	2,411	2,459	(2,083)	2,508	2,559	prior year actual + 2%
11-6-041022-4420	Building Maintenance	7,159	950	3,293	820	2,976	(317)	1,582	1,793	based on 3-year rolling average actuals
11-6-041022-4550	Water Heater Rentals	287	398	406	476	587	181	598	610	prior year actual + 2%
	<i>Subtotal Operations Expenditures</i>	<i>208,760</i>	<i>177,546</i>	<i>198,511</i>	<i>169,469</i>	<i>191,927</i>	<i>(6,585)</i>	<i>189,093</i>	<i>192,227</i>	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Innerkip Fire Department (cont'd)									
<i>Incident Response</i>									
11-6-041023-1258									
Meals and Meeting Expenses	-	155	159	78	80	(79)	81	83	prior year actual + 2%
<i>Subtotal Incident Response</i>	-	155	159	78	80	(79)	81	83	
<i>Training and Practice</i>									
11-6-041024-1251									
Mileage	1,807	275	280	-	-	(280)	-	-	prior year actual + 2%
11-6-041024-1258									
Meals and Meeting Expenses	25	-	279	-	8	(271)	3	4	based on 3-year rolling average actuals
11-6-041024-1263									
Training and Professional Development	7,215	6,893	19,898	4,222	6,110	(13,789)	5,742	5,358	based on 3-year rolling average actuals
<i>Subtotal Training and Practice</i>	9,047	7,168	20,458	4,222	6,118	(14,340)	5,744	5,362	
<i>Public Education</i>									
11-6-041026-3009									
Operating Supplies	699	682	695	939	957	262	976	996	prior year actual + 2%
<i>Subtotal Public Education</i>	699	682	695	939	957	262	976	996	
<i>Vehicles</i>									
Parts									
11-6-041027-3021 804									
2005 Freightliner FM2 Pumper	7,268	183	3,112	-	2,484	(629)	889	1,124	based on 3-year rolling average actuals
11-6-041027-3021 805									
2015 Freightliner M2106 Tanker	849	-	408	-	283	(125)	94	126	based on 3-year rolling average actuals
11-6-041027-3021 806									
2023 Ford F550 Metalfab Heavy Rescue	2,806	41	1,500	-	949	(551)	330	426	based on 3-year rolling average actuals
Fuel									
11-6-041027-3026 804									
2005 Freightliner FM2 Pumper	1,707	914	960	795	834	(126)	876	920	prior year actual +5%
11-6-041027-3026 805									
2015 Freightliner M2106 Tanker	1,801	1,366	1,435	1,053	1,106	(329)	1,161	1,219	prior year actual +5%
11-6-041027-3026 806									
2023 Ford F550 Metalfab Heavy Rescue	845	1,038	1,090	619	650	(440)	682	717	prior year actual +5%
Repairs and Maintenance									
11-6-041027-4270 804									
2005 Freightliner FM2 Pumper	1,912	4,988	5,088	1,217	2,706	(2,382)	2,970	2,298	based on 3-year rolling average actuals
11-6-041027-4270 805									
2015 Freightliner M2106 Tanker	2,907	659	3,000	6,700	3,422	422	3,594	4,572	based on 3-year rolling average actuals
11-6-041027-4270 806									
2023 Ford F550 Metalfab Heavy Rescue	2,911	5,078	5,180	-	2,663	(2,517)	2,581	1,748	based on 3-year rolling average actuals
<i>Subtotal Vehicles</i>	23,007	14,268	21,772	10,383	15,097	(6,675)	13,177	13,149	
Total Innerkip Fire Department	241,513	199,818	241,595	185,090	214,178	(27,416)	209,072	211,817	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)										
Tavistock Fire Department										
<i>Operations:</i>										
11-4-041032-8600	Transfer to Capital	29,206	29,447	120,000	123,694	20,000	(100,000)	20,000	20,000	tax-rate supported capital purchases of equipment
11-6-041032-1110	Non-Union Salaries	353	902	927	1,078	1,098	171	1,120	1,142	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1150	Firefighter Salaries	105,407	135,767	130,495	131,505	133,977	3,482	136,657	139,390	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1201	CPP	6	51	53	61	63	10	64	65	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1202	EI	1	18	18	21	21	3	22	22	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1203	WSIB	4,568	4,210	9,721	4,298	4,379	(5,342)	4,466	4,556	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1204	OMERS	28	82	85	99	101	16	103	105	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1205	EHT	1,639	2,256	2,577	2,560	2,608	31	2,660	2,713	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1210	Benefits	23	100	103	93	95	(8)	97	99	based on 2025 actual + 1.88% CPI adjustment
11-6-041032-1235	Certifications (medicals and licence renewals)	1,300	664	655	655	873	218	731	753	based on 3-year rolling average actuals
11-6-041032-1250	Uniforms	955	619	1,500	1,148	1,500	-	612	624	new uniforms for Township Fire (2025) - 2 full sets for recruits + 2%
11-6-041032-1251	Mileage	-	565	383	216	260	(122)	347	275	based on 3-year rolling average actuals
11-6-041032-1252	Travel/Meals/Conference/Seminars	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041032-1255	Memberships and Publications	-	-	25	-	25	-	25	25	placeholder for unanticipated expense
11-6-041032-1258	Meals and Meeting Expenses	79	-	214	-	26	(187)	9	12	based on 3-year rolling average actuals
11-6-041032-1262	Health and Safety Expenses	306	464	4,812	-	4,457	(355)	1,640	2,032	based on 3-year rolling average actuals + balaclavas for each station
11-6-041032-3005	Office Supplies	43	-	14	399	147	133	182	243	based on 3-year rolling average actuals
11-6-041032-3007	Small Tools and Equipment	2,825	1,882	2,014	-	1,569	(445)	1,151	907	based on 3-year rolling average actuals
11-6-041032-3008	Radios and Pagers	2,850	1,118	1,140	520	2,100	960	2,142	2,185	based on 3 pagers @ \$700 + 2% subsequent years
11-6-041032-3009	Operating Supplies	1,808	912	930	1,565	1,597	667	1,629	1,661	prior year actual + 2%
11-6-041032-3020	Cleaning Supplies	148	12	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041032-3170	Signage	5,623	-	250	-	250	-	250	250	one-time decorative recognition board donated by Association dues
11-6-041032-3210	Postage and Courier	-	-	25	5	25	-	25	25	placeholder for unanticipated expense
11-6-041032-3250	Internet	796	836	1,137	942	1,281	144	1,306	1,332	prior year actual + 2%
11-6-041032-3260	Telephone	803	1,139	1,549	1,174	1,596	47	1,628	1,660	prior year actual + 2%
11-6-041032-3360	Firefighting Equipment	96	88	500	-	500	-	510	520	placeholder for non-capital purchases or repairs to equipment
11-6-041032-3510	Internal Equipment Charges	108	563	290	130	267	(23)	320	239	based on 3-year rolling average actuals
11-6-041032-3610	Hydro	3,512	3,496	3,566	4,042	4,122	556	4,205	4,289	prior year actual + 2%
11-6-041032-3620	Water	685	418	427	420	428	2	437	446	prior year actual + 2%
11-6-041032-3625	Sewer	938	671	685	665	678	(6)	692	706	prior year actual + 2%
11-6-041032-3630	Natural Gas	3,215	2,288	3,354	2,343	3,410	57	3,478	3,548	prior year actual + 2%
11-6-041032-3810	Insurance and Licences	11,544	14,612	16,073	15,225	16,747	675	18,422	18,790	10% inflationary adjustment over p/y actual
11-6-041032-4012	Grounds Maintenance	2,119	3,637	3,230	5,886	5,996	2,767	6,116	6,239	based on 2025 actual + CPI 1.88% & 2% future years
11-6-041032-4014	Bunker Gear Cleaning	1,042	3,439	3,508	2,670	2,002	(1,506)	1,502	1,126	25% reduced requirements due to DECON purchase in 2026
11-6-041032-4031	Equipment Testing	44	589	500	92	500	-	500	500	placeholder for unanticipated expense
11-6-041032-4070	Alarm/Dispatch	7,001	7,278	7,424	7,737	7,892	468	8,050	8,211	prior year actual + 2%
11-6-041032-4270	Repairs and Maintenance	1,507	5,106	5,208	1,635	1,668	(3,540)	1,701	1,735	prior year actual + 2%
11-6-041032-4420	Building Maintenance	7,053	9,331	13,524	5,909	12,431	(1,093)	10,096	12,017	based on 3-year rolling average actuals + 2025 electrical upgrades
	<i>Subtotal Operations Expenditures</i>	197,633	232,560	337,414	316,786	235,190	(102,223)	233,393	238,942	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

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Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Tavistock Fire Department (cont'd)									
<i>Incident Response</i>									
11-6-041033-1258									
Meals and Meeting Expenses	-	55	56	141	143	87	146	149	prior year actual + 2%
<i>Subtotal Incident Response</i>	-	55	56	141	143	87	146	149	
<i>Training and Practice</i>									
11-6-041034-1251									
Mileage	294	222	226	-	-	(226)	-	-	prior year actual + 2%
11-6-041034-1258									
Meals and Meeting Expenses	-	-	336	-	-	(336)	-	-	based on 3-year rolling average actuals
11-6-041034-1263									
Training and Professional Development	3,262	10,090	15,716	5,443	6,265	(9,451)	7,266	6,325	based on 3-year rolling average actuals
<i>Subtotal Training and Practice</i>	3,556	10,312	16,278	5,443	6,265	(10,013)	7,266	6,325	
<i>Public Education</i>									
11-6-041036-3009									
Operating Supplies	896	521	531	789	805	274	821	838	prior year actual + 2%
<i>Subtotal Public Education</i>	896	521	531	789	805	274	821	838	
<i>Vehicles</i>									
Parts									
11-6-041037-3021 807									
2019 Freightliner Pumper	1,597	39	482	43	560	78	214	272	based on 3-year rolling average actuals
11-6-041037-3021 808									
2014 Freightliner Tanker	3,905	342	2,707	-	1,416	(1,291)	586	667	based on 3-year rolling average actuals
11-6-041037-3021 809									
2006 Freightliner Rescue Van	2,843	310	1,524	-	1,051	(473)	454	502	based on 3-year rolling average actuals
Fuel									
11-6-041037-3026 807									
2019 Freightliner Pumper	975	1,215	1,276	1,044	1,096	(180)	1,151	1,209	prior year actual +5%
11-6-041037-3026 808									
2014 Freightliner Tanker	1,706	419	440	495	520	80	546	574	prior year actual +5%
11-6-041037-3026 809									
2006 Freightliner Rescue Van	442	1,267	1,330	1,204	1,264	(65)	1,328	1,394	prior year actual +5%
Repairs and Maintenance									
11-6-041037-4270 807									
2019 Freightliner Pumper	-	3,694	3,768	4,074	2,589	(1,178)	3,452	3,372	based on 3-year rolling average actuals
11-6-041037-4270 808									
2014 Freightliner Tanker	112	4,155	4,238	9,433	4,567	329	6,051	6,684	based on 3-year rolling average actuals
11-6-041037-4270 809									
2006 Freightliner Rescue Van	829	6,178	2,500	5,002	4,003	1,503	5,061	4,688	based on 3-year rolling average actuals
<i>Subtotal Vehicles</i>	12,410	17,619	18,264	21,296	17,067	(1,198)	18,844	19,362	
Total Tavistock Fire Department	214,495	261,067	372,543	344,455	259,471	(113,073)	260,470	265,615	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
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FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Township Fire Department									
<i>Administration</i>									
11-4-041041-8512	239,700	276,320	266,000	266,000	271,320	5,320	276,746	282,281	reset contribution in 2025 + 2% increase annually
11-4-041041-8513	-	-	11,500	11,500	11,730	230	11,965	12,204	establish a training reserve for 3-year first aid recerts @ each station
11-4-041041-8514	20,400	20,808	15,000	15,000	15,300	300	15,606	15,918	reset contribution in 2025 + 2% increase annually
11-4-041041-8515	53,060	54,122	55,000	55,000	165,000	110,000	168,300	171,666	reset contribution for 2026 + 2% increase annually
11-4-041041-8516	75,000	90,000	150,000	187,127	100,000	(50,000)	102,000	104,040	reset contribution for 2026 + 2% increase annually
11-4-041041-8600	-	19,393	-	120,288	-	-	-	-	tax-rate supported capital purchases of equipment
11-6-041041-1110	109,169	112,279	117,940	118,516	160,907	42,967	90,511	95,457	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1201	3,972	3,894	4,319	4,392	6,752	2,432	4,739	4,834	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1202	1,244	1,143	1,471	1,251	2,308	837	1,604	1,636	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1203	3,742	3,592	3,735	3,741	5,112	1,377	3,157	3,221	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1204	12,249	12,644	14,239	13,649	17,859	3,619	9,565	9,756	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1205	2,161	2,165	2,324	2,343	3,138	814	1,800	1,836	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1210	7,591	7,456	7,971	8,094	11,022	3,051	7,643	7,796	2026 Salary and Benefits Workbook + 2% in future years
11-6-041041-1250	-	-	689	29	750	61	260	346	new Chief reset value in 2027
11-6-041041-1255	375	690	704	723	742	38	779	818	based on membership reconciliation 2026 + 5% future years
11-6-041041-1258	142	95	250	194	250	-	250	250	placeholder for unanticipated expense
11-6-041041-1261	-	50	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041041-1262	-	1,878	1,916	-	-	(1,916)	-	-	prior year actual + 2%
11-6-041041-1263	6,608	5,883	6,040	1,660	1,743	(4,297)	1,830	1,922	prior year actual + 5%
11-6-041041-3005	657	128	375	176	320	(55)	208	235	based on 3-year rolling average actuals
11-6-041041-3007	1,084	1,339	1,366	4,377	4,464	3,098	4,553	4,644	prior year actual + 2%
11-6-041041-3008	701	484	865	391	525	(340)	467	461	based on 3-year rolling average actuals
11-6-041041-3021	28	290	296	1,476	1,505	1,209	1,535	1,566	prior year actual + 2%
11-6-041041-3033	2,000	2,068	2,171	2,144	2,798	627	2,938	3,085	additional FirePro licenses in 2026 + update fees - 5% future years
11-6-041041-3210	15	19	19	-	-	(19)	-	-	prior year actual + 2%
11-6-041041-3260	1,194	1,128	1,150	710	724	(426)	739	754	prior year actual + 2%
11-6-041041-3290	-	-	107	-	-	(107)	-	-	based on 3-year rolling average actuals
11-6-041041-3291	1,632	85	4,000	100	2,000	(2,000)	2,000	2,000	annual recognition events for fire service
11-6-041041-3360	-	-	-	139	150	150	150	150	placeholder for unanticipated expense
11-6-041041-3810	91	47	48	(132)	50	2	50	50	placeholder for unanticipated expense
11-6-041041-4002	-	-	250	-	250	-	250	250	placeholder for unanticipated expense
11-6-041041-4003	-	-	-	-	500	500	-	-	new licences on FirePro implementation fees + placeholder future
11-6-041041-4070	5,729	6,814	6,950	7,527	7,677	728	7,831	7,988	prior year actual + 2%
11-6-041041-4450	1,872	771	1,284	-	750	(534)	750	750	placeholder for unanticipated expense
<i>Subtotal Administration Expenditures</i>	550,416	625,584	678,230	826,414	795,896	117,666	718,476	736,164	
<i>FD Training and Practice</i>									
11-6-041044-1258	529	523	750	2,028	2,069	1,319	2,110	2,152	prior year actual + 2%
11-6-041044-4003	22,098	22,930	18,232	6,336	23,389	5,157	23,856	24,333	Joint Training officer (billed by Norwich) with 2% CPI p/y
11-6-041044-4425	115	667	1,000	487	497	(503)	507	517	prior year actual + 2%
<i>Subtotal Training and Practice</i>	22,743	24,119	19,982	8,852	25,954	5,973	26,473	27,003	

Township of East Zorra-Tavistock
 FIRE AND EMERGENCY MANAGEMENT SERVICES
 2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

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Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Township Fire Department (cont'd)									
<i>Public Education</i>									
11-6-041046-1110				1,533	1,861	1,861	1,898	1,936	Fire Chief @ 1.5% of annual costs
11-6-041046-1201				4	70	70	71	73	2026 Salary and Benefits Workbook + 2% in future years
11-6-041046-1202				1	24	24	24	25	2026 Salary and Benefits Workbook + 2% in future years
11-6-041046-1203				37	57	57	59	60	2026 Salary and Benefits Workbook + 2% in future years
11-6-041046-1204				130	220	220	225	229	2026 Salary and Benefits Workbook + 2% in future years
11-6-041046-1205				22	36	36	37	38	2026 Salary and Benefits Workbook + 2% in future years
11-6-041046-1210				-	112	112	115	117	2026 Salary and Benefits Workbook + 2% in future years
11-6-041046-3009	1,604	1,399	1,427	1,363	1,390	(37)	1,418	1,446	prior year actual + 2%
	<i>Subtotal Public Education</i>	<i>1,604</i>	<i>1,399</i>	<i>1,427</i>	<i>3,089</i>	<i>3,770</i>	<i>2,343</i>	<i>3,846</i>	<i>3,923</i>
<i>2019 RAM Warlock</i>									
11-6-041047-3021 834	4,612	1,591	1,623	21	2,075	452	1,229	1,108	based on 3-year rolling average actuals
11-6-041047-3026 834	4,829	3,351	3,519	2,943	3,091	(428)	3,245	3,407	prior year actual +5%
11-6-041047-4270 834	641	87	1,557	30	253	(1,304)	123	135	based on 3-year rolling average actuals
	<i>Subtotal 2019 RAM Warlock</i>	<i>10,082</i>	<i>5,029</i>	<i>6,699</i>	<i>2,995</i>	<i>5,418</i>	<i>(1,281)</i>	<i>4,597</i>	<i>4,651</i>
	Total Township Fire Department	584,845	656,131	706,337	841,350	831,038	124,701	753,392	771,740

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FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Fire Prevention									
<i>Administration</i>									
11-4-041050-8512	-	-	1,500	1,500	1,530	30	1,561	1,592	all expenses @ 1/5 share of total costs
11-6-041050-1110	18,959	13,330	15,093	15,621	15,946	853	16,265	16,590	7-year replacement cycle + 2% indexing annually
11-6-041050-1201	3,369	1,284	886	798	929	43	948	967	2026 Salary and Benefits Workbook + 2% in future years
11-6-041050-1202	287	339	302	276	314	13	321	327	2026 Salary and Benefits Workbook + 2% in future years
11-6-041050-1203	657	627	516	527	545	29	556	567	2026 Salary and Benefits Workbook + 2% in future years
11-6-041050-1204	1,887	1,247	1,444	1,529	1,535	91	1,565	1,597	2026 Salary and Benefits Workbook + 2% in future years
11-6-041050-1205	385	258	294	316	311	17	317	324	2026 Salary and Benefits Workbook + 2% in future years
11-6-041050-1210	1,948	1,507	1,537	1,047	857	(680)	874	891	2026 Salary and Benefits Workbook + 2% in future years
11-6-041050-1250	93	-	100	356	100	-	100	100	placeholder for unanticipated costs
11-6-041050-1251	-	98	100	-	100	-	100	100	placeholder for unanticipated costs
11-6-041050-1255	-	30	100	30	100	-	100	100	placeholder for unanticipated costs
11-6-041050-1262	-	-	100	-	100	-	100	100	placeholder for unanticipated costs
11-6-041050-1263	-	53	250	-	250	-	250	250	placeholder for unanticipated costs
11-6-041050-3005	87	32	33	34	34	2	35	36	prior year actual + 2%
11-6-041050-3260	88	81	99	120	147	48	150	153	prior year actual + 2%
11-6-041050-3290	-	131	150	-	150	-	150	150	placeholder for unanticipated costs
11-6-041050-3510	381	-	-	426	522	522	532	543	prior year actual + 2%
11-6-041050-4425	-	5	25	-	25	-	25	25	placeholder for unanticipated costs
<i>Subtotal Administration</i>	28,140	19,022	22,527	22,581	23,496	969	23,949	24,412	
<i>2023 Ford Escape</i>									
11-6-041057-3021 817	65	26	250	175	89	(161)	97	120	based on 3-year rolling average actuals
11-6-041057-3026 817	750	327	343	432	503	160	421	452	based on 3-year rolling average actuals
11-6-041057-4270 817	19	355	620	442	272	(347)	357	357	based on 3-year rolling average actuals
<i>Subtotal 2023 Ford Escape</i>	834	708	1,213	1,050	864	(349)	874	929	
Total Fire Prevention	28,974	19,730	23,740	23,630	24,360	620	24,823	25,341	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
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FIRE AND EMERGENCY MANAGEMENT SERVICES OPERATING EXPENDITURES (cont'd)									
Community Emergency Management									
<i>Administration</i>									
11-4-045010-8558	5,306	5,412	5,520	5,520	5,631	111	5,744	5,858	Fire Chief @ 3.5% of annual costs
11-6-045010-1110	3,764	3,748	4,278	3,144	4,341	64	6,187	6,311	2% increase annually RF projection strategy
11-6-045010-1201	-	115	111	124	163	52	211	215	2026 Salary and Benefits Workbook + 2% in future years
11-6-045010-1202	-	23	38	41	55	17	76	78	2026 Salary and Benefits Workbook + 2% in future years
11-6-045010-1203	130	127	96	99	134	38	199	203	2026 Salary and Benefits Workbook + 2% in future years
11-6-045010-1204	406	411	355	339	514	158	742	757	2026 Salary and Benefits Workbook + 2% in future years
11-6-045010-1205	73	74	60	62	85	25	121	123	2026 Salary and Benefits Workbook + 2% in future years
11-6-045010-1210	228	323	204	223	262	58	398	406	2026 Salary and Benefits Workbook + 2% in future years
11-6-045010-1252	911	375	383	760	798	415	814	830	based on Conference and Seminar background schedule
11-6-045010-1258	506	34	35	-	-	(35)	-	-	prior year actual + 2%
11-6-045010-1263	-	39	5,000	17	5,000	-	5,000	5,000	hosted Basic Emergency Management Training for staff
11-6-045010-2180	-	-	100	-	100	-	150	150	placeholder for unanticipated expense
11-6-045010-3007	-	-	500	-	500	-	500	500	placeholder for unanticipated expense
11-6-045010-3260	711	247	725	247	252	(473)	755	770	prior year actual + 2%
11-6-045010-3290	-	-	500	-	500	-	500	500	placeholder for unanticipated expense
11-6-045010-3291	-	-	100	-	100	-	150	150	placeholder for unanticipated expense
11-6-045010-4450	747	1,204	1,228	-	-	(1,228)	-	-	prior year actual + 2%
Total Community Emergency Management	12,782	12,133	19,233	10,576	18,434	(798)	21,547	21,852	



GENERAL GOVERNMENT

2026 Proposed Operating Budget



EAST ZORRA-TAVISTOCK

Gross Budget Revenues									Remarks
	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	
Taxation - General Levy and Rated PILs	(7,208,248)	(7,822,086)	(8,409,167)	(8,406,023)	(8,678,778)	(269,611)	(8,678,778)	(8,678,778)	
City of Woodstock Boundary Adjustment	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	-	(115,771)	(115,771)	
Cost Recoveries	(32,121)	(21,098)	(30,000)	(24,663)	(20,000)	10,000	(20,000)	(20,000)	
Fines and Penalties	(49,900)	(80,144)	(72,767)	(116,077)	(96,481)	(23,714)	(80,401)	(67,001)	
Gain/Loss on Sale of TCA	(12,646)	-	-	(24,937)	-	-	-	-	
Investment Income	(792,741)	(625,605)	(423,230)	(337,624)	(363,230)	60,000	(362,200)	(360,270)	
Licences, Permits and Rents	(767)	(701)	(660)	(1,023)	(660)	-	(660)	(660)	
Ontario Municipal Partnership Fund (OMPF)	(807,700)	(809,400)	(920,600)	(920,600)	(1,007,800)	(87,200)	(1,007,800)	(1,007,800)	
Ontario Specific Grants	(35,914)	(39,318)	(47,217)	(7,516)	(8,580)	38,637	(8,580)	(8,580)	
Ontario Wildlife Damage Compensation Program	(1,988)	(341)	(500)	(2,405)	(500)	-	(500)	(500)	
Payments-In-Lieu	(30,243)	(28,659)	(29,780)	(29,663)	(29,664)	116	(29,664)	(29,664)	
Prior Year Surplus/Deficit	(325,998)	(531,258)	-	(132,755)	-	-	-	-	
Revenue from Oxford County	(42,497)	(52,027)	(33,180)	(27,487)	(8,273)	24,908	(8,273)	(8,273)	
Sundry Revenue	(4,045)	(60,068)	(50)	(4,603)	(500)	(450)	(500)	(500)	
Supplementary Taxation	(102,366)	(93,231)	(55,000)	(393,215)	(60,000)	(5,000)	(60,000)	(60,000)	
Transfers from Reserves and Reserve Funds	(156,229)	(115,272)	-	-	(22,000)	(22,000)	-	-	
User Fees and Charges	(27,140)	(26,988)	(24,860)	(21,675)	(20,792)	4,068	(20,830)	(21,533)	
TOTALS	(2,538,064)	(2,599,881)	(1,753,614)	(2,160,014)	(1,754,250)	(636)	(1,715,179)	(1,700,551)	
Gross Budget Expenditures									Remarks
	2023 Actual	2024 Actual	2025 Proposed	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	
Tax Rebates and Write-offs	84,528	39,755	75,528	112,217	81,011	5,483	72,128	82,631	
Treasury Administration	989,414	1,129,030	726,398	828,222	718,833	(7,565)	713,765	729,116	
Council	171,456	217,640	189,247	184,552	216,456	27,209	198,444	202,595	
Township Administration	3,435,478	1,205,480	994,007	1,058,894	1,039,769	45,762	1,126,958	1,032,999	
Police Services Board	10,298	5,886	5,064	2,600	4,453	(611)	4,685	4,936	
Policing Services	1,164,530	1,121,599	1,148,148	1,145,441	1,260,313	112,164	1,285,016	1,310,425	
By-law Enforcement	24,755	30,794	29,148	37,372	35,659	6,511	34,701	35,282	
Animal Control	9,158	10,035	10,236	9,158	9,342	(894)	9,528	9,719	
Livestock Claims	1,888	291	500	2,355	500	-	500	500	
Crossing Guards	42,855	48,987	64,292	57,139	65,521	1,230	66,819	68,143	
Planning and Zoning Administration	92,302	130,022	83,462	63,248	55,325	(28,138)	40,069	39,870	
Economic Development	44,322	50,260	50,260	50,260	52,773	2,513	55,412	55,412	
Tax-Supported Capital	256,451	224,510	-	-	-	-	-	-	
TOTALS	6,327,435	4,214,290	3,376,290	3,551,460	3,539,954	163,665	3,608,026	3,571,627	
NET OFFICE OF THE CAO AND TREASURY SERVICES BUDGET	3,789,371	1,614,409	1,622,676	1,391,446	1,785,704	163,029	1,892,847	1,871,075	

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GENERAL GOVERNMENT REVENUES									
Taxation - General Levy									
<i>as per the Collectors' Roll 2026 @ 2025 rates</i>									
11-5-022000-0120 Residential (RT)	(4,730,847)	(5,134,477)	(5,506,601)	(5,506,606)	(5,626,557)	(119,956)	(5,626,557)	(5,626,557)	
11-5-022000-0130 Multi-Residential (MT)	(142,685)	(151,981)	(162,540)	(162,541)	(162,541)	(1)	(162,541)	(162,541)	
11-5-022000-0140 Commercial (CT) and Parking Lots (GT)	(404,210)	(449,159)	(494,952)	(494,953)	(651,416)	(156,464)	(651,416)	(651,416)	
11-5-022000-0141 Commercial Vacant Units/Excess Land (CU)	(2,684)	(2,859)	(3,057)	(3,057)	(3,057)	-	(3,057)	(3,057)	
11-5-022000-0142 Commercial Vacant Land (CX)	(3,589)	(3,332)	(3,563)	(3,563)	(3,563)	-	(3,563)	(3,563)	
11-5-022000-0150 Industrial (IT)	(142,482)	(163,300)	(161,581)	(161,581)	(160,904)	677	(160,904)	(160,904)	
11-5-022000-0151 Industrial Vacant Units/Excess Land (IU)	(1,285)	(1,368)	(1,464)	(1,464)	(1,464)	-	(1,464)	(1,464)	
11-5-022000-0152 Industrial Vacant Land (IX)	(323)	(344)	(368)	(368)	(368)	-	(368)	(368)	
11-5-022000-0155 Large Industrial (LT)	(90,854)	(97,657)	(104,442)	(104,442)	(104,442)	-	(104,442)	(104,442)	
11-5-022000-0160 Farmland (FT)	(1,311,198)	(1,410,936)	(1,519,844)	(1,519,845)	(1,517,821)	2,023	(1,517,821)	(1,517,821)	
11-5-022000-0170 Managed Forest (TT)	(2,290)	(2,439)	(2,608)	(2,608)	(2,608)	-	(2,608)	(2,608)	
11-5-022000-0180 Pipelines (PT)	(317,011)	(340,613)	(364,279)	(364,279)	(363,321)	958	(363,321)	(363,321)	
11-5-022000-0185 Aggregate Extraction (VT)	-	-	(16,896)	(13,744)	(13,744)	3,152	(13,744)	(13,744)	
<i>Subtotal Taxation - General Levy</i>	<i>(7,149,457)</i>	<i>(7,758,465)</i>	<i>(8,342,195)</i>	<i>(8,339,050)</i>	<i>(8,611,806)</i>	<i>(269,611)</i>	<i>(8,611,806)</i>	<i>(8,611,806)</i>	
Levy-Based Payments-In-Lieu									
<i>as per the Collectors' Roll 2026 @ 2025 rates</i>									
11-5-023000-0143 Commercial PIL Full (CFN)	(19,721)	(22,006)	(22,465)	(22,466)	(22,465)	-	(22,465)	(22,465)	
11-5-023000-0144 Commercial PIL General (CGN)	(38,254)	(40,746)	(43,577)	(43,577)	(43,577)	-	(43,577)	(43,577)	
11-5-023000-0153 Industrial PIL Full (IHN)	(816)	(869)	(930)	(930)	(930)	-	(930)	(930)	
<i>Subtotal Levy-Based Payments-in-Lieu</i>	<i>(58,791)</i>	<i>(63,622)</i>	<i>(66,972)</i>	<i>(66,973)</i>	<i>(66,972)</i>	<i>-</i>	<i>(66,972)</i>	<i>(66,972)</i>	
Total Rate-Based Taxation	(7,208,248)	(7,822,086)	(8,409,167)	(8,406,023)	(8,678,778)	(269,611)	(8,678,778)	(8,678,778)	
Supplementary Taxation									
11-5-022010-0120 Residential/Farm (RT)	(74,621)	(45,662)	(45,000)	(161,717)	(50,000)	(5,000)	(50,000)	(50,000)	maintain a base estimate of supplementals for 2026+
11-5-022010-0140 Commercial (CT)	(8,139)	(34,091)	(5,000)	(216,384)	(5,000)	-	(5,000)	(5,000)	maintain a base estimate of supplementals for 2026+
11-5-022010-0150 Industrial (IT)	-	(5,273)	-	-	-	-	-	-	no anticipated supplementals in this category
11-5-022010-0160 Farmland (FT)	(17,577)	(7,425)	(5,000)	(15,114)	(5,000)	-	(5,000)	(5,000)	maintain a base estimate of supplementals for 2026+
11-5-022010-0180 Pipelines (PT)	(2,029)	(411)	-	-	-	-	-	-	no anticipated supplementals in this category
11-5-022010-0190 Commercial New Construction (XT)	-	(369)	-	-	-	-	-	-	no anticipated supplementals in this category
Total Supplementary Taxation	(102,366)	(93,231)	(55,000)	(393,215)	(60,000)	(5,000)	(60,000)	(60,000)	

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GENERAL GOVERNMENT REVENUES (cont'd)									
Sundry Revenue									
11-5-022030-0370	-	(60,038)	-	-	-	-	-	-	based on 100 certificates @ \$60.00
11-5-022030-0511	(5,655)	(6,640)	(6,000)	(7,320)	(6,000)	-	(6,000)	(6,000)	based on 100 certificates @ \$60.00
11-5-022030-0801	-	-	(50)	(4,602)	(500)	(450)	(500)	(500)	most accounts are paid in full but maintain 1.25% revenue estimate
11-5-022030-0811	(49,800)	(80,044)	(72,767)	(115,777)	(96,481)	(23,714)	(80,401)	(67,001)	reduced 20% for projected downward trend of tax arrears
11-5-022030-0821	(550)	(1,015)	(875)	(980)	(875)	-	(875)	(875)	based on 25 NSF's @ \$35.00 (new rate)
11-5-022030-0913	(2,601)	(15)	-	(0)	-	-	-	-	no annual budget required
11-5-022030-0926	(325,998)	(531,258)	-	(132,755)	-	-	-	-	no annual budget required
11-5-022030-0931	(33,699)	(14,415)	(8,130)	(8,947)	(8,130)	-	(7,100)	(5,170)	long-term receivables for internal drain financing repayments
11-5-022030-0932	(657,479)	(519,646)	(360,000)	(273,404)	(300,000)	60,000	(300,000)	(300,000)	based on \$25,000/month average
11-5-022030-0933	(6,614)	(127)	-	(173)	-	-	-	-	no annual budget required
11-5-022030-0934	(55,100)	(55,100)	(55,100)	(55,100)	(55,100)	-	(55,100)	(55,100)	as per interest on loan receivable
11-5-022030-0935	(39,848)	(36,317)	-	(0)	-	-	-	-	no annual budget required
11-5-022030-0949	(12,646)	-	-	(23,900)	-	-	-	-	no annual budget required
Total Sundry Revenue	(1,189,990)	(1,304,615)	(502,922)	(622,958)	(467,086)	35,836	(449,976)	(434,646)	
Grants									
11-5-022050-0330	(807,700)	(809,400)	(920,600)	(920,600)	(1,007,800)	(87,200)	(1,007,800)	(1,007,800)	based on 2026 Allocation Notice confirmation
11-5-022050-0430	(115,771)	(115,771)	(115,771)	(115,771)	(115,771)	-	(115,771)	(115,771)	compensation for prior boundary adjustment
Total Grants	(923,471)	(925,171)	(1,036,371)	(1,036,371)	(1,123,571)	(87,200)	(1,123,571)	(1,123,571)	
Non-Variable Based Payments-in-Lieu									
11-5-023010-0143	(25,061)	(23,610)	(24,610)	(24,610)	(24,610)	-	(24,610)	(24,610)	school board portion retained by Township
11-5-023010-0153	(750)	(750)	(750)	(750)	(750)	-	(750)	(750)	school board portion retained by Township
11-5-023010-0221	(4,347)	(4,218)	(4,356)	(4,222)	(4,222)	134	(4,222)	(4,222)	rate set by province so budget consistent
11-5-023010-0242	(84)	(82)	(64)	(82)	(82)	(18)	(82)	(82)	rate set by province so budget consistent
Total Rate-Based Payments-in-lieu	(30,243)	(28,659)	(29,780)	(29,663)	(29,664)	116	(29,664)	(29,664)	
Council									
11-4-024026-8057	-	-	-	-	(22,000)	(22,000)	-	-	drawdown every 4 years for election activities (2026)
Total Council	-	-	-	-	(22,000)	(22,000)	-	-	
Township Administration									
11-5-025023-0414	(8,088)	(8,180)	(8,180)	(8,273)	(8,273)	(93)	(8,273)	(8,273)	\$2.50/household @ 3,309 households (2025 #)
11-5-025023-0551	-	(1,162)	-	-	-	-	-	-	no charge for services going forward in 2025
11-5-025023-0722	(17)	(211)	(200)	(408)	(200)	-	(200)	(200)	estimated 4 licences per year @ \$50/licence
11-5-025023-0789	(690)	(390)	(360)	(615)	(360)	-	(360)	(360)	based on 2 per month @ \$15.00
11-5-020253-0949	-	-	-	(1,037)	-	-	-	-	no annual budget required
11-5-025023-0963	(77)	(15)	-	(1)	-	-	-	-	no annual budget required (unanticipated revenue)
Total Township Administration	(8,871)	(9,959)	(8,740)	(10,334)	(8,833)	(93)	(8,833)	(8,833)	

Township of East Zorra-Tavistock
GENERAL GOVERNMENT
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Remarks
GENERAL GOVERNMENT REVENUES (cont'd)									
Policing Services									
11-4-042053-8059	(130,545)	(65,272)	-	-	-	-	-	-	no draw for enhanced officer in 2025+
11-5-042053-0332	(8,734)	(8,580)	(8,580)	-	(8,580)	0	(8,580)	(8,580)	2026 budget estimate based on 2024 actual
11-5-042053-0334	(27,180)	(30,737)	(38,636)	(7,516)	-	38,636	-	-	Tillsonburg to retain future CSP grants for services billed to them
11-5-042053-0575	(14,435)	(13,771)	(10,885)	(5,825)	(7,767)	3,118	(7,922)	(8,080)	based on projected amount for 2025 @ 3/4s of the year recorded + 2%
Total Policing Services	(180,894)	(118,361)	(58,101)	(13,341)	(16,347)	41,755	(16,502)	(16,660)	
By-law Enforcement									
11-5-044061-0831	(100)	(100)	-	(300)	-	-	-	-	no budget for 2021 or forward
11-5-044061-0998	-	(2,417)	-	(10,044)	-	-	-	-	bill-outs for by-law enforcement related expenses
Total By-law Enforcement	(100)	(2,517)	-	(10,344)	-	-	-	-	
Animal Control									
11-5-044081-0724	(60)	(100)	(100)	-	(100)	-	(100)	(100)	based on new user fee 2025
Total Animal Control	(60)	(100)	(100)	-	(100)	-	(100)	(100)	
Livestock Claims									
11-5-044082-0924	(1,988)	(341)	(500)	(2,405)	(500)	-	(500)	(500)	offset any claims for incidents as budgeted for expense
Total Livestock Claims	(1,988)	(341)	(500)	(2,405)	(500)	-	(500)	(500)	
Planning and Zoning Administration									
11-4-181010-8002	(25,684)	(50,000)	-	-	-	-	-	-	final 2ndary plan work change order 2025 tax-supported
11-5-181010-0514	(34,410)	(43,847)	(25,000)	(19,215)	-	25,000	-	-	County shared contribution to the 2ndary plan
11-5-181010-0521	(6,500)	(4,400)	(7,100)	(7,550)	(6,150)	950	(6,033)	(6,578)	based on 3-year rolling average actuals
11-5-181010-0913	(1,368)	-	-	-	-	-	-	-	no annual budget required
11-5-181010-0998	(32,121)	(18,681)	(30,000)	(14,619)	(20,000)	10,000	(20,000)	(20,000)	offset Engineering Services from security deposits
Total Planning and Zoning Administration	(100,083)	(116,928)	(62,100)	(41,384)	(26,150)	35,950	(26,033)	(26,578)	

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Remarks
GENERAL GOVERNMENT OPERATING EXPENDITURES									
Tax Rebates and Write-offs									
11-6-022020-0120 Residential/Farm (RT)	73,678	29,128	65,402	60,394	54,400	(11,001)	47,974	54,256	based on 3-year rolling average
11-6-022020-0140 Commercial (CT)	11,690	10,492	9,127	33,359	25,610	16,484	23,154	27,375	based on 3-year rolling average
11-6-022020-0150 Industrial (IT)	-	-	-	456	-	-	-	-	no write-offs anticipated in this area
11-6-022020-0160 Farmland (FT)	(12,851)	135	1,000	17,051	1,000	-	1,000	1,000	reset write-off amount for 2025
11-6-022020-0180 Pipeline (PT)	12,011	-	-	957	-	-	-	-	
Total Tax Rebates and Write-offs	84,528	39,755	75,528	112,217	81,011	5,483	72,128	82,631	
Treasury Administration									
11-4-022040-8502 Transfer to Tax Rate Stabilization Reserve	325,998	-	-	132,755	-	-	-	-	transfer annual surplus as per Council resolution
11-4-022040-8506 Transfer to Administration Office Reserve	-	-	100,000	100,000	102,000	2,000	104,040	106,121	introduce admin office reserve saving for future building + 2%
11-4-022040-8504 Transfer to Rural Broadband	145,000	-	-	-	-	-	-	-	project completed in 2023 - no further contribution necessary
11-4-022040-8507 Transfer to Office Equipment and IT Reserve	32,157	32,800	22,000	23,037	28,500	6,500	29,070	29,651	reset amount for equipment purchases 2026 inflated 2% annually
11-4-022040-8509 Transfer to Self Insurance Reserve	185	60,038	-	-	-	-	-	-	unanticipated rate adjustment rebates as provided by WSIB
11-4-022040-8511 Transfer to Property Acquisitions and Disposals Rsv	12,646	-	-	23,900	-	-	-	-	property sale funding
11-4-022040-8531 Transfer to Bridge Reserve	-	531,258	-	-	-	-	-	-	transfer annual surplus of 2023 as per special Council resolution
11-4-022040-8537 Transfer to Asset Management Reserve	-	100,000	102,000	102,000	104,040	2,040	106,121	108,243	borrowed funding for new Admin Building, payback \$100,000/year + 2%
11-4-022040-8549 Transfer to Spray Pad Reserve	15,000	-	-	-	-	-	-	-	project completed in 2023 - no further contribution necessary
11-4-022040-8600 Transfer to Capital	256,451	224,510	-	-	-	-	-	-	tax-supported admin building funding for 2023-2024 no future need
11-6-022040-1110 Salaries and Wages	236,501	220,448	311,840	243,122	300,563	(11,277)	306,575	312,706	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1201 CPP	12,015	10,818	15,948	12,396	13,937	(2,011)	14,216	14,500	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1202 EI	4,105	3,558	5,869	3,849	5,116	(752)	5,219	5,323	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1203 WSIB	8,078	7,686	10,665	7,976	9,534	(1,131)	9,724	9,919	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1204 OMERS	18,937	21,507	23,760	23,854	23,892	132	24,369	24,857	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1205 EHT	4,649	4,298	6,081	4,783	5,861	(220)	5,978	6,098	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1210 Health Benefits	21,567	24,293	27,992	25,726	24,966	(3,026)	25,466	25,975	2026 Salary and Benefits Workbook + 2% in future years
11-6-022040-1251 Mileage	866	763	865	735	749	(115)	764	780	reduced budget with new building + 2% over p/y actual in future years
11-6-022040-1252 Conventions and Seminars	2,005	2,025	2,466	5,395	5,506	3,040	5,616	5,728	conferences estimated based on actual prior year costs + 5%
11-6-022040-1255 Dues and Memberships	-	677	850	1,151	2,734	1,884	2,870	3,014	AMCTO, MFOA, OMTRA and CPA Memberships
11-6-022040-1263 Training and Staff Development	9,143	1,867	1,900	5,241	1,900	-	1,938	1,977	MTAP Units 2 & 3 for Tax Collector plus payroll/asset management
11-6-022040-3005 Office Supplies	1,569	1,143	1,213	352	1,021	(192)	839	737	based on 3-year rolling average
11-6-022040-3033 IT Software	22,484	19,164	30,086	30,086	36,271	6,185	38,085	39,989	as per annual software reconciliation workbook + 5% future years
11-6-022040-3034 IT Hardware	-	161	500	-	500	-	500	500	placeholder budget for small equipment
11-6-022040-3314 Surveying	-	-	-	6,713	-	-	-	-	90 Loveys Street work
11-6-022040-4003 Consulting	76,884	45,561	31,184	43,754	20,000	(11,184)	-	-	carryover costs for RSC work at 90 Loveys Street
11-6-022040-4007 Audit Services	30,019	29,002	28,154	27,984	28,717	563	29,291	29,877	2% per year as per agreement for services (5-years)
11-6-022040-5001 Bank Charges	4,546	1,997	2,500	1,095	2,500	-	2,550	2,601	reduction in bank charges due to new banking agreement + 2%
11-6-022040-5017 Cash Over/Short	(2)	4	-	(42)	-	-	-	-	no budget required here
11-6-022040-5230 Write-offs and Charge-outs	5,063	9,884	500	2,362	500	-	500	500	placeholder budget for uncollectible accounts (James St. 2024)
11-6-022040-5260 Tax Penalty and Interest Write-offs	0	77	26	0	26	(0)	34	20	based on 3-year rolling average
Total Treasury Administration	1,245,865	1,353,540	726,398	828,222	718,833	(7,565)	713,765	729,116	

Township of East Zorra-Tavistock
GENERAL GOVERNMENT
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Remarks	
GENERAL GOVERNMENT OPERATING EXPENDITURES (cont'd)										
Council										
<i>Regular</i>										
11-4-024011-8508	Transfer to Council IT Equipment Reserve	4,059	4,141	4,650	4,650	4,743	93	4,838	4,935	reset amount for equipment purchases 2025 inflated 2% annually
11-6-024011-1120	Council Wages - Taxable	124,356	125,307	128,053	132,979	130,460	2,407	133,069	135,731	2026 Salary and Benefits Workbook + 2% in future years
11-6-024011-1201	CPP	5,777	4,853	6,161	2,806	6,305	143	6,431	6,559	2026 Salary and Benefits Workbook + 2% in future years
11-6-024011-1203	WSIB	4,169	4,285	4,379	4,162	4,462	82	4,551	4,642	2026 Salary and Benefits Workbook + 2% in future years
11-6-024011-1205	EHT	2,357	2,443	2,497	2,497	2,544	47	2,595	2,647	2026 Salary and Benefits Workbook + 2% in future years
11-6-024011-1258	Meals and Meeting Expenses	1,378	1,572	2,000	1,293	1,500	(500)	1,530	1,561	reset base lunch budget for 2026 + 2% annual increment
11-6-024011-1263	Training and Professional Development	2,519	-	2,500	-	1,500	(1,000)	1,530	1,561	reset annual budget for training events for Council 2026
11-6-024011-1455	Christmas Gift Certificate Program	6,100	4,800	6,250	300	6,500	250	6,500	6,500	130 recipients @ \$50.00 as per Policy 3.15 for 2026
11-6-024011-3005	Office Supplies	377	30	500	-	250	(250)	255	260	nominal budget for stationary supplies, business cards, etc.
11-6-024011-3006	Gifts and Souvenirs	29	-	100	-	100	-	102	104	nominal budget for small items
11-6-024011-3290	Print, Advertising and Promotion	667	383	378	-	350	(28)	244	198	based on 3-year rolling average actuals
11-6-024011-3291	Special Events	85	902	200	1,411	1,500	1,300	1,500	1,500	opening events, special occasions, etc.
11-6-024011-3450	Office Equipment	-	-	200	-	200	-	200	200	placeholder for unexpected recognition requirements
11-6-024011-4003	Consulting	-	38,001	1,130	651	1,130	-	1,153	1,176	annual retainer for integrity commissioner
11-6-024011-4540	Chambers Rentals	2,990	-	-	539	1,000	1,000	1,000	1,000	internal charges for Council use of hall spaces
	<i>Subtotal Regular</i>	<i>154,863</i>	<i>186,718</i>	<i>158,998</i>	<i>151,288</i>	<i>162,543</i>	<i>3,545</i>	<i>165,497</i>	<i>168,572</i>	
<i>Conferences and Seminars</i>										
11-6-024012-1120	Council Wages - Taxable	5,775	6,477	7,410	7,273	7,549	139	7,700	7,854	2026 Salary and Benefits Workbook + 2% in future years
11-6-024012-1201	CPP	261	214	441	142	449	8	458	467	2026 Salary and Benefits Workbook + 2% in future years
11-6-024012-1203	WSIB	167	222	253	236	258	5	263	269	2026 Salary and Benefits Workbook + 2% in future years
11-6-024012-1205	EHT	95	126	145	142	147	3	150	153	2026 Salary and Benefits Workbook + 2% in future years
11-6-024012-1251	Mileage	-	437	-	2,404	2,000	2,000	2,040	2,081	Mileage placeholder for driven conference travel
11-6-024012-1252	Travel and Conventions	1,388	14,189	12,000	13,159	14,509	2,509	15,234	15,996	ROMA, AMO, OGRA, OSUM + 5% in future years
	<i>Subtotal Conferences and Seminars</i>	<i>7,685</i>	<i>21,664</i>	<i>20,249</i>	<i>23,356</i>	<i>24,913</i>	<i>4,664</i>	<i>25,847</i>	<i>26,821</i>	
<i>Election</i>										
11-4-024026-8557	Transfer to Election Reserve	7,000	7,350	8,000	8,000	5,000	(3,000)	5,100	5,202	reset contribution amount to \$5,000 for 2026 + 2% increase thereafter
11-6-024026-various	Election Expenses	-	-	-	-	22,000	22,000	-	-	election year 2026
11-6-024026-4009	IT Services	1,908	1,908	2,000	1,908	2,000	-	2,000	2,000	Data Fix - voter list management (\$8,000 / 4 annual payments)
	<i>Subtotal Election</i>	<i>8,908</i>	<i>9,258</i>	<i>10,000</i>	<i>9,908</i>	<i>29,000</i>	<i>19,000</i>	<i>7,100</i>	<i>7,202</i>	
	Total Council	171,456	217,640	189,247	184,552	216,456	27,209	198,444	202,595	

Township of East Zorra-Tavistock
GENERAL GOVERNMENT
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Remarks	
GENERAL GOVERNMENT OPERATING EXPENDITURES (cont'd)										
General Township Administration										
11-6-025023-1110	Salaries and Wages	540,347	676,591	499,503	550,178	503,088	3,585	591,234	499,881	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1201	CPP	20,003	26,319	19,328	21,846	27,409	8,081	26,485	21,838	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1202	EI	6,348	8,599	7,542	7,103	7,756	213	8,962	7,390	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1203	WSIB	17,136	16,193	14,738	17,711	15,466	728	18,025	15,760	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1204	OMERS	57,155	61,822	32,584	33,364	35,626	3,042	38,671	41,613	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1205	EHT	10,575	13,214	9,740	10,711	9,810	70	11,529	9,748	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1210	Health Benefits	35,605	39,434	31,777	30,313	39,185	7,407	35,079	35,079	2026 Salary and Benefits Workbook + 2% in future years
11-6-025023-1251	Mileage	2,109	1,119	1,000	2,370	1,000	-	1,020	1,040	no need to travel for Council or staff meetings in 2024+
11-6-025023-1252	Conventions and Seminars	84	302	1,639	2,510	5,051	3,412	5,304	5,569	OPBA, AMCTO and CentralSquare 2026 + 5% in future years
11-6-025023-1255	Dues and Memberships	10,218	8,046	11,000	6,385	4,689	(6,311)	4,923	5,169	AMO, MEPCO, AMCTO, OPBA, HR Organizations and Prime
11-6-025023-1256	Subscriptions and Publications	460	479	489	460	470	(19)	479	489	prior year actual + 2%
11-6-025023-1258	Meals and Meeting Expenses	1,454	2,095	2,137	1,237	1,262	(874)	1,287	1,313	prior year actual + 2%
11-6-025023-1260	Staff Awards	132	2,187	1,000	95	1,000	-	1,020	1,040	recognition items for staff special occasions + 2%
11-6-025023-1263	Training and Staff Development	5,245	21,238	7,500	4,804	7,500	-	7,650	7,803	one-time Leadership training event 2024, WHMIS training for 2025
11-6-025023-3005	Office Supplies	7,116	16,921	17,259	7,209	10,616	(6,644)	11,582	9,802	based on 3-year rolling average actuals
11-6-025023-3015	Office Furniture	-	788	1,000	174	1,000	-	1,000	1,000	maintain small budget for small furniture replacements (stands, etc.)
11-6-025023-3020	Cleaning Supplies	1,223	1,353	1,374	418	426	(947)	435	444	prior year actual + 2%
11-6-025023-3021	Parts and Supplies	-	2,990	3,000	263	3,000	-	3,060	3,121	new building parts and equipment
11-6-025023-3023	Kitchen Supplies	-	1,423	1,500	1,293	1,500	-	1,530	1,561	new building more extensive kitchen requirements
11-6-025023-3033	IT Software	34,180	60,066	84,331	79,470	80,375	(3,955)	81,983	83,623	as per annual software reconciliation workbook + 5% future years
11-6-025023-3034	IT Hardware	690	1,430	1,500	661	1,500	-	1,500	1,500	maintain small budget for small hardware item replacements
11-6-025023-3210	Postage	10,391	4,141	8,537	11,850	8,994	457	8,328	9,724	based on 3-year rolling average actuals
11-6-025023-3260	Telephone	21,102	12,192	12,435	10,852	11,069	(1,367)	11,290	11,516	prior year actual + 2%
11-6-025023-3290	Print, Advertising and Promotions	4,465	4,928	5,394	842	3,612	(1,782)	3,127	2,527	based on 3-year rolling average actuals
11-6-025023-3510	Internal Equipment Charges	1,003	2,478	2,527	3,460	3,529	1,002	3,600	3,672	prior year actual + 2%
11-6-025023-3610	Hydro	7,861	29,863	30,460	29,688	30,281	(179)	30,887	31,505	prior year actual + 2%
11-6-025023-3620	Water	514	4,086	1,500	445	-	(1,500)	650	1,300	corrected billing formula for water for new admin building 2026+
11-6-025023-3630	Natural Gas	1,068	3,007	3,067	2,254	2,299	(768)	2,345	2,392	prior year actual + 2%
11-6-025023-3810	Insurance	114,949	119,888	131,877	146,729	161,402	29,525	164,630	167,923	10% inflationary adjustment over p/y actual
11-6-025023-4002	Legal Services	4,743	3,984	3,864	5,201	4,843	979	4,676	4,907	based on 3-year rolling average actuals
11-6-025023-4003	Consulting Services	-	-	-	34,656	16,388	16,388	2,500	2,500	RSC work 2025/26 + 2 software conversions 2025 - placeholder future
11-6-025023-4006	Cleaning Services	13,740	16,223	-	-	-	-	-	-	cleaning services provided by part-time facilities staff 2025+
11-6-025023-4009	IT Services	6,007	7,066	7,200	6,708	7,200	-	7,344	7,491	\$300/month County IT & \$300/monitoring company + 2%
11-6-025023-4012	Grounds Maintenance	2,186	2,880	1,940	4,953	5,046	3,106	5,147	5,250	based on 2025 actual + CPI 1.88% & 2% future years
11-6-025023-4017	Shredding Services	543	1,706	1,740	1,388	1,416	(324)	1,444	1,473	prior year actual + 2%
11-6-025023-4018	Sweeping Services	81	-	100	-	100	-	102	104	reset budget for one sweep annually
11-6-025023-4038	Fire Inspection Services	110	556	567	3,349	3,416	2,849	3,485	3,554	prior year actual + 2%
11-6-025023-4040	Door Mat Services	49	2,437	2,486	3,409	3,477	991	3,546	3,617	prior year actual + 2%
11-6-025023-4041	Sanitary Services	243	3,407	3,480	3,638	3,711	231	3,785	3,861	prior year actual + 2%
11-6-025023-4270	Repairs and Maintenance	-	137	140	377	385	245	393	400	prior year actual + 2%
11-6-025023-4420	Building Maintenance	3,684	19,042	19,423	5,905	9,544	(9,879)	11,497	8,982	based on 3-year rolling average actuals
11-6-025023-4425	Facility Rentals	2,563	768	1,000	26	500	(500)	500	500	senior staff, Council and other meeting use of boardroom
11-6-025023-4450	Equipment Maintenance/Lease Costs	10,731	3,736	6,000	4,363	4,451	(1,549)	4,540	4,630	prior year actual + 2%
11-6-025023-4550	Water Heater Rentals	207	215	180	224	228	48	233	238	prior year actual + 2%
11-6-025023-5105	Service Charges	-	131	150	-	150	1	150	150	placeholder for delayed billing charges, etc.
Total Township Administration		3,435,478	1,205,480	994,007	1,058,894	1,039,769	45,762	1,126,958	1,032,999	

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Remarks
GENERAL GOVERNMENT OPERATING EXPENDITURES (cont'd)									
Police Services Board									
11-6-042052-1120 Salaries	5,609	1,388	1,500	-	1,528	28	1,559	1,590	2026 Salary and Benefits Workbook + 2% in future years
11-6-042052-1201 CPP	23	8	10	-	10	-	10	10	2026 Salary and Benefits Workbook + 2% in future years
11-6-042052-1202 EI	33	-	35	-	35	0	36	36	2026 Salary and Benefits Workbook + 2% in future years
11-6-042052-1205 EHT	156	27	29	-	30	1	30	31	2026 Salary and Benefits Workbook + 2% in future years
11-6-042052-1251 Mileage	-	3	100	40	100	-	102	104	for community appointee, conferences and zone meetings
11-6-042052-1252 Conventions and Seminars	1,478	-	500	155	163	(337)	166	169	based on 1/5 share of attendee conference registration + 5%
11-6-042052-1255 Dues and Memberships	800	750	840	14	15	(825)	15	16	based on 1/5 share of board registration fee + 5% future
11-6-042052-3810 Insurance	1,419	3,440	1,750	1,622	1,784	34	1,963	2,159	1/5 share of insurance + 10% over p/y actual
11-6-042052-4003 Consulting	-	245	300	743	758	458	773	789	2% over prior year actual - 1/5 share of costs
11-6-042052-4425 Facility Rentals	780	26	-	26	30	30	31	31	hosting cost for one meeting per year
Total Police Services Board	10,298	5,886	5,064	2,600	4,453	(611)	4,685	4,936	
Policing Services									
11-6-042053-4410 OPP Contract	1,150,924	1,108,858	1,134,547	1,134,552	1,247,471	112,924	1,272,420	1,297,869	OPP 2026 Annual Billing Statement + 2% in future years
11-6-042053-4420 Building Maintenance	3,140	2,066	2,713	-	1,735	(978)	1,267	1,001	based on 3-year rolling average actuals
11-6-042053-4425 Facility Rental Expense	10,466	10,675	10,889	10,889	11,106	218	11,328	11,555	prior year actual + 2% (to Tavistock Fire)
Total Policing Services	1,164,530	1,121,599	1,148,148	1,145,441	1,260,313	112,164	1,285,016	1,310,425	
By-law Enforcement									
11-6-044061-1110 Salaries and Wages	21,392	23,728	24,342	23,805	24,802	460	25,298	25,804	2026 Salary and Benefits Workbook + 2% in future years
11-6-044061-1201 CPP	1,062	1,200	1,240	1,213	1,267	27	1,293	1,319	2026 Salary and Benefits Workbook + 2% in future years
11-6-044061-1202 EI	487	550	559	549	566	7	577	589	2026 Salary and Benefits Workbook + 2% in future years
11-6-044061-1203 WSIB	740	821	832	776	848	16	865	882	2026 Salary and Benefits Workbook + 2% in future years
11-6-044061-1205 EHT	426	461	475	466	484	9	493	503	2026 Salary and Benefits Workbook + 2% in future years
11-6-044061-1251 Mileage	518	492	500	340	500	-	500	500	for use of own vehicle in the field
11-6-044061-1255 Dues and Memberships	129	174	200	179	188	(12)	197	207	Municipal Law Enforcement Officers' Association
11-6-044061-3033 Software	-	-	-	-	4,477	4,477	4,477	4,477	CloudPermit By-law tracking
11-6-044061-4003 Consulting	-	-	-	-	1,526	1,526	-	-	implementation costs for CloudPermit By-law tracking
11-6-044061-4025 Print, Advertising and Promotion	-	951	1,000	-	1,000	-	1,000	1,000	base budget for ticket printing, etc.
11-6-044061-4042 Property Standards Clean-up Services	-	2,417	-	10,044	-	-	-	-	billed-out enforcement matters (expense-recovered)
Total By-law Enforcement	24,755	30,794	29,148	37,372	35,659	6,511	34,701	35,282	

Township of East Zorra-Tavistock
GENERAL GOVERNMENT
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-03

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Remarks	
GENERAL GOVERNMENT OPERATING EXPENDITURES (cont'd)										
Animal Control										
11-6-044081-4019	Animal Collection and Pound Services	9,158	10,035	10,236	9,158	9,342	(894)	9,528	9,719	prior year actual + 2%
	Total Animal Control	9,158	10,035	10,236	9,158	9,342	(894)	9,528	9,719	
Livestock Claims										
11-6-044082-3039	Replacement Claims Costs	1,888	291	250	2,355	250	-	250	250	placeholder budget if needed covered by reimbursements
11-6-044082-4021	Evaluator Services	-	-	250	-	250	-	250	250	placeholder budget if needed covered by reimbursements
	Total Livestock Claims	1,888	291	500	2,355	500	-	500	500	
Crossing Guards										
11-6-044083-1130	Part-time Salaries and Wages	39,493	40,610	54,575	50,578	55,597	1,022	56,709	57,843	2026 Salary and Benefits Workbook + 2% in future years
11-6-044083-1201	CPP	357	362	831	517	892	61	909	928	2026 Salary and Benefits Workbook + 2% in future years
11-6-044083-1202	EI	870	943	1,253	1,159	1,269	16	1,294	1,320	2026 Salary and Benefits Workbook + 2% in future years
11-6-044083-1203	WSIB	1,351	1,368	1,244	1,640	1,268	23	1,293	1,319	2026 Salary and Benefits Workbook + 2% in future years
11-6-044083-1204	OMERS	-	1,688	4,912	2,171	5,004	92	5,104	5,206	2026 Salary and Benefits Workbook + 2% in future years
11-6-044083-1205	EHT	743	798	851	984	867	16	885	902	2026 Salary and Benefits Workbook + 2% in future years
11-6-044083-1235	Certifications	41	-	50	-	50	-	50	50	for required records checks, etc.
11-6-044083-1254	Clothing Allowance	-	3,104	400	90	400	-	400	400	winter coat purchases for guards @ \$270/coat every 5 years
11-6-044083-1258	Meals and Meeting Expenses	-	-	25	-	25	-	25	25	nominal placeholder for annual meeting supplies
11-6-044083-3025	Health and Safety Supplies	-	113	150	-	150	-	150	150	safety equipment for new guards
	Total Crossing Guards	42,855	48,987	64,292	57,139	65,521	1,230	66,819	68,143	
Planning and Zoning Administration										
11-6-181010-1251	Mileage	34	-	35	-	35	-	36	36	posting signage and notices delivered to property owners
11-6-181010-3005	Office Supplies	306	-	453	164	253	(200)	236	217	based on 3-year rolling average actuals
11-6-181010-3210	Postage	81	-	114	-	65	(49)	60	41	based on 3-year rolling average actuals
11-6-181010-3290	Print, Advertising and Promotion	2,977	-	2,379	-	1,785	(594)	1,388	1,058	based on 3-year rolling average actuals
11-6-181010-4002	Legal Services	519	471	481	8,026	8,186	7,706	8,350	8,517	prior year actual + 2%
11-6-181010-4003	Consulting Services	60,092	110,869	50,000	41,989	25,000	(25,000)	-	-	additional secondary plan work
11-6-181010-4004	Engineering Services	28,294	18,681	30,000	13,069	20,000	(10,000)	30,000	30,000	engineering and consulting expenses offset by securities
	Total Planning and Zoning Administration	92,302	130,022	83,462	63,248	55,325	(28,138)	40,069	39,870	
Economic Development										
11-6-182010-4003	Professional Services	44,322	50,260	50,260	50,260	52,773	2,513	55,412	55,412	5% for 2026 and an additional 5% planned for 2027
	Total Economic Development	44,322	50,260	50,260	50,260	52,773	2,513	55,412	55,412	



INFRASTRUCTURE AND COMMUNITY SERVICES

2026 Proposed Operating Budget



EAST ZORRA-TAVISTOCK

Township of East Zorra-Tavistock
INFRASTRUCTURE AND COMMUNITY SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-11

Gross Budget Revenues										Notes
	2023	2024	2025	2025	2026	Difference	2027	2028		
	Actual	Actual	Approved	Actual	Proposed	(2026 - 2025)	Projected	Projected		
Contributions from Developers	(57,362)	(25,912)	(25,843)	(25,843)	(25,843)	-	(6,575)	(6,575)		
Contributions from Other Municipalities	(21,874)	(28,958)	(29,798)	(25,090)	(32,284)	(2,486)	(32,926)	(33,582)		
Cost Recoveries	(27,867)	(20,138)	(16,019)	(53,702)	(32,284)	(16,265)	(32,930)	(33,588)		
Donations	(21,447)	(1,000)	-	(1,000)	(1,000)	(1,000)	-	-		
Gain/Loss on Sale of Assets	(13,505)	-	-	(19,000)	-	-	-	-		
Grants	(50,000)	-	-	(38,000)	-	-	-	-		
Licences, Permits and Rents	(820,340)	(784,519)	(794,562)	(844,180)	(864,436)	(69,873)	(946,621)	(969,319)		
Sundry Revenue	(11,893)	(18,877)	(14,483)	(53,739)	(22,394)	(7,911)	(25,798)	(28,199)		
Transfers from Reserves and Reserve Funds	(15,063)	(356)	-	-	-	-	-	-		
User Fees and Charges	(21,518)	(19,984)	(21,587)	(23,802)	(24,115)	(2,528)	(24,287)	(24,406)		
TOTALS	(1,060,869)	(899,744)	(902,292)	(1,084,356)	(1,002,356)	(100,063)	(1,069,137)	(1,095,670)		

Gross Budget Expenditures										Notes
	2023	2024	2025	2025	2026	Difference	2027	2028		
	Actual	Actual	Approved	Actual	Proposed	(2026 - 2025)	Projected	Projected		
Administration	1,456,217	1,737,768	1,724,845	1,775,707	1,744,775	19,931	1,848,988	1,885,726		
Innerkip Streets Debenture	132,284	132,284	132,284	132,284	132,284	(0)	-	-		
Vehicles and Equipment	201,205	205,721	235,801	255,520	248,328	12,527	248,140	253,642		
Roads Facilities	50,895	72,030	74,299	59,185	61,422	(12,876)	63,489	63,716		
Paved Roads Maintenance	79,915	66,885	73,455	98,449	98,231	24,776	100,426	102,677		
Gravel Roads Maintenance	571,025	599,303	621,175	635,638	659,718	38,542	684,873	711,087		
Bridges and Culverts	264,242	251,625	300,352	312,277	316,694	16,342	323,123	329,691		
Sidewalks	43,850	53,397	81,458	86,505	90,204	8,746	134,786	137,264		
Roadside Maintenance	279,331	251,871	276,057	219,015	228,877	(47,179)	223,797	224,120		
Winter Maintenance	227,330	248,511	288,074	537,375	559,669	271,595	557,382	569,399		
Stormwater Management	222,813	220,533	211,051	192,168	203,774	(7,277)	207,863	211,691		
Solid Waste Management Administration	-	640	330	827	844	514	861	878		
Leaf and Yard Waste Program	21,874	28,958	29,798	25,090	32,284	2,486	32,926	33,582		
Street Lighting	94,642	91,566	65,269	71,849	73,327	8,059	74,794	76,290		
Cemeteries	3,750	4,053	4,000	4,000	4,000	-	4,000	4,000		
Parks and Trails	313,377	273,284	359,627	328,364	345,125	(14,502)	345,769	358,622		
Pavilions	27,574	25,561	38,824	31,396	35,442	(3,381)	35,703	35,969		
Recreation Facilities	944,627	1,042,460	1,383,072	1,397,917	1,559,641	176,570	1,589,774	1,616,896		
Tax-Supported Capital	42,514	53,483	-	-	-	-	-	-		
TOTALS	4,977,462	5,359,931	5,899,769	6,163,565	6,394,639	494,870	6,476,692	6,615,249		

INFRASTRUCTURE AND COMMUNITY SERVICES BUDGET	3,916,593	4,460,187	4,997,477	5,079,210	5,392,284	394,807	5,407,556	5,519,579		
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Township of East Zorra-Tavistock
INFRASTRUCTURE AND COMMUNITY SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-11

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
INFRASTRUCTURE AND COMMUNITY SERVICES REVENUES									
Administration									
11-4-069911-80??	(15,063)	(356)	-	-	-	-	-	-	AMP work moved to Treasury Services for 2025
11-5-069911-0310	(50,000)	-	-	(38,000)	-	-	-	-	FCM Grant 2023 for AMP, Pothole Maintenance Grant 2025
11-5-069911-0370	-	-	-	(17,058)	-	-	-	-	no budget required, unanticipated revenue
11-5-069911-0913	(10,139)	(16,035)	(11,947)	(33,653)	(19,942)	(7,995)	(23,210)	(25,602)	based on 3-year rolling average actuals - aggregate rebates
11-5-069911-0949	(13,505)	-	-	(19,000)	-	-	-	-	no budget required
11-5-069911-0998	(181)	(1,515)	-	(705)	-	-	-	-	no budget required, cost recovery on works performed
Total Administration	(88,888)	(17,906)	(11,947)	(108,416)	(19,942)	(7,995)	(23,210)	(25,602)	
Innerkip Streets Debenture									
11-5-069915-0923	(20,803)	(19,268)	(19,268)	(19,268)	(19,268)	-	-	-	used to offset debt repayments (debt paid off in 2026)
Total Innerkip Streets Debenture	(20,803)	(19,268)	(19,268)	(19,268)	(19,268)	-	-	-	
Vehicles and Equipment									
<i>Internal Equipment Rental Charges</i>									
11-5-069917-0761 821	(4,690)	(9,180)	-	(420)	-	-	-	-	out of service 2025
11-5-069917-0761 822	(57,470)	(52,745)	(54,973)	(58,118)	(56,111)	(1,138)	(55,658)	(56,629)	based on 3-year rolling average actuals
11-5-069917-0761 823	(46,375)	(33,880)	(9,000)	(22,488)	(34,248)	(25,248)	(30,205)	(28,980)	spare grader for 2025+
11-5-069917-0761 824	(17,133)	(22,715)	(19,011)	(16,153)	(20,208)	(1,197)	(19,692)	(18,684)	based on 3-year rolling average actuals
11-5-069917-0761 826	(19,150)	(16,225)	(17,625)	(23,125)	(19,500)	(1,875)	(19,617)	(20,747)	based on 3-year rolling average actuals
11-5-069917-0761 827	(830)	(60)	(530)	-	-	530	-	-	no revenue to be recorded here 2025+
11-5-069917-0761 829	(5,425)	(6,038)	(5,390)	(3,045)	(4,836)	554	(4,639)	(4,173)	based on 3-year rolling average actuals
11-5-069917-0761 831	(42,153)	(51,139)	(47,466)	(68,023)	(25,904)	21,562	(48,355)	(47,427)	saved as a spare for 2026+ after new acquisition in March 2026
11-5-069917-0761 832	(21,206)	(26,700)	(26,260)	(45,841)	(31,249)	(4,989)	(34,597)	(37,229)	based on 3-year rolling average actuals
11-5-069917-0761 835	(20,273)	(21,520)	(16,178)	(11,390)	-	16,178	-	-	replaced by 856
11-5-069917-0761 839	(8,048)	(8,138)	(8,078)	(6,053)	(7,413)	665	(7,201)	(6,889)	based on 3-year rolling average actuals
11-5-069917-0761 840	-	-	(2,000)	(4,305)	(4,305)	(2,305)	(4,305)	(4,305)	based on 2025 actual usage
11-5-069917-0761 841	(5,430)	(4,920)	-	(1,720)	(4,023)	(4,023)	(3,554)	(3,099)	based on 3-year rolling average actuals
11-5-069917-0761 843	(7,340)	(9,310)	(9,000)	(8,720)	(8,457)	543	(8,829)	(8,669)	based on 3-year rolling average actuals
11-5-066917-0761 844	(15,207)	(23,831)	(23,000)	(21,890)	(16,648)	6,352	(16,648)	(16,648)	reset base budget for 2026+ for corrected vehicle numbering
11-5-069917-0761 845	-	-	-	-	(8,593)	(8,593)	(8,593)	(8,593)	new budget for usage recording in 2026
11-5-069917-0761 851	-	-	(41,230)	(42,770)	(42,770)	(1,540)	(42,770)	(42,770)	based on prior year usage
11-5-069917-0761 853	(45,175)	(32,581)	(44,086)	(35,848)	(37,868)	6,218	(35,432)	(36,383)	based on 3-year rolling average actuals
11-5-069917-0761 854	(24,600)	(27,275)	(26,258)	(29,275)	(27,050)	(792)	(27,867)	(28,064)	based on 3-year rolling average actuals
11-5-069917-0761 855	-	-	(2,000)	(3,990)	(3,990)	(1,990)	(3,990)	(3,990)	based on prior year usage
11-5-069917-0761 856	-	-	-	-	(17,728)	(17,728)	(16,879)	(15,332)	based on 835 records
11-6-069917-3021 857	-	-	-	-	(53,771)	(53,771)	(54,846)	(55,943)	set up new budget for 2026 vehicle (based on averages of 831)
Total Vehicles and Equipment	(340,503)	(346,256)	(352,086)	(403,171)	(424,671)	(72,585)	(443,677)	(444,554)	

Township of East Zorra-Tavistock
INFRASTRUCTURE AND COMMUNITY SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-11

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
INFRASTRUCTURE AND COMMUNITY SERVICES REVENUES (cont'd)									
Road Maintenance									
11-5-061235-0998				(8,260)	-	-	-	-	no budget required, cost recovery on works performed
11-5-061364-0998	(15,127)	(2,070)	-	(1,038)	-	-	-	-	no budget required, cost recovery on works performed
11-5-061441-0998	(1,507)	-	-	-	-	-	-	-	no budget required, cost recovery on works performed
11-5-061442-0960	(2,960)	(500)	-	(500)	(1,000)	(1,000)	-	-	Hickson Lions Club committed tree funding for 2026
11-5-061471-0998	-	-	-	(10,621)	-	-	-	-	no budget required, cost recovery on works performed
11-5-062100-0998	(10,951)	(15,589)	(16,019)	(32,232)	(32,284)	(16,265)	(32,930)	(33,588)	based on 2025 actual + CPI 1.88%
Total Road Maintenance	(30,545)	(18,159)	(16,019)	(52,651)	(33,284)	(17,265)	(32,930)	(33,588)	
Waste Management									
11-5-084010-0534	-	(152)	(150)	(327)	(300)	(150)	(300)	(300)	composter resales
11-5-084010-0535	-	(240)	-	(480)	(450)	(450)	(450)	(450)	revenue on tag sales
11-5-084010-0536	405	(392)	(400)	(733)	-	400	-	-	with change to recycling no longer selling these
Total Waste Management Program	405	(784)	(550)	(1,540)	(750)	(200)	(750)	(750)	
County Leaf and Yard Waste Program									
11-5-084051-0514	(21,874)	(28,958)	(29,798)	(25,090)	(32,284)	(2,486)	(32,926)	(33,582)	based on County budgeted expense Leaf and Yard Waste Costs
Total Leaf and Yard Waste Program	(21,874)	(28,958)	(29,798)	(25,090)	(32,284)	(2,486)	(32,926)	(33,582)	
Parks and Trails									
<i>Hickson Park</i>									
11-5-161021-0998	-	(372)	-	-	-	-	-	-	no budget required, cost recovery on works performed
<i>Subtotal Hickson Park</i>	<i>-</i>	<i>(372)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	
<i>Hickson Trail</i>									
11-5-161027-0960	(18,487)	(500)	-	(500)	-	-	-	-	no annual budget for donations
<i>Subtotal Hickson Trail</i>	<i>(18,487)</i>	<i>(500)</i>	<i>-</i>	<i>(500)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	
Total Parks and Trails	(18,487)	(872)	-	(500)	-	-	-	-	
Pavilions									
<i>Hickson Park</i>									
11-5-163421-0574	(1,190)	(1,345)	(1,260)	(1,575)	(1,540)	(280)	(1,540)	(1,540)	based on \$70/rental @ 1 rental per month + add 1 summer
11-5-163421-0788	(13,395)	(2,820)	(2,820)	(2,820)	(2,820)	-	(2,820)	(2,820)	as per EARTH agreement 8% of gross revenue estimated
<i>Subtotal Hickson Park</i>	<i>(14,585)</i>	<i>(4,165)</i>	<i>(4,080)</i>	<i>(4,395)</i>	<i>(4,360)</i>	<i>(280)</i>	<i>(4,360)</i>	<i>(4,360)</i>	
<i>Innerkip Park</i>									
11-5-163422-0574	(910)	(595)	(420)	(525)	(420)	-	(420)	(420)	based on \$70/rental @ 1 rental every two months
<i>Subtotal Innerkip Park</i>	<i>(910)</i>	<i>(595)</i>	<i>(420)</i>	<i>(525)</i>	<i>(420)</i>	<i>-</i>	<i>(420)</i>	<i>(420)</i>	
<i>Tavistock Park</i>									
11-5-163423-0574	(7,478)	(8,101)	(7,000)	(8,065)	(7,800)	(800)	(7,800)	(7,800)	based on \$60/rental @ 130 rentals
11-5-163423-0923	(15,670)	(6,644)	(6,575)	(6,575)	(6,575)	-	(6,575)	(6,575)	amount corrected to reflect DC study amount
<i>Subtotal Tavistock Park</i>	<i>(23,148)</i>	<i>(14,745)</i>	<i>(13,575)</i>	<i>(14,640)</i>	<i>(14,375)</i>	<i>(800)</i>	<i>(14,375)</i>	<i>(14,375)</i>	
Total Pavilions	(38,643)	(19,505)	(18,075)	(19,560)	(19,155)	(1,080)	(19,155)	(19,155)	

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INFRASTRUCTURE AND COMMUNITY SERVICES REVENUES (cont'd)									
Recreation Facilities									
<i>Facilities Administration</i>									
11-5-163410-0913 Sundry Revenue	(181)	(200)	-	(120)	-	-	-	-	no budget required here
11-5-163410-0923 Contributions from Developers	(20,889)	-	-	-	-	-	-	-	amount corrected to reflect DC study amount
11-5-163410-0969 Cancellation Fees	(150)	(150)	(100)	(100)	(100)	-	(100)	(100)	based on 2 cancellations per year @ \$50/each
<i>Subtotal Recreation Facilities Administration</i>	<i>(21,220)</i>	<i>(350)</i>	<i>(100)</i>	<i>(220)</i>	<i>(100)</i>	<i>-</i>	<i>(100)</i>	<i>(100)</i>	
<i>Former PUC Office</i>									
11-5-163425-0574 Facility Rentals	(500)	(500)	(500)	(500)	(500)	-	(500)	(500)	Tavistock Historical Society use of facility annually
<i>Subtotal Former PUC Office</i>	<i>(500)</i>	<i>(500)</i>	<i>(500)</i>	<i>(500)</i>	<i>(500)</i>	<i>-</i>	<i>(500)</i>	<i>(500)</i>	
<i>Hickson Community Hall</i>									
11-5-163426-0574 Facility Rentals	-	(1,206)	(1,026)	(1,539)	(1,539)	(513)	(1,539)	(1,539)	based on 60 rentals per year @ \$25.65
<i>Subtotal Hickson Community Hall</i>	<i>-</i>	<i>(1,206)</i>	<i>(1,026)</i>	<i>(1,539)</i>	<i>(1,539)</i>	<i>(513)</i>	<i>(1,539)</i>	<i>(1,539)</i>	
<i>Tavistock Memorial Hall</i>									
11-5-163455-0574 Facility Rentals	(19,623)	(14,211)	(17,312)	(24,835)	(19,556)	(2,244)	(23,673)	(26,828)	based on 3-year rolling average actuals
<i>Subtotal Tavistock Memorial Hall</i>	<i>(19,623)</i>	<i>(14,211)</i>	<i>(17,312)</i>	<i>(24,835)</i>	<i>(19,556)</i>	<i>(2,244)</i>	<i>(23,673)</i>	<i>(26,828)</i>	
<i>Innerkip Community Centre</i>									
11-5-163461-0574 Facility Rentals	(15,960)	(9,903)	(9,000)	(7,838)	(7,500)	1,500	(9,000)	(9,000)	reduced revenue for availability during renovations
11-5-163461-0777 Library Rent	(9,150)	(9,400)	(9,500)	(9,650)	(9,800)	(300)	(9,950)	(10,100)	estimated renewal value for 2026-2028 (+ \$150.00)
11-5-163461-0998 Expense Recovery	-	-	-	(638)	-	-	-	-	no budget required here
<i>Subtotal Innerkip Community Centre</i>	<i>(25,110)</i>	<i>(19,303)</i>	<i>(18,500)</i>	<i>(18,126)</i>	<i>(17,300)</i>	<i>1,200</i>	<i>(18,950)</i>	<i>(19,100)</i>	
<i>Tavistock Arena</i>									
11-5-163481-0573 Arena Gate Receipts	(2,838)	(2,155)	(2,177)	(2,027)	(2,340)	(163)	(2,512)	(2,631)	based on 3-year rolling average actuals
11-5-163481-0574 Hall Rentals	(1,372)	(2,001)	(2,000)	(1,327)	(1,567)	433	(1,853)	(1,804)	based on 3-year rolling average actuals
11-5-163481-0581 Arena Ice Rentals	(344,771)	(342,625)	(346,857)	(338,057)	(341,818)	5,039	(397,176)	(415,360)	based on 3-year rolling average actuals
11-5-163481-0582 Upper Hall Rentals	(10,633)	(11,756)	(10,487)	(10,468)	(10,952)	(465)	(12,803)	(13,152)	based on 3-year rolling average actuals
11-5-163481-0584 Arena Advertising	(18,680)	(15,379)	(16,960)	(18,950)	(18,950)	(1,990)	(18,950)	(18,950)	adjusted advertising to reflect active signage
11-5-163481-0587 Boardroom Rentals	(637)	(120)	(323)	(160)	(306)	17	(222)	(256)	based on 3-year rolling average actuals
11-5-163481-0783 Curling Club Agreement	(28,352)	(28,309)	(28,600)	(28,277)	(28,275)	325	(28,275)	(28,275)	\$2,450/month net of insurance and taxes
11-5-163481-0788 ERTH Solar Panel Rent	(25,866)	(5,372)	(5,372)	(5,372)	(5,372)	-	(5,372)	(5,372)	as per ERTH agreement 8% of gross revenue estimated
11-5-163481-0998 Expense Recovery	(100)	(591)	-	(208)	-	-	-	-	no budget required here
11-5-163483-0569 Vending Machine Revenue	(1,828)	(1,708)	(1,886)	(1,269)	(1,602)	284	(1,737)	(1,747)	based on 3-year rolling average actuals
11-5-163486-0584 Zamboni Advertising	-	(2,450)	(2,450)	(2,825)	(2,825)	(375)	(2,825)	(2,825)	separate advertising rates for Zamboni locations
<i>Subtotal Tavistock Arena</i>	<i>(435,077)</i>	<i>(412,466)</i>	<i>(417,111)</i>	<i>(408,940)</i>	<i>(414,006)</i>	<i>3,105</i>	<i>(471,726)</i>	<i>(490,372)</i>	
Total Recreation Facilities	(501,530)	(448,035)	(454,549)	(454,160)	(453,002)	1,547	(516,488)	(538,439)	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES									
Administration									
11-4-069911-8526	212,242	216,486	100,000	100,000	102,000	2,000	104,040	106,121	reset contribution 2025 + 2% increase annually RF projection strategy
11-4-069911-8527	26,530	20,000	40,000	40,000	60,000	20,000	61,200	62,424	reset contribution amount for 2026 + 2% annually CPI
11-4-069911-8532	-	-	100,000	100,000	102,000	2,000	175,000	178,500	reintroduce contribution for roads project funding annually + add debt 2027
11-4-069911-8533	294,005	460,000	520,000	539,000	480,000	(40,000)	489,600	499,392	reset contribution amount for 2026 + 2% annually CPI
11-4-069911-8536	27,061	27,602	30,000	30,000	30,600	600	31,212	31,836	reset contribution 2025 + 2% increase annually RF projection strategy
11-4-069911-8600	42,514	53,483	-	-	-	-	-	-	tax-rate supported capital purchases or works
11-6-069911-1110	513,912	544,361	488,514	541,970	526,088	37,574	536,609	547,342	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1201	21,958	23,663	23,001	24,038	29,766	6,766	30,361	30,969	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1202	6,807	7,731	8,099	6,951	12,198	4,099	12,442	12,691	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1203	16,732	18,531	16,297	16,854	18,971	2,674	19,350	19,737	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1204	49,402	53,871	56,739	55,806	49,755	(6,984)	50,750	51,765	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1205	9,804	10,606	9,924	10,666	10,881	957	11,098	11,320	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1210	43,933	56,473	51,882	42,509	31,967	(19,914)	32,606	33,259	2026 Salary and Benefits Workbook + 2% in future years
11-6-069911-1235	623	401	409	100	102	(307)	104	106	prior year actual + 2%
11-6-069911-1250	3,165	1,798	2,312	1,191	2,500	188	2,550	2,601	2026+ clothing allowance for staff - 10 staff @ \$250/staff
11-6-069911-1252	333	2,498	5,000	4,476	4,700	(300)	4,794	4,890	PW Manager and Roads Foreman to OGRA
11-6-069911-1254	93	916	1,400	185	2,000	600	2,040	2,081	boot allowance for staff - 10 staff @ \$200/staff
11-6-069911-1255	1,429	2,517	2,567	2,467	2,615	48	2,667	2,721	AORS, OGRA and HWIN annually prior year + 2%
11-6-069911-1258	61	65	107	147	91	(16)	101	113	based on 3-year rolling average actuals
11-6-069911-1262	826	24	427	286	379	(48)	230	298	based on 3-year rolling average actuals
11-6-069911-1263	8,538	4,032	8,513	3,775	5,449	(3,064)	4,419	4,548	based on 3-year rolling average actuals
11-6-069911-1266	192	-	200	-	200	-	204	208	\$20/abstract x 10 employees + 2%
11-6-069911-3004	(172)	6,633	6,765	10,518	10,728	3,962	10,942	11,161	prior year actual + 2%
11-6-069911-3005	1,223	511	1,867	2,648	2,701	834	2,755	2,810	prior year actual + 2%
11-6-069911-3020	274	-	213	-	-	(213)	-	-	budgeted in applicable facilities for 2026+
11-6-069911-3021	4,884	2,249	5,000	-	-	(5,000)	-	-	budgeted by facility and/or vehicle for 2026+
11-6-069911-3033	28,602	24,514	28,159	24,521	29,529	1,370	30,119	30,722	MESH, CityWide GIS, OnTrack as per software schedule backup
11-6-069911-3034	1,147	2,052	1,500	-	1,530	30	1,561	1,592	placeholder for technology replacement needs + 2%
11-6-069911-3260	8,207	4,937	4,000	4,852	4,949	949	5,048	5,148	prior year actual + 2%
11-6-069911-3290	122	-	250	-	150	(100)	150	150	placeholder budget for public meeting advertising, etc.
11-6-069911-3311	1,183	2,190	1,526	1,919	2,385	859	2,433	2,481	estimated provided by OneCall for 2026 + 2% subsequent
11-6-069911-3510	2,123	1,415	1,443	12,335	2,000	557	2,040	2,081	reset charges for 2026 for inaccurate charge-outs in 2025 + 2% subsequent
11-6-069911-3810	164,411	180,528	198,581	182,631	200,894	2,313	204,912	209,010	10% inflationary adjustment over p/y actual
11-6-069911-4002	4,906	61,004	5,000	14,184	15,000	10,000	15,000	15,000	placeholder for litigation or deductibles for claims
11-6-069911-4003	-	-	-	1,628	-	-	-	-	implementation costs for software change only 2025
11-6-069911-4004	1,663	-	5,000	-	2,500	(2,500)	2,500	2,500	placeholder budget to include possible work order software implementation
11-6-069911-4425	-	157	150	51	150	-	150	150	meetings and use of boardrooms
Total Administration	1,498,730	1,791,250	1,724,845	1,775,707	1,744,775	19,931	1,848,988	1,885,726	
Innerkip Streets Debenture									
11-6-069915-2220 445	17,981	13,729	9,319	9,319	4,744	(4,574)	-	-	as per EZT Debt Schedule (last year 2026)
11-6-069915-5210 445	114,303	118,555	122,965	122,965	127,539	4,574	-	-	as per EZT Debt Schedule (last year 2026)
Total Innerkip Streets Debenture	132,284	132,284	132,284	132,284	132,284	(0)	-	-	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Roads Facilities										
<i>Hickson Shop</i>										
11-6-069912-1110	Salaries and Wages	17,411	32,815	33,750	11,120	11,329	(22,422)	11,555	11,786	* Shop budget split between Hickson and Tavistock 2026+ 2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-1201	CPP	825	1,697	1,744	703	716	(1,027)	731	745	2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-1202	EI	271	633	650	236	240	(410)	245	250	2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-1203	WSIB	575	1,102	1,133	399	407	(726)	415	423	2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-1204	OMERS	1,307	2,411	2,477	756	770	(1,707)	785	801	2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-1205	EHT	327	630	647	240	244	(403)	249	254	2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-1210	Health Benefits	914	1,000	1,028	574	585	(443)	596	608	2026 Salary and Benefits Workbook + 2% in future years
11-6-069912-3007	Small Tools and Equipment	1,815	7,068	3,014	3,532	4,138	1,124	4,913	4,194	based on 3-year rolling average actuals
11-6-069912-3020	Cleaning Supplies	-	-	-	75	100	100	100	100	supplies used and budgeted by facility for 2026+
11-6-069912-3021	Parts and Supplies	1,778	3,749	2,125	3,353	2,960	835	3,354	3,222	based on 3-year rolling average actuals
11-6-069912-3022	Building Supplies	1,023	-	500	17	250	(250)	250	250	placeholder budget for supplies in maintenance
11-6-069912-3025	Health and Safety Supplies	320	-	500	192	250	(250)	250	250	placeholder budget for safety sake
11-6-069912-3250	Internet	465	684	698	730	745	48	760	775	prior year actual + 2%
11-6-069912-3510	Internal Equipment Charges	1,044	150	740	615	627	(113)	640	653	prior year actual + 2%
11-6-069912-3610	Hydro	4,067	4,150	4,233	3,746	3,821	(412)	3,897	3,975	prior year actual + 2%
11-6-069912-3620	Water	1,129	1,131	5,954	470	479	(5,474)	489	499	prior year actual + 2%
11-6-069912-3625	Sewer	1,144	1,203	1,227	-	-	(1,227)	-	-	prior year actual + 2%
11-6-069912-3630	Natural Gas	9,002	6,783	6,919	4,200	4,284	(2,634)	4,370	4,457	prior year actual + 2%
11-6-069912-3810	Insurance	-	-	-	454	499	499	509	519	10% inflationary adjustment over p/y actual
11-6-069912-4012	Grounds Maintenance	1,140	517	528	30	562	35	370	321	based on 3-year rolling average actuals
11-6-069912-4038	Fire Inspection	-	-	-	259	264	264	269	275	prior year actual + 2%
11-6-069912-4420	Building Maintenance	6,339	6,307	6,433	3,141	3,204	(3,229)	3,268	3,333	prior year actual + 2%
	<i>Subtotal Hickson Shop</i>	50,895	72,030	74,299	34,840	36,475	(37,824)	38,015	37,691	
<i>Tavistock Shop</i>										
11-6-069913-1110	Salaries and Wages	-	-	-	3,200	3,260	3,260	3,326	3,392	* Shop budget split between Hickson and Tavistock 2026+ 2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-1201	CPP	-	-	-	192	195	195	199	203	2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-1202	EI	-	-	-	44	45	45	46	47	2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-1203	WSIB	-	-	-	102	104	104	106	108	2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-1204	OMERS	-	-	-	285	290	290	296	302	2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-1205	EHT	-	-	-	61	62	62	64	65	2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-1210	Health Benefits	-	-	-	134	137	137	140	142	2026 Salary and Benefits Workbook + 2% in future years
11-6-069913-3020	Cleaning Supplies	-	-	-	75	100	100	100	100	supplies used and budgeted by facility for 2026+
11-6-069913-3021	Parts and Supplies	-	-	-	240	80	80	107	142	based on 3-year rolling average actuals
11-6-069913-3022	Building Supplies	-	-	-	139	500	500	500	500	placeholder budget for supplies in maintenance
11-6-069913-3510	Internal Equipment Charges	-	-	-	140	47	47	62	83	based on 3-year rolling average actuals
11-6-069913-3610	Hydro	-	-	-	916	934	934	953	972	prior year actual + 2%
11-6-069913-3620	Water	-	-	-	765	780	780	796	812	prior year actual + 2%
11-6-069913-3625	Sewer	-	-	-	1,207	1,231	1,231	1,256	1,281	prior year actual + 2%
11-6-069913-3630	Natural Gas	-	-	-	5,728	5,843	5,843	5,960	6,079	prior year actual + 2%
11-6-069913-4012	Grounds Maintenance	-	-	-	1,007	1,028	1,028	1,048	1,069	prior year actual + 2%
11-6-069913-4420	Building Maintenance	-	-	-	10,109	10,311	10,311	10,518	10,728	prior year actual + 2%
	<i>Subtotal Tavistock Shop</i>	-	-	-	24,345	24,948	24,948	25,474	26,025	
	Total Roads Facilities	50,895	72,030	74,299	59,185	61,422	(12,876)	63,489	63,716	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Vehicles and Equipment										
<i>Parts</i>										
11-6-069917-3021 822	2020 CAT Grader	1,155	833	1,786	6,489	6,619	4,833	6,751	6,886	prior year actual + 2%
11-6-069917-3021 823	2004 Volvo 730B Grader	4,958	4,701	1,600	651	1,000	(600)	1,020	1,040	spare grader - limited future usage and reinvestment
11-6-069917-3021 824	2016 John Deere Tractor	228	404	712	1,317	1,344	632	1,370	1,398	prior year actual + 2%
11-6-069917-3021 826	2014 Case Backhoe	1,029	2,869	2,977	1,730	1,764	(1,213)	1,800	1,836	prior year actual + 2%
11-6-069917-3021 827	Chainsaws and Other Small Equipment	2,511	360	770	1,167	1,191	421	1,214	1,239	prior year actual + 2%
11-6-069917-3021 828	Snowplows, Wings, Etc.	24,241	3,459	3,529	24,211	3,500	(29)	3,570	3,641	reset budget for capital items in operating 2025 (major repairs)
11-6-069917-3021 829	2024 Vermeer Brush Chipper	573	63	64	28	29	(35)	29	30	prior year actual + 2%
11-6-069917-3021 830	2015 International Dump Truck	777	1,257	-	1,198	-	-	-	-	out of service 2025
11-6-069917-3021 831	2015 Freightliner Tandem Dump Truck	2,056	483	1,054	2,656	250	(804)	255	260	minimal budget - repurposed vehicle plan + 2%
11-6-069917-3021 832	2020 International Single-Axle Plow Truck	1,158	1,367	673	1,050	1,071	398	1,093	1,115	prior year actual + 2%
11-6-069917-3021 835	2020 Chevrolet Silverado 2500	453	18	264	1,191	-	(264)	-	-	out of service 2026
11-6-069917-3021 836	2019 F150	121	7	628	297	303	(325)	309	315	prior year actual + 2%
11-6-069917-3021 838	2022 Ford F150 Hybrid XLT	166	-	150	91	93	(57)	95	97	prior year actual + 2%
11-6-069917-3021 839	2019 Kubota Zero Steer Mower	1,155	1,813	1,849	672	685	(1,165)	699	713	prior year actual + 2%
11-6-069917-3021 840	2020 Trackless MT7	2,245	1,805	2,360	3,266	3,331	971	3,398	3,466	prior year actual + 2%
11-6-069917-3021 841	2020 RAM 1500 Classic	60	424	432	274	280	(153)	285	291	prior year actual + 2%
11-6-069917-3021 843	2022 John Deere Tractor	692	1,001	1,021	2,277	2,323	1,301	2,369	2,417	prior year actual + 2%
11-6-069917-3021 844	2020 Ford Super Duty XLT	305	554	566	231	236	(330)	241	245	prior year actual + 2%
11-6-069917-3021 845	2023 Kubota Ride-On Tractor	380	621	633	236	241	(392)	245	250	prior year actual + 2%
11-6-069917-3021 846	2021 Action Series Trailer	30	2	2	76	78	75	79	81	prior year actual + 2%
11-6-069917-3021 848	2022 Dodge Ram 1500	-	-	600	25	250	(350)	255	260	set up new budget for 2026 - 2% in subsequent years
11-6-069917-3021 850	2023 Ford F150	-	438	447	392	400	(47)	408	416	prior year actual + 2%
11-6-069917-3021 851	2024 CAT Grader	-	-	1,786	1,638	1,671	(115)	1,704	1,739	prior year actual + 2%
11-6-069917-3021 852	2023 Dodge RAM	-	-	150	411	250	100	255	260	minimal budget - repurposed vehicle plan
11-6-069917-3021 853	2025 Freightliner (Roll-off Truck) (replacing 830)	-	-	1,843	557	300	300	306	312	not arriving until Spring 2026
11-6-069917-3021 854	2025 Loader	4,345	1,124	1,596	1,333	1,359	(237)	1,386	1,414	prior year actual + 2%
11-6-069917-3021 855	2025 Trackless	-	-	2,360	102	2,000	(360)	2,040	2,081	reset budget 2026 for new parts under warranty
11-6-069917-3021 856	2026 Ford F250 (replacing 835)	-	-	-	-	500	500	510	520	set up new budget for 2026 + 2% in subsequent years
11-6-069917-3021 857	2026 Everest Tandem Axle (replacing 831)	-	-	-	-	1,100	1,100	1,122	1,144	reset budget 2026 for new parts under warranty
<i>Fuel</i>										
11-6-069917-3026 822	2020 CAT Grader	16,234	14,937	15,684	22,561	23,013	7,329	23,473	23,942	prior year actual + 2%
11-6-069917-3026 823	2004 Volvo 730B Grader	17,951	12,280	3,264	9,174	5,000	1,736	5,250	5,513	spare grader - limited future usage and reinvestment
11-6-069917-3026 824	2016 John Deere Tractor	3,015	5,018	5,269	3,931	4,010	(1,259)	4,090	4,172	prior year actual + 2%
11-6-069917-3026 826	2014 Case Backhoe	2,704	2,773	2,912	3,774	3,850	938	3,927	4,005	prior year actual + 2%
11-6-069917-3026 827	Chainsaws and Other Small Equipment	665	354	372	885	903	531	921	939	prior year actual + 2%
11-6-069917-3026 829	2024 Vermeer Brush Chipper	367	915	961	421	430	(531)	439	447	prior year actual + 2%
11-6-069917-3026 830	2015 International Dump Truck	9,087	9,794	10,284	15,247	-	-	-	-	out of service 2025
11-6-069917-3026 831	2015 Freightliner Tandem Dump Truck	12,616	14,133	14,840	21,542	3,662	(11,178)	3,735	3,810	minimal budget - repurposed vehicle strategy (save as spare)
11-6-069917-3026 832	2020 International Single-Axle Plow Truck	8,460	5,778	6,067	12,631	12,884	6,817	13,142	13,405	prior year actual + 2%
11-6-069917-3026 835	2020 Chevrolet Silverado 2500	8,292	4,468	4,692	4,473	-	(4,692)	-	-	out of service 2026
11-6-069917-3026 836	2019 F150	7,883	4,498	3,033	2,411	2,459	(574)	2,508	2,558	prior year actual + 2%
11-6-069917-3026 838	2022 Ford F150 Hybrid XLT	3,325	2,420	2,541	2,514	2,564	23	2,615	2,668	prior year actual + 2%
11-6-069917-3026 839	2019 Kubota Zero Steer Mower	1,154	1,455	1,528	1,131	1,154	(374)	1,177	1,200	prior year actual + 2%
11-6-069917-3026 840	2020 Trackless MT7	4,485	3,300	3,464	4,317	3,500	36	3,570	3,641	reset budget for 2 trackless in 2026+

Township of East Zorra-Tavistock
INFRASTRUCTURE AND COMMUNITY SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-11

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Vehicles and Equipment (cont'd)										
<i>Fuel (cont'd)</i>										
11-6-069917-3026 841	2020 RAM 1500 Classic	2,757	3,338	3,505	3,740	3,814	310	3,891	3,969	prior year actual + 2%
11-6-069917-3026 843	2022 John Deere Tractor	432	978	1,026	1,257	1,282	255	1,308	1,334	prior year actual + 2%
11-6-069917-3026 844	2020 Ford Super Duty XLT	2,130	3,916	4,111	2,963	3,022	(1,089)	3,082	3,144	prior year actual + 2%
11-6-069917-3026 845	2023 Kubota Ride-On Mower	881	1,716	1,802	930	949	(853)	968	987	prior year actual + 2%
11-6-069917-3026 848	2022 Dodge Ram 1500	1,801	1,475	1,548	1,435	1,464	(84)	1,493	1,523	prior year actual + 2%
11-6-069917-3026 850	2023 Ford F150	1,715	4,777	5,016	2,721	2,775	(2,240)	2,831	2,887	prior year actual + 2%
11-6-069917-3026 851	2024 CAT Grader	6,670	-	15,684	14,004	14,284	(1,400)	14,570	14,861	prior year actual + 2%
11-6-069917-3026 852	2023 Dodge RAM	-	-	2,750	4,216	4,300	1,550	4,386	4,474	prior year actual + 2%
11-6-069917-3026 853	2025 Freightliner (Roll-off Truck) (replacing 830)	-	-	-	-	11,664	1,380	11,897	12,135	not arriving until Spring 2026
11-6-069917-3026 854	2025 Loader (replaced 825)	-	7,437	7,809	8,446	8,615	806	8,787	8,963	prior year actual + 2%
11-6-069917-3026 855	2025 Trackless	-	-	3,464	1,101	3,500	36	3,570	3,641	reset budget for 2 trackless in 2026+
11-6-069917-3026 856	2026 Ford F250 (replacing 835)	-	-	-	-	4,562	4,562	4,653	4,746	set up new budget for 2026 + 2% in subsequent years
11-6-069917-3026 857	2026 Everest Tandem Axle (replacing 831)	-	-	-	-	18,311	18,311	18,677	19,051	reset budget 2026 for new parts under warranty
<i>Repairs and Maintenance</i>										
11-6-069917-4270 822	2020 CAT Grader	7,801	8,594	8,766	6,045	6,165	(2,601)	6,289	6,415	prior year actual + 2%
11-6-069917-4270 823	2004 Volvo 730B Grader	1,097	13,421	2,500	-	2,500	-	2,550	2,601	spare grader - limited future usage and reinvestment
11-6-069917-4270 824	2016 John Deere Tractor	-	-	100	54	10,555	10,455	6,686	6,820	prior year actual + 2% - includes new tires 2026
11-6-069917-4270 826	2014 Case Backhoe	2,017	2,768	2,824	1,119	1,142	(1,682)	1,164	1,188	prior year actual + 2%
11-6-069917-4270 827	Chainsaws and Other Small Equipment	187	662	676	-	283	(392)	315	199	based on 3-year rolling average actuals
11-6-069917-4270 828	Snowplows, Wings, Etc.	258	323	875	7,263	2,615	1,740	3,400	4,426	based on 3-year rolling average actuals
11-6-069917-4270 829	2024 Vermeer Brush Chipper	-	-	250	745	750	500	765	780	retain minimal budget for 2025
11-6-069917-4270 830	2015 International Dump Truck	-	-	-	6,780	-	-	-	-	out of service 2025
11-6-069917-4270 831	2015 Freightliner Tandem Dump Truck	11,190	17,616	17,968	5,221	888	(17,081)	905	923	minimal budget - repurposed vehicle strategy (save as spare)
11-6-069917-4270 832	2020 International Single-Axle Plow Truck	1,786	3,844	3,921	5,178	5,281	1,360	5,387	5,494	prior year actual + 2%
11-6-069917-4270 835	2020 Chevrolet Silverado 2500	936	1,154	1,177	1,727	-	(1,177)	-	-	out of service 2026
11-6-069917-4270 836	2019 F150	47	1,416	1,865	528	539	(1,326)	550	561	prior year actual + 2%
11-6-069917-4270 838	2022 Ford F150 Hybrid XLT	245	3,739	3,813	1,757	1,792	(2,022)	1,828	1,864	prior year actual + 2%
11-6-069917-4270 839	2019 Kubota Zero Steer Mower	-	-	500	-	500	-	500	500	placeholder for unanticipated repairs from prior year
11-6-069917-4270 840	2020 Trackless MT7	-	1,832	1,869	8,902	9,080	7,211	9,261	9,447	prior year actual + 2%
11-6-069917-4270 841	2020 RAM 1500 Classic	569	49	100	2,413	2,461	2,361	2,510	2,561	prior year actual + 2%
11-6-069917-4270 843	2022 John Deere Tractor	1,297	-	1,000	215	219	(781)	224	228	prior year actual + 2%
11-6-069917-4270 844	2020 Ford Super Duty XLT	-	4,640	4,732	861	879	(3,854)	896	914	prior year actual + 2%
11-6-069917-4270 845	2023 Kubota Ride-On Mower	-	-	500	-	500	-	500	500	placeholder for unanticipated repairs from prior year
11-6-069917-4270 846	2021 Action Series Trailer	1,612	343	1,189	441	799	(390)	527	589	based on 3-year rolling average actuals
11-6-069917-4270 848	2022 Dodge Ram 1500	-	-	250	-	250	-	255	260	placeholder budget for 2025 + 2% future years
11-6-069917-4270 850	2023 Ford F150	-	2,583	2,635	1,857	1,894	(740)	1,932	1,971	prior year actual + 2%
11-6-069917-4270 851	2024 CAT Grader	-	-	8,766	375	6,165	(2,601)	6,289	6,415	new grader in service April 2025 based on vehicle 822
11-6-069917-4270 852	2023 Dodge RAM	-	-	1,500	0	1,500	-	1,530	1,561	new budget (replacing vehicle 836)
11-6-069917-4270 853	2025 Freightliner (Roll-off Truck) (replacing 830)	10,232	7,756	8,948	4,142	8,219	(729)	6,706	6,355	based on 3-year rolling average actuals (replacing vehicle 830)
11-6-069917-4270 854	2025 Loader (formerly 825)	671	5,618	5,730	508	518	(5,212)	529	539	prior year actual + 2% (replacing vehicle 825)
11-6-069917-4270 855	2025 Trackless	-	-	1,869	-	2,500	631	2,550	2,601	reset budget 2026 for some work still under warranty
11-6-069917-4270 856	2026 Ford F250 (replacing 835)	-	-	-	-	1,761	1,761	1,796	1,832	set up new budget for 2026 + 2% in subsequent years
11-6-069917-4270 857	2026 Everest Tandem Axle (replacing 831)	-	-	-	-	4,437	4,437	4,526	4,617	reset budget 2026 for new parts under warranty
Total Vehicles and Equipment		201,205	205,721	235,801	255,520	248,328	12,527	248,140	253,642	

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Paved Roads Maintenance										
<i>HM - Patching/Base Repair</i>										
11-6-061115-1110	Salaries and Wages	7,812	5,952	6,116	7,711	7,856	1,740	8,013	8,173	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-1201	CPP	381	354	364	163	166	(198)	169	173	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-1202	EI	120	122	126	131	134	8	136	139	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-1203	WSIB	243	211	217	253	258	41	263	268	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-1204	OMERS	552	404	415	527	537	122	548	559	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-1205	EHT	147	122	125	152	155	30	158	161	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-1210	Health Benefits	656	454	467	476	485	18	495	505	2026 Salary and Benefits Workbook + 2% in future years
11-6-061115-3028	Propane	-	-	100	-	100	-	102	104	placeholder budget for fuel if needed
11-6-061115-3041	Granulars and Asphalt	4,420	1,688	1,755	5,403	5,674	3,918	5,957	6,255	granulars in maintenance up 5% as per TL
11-6-061115-3510	Internal Equipment Charges	3,665	2,200	2,244	2,103	2,145	(99)	2,187	2,231	prior year actual + 2%
11-6-061115-4016	Equipment Rentals - Hired	21,273	24,147	24,630	28,460	29,029	4,400	29,610	30,202	prior year actual + 2%
	<i>Subtotal Patching/Base Repair</i>	<i>39,268</i>	<i>35,654</i>	<i>36,559</i>	<i>45,379</i>	<i>46,537</i>	<i>9,979</i>	<i>47,638</i>	<i>48,770</i>	
<i>HM - Sweeping</i>										
11-6-061117-4018	Sweeping Services	9,525	11,417	11,646	12,730	12,985	1,339	13,244	13,509	prior year actual + 2%
	<i>Subtotal Sweeping</i>	<i>9,525</i>	<i>11,417</i>	<i>11,646</i>	<i>12,730</i>	<i>12,985</i>	<i>1,339</i>	<i>13,244</i>	<i>13,509</i>	
<i>HM - Shoulder Maintenance</i>										
11-6-061118-1110	Salaries and Wages	7,804	4,401	4,523	6,602	6,726	2,203	6,861	6,998	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-1201	CPP	423	250	257	171	174	(83)	178	181	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-1202	EI	140	86	89	79	80	(8)	82	84	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-1203	WSIB	253	150	154	217	221	67	226	230	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-1204	OMERS	484	220	226	626	638	411	651	664	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-1205	EHT	152	86	89	130	133	44	135	138	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-1210	Health Benefits	610	192	198	789	804	606	820	836	2026 Salary and Benefits Workbook + 2% in future years
11-6-061118-3041	Granulars and Asphalt	-	-	5,000	4,340	2,000	(3,000)	2,100	2,205	reset budget amount for 2026 + 5% in future years
11-6-061118-3510	Internal Equipment Charges	5,940	4,348	4,434	9,039	9,219	4,785	9,404	9,592	prior year actual + 2%
	<i>Subtotal Shoulder Maintenance</i>	<i>15,805</i>	<i>9,735</i>	<i>14,970</i>	<i>21,993</i>	<i>19,996</i>	<i>5,026</i>	<i>20,456</i>	<i>20,928</i>	
<i>HM - Other Maintenance</i>										
11-6-061119-4016	Equipment Rentals - Hired	15,317	10,079	10,280	18,347	18,714	8,433	19,088	19,470	collaborative annual line-painting work prior year actual + 2%
	<i>Subtotal Other Maintenance</i>	<i>15,317</i>	<i>10,079</i>	<i>10,280</i>	<i>18,347</i>	<i>18,714</i>	<i>8,433</i>	<i>19,088</i>	<i>19,470</i>	
	Total Paved Roads Maintenance	79,915	66,885	73,455	98,449	98,231	24,776	100,426	102,677	

Township of East Zorra-Tavistock
INFRASTRUCTURE AND COMMUNITY SERVICES
2026 Proposed Operating and Tax-Supported Portion of Capital Budgets Summary

Revision Date: 2026-03-11

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Gravel Roads Maintenance										
<u>LM - Patch Gravel Surface</u>										
11-6-061231-1110	Salaries and Wages	597	405	416	581	592	176	604	616	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-1201	CPP	33	23	24	33	34	10	34	35	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-1202	EI	11	8	8	11	11	3	12	12	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-1203	WSIB	28	14	14	19	19	5	20	20	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-1204	OMERS	57	38	39	55	56	17	57	58	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-1205	EHT	12	8	8	11	12	3	12	12	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-1210	Health Benefits	-	0	0	16	16	16	17	17	2026 Salary and Benefits Workbook + 2% in future years
11-6-061231-3041	Granulars and Asphalt	2,887	834	868	1,719	1,805	937	1,895	1,990	granulars in maintenance up 5% as per TL
11-6-061231-3510	Internal Equipment Charges	1,138	600	612	710	724	112	739	753	prior year actual + 2%
<i>Subtotal Patch Gravel Surface</i>		<i>4,762</i>	<i>1,930</i>	<i>1,989</i>	<i>3,155</i>	<i>3,269</i>	<i>1,280</i>	<i>3,389</i>	<i>3,513</i>	
<u>LM - Grading</u>										
11-6-061234-1110	Salaries and Wages	34,245	32,305	33,197	29,072	29,618	(3,578)	30,211	30,815	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-1201	CPP	1,488	1,648	1,694	1,116	1,137	(557)	1,159	1,183	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-1202	EI	438	551	566	322	328	(238)	334	341	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-1203	WSIB	1,171	1,119	1,149	920	938	(212)	956	975	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-1204	OMERS	1,777	2,055	2,112	2,663	2,713	601	2,767	2,823	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-1205	EHT	658	643	661	552	563	(98)	574	585	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-1210	Health Benefits	2,535	2,321	2,385	2,515	2,562	176	2,613	2,665	2026 Salary and Benefits Workbook + 2% in future years
11-6-061234-3510	Internal Equipment Charges	67,703	59,675	60,869	51,910	52,948	(7,920)	54,007	55,087	prior year actual + 2%
<i>Subtotal Grading</i>		<i>110,015</i>	<i>100,317</i>	<i>102,632</i>	<i>89,069</i>	<i>90,806</i>	<i>(11,826)</i>	<i>92,622</i>	<i>94,475</i>	
<u>LM - Dust Control</u>										
11-6-061235-1110	Salaries and Wages	9,930	4,667	4,796	6,150	6,265	1,470	6,391	6,518	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-1201	CPP	570	265	272	354	361	88	368	375	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-1202	EI	188	91	94	116	118	24	120	123	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-1203	WSIB	342	160	164	201	205	41	209	213	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-1204	OMERS	669	214	220	582	593	373	605	617	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-1205	EHT	194	91	94	120	123	29	125	128	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-1210	Health Benefits	1,090	-	-	286	291	291	297	303	2026 Salary and Benefits Workbook + 2% in future years
11-6-061235-3510	Internal Equipment Charges	19,325	8,073	8,234	9,090	9,272	1,038	9,457	9,646	prior year actual + 2%
11-6-061235-4005	Roads Contracted Services	168,306	172,341	179,234	201,581	207,629	28,395	213,858	220,273	prior year actual + 3% as per TL
<i>Subtotal Dust Control</i>		<i>200,614</i>	<i>185,901</i>	<i>193,107</i>	<i>218,480</i>	<i>224,856</i>	<i>31,749</i>	<i>231,429</i>	<i>238,197</i>	
<u>LM - Gravel Resurfacing</u>										
11-6-061237-1110	Salaries and Wages	4,624	3,523	3,621	5,166	5,263	1,643	5,369	5,476	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-1201	CPP	255	200	206	265	270	64	276	281	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-1202	EI	85	69	71	89	91	20	93	94	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-1203	WSIB	153	121	124	151	154	30	157	160	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-1204	OMERS	332	122	126	338	345	219	352	359	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-1205	EHT	87	69	71	90	92	22	94	96	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-1210	Health Benefits	8	-	-	54	55	55	57	58	2026 Salary and Benefits Workbook + 2% in future years
11-6-061237-3510	Internal Equipment Charges	6,055	5,200	5,304	6,710	6,844	1,540	6,981	7,121	prior year actual + 2%
11-6-061237-4005	Roads Contracted Services	244,035	301,852	313,926	312,069	327,672	13,746	344,056	361,258	granulars in maintenance up 5% as per TL
<i>Subtotal Gravel Resurfacing</i>		<i>255,634</i>	<i>311,156</i>	<i>323,447</i>	<i>324,933</i>	<i>340,787</i>	<i>17,340</i>	<i>357,433</i>	<i>374,903</i>	
Total Gravel Roads Maintenance		571,025	599,303	621,175	635,638	659,718	38,542	684,873	711,087	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)									
Bridges and Culverts									
<i>Bridge Maintenance</i>									
11-4-061361-8531	230,969	235,588	280,000	280,000	290,000	10,000	295,800	301,716	adjusted contribution to address upcoming large bridge projects
11-6-061361-1110	6,557	6,350	6,525	5,927	6,038	(487)	6,159	6,282	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-1201	372	363	373	337	344	(30)	351	358	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-1202	124	124	128	114	117	(11)	119	121	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-1203	232	216	221	193	197	(24)	201	205	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-1204	525	430	442	544	555	113	566	577	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-1205	128	125	129	116	118	(10)	121	123	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-1210	216	626	643	221	226	(417)	230	235	2026 Salary and Benefits Workbook + 2% in future years
11-6-061361-3021	-	185	250	-	250	-	250	250	filters, belts, etc. for replacement parts
11-6-061361-3510	2,670	2,203	2,247	2,680	2,734	487	2,788	2,844	prior year actual + 2%
<i>Subtotal Bridge Maintenance</i>	<i>241,793</i>	<i>246,209</i>	<i>290,957</i>	<i>290,134</i>	<i>300,578</i>	<i>9,620</i>	<i>306,584</i>	<i>312,711</i>	
<i>Culvert Installation and Repair</i>									
11-6-061364-1110	6,849	1,867	1,919	4,498	4,583	2,664	4,675	4,768	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-1201	383	106	109	264	269	160	275	280	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-1202	127	37	38	53	54	16	55	56	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-1203	236	64	66	146	149	83	152	155	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-1204	629	167	172	404	411	240	420	428	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-1205	134	36	37	88	89	52	91	93	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-1210	621	57	58	-	59	1	60	61	2026 Salary and Benefits Workbook + 2% in future years
11-6-061364-3041	968	668	695	1,209	1,258	563	1,383	1,522	granulars in maintenance up 4% as per TL
11-6-061364-3042	3,554	649	3,500	9,642	3,500	-	3,570	3,641	reset for restocking of supply in 2025
11-6-061364-3510	8,003	1,765	1,800	3,180	3,244	1,443	3,308	3,375	prior year actual + 2%
11-6-061364-4016	948	-	1,000	2,658	2,500	1,500	2,550	2,601	maintain budget for unexpected requirements + 2%
<i>Subtotal Culvert Installation and Repair</i>	<i>22,449</i>	<i>5,417</i>	<i>9,394</i>	<i>22,143</i>	<i>16,116</i>	<i>6,722</i>	<i>16,539</i>	<i>16,980</i>	
Total Bridges and Culverts	264,242	251,625	300,352	312,277	316,694	16,342	323,123	329,691	
Sidewalks									
11-4-061431-8510	27,061	27,602	55,000	55,000	56,100	1,100	100,000	102,000	increasing funding to offset requirements for contribution to roads projects
11-6-061431-1110	11,559	15,904	16,343	20,843	21,235	4,892	21,660	22,093	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-1201	657	713	732	990	1,008	276	1,028	1,049	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-1202	214	237	243	368	375	132	382	390	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-1203	391	429	440	637	649	208	662	675	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-1204	807	943	969	1,291	1,315	346	1,341	1,368	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-1205	226	245	252	382	389	138	397	405	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-1210	836	873	897	1,695	1,727	830	1,761	1,796	2026 Salary and Benefits Workbook + 2% in future years
11-6-061431-3021	-	456	465	-	500	35	510	520	maintain budget for unexpected requirements + 2%
11-6-061431-3440	372	903	921	-	1,000	79	1,020	1,040	maintain budget for unexpected requirements + 2%
11-6-061431-3510	1,491	4,623	4,715	5,300	5,406	691	5,514	5,407	prior year actual + 2%
11-6-061431-4016	235	470	480	-	500	20	510	520	maintain budget for unexpected requirements + 2%
Total Sidewalks	43,850	53,397	81,458	86,505	90,204	8,746	134,786	137,264	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Roadside Maintenance										
<u>RM - Grass Cutting/Seeding/Sodding</u>										
11-6-061441-1110	Salaries and Wages	11,844	16,389	16,841	14,327	14,596	(2,245)	14,888	15,186	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-1201	CPP	677	937	963	721	734	(229)	749	764	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-1202	EI	224	320	329	274	279	(49)	285	291	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-1203	WSIB	407	556	572	468	477	(94)	487	497	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-1204	OMERS	480	826	849	1,320	1,344	496	1,371	1,399	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-1205	EHT	231	323	332	281	286	(45)	292	298	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-1210	Health Benefits	1,078	1,529	1,571	952	970	(602)	989	1,009	2026 Salary and Benefits Workbook + 2% in future years
11-6-061441-3510	Internal Equipment Charges	11,663	15,543	15,853	12,150	12,393	(3,460)	12,641	12,894	prior year actual + 2%
	<i>Subtotal Grass Cutting/Seeding/Sodding</i>	26,604	36,423	37,310	30,493	31,081	(6,229)	31,702	32,337	
<u>RM - Tree Planting and Removal</u>										
11-6-061442-1110	Salaries and Wages	43,042	41,827	42,981	31,396	31,986	(10,995)	32,626	33,278	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-1201	CPP	2,176	2,352	2,417	1,809	1,843	(574)	1,880	1,918	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-1202	EI	694	805	827	570	580	(247)	592	604	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-1203	WSIB	1,595	1,412	1,451	1,045	1,065	(386)	1,086	1,108	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-1204	OMERS	3,275	3,210	3,299	2,858	2,912	(387)	2,970	3,030	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-1205	EHT	834	811	833	627	639	(194)	651	664	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-1210	Health Benefits	2,413	2,718	2,793	3,536	3,603	810	3,675	3,748	2026 Salary and Benefits Workbook + 2% in future years
11-6-061442-3045	Forestry	6,128	6,307	6,309	5,785	6,309	-	6,435	6,564	based on actual 2025 invoice already received
11-6-061442-3510	Internal Equipment Charges	42,718	39,080	39,862	23,593	24,064	(15,797)	24,546	24,067	prior year actual + 2%
11-6-061442-4010	Forestry Services	81,387	50,439	60,237	35,897	55,908	(4,329)	47,415	46,407	based on 3-year rolling average actuals
	<i>Subtotal Tree Planting and Removal</i>	184,261	148,959	161,007	107,115	128,908	(32,099)	121,875	121,387	
<u>RM - Debris Pick-up</u>										
11-6-061445-1110	Salaries and Wages	4,349	4,325	4,444	2,804	2,857	(1,587)	2,914	2,973	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-1201	CPP	247	231	238	179	182	(56)	186	189	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-1202	EI	77	79	81	54	55	(27)	56	57	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-1203	WSIB	146	138	142	99	101	(41)	103	105	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-1204	OMERS	369	313	322	266	271	(51)	276	282	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-1205	EHT	87	79	82	60	61	(21)	62	63	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-1210	Health Benefits	356	197	203	235	240	37	244	249	2026 Salary and Benefits Workbook + 2% in future years
11-6-061445-3510	Internal Equipment Charges	2,140	2,238	2,282	818	834	(1,448)	851	834	prior year actual + 2%
11-6-061445-4022	Garbage Collection/Can Rental	6,444	9,141	9,324	11,642	11,875	2,551	12,112	11,876	prior year actual + 2%
	<i>Subtotal Debris Pick-up</i>	14,214	16,743	17,118	16,156	16,474	(644)	16,804	16,628	
<u>RM - Ditching</u>										
11-6-061446-1110	Salaries and Wages	1,684	1,728	1,776	3,840	3,912	2,136	3,990	4,070	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-1201	CPP	96	99	102	219	223	121	227	232	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-1202	EI	30	34	35	68	69	35	71	72	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-1203	WSIB	58	58	60	125	128	68	130	133	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-1204	OMERS	157	162	167	342	348	181	355	362	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-1205	EHT	33	34	35	75	77	41	78	80	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-1210	Health Benefits	99	235	242	157	160	(81)	164	167	2026 Salary and Benefits Workbook + 2% in future years
11-6-061446-3021	Parts and Supplies	1,948	-	500	1,368	500	-	500	500	minimal budget held for unanticipated expenses
11-6-061446-3510	Internal Equipment Charges	1,755	2,305	2,351	4,195	4,279	1,928	4,364	4,279	prior year actual + 2%
11-6-061446-4016	Equipment Rentals - Hired	7,451	-	7,500	-	2,500	(5,000)	2,550	2,601	maintain budget for unexpected requirements + 2%
	<i>Subtotal Ditching</i>	13,311	4,657	12,768	10,389	12,196	(572)	12,430	12,496	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Roadside Maintenance (cont'd)										
<i>RM - Sewers and Drains</i>										
11-6-061448-1110	Salaries and Wages	1,175	232	239	230	234	(5)	239	244	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-1201	CPP	66	10	10	13	13	3	13	14	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-1202	EI	17	3	4	5	5	1	5	5	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-1203	WSIB	40	8	8	7	8	(1)	8	8	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-1204	OMERS	55	9	9	11	11	2	11	11	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-1205	EHT	23	5	5	4	5	(0)	5	5	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-1210	Health Benefits	53	23	23	-	23	0	24	24	2026 Salary and Benefits Workbook + 2% in future years
11-6-061448-3021	Parts and Supplies	-	441	450	-	300	(150)	306	312	maintain budget for unexpected requirements + 2%
11-6-061148-3042	Culverts	-	161	164	-	200	36	204	208	maintain budget for unexpected requirements + 2%
11-6-061448-3510	Internal Equipment Charges	1,325	10	750	-	250	(500)	255	260	maintain budget for internal equipment
11-6-061448-4016	Equipment Rentals - Hired	840	1,018	1,038	855	872	(166)	889	907	prior year actual + 2%
	<i>Subtotal Sewers and Drains</i>	3,594	1,919	2,699	1,125	1,921	(779)	1,959	1,998	
<i>RM - Catch basin Repairs/Cleaning</i>										
11-6-061449-1110	Salaries and Wages	48	63	64	575	586	522	598	610	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-1201	CPP	3	4	4	34	35	31	35	36	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-1202	EI	1	1	1	8	9	7	9	9	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-1203	WSIB	2	2	2	19	19	17	20	20	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-1204	OMERS	4	6	6	54	55	49	56	57	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-1205	EHT	1	1	1	11	12	10	12	12	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-1210	Health Benefits	8	7	7	79	80	73	82	83	2026 Salary and Benefits Workbook + 2% in future years
11-6-061449-3021	Parts and Supplies	-	316	100	-	150	50	153	156	maintain budget for unexpected requirements + 2%
11-6-061449-3040	Structures	-	-	1,000	-	250	(750)	255	260	maintain budget for unexpected requirements + 2%
11-6-061449-3510	Internal Equipment Charges	-	100	150	100	100	(50)	102	104	maintain budget for unexpected requirements + 2%
11-6-061449-4016	Equipment Rentals - Hired	14,675	15,854	16,647	15,773	16,088	(559)	16,410	16,738	prior year actual + 2%
	<i>Subtotal Catch basin Repairs/Cleaning</i>	14,741	16,354	17,983	16,653	17,384	(599)	17,731	18,086	
<i>Signs/Barricades/Guide Rails</i>										
11-6-061471-1110	Salaries and Wages	8,983	11,391	11,706	8,143	8,296	(3,410)	8,462	8,631	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-1201	CPP	499	645	663	449	458	(206)	467	476	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-1202	EI	164	219	225	130	133	(93)	135	138	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-1203	WSIB	318	387	398	254	259	(138)	264	270	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-1204	OMERS	750	776	798	718	731	(67)	746	761	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-1205	EHT	179	224	230	153	156	(75)	159	162	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-1210	Health Benefits	412	1,086	1,116	458	466	(649)	476	485	2026 Salary and Benefits Workbook + 2% in future years
11-6-061471-3044	Signs/Posts/Guide Rails/Barricades/Hardware	6,521	8,106	7,974	23,255	6,820	(1,153)	6,920	6,524	based on 3-year rolling average actuals net of one-time expense in 2025
11-6-061471-3510	Internal Equipment Charges	4,778	3,983	4,062	3,525	3,596	(467)	3,667	3,741	prior year actual + 2%
	<i>Subtotal Signs/Barricades/Guide Rails</i>	22,605	26,818	27,171	37,084	20,914	(6,258)	21,295	21,187	
	Total Roadside Maintenance	279,331	251,871	276,057	219,015	228,877	(47,179)	223,797	224,120	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Winter Maintenance										
<u>Truck - Plowing/Salting/Sanding</u>										
11-6-062111-1110	Salaries and Wages	27,390	41,637	42,786	90,148	91,843	49,057	93,679	95,553	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-1201	CPP	1,434	1,825	1,875	4,050	4,126	2,251	4,209	4,293	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-1202	EI	468	592	609	1,170	1,192	584	1,216	1,241	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-1203	WSIB	906	1,126	1,157	2,496	2,543	1,386	2,594	2,646	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-1204	OMERS	1,161	1,826	1,876	3,382	3,446	1,570	3,515	3,585	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-1205	EHT	533	642	660	1,498	1,526	866	1,556	1,587	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-1210	Health Benefits	1,616	1,613	1,658	4,793	4,883	3,226	4,981	5,081	2026 Salary and Benefits Workbook + 2% in future years
11-6-062111-3430	Sand and Salt	38,606	54,068	76,015	83,821	86,336	10,321	88,926	91,594	salt and sand up 3% over prior year actual + current year weather events
11-6-062111-3510	Internal Equipment Charges	46,036	57,925	59,084	112,179	114,422	55,339	116,711	119,045	prior year actual + 2%
11-6-062111-4016	Equipment Rentals - Hired	-	1,608	2,000	8,786	14,043	12,043	-	-	unanticipated equipment rental contract actual to March 2026
Subtotal Truck Plowing/Salting/Sanding		118,151	162,863	187,719	312,323	324,360	136,641	317,387	324,624	
<u>Grader - Plowing/Ice blading</u>										
11-6-062112-1110	Salaries and Wages	12,644	12,677	13,026	39,093	39,828	26,802	40,625	41,437	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-1201	CPP	719	558	574	1,623	1,654	1,080	1,687	1,721	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-1202	EI	238	179	184	433	441	257	450	459	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-1203	WSIB	456	357	367	1,054	1,073	707	1,095	1,117	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-1204	OMERS	505	360	370	1,873	1,908	1,538	1,946	1,985	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-1205	EHT	267	203	209	632	644	435	657	670	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-1210	Health Benefits	1,116	612	629	2,260	2,303	1,674	2,349	2,396	2026 Salary and Benefits Workbook + 2% in future years
11-6-062112-3510	Internal Equipment Charges	22,280	19,140	19,523	60,150	61,353	41,830	62,580	63,832	prior year actual + 2%
Subtotal Grader - Plowing/Ice blading		38,225	34,086	34,881	107,118	109,204	74,323	111,388	113,616	
<u>Snow fence Erection and Removal</u>										
11-6-062114-1110	Salaries and Wages	7,352	7,699	7,912	5,700	8,000	88	8,160	8,323	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-1201	CPP	246	417	429	326	450	21	459	468	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-1202	EI	78	144	148	81	150	2	153	156	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-1203	WSIB	260	264	271	187	275	4	281	286	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-1204	OMERS	526	557	573	467	575	2	587	598	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-1205	EHT	143	150	155	112	155	0	158	161	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-1210	Health Benefits	604	174	179	605	180	1	184	187	2026 Salary and Benefits Workbook + 2% in future years
11-6-062114-3510	Internal Equipment Charges	3,025	3,120	3,182	1,430	3,000	(182)	3,060	3,121	prior year actual + 2%
11-6-062114-3741	Snow fence	814	128	749	788	1,000	251	1,000	1,000	based on 3-year rolling average actuals
Subtotal Snow fence Erection and Removal		13,047	12,654	13,597	9,697	13,785	188	14,041	14,302	
<u>Other Winter Activities</u>										
11-6-062115-1110	Salaries and Wages	8,200	11,064	11,369	11,796	12,018	649	12,259	12,504	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-1201	CPP	443	574	590	473	482	(108)	492	501	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-1202	EI	143	179	184	168	171	(13)	175	178	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-1203	WSIB	287	368	378	383	391	13	398	406	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-1204	OMERS	746	974	1,001	1,048	1,067	67	1,089	1,111	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-1205	EHT	162	210	216	230	234	18	239	244	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-1210	Health Benefits	812	627	644	1,097	1,118	473	1,140	1,163	2026 Salary and Benefits Workbook + 2% in future years
11-6-062115-3510	Internal Equipment Charges	3,453	2,925	2,984	2,895	2,953	(31)	3,012	3,072	prior year actual + 2%
Subtotal Other Winter Activities		14,244	16,921	17,366	18,091	18,435	1,069	18,803	19,179	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Winter Maintenance (cont'd)										
<u>Snowbank Removal from Streets</u>										
11-6-062116-1110	Salaries and Wages	8,896	303	5,138	10,704	10,906	5,768	11,124	11,346	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-1201	CPP	551	17	238	606	617	379	629	642	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-1202	EI	183	5	81	199	203	122	207	211	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-1203	WSIB	306	10	142	350	357	215	364	371	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-1204	OMERS	663	28	322	879	895	573	913	931	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-1205	EHT	187	6	82	210	214	132	218	223	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-1210	Health Benefits	666	1	203	661	674	471	687	701	2026 Salary and Benefits Workbook + 2% in future years
11-6-062116-3510	Internal Equipment Charges	12,178	615	6,781	12,818	13,074	6,293	13,335	13,602	prior year actual + 2%
11-6-062116-4016	Equipment Rentals - Hired	-	-	-	-	2,000	2,000	2,040	2,081	unanticipated equipment rental due to heavy snowfall 2026
<i>Subtotal Snow Removal from Streets</i>		23,629	985	12,987	26,427	28,939	15,952	29,518	30,108	
<u>Snow Removal - Sidewalks, Parking Lots, etc.</u>										
11-6-062117-1110	Salaries and Wages	9,009	11,581	11,901	33,644	34,276	22,375	34,962	35,661	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-1201	CPP	404	237	244	1,426	1,453	1,209	1,482	1,512	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-1202	EI	134	81	83	304	309	226	316	322	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-1203	WSIB	264	238	245	817	833	588	849	866	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-1204	OMERS	575	555	570	1,619	1,649	1,080	1,682	1,716	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-1205	EHT	153	136	140	490	500	360	510	520	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-1210	Health Benefits	824	539	553	1,521	1,550	996	1,580	1,612	2026 Salary and Benefits Workbook + 2% in future years
11-6-062117-3510	Internal Equipment Charges	8,670	7,635	7,788	23,898	24,375	16,588	24,863	25,360	prior year actual + 2%
<i>Subtotal Snow Removal - Parking Lots, etc.</i>		20,033	21,002	21,523	63,719	64,946	43,422	66,245	67,570	
Total Winter Maintenance		227,330	248,511	288,074	537,375	559,669	271,595	557,382	569,399	

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Street Lighting									
11-4-065000-8534	27,061	27,602	-	-	-	-	-	-	ceasing contributions until planning for any future projects
11-6-065000-3610	58,998	58,910	60,088	63,516	64,786	4,698	66,082	67,403	prior year actual + 2%
11-6-065000-4016	8,582	5,054	5,180	8,333	8,541	3,361	8,712	8,886	prior year actual + 2%
Total Street Lighting	94,642	91,566	65,269	71,849	73,327	8,059	74,794	76,290	
Stormwater Management									
11-4-082220-8535	119,646	122,039	124,480	124,480	126,969	2,490	129,509	132,099	2% increase annually RF projection strategy
11-4-082220-8538	75,000	76,500	50,000	50,000	51,000	1,000	52,020	53,060	2% increase annually RF projection strategy
11-6-082220-1110	3,655	4,735	5,365	3,111	3,484	(1,881)	3,554	3,625	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1201	150	253	222	187	139	(82)	142	145	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1202	50	83	75	62	47	(28)	48	49	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1203	116	156	184	106	115	(69)	117	120	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1204	237	331	584	304	383	(200)	391	399	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1205	58	89	105	64	68	(37)	69	71	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1210	119	113	409	305	225	(184)	229	234	2026 Salary and Benefits Workbook + 2% in future years
11-6-082220-1252	244	787	1,803	835	877	(926)	894	912	Source to Stream Conference annually
11-6-082220-3001	-	-	100	-	100	-	102	104	one-time permit fees for municipal purposes
11-6-082220-3007	323	-	150	791	807	657	823	840	prior year actual + 2%
11-6-082220-3045	107	52	100	71	100	-	102	104	placeholder for replacement trees and plantings
11-6-082220-3170	523	-	500	-	500	-	510	520	placeholder budget for any noted or required signage annually
11-6-082220-3510	1,513	1,750	2,000	2,048	2,088	88	2,130	2,173	prior year actual + 2%
11-6-082220-4004	44	-	2,500	420	1,000	(1,500)	1,020	1,040	clean out works resulting from prior year inspection services
11-6-082220-4005	-	-	15,000	6,104	10,000	(5,000)	10,200	10,404	revised estimate for construction resulting from camera work \$25k
11-6-082220-4034	20,250	11,811	5,078	3,280	5,000	(78)	5,100	5,202	budget split between drainage-related camera services and SWM
11-6-082220-4270	778	1,834	2,398	-	871	(1,527)	901	591	based on 3-year rolling average actuals
Total Storm Water Management	222,813	220,533	211,051	192,168	203,774	(7,277)	207,863	211,691	

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Waste Management Administration									
11-6-084010-3293									
Blue Box Purchases	-	324	330	623	635	305	648	661	inventory purchases for resale - prior year actual + 2%
11-6-084010-3294									
Green Cone Purchases	-	228	-	-	-	-	-	-	inventory purchases for resale - prior year actual + 2%
11-6-084010-3295									
Composter Purchases	-	89	-	204	209	209	213	217	inventory purchases for resale - prior year actual + 2%
Total Solid Waste Management Administration									
	-	640	330	827	844	514	861	878	
Leaf and Yard Waste Program									
<u>Program Expenses</u>									
11-6-084051-1110									
Salaries and Wages	4,686	7,031	7,225	5,420	5,522	(1,703)	5,633	5,745	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-1201									
CPP	247	400	411	316	322	(89)	329	335	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-1202									
EI	69	138	142	78	80	(62)	81	83	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-1203									
WSIB	169	240	246	178	181	(65)	185	188	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-1204									
OMERS	355	461	474	504	514	40	524	535	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-1205									
EHT	91	138	142	107	109	(33)	111	113	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-1210									
Health Benefits	389	381	392	447	455	63	465	474	2026 Salary and Benefits Workbook + 2% in future years
11-6-084051-3510									
Internal Equipment Charges	6,320	9,728	9,922	7,823	11,257	1,335	11,483	11,712	prior year actual + 2%
11-6-084051-4008									
Fence Rentals	-	-	150	-	150	-	150	150	placeholder budget for unanticipated expenses
Subtotal Program Expenses									
	12,326	18,517	19,104	14,873	18,591	(513)	18,959	19,336	
<u>Depot Maintenance Costs</u>									
11-6-084052-1110									
Salaries and Wages	3,613	4,612	4,739	4,239	4,319	(420)	4,406	4,494	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-1201									
CPP	188	250	256	250	255	(2)	260	265	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-1202									
EI	59	83	85	60	61	(24)	62	63	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-1203									
WSIB	99	152	156	139	141	(14)	144	147	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-1204									
OMERS	300	359	369	376	383	14	390	398	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-1205									
EHT	70	87	89	83	85	(5)	86	88	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-1210									
Health Benefits	187	205	211	280	285	74	291	297	2026 Salary and Benefits Workbook + 2% in future years
11-6-084052-3510									
Internal Equipment Charges	5,033	4,695	4,789	4,790	8,164	3,375	8,328	8,494	prior year actual + 2%
Subtotal Depot Maintenance Costs									
	9,548	10,442	10,694	10,217	13,693	2,999	13,967	14,246	
Total Leaf and Yard Waste Program									
	21,874	28,958	29,798	25,090	32,284	2,486	32,926	33,582	as per TL to County quote
Cemeteries									
<u>12th Line Baptist Cemetery</u>									
11-6-104081-6110									
Municipal Grant	750	750	750	750	750	-	750	750	continued contribution to maintenance
<u>Vandecar Cemetery</u>									
11-6-104082-6110									
Municipal Grant	750	1,053	1,000	1,000	1,000	-	1,000	1,000	some Township-supported work along with maintenance grant
<u>17th Line Evangelical Cemetery</u>									
11-6-104083-6110									
Municipal Grant	750	750	750	750	750	-	750	750	continued contribution to maintenance
<u>Brickyard Cemetery</u>									
11-6-104084-6110									
Municipal Grant	1,500	1,500	1,500	1,500	1,500	-	1,500	1,500	continued contribution to maintenance
Total Cemeteries									
	3,750	4,053	4,000	4,000	4,000	-	4,000	4,000	

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Parks and Trails									
<i>Operations</i>									
11-4-161010-8541	86,560	-	5,500	5,500	50,000	44,500	51,000	52,020	reset contribution to Parks Reserve in 2026 + 2% annually
11-4-161020-8600	-	-	-	1,056	-	-	-	-	capital works funding
11-6-161020-1110	18,047	21,972	82,425	64,163	50,797	(31,628)	51,813	52,849	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-1201	1,045	1,239	4,550	4,011	2,535	(2,015)	2,585	2,637	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-1202	374	419	2,616	1,138	1,651	(965)	1,684	1,718	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-1203	684	882	2,840	2,247	1,642	(1,198)	1,675	1,708	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-1204	1,593	2,274	7,571	6,454	5,291	(2,280)	5,397	5,505	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-1205	388	557	1,603	1,341	965	(638)	984	1,004	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-1210	806	1,387	9,080	5,727	2,536	(6,544)	2,587	2,638	2026 Salary and Benefits Workbook + 2% in future years
11-6-161020-3007	1,909	2,069	2,111	1,215	1,239	(872)	1,264	1,289	prior year actual + 2%
11-6-161020-3020	84	100	102	-	-	(102)	-	-	prior year actual + 2%
11-6-161020-3025	-	29	250	77	250	-	500	500	reduced budget for supplies
11-6-161020-3170	-	-	100	-	100	-	100	100	miscellaneous signage required for policy enforcement
11-6-161020-3260	1,440	1,338	1,364	1,679	1,713	348	1,747	1,782	prior year actual + 2%
11-6-161020-3510	7,291	7,060	7,151	4,318	4,354	(2,797)	4,441	4,530	prior year actual + 2%
11-6-161020-3620	335	-	-	317	324	324	330	337	prior year actual + 2%
11-6-161020-4425	741	672	750	-	750	-	765	780	chargeback for use of municipal facilities for training
<i>Subtotal Parks Operations</i>	<i>121,297</i>	<i>39,998</i>	<i>128,013</i>	<i>99,244</i>	<i>124,146</i>	<i>(3,867)</i>	<i>126,872</i>	<i>129,397</i>	
<i>Hickson Park</i>									
11-6-161021-1110	8,117	9,610	9,876	11,572	11,789	1,913	12,025	12,265	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-1201	421	544	559	667	680	121	693	707	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-1202	152	192	197	214	218	21	222	227	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-1203	274	326	335	381	388	53	396	404	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-1204	622	882	907	997	1,016	109	1,036	1,057	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-1205	156	188	193	229	233	39	238	242	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-1210	500	857	881	989	1,007	126	1,027	1,048	2026 Salary and Benefits Workbook + 2% in future years
11-6-161021-3007	130	9	9	34	34	25	35	36	prior year actual + 2%
11-6-161021-3020	55	-	-	227	231	231	236	240	prior year actual + 2%
11-6-161021-3260	1,555	1,690	1,724	609	-	(1,724)	-	-	no longer serviced by Bell in 2025+
11-6-161021-3510	4,191	2,593	3,000	1,470	3,000	-	3,060	3,121	internal rental usage of vehicles in business area
11-6-161021-3610	1,805	2,388	2,436	2,505	2,555	119	2,606	2,659	prior year actual + 2%
11-6-161021-3620	-	278	3,060	514	3,060	-	3,121	3,184	County water to be billed monthly late 2024+ forward
11-6-161021-3810	5,546	6,068	6,675	6,418	7,060	385	7,201	7,345	10% inflationary adjustment over p/y actual
11-6-161021-4012	2,933	1,535	1,996	2,135	2,201	205	1,957	2,098	based on 3-year rolling average actuals
11-6-161021-4270	47	120	148	-	56	(92)	59	38	based on 3-year rolling average actuals
11-6-161021-4420	313	2,563	2,051	3,388	2,088	37	2,680	2,719	based on 3-year rolling average actuals
11-6-161021-4530	3,471	2,789	2,844	3,418	3,487	642	3,556	3,627	prior year actual + 2%
11-6-161021-4710	-	-	-	-	1,374	1,374	1,401	1,429	\$225/month x 6 month of rentals + 2% subsequent
11-6-161021-4875	-	1,557	1,588	1,130	1,153	(435)	1,176	1,199	prior year actual + 2%
<i>Subtotal Hickson Park</i>	<i>30,287</i>	<i>34,190</i>	<i>38,480</i>	<i>36,896</i>	<i>41,629</i>	<i>3,149</i>	<i>42,726</i>	<i>43,646</i>	

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Parks and Trails (cont'd)										
<i>Innerkip Park</i>										
11-6-161022-1110	Salaries and Wages	17,401	17,435	17,916	20,361	20,744	2,828	21,159	21,582	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-1201	CPP	870	967	993	1,181	1,203	210	1,227	1,252	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-1202	EI	328	333	342	385	392	50	400	408	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-1203	WSIB	595	588	604	675	688	84	702	716	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-1204	OMERS	1,348	1,575	1,618	1,798	1,832	214	1,868	1,906	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-1205	EHT	337	338	347	405	413	65	421	429	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-1210	Health Benefits	732	1,053	1,082	1,623	1,653	571	1,686	1,720	2026 Salary and Benefits Workbook + 2% in future years
11-6-161022-3007	Small Tools and Equipment	90	633	350	-	350	-	350	350	placeholder budget for one-time small purchases for work
11-6-161022-3020	Cleaning Supplies	238	-	-	100	102	102	104	106	prior year actual + 2%
11-6-161022-3260	Telephone	971	1,020	1,040	1,026	1,047	7	1,068	1,089	prior year actual + 2%
11-6-161022-3510	Internal Equipment Charges	8,465	6,703	6,837	3,603	3,675	(3,162)	3,748	3,823	prior year actual + 2%
11-6-161022-3610	Hydro	3,861	4,585	4,676	4,863	4,961	284	5,060	5,161	prior year actual + 2%
11-6-161022-3810	Insurance	5,638	6,064	6,670	6,414	7,055	385	7,196	7,340	10% inflationary adjustment over p/y actual
11-6-161022-4012	Grounds Maintenance	95	489	716	1,208	597	(118)	765	856	based on 3-year rolling average actuals
11-6-161022-4420	Building Maintenance	3,381	2,286	3,082	6,665	4,111	1,029	4,354	5,043	based on 3-year rolling average actuals
11-6-161022-4530	Garbage Container Rental and Disposal	5,939	3,568	3,640	4,126	4,209	569	4,293	4,379	prior year actual + 2%
11-6-161022-4710	Portable Washroom Rentals	-	-	-	-	1,374	1,374	1,401	1,429	\$225/month x 6 month of rentals + 2% subsequent
11-6-161022-4875	Pavilion Maintenance	-	56	1,000	-	-	(1,000)	-	-	all work performed in-house now - full complement of staff
11-6-161022-4876	Playground Maintenance	3,671	1,081	1,103	1,013	1,033	(70)	1,053	1,074	prior year actual + 2% - inspections by outside sources
11-6-161022-4878	Floodlight Maintenance	1,963	1,068	1,089	1,085	1,107	17	1,129	1,151	prior year actual + 2% - repairs and maintenance by hydro
	<i>Subtotal Innerkip Park</i>	55,923	49,841	53,106	56,531	56,545	3,438	57,985	59,816	
<i>Tavistock (Queen's) Park</i>										
11-6-161023-1110	Salaries and Wages	15,422	19,627	20,168	20,972	21,366	1,198	21,793	22,229	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-1201	CPP	769	1,119	1,150	1,141	1,163	13	1,186	1,209	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-1202	EI	278	380	390	394	402	11	410	418	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-1203	WSIB	527	671	690	685	698	8	712	726	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-1204	OMERS	1,283	1,799	1,849	1,844	1,879	31	1,917	1,955	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-1205	EHT	297	386	397	411	419	22	427	436	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-1210	Health Benefits	1,021	1,211	1,244	1,626	1,656	412	1,690	1,723	2026 Salary and Benefits Workbook + 2% in future years
11-6-161023-3020	Cleaning Supplies	105	-	226	-	150	(76)	153	156	placeholder budget + 2%
11-6-161023-3510	Internal Equipment Charges	7,230	9,150	6,375	3,743	6,375	-	6,503	6,633	prior year actual + 2%
11-6-161023-3610	Hydro	1,745	1,661	1,695	2,335	2,382	687	2,429	2,478	prior year actual + 2%
11-6-161023-3620	Water	1,257	8,903	7,500	9,907	-	(7,500)	3,100	6,200	corrected billing formula for water/sewer for new admin building 2026+
11-6-161023-3625	Sewer	444	8,155	4,500	9,495	-	(4,500)	900	1,800	corrected billing formula for water/sewer for new admin building 2026+
11-6-161023-3810	Insurance	11,271	12,627	13,890	13,458	14,804	915	16,285	17,913	10% inflationary adjustment over p/y actual
11-6-161023-4002	Legal Services	-	-	500	-	500	-	500	500	placeholder budget for consultation on matters
11-6-161023-4012	Grounds Maintenance	6,574	3,596	3,668	745	760	(2,908)	775	790	prior year actual + 2%
11-6-161023-4875	Booth Pavilion Maintenance	6,554	8,875	9,052	2,137	2,180	(6,873)	2,223	2,268	prior year actual + 2%
11-6-161023-4876	Playground Maintenance	3,638	-	-	2,316	2,362	2,362	2,409	2,457	prior year actual + 2%
	<i>Subtotal Tavistock Park</i>	58,415	78,160	73,294	71,208	57,095	(16,199)	63,411	69,892	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Parks and Trails (cont'd)										
<u>Stonegate Park</u>										
11-6-161024-1110	Salaries and Wages	3,678	6,001	6,167	5,461	5,563	(604)	5,675	5,788	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-1201	CPP	191	333	342	321	327	(15)	334	340	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-1202	EI	70	112	115	106	108	(7)	110	112	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-1203	WSIB	127	200	206	183	186	(20)	190	194	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-1204	OMERS	288	534	548	485	494	(55)	504	514	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-1205	EHT	71	115	119	110	112	(7)	114	116	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-1210	Health Benefits	175	379	389	339	345	(44)	352	359	2026 Salary and Benefits Workbook + 2% in future years
11-6-161024-3510	Internal Equipment Charges	1,550	2,165	2,208	915	933	(1,275)	952	971	prior year actual + 2%
	<i>Subtotal Stonegate Park</i>	6,150	9,839	10,094	7,918	8,067	(2,027)	8,229	8,393	
<u>Bender Subdivision Parkette</u>										
11-6-161026-1110	Salaries and Wages	1,373	1,404	1,443	1,694	1,726	284	1,761	1,796	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-1201	CPP	73	78	80	97	99	18	101	103	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-1202	EI	26	28	29	32	33	4	33	34	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-1203	WSIB	47	47	49	55	56	8	58	59	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-1204	OMERS	112	126	130	149	152	22	155	158	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-1205	EHT	27	27	28	33	34	6	35	35	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-1210	Health Benefits	99	59	60	100	102	42	104	106	2026 Salary and Benefits Workbook + 2% in future years
11-6-161026-3510	Internal Equipment Charges	595	558	569	305	311	(258)	317	324	prior year actual + 2%
	<i>Subtotal Bender Subdivision Parkette</i>	2,353	2,327	2,387	2,466	2,513	126	2,563	2,614	
<u>Hickson Trail</u>										
11-6-161027-1110	Salaries and Wages	20,965	22,414	23,032	23,116	23,551	519	24,022	24,503	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-1201	CPP	673	1,266	1,301	1,321	1,346	44	1,372	1,400	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-1202	EI	232	409	420	398	406	(14)	414	422	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-1203	WSIB	498	765	787	763	777	(9)	793	809	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-1204	OMERS	1,235	2,104	2,162	2,144	2,184	22	2,228	2,272	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-1205	EHT	269	440	452	458	466	14	476	485	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-1210	Health Benefits	502	1,525	1,567	1,707	1,739	172	1,774	1,809	2026 Salary and Benefits Workbook + 2% in future years
11-6-161027-3510	Internal Equipment Charges	-	7,655	1,000	3,995	4,075	3,075	4,156	4,240	prior year actual + 2%
11-6-161027-4012	Grounds Maintenance	540	195	800	2,459	2,508	1,708	2,558	2,609	prior year actual + 2%
	<i>Subtotal Hickson Trail</i>	24,913	36,774	31,522	36,360	37,052	5,530	37,793	38,549	

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Parks and Trails (cont'd)										
<u>Tavistock Trail</u>										
11-6-161028-1110	Salaries and Wages	1,573	2,608	2,680	2,052	2,090	(590)	2,132	2,175	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-1201	CPP	54	147	151	119	121	(30)	123	126	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-1202	EI	19	46	47	37	38	(9)	39	40	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-1203	WSIB	37	88	90	68	69	(21)	71	72	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-1204	OMERS	88	239	246	189	192	(53)	196	200	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-1205	EHT	20	51	52	41	42	(10)	42	43	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-1210	Health Benefits	20	202	207	103	104	(103)	107	109	2026 Salary and Benefits Workbook + 2% in future years
11-6-161028-3510	Internal Equipment Charges	-	785	801	463	472	(329)	481	491	prior year actual + 2%
	<i>Subtotal Tavistock Trail</i>	<i>1,810</i>	<i>4,166</i>	<i>4,275</i>	<i>3,071</i>	<i>3,129</i>	<i>(1,146)</i>	<i>3,191</i>	<i>3,255</i>	
<u>Tavistock Optimist Park</u>										
11-6-161029-1110	Salaries and Wages	7,189	10,214	10,496	7,157	7,291	(3,205)	-	-	** 2026 last year of service 2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-1201	CPP	375	576	592	404	412	(180)	-	-	2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-1202	EI	143	207	213	142	145	(68)	-	-	2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-1203	WSIB	247	348	357	234	238	(119)	-	-	2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-1204	OMERS	544	929	955	614	626	(329)	-	-	2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-1205	EHT	140	201	206	140	143	(63)	-	-	2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-1210	Health Benefits	261	717	736	413	421	(315)	-	-	2026 Salary and Benefits Workbook + 2% in future years
11-6-161029-3510	Internal Equipment Charges	3,330	4,638	4,730	2,680	2,734	(1,997)	-	-	prior year actual + 2%
	<i>Subtotal Tavistock Optimist Park</i>	<i>12,229</i>	<i>17,829</i>	<i>18,286</i>	<i>11,785</i>	<i>12,009</i>	<i>(6,276)</i>	<i>-</i>	<i>-</i>	
<u>Lions Parkette/Pavillion</u>										
11-6-161030-1110	Salaries and Wages	-	90	100	1,947	1,983	1,883	2,023	2,063	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-1201	CPP	-	5	5	108	110	105	112	114	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-1202	EI	-	2	2	37	38	36	39	40	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-1203	WSIB	-	3	3	63	64	61	66	67	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-1204	OMERS	-	8	8	171	174	166	178	181	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-1205	EHT	-	2	2	38	39	37	39	40	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-1210	Health Benefits	-	-	-	134	136	136	139	142	2026 Salary and Benefits Workbook + 2% in future years
11-6-161030-3510	Internal Equipment Charges	-	50	50	388	395	345	403	411	prior year actual + 2%
	<i>Subtotal Lions Parkette/Pavillion</i>	<i>-</i>	<i>160</i>	<i>170</i>	<i>2,885</i>	<i>2,940</i>	<i>170</i>	<i>2,999</i>	<i>3,059</i>	
	Total Parks and Trails	313,377	273,284	359,627	328,364	345,125	(14,502)	345,769	358,622	

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Pavilions										
<u>Hickson Park</u>										
11-6-163421-1110	Salaries and Wages	1,074	1,106	1,136	288	294	(842)	299	305	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-1201	CPP	52	62	64	16	17	(48)	17	17	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-1202	EI	21	22	23	6	6	(17)	6	6	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-1203	WSIB	37	38	39	9	10	(29)	10	10	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-1204	OMERS	79	100	103	24	25	(79)	25	26	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-1205	EHT	21	22	22	6	6	(17)	6	6	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-1210	Health Benefits	40	76	78	30	31	(48)	31	32	2026 Salary and Benefits Workbook + 2% in future years
11-6-163421-3510	Internal Equipment Charges	435	443	450	-	450	-	459	468	placeholder budget for 2026+ + 2%
11-6-163421-4420	Building Maintenance	-	-	3,500	12	500	(3,000)	510	520	placeholder budget for 2026+ + 2%
Subtotal Hickson Park Pavilion		1,758	1,869	5,415	391	1,336	(4,079)	1,363	1,390	
<u>Innerkip Park</u>										
11-6-163422-1110	Salaries and Wages	-	-	500	636	648	148	660	674	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-1201	CPP	-	-	25	35	36	11	37	37	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-1202	EI	-	-	12	12	13	1	13	13	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-1203	WSIB	-	-	17	21	21	4	22	22	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-1204	OMERS	-	-	45	47	47	2	48	49	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-1205	EHT	-	-	10	12	13	3	13	13	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-1210	Health Benefits	-	-	40	56	57	17	58	59	2026 Salary and Benefits Workbook + 2% in future years
11-6-163422-3510	Internal Equipment Charges	-	-	450	-	450	-	459	468	placeholder budget for 2026+ + 2%
11-6-163422-4012	Grounds Maintenance	-	-	4,000	-	1,000	(3,000)	1,020	1,040	placeholder budget for 2026+ + 2%
11-6-163422-4420	Building Maintenance	-	-	2,000	819	1,000	(1,000)	1,020	1,040	placeholder budget for 2026+ + 2%
Subtotal Innerkip Park Pavilion		-	-	7,098	1,638	3,284	(3,814)	3,350	3,417	
<u>Queen's Park Pavilion</u>										
11-6-163423-1110	Salaries and Wages	2,218	329	339	2,764	2,816	2,477	2,872	2,929	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-1201	CPP	80	-	10	149	152	142	155	158	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-1202	EI	45	8	8	54	55	47	56	57	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-1203	WSIB	72	11	12	90	92	80	94	96	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-1204	OMERS	186	30	30	241	245	215	250	255	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-1205	EHT	43	6	7	54	55	49	56	57	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-1210	Health Benefits	72	-	23	146	149	126	152	155	2026 Salary and Benefits Workbook + 2% in future years
11-6-163423-2220	Debt Interest Repayments	4,625	3,895	3,136	3,136	2,345	(791)	1,522	665	as per Debt Schedule - Tavistock Pavilion Reno
11-6-163423-3510	Internal Equipment Charges	60	-	50	-	50	-	51	52	placeholder for any equipment usage + 2%
11-6-163423-4012	Grounds Maintenance	622	891	915	2,249	2,291	1,376	2,337	2,384	based on 2025 actual + CPI 1.88%
11-6-163423-4420	Building Maintenance	-	-	2,500	1,203	2,500	-	2,550	2,601	2025 accessible washroom upgrades
11-6-163423-5210	Principal Repayments	17,792	18,522	19,282	19,282	20,072	791	20,896	21,753	as per Debt Schedule - Tavistock Pavilion Reno
Subtotal Queen's Park Pavilion		25,816	23,692	26,310	29,367	30,821	4,511	30,990	31,161	
Total Pavilions		27,574	25,561	38,824	31,396	35,442	(3,381)	35,703	35,969	

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Recreation Facilities									
<i>Administration</i>									
11-4-163410-8544	50,000	50,000	200,000	200,000	204,000	4,000	208,080	212,242	reset contribution to address request for a MURF in future
11-4-163410-8545	75,000	100,000	75,000	75,000	200,000	125,000	204,000	208,080	reset contribution until facility audit 2026 + 2%
11-4-163410-8600	23,635	2,455	9,000	-	-	(9,000)	-	-	various structural improvements at each of the 3 major parks
11-6-163410-1110	73,041	102,251	251,314	260,245	248,753	(2,561)	253,728	258,802	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1201	3,564	3,984	10,058	10,595	12,406	2,349	12,654	12,907	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1202	1,107	1,170	3,567	3,259	5,703	2,136	5,817	5,933	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1203	3,091	3,322	8,237	8,243	8,413	176	8,581	8,753	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1204	9,405	10,468	27,138	29,117	27,416	278	27,964	28,523	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1205	1,828	1,858	4,870	5,209	4,737	(133)	4,832	4,928	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1210	3,382	5,170	13,318	11,018	10,252	(3,067)	10,457	10,666	2026 Salary and Benefits Workbook + 2% in future years
11-6-163410-1235	53	-	100	-	100	-	102	104	placeholder budget for unanticipated certification requests
11-6-163410-1250	-	93	2,000	93	2,000	-	2,000	2,000	uniform clothing for facilities staff
11-6-163410-1254	298	525	1,000	-	1,000	-	1,000	1,000	boot allowance for staff - 5 staff @ \$200/staff
11-6-163410-1263	2,900	4,024	9,104	5,961	11,080	1,975	5,000	5,100	required training for newly created department + 2%
11-6-163410-3033	6,982	4,556	4,784	-	4,784	-	5,023	5,274	Book King annual software support costs + 5% subsequent
11-6-163410-3260	-	29	-	9	50	50	51	52	cell phone costs for facilities staff
11-6-163410-3290	903	-	500	-	5,000	4,500	5,100	5,202	start up funding for recreational programming communication
11-6-163410-3510	-	-	-	110	112	112	114	117	prior year actual + 2%
11-6-163410-4425	-	-	-	77	78	78	80	82	prior year actual + 2%
11-6-163410-5001	3,050	2,882	2,939	3,042	3,103	164	3,165	3,228	costs for credit card payments and bank charges for debit
11-6-163410-5230	56	1,850	1,000	105	500	(500)	500	500	allowance for uncollectible bookings
<i>Subtotal Recreation Facilities Administration</i>	<i>258,293</i>	<i>294,635</i>	<i>623,929</i>	<i>612,081</i>	<i>749,486</i>	<i>125,557</i>	<i>758,248</i>	<i>773,494</i>	
<i>Former PUC Office</i>									
11-6-163425-3610	530	496	506	493	503	(3)	513	523	prior year actual + 2%
11-6-163425-3620	362	267	273	400	408	135	416	424	prior year actual + 2%
11-6-163425-3625	644	320	327	644	657	331	670	684	prior year actual + 2%
11-6-163425-3630	1,191	487	497	966	985	488	1,005	1,025	prior year actual + 2%
11-6-163425-4420	-	326	332	1,816	1,852	1,520	1,889	1,927	prior year actual + 2%
<i>Subtotal Former PUC Office</i>	<i>2,727</i>	<i>1,897</i>	<i>1,935</i>	<i>4,319</i>	<i>4,405</i>	<i>2,471</i>	<i>4,493</i>	<i>4,583</i>	
<i>Hickson Community Hall</i>									
11-6-163426-1110	-	-	1,000	1,731	1,764	764	1,799	1,835	2026 Salary and Benefits Workbook + 2% in future years
11-6-163426-1201	-	-	150	98	100	(50)	102	104	2026 Salary and Benefits Workbook + 2% in future years
11-6-163426-1202	-	-	50	33	34	(16)	35	35	2026 Salary and Benefits Workbook + 2% in future years
11-6-163426-1203	-	-	75	57	58	(17)	59	60	2026 Salary and Benefits Workbook + 2% in future years
11-6-163426-1204	-	-	250	157	160	(90)	163	166	2026 Salary and Benefits Workbook + 2% in future years
11-6-163426-1205	-	-	50	34	35	(15)	35	36	2026 Salary and Benefits Workbook + 2% in future years
11-6-163426-1210	-	-	150	131	134	(16)	137	139	2026 Salary and Benefits Workbook + 2% in future years
<i>Subtotal Hickson Community Hall</i>	<i>-</i>	<i>-</i>	<i>1,725</i>	<i>2,242</i>	<i>2,284</i>	<i>1,725</i>	<i>2,330</i>	<i>2,376</i>	

Township of East Zorra-Tavistock
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Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes	
INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Recreation Facilities (cont'd)										
<i>Tavistock Memorial Hall</i>										
11-6-163455-1110	Salaries and Wages	1,573	26	27	2,955	3,010	2,984	3,070	3,132	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-1201	CPP	23	-	1	155	158	157	161	164	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-1202	EI	8	1	1	55	56	55	57	58	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-1203	WSIB	14	1	1	92	94	93	96	98	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-1204	OMERS	38	2	2	240	245	242	249	254	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-1205	EHT	8	1	1	55	56	56	58	59	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-1210	Health Benefits	57	-	2	172	175	173	178	182	2026 Salary and Benefits Workbook + 2% in future years
11-6-163455-3007	Small Tools and Equipment	-	231	250	77	250	-	250	250	placeholder budget for one-time small purchases for work
11-6-163455-3020	Cleaning Supplies	-	-	100	23	100	-	100	100	placeholder budget for one-time small purchases for work
11-6-163455-3021	Parts and Supplies	45	-	50	-	50	-	50	50	placeholder budget for one-time small purchases for work
11-6-163455-3260	Telephone	577	670	820	714	874	54	892	909	prior year actual + 2%
11-6-163455-3290	Print, Advertising and Promotions	-	-	50	-	50	-	50	50	placeholder budget for local advertising
11-6-163455-3610	Hydro	4,680	5,999	8,158	5,161	7,018	(1,140)	7,159	7,302	prior year actual + 2%
11-6-163455-3620	Water	839	1,745	2,373	784	1,066	(1,307)	1,087	1,109	prior year actual + 2%
11-6-163455-3625	Sewer	1,105	1,433	1,948	1,226	1,668	(281)	1,701	1,735	prior year actual + 2%
11-6-163455-3630	Natural Gas	4,815	3,545	4,822	3,535	4,807	(15)	4,903	5,001	prior year actual + 2%
11-6-163455-3810	Insurance and Licences	7,589	8,202	9,022	8,651	9,516	494	9,706	9,900	10% inflationary adjustment over p/y actual
11-6-163455-4012	Grounds Maintenance	-	66	639	44	235	(404)	115	131	based on 3-year rolling average actuals
11-6-163455-4420	Building Maintenance	8,551	5,599	5,711	3,797	3,873	(1,838)	3,950	4,029	prior year actual + 2%
11-6-163455-4530	Garbage Container Rental and Disposal	447	1,038	1,059	1,983	2,023	964	2,063	2,105	prior year actual + 2%
	<i>Subtotal Tavistock Memorial Hall</i>	30,369	28,557	35,036	29,719	35,324	288	35,897	36,620	
<i>Innerkip Community Centre</i>										
11-6-163461-1110	Salaries and Wages	3,083	-	2,279	3,600	3,668	1,389	3,741	3,816	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-1201	CPP	152	-	150	192	196	46	200	204	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-1202	EI	60	-	52	68	69	17	70	72	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-1203	WSIB	86	-	78	113	116	38	118	120	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-1204	OMERS	271	-	205	293	298	93	304	310	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-1205	EHT	60	-	44	68	69	25	71	72	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-1210	Health Benefits	191	-	155	331	337	182	343	350	2026 Salary and Benefits Workbook + 2% in future years
11-6-163461-3005	Office Supplies	-	-	-	523	532	532	543	554	established staff office space at ICC in 2025 - actual + 2%
11-6-163461-3007	Small Tools and Equipment	-	-	-	685	698	698	712	726	established staff office space at ICC in 2025 - actual + 2%
11-6-163461-3020	Cleaning Supplies	680	-	-	78	85	85	87	89	10% inflationary adjustment over p/y actual
11-6-163461-3510	Internal Equipment Charges	735	-	500	-	500	-	510	520	placeholder for internal equipment usage if needed
11-6-163461-3610	Hydro	5,524	5,762	5,877	6,891	7,029	1,152	7,170	7,313	prior year actual + 2%
11-6-163461-3620	Water	1,081	1,080	1,102	1,176	1,199	97	1,223	1,248	prior year actual + 2%
11-6-163461-3625	Sewer	1,211	1,249	1,274	1,470	1,500	225	1,530	1,560	prior year actual + 2%
11-6-163461-3630	Natural Gas	3,447	1,686	1,720	2,647	2,700	980	2,754	2,809	prior year actual + 2%
11-6-163461-3810	Insurance	9,540	8,272	9,099	8,653	9,518	419	9,708	9,903	10% inflationary adjustment over p/y actual
11-6-163461-4012	Grounds Maintenance	1,906	2,269	2,332	5,278	5,377	3,046	5,485	5,595	based on 2025 actual + CPI 1.88%
11-6-163461-4018	Sweeping Services	81	87	100	-	100	-	102	104	one sweep per year
11-6-163461-4420	Building Maintenance	5,427	2,808	4,247	6,535	4,923	676	4,755	5,405	based on 3-year rolling average actuals
11-6-163461-4530	Garbage Container Rental and Disposal	3,333	3,057	3,118	4,796	4,892	1,774	4,990	5,090	prior year actual + 2%
	<i>Subtotal Innerkip Community Centre</i>	36,868	26,270	32,333	43,396	43,807	11,474	44,417	45,859	

Township of East Zorra-Tavistock
INFRASTRUCTURE AND COMMUNITY SERVICES
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Revision Date: 2026-03-11

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INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)										
Recreation Facilities (cont'd)										
<i>Tavistock Arena</i>										
11-6-163481-1110	Salaries and Wages	282,808	315,594	286,679	293,233	298,746	12,067	304,721	310,815	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1201	CPP	8,978	15,411	15,946	14,682	14,958	(988)	15,257	15,562	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1202	EI	3,382	5,775	7,096	5,786	5,895	(1,201)	6,013	6,133	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1203	WSIB	6,109	10,636	9,804	9,722	9,905	101	10,103	10,305	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1204	OMERS	15,488	26,336	25,801	24,878	25,345	(456)	25,852	26,369	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1205	EHT	3,698	6,276	5,590	5,833	5,943	353	6,062	6,183	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1210	Health Benefits	9,071	23,894	24,131	19,180	19,541	(4,590)	19,932	20,330	2026 Salary and Benefits Workbook + 2% in future years
11-6-163481-1250	Uniforms	744	585	2,500	2,005	2,500	-	2,550	2,601	annual staff uniform costs
11-6-163481-1255	Dues and Memberships	-	911	1,000	1,040	1,092	92	1,113	1,136	Township ORFA membership annually
11-6-163481-1260	Staff Recognition	-	147	150	-	150	-	150	150	recognition items for retiring or departing staff
11-6-163481-3001	Licences and Permits	479	180	184	180	184	-	187	191	prior year actual + 2%
11-6-163481-3005	Office Supplies	674	1,175	1,036	1,923	1,257	221	1,452	1,544	based on 3-year rolling average actuals
11-6-163481-3007	Small Tools and Equipment	1,165	1,588	1,619	1,453	1,482	(137)	1,512	1,542	prior year actual + 2%
11-6-163481-3009	Operating Supplies	8,126	968	987	1,684	1,718	730	1,752	1,787	prior year actual + 2%
11-6-163481-3019	Cleaning Equipment	34	128	324	1,682	615	291	808	1,035	based on 3-year rolling average actuals
11-6-163481-3020	Cleaning Supplies	6,064	5,855	5,972	7,892	8,050	2,079	8,211	8,376	prior year actual + 2%
11-6-163481-3021	Parts and Supplies	2,839	147	150	653	666	516	679	693	prior year actual + 2%
11-6-163481-3025	Health and Safety Supplies	47	112	250	-	250	-	255	260	placeholder for unused prior year budget
11-6-163481-3034	IT Hardware	44	-	250	-	250	-	255	260	placeholder for unused prior year budget
11-6-163481-3210	Postage	-	-	25	-	25	-	26	26	placeholder for unused prior year budget
11-6-163481-3250	Internet	2,520	2,524	2,574	2,520	2,570	(4)	2,622	2,674	prior year actual + 2%
11-6-163481-3260	Telephone	423	1,088	1,110	598	610	(500)	623	635	prior year actual + 2%
11-6-163481-3290	Print, Advertising and Promotions	-	-	150	142	150	-	153	156	placeholder for unused prior year budget
11-6-163481-3450	Office Equipment	-	121	250	110	250	-	255	260	placeholder for unused prior year budget
11-6-163481-3510	Internal Equipment Charges	-	2,453	2,500	1,970	2,500	-	2,550	2,601	internal equipment usage for work
11-6-163481-3580	Consumable Paper Products	1,704	3,797	3,873	4,859	4,957	1,083	5,056	5,157	prior year actual + 2%
11-6-163481-3610	Hydro	86,841	109,892	112,090	106,906	109,044	(3,045)	111,225	113,450	prior year actual + 2%
11-6-163481-3620	Water	8,023	7,333	7,480	9,853	10,050	2,570	10,251	10,456	prior year actual + 2%
11-6-163481-3625	Sewer	8,669	7,940	8,099	10,318	10,524	2,425	10,735	10,949	prior year actual + 2%
11-6-163481-3630	Natural Gas	29,362	16,299	16,625	18,658	19,032	2,406	19,412	19,800	prior year actual + 2%
11-6-163481-3810	Insurance and Licences	36,253	33,340	36,674	34,911	38,403	1,729	39,171	39,954	10% inflationary adjustment over p/y actual
11-6-163481-3830	Ice Making Supplies and Services	2,851	3,029	3,090	2,427	2,475	(614)	2,525	2,575	prior year actual + 2%
11-6-163481-3840	Propane	21	-	-	104	106	106	108	110	prior year actual + 2%
11-6-163481-4009	IT Services	-	-	100	-	100	-	100	100	placeholder for County IT services as required
11-6-163481-4012	Grounds Maintenance	3,224	3,040	3,124	7,006	7,137	4,013	7,280	7,426	based on 2025 actual + CPI 1.88%
11-6-163481-4018	Sweeping Services	160	170	500	-	500	-	510	520	annual service contract - limited usage here
11-6-163481-4038	Fire Inspection Services	3,163	3,886	3,964	2,324	2,371	(1,593)	2,418	2,466	prior year actual + 2%
11-6-163481-4415	Refrigeration System Maintenance	14,020	27,599	30,000	31,349	31,976	1,976	32,615	33,268	prior year actual + 2%
11-6-163481-4420	Building Maintenance	56,856	29,794	37,755	52,541	53,592	15,838	54,664	55,757	prior year actual + 2%
11-6-163481-4450	Equipment Maintenance or Lease	3,531	7,360	7,507	5,476	5,586	(1,921)	5,697	5,811	prior year actual + 2%
11-6-163481-4530	Garbage Container Rental and Disposal	2,085	3,020	3,080	3,914	3,992	912	4,072	4,153	prior year actual + 2%
11-6-163481-4850	Ice Making Equipment - Repairs and Maintenance	139	2,480	2,673	-	873	(1,800)	1,118	664	based on 3-year rolling average actuals
11-6-163481-5017	Cash Over/Short	(4)	(12)	-	(3)	-	-	-	-	miscalculated items - no budget required
	<i>Subtotal Tavistock Arena</i>	609,590	680,869	672,712	687,810	705,368	32,655	720,048	734,241	

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	Difference (2026 - 2025)	2027 Projected	2028 Projected	Notes
INFRASTRUCTURE AND COMMUNITY SERVICES OPERATING EXPENDITURES (cont'd)									
Recreation Facilities (cont'd)									
<i>Ice Resurfacers</i>									
11-6-163486-3021 Parts and Supplies	2,099	414	422	391	399	(23)	407	415	prior year actual + 2%
11-6-163486-3630 Natural Gas	-	-	250	-	250	-	250	250	placeholder for unanticipated expenses
11-6-163486-4035 Blade Sharpening	427	1,015	750	935	954	204	973	992	prior year actual + 2%
11-6-163486-4270 Repairs and Maintenance	4,253	8,804	13,980	17,024	17,364	3,384	22,711	18,066	prior year actual + 2% + bi-annual major maintenance
<i>Subtotal Ice Resurfacers</i>	<u>6,780</u>	<u>10,232</u>	<u>15,401</u>	<u>18,350</u>	<u>18,967</u>	<u>3,566</u>	<u>24,341</u>	<u>19,723</u>	
Total Recreation Facilities	944,627	1,042,460	1,383,072	1,397,917	1,559,641	176,570	1,589,774	1,616,896	

BACKGROUND INFORMATION

2026 Proposed Operating Budget



EAST ZORRA-TAVISTOCK

2026 EZT Master Debt Schedule

Name	County By-law #	Debenture Amount	Interest Rate	GL Accounts	2026	2027	2028	Future Years 2027-2028
TILE DRAIN DEBENTURE DEBT								
Masters 2018-32	6042-2018a	31,800.00	6.00%	<i>Revenue</i> 11-5-185081-0944 <i>Principal</i> 11-6-185081-5210 <i>Interest</i> 11-6-185081-2220	4,320.60 3,627.66 692.94	4,320.60 3,845.32 475.28	4,320.60 4,076.04 244.56	8,641.20 7,921.36 719.84
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	4,320.60	4,320.60	4,320.60	8,641.20
TOTAL TILE DRAIN LOAN DEBENTURE DEBT				<i>Revenue</i> 11-5-185081-0944 <i>Principal</i> 11-6-185081-5210 <i>Interest</i> 11-6-185081-2220	4,320.60 3,627.66 692.94	4,320.60 3,845.32 475.28	4,320.60 4,076.04 244.56	8,641.20 7,921.36 719.84
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	4,320.60	4,320.60	4,320.60	8,641.20
MUNICIPAL DRAIN DEBENTURE DEBT								
Timms Creek Drain (10-yr) - paid semi-annually (Apr/Oct)	5856-2016a	140,423.00	2.54%	<i>Revenue</i> 11-5-184010-0944 <i>Principal</i> 11-6-184010-5210 <i>Interest</i> 11-6-184010-2220	15,999.40 15,712.91 286.49			0.00 0.00 0.00
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	15,999.40			0.00
Milson Drain - paid semi-annually (May/Dec) with Walker Drain	6037-2018	36,700.00	3.79%	<i>Revenue</i> 11-5-184010-0944 <i>Principal</i> 11-6-184010-5210 <i>Interest</i> 11-6-184010-2220	4,443.54 4,083.77 359.77	4,443.54 4,240.01 203.53	4,443.54 2,180.47 41.30	8,887.08 6,420.48 244.83
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	4,443.54	4,443.54	2,221.77	6,665.31
Walker Drain - paid semi-annually (May/Dec) with Milson Drain	6037-2018	107,700.00	3.79%	<i>Revenue</i> 11-5-184010-0944 <i>Principal</i> 11-6-184010-5210 <i>Interest</i> 11-6-184010-2220	13,040.06 11,984.24 1,055.82	13,040.06 12,442.75 597.31	13,040.06 6,398.77 121.26	26,080.12 18,841.52 718.57
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	13,040.06	13,040.06	6,520.03	19,560.09
TOTAL MUNICIPAL DRAIN DEBENTURE DEBT				<i>Revenue</i> 11-5-184010-0944 <i>Principal</i> 11-6-184010-5210 <i>Interest</i> 11-6-184010-2220	33,483.00 31,780.92 1,702.08	17,483.60 16,682.76 800.84	17,483.60 8,579.24 162.56	34,967.20 25,262.00 963.40
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	33,483.00	17,483.60	8,741.80	26,225.40
OTHER DEBENTURE DEBT								
INNERKIP ROADS - paid annually (Feb)	5237-2011	1,500,000.00	3.72%	<i>Principal</i> 11-6-069911-5210 <i>Interest</i> 11-6-069911-2220	127,539.10 4,744.45			0.00 0.00
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	132,283.55			0.00
TAVISTOCK PAVILION "ROYAL RENO" - paid semi-annually (May/Dec)	5519-2013	250,000.00	4.06%	<i>Principal</i> 11-6-161023-5210 <i>Interest</i> 11-6-161023-2220	20,072.39 2,344.77	20,895.60 1,521.56	21,752.53 664.63	42,648.13 2,186.19
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	22,417.16	22,417.16	22,417.16	44,834.32
TOTAL OTHER DEBENTURE DEBT				<i>Principal as above</i> <i>Interest as above</i>	147,611.49 7,089.22	20,895.60 1,521.56	21,752.53 664.63	42,648.13 2,186.19
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	154,700.71	22,417.16	22,417.16	44,834.32
TOTAL OF EZT OUTSTANDING DEBENTURE DEBT				<i>Principal</i> <i>Interest</i>	183,020.07 9,484.24	41,423.68 2,797.68	34,407.81 1,071.75	75,831.49 3,869.43
TOTAL DEBENTURE PRINCIPAL AND INTEREST				Total	192,504.31	44,221.36	35,479.56	79,700.92

2026 Levy Based on 2026 Assessment @ 2025 Tax Rates

PROPERTY CLASS	TAX CODE	2025 ASSESSMENT	2026 ASSESSMENT	2025 TAX RATIOS	2025 Weighted Assessment	2026 Weighted Assessment	2025 FINAL TAX RATES @ 2025 RATIOS	2025 TAXES	2026 TAXES	Tax Levy Changes 2026 vs 2025
Residential Tx:Full EPubSup	RTEP	903,878,691	925,000,364	1.0000	903,878,691	925,000,364	0.589194	\$ 5,325,599	\$ 5,450,047	\$ 124,448
Residential Tx:Full ESepSup	RTES	29,879,013	28,934,944	1.0000	29,879,013	28,934,944	0.589194	\$ 176,045	\$ 170,483	\$ (5,562)
Residential Tx:Full FPubSup	RTFP	364,475	313,380	1.0000	364,475	313,380	0.589194	\$ 2,147	\$ 1,846	\$ (301)
Residential Tx:Full FSepSup	RTFS	476,972	709,663	1.0000	476,972	709,663	0.589194	\$ 2,810	\$ 4,181	\$ 1,371
		934,599,151	954,958,351		934,599,151	954,958,351		\$ 5,506,601	\$ 5,626,557	\$ 119,956
Farmland Awaiting Res Dev: EPubSup	R1EP	-	-	0.4500	-	-	0.265137	\$ -	\$ -	\$ -
Farm Tx:Full EPubSup	FTEP	1,172,395,816	1,170,838,936	0.2177	255,230,569	254,891,636	0.128268	\$ 1,503,803	\$ 1,501,806	\$ (1,997)
Farm Tx:Full ESepSup	FTES	12,502,231	12,481,421	0.2177	2,721,736	2,717,205	0.128268	\$ 16,036	\$ 16,010	\$ (26)
Farm Tx:Full FPubSup	FTFP	1,321	1,289	0.2177	288	281	0.128268	\$ 2	\$ 2	\$ -
Farm TxFull FSepSup	FTFS	2,182	2,104	0.2177	475	458	0.128268	\$ 3	\$ 3	\$ -
		1,184,901,550	1,183,323,750		257,953,068	257,609,580		\$ 1,519,844	\$ 1,517,821	\$ (2,023)
Parking Lot	GTN	232,100	232,100	1.9018	441,408	441,408	1.120529	\$ 2,601	\$ 2,601	\$ -
Commercial Occupied	CTN	44,517,325	57,902,525	1.9018	84,663,049	110,119,022	1.120529	\$ 492,350	\$ 648,815	\$ 156,465
Commercial Vacant Land	CUN	389,800	389,800	1.3313	518,925	518,925	0.784370	\$ 3,057	\$ 3,057	\$ -
Commercial V/U Excess Lnd	CXN	454,300	454,300	1.3313	604,791	604,791	0.784370	\$ 3,563	\$ 3,563	\$ -
		45,593,525	58,978,725		85,786,765	111,242,738		\$ 501,571	\$ 658,036	\$ 156,465
Industrial Occupied	ITN	10,427,400	10,383,700	2.6300	27,424,062	27,309,131	1.549580	\$ 161,581	\$ 160,904	\$ (677)
Industrial - Excess Land	IUN	145,300	145,300	1.7095	248,390	248,390	1.007227	\$ 1,464	\$ 1,464	\$ -
Industrial - Vacant Land	IXN	36,500	36,500	1.7095	62,397	62,397	1.007227	\$ 368	\$ 368	\$ -
		10,609,200	10,565,500		27,734,849	27,619,918		\$ 163,413	\$ 162,736	\$ (677)
Large Industrial-Occupied	LTN	6,740,000	6,740,000	2.6300	17,726,200	17,726,200	1.549580	\$ 104,442	\$ 104,442	\$ (0)
Industrial - (New Construction)	JTN	\$ -	\$ -	2.6300	-	-	1.549580	\$ -	\$ -	\$ -
Multi-Res Tx Full EPub	MTEP	13,642,283	13,639,261	2.0000	27,284,566	27,278,522	1.178388	\$ 160,759	\$ 160,723	\$ (36)
Multi-Res Tx Full ESep	MTES	144,040	147,286	2.0000	288,080	294,572	1.178388	\$ 1,697	\$ 1,736	\$ 39
Multi-Res Tx Full FPub	MTFP	2,696	2,632	2.0000	5,392	5,264	1.178388	\$ 32	\$ 31	\$ (1)
Multi-Res Tx Full FSep	MTFS	4,455	4,295	2.0000	8,910	8,590	1.178388	\$ 52	\$ 51	\$ (1)
		13,793,474	13,793,474		27,586,948	27,586,948		\$ 162,540	\$ 162,541	\$ 1
Pipelines	PTN	49,096,000	48,967,000	1.2593	61,826,593	61,664,143	0.741972	\$ 364,279	\$ 363,321	\$ (958)
Managed Forests - EP	TTEP	1,575,700	1,575,700	0.2500	393,925	393,925	0.147299	\$ 2,321	\$ 2,321	\$ -
Managed Forests - ES	TTES	195,000	195,000	0.2500	48,750	48,750	0.147299	\$ 287	\$ 287	\$ -
		1,770,700	1,770,700		442,675	442,675		\$ 2,608	\$ 2,608	\$ (0)
Aggregate Extraction	VTN	1,090,000	1,090,000	2.1400	2,332,600	2,332,600	1.260875	\$ 16,896	\$ 13,744	\$ (3,152)
Commercial New Construction	XTN	-	-	1.9018	-	-	1.120529	\$ -	\$ -	\$ -
Commercial New Construction - Excess	XUN	-	-	1.3313	-	-	0.784370	\$ -	\$ -	\$ -
		-	-		-	-		\$ -	\$ -	\$ -
Exempt	EN	54,339,500	54,903,600	1.0000	54,339,500	54,903,600		\$ -	\$ -	\$ -
Total Taxable Assessment		2,302,533,100	2,335,091,100		1,470,769,757	1,516,528,161		8,342,195	8,611,806	\$ 269,611

Rate-Based PIL Calculations:

PROPERTY CLASS	TAX CODE	2025 ASSESSMENT	2026 ASSESSMENT	2025 TAX RATIOS	2025 Weighted Assessment	2026 Weighted Assessment	2025 FINAL TAX RATES @ 2025 RATIOS	2025 TAXES	2026 TAXES	Tax Levy Changes 2026 vs 2025
Commercial-PIL-Full	CFN	2,004,900	2,004,900	1.9018	3,812,919	3,812,919	1.120529	\$ 22,465	\$ 22,465	\$ -
Commercial-PIL-General	CGN	3,889,000	3,889,000	1.9018	7,396,100	7,396,100	1.120529	\$ 43,577	\$ 43,577	\$ -
Industrial-PIL-Full Shared	IHN	60,000	60,000	2.6300	157,800	157,800	1.549580	\$ 930	\$ 930	\$ -
Total PIL		5,953,900	5,953,900		11,366,819	11,366,819		\$ 66,972	\$ 66,972	\$ -
Total Assessments		2,308,487,000	2,341,045,000		1,482,136,576	1,527,894,980		\$ 8,409,167	\$ 8,678,778	\$ 269,611

**Reserve and Reserve Fund Projections (Unaudited)
2026 Budget Background Schedule**

Reserves	GL Account #	Projected December 31, 2025 Balance	Prior Year (<=2025) Commitments	Projected 2026 Contributions	Projected 2026 Drawdowns	Projected December 31, 2026 Balance	Description
Building and Development Services							
Building Department Vehicle	11-3-006420-9823	69,717		28,000	20,000	77,717	reduced transfer amount for updated 2026 Vehicle Replacement Schedule net of cost for Inspector vehicle
Fire and Emergency Management Services							
Fire Department Vehicles	11-3-006420-9812	939,890	624,200	278,970	90,664	503,996	adjusted contributions for new 2026 replacement schedule updates and tire replacement requirements NFPA
Fire Training	11-3-006420-9813	11,500		11,730		23,230	establish a reserve for bulk training certifications
Fire Communications	11-3-006420-9814	16,398		15,300	2,075	29,623	capital contributions to Tillsonburg communications network - RFSOC network routers for 2026
Fire Facilities	11-3-006420-9815	203,551		165,000	360,000	8,551	capital construction contribution to Hickson Fire Hall
Fire Department Equipment	11-3-006420-9816	0		100,000		100,000	beginning reserve study for fire equipment future replacements
CEMC/Field Exercise	11-3-006420-9858	42,540		5,631		48,171	saving for a live exercise when required
General Government							
Working Fund	11-3-006420-9801	250,000				250,000	<i>should not be distributed or allocated</i>
Rate Stabilization	11-3-006420-9802	626,476		100,000	517,000	209,476	estimated 2025 surplus - fund 2026 Hickson Fire Station construction
Admin Office Facility	11-3-006420-9806	70,895		102,000	22,500	150,395	contribution equivalent to 50 year life of the building - parking lot top lift and air conditioning unit install council IT
Admin Office Equipment	11-3-006420-9807	159,003		28,500	39,570	147,933	cell phones and laptop replacements on 3-year cycle
Council IT Reserve	11-3-006420-9808	19,668		4,743	21,000	3,411	election year in 2026 (laptops for all Council)
Self Insurance	11-3-006420-9809	190,526				190,526	<i>not drawable except for use against Short-Term Disability Claims funded in-house</i>
Property Acquisitions/Disposals	11-3-006420-9811	32,743		400,000	400,000	32,743	possible proceeds of sale from surplus buildings to fund 2026 Hickson Fire Station construction
Asset Management	11-3-006420-9837	439,391		104,040	500,000	43,431	saving to support capital asset rehabilitation and 2026 Hickson Fire Station construction
Election	11-3-006420-9857	22,350		5,000	22,000	5,350	election year use in 2026 - saved over 4 years + 2% annually
Police	11-3-006420-9859	234,614				234,614	remainder saved to address any future increases in policing costs
Infrastructure and Community Services							
Sidewalks	11-3-006420-9810	195,730		56,100	67,805	184,025	sidewalk portion 2026 Fuhr Street reconstruction
Public Works Facilities	11-3-006420-9826	371,648		102,000		473,648	share of 2026 Fuhr Street reconstruction
Roads Equipment	11-3-006420-9827	55,095		60,000	101,200	13,895	shouldering equipment (shared with BB and Zorra), plow blades + various other annual equipment purchases
Bridge	11-3-006420-9831	699,328		290,000	497,750	491,578	Box Culvert 2015 replacement in 2026
Roads Capital Projects	11-3-006420-9832	81,060		102,000	161,113	21,947	share of 2026 Fuhr Street reconstruction + signage projects for 2026
Roads Vehicles	11-3-006420-9833	501,695	397,196	515,000	450,200	169,299	tandem axle plow, pick-up 835 replacement + balance of 2025 roll-off truck costs
Streetlighting	11-3-006420-9834	209,240				209,240	ceasing contribution until non-growth related lighting projects are planned for future
Storm Water Network	11-3-006420-9835	426,308		126,969	236,780	316,497	stormwater network portion 2026 Fuhr Street reconstruction
Roads Drainage	11-3-006420-9836	79,939	41,853	30,600	25,000	43,686	Niklas Drain - road crossing share outstanding from 2025 - Russel Drain for 2026
Storm Water Facilities	11-3-006420-9838	433,228		51,000	10,200	474,028	annual tree and brush plantings
Township Parks	11-3-006420-9841	310,683		50,000	28,600	332,083	playground chip maintenance, fencing all parks, Hickson Park concession repairs, parade signage
Township Community Halls	11-3-006420-9844	398,268	16,250	204,000	10,000	576,018	facility audit carry forward from 2025, attic hatch addition to Innerkip Community Centre
Township Arena	11-3-006420-9845	46,429		200,000	30,000	216,429	washroom partition replacements and toilet upgrades
Tavistock Spray Pad	11-3-006420-9849	7,623			7,623	0	spray donor signage installation 2026
Total Reserves		7,145,535	1,079,499	3,136,583	3,621,080	5,581,539	

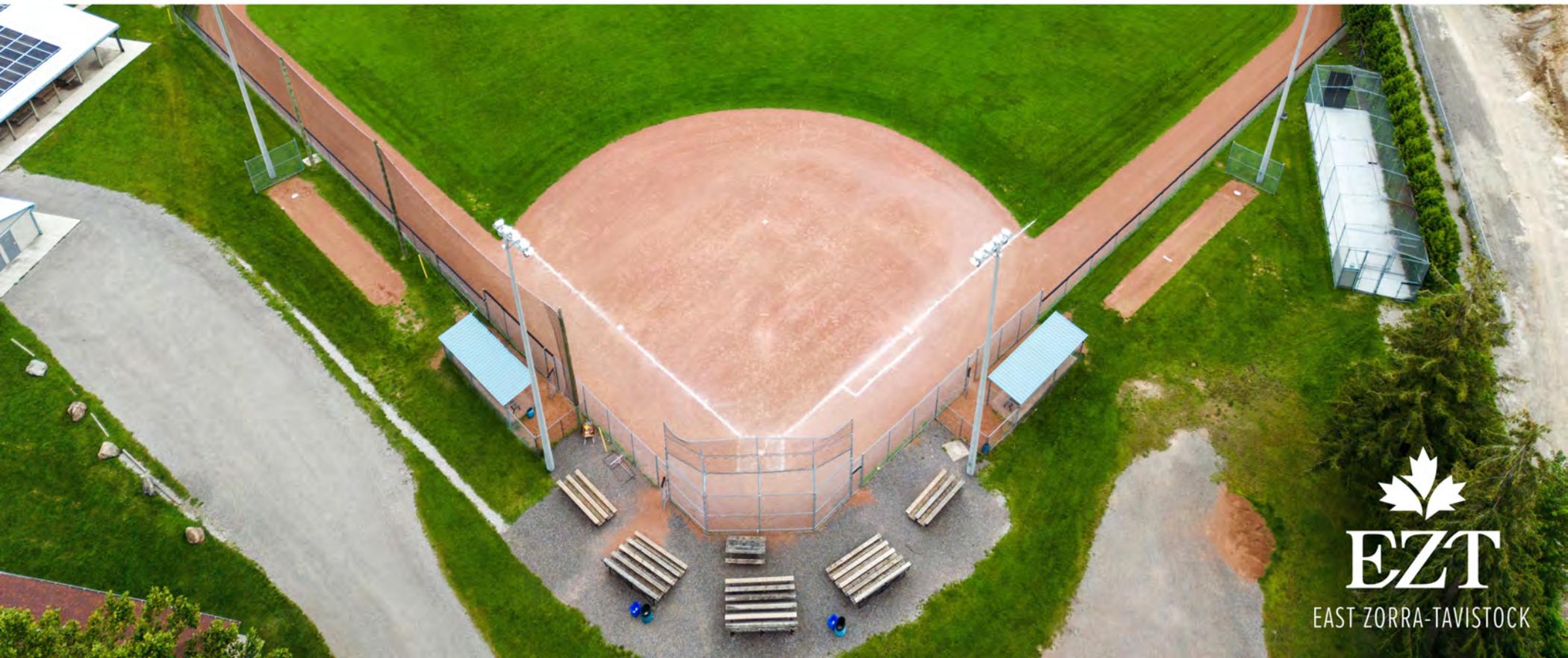
Obligatory Reserve Funds	GL Account #	Projected December 31, 2025 Balance	Prior Year (<=2025) Commitments	Projected 2026 Contributions	Projected 2026 Drawdowns	Projected December 31, 2026 Balance	Description
Development Charges:							
Fire	42-3-002499-9702	572,943		90,000	660,000	2,943	allowable funding for 2026 Hickson Fire Station construction (borrow within funds from Roads)
Recreation	43-3-002499-9703	452,366		120,000	6,575	565,791	Queen's Park Pavilion debt repayment recovery for 2026
Administration	44-3-002499-9704	25,864	33,750	8,500		614	Facility Audit carried forward from 2025
Roads	45-3-002499-9705	929,126		100,000	335,000	694,126	transfer funding to 2026 Hickson Fire Station (DC 'able portion of project) + 2026 Roads Needs Study update
OCIF	41-3-002499-9701	8,061		144,189	152,250	0	Box Culvert 2015
Federal Gas Tax	47-3-002499-9707	5,809		256,794	262,602	0	2026 Fuhr Street reconstruction
Building Department Surplus	48-3-002499-9708	358,853		15,000	50,000	323,853	drawdown to offset decreased permit revenues through to 2028
Cash-in-Lieu of Parkland	49-3-002499-9709	83,935		10,000		93,935	no planned drawdowns for 2026
Total Obligatory Reserve Funds		2,436,956	33,750	744,483	1,466,427	1,681,261	

5,234,948.20 Available for some use (excludes Reserves and Reserve Funds with designated uses only)



SUMMARY

2026-2030 Capital Forecast



Schedule 'D'

Township of East Zorra-Tavistock
SUMMARY OF NET DEPARTMENTAL CAPITAL BUDGETS
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Sources of Financing

By Department	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed
Cash in Lieu of Parkland	-	(243,754)	-	-	-	-	-	-	-
Contributions from Developers	132,366	(588,727)	(283,750)	(213,515)	(995,000)	(105,000)	(33,000)	-	(1,000,000)
Cost Recoveries	-	(4,500)	-	-	-	-	-	-	-
Debt Financing	-	-	-	-	-	-	-	-	(7,750,000)
Deferred Building Code Act Revenue	(29,254)	(116,500)	-	-	-	-	-	-	-
Donations	(69,084)	(97,047)	(5,000)	-	(12,623)	(5,000)	(105,000)	(5,000)	(5,000)
Gain/Loss on Disposal of Assets	(15,000)	(18,105)	-	(34,440)	(33,060)	-	-	-	-
Grants	(578,133)	(356,133)	(441,840)	(466,893)	(462,852)	(411,254)	(561,254)	(561,254)	(561,254)
Revenue from Oxford County	-	(31,164)	(556,749)	(757,557)	-	-	-	-	-
Tax-Supported Capital	(362,397)	(367,080)	(160,000)	(249,209)	(60,000)	(80,000)	(60,000)	(60,000)	(60,000)
Transfers from Reserves and Reserve Funds	(6,507,232)	(1,735,419)	(5,167,273)	(4,261,202)	(3,591,457)	(2,330,624)	(1,283,912)	(891,053)	(2,467,213)
Sources of Financing	(7,428,734)	(3,558,429)	(6,614,612)	(5,982,816)	(5,154,992)	(2,931,878)	(2,043,166)	(1,517,307)	(11,843,468)

Expenditures

By Department	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed
Building and Development Services	96,798	164,241	-	89,241	53,060	-	52,000	-	81,200
Fire and Emergency Management Services	519,200	383,436	1,203,200	862,545	2,937,739	750,224	69,551	105,742	600,017
General Government	5,544,415	611,965	76,000	45,578	83,070	21,848	55,285	41,992	45,917
Infrastructure and Community Services	1,268,321	2,398,788	5,335,412	4,985,452	2,081,123	2,159,806	1,866,330	1,369,573	11,116,334
Expenditures	7,428,735	3,558,429	6,614,612	5,982,816	5,154,993	2,931,878	2,043,166	1,517,307	11,843,468

BUILDING AND DEVELOPMENT SERVICES

2026-2030 Capital Forecast



EAST ZORRA-TAVISTOCK

Township of East Zorra-Tavistock
BUILDING AND DEVELOPMENT SERVICES
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

Gross Budget Revenues										Notes
	2023	2024	2025	2025	2026	2027	2028	2029	2030	
	Actuals	Actuals	Approved	Actuals	Approved	Proposed	Proposed	Proposed	Proposed	
Deferred Building Code Act Revenue Earned	(29,254)	-	-	-	-	-	-	-	-	
Gain/Loss on Sale of Capital Assets	-	-	-	-	(33,060)	-	-	-	-	
Transfers from Reserves and Reserve Funds	(67,545)	(164,241)	-	(89,241)	(20,000)	-	(52,000)	-	(81,200)	
TOTALS	(96,798)	(164,241)	-	(89,241)	(53,060)	-	(52,000)	-	(81,200)	
Gross Budget Expenditures										Notes
	2023	2024	2025	2025	2026	2027	2028	2029	2030	
	Actuals	Actuals	Approved	Actuals	Proposed	Proposed	Proposed	Proposed	Proposed	
Studies and Plans (non-capital)	7,545	164,241	-	89,241	-	-	-	-	-	
Vehicles	89,254	-	-	-	53,060	-	52,000	-	81,200	
TOTALS	96,798	164,241	-	89,241	53,060	-	52,000	-	81,200	
NET BUILDING AND DEVELOPMENT SERVICES CAPITAL FORECAST					0	-	-	-	-	

Township of East Zorra-Tavistock
 BUILDING AND DEVELOPMENT SERVICES
 Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

Description	2023 Actuals	2024 Actuals	2025 Approved	2025 Actuals	2026 Approved	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
<u>BUILDING AND DEVELOPMENT SERVICES SOURCES OF FINANCING</u>										
Deferred Revenue Earned										
12-5-44????-0914 Deferred Building Code Act Revenue Earned	(29,254)	-	-	-						
Gain/Loss on Sale of Assets										
12-5-44????-0949 Gain/Loss on Sale of Capital Equipment	-	-	-	-	(33,060)	-	-	-	-	
Transfer from Reserves										
12-4-44????-8023 Transfer from Building Vehicle Reserve	(60,000)	-	-	-	(20,000)	-	(52,000)	-	(81,200)	as per 20-Year Building Vehicle and Replacement Schedule
12-4-84????-8036 Transfer from Roads Drainage Reserve	(7,545)	-	-	-	-	-	-	-		
12-4-82????-8038 Transfer from Storm Water Management Facility Reserve	-	(164,241)	-	(89,241)	-	-	-	-		
Total Building and Development Services Sources of Financing	(96,798)	(164,241)	-	(89,241)	(53,060)	-	(52,000)	-	(81,200)	

Township of East Zorra-Tavistock
BUILDING AND DEVELOPMENT SERVICES
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

Description	2023 Actuals	2024 Actuals	2025 Approved	2025 Actuals	2026 Approved	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
<u>BUILDING AND DEVELOPMENT SERVICES CAPITAL EXPENDITURES</u>										
2023 Capital Projects										
12-6-442302-3350 816 2023 Ford Lightning	89,254									fully electric vehicle purchase
12-6-842201-4003 Innerkip Drainage Master Plan	7,545	164,241		89,241						updating Drainage Master Plans for both Innerkip & Tavistock
2026 Capital Projects										
12-6-442601-3350 815 Replace 2020 Chevrolet Silverado					53,060					as per 20-Year Building Vehicle and Replacement Schedule
2028 Capital Projects										
12-6-442801-3350 811 Replace 2022 Ford Maverick							52,000			as per 20-Year Building Vehicle and Replacement Schedule
2030 Capital Projects										
12-6-443001-3350 814 Replace 2023 Ford Lightning									81,200	as per 20-Year Building Vehicle and Replacement Schedule
Total Building and Development Services Capital Expenditures	96,798	164,241	-	89,241	53,060	-	52,000	-	81,200	

Township of East Zorra-Tavistock
 BUILDING AND DEVELOPMENT SERVICES
 Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

11-3-006420-9823					
Building Department - Vehicles					
	Year	Opening	Funding	Drawdown	Closing
<i>Replace 2020 Chevrolet Silverado - Building Inspector Vehicle</i>	2026	69,717	28,000	20,000	77,717
	2027	77,717	29,000	0	106,717
<i>Replace 2021 GMC Canyon - Engineering Technologist Vehicle</i>	2028	106,717	29,580	52,000	84,297
	2029	84,297	30,172	0	114,468
<i>Replace 2023 Ford F150 Lightning - Chief Building Official Vehicle</i>	2030	114,468	30,775	81,200	64,043

48-3-002499-9708 (Obligatory Reserve Fund)					
Building Department - Building Code Surplus					
	Year	Opening	Funding	Drawdown	Closing
<i>Supplement permit revenue decreases for 2026-2028 awaiting master planning</i>	2026	358,853	15,000	50,000	323,853
<i>Supplement permit revenue decreases for 2026-2028 awaiting master planning</i>	2027	323,853	13,000	50,000	286,853
<i>Supplement permit revenue decreases for 2026-2028 awaiting master planning</i>	2028	286,853	10,500	50,000	247,353
	2029	247,353	10,500	0	257,853
	2030	257,853	10,500	0	268,353



**Township of East Zorra-Tavistock
Building and Development Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST (000's)	REPLACEMENT YEARS	Actual 2025 (000's)	2026 (000's)	2027 (000's)	2028 (000's)	2029 (000's)	2030 (000's)
Vehicles (3)					2026							
CBO Pickup	Ford Maverick	811	2022	2022	50	6	-	-	-	52.0	-	-
CET Pickup	Ford F150 Lightning	816	2024	2023	75	6	-	-	-	-	-	81.2
BI Pickup	Dodge Ram	818	2026	2024	60	6	-	20.0	-	-	-	-
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$ -	\$ 20.0	\$ -	\$ 52.0	\$ -	\$ 81.2
Tax Levy and/or To Reserves							\$ 29.0	\$ 28.0	\$ 29.0	\$ 29.6	\$ 30.2	\$ 30.8
Building Code Act Deferred Revenue Contribution							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds of Disposition							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Vehicles Reserve					11-3-006420-9823	Closing Balance:	\$ 69.7	\$ 77.7	\$ 106.7	\$ 84.3	\$ 114.4	\$ 64.0

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Building and Development Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST (000's)	REPLACEMENT YEARS	2031	2032	2033	2034	Projected	
							(000's)	(000's)	(000's)	(000's)	2035 (000's)	2036 (000's)
Vehicles (3)					2026							
CBO Pickup	Ford Maverick	811	2022	2022	50	6	-	-	-	58.6	-	-
CET Pickup	Ford F150 Lightning	816	2024	2023	75	6	-	-	-	-	-	91.4
BI Pickup	Dodge Ram	818	2026	2024	60	6	-	67.6	-	-	-	-
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$ -	\$ 67.6	\$ -	\$ 58.6	\$ -	\$ 91.4
Tax Levy and/or To Reserves							\$ 31.4	\$ 32.0	\$ 32.7	\$ 33.3	\$ 34.0	\$ 34.7
Building Code Act Deferred Revenue Contribution							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds of Disposition							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Vehicles Reserve					11-3-006420-9823	Closing Balance:	\$ 95.4	\$ 59.9	\$ 92.5	\$ 67.3	\$ 101.2	\$ 44.5

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Building and Development Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT							
					COST (000's)	YEARS	2037 (000's)	2038 (000's)	2039 (000's)	2040 (000's)	2041 (000's)	2042 (000's)
Vehicles (3)					2026							
CBO Pickup	Ford Maverick	811	2022	2022	50	6	-	-	-	79.2	-	-
CET Pickup	Ford F150 Lightning	816	2024	2023	75	6	-	-	-	-	-	103.0
BI Pickup	Dodge Ram	818	2026	2024	60	6	-	76.1	-	-	-	-
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$ -	\$ 76.1	\$ -	\$ 79.2	\$ -	\$ 103.0
Tax Levy and/or To Reserves							\$ 35.4	\$ 36.1	\$ 36.8	\$ 37.5	\$ 38.3	\$ 39.0
Building Code Act Deferred Revenue Contribution							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proceeds of Disposition							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Vehicles Reserve					11-3-006420-9823	Closing Balance:	\$ 79.8	\$ 39.8	\$ 76.6	\$ 34.9	\$ 73.2	\$ 9.3

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Building and Development Services
20-Year Vehicle Replacement Schedule**

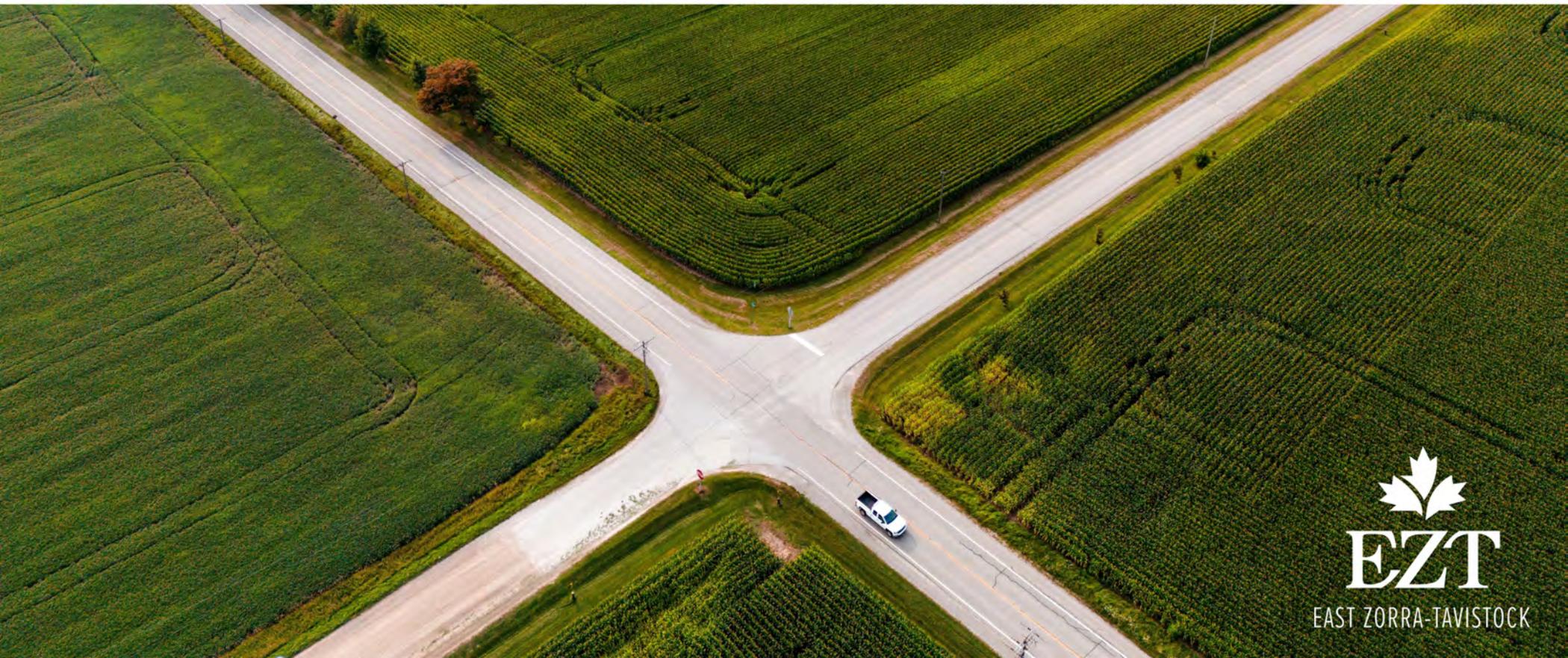
ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT		2043 (000's)	2044 (000's)	2045 (000's)
					COST (000's)	YEARS			
Vehicles (3)					2026				
CBO Pickup	Ford Maverick	811	2022	2022	50	6	-	-	-
CET Pickup	Ford F150 Lightning	816	2024	2023	75	6	-	-	-
BI Pickup	Dodge Ram	818	2026	2024	60	6	-	85.7	-
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$ -	\$ 85.7	\$ -
Tax Levy and/or To Reserves							\$ 39.8	\$ 40.6	\$ 41.4
Building Code Act Deferred Revenue Contribution							\$ -	\$ -	\$ -
Proceeds of Disposition							\$ -	\$ -	\$ -
Building Vehicles Reserve					11-3-006420-9823	Closing Balance:	\$ 49.1	\$ 4.0	\$ 45.4

**includes inflationary increases on contributions and spending of 2% per year cumulative*



FIRE AND EMERGENCY MANAGEMENT SERVICES

2026-2030 Capital Forecast



Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

Gross Budget Revenues										Notes
	2023	2024	2025	2025	2026	2027	2028	2029	2030	
	Actual	Actual	Approved	Actual	Proposed	Proposed	Proposed	Proposed	Proposed	
Contributions from Developers	24,229	-	-	-	(960,000)	(75,000)	-	-	-	
Grants	-	-	-	(25,053)	(48,000)	-	-	-	-	
Tax-Supported Capital	(39,797)	(86,632)	(160,000)	(248,153)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	
Transfers from Reserves and Reserve Funds	(503,632)	(296,803)	(1,043,200)	(589,339)	(1,869,739)	(615,224)	(9,551)	(45,742)	(540,017)	
TOTALS	(519,200)	(383,436)	(1,203,200)	(862,545)	(2,937,739)	(750,224)	(69,551)	(105,742)	(600,017)	
Gross Budget Expenditures										Notes
	2023	2024	2025	2025	2026	2027	2028	2029	2030	
	Actual	Actual	Approved	Actual	Proposed	Proposed	Proposed	Proposed	Proposed	
Building	32,751	-	225,000	24,126	2,725,000	-	-	-	-	
Land	-	242,061	-	-	-	-	-	-	-	
Land Improvement	-	12,005	100,000	111,227	-	-	-	-	-	
Machinery and Equipment	36,144	86,632	210,000	709,766	120,000	60,000	60,000	60,000	60,000	
Studies and Plans (non-capital)	-	-	-	-	-	75,000	-	-	-	
Vehicles	420,580	30,078	653,200	-	90,664	604,664	9,551	9,742	498,137	
Non-Township Owned Assets	29,725	12,659	15,000	17,426	2,075	10,560	-	36,000	41,880	
TOTALS	519,200	383,436	1,203,200	862,545	2,937,739	750,224	69,551	105,742	600,017	
NET FIRE AND EMERGENCY MANAGEMENT SERVICES BUDGET					-	(0)	(0)	(0)	-	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
FIRE AND EMERGENCY MANAGEMENT SOURCES OF FINANCING										
Contributions from Developers										
12-5-41????-0923 Contributions from Developers	24,229	-	-	-	(960,000)	(75,000)	-	-	-	Development Charges funding as per 2024 Background Study
Grants										
12-5-41????-0310 Ontario Fire Protection Grant	-	-	-	(25,053)	(48,000)	-	-	-	-	SCBA's in 2025, Hickson Fire Station 2026
Tax-Supported Capital										
12-4-41????-8100 Transfer from Operations	(39,797)	(86,632)	(160,000)	(248,153)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	
Transfer from Reserves										
12-4-41????-8002 Transfer from Rate Stabilization Reserve	(24,229)	-	-	-	(517,000)	-	-	-	-	Hickson Fire Hall construction funding
12-4-41????-8011 Transfer from Property Acquisitions/Disposals	-	(10,000)	-	-	(400,000)	-	-	-	-	Hickson Fire Hall construction funding
12-4-41????-8012 Transfer from Fire Vehicles Reserve	(420,580)	(30,078)	(653,200)	-	(90,664)	(604,664)	(9,551)	(9,742)	(498,137)	see Vehicle purchases below by year
12-4-41????-8014 Transfer from Fire Communications Reserve	(29,725)	(12,659)	(15,000)	(17,426)	(2,075)	(10,560)	-	(36,000)	(41,880)	annual communications system upgrades and maintenance
12-4-41????-8015 Transfer from Fire Facilities Reserve	(25,296)	(244,066)	(225,000)	(24,126)	(360,000)	-	-	-	-	Hickson Fire Hall construction funding
12-4-41????-8016 Transfer from Fire Equipment Reserve	(3,802)	-	(150,000)	(547,787)	-	-	-	-	-	electric auto-extrication tools
12-4-41????-8037 Transfer from Asset Management Reserve	-	-	-	-	(500,000)	-	-	-	-	Hickson Fire Hall construction funding
Total Fire and Emergency Management Services Sources of Financing	(519,200)	(383,436)	(1,203,200)	(862,545)	(2,937,739)	(750,224)	(69,551)	(105,742)	(600,017)	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
FIRE AND EMERGENCY MANAGEMENT SERVICES CAPITAL EXPENDITURES										
Annual Programs										
12-6-41??01-3360	36,987	86,632	60,000	46,961	60,000	60,000	60,000	60,000	60,000	\$20k per station for miscellaneous equipment purchases annually
12-6-41??02-3011		12,659	15,000	17,426	2,075	10,560	-	36,000	41,880	Tillsonburg Communications system maintenance and upgrades
12-6-41??03-3350			9,000	-	9,180	9,364	9,551	9,742	9,937	NFPA required tire replacements on 9 vehicles every 7 years
2023 Capital Projects										
12-6-041022-3350	420,580									
12-6-412202-3015	(843)									returned deck purchased in error
12-6-412304-4420	26,139									painting and fixtures
12-6-412306-4420	6,612									painting and fixtures
12-6-412307-3033	29,725									
2024 Capital Projects										
12-6-412401-3360				487,314						SCBAs (\$12k/set x 12 sets per station) + 9 masks per station
12-6-412404-4003		1,834								survey work on Tavistock parking lot for 2025 paving
12-6-412406-3170		10,171								roadside electronic sign upgrades
12-6-412407-3010		242,061								land acquisition for Hickson Station facility upgrades
12-6-412405-3350		30,078								SUV replacement for shared FPO position
2025 Capital Projects										
12-6-412501-3360			150,000	175,490						electric auto extrication tools @ \$50k/station
12-6-412503-4005			100,000	111,227						as per survey work for parking lot in 2024 budget
12-6-412407-4005			225,000	24,126						engineering and site work for 2026 construction
12-6-412506-3350			20,000	-						replacement of lighting on Tavistock Rescue Van and Tanker
12-6-412507-3350			624,200	-	12,484					replacement of 2005 Freightliner FM2 + 2% inflation value in 2026
2026 Capital Projects										
12-6-412604-3350					69,000					replacement of 2019 Dodge Ram Warlock
12-6-412605-4005					2,725,000					based on \$350/sq ft @ 7500 sq ft
12-6-412606-3017					60,000					temporary installation of DECON units at Tavistock Station
2027 Capital Projects										
12-6-412704-3350						595,300				
12-6-412605-4003						75,000				as per the DC Study recommendations
2030 Capital Projects										
12-6-413004-3350									488,200	
Total Fire and Emergency Management Services Capital Expenditures	519,200	383,436	1,203,200	862,545	2,937,739	750,224	69,551	105,742	600,017	

Township of East Zorra-Tavistock
FIRE AND EMERGENCY MANAGEMENT SERVICES
Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Revision Date: 2026-03-05

11-3-006420-9812					
Fire Department - Vehicles					
	Year	Opening	Funding	Drawdown	Closing
<i>Innerkip Pumper (2025), Hickson & Innerkip (2025) Trailer, Township Fire Chief Truck + Tire Program</i>	2026	939,890	278,970	714,864	503,996
<i>Hickson Tanker + Tire Program</i>	2027	503,996	284,549	604,664	183,881
<i>Tire Program</i>	2028	183,881	290,240	9,551	464,571
<i>Tire Program</i>	2029	464,571	296,045	9,742	750,874
<i>Tavistock Rescue, Fire Prevention Officer SUV + Tire Program</i>	2030	750,874	301,966	498,137	554,703

11-3-006420-9813					
Fire Department - Training					
	Year	Opening	Funding	Drawdown	Closing
	2026	11,500	11,730	0	23,230
	2027	23,230	11,965	0	35,195
	2028	35,195	12,204	0	47,398
	2029	47,398	12,448	0	59,846
	2030	59,846	12,697	0	72,543

*saving for comprehensive staff training events across all 3 stations

11-3-006420-9814					
Fire Department - Communications					
	Year	Opening	Funding	Drawdown	Closing
<i>Replacement of RFSOC Network Routers \$10,375/5</i>	2026	16,398	15,300	2,075	29,623
<i>Replacement of RFSOC Radio System Backup Batteries \$52,800/5</i>	2027	29,623	15,606	10,560	34,669
	2028	34,669	15,918	0	50,587
<i>Replacement of RFSOC Radio System Repeaters (OPS Channel) \$180,000/5</i>	2029	50,587	16,236	36,000	30,824
<i>Replacement of RFSOC Radio System Repeaters (Paging Channel) \$180,000/5</i>	2030	30,824	16,561	41,880	5,505

Replacement of Alpha UPS Equipment replacement \$29,400/5

11-3-006420-9815					
Fire Department - Facilities					
	Year	Opening	Funding	Drawdown	Closing
<i>Hickson Fire Hall Construction and DECON installation</i>	2026	203,551	165,000	360,000	8,551
	2027	8,551	168,300	0	176,851
	2028	176,851	171,666	0	348,517
	2029	348,517	175,099	0	523,616
	2030	523,616	178,601	0	702,217

11-3-006420-9816 Fire Department - Firefighting Equipment				
Year	Opening	Funding	Drawdown	Closing
2026	0	100,000	0	100,000
2027	100,000	102,000	0	202,000
2028	202,000	104,040	0	306,040
2029	306,040	106,121	0	412,161
2030	412,161	108,243	0	520,404

*saving for future SCBA replacements, bunker gear, cameras, etc.

11-3-006420-9858 CEMC/Field Exercise				
Year	Opening	Funding	Drawdown	Closing
2026	42,540	5,631	0	48,171
2027	48,171	5,744	0	53,915
2028	53,915	5,858	0	59,773
2029	59,773	5,976	0	65,749
2030	65,749	6,095	0	71,844

*saving for possible formal live exercise

42-3-002499-9702 (Obligatory Reserve Fund) Fire Development Charges				
Year	Opening	Funding	Drawdown	Closing
2026	572,943	390,000	960,000	2,943
2027	2,943	90,000	87,750	5,193
2028	5,193	90,000	62,750	32,443
2029	32,443	90,000	62,750	59,693
2030	59,693	90,000	112,750	36,943

borrow from Roads DC fund and reimburse interest annually

Roads DC interest payment

Roads DC interest + \$50k payback estimates

Roads DC interest + \$50k payback estimates

Roads DC interest + \$100k payback estimates

Hickson Fire Hall construction
 Fire Master Plan



**Township of East Zorra-Tavistock
Fire and Emergency Management Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST (000's)	REPLACEMENT YEARS	Actual						
							2025 (000's)	2026 (000's)	2027 (000's)	2028 (000's)	2029 (000's)	2030 (000's)	
Vehicles (16)							2023						
<i>Hickson</i>													
Pumper	Ford Sterling Triple Combo	4101	2022	2021	600	20	-	-	-	-	-	-	
Tanker	Freightliner FM2	4102	2007	2007	550	20	-	-	595.3	-	-	-	
Rescue	Freightliner FM2	4103	2006	2006	425	25	-	-	-	-	-	-	
UTV	Kawasaki 8CF Mule Pro	4104	2019	2019	35	20	-	-	-	-	-	-	
UTV Skeeter Tank	N/A	N/A	2019	2019	15	20	-	-	-	-	-	-	
UTV Trailer	Beckner ELITE	4107	2019	2020	20	20	-	-	-	-	-	-	
<i>Innerkip</i>													
Pumper	Freightliner FM2	4201	2005	2005	600	20	-	636.7	-	-	-	-	
Tanker	Freightliner M2106	4202	2015	2015	550	20	-	-	-	-	-	-	
Rescue	Ford F550	4203	2023	2022	425	25	-	-	-	-	-	-	
<i>Tavistock</i>													
Pumper	Freightliner M2	4301	2018	2019	600	20	-	-	-	-	-	-	
Tanker	Freightliner CT	4302	2014	2014	550	20	-	-	-	-	-	-	
Rescue	Freightliner	4303	2006	2006	425	25	-	-	-	-	-	488.2	
<i>Fire Chief</i>													
Fire Chief Pickup	Ram Warlock	834	2022	2019	65	7	-	69.0	-	-	-	-	
FPO SUV	Ford Escape	817	2024	2023	45	7	-	-	-	-	-	-	
Fire Prevention Trailer	Kargomax CS6	4407	2011	2011	20	20	-	-	-	-	-	-	
<i>Annual Program</i>													
Truck Tire Program					9	1	-	9.2	9.4	9.6	9.7	9.9	
TOTAL YEARLY EQUIPMENT REPLACEMENT													
							\$ -	\$ 714.9	\$ 604.7	\$ 9.6	\$ 9.7	\$ 498.1	
Tax Levy and/or To Reserves													
							\$ 266.0	\$ 271.3	\$ 276.7	\$ 282.3	\$ 287.9	\$ 293.7	
Development Charge Contribution													
							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Contributions from Other Municipalities													
							\$ 7.5	\$ 7.7	\$ 7.8	\$ 8.0	\$ 8.1	\$ 8.3	
Proceeds of Disposition													
							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire Vehicles Reserve													
		11-3-006420-9812		Closing Balance:			\$ 961.7	\$ 525.8	\$ 205.6	\$ 486.3	\$ 772.6	\$ 576.4	

*includes inflationary increases on contributions and spending of 2% per year cumulative



**Township of East Zorra-Tavistock
Fire and Emergency Management Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST (000's)	REPLACEMENT YEARS	2031 (000's)	2032 (000's)	2033 (000's)	2034 (000's)	Projected			
											2035 (000's)	2036 (000's)		
Vehicles (16)							2023							
<i>Hickson</i>														
Pumper	Ford Sterling Triple Combo	4101	2022	2021	600	20	-	-	-	-	-	-		
Tanker	Freightliner FM2	4102	2007	2007	550	20	-	-	-	-	-	-		
Rescue	Freightliner FM2	4103	2006	2006	425	25	498.0	-	-	-	-	-		
UTV	Kawasaki 8CF Mule Pro	4104	2019	2019	35	20	-	-	-	43.5	-	-		
UTV Skeeter Tank		N/A	2019	2019	15	20	-	-	-	-	-	-		
UTV Trailer	Beckner ELITE	4107	2019	2020	20	20	-	-	-	-	25.4	-		
<i>Innerkip</i>														
Pumper	Freightliner FM2	4201	2005	2005	600	20	-	-	-	-	-	-		
Tanker	Freightliner M2106	4202	2015	2015	550	20	-	-	-	-	697.5	-		
Rescue	Ford F550	4203	2023	2022	425	25	-	-	-	-	-	-		
<i>Tavistock</i>														
Pumper	Freightliner M2	4301	2018	2019	600	20	-	-	-	-	-	-		
Tanker	Freightliner CT	4302	2014	2014	550	20	-	-	-	683.9	-	-		
Rescue	Freightliner	4303	2006	2006	425	25	-	-	-	-	-	-		
<i>Fire Chief</i>														
Fire Chief Pickup	Ram Warlock	834	2022	2019	65	7	-	-	79.2	-	-	-		
FPO SUV	Ford Escape	817	2024	2023	45	7	52.7	-	-	-	-	-		
Fire Prevention Trailer	Kargomax CS6	4407	2011	2011	20	20	23.4	-	-	-	-	-		
<i>Annual Program</i>														
Truck Tire Program					9	1	10.1	10.3	10.5	10.8	11.0	11.2		
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 584.2	\$ 10.3	\$ 89.8	\$ 738.1	\$ 733.9	\$ 11.2	
Tax Levy and/or To Reserves								\$ 299.6	\$ 305.6	\$ 311.7	\$ 317.9	\$ 324.3	\$ 330.7	
Development Charge Contribution								\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Contributions from Other Municipalities								\$ 8.4	\$ 8.6	\$ 8.8	\$ 9.0	\$ 9.1	\$ 9.3	
Proceeds of Disposition								\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire Vehicles Reserve							11-3-006420-9812	Closing Balance:	\$ 300.2	\$ 604.0	\$ 834.7	\$ 423.4	\$ 23.0	\$ 351.8

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Fire and Emergency Management Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT		2037 (000's)	2038 (000's)	2039 (000's)	2040 (000's)	2041 (000's)	2042 (000's)
					COST (000's)	YEARS						
Vehicles (16)					2023							
<i>Hickson</i>												
Pumper	Ford Sterling Triple Combo	4101	2022	2021	600	20	-	-	-	-	856.9	-
Tanker	Freightliner FM2	4102	2007	2007	550	20	-	-	-	-	-	-
Rescue	Freightliner FM2	4103	2006	2006	425	25	-	-	-	-	-	-
UTV	Kawasaki 8CF Mule Pro	4104	2019	2019	35	20	-	-	-	-	-	-
UTV Skeeter Tank		N/A	2019	2019	15	20	-	-	20.6	-	-	-
UTV Trailer	Beckner ELITE	4107	2019	2020	20	20	-	-	-	-	-	-
<i>Innerkip</i>												
Pumper	Freightliner FM2	4201	2005	2005	600	20	-	-	-	-	-	-
Tanker	Freightliner M2106	4202	2015	2015	550	20	-	-	-	-	-	-
Rescue	Ford F550	4203	2023	2022	425	25	-	-	-	-	-	-
<i>Tavistock</i>												
Pumper	Freightliner M2	4301	2018	2019	600	20	-	-	823.7	-	-	-
Tanker	Freightliner CT	4302	2014	2014	550	20	-	-	-	-	-	-
Rescue	Freightliner	4303	2006	2006	425	25	-	-	-	-	-	-
<i>Fire Chief</i>												
Fire Chief Pickup	Ram Warlock	834	2022	2019	65	7	-	-	-	91.0	-	-
FPO SUV	Ford Escape	817	2024	2023	45	7	-	60.6	-	-	-	-
Fire Prevention Trailer	Kargomax CS6	4407	2011	2011	20	20	-	-	-	-	-	-
<i>Annual Program</i>												
Truck Tire Program					9	1	11.4	11.6	11.9	12.1	12.4	12.6
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$ 11.4	\$ 72.2	\$ 856.1	\$ 103.1	\$ 869.3	\$ 12.6
Tax Levy and/or To Reserves							\$ 337.4	\$ 344.1	\$ 351.0	\$ 358.0	\$ 365.2	\$ 372.5
Development Charge Contribution							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions from Other Municipalities							\$ 9.5	\$ 9.7	\$ 9.9	\$ 10.1	\$ 10.3	\$ 10.5
Proceeds of Disposition							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Vehicles Reserve							\$ 687.3	\$ 968.9	\$ 473.6	\$ 738.6	\$ 244.7	\$ 615.1
					11-3-006420-9812	Closing Balance:	\$ 687.3	\$ 968.9	\$ 473.6	\$ 738.6	\$ 244.7	\$ 615.1

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Fire and Emergency Management Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT		2043 (000's)	2044 (000's)	2045 (000's)	
					COST (000's)	YEARS				
Vehicles (16)					2023					
<i>Hickson</i>										
Pumper	Ford Sterling Triple Combo	4101	2022	2021	600	20	-	-	-	
Tanker	Freightliner FM2	4102	2007	2007	550	20	-	-	-	
Rescue	Freightliner FM2	4103	2006	2006	425	25	-	-	-	
UTV	Kawasaki 8CF Mule Pro	4104	2019	2019	35	20	-	-	-	
UTV Skeeter Tank		N/A	2019	2019	15	20	-	-	-	
UTV Trailer	Beckner ELITE	4107	2019	2020	20	20	-	-	-	
<i>Innerkip</i>										
Pumper	Freightliner FM2	4201	2005	2005	600	20	-	-	-	
Tanker	Freightliner M2106	4202	2015	2015	550	20	-	-	-	
Rescue	Ford F550	4203	2023	2022	425	25	-	-	-	
<i>Tavistock</i>										
Pumper	Freightliner M2	4301	2018	2019	600	20	-	-	-	
Tanker	Freightliner CT	4302	2014	2014	550	20	-	-	-	
Rescue	Freightliner	4303	2006	2006	425	25	-	-	-	
<i>Fire Chief</i>										
Fire Chief Pickup	Ram Warlock	834	2022	2019	65	7	-	-	-	
FPO SUV	Ford Escape	817	2024	2023	45	7	-	-	69.6	
Fire Prevention Trailer	Kargomax CS6	4407	2011	2011	20	20	-	-	-	
<i>Annual Program</i>										
Truck Tire Program					9	1	12.9	13.1	13.4	
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 12.9	\$ 13.1	\$ 82.9
Tax Levy and/or To Reserves								\$ 379.9	\$ 387.5	\$ 395.3
Development Charge Contribution								\$ -	\$ -	\$ -
Contributions from Other Municipalities								\$ 10.7	\$ 10.9	\$ 11.1
Proceeds of Disposition								\$ -	\$ -	\$ -
Fire Vehicles Reserve								\$ 992.9	\$ 1,378.2	\$ 1,701.7
					11-3-006420-9812	Closing Balance:				

**includes inflationary increases on contributions and spending of 2% per year cumulative*



GENERAL GOVERNMENT

2026-2030 Capital Forecast



EAST ZORRA-TAVISTOCK



GENERAL GOVERNMENT

Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Gross Budget Revenues										Remarks
	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	
Contributions from Developers	-	-	-	-	-	-	(33,000)	-	-	
Deferred Building Code Act Revenue Earned	-	(116,500)	-	-	-	-	-	-	-	
Donations	-	(10,000)	-	-	-	-	-	-	-	
Tax-Supported Capital	(256,451)	(224,510)	-	-	-	-	-	-	-	
Transfers from Reserves and Reserve Funds	(5,287,964)	(260,955)	(76,000)	(45,578)	(83,070)	(21,848)	(22,285)	(41,992)	(45,917)	
TOTALS	(5,544,415)	(611,965)	(76,000)	(45,578)	(83,070)	(21,848)	(55,285)	(41,992)	(45,917)	
Gross Budget Expenditures										Remarks
	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	
Building	5,544,415	611,965	50,000	29,106	22,500	-	-	-	-	
Machinery and Equipment	-	-	26,000	16,473	60,570	21,848	22,285	41,992	45,917	
Studies and Plans (non-capital)	-	-	-	-	-	-	33,000	-	-	
TOTALS	5,544,415	611,965	76,000	45,578	83,070	21,848	55,285	41,992	45,917	
NET GENERAL GOVERNMENT CAPITAL					-	-	-	-	-	

GENERAL GOVERNMENT

Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Remarks
GENERAL GOVERNMENT SOURCES OF FINANCING										
Contributions from Developers										
12-5-?????-0923 Contributions from Developers	-	-	-	-	-	-	(33,000)	-	-	- Development Charges Background Study
Deferred Revenue Earned										
12-5-?????-0914 Deferred Building Code Act Revenue Earned	-	(116,500)	-	-	-	-	-	-	-	- drawdown of Building Code Act funds toward new building paving
Donations										
12-5-?????-0960 Donations	-	(10,000)	-	-	-	-	-	-	-	- Hickson Lions donation to community hall at new admin building
Tax-Supported Capital										
12-4-?????-8100 Transfer from Operations	(256,451)	(224,510)	-	-	-	-	-	-	-	
Transfer from Reserves										
12-4-?????-8002 Transfer from Rate Stabilization Reserve	(3,424,924)	-	-	-	-	-	-	-	-	
12-4-?????-8004 Transfer from Rural Fibre Technology Reserve	(131,643)	(255,086)	-	-	-	-	-	-	-	- funding for technology upgrades (ordered in 2023, installed 2024)
12-4-?????-8005 Transfer from Service Modernization Reserve	(231,398)	-	-	-	-	-	-	-	-	
12-4-?????-8006 Transfer from Administration Office Reserve	-	-	(50,000)	(29,106)	(22,500)	-	-	-	-	- 2026 funding for parking lot top lift and air conditioning unit
12-4-?????-8007 Transfer from Administration Equipment Reserve	(125,000)	-	(26,000)	(16,473)	(39,570)	(21,848)	(22,285)	(41,992)	(23,186)	- funding for annual program IT hardware
12-4-24????-8008 Transfer from Council IT Reserve	-	-	-	-	(21,000)	-	-	-	(22,731)	- funding for Council laptop replacements 2026
12-4-?????-8011 Transfer from Property Acquisitions/Disposals	-	(5,869)	-	-	-	-	-	-	-	
12-4-?????-8018 Transfer from COVID Restart Funding Reserve	(125,000)	-	-	-	-	-	-	-	-	
12-4-?????-8037 Transfer from Asset Management Reserve	(1,250,000)	-	-	-	-	-	-	-	-	
Total Office of the CAO and Treasury Services Sources of Financing	(5,544,415)	(611,965)	(76,000)	(45,578)	(83,070)	(21,848)	(55,285)	(41,992)	(45,917)	

GENERAL GOVERNMENT

Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Remarks
GENERAL GOVERNMENT CAPITAL EXPENDITURES										
Annual Programs										
12-6-25??01-3034 IT Hardware	-	-	21,000	16,473	21,420	21,848	22,285	22,731	23,186	cyclical replacements of laptops every 3 years (7 staff/year) + 2% CPI
Pre-2023 Capital Projects										
12-6-025023-various New Administration Building	5,544,415	611,965	-	-	-	-	-	-	-	
2025 Capital Projects										
12-6-252503-4270 Administration Building - Repairs and Maintenance	-	-	50,000	29,106	-	-	-	-	-	2025 blinds for Council Chambers and noise baffling
12-6-252502-3034 IT Hardware	-	-	5,000	-	-	-	-	-	-	Inclusion Charter customer service equipment
2026 Capital Projects										
12-6-242601-3034 IT Hardware	-	-	-	-	21,000	-	-	-	-	new Council laptop equipment (7) @ \$3,000/member
12-6-252602-3034 IT Hardware	-	-	-	-	18,150	-	-	-	-	cell phone (29) replacements for staff 3-year cycle
12-6-252603-4005 Administration Building - Construction	-	-	-	-	18,000	-	-	-	-	top coat paving - driveway and parking lot and water softener
12-6-252604-4270 Administration Building - Construction	-	-	-	-	4,500	-	-	-	-	Council Chambers server room cooling installation
2028 Capital Projects										
12-6-252802-3034 Development Charges Background Study	-	-	-	-	-	-	33,000	-	-	5-year cyclical update
2029 Capital Projects										
12-6-252902-3034 IT Hardware	-	-	-	-	-	-	-	19,261	-	cell phone replacements for staff 3-year cycle
2030 Capital Projects										
12-6-243001-3034 IT Hardware	-	-	-	-	-	-	-	-	22,731	new Council laptop equipment (7) @ \$3,000/member
Total Office of the CAO and Treasury Services Capital Expenditures	5,544,415	611,965	76,000	45,578	83,070	21,848	55,285	41,992	45,917	

Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

11-3-006420-9801 Working Funds					
Year	Opening	Funding	Drawdown	Closing	
2026	250,000	0	0	250,000	
2027	250,000	0	0	250,000	
2028	250,000	0	0	250,000	
2029	250,000	0	0	250,000	
2030	250,000	0	0	250,000	

**never to be used for operational activities*

11-3-006420-9802 Tax Rate Stabilization					
Year	Opening	Funding	Drawdown	Closing	
2026	626,476	100,000	517,000	209,476	
2027	209,476	0	0	209,476	
2028	209,476	0	0	209,476	
2029	209,476	0	0	209,476	
2030	209,476	0	0	209,476	

**annual surplus/deficit to be contributed/drawdown here (unless Council directs otherwise)*

Fund new Hickson Fire Station

11-3-006420-9806 Administration Office					
Year	Opening	Funding	Drawdown	Closing	
2026	70,895	102,000	22,500	150,395	
2027	150,395	104,040	0	254,435	
2028	254,435	106,121	0	360,555	
2029	360,555	108,243	0	468,799	
2030	468,799	110,408	0	579,207	

Fund Parking Lot top coat paving and cooling for Council server room

11-3-006420-9807 Administration Office Equipment					
Year	Opening	Funding	Drawdown	Closing	
2026	159,003	28,500	39,570	147,933	
2027	147,933	29,070	21,848	155,155	
2028	155,155	29,651	22,285	162,521	
2029	162,521	30,244	41,992	150,773	
2030	150,773	30,849	23,186	158,437	

Annual IT replacements (7 @ \$3,000) + 3-year cell phone replacements
Annual IT replacements (7 @ \$3,000)
Annual IT replacements (7 @ \$3,000)
Annual IT replacements (7 @ \$3,000) + 3-year cell phone replacements
Annual IT replacements (7 @ \$3,000)

11-3-006420-9808 Council IT					
Year	Opening	Funding	Drawdown	Closing	
2026	19,668	4,743	21,000	3,411	
2027	3,411	4,838	0	8,249	
2028	8,249	4,935	0	13,183	
2029	13,183	5,033	0	18,217	
2030	18,217	5,134	22,731	620	

7 laptop replacements for Council (election year)

7 laptop replacements for Council (election year)

Proposed 2026 - 2030 Capital Budgets Summary (including Reserves and Reserve Funds)

11-3-006420-9809 Self Insurance					
Year	Opening	Funding	Drawdown	Closing	
2026	190,526	0	0	190,526	
2027	190,526	0	0	190,526	
2028	190,526	0	0	190,526	
2029	190,526	0	0	190,526	
2030	190,526	0	0	190,526	

**only used for self-insured periods of short term disability funding*

11-3-006420-9811 Property Acquisitions/Disposals					
Year	Opening	Funding	Drawdown	Closing	
2026	32,743	400,000	400,000	32,743	
2027	32,743	0	0	32,743	
2028	32,743	0	0	32,743	
2029	32,743	0	0	32,743	
2030	32,743	0	0	32,743	

Fund new Hickson Fire Station

11-3-006420-9837 Asset Management Reserve					
Year	Opening	Funding	Drawdown	Closing	
2026	439,391	104,040	500,000	43,431	
2027	43,431	106,121	0	149,552	
2028	149,552	108,243	0	257,795	
2029	257,795	110,408	0	368,203	
2030	368,203	112,616	0	480,820	

Fund new Hickson Fire Station

**saving to support capital asset rehabilitation and acquisition across all Departments*

11-3-006420-9857 Election					
Year	Opening	Funding	Drawdown	Closing	
2026	22,350	5,000	22,000	5,350	
2027	5,350	5,100	0	10,450	
2028	10,450	5,202	0	15,652	
2029	15,652	5,306	0	20,958	
2030	20,958	5,412	23,814	2,557	

Election expenses

Election expenses

11-3-006420-9859 Policing					
Year	Opening	Funding	Drawdown	Closing	
2026	234,614	0	0	234,614	
2027	234,614	0	0	234,614	
2028	234,614	0	0	234,614	
2029	234,614	0	0	234,614	
2030	234,614	0	0	234,614	

**only used for fluctuations in OPP billings*

44-3-002499-9704 (Obligatory Reserve Fund) Admin Studies Development Charges					
Year	Opening	Funding	Drawdown	Closing	
2026	25,864	8,500	33,750	614	
2027	614	8,500	0	9,114	
2028	9,114	8,500	33,000	-15,386	
2029	-15,386	8,500	0	-6,886	
2030	-6,886	8,500	0	1,614	

Recreation Facility Audit

Development Charges Background Study



INFRASTRUCTURE AND COMMUNITY SERVICES

2026-2030 Capital Forecast



EAST ZORRA-TAVISTOCK

Gross Budget Revenues										Notes
	2023	2024	2025	2025	2026	2027	2028	2029	2030	
	Actual	Actual	Approved	Actual	Proposed	Proposed	Proposed	Proposed	Proposed	
Cash-in-Lieu Parkland	-	(243,754)	-	-	-	-	-	-	-	
Contributions from Developers	108,137	(588,727)	(283,750)	(213,515)	(35,000)	(30,000)	-	-	(1,000,000)	
Cost Recoveries	-	(4,500)	-	-	-	-	-	-	-	
Debt Financing	-	-	-	-	-	-	-	-	(7,750,000)	
Donations	(69,084)	(87,047)	(5,000)	-	(12,623)	(5,000)	(105,000)	(5,000)	(5,000)	
Gain/Loss on Sale of Assets	(15,000)	(18,105)	-	(34,440)	-	-	-	-	-	
Grants	(578,133)	(356,133)	(441,840)	(441,840)	(414,852)	(411,254)	(561,254)	(561,254)	(561,254)	
Revenue from Oxford County	-	(31,164)	(556,749)	(757,557)	-	-	-	-	-	
Tax-Supported Capital	(66,149)	(55,937)	-	(1,056)	-	(20,000)	-	-	-	
Transfers from Reserves and Reserve Funds	(648,092)	(1,013,420)	(4,048,073)	(3,537,044)	(1,618,648)	(1,693,552)	(1,200,076)	(803,319)	(1,800,080)	
TOTALS	(1,268,321)	(2,398,788)	(5,335,412)	(4,985,452)	(2,081,123)	(2,159,806)	(1,866,330)	(1,369,573)	(11,116,334)	
Gross Budget Expenditures										Notes
	2023	2024	2025	2025	2026	2027	2028	2029	2030	
	Actual	Actual	Approved	Actual	Proposed	Proposed	Proposed	Proposed	Proposed	
Building	-	1,003,881	68,188	220,684	44,000	250,000	200,000	-	10,000,000	
Land	-	555,722	-	-	-	-	-	-	-	
Land Improvement	222,867	111,765	99,300	45,516	68,423	20,606	270,918	196,236	21,561	
Linear Assets	510,102	438,787	3,783,268	3,269,058	1,357,300	1,600,000	750,000	700,000	750,000	
Machinery and Equipment	266,499	50,237	23,500	18,768	101,200	61,200	52,412	40,836	41,673	
Studies and Plans (non-capital)	-	-	75,000	17,049	35,000	75,000	-	25,000	-	
Vehicles	268,853	130,423	1,244,303	1,414,377	450,200	153,000	593,000	407,500	303,100	
Non-Township Assets	-	107,973	41,853	-	25,000	-	-	-	-	
TOTALS	1,268,321	2,398,788	5,335,412	4,985,452	2,081,123	2,159,806	1,866,330	1,369,573	11,116,334	
NET PUBLIC WORKS AND PARKS SERVICES BUDGET					0	0	0	0	0	0

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
<u>PUBLIC WORKS AND PARKS SERVICES CAPITAL REVENUES</u>										
Cash in Lieu of Parkland										
12-5-63????-0927 Cash-in-Lieu of Parkland	-	(243,754)	-	-	-	-	-	-	-	
Contributions from Developers										
12-5-63????-0923 Contributions from Developers	108,137	(68,804)	(33,750)	-		(30,000)	-	-	(1,000,000)	
12-5-69????-0923 Contributions from Developers	-	(519,924)	(250,000)	(213,515)	(35,000)	-	-	-	-	
Cost Recoveries										
12-5-63????-0960 Expense Recovery	-	(4,500)	-	-	-	-	-	-	-	
Debt Financing										
12-5-63????-0960 Debentures	-	-	-	-	-	-	-	-	(7,750,000)	
Donations										
12-5-61????-0960 Donations	(69,084)	(87,047)	(5,000)	-	(12,623)	(5,000)	(105,000)	(5,000)	(5,000)	
Gain/Loss on Sale of Assets										
12-5-69????-0949 Gain/Loss on Sale of Capital Equipment	(15,000)	(18,105)	-	(34,440)	-	-	-	-	-	
Grants										
12-5-63????-0310 Trillium	(135,000)	-	-	-	-	-	(150,000)	(150,000)	(150,000)	
12-5-69????-0333 OCIF	(190,192)	(113,314)	(175,733)	(175,733)	(152,250)	(144,189)	(144,189)	(144,189)	(144,189)	
12-5-69????-0350 Federal Gas Tax	(252,942)	(242,819)	(266,107)	(266,107)	(262,602)	(267,065)	(267,065)	(267,065)	(267,065)	
Revenue From the County										
12-5-69????-0415 Oxford County Revenue	-	(31,164)	(556,749)	(757,557)	-	-	-	-	-	
Tax-Supported Capital										
12-4-61????-8100 Transfer from Operating	-	-	-	(1,056)	-	-	-	-	-	
12-4-63????-8100 Transfer from Operating	(23,635)	(2,455)	-	-	-	(20,000)	-	-	-	
12-4-69????-8100 Transfer from Operating	(42,514)	(53,483)	-	-	-	-	-	-	-	
Transfers from Reserves and Reserve Funds										
12-4-69????-8010 Transfer from Sidewalk Reserve	(3,150)	-	(89,691)	(86,591)	(67,805)	(150,000)	(70,000)	(63,746)	-	
12-4-63????-8018 Transfer from COVID Reserve	-	(27,913)	-	(57,541)	-	-	-	-	-	
12-4-69????-8026 Transfer from Public Works Facilities Reserve	99,311	(543,335)	(493,686)	(643,368)	-	(300,000)	-	-	-	
12-4-69????-8027 Transfer from Public Works Equipment Reserve	(44,957)	(12,786)	(23,500)	(18,768)	(101,200)	(61,200)	(52,412)	(40,836)	(41,673)	
12-4-69????-8031 Transfer from Bridge Reserve	(16,090)	-	(2,030,415)	(1,345,197)	(497,750)	(725,000)	-	(25,000)	-	
12-4-69????-8032 Transfer from Roads Projects Reserve	(191,287)	-	(63,730)	(18,940)	(161,113)	(38,746)	(43,746)	-	(338,746)	
12-4-6????-8033 Transfer from Public Works Vehicles Reserve	(266,665)	(133,963)	(994,303)	(1,166,423)	(450,200)	(153,000)	(593,000)	(407,500)	(303,100)	
12-4-69????-8035 Transfer from Storm Water Management Network Reserve	-	-	(172,157)	(11,194)	(236,780)	-	(225,000)	(225,000)	-	
12-4-????-8036 Transfer from Roads Drainage	-	(107,973)	(41,853)	-	(25,000)	-	-	-	-	
12-4-82????-8038 Transfer from Storm Water Management Facility Reserve	(16,513)	-	(66,800)	(30,424)	(10,200)	(10,404)	(10,612)	(10,824)	(11,041)	
12-4-61????-8041 Transfer from Township Parks Reserve	(12,793)	(16,677)	(27,500)	(14,036)	(28,600)	(5,202)	(5,306)	(30,412)	(5,520)	
12-4-63????-8044 Transfer from Community Centres Reserve	(6,462)	(15,806)	(16,250)	(95,686)	(10,000)	(250,000)	-	-	(1,100,000)	
12-4-63????-8045 Transfer from Arena Reserve	(189,486)	(154,966)	(28,188)	(48,876)	(30,000)	-	(200,000)	-	-	
Total Public Works Capital Revenues	(1,268,321)	(2,398,788)	(5,335,412)	(4,985,452)	(2,081,123)	(2,159,806)	(1,866,330)	(1,369,573)	(11,116,334)	

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
<u>PUBLIC WORKS AND PARKS SERVICES CAPITAL EXPENDITURES</u>										
Annual Programs										
12-6-617?01-various		8,455	5,000	1,056	5,000	5,000	5,000	5,000	5,000	5 benches and 20 trees per year annual program
12-6-617?02-4876	138	-	5,000	4,396	5,100	5,202	5,306	5,412	5,520	annual chip replacements for safety
12-6-827?01-3045	7,950	-	10,000	-	10,200	10,404	10,612	10,824	11,041	tree and brush plantings at SWM facilities
12-6-697?01-3007			10,000	6,481	10,000	10,200	10,404	10,612	10,824	chainsaws, trimmers, power tools, etc.
12-6-697?02-3007			-	-	20,000	20,400	20,808	21,224	21,649	snow plow parts and blade replacements
2023 Capital Projects										
12-6-061343-4004 329/PW2122	19,795									
12-6-061431-4005	3,150									sidewalk addition
12-6-063100-3350	56,634									transit bus acquisition
12-6-163481-3017	23,635									laser level purchase as per Council 2023
12-6-612304-4012	10,695									playground chips and garbage can replacements
12-6-612305-4005	204,084	67,060								
12-6-632301-3017	8,422									replacement tables (30) @ \$250.00
12-6-632303-4420	189,486									chiller replacement, accessibility improvements, railings,
12-6-692301-3017	44,957									stump grinder and tree pruner
12-6-692302-3170	3,955									heritage and entrance/exit signage
12-6-692303-3350	212,219									speed radar trailer and utility truck
12-6-692305-various	460,209									fibre mat
12-6-692306-various	9,285									
12-6-692308-4003	13,707	8,900								bridge condition assessments
2024 Capital Projects										
12-6-612402-3170		-			7,623					2026 carry forward from 2024 donor recognition spray pad
12-6-612403-3017		21,645								flail mower and angle brush attachment
12-6-612404-4012		3,663								garbage receptacles for parks
12-6-612406-various		21,294								Hickson Trail bridge replacement
12-6-612407-4875		9,806								ag pavilion curtaining
12-6-612408-3740		400								compound fencing
12-6-612409-3010		312,558								Hickson land acquisition (parkland portion)
12-6-632401-4420		27,913		153,227						Tavistock Arena door accessibility upgrades
12-6-632402-4420		154,966								dressing room/curling club furnace, VFD
12-6-632403-3017		15,806								viewing area high table replacement + floor scrubber
12-6-692401-3017		12,786								snow pusher
12-6-692402-3350		130,423								deposit for grader ordered in 2024 to be received in 2025
12-6-692403-various		285,586								fibremat and pad
12-6-692404-various		8,039								historic pillar repair
12-6-692405-4004		64,396								pre-construction engineering
12-6-692406-3170		2,854								additional entrance/exit signage
12-6-692407-4004		9,358								pre-construction engineering
12-6-692408-4004/5		70,547								engineering and pre-construction
12-6-692409-3010		243,164								land purchase
12-6-692409-various		811,195		16,008						site work and building construction
12-6-692410-4005		63,533								Township roads share (road crossing)
12-6-842202-4005		44,439								Township roads share (road crossing)

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
PUBLIC WORKS AND PARKS SERVICES CAPITAL EXPENDITURES (cont'd)										
2025 Capital Projects										
12-6-612503-3395			7,000	4,275						picnic table replacements (10)
12-6-612504-3395			5,000	-						baseball bleacher updates (all 3 parks)
12-6-612505-3740			8,000	5,365						fencing repairs and updates
12-6-612506-3740			2,500	-						wrap @ Innerkip Diamond #1 (light interference)
12-6-632501-4420			18,688	44,756						as per CRSM Report 2024-02 (November 6, 2024)
12-6-632502-4003			50,000	-						to include refrigeration assessment, playground inspections
12-6-632503-4420			9,500	4,120						lobby and hallway painting, zamboni room heater
12-6-632504-3017			13,500	12,287						blade change apparatus, Jetwash with cart, floor swing-arm
12-6-692501-3350			994,303	1,200,863						new roll-off truck, zero-steer mower, loader replacements
12-6-692503-4005			2,407,255	1,760,400	20,000					replacement - demobilization costs not billed in 2025
12-6-692504-4005			1,272,283	1,446,881	80,000					reconstruction, top lift of asphalt in 2026
12-6-692505-4004			40,000	35,821						pre-engineering
12-6-692506-4004			40,000	9,588						pre-engineering
12-6-692507-4005			40,000	2,572						shed and property restoration
12-6-692508-3350			250,000	213,515						additional trackless
12-6-692509-4016			23,730	16,369						asphalt/concrete crushing
12-6-692510-4003			25,000	17,049						OSIM bridge review
12-6-822502-3740			50,000	30,424						includes pollination work on Ponds #6/7
12-6-822503-3007			6,800	-						rain gauges
12-6-842501-4005			41,853	-						Township roads share (road crossing)
2026 Capital Projects										
12-6-612603-3740					17,500					ball diamond fencing additions or repairs in all 3 parks
12-6-612604-4874					4,000					booth roof repairs
12-6-632601-3170					2,000					special event road closure signage
12-6-632602-4420					30,000					washroom partitions and toilet replacements and upgrades
12-6-632603-3017					17,700					refrigeration plant water softener, 2 new hockey nets and floor scrubber
12-6-632604-4420					10,000					attic hatch creation and internet access work
12-6-692603-4004					30,000					engineering for replacement below
12-6-692603-4005					600,000					replacement work
12-6-692604-4005					627,300					reconstruction - Township's share
12-6-692605-4003					35,000					ARA to provide update to study
12-6-692606-3017					53,500					shared shouldering apparatus with BB and Zorra, plow blade
12-6-692607-3350					450,200					tandem-axle plow, replacement 835 truck
12-6-692608-3170					11,000					village entrance signs (11) based on \$1,000/sign
12-6-692609-3170					10,000					1/2 load sign updates
12-6-842601-4005					25,000					Township roads share (road crossing)

Description	2023 Actual	2024 Actual	2025 Approved	2025 Actual	2026 Proposed	2027 Proposed	2028 Proposed	2029 Proposed	2030 Proposed	Notes
<u>PUBLIC WORKS AND PARKS SERVICES CAPITAL EXPENDITURES (cont'd)</u>										
2027 Capital Projects										
12-6-632701-4003						50,000				5-year update to the Parks and Rec Master Plan
12-6-632702-3350						153,000				
12-6-632703-4420						250,000				kitchen updates and transom window installation
12-6-692703-4005						700,000				
12-6-692704-4005						150,000				
12-6-692705-3017						30,600				
12-6-692706-4003						25,000				
12-6-692707-4004						50,000				
12-6-692708-4005						700,000				
2028 Capital Projects										
12-6-612803-4005							250,000			as per Recreation Advisory Committee - Innerkip spray pad
12-6-632801-4420							200,000			generator installation
12-6-692803-3350							593,000			
12-6-692804-4005							700,000			
12-6-692805-3017							21,200			
12-6-692806-4004							50,000			
2029 Capital Projects										
12-6-612903-4005								175,000		amend agreements for ball groups to 50/50 shared capital + user fees
12-6-632901-3350								142,200		Replacement of Vehicle 848 at end of useful life
12-6-632902-3017								9,000		floor scrubber (Tavistock Arena)
12-6-692903-4003								25,000		
12-6-692904-3350								265,300		
12-6-692905-4005								700,000		
2030 Capital Projects										
12-6-633001-4005									10,000,000	as per Recreation Advisory Committee - new indoor facility
12-6-633002-3350									303,100	
12-6-633002-3017									9,200	floor scrubber (Innerkip Community Centre)
12-6-693003-4005									750,000	
Total Public Works Capital Expenditures	1,268,321	2,398,788	5,335,412	4,985,452	2,081,123	2,159,806	1,866,330	1,369,573	11,116,334	

11-3-006420-9810					
Sidewalks					
	Year	Opening	Funding	Drawdown	Closing
	2026	195,730	56,100	67,805	184,025
<i>Fuhr Street Sidewalk Portion</i>	2027	184,025	100,000	150,000	134,025
<i>Woodstock Street Sidewalk Refurbishment</i>	2028	134,025	102,000	70,000	166,025
<i>Elizabeth Street Sidewalk Portion</i>	2029	166,025	104,040	63,746	206,319
<i>Balsam Street Sidewalk Portion</i>	2030	206,319	106,121	0	312,440

11-3-006420-9826					
Public Works Facilities					
	Year	Opening	Funding	Drawdown	Closing
	2026	371,648	102,000	0	473,648
<i>14th Line Resurfacing (Additional One-Time Funding)</i>	2027	473,648	104,040	300,000	277,688
	2028	277,688	106,121	0	383,808
	2029	383,808	108,243	0	492,052
	2030	492,052	110,408	0	602,460

11-3-006420-9827					
Public Works Equipment					
	Year	Opening	Funding	Drawdown	Closing
	2026	55,095	60,000	101,200	13,895
<i>Floor Scrubber (Tavistock Memorial Hall) + Annual Power Tool and Snowplow Blade Replacement</i>	2027	13,895	61,200	61,200	13,895
<i>Flail Mower Replacement + Annual Power Tool and Snowplow Blade Replacement</i>	2028	13,895	62,424	52,412	23,907
<i>Snowblower Replacement + Annual Power Tool and Snowplow Blade Replacement</i>	2029	23,907	63,672	40,836	46,743
<i>Floor Scrubber (Tavistock Arena) + Annual Power Tool and Snowplow Blade Replacement</i>	2030	46,743	64,946	41,673	70,016

Shouldering Apparatus (Shared with Blandford-Blenheim & Zorra)

11-3-006420-9831					
Bridges					
	Year	Opening	Funding	Drawdown	Closing
	2026	699,328	290,000	497,750	491,578
<i>Box Culvert 2015 Engineering and Replacement</i>	2027	491,578	295,800	725,000	62,378
<i>Box Culvert 2021 Replacement + OSIM Bridge Review</i>	2028	62,378	301,716	0	364,094
<i>OSIM Bridge Review</i>	2029	364,094	307,750	25,000	646,844
	2030	646,844	313,905	0	960,749

11-3-006420-9832					
Roads Capital Projects					
	Year	Opening	Funding	Drawdown	Closing
	2026	81,060	102,000	161,113	21,947
<i>Fuhr Street Reconstruction + Roads Needs Study</i>	2027	21,947	175,000	38,746	158,201
<i>Elizabeth Street Reconstruction Pre-Engineering + 14th Line Resurfacing</i>	2028	158,201	178,500	43,746	292,956
<i>Elizabeth Street Reconstruction + Balsam Street Reconstruction Pre-Engineering</i>	2029	292,956	182,070	0	475,026
<i>Balsam Street Reconstruction</i>	2030	475,026	185,711	338,746	321,992

11-3-006420-9833					
Public Works Vehicles					
Year	Opening	Funding	Drawdown	Closing	
2026	104,499	515,000	450,200	169,299	
2027	169,299	489,600	153,000	505,899	
2028	505,899	499,392	593,000	412,291	
2029	412,291	509,380	407,500	514,171	
2030	514,171	519,567	303,100	730,638	

Balance of Roll-off Truck #853, Parks Lead Hand Truck #856, Tandem Axle Dump Truck #831
 Ice Resurfacer
 Pick-Up Trucks #838 and #841 and Zero Steer Mower #845 + Single Axle Dump Truck
 Pick-Up Trucks #848 and #850 + Backhoe #826
 Trackless #840 and Zero Steer #839

11-3-006420-9834					
Streetlighting					
Year	Opening	Funding	Drawdown	Closing	
2026	209,240	0	0	209,240	
2027	209,240	0	0	209,240	
2028	209,240	0	0	209,240	
2029	209,240	0	0	209,240	
2030	209,240	0	0	209,240	

*ceasing contributions in 2025 until new lighting is considered

11-3-006420-9835					
Storm Water Network					
Year	Opening	Funding	Drawdown	Closing	
2026	426,308	126,969	236,780	316,497	
2027	316,497	129,508	0	446,005	
2028	446,005	132,099	225,000	353,104	
2029	353,104	134,741	225,000	262,844	
2030	262,844	137,435	0	400,280	

Stormwater Portion of Fuhr Street Reconstruction (per engineer's estimate)
 Projected Stormwater Portion of Elizabeth Street Reconstruction (per prior project proportionate share)
 Projected Stormwater Portion of Balsam Street Reconstruction (per prior project proportionate share)

11-3-006420-9836					
Roads Drainage					
Year	Opening	Funding	Drawdown	Closing	
2026	38,086	30,600	25,000	43,686	
2027	43,686	31,212	0	74,898	
2028	74,898	31,836	0	106,734	
2029	106,734	32,473	0	139,207	
2030	139,207	33,122	0	172,330	

*saving for unanticipated roads share of municipal drain projects

11-3-006420-9838					
Storm Water Facilities					
Year	Opening	Funding	Drawdown	Closing	
2026	433,228	51,000	10,200	474,028	
2027	474,028	52,020	10,404	515,644	
2028	515,644	53,060	10,612	558,092	
2029	558,092	54,122	10,824	601,389	
2030	601,389	55,204	11,041	645,553	

Annual Tree and Brush Plantings at SWM Facilities
 Annual Tree and Brush Plantings at SWM Facilities

11-3-006420-9841					
Township Parks					
Year	Opening	Funding	Drawdown	Closing	
2026	310,683	50,000	28,600	332,083	
2027	332,083	51,000	5,202	377,881	
2028	377,881	52,020	5,306	424,595	
2029	424,595	53,060	30,412	447,243	
2030	447,243	54,122	5,520	495,844	

Annual Playground Chip Maintenance + Fencing (all parks) + Signage + Hickson Park Concession
Annual Playground Chip Maintenance
Annual Playground Chip Maintenance
Annual Playground Chip Maintenance + Ball Diamond Lighting
Annual Playground Chip Maintenance

11-3-006420-9844					
Township Community Halls					
Year	Opening	Funding	Drawdown	Closing	
2026	382,018	204,000	10,000	576,018	
2027	576,018	208,080	250,000	534,098	
2028	534,098	212,242	0	746,340	
2029	746,340	216,486	0	962,826	
2030	962,826	220,816	1,100,000	83,643	

Attic Hatch @ Innerkip Community Centre
Kitchen and Window Upgrades @ Innerkip Community Centre

Multi-Use Recreation Facility

11-3-006420-9845					
Tavistock Arena					
Year	Opening	Funding	Drawdown	Closing	
2026	46,429	200,000	30,000	216,429	
2027	216,429	204,000	0	420,429	
2028	420,429	208,080	200,000	428,509	
2029	428,509	212,242	0	640,751	
2030	640,751	216,486	0	857,237	

Washroom Partition Replacements and Toilet Upgrades

Generator Addition

11-3-006420-9849					
Tavistock Spray Pad					
Year	Opening	Funding	Drawdown	Closing	
2026	7,623	0	7,623	0	
2027	0	0	0	0	
2028	0	0	0	0	
2029	0	0	0	0	
2030	0	0	0	0	

Donor recognition signage

**leftover fundraising amount for future amenities*

41-3-002499-9701 OCIF					
	Year	Opening	Funding	Drawdown	Closing
Fuhr Street Reconstruction	2026	8,061	144,189	152,250	0
14th Line Resurfacing	2027	0	144,189	144,189	0
Elizabeth Street Reconstruction	2028	0	144,189	144,189	0
Balsam Street Reconstruction	2029	0	144,189	144,189	0
15th Line Resurfacing	2030	0	144,189	144,189	0

44-3-002499-9704 (Obligatory Reserve Fund) Parks and Recreation Development Charges					
	Year	Opening	Funding	Drawdown	Closing
Pavilion Debt Payment	2026	452,366	120,000	6,575	565,791
Parks and Recreation Master Plan 5-Year Update + Pavilion Debt Payment	2027	565,791	120,000	36,575	649,216
Last Pavilion Debt Payment	2028	649,216	120,000	6,575	762,641
	2029	762,641	120,000	0	882,641
New Multi-Use Recreational Facility (MURF)	2030	882,641	120,000	1,000,000	2,641

45-3-002499-9705 (Obligatory Reserve Fund) Roads and Roads Related Development Charges					
	Year	Opening	Funding	Drawdown	Closing
Roads Needs Study + \$300k Borrowing for Hickson Fire Hall DC Funding	2026	929,126	100,000	335,000	694,126
	2027	694,126	112,750	0	806,876
	2028	806,876	162,750	0	969,626
	2029	969,626	162,750	0	1,132,376
	2030	1,132,376	212,750	0	1,345,126

borrow between funds
 interest from Fire DC
 interest from Fire DC plus \$50,000 repayment
 interest from Fire DC plus \$50,000 repayment
 interest from Fire DC plus \$100,000 repayment

47-3-002499-9709 Gas Tax					
	Year	Opening	Funding	Drawdown	Closing
Fuhr Street Reconstruction	2026	5,809	256,794	262,602	0
14th Line Resurfacing	2027	0	256,794	256,794	0
Elizabeth Street Reconstruction	2028	0	267,065	267,065	0
Balsam Street Reconstruction	2029	0	267,065	267,065	0
15th Line Resurfacing	2030	0	267,065	267,065	0

49-3-002499-9709 Cash-in-Lieu of Parkland					
	Year	Opening	Funding	Drawdown	Closing
	2026	83,935	10,000	0	93,935
	2027	93,935	10,000	0	103,935
	2028	103,935	10,000	0	113,935
	2029	113,935	10,000	0	123,935
	2030	123,935	10,000	0	133,935



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST ('000's)	YEARS	Actual										
							2025 ('000's)	2026 ('000's)	2027 ('000's)	2028 ('000's)	2029 ('000's)	2030 ('000's)	2031 ('000's)	2032 ('000's)	2033 ('000's)		
Vehicles (20)							2026										
<u>Pick-ups</u>																	
Office Pickup	Dodge RAM Warlock (Repurposed)	834	2022	2019	N/A	6	-	-	-	-	-	-	-	-	-	-	
Recreation Crew	Ford F150 (Repurposed)	836	2019	2019	N/A	6	-	-	-	-	-	-	-	-	-	-	
Department Manager	Ford F150 Hybrid	838	2022	2022	75	6	-	-	-	78.0	-	-	-	-	-	-	
Roads Crew	Dodge Ram 1500	841	2022	2020	65	6	-	-	-	67.6	-	-	-	-	-	-	
Recreation Supervisor	Dodge Ram 1500	848	2023	2022	65	6	-	-	-	-	73.2	-	-	-	-	-	
Parks Crew	Ford F150	850	2023	2023	65	6	-	-	-	-	69.0	-	-	-	-	-	
Public Works Foreman	2023 Dodge RAM	852	2025	2023	65	6	51.6	-	-	-	-	-	-	71.8	-	-	
Parks Foreman	Ford F250	856	2020	2020	70	6	-	70.0	-	-	-	-	-	-	78.8	-	
<u>Dump Trucks/Plows</u>																	
Single Axle	International HV607	832	2020	2020	400	8	-	-	-	416.2	-	-	-	-	-	-	
Roll-Off Truck	Freightliner	853	2026	2025	585	8	194.1	397.2	-	-	-	-	-	-	-	-	
Flatbed Truck (3-tonne)	F550	844	2023	2023	140	10	-	-	-	-	-	-	-	-	-	160.8	
Tandem Axle	Everest	857	2026	2026	380	8	-	380.2	-	-	-	-	-	-	-	-	
<u>Graders</u>																	
Grader	CAT	822	2020	2020	725	20	-	-	-	-	-	-	-	-	-	-	
Grader	Volvo	823	2004	2004	N/A	N/A	-	-	-	-	-	-	-	-	-	-	
Grader	CAT	851	2025	2025	725	20	606.5	-	-	-	-	-	-	-	-	-	
<u>Loaders/Backhoes</u>																	
Loader	CAT	854	2025	2025	375	15	320.0	-	-	-	-	-	-	-	-	-	
Backhoe	CASE	826	2014	2014	250	15	-	-	-	-	265.3	-	-	-	-	-	
<u>Mowers</u>																	
Zero-Steer	Kubota	839	2025	2025	30	5	23.3	-	-	-	-	-	32.5	-	-	-	
Zero-Steer	Kubota	845	2023	2023	30	5	-	-	-	31.2	-	-	-	-	-	34.5	
<u>Other</u>																	
Ice Resurfacer	Zamboni	N/A	2019	2019	150	8	-	-	153.0	-	-	-	-	-	-	-	
Tractor	John Deere 5100M	824	2016	2016	175	15	5.4	-	-	-	-	-	-	193.2	-	-	
Trackless		840	2020	2020	250	10	-	-	-	-	-	-	270.6	-	-	-	
Trackless (2nd)		855	2025	2025	250	10	213.5	-	-	-	-	-	-	-	-	-	
Tractor	John Deere 2032R	843	2022	2022	75	15	-	-	-	-	-	-	-	-	-	-	
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 1,414.4	\$ 847.4	\$ 153.0	\$ 593.0	\$ 407.5	\$ 303.1	\$ 265.0	\$ 78.8	\$ 195.3	
Tax Levy and/or To Reserves								\$ 520.0	\$ 480.0	\$ 489.6	\$ 499.4	\$ 509.4	\$ 519.6	\$ 530.0	\$ 540.6	\$ 551.4	
Development Charge Contribution								\$ 213.5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Proceeds of Disposition								\$ 53.4	\$ 35.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Public Works Vehicles Reserve							11-3-006420-9833	Opening Balance: 1,129.1	501.7	169.3	505.9	412.3	514.2	730.7	995.7	1,457.4	1,813.5

*includes inflationary increases on contributions and spending of 2% per year cumulative



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST ('000's)	YEARS	Projected											
							2034 ('000's)	2035 ('000's)	2036 ('000's)	2037 ('000's)	2038 ('000's)	2039 ('000's)	2040 ('000's)	2041 ('000's)	2042 ('000's)			
Vehicles (20)							2026											
<i>Pick-ups</i>																		
Office Pickup	Dodge RAM Warlock (Repurposed)	834	2022	2019	N/A	6	-	-	-	-	-	-	-	-	-			
Recreation Crew	Ford F150 (Repurposed)	836	2019	2019	N/A	6	-	-	-	-	-	-	-	-	-			
Department Manager	Ford F150 Hybrid	838	2022	2022	75	6	87.9	-	-	-	-	-	99.0	-	-			
Roads Crew	Dodge Ram 1500	841	2022	2020	65	6	76.2	-	-	-	-	-	85.8	-	-			
Recreation Supervisor	Dodge Ram 1500	848	2023	2022	65	6	-	77.7	-	-	-	-	-	87.5	-			
Parks Crew	Ford F150	850	2023	2023	65	6	-	77.7	-	-	-	-	-	87.5	-			
Public Works Foreman	2023 Dodge RAM	852	2025	2023	65	6	-	-	-	80.8	-	-	-	-	-			
Parks Foreman	Ford F250	856	2020	2020	70	6	-	-	-	-	88.8	-	-	-	-			
<i>Dump Trucks/Plows</i>																		
Single Axle	International HV607	832	2020	2020	400	8	-	-	487.6	-	-	-	-	-	-			
Roll-Off Truck	Freightliner	853	2026	2025	585	8	498.0	-	-	-	-	-	-	-	787.3			
Flatbed Truck (3-tonne)	F550	844	2023	2023	140	10	-	-	-	-	-	-	-	-	-			
Tandem Axle	Everest	857	2026	2026	380	8	445.2	-	-	-	-	-	-	-	521.7			
<i>Graders</i>																		
Grader	CAT	822	2020	2020	725	20	-	-	-	-	-	-	956.6	-	-			
Grader	Volvo	823	2004	2004	N/A	N/A	-	-	-	-	-	-	-	-	-			
Grader	CAT	851	2025	2025	725	20	-	-	-	-	-	-	-	-	-			
<i>Loaders/Backhoes</i>																		
Loader	CAT	854	2025	2025	375	15	-	-	-	-	-	-	494.8	-	-			
Backhoe	CASE	826	2014	2014	250	15	-	-	-	-	-	-	-	-	-			
<i>Mowers</i>																		
Zero-Steer	Kubota	839	2025	2025	30	5	-	35.9	-	-	-	-	39.6	-	-			
Zero-Steer	Kubota	845	2023	2023	30	5	-	-	-	-	38.0	-	-	-	-			
<i>Other</i>																		
Ice Resurfacer	Zamboni	N/A	2019	2019	150	8	-	179.3	-	-	-	-	-	-	-			
Tractor	John Deere 5100M	824	2016	2016	175	15	-	-	-	-	-	-	-	-	-			
Trackless		840	2020	2020	250	10	-	-	-	-	-	-	329.9	-	-			
Trackless (2nd)		855	2025	2025	250	10	-	298.8	-	-	-	-	-	-	-			
Tractor	John Deere 2032R	843	2022	2022	75	15	-	-	-	93.3	-	-	-	-	-			
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$ 1,107.2	\$ 669.3	\$ 487.6	\$ 174.1	\$ 126.8	\$ -	\$ 2,005.6	\$ 175.0	\$ 1,309.0			
Tax Levy and/or To Reserves							\$ 562.4	\$ 573.6	\$ 585.1	\$ 596.8	\$ 608.8	\$ 620.9	\$ 633.3	\$ 646.0	\$ 658.9			
Development Charge Contribution							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Proceeds of Disposition							\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Public Works Vehicles Reserve							11-3-006420-9833	Opening Balance: 1,129.1		1,268.6	1,173.0	1,270.6	1,693.3	2,175.2	2,796.2	1,423.9	1,895.0	1,244.9

*includes inflationary increases on contributions and spending of 2% per year cumulative



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Vehicle Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT		2043 (000's)	2044 (000's)	2045 (000's)	
					COST (000's)	YEARS				
Vehicles (20)					2026					
<i>Pick-ups</i>										
Office Pickup	Dodge RAM Warlock (Repurposed)	834	2022	2019	N/A	6	-	-	-	
Recreation Crew	Ford F150 (Repurposed)	836	2019	2019	N/A	6	-	-	-	
Department Manager	Ford F150 Hybrid	838	2022	2022	75	6	-	-	-	
Roads Crew	Dodge Ram 1500	841	2022	2020	65	6	-	-	-	
Recreation Supervisor	Dodge Ram 1500	848	2023	2022	65	6	-	-	-	
Parks Crew	Ford F150	850	2023	2023	65	6	-	-	-	
Public Works Foreman	2023 Dodge RAM	852	2025	2023	65	6	91.0	-	-	
Parks Foreman	Ford F250	856	2020	2020	70	6	-	100.0	-	
<i>Dump Trucks/Plows</i>										
Single Axle	International HV607	832	2020	2020	400	8	-	571.3	-	
Roll-Off Truck	Freightliner	853	2026	2025	585	8	-	-	-	
Flatbed Truck (3-tonne)	F550	844	2023	2023	140	10	196.0	-	-	
Tandem Axle	Everest	857	2026	2026	380	8	-	-	-	
<i>Graders</i>										
Grader	CAT	822	2020	2020	725	20	-	-	-	
Grader	Volvo	823	2004	2004	N/A	N/A	-	-	-	
Grader	CAT	851	2025	2025	725	20	-	-	1,056.2	
<i>Loaders/Backhoes</i>										
Loader	CAT	854	2025	2025	375	15	-	-	-	
Backhoe	CASE	826	2014	2014	250	15	-	357.1	-	
<i>Mowers</i>										
Zero-Steer	Kubota	839	2025	2025	30	5	-	-	43.7	
Zero-Steer	Kubota	845	2023	2023	30	5	42.0	-	-	
<i>Other</i>										
Ice Resurfacer	Zamboni	N/A	2019	2019	150	8	210.0	-	-	
Tractor	John Deere 5100M	824	2016	2016	175	15	-	-	-	
Trackless		840	2020	2020	250	10	-	-	-	
Trackless (2nd)		855	2025	2025	250	10	-	-	364.2	
Tractor	John Deere 2032R	843	2022	2022	75	15	-	-	-	
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 539.1	\$ 1,028.3	\$ 1,464.1
Tax Levy and/or To Reserves								\$ 672.1	\$ 685.6	\$ 699.3
Development Charge Contribution								\$ -	\$ -	\$ -
Proceeds of Disposition								\$ -	\$ -	\$ -
Public Works Vehicles Reserve										
			11-3-006420-9833		Opening Balance: 1,129.1		1,377.9	1,035.2	270.3	

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Equipment Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST (000's)	YEARS	Actual						
							2025 (000's)	2026 (000's)	2027 (000's)	2028 (000's)	2029 (000's)		
Vehicles (20)							2026						
<u>Graders</u>													
Pony Grader	HFL	N/A	2019	2019	10	15	-	-	-	-	-		
<u>Other</u>													
Flail Mower	Vortex	N/A	2019	2019	30	8	-	-	30.6	-	-		
Shouldering Attachment		N/A	2026	2026	45	15	-	45.0	-	-	-		
Grader Roller	TBD	N/A	2021	2021	30	20	-	-	-	-	-		
2nd Roller	TBD	TBD	2022	2022	30	20	-	-	-	-	-		
Snowblower	Pronovost	N/A	1996	1996	20	25	-	-	-	21.2	-		
Retriever	TBD	TBD	2022	2022	15	20	-	-	-	-	-		
Chainsaws, Trimmers, Small Equipment		827	various	various	10	annual	6.5	10.0	10.2	10.4	10.6		
Snowplow Blades and Parts		828	various	various	20	annual	-	20.0	20.4	20.8	21.2		
Drum Style Brush Chipper	Vermeer	829	2024	2024	95	15	-	-	-	-	-		
Arena Line Painting System	JetWash	N/A	2025	2025	10	15	9.1	-	-	-	-		
Blade Changer		N/A	2025	2025	3	10	3.2	-	-	-	-		
Floor Scrubber (Innerkip)		N/A	2022	2022	8.5	8	-	-	-	-	-		
Floor Scrubber (Tavistock Arena)		N/A	2023	2023	8.5	6	-	-	-	-	9.0		
Floor Scrubber (Hickson)		N/A	2024	2024	8.5	8	-	-	-	-	-		
Floor Scrubber (Tavistock)		N/A	2026	2026	8.5	8	-	8.5	-	-	-		
Plow (for pickup)	TBD	N/A	2022	2022	15	12	-	-	-	-	-		
Trailer	Action Series	846	2021	2021	20	10	-	-	-	-	-		
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 18.8	\$ 83.5	\$ 61.2	\$ 52.4	\$ 40.9	
Tax Levy and/or To Reserves								\$ 40.0	\$ 60.0	\$ 61.2	\$ 62.4	\$ 63.7	
Development Charge Contribution								\$ -	\$ -	\$ -	\$ -	\$ -	
Proceeds of Disposition								\$ -	\$ -	\$ -	\$ -	\$ -	
Public Works Equipment Reserve							11-3-006420-9827	Closing Balance: 33.9	55.1	31.6	31.6	41.6	64.4

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Equipment Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT		2030 (000's)	2031 (000's)	2032 (000's)	2033 (000's)	2034 (000's)					
					COST (000's)	YEARS										
Vehicles (20)					2026											
<u>Graders</u>																
Pony Grader	HFL	N/A	2019	2019	10	15	-	-	-	-	11.7					
<u>Other</u>																
Flail Mower	Vortex	N/A	2019	2019	30	8	-	-	-	-	-					
Shouldering Attachment		N/A	2026	2026	45	15	-	-	-	-	-					
Grader Roller	TBD	N/A	2021	2021	30	20	-	-	-	-	-					
2nd Roller	TBD	TBD	2022	2022	30	20	-	-	-	-	-					
Snowblower	Pronovost	N/A	1996	1996	20	25	-	-	-	-	-					
Retriever	TBD	TBD	2022	2022	15	20	-	-	-	-	-					
Chainsaws, Trimmers, Small Equipment		827	various	various	10	annual	10.8	11.0	11.3	11.5	11.7					
Snowplow Blades and Parts		828	various	various	20	annual	21.6	22.1	22.5	23.0	23.4					
Drum Style Brush Chipper	Vermeer	829	2024	2024	95	15	-	-	-	-	-					
Arena Line Painting System	JetWash	N/A	2025	2025	10	15	-	-	-	-	-					
Blade Changer		N/A	2025	2025	3	10	-	-	-	-	-					
Floor Scrubber (Innerkip)		N/A	2022	2022	8.5	8	9.2	-	-	-	-					
Floor Scrubber (Tavistock Arena)		N/A	2023	2023	8.5	6	-	-	-	-	-					
Floor Scrubber (Hickson)		N/A	2024	2024	8.5	8	-	-	9.6	-	-					
Floor Scrubber (Tavistock)		N/A	2026	2026	8.5	8	-	-	-	-	10.0					
Plow (for pickup)	TBD	N/A	2022	2022	15	12	-	-	-	-	17.6					
Trailer	Action Series	846	2021	2021	20	10	-	22.1	-	-	-					
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$	41.7	\$	55.2	\$	43.4	\$	34.5	\$	74.4
Tax Levy and/or To Reserves							\$	64.9	\$	66.2	\$	67.6	\$	68.9	\$	70.3
Development Charge Contribution							\$	-	\$	-	\$	-	\$	-	\$	-
Proceeds of Disposition							\$	-	\$	-	\$	-	\$	-	\$	-
Public Works Equipment Reserve							11-3-006420-9827	Closing Balance:	33.9	87.7	98.7	122.9	157.4	153.3		

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Equipment Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT COST (000's)	YEARS	Projected						
							2026	2035 (000's)	2036 (000's)	2037 (000's)	2038 (000's)	2039 (000's)	
Vehicles (20)													
Graders													
Pony Grader	HFL	N/A	2019	2019	10	15	-	-	-	-	-		
Other													
Flail Mower	Vortex	N/A	2019	2019	30	8	35.9	-	-	-	-		
Shouldering Attachment		N/A	2026	2026	45	15	-	-	-	-	-		
Grader Roller	TBD	N/A	2021	2021	30	20	-	-	-	-	-		
2nd Roller	TBD	TBD	2022	2022	30	20	-	-	-	-	-		
Snowblower	Pronovost	N/A	1996	1996	20	25	-	-	-	-	-		
Retriever	TBD	TBD	2022	2022	15	20	-	-	-	-	-		
Chainsaws, Trimmers, Small Equipment		827	various	various	10	annual	12.0	12.2	12.4	12.7	12.9		
Snowplow Blades and Parts		828	various	various	20	annual	23.9	24.4	24.9	25.4	25.9		
Drum Style Brush Chipper	Vermeer	829	2024	2024	95	15	-	-	-	-	122.9		
Arena Line Painting System	JetWash	N/A	2025	2025	10	15	-	-	-	-	-		
Blade Changer		N/A	2025	2025	3	10	3.7	-	-	-	-		
Floor Scrubber (Innerkip)		N/A	2022	2022	8.5	8	-	-	-	10.8	-		
Floor Scrubber (Tavistock Arena)		N/A	2023	2023	8.5	6	10.4	-	-	-	-		
Floor Scrubber (Hickson)		N/A	2024	2024	8.5	8	-	-	-	-	-		
Floor Scrubber (Tavistock)		N/A	2026	2026	8.5	8	-	-	-	-	-		
Plow (for pickup)	TBD	N/A	2022	2022	15	12	-	-	-	-	-		
Trailer	Action Series	846	2021	2021	20	10	-	-	-	-	-		
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 85.7	\$ 36.6	\$ 37.3	\$ 48.8	\$ 161.7	
Tax Levy and/or To Reserves								\$ 71.7	\$ 73.1	\$ 74.6	\$ 76.1	\$ 77.6	
Development Charge Contribution								\$ -	\$ -	\$ -	\$ -	\$ -	
Proceeds of Disposition								\$ -	\$ -	\$ -	\$ -	\$ -	
Public Works Equipment Reserve							11-3-006420-9827	Closing Balance: 33.9	139.3	175.8	213.1	240.4	156.3

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Equipment Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT	YEARS	2040	2041	2042	2043	2044		
					COST (000's)		(000's)	(000's)	(000's)	(000's)			
Vehicles (20)					2026								
<u>Graders</u>													
Pony Grader	HFL	N/A	2019	2019	10	15	-	-	-	-	-		
<u>Other</u>													
Flail Mower	Vortex	N/A	2019	2019	30	8	-	-	-	42.0	-		
Shouldering Attachment		N/A	2026	2026	45	15	-	60.6	-	-	-		
Grader Roller	TBD	N/A	2021	2021	30	20	-	40.4	-	-	-		
2nd Roller	TBD	TBD	2022	2022	30	20	-	-	41.2	-	-		
Snowblower	Pronovost	N/A	1996	1996	20	25	-	-	-	-	-		
Retriever	TBD	TBD	2022	2022	15	20	-	-	20.6	-	-		
Chainsaws, Trimmers, Small Equipment		827	various	various	10	annual	13.2	13.5	13.7	14.0	14.3		
Snowplow Blades and Parts		828	various	various	20	annual	26.4	26.9	27.5	28.0	28.6		
Drum Style Brush Chipper	Vermeer	829	2024	2024	95	15	-	-	-	-	-		
Arena Line Painting System	JetWash	N/A	2025	2025	10	15	13.5	-	-	-	-		
Blade Changer		N/A	2025	2025	3	10	-	-	-	-	-		
Floor Scrubber (Innerkip)		N/A	2022	2022	8.5	8	-	-	-	-	-		
Floor Scrubber (Tavistock Arena)		N/A	2023	2023	8.5	6	-	11.4	-	-	-		
Floor Scrubber (Hickson)		N/A	2024	2024	8.5	8	11.2	-	-	-	-		
Floor Scrubber (Tavistock)		N/A	2026	2026	8.5	8	-	-	11.7	-	-		
Plow (for pickup)	TBD	N/A	2022	2022	15	12	-	-	-	-	-		
Trailer	Action Series	846	2021	2021	20	10	-	13.5	-	-	-		
TOTAL YEARLY EQUIPMENT REPLACEMENT								\$ 64.3	\$ 166.2	\$ 114.6	\$ 84.0	\$ 42.8	
Tax Levy and/or To Reserves								\$ 79.2	\$ 80.8	\$ 82.4	\$ 84.0	\$ 85.7	
Development Charge Contribution								\$ -	\$ -	\$ -	\$ -	\$ -	
Proceeds of Disposition								\$ -	\$ -	\$ -	\$ -	\$ -	
Public Works Equipment Reserve							11-3-006420-9827	Closing Balance: 33.9	171.2	85.8	53.5	53.5	96.4

**includes inflationary increases on contributions and spending of 2% per year cumulative*



**Township of East Zorra-Tavistock
Infrastructure and Community Services
20-Year Equipment Replacement Schedule**

ITEM	MODEL TYPE	TOWNSHIP VEHICLE #	IN SERVICE YEAR	MODEL YEAR	REPLACEMENT		2045 (000's)	
					COST (000's)	YEARS		
Vehicles (20)					2026			
<u>Graders</u>								
Pony Grader	HFL	N/A	2019	2019	10	15	-	
<u>Other</u>								
Flail Mower	Vortex	N/A	2019	2019	30	8	-	
Shouldering Attachment		N/A	2026	2026	45	15	-	
Grader Roller	TBD	N/A	2021	2021	30	20	-	
2nd Roller	TBD	TBD	2022	2022	30	20	-	
Snowblower	Pronovost	N/A	1996	1996	20	25	-	
Retriever	TBD	TBD	2022	2022	15	20	-	
Chainsaws, Trimmers, Small Equipment		827	various	various	10	annual	14.6	
Snowplow Blades and Parts		828	various	various	20	annual	29.1	
Drum Style Brush Chipper	Vermeer	829	2024	2024	95	15	-	
Arena Line Painting System	JetWash	N/A	2025	2025	10	15	-	
Blade Changer		N/A	2025	2025	3	10	4.5	
Floor Scrubber (Innerkip)		N/A	2022	2022	8.5	8	-	
Floor Scrubber (Tavistock Arena)		N/A	2023	2023	8.5	6	-	
Floor Scrubber (Hickson)		N/A	2024	2024	8.5	8	-	
Floor Scrubber (Tavistock)		N/A	2026	2026	8.5	8	-	
Plow (for pickup)	TBD	N/A	2022	2022	15	12	-	
Trailer	Action Series	846	2021	2021	20	10	-	
TOTAL YEARLY EQUIPMENT REPLACEMENT							\$	48.2
Tax Levy and/or To Reserves							\$	87.4
Development Charge Contribution							\$	-
Proceeds of Disposition							\$	-
Public Works Equipment Reserve								
			11-3-006420-9827	Closing Balance:	33.9		135.6	

**includes inflationary increases on contributions and spending of 2% per year cumulative*