



# Staff Report

## Corporate & Financial Services

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**Report To:** COW- Admin, Corp and Finance, SI, Comm. Services  
**Meeting Date:** November 17, 2025  
**Report Number:** CFS.25.062  
**Title:** Q3 2025 Financial Analysis and Capital Project Status  
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### A. Recommendations

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THAT Council receive Staff Report CFS.25.062, entitled “Q3 2025 Financial Analysis and Capital Project Status”, for information purposes.

### B. Overview

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This report outlines the Town’s unaudited financial activities for the nine months ended September 30th, 2025. The analysis below will focus on operating results for the entire organization and results within individual departments/divisions. Commentary will concentrate on areas where staff feel additional attention is needed. The report will also provide the status of capital projects approved in the 2025 capital budget, bid awards that have occurred and finally the Development Charges that have been collected. This analysis is crucial to inform Council on variances early so appropriate corrective action can be taken. From an Operational analysis standpoint, this report **will focus on the Tax Supported divisions** and a separate User Fee supported report will come forward in December when time permits.

#### Q3 2025 – Key Highlights

##### 1) Overall Position Remains Stable

- At the end of Q3, the Town is forecasting a modest year-end deficit of \$369,948, representing approximately 1.5% of the municipal tax levy.
- This is a very manageable variance for an operating budget of this size and reflects strong departmental control despite mid-year pressures.

##### 2) Revenues Are Trending Positively

- Total revenues are forecasted to exceed budget by \$1.68 million (105%) – noting that this is due to the Municipal Accommodation Tax (MAT) not being included in the 2025 budget as the project was still in the development stages.

- Taxation revenues remain stable.
- Grants & Donations remain slightly below budget due to OMPF timing, but this is not a concern.

### 3) Legal Expenses Continue to Be the Major Pressure

- Legal costs were flagged in Q2 as an area to watch, and Q3 confirms that trend.
- Year-end legal expenses are now forecasted to be \$340,462 over budget (251%).
  - The main contributors include: Planning/OLT matters: \$282,491; CIP matters: \$52,141; HR matters: \$46,485 and By-law matters: \$41,970.
- Legal activity remains unpredictable and reflects matters largely beyond the Town's control, particularly OLT cases.

### 4) Salaries and Benefits Remain On Track

- Salaries are forecasted to be 99% of budget, and benefits 98%, indicating stable staffing levels and minimal variance in personnel-related costs.
- This demonstrates strong budget adherence across all divisions.

### 5) Operating & Administrative Expenses Elevated

- Forecasted to be \$2.6 million over budget (118%). With the largest driver is the (MAT) program (\$2.9M), whose program particulars were unknown at the time of 2025 budget development.
- Other timing-related and program-related costs contribute to the increase.

## **Total 2025 Forecast vs Budget – Financial Analysis**

Based on Q3 results and updated projections, the Town is now forecasting a year-end deficit of approximately \$486,111. While this is an increase from earlier estimates, it remains very modest in the context of the Town's \$23.1 million tax levy—representing roughly 2% of the levy. For a municipal operating budget of this scale, a variance of this size is considered manageable and does not indicate systemic financial concerns. The updated forecast reflects more complete information on year-to-date activity, particularly within expense categories and transfers.

#### 1) Revenue Performance

- Total revenues are forecasted to exceed budget by \$1.72 million (105%), largely driven by the (MAT) revenues \$2.9M not being included in the 2025 budget as the project was still in the development stages.

#### 2) Expense Pressures

- Total expenses are forecasted to exceed budget by \$2.51 million (107%), with the largest driver being the (MAT) program (\$2.9M), whose program particulars were unknown at the time of 2025 budget development. This amount is then offset by the unbudgeted revenue of \$2.9M to net to zero (\$0).
- Beyond that the most significant driver continues to be Legal Expenses, which were explicitly identified in Q2 as an area to monitor closely. As anticipated at that time,

legal activity has continued to increase, and the Town is now projecting a year-end over-expenditure of approximately \$340,462. The key contributors include Planning/OLT, CIP and HR matters.

- These pressures reflect the reality that legal activity is inherently unpredictable, as volumes and durations of matters—especially OLT appeals—are outside the Town’s direct control. This type of variability is common across Ontario municipalities.
- Other expense categories are performing within an acceptable range, particularly:
  - Salaries and benefits, forecasted at 98–99% (effectively on target)
  - Communications and personnel/training, both below budget
  - Operating & administrative expenses, higher primarily due to unbudgeted MAT program costs and other non-recurring items. The increase in Operating & Administrative Expenses is consistent with new program responsibilities that were not fully known or defined at the time the 2025 budget was prepared (e.g., MAT program particulars).

### 3) Transfers & Reserve Management

- Transfers to and from reserves are broadly in line with expectations when timing is considered. While some YTD variances appear large, they align with planned year-end activity reflected in the forecast, and do not contribute meaningfully to the deficit.

### 4) Overall Outlook

- Despite ongoing legal pressures and some mid-year expense increases, the Town is projecting a very modest deficit relative to the overall levy. This suggests:
  - Effective departmental management in navigating mid-year cost pressures;
  - Strong revenue performance helping to offset expense challenges; and
  - Healthy financial resilience within the current-year operating plan.

The forecasted deficit is manageable and Staff will continue to monitor, while ensuring mitigation measures are considered for future budget cycles.

## **C. Background**

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Regular quarterly reporting on the Town’s financial activity is a crucial component of prudent financial management. It serves the purpose of comparing actual financial results against planned or budgeted figures to identify deviations, analyze their causes and take any corrective actions. This report is being brought forward to provide Council and the Public a snapshot of the Town’s financial activity for the nine months ended September 30<sup>th</sup>, 2025 and a full year forecast to December 31<sup>st</sup>, 2025

## **D. Analysis**

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The analysis below will provide a high-level overview of the financial activities for the nine months ending September 30<sup>th</sup>, 2025 along with a full year forecast to December 31<sup>st</sup>, 2025. It will include operating activities, capital projects, purchasing awards and Development Charge

receipts. Commentary has been limited to significant variances and no commentary is provided for Transfer to/from Reserves as these transactions occur at year end.




**Operating Variance Analysis**

When reviewing departmental performance at Q3, staff use two slightly different evaluation approaches depending on whether the analysis is focused on **operational departments as a whole** or on **revenues and expenses individually**.

For **department-level analysis**, a broader range is used. Many departments operate with a close relationship between revenues and expenses—for example, Recreation, Building, and various user-fee-supported programs. In these cases, both revenues and expenses may track proportionally, meaning a department could appear at **50% of its total net budget** at Q3 and still be fully on track. Factors such as seasonal activity, program timing, and billing cycles also influence results. As a result, staff evaluate departments using a wider “on track” range to account for these operational realities, and apply professional judgment where seasonal patterns or known timing differences explain variances.




When analyzing **revenues and expenses separately**, staff apply a more sensitive set of criteria. Under-collection of revenues can identify potential budget risks earlier in the year, while overspending on expenses may signal emerging pressures that require monitoring. In this context, tighter thresholds are used to help isolate areas where year-end results may differ from the approved budget. This dual approach allows for a more accurate assessment: broad enough to reflect operational trends at the departmental level, while precise enough to identify risks within individual revenue or expense lines.

The table below details the criteria used for **Departmental Analysis**.




Code	Threshold Range	Interpretation	Recommended Action / Commentary
	<b>50% – 85% of budget spent (expenses) 50% – 85% of budget received (revenues)</b>	On track. Reflects normal operational pacing and the relationship between departmental revenues and expenses. Variances are typically timing-related or seasonal.	No action required beyond regular monitoring.
	<b>35% – 49% or 86% – 95% of budget spent/received</b>	Slight variance. May reflect delayed program delivery, seasonal swings, vacancies, or timing of billing/collections.	Provide brief explanation and continue monitoring to ensure year-end alignment.
	<b>&lt; 35% or &gt; 95% of budget spent/received</b>	Material variance. Indicates potentially delayed work or emerging financial pressures.	Requires detailed explanation and corrective action if necessary.

Note: For many departments, revenues and expenses move in tandem. A department may be at 50% of budget at Q3 and still be fully on track. Staff apply professional judgment where seasonal activity or timing differences explain variances.

The table below details the criteria used for **Revenue Analysis**.

Code	Threshold Range	Interpretation	Recommended Action / Commentary
	<b>60% – 90% collected</b>	On track. Reflects expected seasonal or cyclical collection patterns.	No action required beyond regular monitoring.
	<b>40% – 59% or 91% - 100% collected</b>	Low collection (40–59%) may signal reduced activity or timing issues. High collection (>90%) may reflect front-loaded billing or seasonal peaks.	Provide brief explanation and continue monitoring to ensure year-end alignment.
	<b>&lt; 40% collected</b>	Under-collection suggests a potential year-end revenue shortfall or reduced demand.	Explanation and possible mitigation required.

The table below details the criteria used for **Expense Analysis**.

Code	Threshold Range	Interpretation	Recommended Action / Commentary
	<b>50% – 85% of budget spent</b>	On track. Normal operational pacing; under 75% is often expected due to timing, procurement cycles, or vacancies.	No action required beyond regular monitoring.
	<b>35% – 49% or 86% – 95% of budget spent/received</b>	Variance likely driven by timing, delayed invoices, seasonal work, or early commitments.	Provide brief explanation and continue monitoring to ensure year-end alignment.
	<b>&lt; 35% or &gt; 95% of budget spent/received</b>	Significant variance indicating delays in program delivery or potential overspend pressure. Explanation and possible mitigation required.	Explanation and possible mitigation required.

Summary by Department

DEPARTMENT	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Council</b>	✓	(52,915)	(117,687)	64,772	55%	(118,037)	(350)	-100%	166,368	(219,284)	-132%
Administration											
CAO	✓	(106,557)	(166,779)	60,222	36%	(156,107)	10,672	-94%	(34,046)	(72,511)	-213%
Clerks	✓	(164,179)	(292,888)	128,709	44%	(229,094)	63,794	-78%	(64,604)	(99,575)	-154%
Human Resources	⚠	(231,187)	(259,192)	28,005	11%	(299,426)	(40,234)	-116%	(60,355)	(170,833)	-283%
Strategic Initiatives	✗	(82,619)	(968,720)	886,101	91%	(570,089)	398,631	-59%	(221,817)	139,198	63%
<b>Administration Total</b>		-\$ 584,542	-\$ 1,687,579	\$ 1,103,037		-\$ 1,254,715	\$ 432,864		-\$ 380,821	-\$ 203,721	
Corporate Administration											
Taxation	✓	24,257,925	23,091,910	1,166,015	5%	23,672,925	581,015	103%	24,551,292	(293,367)	-1%
Corporate Administration	⚠	1,490,198	3,359,692	(1,869,494)	-56%	1,878,166	(1,481,526)	56%	1,298,727	191,471	15%
Conservation Authority	✓	(638,536)	(605,872)	(32,664)	-5%	(660,511)	(54,639)	-109%	(556,600)	(81,936)	-15%
Debt Repayments	✗	(487,332)	(244,205)	(243,127)	-100%	(244,204)	1	-100%	(318,747)	(168,585)	-53%
Health & Social Services	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Ontario Provincial Police	✓	(2,464,154)	(3,305,604)	841,450	25%	(3,285,147)	20,457	-99%	(2,355,772)	(108,382)	-5%
<b>Corporate Administration Total</b>		\$ 22,158,102	\$ 22,295,921	-\$ 137,819		\$ 21,361,229	-\$ 934,692		\$ 22,618,901	-\$ 460,798	
Corporate and Financial Services											
Finance	✓	(372,727)	(468,425)	95,698	20%	(395,585)	72,840	-84%	68,968	(441,696)	-640%
Information Technology	✓	(531,726)	(638,485)	106,759	17%	(775,507)	(137,022)	-121%	333,720	(865,446)	-259%
Fleet & Facilities	✗	(52,852)	(7,392)	(45,460)	-615%	(17,142)	(9,750)	-232%	(598,895)	546,043	91%
<b>Corporate &amp; Financial Total</b>		-\$ 957,305	-\$ 1,114,302	\$ 156,997		-\$ 1,188,235	-\$ 73,933		-\$ 196,207	-\$ 761,098	
<b>Fire and Rescue Services</b>	✓	(2,185,000)	(3,238,752)	1,053,752	33%	(3,274,944)	(36,192)	-101%	(1,290,092)	(894,908)	-69%
Planning and Development Services											
Planning	⚠	(920,135)	(1,022,611)	102,476	10%	(1,233,712)	(211,101)	-121%	(1,043,754)	123,619	12%
Development Engineering	✗	(86,920)	-	(86,920)	N/A	(195,704)	(195,704)	N/A	(534,527)	447,606	84%
<b>Planning &amp; Development Total</b>		-\$ 1,007,055	-\$ 1,022,611	\$ 15,556		-\$ 1,429,416	-\$ 406,805		-\$ 1,578,280	\$ 571,225	
Community Services											
Beaver Valley Community Centre	⚠	(633,595)	(729,190)	95,595	13%	(755,949)	(26,759)	-104%	(367,197)	(266,398)	-73%
By-Law	✓	(537,322)	(739,310)	201,988	27%	(709,515)	29,795	-96%	(724,099)	186,777	26%
Cemetery	✓	(56,169)	(128,755)	72,586	56%	(45,193)	83,562	-35%	(79,836)	23,667	30%
Community Services Admin	⚠	(226,946)	(637,163)	410,217	64%	(609,648)	27,515	-96%	132,649	(359,595)	-271%
Parks and Trails	✓	(938,850)	(1,462,504)	523,654	36%	(1,401,225)	61,279	-96%	(750,417)	(188,433)	-25%
Short-Term Accommodation & Licensing	⚠	(168,266)	-	(168,266)	N/A	0	0	N/A	99,153	(267,419)	-270%
Tomahawk	✓	106,150	(2,383)	108,533	4554%	62,879	65,262	2639%	13,847	92,303	667%
Transit	✓	(44,738)	(112,117)	67,379	60%	(112,117)	-	-100%	(71,174)	26,436	37%
<b>Community Services Total</b>		-\$ 2,499,736	-\$ 3,811,422	\$ 1,311,686	34%	-\$ 3,570,768	\$ 240,654	-94%	-\$ 1,747,074	-\$ 752,662	-43%

Summary by Department (Cont'd)

IT	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
Operations											
Capital Project Management	✓	(112,243)	(199,527)	87,284	44%	(149,104)	50,423	-75%	(212,041)	99,798	47%
Garbage Collection	⚠	(1,372,776)	(2,118,861)	746,085	35%	(2,098,272)	20,589	-99%	(1,340,746)	(32,031)	-2%
Landfill	⚠	(852,329)	(1,336,477)	484,148	36%	(1,252,389)	84,088	-94%	(404,770)	(447,558)	-111%
Operations Admin	✓	(347,669)	(766,929)	419,260	55%	(751,964)	14,965	-98%	347,076	(694,745)	-200%
Roads and Drainage	✓	(3,548,023)	(5,352,083)	1,804,060	34%	(5,393,841)	(41,758)	-101%	(2,327,004)	(1,221,019)	-52%
Sustainability	⚠	(52,238)	(276,051)	223,813	81%	(112,016)	164,035	-41%	(154,297)	102,059	66%
<b>Operations Total</b>		<b>-\$ 6,285,278</b>	<b>-\$ 10,049,928</b>	<b>\$ 3,764,650</b>	<b>37%</b>	<b>-\$ 9,757,586</b>	<b>\$ 292,342</b>	<b>-97%</b>	<b>-\$ 4,091,782</b>	<b>-\$ 2,193,496</b>	<b>-54%</b>
Library	✓	(977,867)	(1,253,640)	275,773	22%	(1,253,640)	0	-100%	(713,536)	(264,331)	-37%
<b>Total Tax Supported Programs</b>		<b>\$ 7,608,404</b>	<b>\$ -</b>	<b>\$ 7,608,404</b>		<b>-\$ 486,111</b>	<b>-\$ 486,111</b>		<b>\$ 12,787,477</b>	<b>-\$ 5,179,073</b>	<b>-41%</b>
Building	✓	311,642	(710,380)	(398,738)	-56%	516,955	(193,425)	-73%	672,600	360,958	54%
Harbour	✓	276,321	12,599	(263,722)	-2093%	107,817	(95,218)	856%	302,228	(25,907)	-9%
Water	✓	1,564,761	1,908,218	343,457	18%	2,261,026	(352,808)	118%	1,601,423	(36,662)	-2%
Wastewater	✓	951,750	1,043,954	(92,204)	-9%	1,325,390	(281,436)	127%	1,488,226	(536,476)	-36%
<b>Total User Fee Supported Programs</b>		<b>\$ 2,481,191</b>	<b>\$ 2,254,391</b>	<b>-\$ 411,207</b>		<b>\$ 3,177,278</b>	<b>-\$ 922,887</b>		<b>\$ 2,719,277</b>	<b>-\$ 238,086</b>	<b>-9%</b>

### Summary by Expense Type (Taxation)

EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	⚠	618,010	1,804,368	(1,186,358)	-66%	1,761,835	(42,533)	98%	1,216,069	(598,059)	-49%
External Revenues	✅	6,291,838	7,398,906	(1,107,068)	-15%	8,581,214	1,182,308	116%	3,161,029	3,130,809	99%
Subsidies	✅	(48,687)	(69,500)	20,813	30%	(63,076)	6,424	-91%	(67,304)	18,617	28%
Taxation	✅	24,257,925	23,091,910	1,166,015	5%	23,672,925	581,015	103%	24,551,292	(293,367)	-1%
<b>Total Revenues</b>		\$ 31,119,086	\$ 32,225,684	\$ (1,106,598)	-3%	\$ 33,952,898	\$ 1,727,214	105%	\$ 28,861,086	\$ 2,258,000	8%
<b>Expenses</b>											
Salaries	✅	9,960,631	13,554,366	3,593,735	27%	13,370,588	183,778	99%	8,152,297	(1,808,335)	-22%
Benefits	✅	3,013,256	4,154,289	1,141,033	27%	4,064,543	89,746	98%	2,551,231	(462,025)	-18%
Operating & Administrative Expenses	✅	11,268,534	14,319,615	3,051,081	21%	16,928,995	(2,609,380)	118%	9,770,879	(1,497,655)	-15%
Communications	✅	216,641	342,090	125,449	37%	267,479	74,611	78%	204,518	(12,123)	-6%
Personnel and Training	✅	241,054	469,555	228,501	49%	311,481	158,074	66%	273,548	32,495	12%
Legal Expenses	❌	461,874	225,000	(236,874)	-105%	565,462	(340,462)	251%	424,871	(37,003)	-9%
Consulting	❌	366,937	1,433,304	1,066,367	74%	1,439,096	(5,792)	100%	682,145	315,207	46%
<b>Total Expenses</b>		\$ 25,528,928	\$ 34,498,219	\$ 8,969,291	26%	\$ 36,947,645	\$ (2,449,426)	107%	\$ 22,059,488	\$ (3,469,439)	-16%
<b>Subtotal</b>		\$ 5,590,159	\$ (2,272,535)	\$ 7,862,694	346%	\$ (2,994,748)	\$ (722,213)	-132%	\$ 6,801,598	\$ (1,211,439)	-18%
<b>Transfers</b>											
Transfers to Reserves	N/A	(140,322)	(2,642,862)	2,502,540	95%	(2,401,086)	241,776	-91%	3,959,274	(4,099,596)	-104%
Transfers from Reserves	N/A	-	1,298,735	(1,298,735)	-100%	1,305,379	6,644	101%	156,979	(156,979)	-100%
Transfers from Development Charges	N/A	-	703,605	(703,605)	-100%	691,286	(12,319)	98%	59,088	(59,088)	-100%
Transfers to Other Divisions	✅	2,158,567	2,913,057	(754,490)	-26%	2,913,057	-	100%	1,810,539	348,028	19%
<b>Total Transfers</b>		\$ 2,018,245	\$ 2,272,535	\$ (254,290)	-11%	\$ 2,508,636	\$ 236,101	110%	\$ 5,985,880	\$ (3,967,634)	-66%
<b>Net Surplus (Deficit)</b>		\$ 7,608,404	\$ -	\$ 7,608,404		\$ (486,111)	\$ (486,111)	N/A	\$ 12,787,477	\$ (5,179,073)	

The chart above identifies the following when analyzing the Q3 Actuals versus the Budget:

- 1) Grants & Donations is identified as a cautionary item due to the timing of the Ontario Municipal Partnership Fund (OMPF) transfer. While the year-end total is expected to be slightly below budget, this variance is driven by timing and is not considered a material concern.
- 2) Legal Expenses is identified as an area of concern (also raised in Q2). Based on current trends, legal costs are forecasted to end the year with an unfavourable variance of approximately (\$340,462). The primary drivers of these pressures include:

- a. Planning/OLT matters: \$282,491
  - b. CIP matters: \$52,141
  - c. HR matters: \$46,485
- 3) Consulting is identified as an area of concern due mainly to the lag in expenses, this is primarily due to the timing of expenses for the following projects:
- a. WW Collection Master Plan – work is ongoing
  - b. Facility Condition Assessments – work is in progress
  - c. CIP Review – not yet started
  - d. Thornbury Landfill Remediation Plan – not yet started
  - e. LT Financial Plan & UF Study (noting that Phase 1 is to complete an efficiency review of the Purchasing Division) – work is in progress internally with the expectation of a legal review of the By-law to follow.

All other Revenues/Expenses are within acceptable limits.

**Departmental Analysis**

<b>COUNCIL</b>											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✘	-	50,850	(50,850)	-100%	-	50,850	-	840	(840)	-100%
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ 50,850	\$ (50,850)	-100%	\$ -	\$ (50,850)	-	\$ 840	\$ (840)	-100%
<b>Expenses</b>											
Salaries	✔	249,955	309,702	59,747	19%	333,274	(23,572)	108%	169,070	(80,886)	-48%
Benefits	✔	78,945	103,850	24,905	24%	107,046	(3,196)	103%	62,226	(16,720)	-27%
Operating & Administrative Expenses	⚠	15,903	88,900	72,997	82%	37,767	51,133	42%	4,212	(11,691)	-278%
Communications	✔	-	3,050	3,050	100%	-	3,050	-	1,944	1,944	100%
Personnel and Training	⚠	17,123	41,000	23,877	58%	30,664	10,336	75%	40,399	23,276	58%
Legal Expenses	N/A	482	-	(482)	N/A	590	(590)	N/A	-	(482)	N/A
Consulting	N/A	87	-	(87)	N/A	107	(107)	N/A	1,741	1,653	95%
<b>Total Expenses</b>		\$ 362,496	\$ 546,502	\$ 184,006	34%	\$ 509,447	\$ 37,055	93%	\$ 279,591	\$ (82,905)	-30%
<b>Subtotal</b>		\$ (362,496)	\$ (495,652)	\$ 133,156	27%	\$ (509,447)	\$ 13,795	-103%	\$ (278,751)	\$ (83,745)	-30%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	(35,000)	35,000	100%	(35,000)	-	-100%	35,000	(35,000)	-100%
Transfers from Reserves	N/A	-	-	-	N/A	13,444	(13,444)	N/A	139	(139)	-100%
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	309,581	412,965	(103,384)	-25%	412,965	-	100%	409,981	(100,399)	-24%
<b>Total Transfers</b>		\$ 309,581	\$ 377,965	\$ (68,384)	-18%	\$ 391,409	\$ (13,444)	104%	\$ 445,120	\$ (135,538)	-30%
<b>Net Surplus (Deficit)</b>		\$ (52,915)	\$ (117,687)	\$ 64,772	55%	\$ (118,037)	\$ 350	-100%	\$ 166,368	\$ (219,284)	-132%

Staff have identified Grants and Donations revenue as a minor issue as no revenue has been recorded as of Q3 2025. This is a minor issue as the revenue received here is directly offset by donation expenses.

All other line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

CAO											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	✓	232,029	320,329	88,300	28%	309,372	10,957	97%	211,459	(20,570)	-10%
Benefits	✓	65,327	96,659	31,332	32%	87,102	9,557	90%	63,049	(2,277)	-4%
Operating & Administrative Expenses	✓	1,841	4,975	3,134	63%	6,313	(1,338)	127%	4,881	3,040	62%
Communications	✓	-	1,750	1,750	100%	1,750	-	100%	389	389	100%
Personnel and Training	✗	18,250	20,050	1,800	9%	28,554	(8,504)	142%	17,560	(691)	-4%
Legal Expenses	✓	4,347	10,000	5,653	57%	10,000	-	100%	17,126	12,779	75%
Consulting	N/A	-	-	-	N/A	-	-	N/A	2,972	2,972	100%
<b>Total Expenses</b>		\$ 321,795	\$ 453,763	\$ 131,968	29%	\$ 443,091	\$ 10,672	98%	\$ 317,436	\$ (4,359)	-1%
<b>Subtotal</b>		\$ (321,795)	\$ (453,763)	\$ 131,968	29%	\$ (443,091)	\$ (10,672)	-98%	\$ (317,436)	\$ (4,359)	-1%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	215,238	286,984	(71,746)	-25%	286,984	-	100%	283,391	(68,153)	-24%
<b>Total Transfers</b>		\$ 215,238	\$ 286,984	\$ (71,746)	-25%	\$ 286,984	\$ -	100%	\$ 283,391	\$ (68,153)	-24%
<b>Net Surplus (Deficit)</b>		\$ (106,557)	\$ (166,779)	\$ 60,222	36%	\$ (156,107)	\$ (10,672)	-94%	\$ (34,046)	\$ (72,511)	-213%

Personnel and Training is slightly higher than expected due to additional courses that were unknown at the time of budget but is fully offset within the entire department budget.

CLERKS											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	12,759	17,500	(4,741)	-27%	15,532	(1,968)	89%	16,344	(3,585)	-22%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 12,759	\$ 17,500	\$ (4,741)	-27%	\$ 15,532	\$ (1,968)	89%	\$ 16,344	\$ (3,585)	-22%
<b>Expenses</b>											
Salaries	✓	247,032	376,064	129,032	34%	329,376	46,688	88%	203,993	(43,039)	-21%
Benefits	✓	78,642	120,236	41,594	35%	110,275	9,961	92%	69,996	(8,646)	-12%
Operating & Administrative Expenses	✗	6,497	3,700	(2,797)	-76%	7,969	(4,269)	215%	814	(5,682)	-698%
Communications	✓	50	1,575	1,525	97%	67	1,508	4%	753	702	93%
Personnel and Training	✓	2,680	5,750	3,070	53%	3,137	2,613	55%	5,343	2,663	50%
Legal Expenses	✓	763	15,250	14,487	95%	5,500	9,750	36%	4,651	3,887	84%
Consulting	!	564	200	(364)	-182%	690	(490)	345%	422	(142)	-34%
<b>Total Expenses</b>		\$ 336,229	\$ 522,775	\$ 186,546	36%	\$ 457,014	\$ 65,761	87%	\$ 285,972	\$ (50,257)	-18%
<b>Subtotal</b>		\$ (323,470)	\$ (505,275)	\$ 181,805	36%	\$ (441,482)	\$ (63,793)	-87%	\$ (269,628)	\$ (53,842)	-20%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	159,291	212,388	(53,097)	-25%	212,388	-	100%	205,024	(45,733)	-22%
<b>Total Transfers</b>		\$ 159,291	\$ 212,388	\$ (53,097)	-25%	\$ 212,388	\$ -	100%	\$ 205,024	\$ (45,733)	-22%
<b>Net Surplus (Deficit)</b>		\$ (164,179)	\$ (292,887)	\$ 128,708	44%	\$ (229,094)	\$ (63,793)	-78%	\$ (64,604)	\$ (99,575)	-154%

Operating and Administrative Expenses are showing well over budget due to expenses in the Marriage License program which ultimately is cost neutral when we charge the Marriage License fee. No other items of note. All line items are within acceptable limits and changes from the prior year and are consistent with staff expectations.

HUMAN RESOURCES											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	✓	311,488	422,159	110,671	26%	415,317	6,842	98%	233,860	(77,628)	-33%
Benefits	✓	94,916	129,148	34,232	27%	129,060	88	100%	76,044	(18,871)	-25%
Operating & Administrative Expenses	✓	11,976	14,800	2,824	19%	14,677	123	99%	6,926	(5,050)	-73%
Communications	✓	12,023	17,113	5,090	30%	14,265	2,848	83%	11,169	(854)	-8%
Personnel and Training	⚠	18,643	40,150	21,507	54%	21,991	18,159	55%	23,815	5,172	22%
Legal Expenses	✗	45,695	10,000	(35,695)	-357%	58,133	(48,133)	581%	57,907	12,211	21%
Consulting	✗	22,333	7,000	(15,333)	-219%	27,164	(20,164)	388%	25,716	3,384	13%
<b>Total Expenses</b>		\$ 517,073	\$ 640,370	\$ 123,297	19%	\$ 680,607	\$ (40,237)	106%	\$ 435,437	\$ (81,636)	-19%
<b>Subtotal</b>		\$ (517,073)	\$ (640,370)	\$ 123,297	19%	\$ (680,607)	\$ 40,237	-106%	\$ (435,437)	\$ (81,636)	-19%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	285,886	381,181	(95,295)	-25%	381,181	-	100%	375,083	(89,197)	-24%
<b>Total Transfers</b>		\$ 285,886	\$ 381,181	\$ (95,295)	-25%	\$ 381,181	\$ -	100%	\$ 375,083	\$ (89,197)	-24%
<b>Net Surplus (Deficit)</b>		\$ (231,187)	\$ (259,189)	\$ 28,002	11%	\$ (299,426)	\$ 40,237	-116%	\$ (60,355)	\$ (170,833)	-283%

Legal expenses are well above budget. Legal items are difficult to effectively budget and there have been unexpected legal matters in 2025. Staff will continue to monitor. Consulting expenses are over budget due to unexpected costs related to the recruitment of vacant staff positions.

STRATEGIC INITIATIVES											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	⚠	6,738	-	6,738	N/A	8,235	(8,235)	N/A	34,141	(27,403)	-80%
External Revenues	✖	1,358,490	-	1,358,490	N/A	2,919,012	2,919,012	N/A	-	1,358,490	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 1,365,228	\$ -	\$ 1,365,228	N/A	\$ 2,927,247	\$ 2,927,247	N/A	\$ 34,141	\$ 1,331,087	3899%
<b>Expenses</b>											
Salaries	⚠	382,084	720,158	338,074	47%	491,300	228,858	68%	268,606	(113,478)	-42%
Benefits	✖	110,827	232,445	121,618	52%	120,552	111,893	52%	93,134	(17,693)	-19%
Operating & Administrative Expenses	✖	1,144,489	295,150	(849,339)	-288%	3,137,194	(2,842,044)	1063%	127,227	(1,017,262)	-800%
Communications	⚠	25,839	42,860	17,021	40%	32,595	10,265	76%	36,414	10,575	29%
Personnel and Training	✖	18,909	20,400	1,491	7%	22,870	(2,470)	112%	10,138	(8,771)	-87%
Legal Expenses	✓	397	-	(397)	N/A	529	(529)	N/A	2,494	2,097	84%
Consulting	✖	29,959	-	(29,959)	N/A	34,588	(34,588)	N/A	10	(29,949)	-294772%
<b>Total Expenses</b>		\$ 1,712,503	\$ 1,311,013	\$ (401,490)	-31%	\$ 3,839,628	\$ (2,528,615)	293%	\$ 538,023	\$ (1,174,480)	-218%
<b>Subtotal</b>		\$ (347,276)	\$ (1,311,013)	\$ 963,737	74%	\$ (912,381)	\$ (398,632)	-70%	\$ (503,882)	\$ 156,607	31%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	1,617	(1,617)	-100%
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	264,656	342,292	(77,636)	-23%	342,292	-	100%	280,449	(15,793)	-6%
<b>Total Transfers</b>		\$ 264,656	\$ 342,292	\$ (77,636)	-23%	\$ 342,292	\$ -	100%	\$ 282,066	\$ (17,409)	-6%
<b>Net Surplus (Deficit)</b>		\$ (82,619)	\$ (968,721)	\$ 886,102	91%	\$ (570,089)	\$ (398,632)	-59%	\$ (221,817)	\$ 139,198	63%

The variance in operating and administrative expenses has been identified as a minor issue. The overage in this line item is largely attributed to Municipal Accommodation Tax (MAT) transfer payments to the BMVA (\$953,554). The MAT program generated revenue of \$1,353,381, in Q2 of 2025, which offsets these payments. As mentioned above the MAT program was still being developed during the 2025 Budget and thus was not budgeted, noting that it would be a self-sustaining department meaning that any surplus would be transferred to reserves.

Salaries and benefits are identified as they are lower than budget due mainly to both the Communications Coordinator and Customer Service Representative not being hired at this time.

Consulting costs are related to the Gateway Signage project and the budget for this project was approved in 2024. These costs are potentially capital in nature and may be reallocated at year-end.

CORPORATE ADMINISTRATION											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	⚠	363,875	1,495,500	(1,131,625)	-76%	1,495,500	-	100%	1,012,725	(648,850)	-64%
External Revenues	⚠	1,567,764	1,888,025	(320,261)	-17%	1,042,222	(845,803)	55%	789,272	778,493	99%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 1,931,639	\$ 3,383,525	\$ (1,451,886)	-43%	\$ 2,537,722	\$ (845,803)	75%	\$ 1,801,997	\$ 129,643	7%
<b>Expenses</b>											
Salaries	✖	13,573	(238,580)	(252,153)	-106%	18,097	(256,677)	8%	187,344	173,772	93%
Benefits	✖	91,565	(71,812)	(163,377)	-228%	186,424	(258,236)	260%	43,441	(48,124)	-111%
Operating & Administrative Expenses	⚠	57,180	158,600	101,420	64%	136,032	22,568	86%	55,531	(1,649)	-3%
Communications	✓	44,816	87,625	42,809	49%	51,949	35,676	59%	49,128	4,311	9%
Personnel and Training	✓	7,990	13,000	5,010	39%	10,654	2,346	82%	10,016	2,026	20%
Legal Expenses	✖	39,234	25,000	(14,234)	-57%	55,615	(30,615)	222%	41,408	2,174	5%
Consulting	⚠	187,082	1,123,252	936,170	83%	1,153,569	(30,317)	103%	436,288	249,206	57%
<b>Total Expenses</b>		\$ 441,441	\$ 1,097,085	\$ 655,644	60%	\$ 1,612,341	\$ (515,256)	147%	\$ 823,157	\$ 381,716	46%
<b>Subtotal</b>		\$ 1,490,198	\$ 2,286,440	\$ (796,242)	-35%	\$ 925,381	\$ 1,361,059	40%	\$ 978,840	\$ 511,358	52%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	325,000	(325,000)	-100%
Transfers from Reserves	N/A	-	526,205	(526,205)	-100%	526,205	-	100%	7,186	(7,186)	-100%
Transfers from Development Charges	N/A	-	547,047	(547,047)	-100%	426,580	120,467	78%	-	-	N/A
Transfers to Other Divisions	N/A	-	-	-	N/A	-	-	N/A	(12,299)	12,299	100%
<b>Total Transfers</b>		\$ -	\$ 1,073,252	\$ (1,073,252)	-100%	\$ 952,785	\$ 120,467	89%	\$ 319,887	\$ (319,887)	-100%
<b>Net Surplus (Deficit)</b>		\$ 1,490,198	\$ 3,359,692	\$ (1,869,494)	-56%	\$ 1,878,166	\$ 1,481,526	56%	\$ 1,298,727	\$ 191,471	15%

Grants and Donations is identified as a minor issue due to the timing of OMPF payments as the Q3 payment had not yet been received.

External revenues is identified as a minor issue noting that the Supplementary Taxes are budgeted under Corporate Administration however, the actual revenues are recorded under taxation, these amounts are at the expected level.

Salaries and Benefits is identified as a major issue as the vacancy factor that was budgeted for 2025 is included here. Based on the expense analysis noted above it is expected that Salaries and Benefits will finish the year at budget.

Operating and Administrative expenses is identified as a minor issue due mainly to the timing of expenditures.

Legal expenses are identified as a significant issue. The expense category is over budget due to items identified in the expense analysis at the beginning of this report.

Consulting is also being identified as a minor issue due mainly to the timing of expenses of projects such as the Official Plan Update, the WW Collection Master Plan and the Facility Condition Assessments.

CONSERVATION AUTHORITY											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Benefits	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Operating & Administrative Expenses	ⓘ	614,359	573,636	(40,723)	-7%	628,275	(54,639)	110%	525,526	(88,833)	-17%
Communications	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Personnel and Training	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 614,359	\$ 573,636	\$ (40,723)	-7%	\$ 628,275	\$ (54,639)	110%	\$ 525,526	\$ (88,833)	-17%
<b>Subtotal</b>		\$ (614,359)	\$ (573,636)	\$ (40,723)	-7%	\$ (628,275)	\$ 54,639	-110%	\$ (525,526)	\$ (88,833)	-17%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(24,177)	(32,236)	8,059	25%	(32,236)	-	-100%	(31,075)	6,898	22%
<b>Total Transfers</b>		\$ (24,177)	\$ (32,236)	\$ 8,059	25%	\$ (32,236)	\$ -	-100%	\$ (31,075)	\$ 6,898	22%
<b>Net Surplus (Deficit)</b>		\$ (638,536)	\$ (605,872)	\$ (32,664)	-5%	\$ (660,511)	\$ 54,639	-109%	\$ (556,600)	\$ (81,936)	-15%

Operating and Administrative Expenses are being highlighted as a minor issue as all payment for the Conservation Authorities have been made by the end of the third quarter, it is noted that the increase in the Capital Levy for the GSCA was not budgeted in error.

DEBT REPAYMENTS											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	10,200	10,200	-	-	10,200	-	100%	7,650	2,550	33%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 10,200	\$ 10,200	\$ -	-	\$ 10,200	\$ -	100%	\$ 7,650	\$ 2,550	33%
<b>Expenses</b>											
Salaries	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Benefits	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Operating & Administrative Expenses	⚠	497,532	998,564	501,032	50%	998,564	-	100%	533,522	35,990	7%
Communications	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Personnel and Training	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 497,532	\$ 998,564	\$ 501,032	50%	\$ 998,564	\$ -	100%	\$ 533,522	\$ 35,990	7%
<b>Subtotal</b>		\$ (487,332)	\$ (988,364)	\$ 501,032	51%	\$ (988,364)	\$ -	-100%	\$ (525,872)	\$ 38,540	7%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	599,184	(599,184)	-100%	599,184	-	100%	148,037	(148,037)	-100%
Transfers from Development Charges	N/A	-	144,976	(144,976)	-100%	144,976	-	100%	59,088	(59,088)	-100%
Transfers to Other Divisions	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Transfers</b>		\$ -	\$ 744,160	\$ (744,160)	-100%	\$ 744,160	\$ -	100%	\$ 207,125	\$ (207,125)	-100%
<b>Net Surplus (Deficit)</b>		\$ (487,332)	\$ (244,204)	\$ (243,128)	-100%	\$ (244,204)	\$ -	-100%	\$ (318,747)	\$ (168,585)	-53%

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

HEALTH & SOCIAL SERVICES											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Benefits	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Operating & Administrative Expenses	⚠	-	25,000	25,000	100%	25,000	-	100%	-	-	N/A
Communications	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Personnel and Training	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ -	\$ 25,000	\$ 25,000	100%	\$ 25,000	\$ -	100%	\$ -	\$ -	N/A
<b>Subtotal</b>		\$ -	\$ (25,000)	\$ 25,000	100%	\$ (25,000)	\$ -	-100%	\$ -	\$ -	N/A
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	25,000	(25,000)	-100%	25,000	-	100%	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Transfers</b>		\$ -	\$ 25,000	\$ (25,000)	-100%	\$ 25,000	\$ -	100%	\$ -	\$ -	N/A
<b>Net Surplus (Deficit)</b>		\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	N/A	\$ -	\$ -	N/A

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

ONTARIO PROVINCIAL POLICE											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	⚠	-	9,000	(9,000)	-100%	9,000	-	100%	8,695	(8,695)	-100%
External Revenues	✓	5,785	5,000	785	16%	7,455	2,455	149%	4,627	1,157	25%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 5,785	\$ 14,000	\$ (8,215)	-59%	\$ 16,455	\$ 2,455	118%	\$ 13,323	\$ (7,538)	-57%
<b>Expenses</b>											
Salaries	✓	830	1,200	370	31%	1,107	93	92%	-	(830)	N/A
Benefits	✓	-	2,000	2,000	100%	-	2,000	-	2,629	2,629	100%
Operating & Administrative Expenses	✓	2,214,528	2,967,763	753,235	25%	2,959,417	8,346	100%	2,154,578	(59,950)	-3%
Communications	✓	-	1,000	1,000	100%	1,000	-	100%	-	-	N/A
Personnel and Training	✓	2,342	11,775	9,433	80%	4,212	7,563	36%	1,294	(1,048)	-81%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 2,217,700	\$ 2,983,738	\$ 766,038	26%	\$ 2,965,736	\$ 18,002	99%	\$ 2,158,500	\$ (59,199)	-3%
<b>Subtotal</b>		\$ (2,211,915)	\$ (2,969,738)	\$ 757,823	26%	\$ (2,949,281)	\$ (20,457)	-99%	\$ (2,145,178)	\$ (66,737)	-3%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(252,239)	(335,866)	83,628	25%	(335,866)	-	-100%	(210,594)	(41,645)	-20%
<b>Total Transfers</b>		\$ (252,239)	\$ (335,866)	\$ 83,628	25%	\$ (335,866)	\$ -	-100%	\$ (210,594)	\$ (41,645)	-20%
<b>Net Surplus (Deficit)</b>		\$ (2,464,154)	\$ (3,305,604)	\$ 841,450	25%	\$ (3,285,147)	\$ (20,457)	-99%	\$ (2,355,772)	\$ (108,382)	-5%

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

FINANCE											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✔	11,404	2,500	8,904	356%	2,500	-	100%	16,330	(4,925)	-30%
External Revenues	✔	41,585	61,000	(19,415)	-32%	116,043	55,043	190%	40,005	1,580	4%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 52,989	\$ 63,500	\$ (10,511)	-17%	\$ 118,543	\$ 55,043	187%	\$ 56,335	\$ (3,345)	-6%
<b>Expenses</b>											
Salaries	✔	857,184	1,153,352	296,168	26%	1,142,912	10,440	99%	704,114	(153,070)	-22%
Benefits	✔	267,236	376,343	109,107	29%	367,938	8,405	98%	235,168	(32,069)	-14%
Operating & Administrative Expenses	⚠	16,422	61,200	44,778	73%	60,077	1,123	98%	14,847	(1,576)	-11%
Communications	✔	3,594	5,600	2,006	36%	4,510	1,090	81%	2,374	(1,220)	-51%
Personnel and Training	⚠	11,789	11,800	11	0%	14,289	(2,489)	121%	14,755	2,966	20%
Legal Expenses	⚠	12,827	-	(12,827)	N/A	22,925	(22,925)	N/A	4,686	(8,141)	-174%
Consulting	⚠	63,706	5,000	(58,706)	-1174%	90,988	(85,988)	1820%	53,469	(10,237)	-19%
<b>Total Expenses</b>		\$ 1,232,759	\$ 1,613,295	\$ 380,536	24%	\$ 1,703,639	\$ (90,344)	106%	\$ 1,029,412	\$ (203,348)	-20%
<b>Subtotal</b>		\$ (1,179,770)	\$ (1,549,795)	\$ 370,025	24%	\$ (1,585,096)	\$ 35,301	-102%	\$ (973,077)	\$ (206,693)	-21%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	108,148	(108,148)	N/A	-	-	N/A
Transfers to Other Divisions	N/A	807,043	1,081,362	(274,319)	-25%	1,081,362	-	100%	1,042,045	(235,003)	-23%
<b>Total Transfers</b>		\$ 807,043	\$ 1,081,362	\$ (274,319)	-25%	\$ 1,189,510	\$ (108,148)	110%	\$ 1,042,045	\$ (235,003)	-23%
<b>Net Surplus (Deficit)</b>		\$ (372,727)	\$ (468,433)	\$ 95,706	20%	\$ (395,585)	\$ (72,848)	-84%	\$ 68,968	\$ (441,696)	-640%

Operating & Administrative Expenses are noted as a minor variance and is favourable to budget at this point as Audit fees have not yet been recognized.

Personnel and Training expenses are highlighted a minor variance and is expected to finish the year at slightly above budget. This is due mainly to requirements for staff that were not budgeted appropriately (i.e. the department now includes Chartered Accountants with ongoing professional requirements which was not considered as part of the development of the 2025 budget in error).

Legal and Consulting expenses are over budget due to the continuation of the appeal of the Development Charges Background Study. These expenses will be funded through Development Charges at the end of the year.

INFORMATION TECHNOLOGY											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	17,145	-	17,145	N/A	19,865	19,865	N/A	9,925	7,220	73%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 17,145	\$ -	\$ 17,145	N/A	\$ 19,865	\$ 19,865	N/A	\$ 9,925	\$ 7,220	73%
<b>Expenses</b>											
Salaries	⚠	507,775	582,465	74,690	13%	652,034	(69,569)	112%	388,047	(119,729)	-31%
Benefits	⚠	163,431	187,541	24,110	13%	225,518	(37,977)	120%	140,896	(22,535)	-16%
Operating & Administrative Expenses	⚠	641,249	734,667	93,418	13%	745,267	(10,600)	101%	552,719	(88,531)	-16%
Communications	✗	80,209	48,200	(32,009)	-66%	99,973	(51,773)	207%	28,492	(51,717)	-182%
Personnel and Training	✓	7,557	14,100	6,543	46%	9,195	4,905	65%	11,289	3,732	33%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	4,582	4,582	100%
Consulting	✓	24,183	35,000	10,817	31%	26,870	8,130	77%	30,284	6,100	20%
<b>Total Expenses</b>		\$ 1,424,404	\$ 1,601,973	\$ 177,569	11%	\$ 1,758,856	\$ (156,883)	110%	\$ 1,156,308	\$ (268,097)	-23%
<b>Subtotal</b>		\$ (1,407,259)	\$ (1,601,973)	\$ 194,714	12%	\$ (1,738,992)	\$ 137,019	-109%	\$ (1,146,383)	\$ (260,877)	-23%
<b>Transfers</b>											
Transfers to Reserves	N/A	(15,837)	(225,009)	209,172	93%	(225,009)	-	-100%	365,805	(381,642)	-104%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	891,371	1,188,494	(297,124)	-25%	1,188,494	-	100%	1,114,297	(222,927)	-20%
<b>Total Transfers</b>		\$ 875,534	\$ 963,485	\$ (87,951)	-9%	\$ 963,485	\$ -	100%	\$ 1,480,103	\$ (604,569)	-41%
<b>Net Surplus (Deficit)</b>		\$ (531,726)	\$ (638,488)	\$ 106,762	17%	\$ (775,507)	\$ 137,019	-121%	\$ 333,720	\$ (865,446)	-259%

Salaries and Benefits is unfavourable to budget due mainly to the GIS Specialist position being transferred from the Planning & Development division to IT during 2025, this is fully offset in the Planning & Development division, this is also offset by a portion of the Senior GIS Specialist wages being supported through OCIF funding for their work on Asset Management.

Communication variance relates to a change in how telephone charges are distributed to departments/divisions. The budget overage here is offset by positive variances for telephone expenses in other departments. Overall, the communications expense category is in line with expectations.

FLEET & FACILITIES											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	ⓘ	9,432	256,200	(246,768)	-96%	281,300	25,100	110%	113,908	(104,476)	-92%
Subsidies	N/A	(20)	-	(20)	N/A	-	-	N/A	-	(20)	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 9,412	\$ 256,200	\$ (246,788)	-96%	\$ 281,300	\$ 25,100	110%	\$ 113,908	\$ (104,496)	-92%
<b>Expenses</b>											
Salaries	✓	119,359	161,052	41,693	26%	159,145	1,907	99%	82,479	(36,880)	-45%
Benefits	✓	39,521	48,775	9,254	19%	52,384	(3,609)	107%	28,014	(11,507)	-41%
Operating & Administrative Expenses	✓	1,448,307	2,002,900	554,593	28%	2,037,290	(34,390)	102%	1,430,829	(17,477)	-1%
Communications	N/A	-	-	-	N/A	-	-	N/A	179	179	100%
Personnel and Training	✓	370	2,100	1,730	82%	452	1,648	22%	763	393	51%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	331	-	(331)	N/A	405	(405)	N/A	107	(223)	-208%
<b>Total Expenses</b>		\$ 1,607,888	\$ 2,214,827	\$ 606,939	27%	\$ 2,249,676	\$ (34,849)	102%	\$ 1,542,372	\$ (65,515)	-4%
<b>Subtotal</b>		\$ (1,598,476)	\$ (1,958,627)	\$ 360,151	18%	\$ (1,968,376)	\$ 9,749	-100%	\$ (1,428,465)	\$ (170,011)	-12%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	(223,229)	223,229	100%	(223,229)	-	-100%	287,000	(287,000)	-100%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	1,545,624	2,174,463	(628,840)	-29%	2,174,463	-	100%	542,569	1,003,054	185%
<b>Total Transfers</b>		\$ 1,545,624	\$ 1,951,234	\$ (405,611)	-21%	\$ 1,951,234	\$ -	100%	\$ 829,569	\$ 716,054	86%
<b>Net Surplus (Deficit)</b>		\$ (52,852)	\$ (7,393)	\$ (45,459)	-615%	\$ (17,142)	\$ 9,749	-232%	\$ (598,895)	\$ 546,043	91%

External revenue is flagged as a minor issue as revenue at the end of Q3 2025 is significantly below the 2025 budget estimate. This is considered a timing difference at this point and staff will monitor this revenue stream as the year progresses. Revenue is equity gain related to the Town's fleet and will be realized when vehicles are sold.

No other items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

FIRE AND RESCUE SERVICES											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✔	11,595	11,000	595	5%	11,595	(595)	105%	5,057	6,538	129%
External Revenues	✔	129,114	67,000	62,114	93%	129,114	62,114	193%	70,874	58,240	82%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 140,709	\$ 78,000	\$ 62,709	80%	\$ 140,709	\$ 62,709	180%	\$ 75,930	\$ 64,778	85%
<b>Expenses</b>											
Salaries	⚠	1,408,826	1,792,337	383,511	21%	1,989,698	(197,361)	111%	996,639	(412,187)	-41%
Benefits	⚠	352,683	491,395	138,712	28%	458,779	32,616	93%	274,722	(77,961)	-28%
Operating & Administrative Expenses	✔	161,874	220,110	58,236	26%	225,744	(5,634)	103%	170,977	9,103	5%
Communications	✔	33,304	60,867	27,563	45%	41,082	19,785	67%	34,452	1,148	3%
Personnel and Training	⚠	26,185	82,950	56,766	68%	32,288	50,662	39%	27,134	949	3%
Legal Expenses	N/A	-	750	750	100%	-	750	-	916	916	100%
Consulting	N/A	138	450	312	69%	168	282	37%	306	168	55%
<b>Total Expenses</b>		\$ 1,983,009	\$ 2,648,859	\$ 665,850	25%	\$ 2,747,759	\$ (98,900)	104%	\$ 1,505,145	\$ (477,864)	-32%
<b>Subtotal</b>		\$ (1,842,301)	\$ (2,570,859)	\$ 728,558	28%	\$ (2,607,050)	\$ 36,191	-101%	\$ (1,429,215)	\$ (413,086)	-29%
<b>Transfers</b>											
Transfers to Reserves	N/A	(23,092)	(245,557)	222,465	91%	(245,557)	-	-100%	454,198	(477,290)	-105%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(319,608)	(422,337)	102,730	24%	(422,337)	-	-100%	(315,075)	(4,532)	-1%
<b>Total Transfers</b>		\$ (342,700)	\$ (667,894)	\$ 325,195	49%	\$ (667,894)	\$ -	-100%	\$ 139,123	\$ (481,822)	-346%
<b>Net Surplus (Deficit)</b>		\$ (2,185,000)	\$ (3,238,753)	\$ 1,053,753	33%	\$ (3,274,944)	\$ 36,191	-101%	\$ (1,290,092)	\$ (894,908)	-69%

Fire salaries and benefits, specifically suppression wages, are still identified as a minor issue for staff to monitor. At the end of Q3 2025 suppression wages have utilized 154% of the approved budget. As these expenses generally have a linear trend as the year progresses staff anticipate a budget overage of approximately \$135,000. As discussed in the Q2 staff report, steps to address this forecasted overage were taken and have reduced the trajectory originally expected in Q2.

PLANNING											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	5,930	(5,930)	-100%
External Revenues	⊗	195,409	506,800	(311,391)	-61%	229,693	(277,107)	45%	180,035	15,374	9%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 195,409	\$ 506,800	\$ (311,391)	-61%	\$ 229,693	\$ (277,107)	45%	\$ 185,965	\$ 9,444	5%
<b>Expenses</b>											
Salaries	⚠	400,893	755,072	354,179	47%	583,854	171,218	77%	423,686	22,793	5%
Benefits	⚠	122,538	232,691	110,153	47%	149,778	82,913	64%	143,867	21,330	15%
Operating & Administrative Expenses	⚠	1,634	131,400	129,766	99%	6,151	125,249	5%	28,112	26,478	94%
Communications	✓	938	8,945	8,007	90%	1,203	7,742	13%	6,603	5,664	86%
Personnel and Training	⚠	6,099	19,600	13,501	69%	7,511	12,089	38%	5,319	(780)	-15%
Legal Expenses	⊗	331,566	110,000	(221,566)	-201%	381,414	(271,414)	347%	238,495	(93,071)	-39%
Consulting	✓	10,600	75,000	64,400	86%	11,792	63,208	16%	79,743	69,143	87%
<b>Total Expenses</b>		\$ 874,267	\$ 1,332,708	\$ 458,441	34%	\$ 1,141,703	\$ 191,005	86%	\$ 925,825	\$ 51,557	6%
<b>Subtotal</b>		\$ (678,858)	\$ (825,908)	\$ 147,050	18%	\$ (912,010)	\$ 86,102	-110%	\$ (739,859)	\$ 61,001	8%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	125,000	(125,000)	-100%	-	125,000	-	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(241,277)	(321,702)	80,426	25%	(321,702)	-	-100%	(303,894)	62,618	21%
<b>Total Transfers</b>		\$ (241,277)	\$ (196,702)	\$ (44,575)	-23%	\$ (321,702)	\$ 125,000	-164%	\$ (303,894)	\$ 62,618	21%
<b>Net Surplus (Deficit)</b>		\$ (920,135)	\$ (1,022,610)	\$ 102,475	10%	\$ (1,233,712)	\$ 211,102	-121%	\$ (1,043,754)	\$ 123,619	12%

Planning revenue indicates actuals are trending below budget. Staff have indicated this is a major issue as we near the end of the year. As noted in the budget presentation development is slowing due to external economic factors outside of the control of staff. Overall however staff continue to manage expenses to offset this revenue downturn with the exception of Legal Costs. As noted previously much of the legal costs are with respect to OLT matters and are highly unpredictable.

DEVELOPMENTENGINEERING											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	⊗	710,652	2,048,593	(1,337,941)	-65%	901,255	(1,147,338)	44%	173,996	536,655	308%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 710,652	\$ 2,048,593	\$ (1,337,941)	-65%	\$ 901,255	\$ (1,147,338)	44%	\$ 173,996	\$ 536,655	308%
<b>Expenses</b>											
Salaries	ⓘ	514,155	815,382	301,227	37%	685,539	129,843	84%	365,827	(148,328)	-41%
Benefits	ⓘ	156,174	253,786	97,612	38%	208,854	44,932	82%	110,744	(45,431)	-41%
Operating & Administrative Expenses	✔	1,507	60,370	58,863	98%	6,076	54,294	10%	27,934	26,427	95%
Communications	✔	-	1,770	1,770	100%	-	1,770	-	993	993	100%
Personnel and Training	✔	7,300	16,270	8,970	55%	9,072	7,198	56%	6,381	(919)	-14%
Legal Expenses	✔	18,620	40,000	21,380	53%	21,931	18,069	55%	51,283	32,663	64%
Consulting	✔	(25,606)	137,920	163,526	119%	-	137,920	-	2,420	28,027	1158%
<b>Total Expenses</b>		\$ 672,150	\$ 1,325,498	\$ 653,348	49%	\$ 931,473	\$ 394,025	70%	\$ 565,582	\$ (106,568)	-19%
<b>Subtotal</b>		\$ 38,502	\$ 723,095	\$ (684,593)	-95%	\$ (30,219)	\$ 753,314	-4%	\$ (391,586)	\$ 430,088	110%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	(557,610)	557,610	100%	-	(557,610)	-	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(125,422)	(165,485)	40,063	24%	(165,485)	-	-100%	(142,941)	17,519	12%
<b>Total Transfers</b>		\$ (125,422)	\$ (723,095)	\$ 597,673	83%	\$ (165,485)	\$ (557,610)	-23%	\$ (142,941)	\$ 17,519	12%
<b>Net Surplus (Deficit)</b>		\$ (86,920)	\$ -	\$ (86,920)	#DIV/0!	\$ (195,704)	\$ 195,704	N/A	\$ (534,527)	\$ 447,606	84%

Development Engineering revenues are trending well below budget. Staff have indicated this is a major issue. The Development Engineering department is structured to be fully self-sustaining, however current projections show that all available resources will be utilized in the current year. As a result, there will be no balance available going into 2026. This does not immediately impact service delivery, but it does highlight the need to monitor revenues and expenditures closely, as there will be no reserve capacity to offset fluctuations or unforeseen costs.

BEAVER VALLEY COMMUNITY CENTRE											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	205,267	358,000	(152,733)	-43%	376,774	18,774	105%	246,910	(41,643)	-17%
Subsidies	✓	(41,015)	(53,000)	11,985	23%	(54,348)	1,348	-103%	(61,299)	20,284	33%
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 164,252	\$ 305,000	\$ (140,748)	-46%	\$ 322,426	\$ 17,426	106%	\$ 185,611	\$ (21,359)	-12%
<b>Expenses</b>											
Salaries	✓	368,883	450,085	81,202	18%	491,844	(41,759)	109%	251,808	(117,075)	-46%
Benefits	✓	109,598	144,901	35,303	24%	154,239	(9,338)	106%	88,243	(21,355)	-24%
Operating & Administrative Expenses	✓	37,565	60,650	23,085	38%	58,147	2,503	96%	34,388	(3,177)	-9%
Communications	✓	601	2,050	1,449	71%	741	1,309	36%	1,943	1,342	69%
Personnel and Training	✓	2,728	7,100	4,372	62%	3,152	3,948	44%	4,161	1,433	34%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 519,375	\$ 664,786	\$ 145,411	22%	\$ 708,124	\$ (43,338)	107%	\$ 380,543	\$ (138,832)	-36%
<b>Subtotal</b>		\$ (355,123)	\$ (359,786)	\$ 4,663	1%	\$ (385,698)	\$ 25,912	-107%	\$ (194,932)	\$ (160,191)	-82%
<b>Transfers</b>											
Transfers to Reserves	N/A	(694)	-	(694)	N/A	(848)	848	N/A	(50)	(644)	-1291%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(277,778)	(369,403)	91,625	25%	(369,403)	-	-100%	(172,215)	(105,563)	-61%
<b>Total Transfers</b>		\$ (278,472)	\$ (369,403)	\$ 90,931	25%	\$ (370,251)	\$ 848	-100%	\$ (172,265)	\$ (106,207)	-62%
<b>Net Surplus (Deficit)</b>		\$ (633,595)	\$ (729,189)	\$ 95,594	13%	\$ (755,949)	\$ 26,760	-104%	\$ (367,197)	\$ (266,398)	-73%

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

BY-LAW											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✓	5,222	2,650	2,572	97%	5,802	(3,152)	219%	2,238	2,984	133%
External Revenues	✓	215,270	223,500	(8,230)	-4%	258,448	34,948	116%	65,287	149,983	230%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 220,492	\$ 226,150	\$ (5,658)	-3%	\$ 264,250	\$ 38,100	117%	\$ 67,524	\$ 152,968	227%
<b>Expenses</b>											
Salaries	✓	350,363	460,575	110,212	24%	460,040	535	100%	410,198	59,835	15%
Benefits	✓	102,355	162,013	59,658	37%	128,689	33,324	79%	125,481	23,126	18%
Operating & Administrative Expenses	✗	85,562	44,650	(40,912)	-92%	102,121	(57,471)	229%	49,992	(35,570)	-71%
Communications	✓	7,298	14,025	6,727	48%	8,666	5,359	62%	8,537	1,239	15%
Personnel and Training	✓	10,664	14,350	3,686	26%	13,401	949	93%	12,362	1,698	14%
Legal Expenses	✓	-	9,000	9,000	100%	-	9,000	-	612	612	100%
Consulting	✓	277	3,500	3,223	92%	3,500	-	100%	534	257	48%
<b>Total Expenses</b>		\$ 556,520	\$ 708,113	\$ 151,593	21%	\$ 716,417	\$ (8,304)	101%	\$ 607,717	\$ 51,196	8%
<b>Subtotal</b>		\$ (336,028)	\$ (481,963)	\$ 145,935	30%	\$ (452,167)	\$ (29,796)	-94%	\$ (540,192)	\$ 204,164	38%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(201,293)	(257,348)	56,055	22%	(257,348)	-	-100%	(183,907)	(17,387)	-9%
<b>Total Transfers</b>		\$ (201,293)	\$ (257,348)	\$ 56,055	22%	\$ (257,348)	\$ -	-100%	\$ (183,907)	\$ (17,387)	-9%
<b>Net Surplus (Deficit)</b>		\$ (537,322)	\$ (739,311)	\$ 201,989	27%	\$ (709,515)	\$ (29,796)	-96%	\$ (724,099)	\$ 186,777	26%

Operating & Administrative Expenses are flagged as a major concern and is unfavourable to budget due mainly to Dog Boarding that was unanticipated for 2025 and thus not budgeted. (Noting that the boarding of a banned breed was required).

No other items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

CEMETERY											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	55,764	56,950	(1,186)	-2%	70,069	13,119	123%	37,819	17,946	47%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 55,764	\$ 56,950	\$ (1,186)	-2%	\$ 70,069	\$ 13,119	123%	\$ 37,819	\$ 17,946	47%
<b>Expenses</b>											
Salaries	✓	25,319	37,522	12,203	33%	33,758	3,764	90%	24,048	(1,271)	-5%
Benefits	✓	9,131	12,678	3,547	28%	12,781	(103)	101%	9,245	114	1%
Operating & Administrative Expenses	✓	10,982	75,520	64,538	85%	13,138	62,382	17%	15,577	4,596	30%
Communications	✓	-	150	150	100%	-	150	-	134	134	100%
Personnel and Training	✓	357	4,700	4,343	92%	449	4,251	10%	1,288	931	72%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 45,788	\$ 130,570	\$ 84,782	65%	\$ 60,127	\$ 70,443	46%	\$ 50,293	\$ 4,504	9%
<b>Subtotal</b>		\$ 9,976	\$ (73,620)	\$ 83,596	114%	\$ 9,942	\$ (83,562)	14%	\$ (12,474)	\$ 22,450	180%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(66,145)	(55,135)	(11,010)	-20%	(55,135)	-	-100%	(67,362)	1,217	2%
<b>Total Transfers</b>		\$ (66,145)	\$ (55,135)	\$ (11,010)	-20%	\$ (55,135)	\$ -	-100%	\$ (67,362)	\$ 1,217	2%
<b>Net Surplus (Deficit)</b>		\$ (56,169)	\$ (128,755)	\$ 72,586	56%	\$ (45,193)	\$ (83,562)	-35%	\$ (79,836)	\$ 23,667	30%

All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

COMMUNITY SERVICES ADMIN											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✓	2,000	-	2,000	N/A	2,222	(2,222)	N/A	-	2,000	N/A
External Revenues	✓	258,929	280,000	(21,071)	-8%	291,667	11,667	104%	241,471	17,458	7%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 260,929	\$ 280,000	\$ (19,071)	-7%	\$ 293,889	\$ 13,889	105%	\$ 241,471	\$ 19,458	8%
<b>Expenses</b>											
Salaries	✓	181,138	272,516	91,379	34%	277,586	(5,070)	102%	158,395	(22,742)	-14%
Benefits	✓	54,231	76,354	22,123	29%	73,108	3,246	96%	48,894	(5,337)	-11%
Operating & Administrative Expenses	✓	41,444	63,100	21,656	34%	48,537	14,563	77%	38,504	(2,941)	-8%
Communications	✓	145	1,725	1,580	92%	182	1,543	11%	1,067	923	86%
Personnel and Training	⚠	7,560	7,800	240	3%	8,811	(1,011)	113%	5,398	(2,161)	-40%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	✓	39	400	361	90%	47	353	12%	280	241	86%
<b>Total Expenses</b>		\$ 284,556	\$ 421,895	\$ 137,339	33%	\$ 408,270	\$ 13,625	97%	\$ 252,539	\$ (32,017)	-13%
<b>Subtotal</b>		\$ (23,627)	\$ (141,895)	\$ 118,268	83%	\$ (114,381)	\$ (27,514)	-81%	\$ (11,068)	\$ (12,559)	-113%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	(206,433)	206,433	100%	(206,433)	-	-100%	318,000	(318,000)	-100%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(203,319)	(288,834)	85,515	30%	(288,834)	-	-100%	(174,283)	(29,036)	-17%
<b>Total Transfers</b>		\$ (203,319)	\$ (495,267)	\$ 291,948	59%	\$ (495,267)	\$ -	-100%	\$ 143,717	\$ (347,036)	-241%
<b>Net Surplus (Deficit)</b>		\$ (226,946)	\$ (637,162)	\$ 410,216	64%	\$ (609,648)	\$ (27,514)	-96%	\$ 132,649	\$ (359,595)	-271%

Personnel and Training is noted as a minor issue as it is expected to be slightly over budget at the end of the year, but is partly offset by other positive variances such as Operating and Administrative Expenses.

PARKS AND TRAILS											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✓	10,611	8,000	2,611	33%	10,611	(2,611)	133%	58,874	(48,263)	-82%
External Revenues	✓	169,104	62,440	106,664	171%	180,623	118,183	289%	59,085	110,019	186%
Subsidies	!	(7,652)	-	(7,652)	N/A	(8,728)	8,728	N/A	(6,005)	(1,646)	-27%
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 172,064	\$ 70,440	\$ 101,624	144%	\$ 182,507	\$ 112,067	259%	\$ 111,954	\$ 60,110	54%
<b>Expenses</b>											
Salaries	✓	657,316	876,661	219,345	25%	850,696	25,965	97%	546,332	(110,984)	-20%
Benefits	✓	192,143	248,525	56,382	23%	240,179	8,346	97%	161,017	(31,126)	-19%
Operating & Administrative Expenses	✗	208,542	219,705	11,163	5%	267,649	(47,944)	122%	165,408	(43,134)	-26%
Communications	✓	-	5,000	5,000	100%	-	5,000	-	2,978	2,978	100%
Personnel and Training	✓	12,698	16,400	3,702	23%	15,323	1,077	93%	12,970	272	2%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	✗	8,174	-	(8,174)	N/A	9,981	(9,981)	N/A	2,529	(5,645)	-223%
<b>Total Expenses</b>		\$ 1,078,873	\$ 1,366,291	\$ 287,418	21%	\$ 1,383,828	\$ (17,537)	101%	\$ 891,235	\$ (187,638)	-21%
<b>Subtotal</b>		\$ (906,809)	\$ (1,295,851)	\$ 389,042	30%	\$ (1,201,321)	\$ (94,530)	-93%	\$ (779,281)	\$ (127,528)	-16%
<b>Transfers</b>											
Transfers to Reserves	N/A	(33,252)	-	(33,252)	N/A	(33,252)	33,252	N/A	(1,455)	(31,798)	-2186%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	1,212	(166,652)	167,864	101%	(166,652)	-	-100%	30,319	(29,107)	-96%
<b>Total Transfers</b>		\$ (32,041)	\$ (166,652)	\$ 134,611	81%	\$ (199,904)	\$ 33,252	-120%	\$ 28,864	\$ (60,905)	-211%
<b>Net Surplus (Deficit)</b>		\$ (938,850)	\$ (1,462,503)	\$ 523,653	36%	\$ (1,401,225)	\$ (61,278)	-96%	\$ (750,417)	\$ (188,433)	-25%

Operating & Administrative Expenses are noted as a major concern given that facility and equipment repairs and maintenance have been greater than budgeted, this increased expense is offset by favourable revenues.

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

SHORT-TERM ACCOMODATION & LICENSING											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	311,170	507,000	(195,830)	-39%	470,942	(36,058)	93%	400,029	(88,859)	-22%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 311,170	\$ 507,000	\$ (195,830)	-39%	\$ 470,942	\$ (36,058)	93%	\$ 400,029	\$ (88,859)	-22%
<b>Expenses</b>											
Salaries	✓	207,568	322,728	115,160	36%	276,757	45,971	86%	177,181	(30,387)	-17%
Benefits	✓	68,957	103,943	34,986	34%	107,391	(3,448)	103%	58,021	(10,936)	-19%
Operating & Administrative Expenses	✗	162,169	19,000	(143,169)	-754%	120,770	(101,770)	636%	12,080	(150,089)	-1242%
Communications	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Personnel and Training	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 438,694	\$ 445,671	\$ 6,977	2%	\$ 504,918	\$ (59,247)	113%	\$ 247,282	\$ (191,412)	-77%
<b>Subtotal</b>		\$ (127,524)	\$ 61,329	\$ (188,853)	-308%	\$ (33,976)	\$ 95,305	-55%	\$ 152,746	\$ (280,270)	-183%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	(7,005)	7,005	100%	88,299	(95,304)	1261%	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(40,742)	(54,323)	13,581	25%	(54,323)	-	-100%	(53,593)	12,851	24%
<b>Total Transfers</b>		\$ (40,742)	\$ (61,328)	\$ 20,586	34%	\$ 33,976	\$ (95,304)	55%	\$ (53,593)	\$ 12,851	24%
<b>Net Surplus (Deficit)</b>		\$ (168,266)	\$ 1	\$ (168,267)	#####	\$ 0	\$ 1	0%	\$ 99,153	\$ (267,419)	-270%

Short-term license fees are slightly below budgeted revenue targets. STA licenses renew every two years and as a result cash receipts fluctuate year to year. The STA division is funded from user fees with excess revenue in peak renewal years being deferred and then recognized in off-peak years to fund operating costs. Revenues have been budgeted to match expenses and reflect the actual revenue recognized in the respective year under PSAB. Staff will monitor this as the year progresses but this variance is in line with expectations.

Operating and Administrative expenses are overbudget due to the STA and MAT software annual subscription being completely allocated to the STA budget. During Q3 it was discovered that ultimately the software did not meet our operational needs following several months of implementation work and testing. It was clear that the system was not functioning as required and could not reliably support the intended

workflows. As a result, staff have discontinued further deployment and have now shifted to a more cost-effective alternative solution (including an in-house program) that fully meets our needs and aligns with our existing systems.

Staff are currently in active negotiations with the vendor for a partial refund of the unused portion of the contract, and a favourable outcome is anticipated. It is important to note that the audit-related component of the original software continues to perform as expected and will be retained and maintained, ensuring continuity of required audit functionality. The financial impact shown in Q3 reflects the initial implementation costs, and any refund secured will be applied against this overage once finalized.

No other items to note.

TOMAHAWK											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	371,981	423,048	(51,067)	-12%	414,199	(8,849)	98%	293,589	78,393	27%
Subsidies	!	-	(16,500)	16,500	100%	-	(16,500)	-	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 371,981	\$ 406,548	\$ (34,567)	-9%	\$ 414,199	\$ 7,651	102%	\$ 293,589	\$ 78,393	27%
<b>Expenses</b>											
Salaries	✓	151,920	260,825	108,905	42%	202,560	58,265	78%	158,427	6,507	4%
Benefits	✓	40,128	53,332	13,204	25%	61,753	(8,421)	116%	35,787	(4,341)	-12%
Operating & Administrative Expenses	✓	45,781	64,750	18,969	29%	53,766	10,984	83%	44,044	(1,737)	-4%
Communications	✓	-	700	700	100%	-	700	-	348	348	100%
Personnel and Training	✓	2,137	9,150	7,013	77%	2,506	6,644	27%	6,223	4,086	66%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	53	-	(53)	N/A	65	(65)	N/A	210	157	75%
<b>Total Expenses</b>		\$ 240,019	\$ 388,757	\$ 148,738	38%	\$ 320,648	\$ 68,109	82%	\$ 245,039	\$ 5,020	2%
<b>Subtotal</b>		\$ 131,962	\$ 17,791	\$ 114,171	642%	\$ 93,550	\$ (75,759)	526%	\$ 48,550	\$ 83,413	172%
<b>Transfers</b>											
Transfers to Reserves	N/A	(8,590)	-	(8,590)	N/A	(10,499)	10,499	N/A	(13,024)	4,434	34%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(17,223)	(20,172)	2,949	15%	(20,172)	-	-100%	(21,679)	4,456	21%
<b>Total Transfers</b>		\$ (25,813)	\$ (20,172)	\$ (5,641)	-28%	\$ (30,671)	\$ 10,499	-152%	\$ (34,703)	\$ 8,890	26%
<b>Net Surplus (Deficit)</b>		\$ 106,150	\$ (2,381)	\$ 108,531	4558%	\$ 62,879	\$ (65,260)	2641%	\$ 13,847	\$ 92,303	667%

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

Tomahawk opened May 4<sup>th</sup>, 2025.

TRANSIT											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Benefits	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Operating & Administrative Expenses	✔	35,651	100,000	64,349	64%	100,000	-	100%	59,454	23,804	40%
Communications	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Personnel and Training	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 35,651	\$ 100,000	\$ 64,349	64%	\$ 100,000	\$ -	100%	\$ 59,454	\$ 23,804	40%
<b>Subtotal</b>		\$ (35,651)	\$ (100,000)	\$ 64,349	64%	\$ (100,000)	\$ -	-100%	\$ (59,454)	\$ 23,804	40%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(9,088)	(12,117)	3,029	25%	(12,117)	-	-100%	(11,720)	2,632	22%
<b>Total Transfers</b>		\$ (9,088)	\$ (12,117)	\$ 3,029	25%	\$ (12,117)	\$ -	-100%	\$ (11,720)	\$ 2,632	22%
<b>Net Surplus (Deficit)</b>		\$ (44,738)	\$ (112,117)	\$ 67,379	60%	\$ (112,117)	\$ -	-100%	\$ (71,174)	\$ 26,436	37%

No items of note.

CAPITAL PROJECT MANAGEMENT											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	✓	315,165	443,799	128,634	29%	420,220	23,579	95%	289,409	(25,756)	-9%
Benefits	✓	92,370	138,307	45,937	33%	123,119	15,188	89%	85,255	(7,115)	-8%
Operating & Administrative Expenses	✓	187	5,000	4,813	96%	220	4,780	4%	692	505	73%
Communications	✓	-	2,575	2,575	100%	-	2,575	-	938	938	100%
Personnel and Training	✓	3,812	8,900	5,088	57%	4,599	4,301	52%	2,220	(1,592)	-72%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 411,534	\$ 598,581	\$ 187,047	31%	\$ 548,158	\$ 50,423	92%	\$ 378,514	\$ (33,020)	-9%
<b>Subtotal</b>		\$ (411,534)	\$ (598,581)	\$ 187,047	31%	\$ (548,158)	\$ (50,423)	-92%	\$ (378,514)	\$ (33,020)	-9%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	299,291	399,054	(99,764)	-25%	399,054	-	100%	166,473	132,817	80%
<b>Total Transfers</b>		\$ 299,291	\$ 399,054	\$ (99,764)	-25%	\$ 399,054	\$ -	100%	\$ 166,473	\$ 132,817	80%
<b>Net Surplus (Deficit)</b>		\$ (112,243)	\$ (199,527)	\$ 87,284	44%	\$ (149,104)	\$ (50,423)	-75%	\$ (212,041)	\$ 99,798	47%

No items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

GARBAGE COLLECTION											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	✓	29,315	26,500	2,815	11%	35,973	9,473	136%	25,038	4,277	17%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 29,315	\$ 26,500	\$ 2,815	11%	\$ 35,973	\$ 9,473	136%	\$ 25,038	\$ 4,277	17%
<b>Expenses</b>											
Salaries	✓	17,652	23,841	6,189	26%	23,536	305	99%	37,828	20,175	53%
Benefits	✓	4,657	7,301	2,644	36%	957	6,344	13%	13,863	9,207	66%
Operating & Administrative Expenses	✓	1,379,782	2,110,969	731,187	35%	2,109,752	1,217	100%	1,313,342	(66,440)	-5%
Communications	✓	-	3,000	3,000	100%	-	3,000	-	751	751	100%
Personnel and Training	✓	-	250	250	100%	-	250	-	-	-	N/A
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Expenses</b>		\$ 1,402,091	\$ 2,145,361	\$ 743,270	35%	\$ 2,134,246	\$ 11,115	99%	\$ 1,365,784	\$ (36,307)	-3%
<b>Subtotal</b>		\$ (1,372,776)	\$ (2,118,861)	\$ 746,085	35%	\$ (2,098,272)	\$ (20,589)	-99%	\$ (1,340,746)	\$ (32,031)	-2%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Transfers</b>		\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Net Surplus (Deficit)</b>		\$ (1,372,776)	\$ (2,118,861)	\$ 746,085	35%	\$ (2,098,272)	\$ (20,589)	-99%	\$ (1,340,746)	\$ (32,031)	-2%

All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

LANDFILL											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	⚠	-	16,817	(16,817)	-100%	-	16,817	-	-	-	N/A
External Revenues	⚠	248,622	436,000	(187,378)	-43%	401,044	(34,956)	92%	270,518	(21,896)	-8%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 248,622	\$ 452,817	\$ (204,195)	-45%	\$ 401,044	\$ (51,773)	89%	\$ 270,518	\$ (21,896)	-8%
<b>Expenses</b>											
Salaries	⚠	349,129	405,594	56,465	14%	423,027	(17,433)	104%	234,302	(114,827)	-49%
Benefits	✅	112,497	143,661	31,164	22%	139,414	4,247	97%	73,873	(38,624)	-52%
Operating & Administrative Expenses	✅	315,833	519,653	203,820	39%	382,042	137,611	74%	349,129	33,296	10%
Communications	✅	1,560	3,010	1,450	48%	1,927	1,083	64%	1,163	(397)	-34%
Personnel and Training	✅	3,710	15,100	11,390	75%	4,478	10,622	30%	6,307	2,597	41%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	✅	225	-	(225)	N/A	269	(269)	N/A	123	(102)	-83%
<b>Total Expenses</b>		\$ 782,954	\$ 1,087,018	\$ 304,064	28%	\$ 951,157	\$ 135,861	88%	\$ 664,898	\$ (118,056)	-18%
<b>Subtotal</b>		\$ (534,332)	\$ (634,201)	\$ 99,869	16%	\$ (550,113)	\$ (84,088)	-87%	\$ (394,380)	\$ (139,952)	-35%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	(332,669)	332,669	100%	(332,669)	-	-100%	371,000	(371,000)	-100%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(317,996)	(369,607)	51,611	14%	(369,607)	-	-100%	(381,391)	63,394	17%
<b>Total Transfers</b>		\$ (317,996)	\$ (702,276)	\$ 384,280	55%	\$ (702,276)	\$ -	-100%	\$ (10,391)	\$ (307,606)	-2960%
<b>Net Surplus (Deficit)</b>		\$ (852,329)	\$ (1,336,477)	\$ 484,148	36%	\$ (1,252,389)	\$ (84,088)	-94%	\$ (404,770)	\$ (447,558)	-111%

External revenues have been identified as a minor issue and are trending below budget estimates. This is likely a result of the slowdown in the building and construction industry which has decreased the number of commercial loads going to the landfill.

Salaries is slightly higher than expected.

Operating and Administrative expenses have been identified as a minor issue as this expense category is significantly below budget estimates. Contract services specifically are lower than expected however staff have indicated this is a timing issue with work planned for Q4 of 2025.

OPERATIONS ADMIN											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	✓	189,059	268,987	79,928	30%	252,078	16,909	94%	123,818	(65,241)	-53%
Benefits	✓	51,313	76,513	25,200	33%	68,051	8,462	89%	40,827	(10,486)	-26%
Operating & Administrative Expenses	✓	1,049	11,060	10,011	91%	7,810	3,250	71%	1,024	(25)	-2%
Communications	✓	215	2,600	2,386	92%	265	2,335	10%	1,382	1,168	84%
Personnel and Training	✓	6,037	12,100	6,063	50%	7,462	4,638	62%	611	(5,426)	-888%
Legal Expenses	⚠	4,640	5,000	360	7%	5,156	(156)	103%	-	(4,640)	N/A
Consulting	✗	18,427	-	(18,427)	N/A	20,474	(20,474)	N/A	3,480	(14,947)	-430%
<b>Total Expenses</b>		\$ 270,739	\$ 376,260	\$ 105,521	28%	\$ 361,297	\$ 14,963	96%	\$ 171,142	\$ (99,597)	-58%
<b>Subtotal</b>		\$ (270,739)	\$ (376,260)	\$ 105,521	28%	\$ (361,297)	\$ (14,963)	-96%	\$ (171,142)	\$ (99,597)	-58%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	(288,465)	288,465	100%	(288,465)	-	-100%	590,000	(590,000)	-100%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(76,930)	(102,202)	25,272	25%	(102,202)	-	-100%	(71,782)	(5,148)	-7%
<b>Total Transfers</b>		\$ (76,930)	\$ (390,667)	\$ 313,737	80%	\$ (390,667)	\$ -	-100%	\$ 518,218	\$ (595,148)	-115%
<b>Net Surplus (Deficit)</b>		\$ (347,669)	\$ (766,927)	\$ 419,258	55%	\$ (751,964)	\$ (14,963)	-98%	\$ 347,076	\$ (694,745)	-200%

Consulting expenses are currently over budget due to work undertaken in response to an unanticipated erosion-related issue that required specialized technical analysis. This work was not known at the time the 2025 budget was prepared .

ROADS AND DRAINAGE											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✓	18,853	30,000	(11,147)	-37%	20,948	9,052	70%	15,666	3,187	20%
External Revenues	✓	340,238	152,500	187,738	123%	375,488	222,988	246%	82,840	257,398	311%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 359,091	\$ 182,500	\$ 176,591	97%	\$ 396,436	\$ 213,936	217%	\$ 98,506	\$ 260,585	265%
<b>Expenses</b>											
Salaries	✓	1,090,884	1,498,116	407,232	27%	1,466,056	32,060	98%	895,016	(195,868)	-22%
Benefits	✓	313,925	449,687	135,762	30%	428,077	21,610	95%	284,150	(29,774)	-10%
Operating & Administrative Expenses	⚠	1,937,964	2,358,450	420,486	18%	2,418,859	(60,409)	103%	1,927,085	(10,879)	-1%
Communications	✓	2,795	17,825	15,030	84%	3,381	14,444	19%	8,473	5,677	67%
Personnel and Training	✓	29,889	56,550	26,661	47%	35,576	20,974	63%	41,069	11,180	27%
Legal Expenses	N/A	325	-	(325)	N/A	361	(361)	N/A	712	387	54%
Consulting	✓	26,317	45,582	19,265	42%	58,358	(12,776)	128%	13,084	(13,233)	-101%
<b>Total Expenses</b>		\$ 3,402,099	\$ 4,426,210	\$ 1,024,111	23%	\$ 4,410,668	\$ 15,542	100%	\$ 3,169,589	\$ (232,509)	-7%
<b>Subtotal</b>		\$ (3,043,008)	\$ (4,243,710)	\$ 1,200,702	28%	\$ (4,014,232)	\$ (229,478)	-95%	\$ (3,071,084)	\$ 28,076	1%
<b>Transfers</b>											
Transfers to Reserves	N/A	(58,857)	(528,890)	470,033	89%	(528,890)	-	-100%	1,227,800	(1,286,656)	-105%
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	11,582	(11,582)	-100%	11,582	-	100%	-	-	N/A
Transfers to Other Divisions	N/A	(446,158)	(591,066)	144,908	25%	(591,066)	-	-100%	(483,720)	37,562	8%
<b>Total Transfers</b>		\$ (505,015)	\$ (1,108,374)	\$ 603,359	54%	\$ (1,108,374)	\$ -	-100%	\$ 744,080	\$ (1,249,095)	-168%
<b>Net Surplus (Deficit)</b>		\$ (3,548,023)	\$ (5,352,084)	\$ 1,804,061	34%	\$ (5,122,606)	\$ (229,478)	-96%	\$ (2,327,004)	\$ (1,221,019)	-52%

Roads external revenue has been flagged as a minor issue at this point. This variance is likely a timing issue but staff will monitor this as the year progresses.

WINTER CONTROL											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	N/A	-	-	-	N/A	-	-	N/A	-	N/A	-
External Revenues	N/A	-	-	-	N/A	-	-	N/A	-	N/A	-
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	N/A	-
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	N/A	-
<b>Total Revenues</b>		\$ -	\$ -	\$ -	N/A	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Expenses</b>											
Salaries	✓	272,968	463,234	190,266	41%	380,180	83,054	82%	193,286	71%	
Benefits	!	81,591	116,427	34,836	30%	123,757	(7,330)	106%	66,496	81%	
Operating & Administrative Expenses	✘	602,257	660,100	57,843	9%	774,907	(114,807)	117%	571,456	95%	
Communications	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
Personnel and Training	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
Consulting	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
<b>Total Expenses</b>		\$ 956,815	\$ 1,239,761	\$ 282,946	23%	\$ 1,278,844	\$ (39,083)	103%	\$ 831,238	\$ 2	0%
<b>Subtotal</b>		\$ (956,815)	\$ (1,239,761)	\$ 282,946	23%	\$ (1,278,844)	\$ 39,083	-103%	\$ (831,238)	\$ (125,577)	-15%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
Transfers to Other Divisions	N/A	-	-	-	N/A	-	-	N/A	-	N/A	
<b>Total Transfers</b>		\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -	N/A	\$ -	\$ -	N/A
<b>Net Surplus (Deficit)</b>		\$ (956,815)	\$ (1,239,761)	\$ 282,946	23%	\$ (1,278,844)	\$ 39,083	-103%	\$ (831,238)	\$ (125,577)	-15%

Based on the analysis above staff anticipate the winter control budget coming in slightly above 2025 budget estimates. Staffing costs are projecting to be below budget estimates by approximately \$83,000 and estimated operating expenses are projected to be over budget by \$115,000 mainly due to increased contracted services and material costs. This nets to an unfavourable variance of (\$40,000) and this overage if it materializes can be funded from the Town's Winter Control reserve

SUSTAINABILITY											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✓	146,499	140,000	6,499	5%	146,499	(6,499)	105%	19,078	127,421	668%
External Revenues	N/A	-	-	-	N/A	-	-	N/A	2,613	(2,613)	-100%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 146,499	\$ 140,000	\$ 6,499	5%	\$ 146,499	\$ 6,499	105%	\$ 21,691	\$ 124,808	575%
<b>Expenses</b>											
Salaries	✓	70,184	151,857	81,673	54%	93,579	58,278	62%	72,259	2,075	3%
Benefits	✓	20,791	45,923	25,132	55%	29,616	16,307	64%	20,074	(717)	-4%
Operating & Administrative Expenses	✓	99,784	209,600	109,816	52%	124,919	84,681	60%	57,079	(42,706)	-75%
Communications	✓	1,077	2,800	1,723	62%	1,234	1,566	44%	698	(379)	-54%
Personnel and Training	⚠	5,669	4,230	(1,439)	-34%	7,526	(3,296)	178%	1,680	(3,989)	-237%
Legal Expenses	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Consulting	N/A	-	-	-	N/A	-	-	N/A	23,440	23,440	100%
<b>Total Expenses</b>		\$ 197,506	\$ 414,410	\$ 216,904	52%	\$ 256,874	\$ 157,536	62%	\$ 175,231	\$ (22,275)	-13%
<b>Subtotal</b>		\$ (51,007)	\$ (274,410)	\$ 223,403	81%	\$ (110,375)	\$ (164,035)	-40%	\$ (153,540)	\$ 102,533	67%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	(1,231)	(1,641)	410	25%	(1,641)	-	-100%	(757)	(474)	-63%
<b>Total Transfers</b>		\$ (1,231)	\$ (1,641)	\$ 410	25%	\$ (1,641)	\$ -	-100%	\$ (757)	\$ (474)	-63%
<b>Net Surplus (Deficit)</b>		\$ (52,238)	\$ (276,051)	\$ 223,813	81%	\$ (112,016)	\$ (164,035)	-41%	\$ (154,297)	\$ 102,059	66%

Salaries and benefits are trending low due to an allocation issue that will be corrected in Q4.

Personnel and Training is 134% allocated at the end of Q3. This is identified as a minor issue at this point as the amount is not significant. No other significant items of note.





















All other lines are within acceptable limits and changes from the prior year and are consistent with staff expectations.

LIBRARY											
EXPENSE CATEGORY	ICON	Q3 2025 ACTUAL	2025 BUDGET	YTD BUDGET VAR \$\$	YTD BUDGET VAR %	2025 FORECAST	FORECAST vs BUDGET VAR \$\$	FORECAST vs BUDGET VAR %	Q3 2024 ACTUAL	Q3 2025 vs 2024 \$\$	Q3 2025 vs 2024 %
<b>Revenues</b>											
Grants and Donations	✔	41,212	38,051	3,161	8%	48,922	(10,871)	129%	36,496	4,717	13%
External Revenues	✔	27,843	12,650	15,193	120%	34,297	21,647	271%	29,195	(1,352)	-5%
Subsidies	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Taxation	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
<b>Total Revenues</b>		\$ 69,055	\$ 50,701	\$ 18,354	36%	\$ 83,219	\$ 32,518	164%	\$ 65,691	\$ 3,364	5%
<b>Expenses</b>											
Salaries	✔	740,871	910,570	169,699	19%	987,827	(77,257)	108%	538,151	(202,720)	-38%
Benefits	✔	219,355	288,094	68,739	24%	293,459	(5,365)	102%	162,569	(56,786)	-35%
Operating & Administrative Expenses	✔	70,941	115,773	44,832	39%	89,454	26,319	77%	64,447	(6,494)	-10%
Communications	✔	2,176	6,275	4,099	65%	2,689	3,586	43%	3,214	1,038	32%
Personnel and Training	✔	10,554	13,980	3,426	25%	13,309	671	95%	5,053	(5,502)	-109%
Legal Expenses	✔	2,977	-	(2,977)	N/A	3,307	(3,307)	N/A	-	(2,977)	N/A
Consulting	✔	49	-	(49)	N/A	60	(60)	N/A	4,986	4,937	99%
<b>Total Expenses</b>		\$ 1,046,922	\$ 1,334,692	\$ 287,770	22%	\$ 1,390,106	\$ (55,414)	104%	\$ 778,419	\$ (268,503)	-34%
<b>Subtotal</b>		\$ (977,867)	\$ (1,283,991)	\$ 306,124	24%	\$ (1,306,886)	\$ 22,895	-102%	\$ (712,728)	\$ (265,139)	-37%
<b>Transfers</b>											
Transfers to Reserves	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers from Reserves	N/A	-	30,351	(30,351)	-100%	53,246	(22,895)	175%	-	-	N/A
Transfers from Development Charges	N/A	-	-	-	N/A	-	-	N/A	-	-	N/A
Transfers to Other Divisions	N/A	-	-	-	N/A	-	-	N/A	(808)	808	100%
<b>Total Transfers</b>		\$ -	\$ 30,351	\$ (30,351)	-100%	\$ 53,246	\$ (22,895)	175%	\$ (808)	\$ 808	100%
<b>Net Surplus (Deficit)</b>		\$ (977,867)	\$ (1,253,640)	\$ 275,773	22%	\$ (1,253,640)	\$ (0)	-100%	\$ (713,536)	\$ (264,331)	-37%

No significant items of note. All line items are within acceptable limits and changes from the prior year are consistent with staff expectations.

**Capital Variance Analysis**

The table below provides a snapshot of the Town’s capital projects as at Q3 2025. These projects were approved in the 2025 capital budget. The spend to date figures show the total costs recorded since the project was initially approved to the end of Q3 2025. The status, as of September 2025, indicates 17% of the projects are complete, 42% are in progress, 29% are on-hold or have not started, and the remaining 12% are in the analysis/development stage or have been awarded/with procurement.

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Facilities and Fleet</b>						
Ravenna Road Depot Expansion	\$ 5,080,147.55		\$ 8,561,000.00	\$ (3,480,852.45)	59%	Works in Progress
Craigleith Fire Hall Expansion	\$ 781,677.69		\$ 16,638,073.00	\$ (15,856,395.31)	5%	With Procurement
Emergency Generator	\$ -		\$ 550,000.00	\$ (550,000.00)	0%	Works in Progress
Town Hall HVAC	\$ 606,118.53		\$ 574,000.00	\$ 32,118.53	106%	Works Complete
BVCC Exterior Cladding	\$ -		\$ 140,000.00	\$ (140,000.00)	0%	On-Hold
BVCC Windows and Doors	\$ 5,693.26		\$ 80,000.00	\$ (74,306.74)	7%	On-Hold
Library Windows	\$ -		\$ 80,000.00	\$ (80,000.00)	0%	On-Hold
WW Mechanical Electrical	\$ 38,607.74		\$ 45,000.00	\$ (6,392.26)	86%	Works Complete
BVCC HVAC	\$ -		\$ 155,000.00	\$ (155,000.00)	0%	On-Hold
<b>Information Technology</b>						
Continuous Improvements	\$ 310,778.71		\$ 440,000.00	\$ (129,221.29)	71%	Works in Progress
IT Service Modernization	\$ 233,725.99		\$ 400,000.00	\$ (166,274.01)	58%	Works in Progress
Financial System Replacement	\$ 161,982.01		\$ 1,250,000.00	\$ (1,088,017.99)	13%	On-Hold
Communication Improvements	\$ 128,731.80		\$ 550,000.00	\$ (421,268.20)	23%	Works in Progress
Community Services Booking Software	\$ 13,935.52		\$ 55,000.00	\$ (41,064.48)	25%	Works in Progress
Fire Management Software Replacement	\$ -		\$ 100,000.00	\$ (100,000.00)	0%	Works in Progress
<b>Fire Services</b>						
Aerial Pumper	\$ 1,549,906.56		\$ 1,500,000.00	\$ 49,906.56	103%	Works Complete
Rescue Pumper	\$ -		\$ 1,200,000.00	\$ (1,200,000.00)	0%	Awarded
2025 Fire Equipment	\$ 92,798.37		\$ 207,000.00	\$ (114,201.63)	45%	Works in Progress
SCBA Equipment	\$ 32,301.65		\$ 40,000.00	\$ (7,698.35)	81%	Works in Progress
Bunker Gear	\$ 3,305.16		\$ 28,000.00	\$ (24,694.84)	12%	Works in Progress

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Parks and Trails</b>						
Tennis Court Replacement	\$ -		\$ 365,000.00	\$ (365,000.00)	0%	On-Hold
Parks Land Surveying & Waterfront Enhancement	\$ 35,013.30		\$ 130,000.00	\$ (94,986.70)	27%	On-Hold
TBM/Rotary Kindness at Play (Moreau Park Revitalization)	\$ 63,286.45		\$ 2,000,000.00	\$ (1,936,713.55)	3%	Works in Progress
Lora Bay Trail	\$ 5,952.96		\$ 25,000.00	\$ (19,047.04)	24%	On-Hold
Georgian Trail Realignment	\$ -		\$ 1,000,000.00	\$ (1,000,000.00)	0%	Works in Progress
Playground Equipment Replacement - Bayview	\$ 358,102.90		\$ 350,000.00	\$ 8,102.90	102%	Works Complete
Parks Tractor Replacement	\$ 97,421.91		\$ 105,000.00	\$ (7,578.09)	93%	Works Complete
Parks Improvements - Dog Parks	\$ 10,656.12		\$ 10,000.00	\$ 656.12	107%	Works Complete
Parks Improvements - Picnic Table Frames	\$ -		\$ 9,000.00	\$ (9,000.00)	0%	Works in Progress
Parks Improvements - P Gates for Trail Crossing	\$ 1,526.40		\$ 5,000.00	\$ (3,473.60)	31%	Works Complete
Parks Improvements - Cedar Grove Washrooms	\$ 18,431.97		\$ 15,000.00	\$ 3,431.97	123%	Works Complete
Parks Improvements - Trail Counters	\$ 4,039.87		\$ 11,000.00	\$ (6,960.13)	37%	Works Complete
Crestview Court Fencing	\$ 8,280.72		\$ 30,000.00	\$ (21,719.28)	28%	Works Complete
<b>Cemetery</b>						
Natural Burial Site	\$ -		\$ 90,000.00	\$ (90,000.00)	0%	With Procurement
<b>Tomahawk &amp; BVCC</b>						
Tomahawk Equipment Replacement - Greenskiing IV	\$ -		\$ 60,000.00	\$ (60,000.00)	0%	On-Hold
Tomahawk Equipment Replacement - Z-Turn	\$ 24,165.16		\$ 25,000.00	\$ (834.84)	97%	Works Complete
BVCC Ice Surface Dehumidifiers	\$ -		\$ 25,000.00	\$ (25,000.00)	0%	On-Hold
BVCC Tables Replacement	\$ 17,946.45		\$ 25,000.00	\$ (7,053.55)	72%	Works in Progress
<b>Solid Waste</b>						
Site Design and Diversion Plan	\$ 34,086.04		\$ 24,769.00	\$ 9,317.04	138%	Works Complete
Landfill Expansion Phase 2	\$ 136,422.17		\$ 5,120,000.00	\$ (4,983,577.83)	3%	With Procurement
Landfill Equipment Replacement	\$ -		\$ 15,000.00	\$ (15,000.00)	0%	Not Started
Landfill Twin Scale	\$ 26,526.44		\$ 28,000.00	\$ (1,473.56)	95%	With Procurement

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Roads and Drainage</b>						
Roads Equipment Replacement - Plow	\$ 2,075,533.66		\$ 2,900,000.00	\$ (824,466.34)	72%	Works in Progress
Roads Equipment Replacement - Grader	\$ -		\$ 500,000.00	\$ (500,000.00)	0%	On-Hold
Roads Surface Treatment and Preservation Program	\$ 832,441.89		\$ 2,150,000.00	\$ (1,317,558.11)	39%	Works Complete
Stormwater Management Works	\$ 290,263.18		\$ 275,000.00	\$ 15,263.18	106%	Works Complete
TBM/Grey Highlands Townline	\$ -		\$ 150,000.00	\$ (150,000.00)	0%	On-Hold
Bruce Street Traffic Light Updates	\$ -		\$ 25,000.00	\$ (25,000.00)	0%	Works Complete
Jozo Weider Trail Connection - Engineering	\$ -		\$ 10,000.00	\$ (10,000.00)	0%	On-Hold
Jozo Weider Blvd Streetlight Installation	\$ 2,855.13		\$ 22,500.00	\$ (19,644.87)	13%	Works in Progress
Kandahar Lane Solar Streetlight Installation	\$ -		\$ 30,000.00	\$ (30,000.00)	0%	Works in Progress
Kandahar Lane /Grey Road 19 Pedestrian Crosswalk Design	\$ -		\$ 5,000.00	\$ (5,000.00)	0%	Works in Progress
Hoover Lane Road and Drainage Improvement	\$ 4,579.20		\$ 100,000.00	\$ (95,420.80)	5%	On-Hold
<b>Capital Project Management</b>						
Hidden Lake Reconstruction	\$ 162,107.39		\$ 240,055.00	\$ (77,947.61)	68%	Works in Progress
Thornbury West Phase 1A & B Reconstruction	\$ 13,269,400.24		\$ 18,854,400.00	\$ (5,584,999.76)	70%	Works in Progress
Westside Water Storage and Distribution	\$ 249,102.55		\$ 6,513,119.00	\$ (6,264,016.45)	4%	Works in Progress
Substandard Watermain Replacement	\$ 2,632,991.60		\$ 6,185,000.00	\$ (3,552,008.40)	43%	Works in Progress
Peel Street North Reconstruction	\$ 652,196.77		\$ 4,900,000.00	\$ (4,247,803.23)	13%	Works in Progress
Mountain Road Booster Pumping Station Relocation	\$ 9,980.46		\$ 1,000,000.00	\$ (990,019.54)	1%	On-Hold
Eastside Water Storage and Supply EA	\$ 454,678.09		\$ 500,000.00	\$ (45,321.91)	91%	Works in Progress
Lakewood Drive Reconstruction	\$ 88,932.00		\$ 6,460,000.00	\$ (6,371,068.00)	1%	Works in Progress
Grey Road 19 & 21 Sewer Crossing	\$ 6,116.88		\$ 575,000.00	\$ (568,883.12)	1%	On-Hold
Craigleith & Mill St SLS Upgrades and Forcemain	\$ 703,269.26		\$ 34,791,129.00	\$ (34,087,859.74)	2%	Works in Progress
Thornbury West Road Reconstruction Phase 2 - Engineering	\$ -		\$ 6,000,000.00	\$ (6,000,000.00)	0%	Not Started
Arrowhead Booster Pumping Station Upgrades	\$ 9,123.21		\$ 2,120,000.00	\$ (2,110,876.79)	0%	Works in Progress
Arrowhead Road Reconstruction	\$ -		\$ 360,000.00	\$ (360,000.00)	0%	On-Hold
Bridge and Culvert Capital Work	\$ 108,517.38		\$ 2,805,000.00	\$ (2,696,482.62)	4%	Data Analysis / Development

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Operations - Water</b>						
Aspen Way PRV Replacement	\$ 39,812.48		\$ 300,000.00	\$ (260,187.52)	13%	With Procurement
Water Distribution System: 2022 Happy Valley Reservoir	\$ 417,374.15		\$ 550,000.00	\$ (132,625.85)	76%	Works Complete
Water Distribution System: 2024 Security System	\$ -		\$ 10,000.00	\$ (10,000.00)	0%	Not Started
Water Distribution System: 2024 Pressure Transmitter	\$ -		\$ 21,503.00	\$ (21,503.00)	0%	With Procurement
Water Distribution System: Water Operatings Storage	\$ -		\$ 85,000.00	\$ (85,000.00)	0%	Works in Progress
Water Distribution System: Leak Detection Program-Acoustic Program	\$ -		\$ 55,000.00	\$ (55,000.00)	0%	Works in Progress
Water Distribution System: Pump Maintenance Program	\$ -		\$ 30,000.00	\$ (30,000.00)	0%	Data Analysis / Development
Water Distribution System: Hydraulic Pump with Power Pack	\$ -		\$ 25,000.00	\$ (25,000.00)	0%	Works in Progress
Water Distribution System: Chamber Maintenance	\$ 2,431.20		\$ 165,000.00	\$ (162,568.80)	1%	Data Analysis / Development
Water Distribution System: Valve and Hydrant Equipment	\$ -		\$ 20,000.00	\$ (20,000.00)	0%	Works in Progress
Water Distribution System: Air Relief and Check Valve Replacement	\$ -		\$ 22,000.00	\$ (22,000.00)	0%	Data Analysis / Development
Water Distribution System: Water Meter Replacement	\$ -		\$ 40,000.00	\$ (40,000.00)	0%	Works in Progress
Water Distribution System: Bulk Water Meters	\$ 366.34		\$ 40,000.00	\$ (39,633.66)	1%	Works in Progress
Water Distribution System: IT Work for Communication	\$ -		\$ 33,000.00	\$ (33,000.00)	0%	Works in Progress
Water Distribution System: Water Ops Centre Facility	\$ -		\$ 190,000.00	\$ (190,000.00)	0%	Works in Progress
Water Treatment Plant Equipment Replacement Program: 2022 High Lift Pump	\$ 78,260.92		\$ 160,000.00	\$ (81,739.08)	49%	Works Complete

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Operations - Water</b>						
Water Treatment Plant Equipment Replacement Program: 2024 PLC Parts	\$ -		\$ 60,000.00	\$ (60,000.00)	0%	On-Hold
Water Treatment Plant Equipment Replacement Program: 2024 Intake Chlorine Line	\$ 100,783.10	<div style="width: 125%;"></div>	\$ 85,000.00	\$ 15,783.10	119%	Works in Progress
Water Treatment Plant Equipment Replacement Program: 2024 Pipe Insulation	\$ -		\$ 100,000.00	\$ (100,000.00)	0%	On-Hold
Water Treatment Plant Equipment Program: SCADA	\$ 5,226.14	<div style="width: 12%;"></div>	\$ 45,000.00	\$ (39,773.86)	12%	On-Hold
Water Treatment Plant Equipment Program: Underflow Pump	\$ -		\$ 55,000.00	\$ (55,000.00)	0%	On-Hold
Water Treatment Plant Equipment Program: Air Relief & Check Valves	\$ -		\$ 22,000.00	\$ (22,000.00)	0%	Works in Progress
Water Treatment Plant Equipment Program: Pump Investigation	\$ -		\$ 55,000.00	\$ (55,000.00)	0%	Not Started
Water Treatment Plant Upgrades	\$ -		\$ 4,450,000.00	\$ (4,450,000.00)	0%	With Procurement
<b>Operations - Wastewater</b>						
Thornbury Wastewater Treatment Plant Expansion: Flow Meter Installation	\$ 25,732,949.95	<div style="width: 88%;"></div>	\$ 29,400,000.00	\$ (3,667,050.05)	88%	Works in Progress
Long Point Sewage Lift and Septic Receiving Station	\$ 5,536.31	<div style="width: 2%;"></div>	\$ 245,000.00	\$ (239,463.69)	2%	Works in Progress
Margaret Drive SPS Equipment Replacement	\$ -		\$ 1,550,000.00	\$ (1,550,000.00)	0%	Works in Progress
Thornbury Wastewater Treatment Plant Outfall	\$ 125,565.58	<div style="width: 28%;"></div>	\$ 450,000.00	\$ (324,434.42)	28%	Works Complete
Thornbury Wastewater Plant Solar Lagoon Engineering	\$ 5,123.47	<div style="width: 0%;"></div>	\$ 16,000,000.00	\$ (15,994,876.53)	0%	Works in Progress
Collection System Equipment Replacement: 2024 SPS Pumps Rebuilds	\$ 15,264.00	<div style="width: 61%;"></div>	\$ 25,000.00	\$ (9,736.00)	61%	On-Hold
Collection System Equipment Replacement: 2022 GR21 Benching	\$ 146,151.20	<div style="width: 60%;"></div>	\$ 243,000.00	\$ (96,848.80)	60%	Works Complete
Collection System Equipment Replacement: 2022 I&I Study	\$ -		\$ 25,000.00	\$ (25,000.00)	0%	Works Complete
	\$ -		\$ 295,000.00	\$ (295,000.00)	0%	On-Hold

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Operations - Wastewater</b>						
Collection System Equipment Replacement: 2024 Abandon Maintenance Hole	\$ -		\$ 45,000.00	\$ (45,000.00)	0%	Works Complete
Collection System Equipment Replacement: 2024 VFDs	\$ -		\$ 21,200.00	\$ (21,200.00)	0%	Works Complete
Collection System Equipment Replacement: Highway 26 Maintenance Holes	\$ -		\$ 60,000.00	\$ (60,000.00)	0%	Not Started
Collection System Equipment Replacement: Valve Replacement Program	\$ -		\$ 170,000.00	\$ (170,000.00)	0%	With Procurement
Collection System Equipment Replacement: Maintenance Hole Leakage Repair Program	\$ 2,340.48		\$ 55,000.00	\$ (52,659.52)	4%	Not Started
Collection System Equipment Replacement: Old Syphon Maintenance Hole	\$ -		\$ 88,000.00	\$ (88,000.00)	0%	Not Started
Collection System Equipment Replacement: Delphi Pumping Station Drainage and Fencing	\$ -		\$ 55,000.00	\$ (55,000.00)	0%	Not Started
Wastewater Plant Equipment Replacement Program: 2024 Surge Protection	\$ 150,378.94		\$ 55,000.00	\$ 95,378.94	273%	Works in Progress
Wastewater Plant Equipment Replacement Program: 2024 Electrical Panels Upgrades	\$ -		\$ 65,000.00	\$ (65,000.00)	0%	Works in Progress
Wastewater Plant Equipment Replacement Program: 2024 IT Upgrades	\$ -		\$ 75,000.00	\$ (75,000.00)	0%	Works in Progress
Wastewater Plant Equipment Replacement Program: 2022 Filter and Valve Replacement	\$ -		\$ 162,000.00	\$ (162,000.00)	0%	Works Complete
Wastewater Plant Equipment Replacement Program: 2023 Lab Equipment	\$ -		\$ 5,786.00	\$ (5,786.00)	0%	Works Complete
Wastewater Plant Equipment Replacement Program: CWWTP Valve Replacement	\$ -		\$ 110,000.00	\$ (110,000.00)	0%	On-Hold
Wastewater Plant Equipment Replacement Program: CWWTP Concrete Repairs	\$ -		\$ 66,000.00	\$ (66,000.00)	0%	Not Started
Wastewater Plant Equipment Replacement Program: CWWTP Pump Program	\$ -		\$ 112,600.00	\$ (112,600.00)	0%	Not Started
Wastewater Plant Equipment Replacement Program: SCADA	\$ -		\$ 75,000.00	\$ (75,000.00)	0%	Works in Progress
Wastewater Plant Equipment Replacement Program: Pressure Transducers	\$ -		\$ 68,000.00	\$ (68,000.00)	0%	Works in Progress

PROJECT NAME	SPEND TO DATE (Q3 25)	PROJECT PROGRESS	TOTAL PROJECT BUDGET	PROJECT VARIANCE (\$)	PROJECT VARIANCE (%)	STATUS
<b>Operations - Wastewater</b>						
Wastewater Plant Equipment Replacement Program: Filter Assessment	\$ -		\$ 30,000.00	\$ (30,000.00)	0%	Not Started
Thornbury Wastewater Treatment Plant Expansion 1B	\$ -		\$ 2,200,000.00	\$ (2,200,000.00)	0%	With Procurement
<b>Library</b>						
Books and Collection Materials	\$ 44,319.00		\$ -	\$ 44,319.00	#DIV/0!	Works in Progress
Furniture Replacement	\$ 0.01		\$ -	\$ 0.01	#DIV/0!	Works in Progress

**Development Charges Activity**

The table below provides an update on development charges collected up to Q3 2025 with comparatives from 2024.

Month	2024		2025	
	Number of Permits	Actuals Collected*	Number of Permits	Actuals Collected*
January	3	\$26,775.00	3	\$88,224.00
February	1	\$37,600.00	37	\$3,434,967.00
March	3	\$61,625.00	11	\$163,152.00
April	18	\$725,553.00	0	\$0.00
May	17	\$205,788.00	2	\$21,054.00
June	1	(\$46,862.36)	2	\$212,142.31
July	1	(\$18,884.00)	30	\$502,846.68
August	3	\$63,593.00	12	\$878,439.00
September	2	\$138,102.38	18	\$401,491.43
October	4	\$57,104.00		
November	5	\$98,634.00		
December	3	\$4,750,829.80		
<b>Total</b>	<b>61</b>	<b>\$ 6,099,857.82</b>	<b>115</b>	<b>\$ 5,702,316.42</b>

\*Negative balances occur when there are more refunds issued for cancelled building permits than development charges collected in a given month

**Bid Awards and Contract Extensions**

The tables below provide an update on the bid awards and contract extensions over \$25,000 for Q3 2025.

<b>Contract Extensions over \$25,000</b>		
<b>Contract For:</b>	<b>Vendor/Proponent</b>	<b>Amount</b>
2021-47-T-IPW Load and Haul Snow	Auto Payment Inc.	\$ 45,000.00
	Compass Minerals	
2019-01-T-IPW Supply and Delivery of Winter Road Salt	Canada Corp	\$ 129,870.00
2016-19-P-COR Asset Management Software	ESRI Canada	\$ 39,140.00

<b>Bid Awards over \$25,000</b>		
<b>Contract For:</b>	<b>Vendor/Proponent</b>	<b>Amount</b>
2025-26-N-CFS Auxiliary WW/W Facility LED Retrofit	Conrad Lighting Solutions	\$ 40,380.00
2025-34-T-OPS Craigleith Solar Streetlights	Nawash Utilities	\$ 45,520.00
2025-25-T-OPS Substandard Watermain	SMRS Construction	\$ 1,337,625.00
2025-32-T-OPS Thornbury Landfill Reclamation Engineering	Dillon Consulting Limited	\$ 44,914.00
2025-27-T-OPS Peel St North Reconstruction	Walker Construction Limited	\$ 2,974,001.18
2025-30-T-OPS Offshore Construction of TWWTP Outfall	Clearway Construction Inc	\$ 6,747,942.00
2025-43-N-CFS BVCC Generator Engineering	Tatham Engineering	\$ 63,900.00
2025-42-N-CFS Development Charges Appeal	Hemson Consulting Ltd.	\$ 25,000.00
2025-18-Q-CFS Facility Upgrades at the Thornbury Operations Yard	Tatham Engineering	\$ 100,000.00
2025-19-Q-CFS Phase 1 FCA Completion	Tatham Engineering	\$ 74,560.00
2025-38-P-LIB LE Shore Memorial Library & Gallery Space Utilization Study	Salter Pilon Architecture Inc	\$ 33,100.00
2025-46-N-OPS Emergency Bypass Equipment for Craigleith Main Sewage Lift Pump Failure	Atlas Dewatering Corporation	\$ 50,000.00
2025-43-T-OPS Watermain Leak Detection Services	Watermark Solutions Limited	\$ 36,877.50
2025-40-T-OPS Thunder Hill Subdivision Winter Maintenance	Yard Boys Ltd.	\$ 77,393.00

## **E. Strategic Priorities**

### **1. Communication and Engagement**

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

### **2. Organizational Excellence**

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

### **3. Community**

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

## **F. Environmental Impacts**

None.

## **G. Financial Impacts**

As noted within the report.

## **H. In Consultation With**

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Serena Wilgress, Manager of Purchasing and Risk Management  
Heather McFarlane, Budget Analyst  
Vicky Bouwman, Asset Management Specialist

## **I. Public Engagement**

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The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Monica Quinlan, Director of Corporate & Financial Services [directorcfs@thebluemountains.ca](mailto:directorcfs@thebluemountains.ca).

## **J. Attached**

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None.

Respectfully submitted,

Monica Quinlan,  
Director of Corporate & Financial Services

Michael Switzer,  
Manager of Budgets & Accounting

For more information, please contact:  
Monica Quinlan, Director of Corporate & Financial Services  
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519-599-3131 extension 231

**Report Approval Details**

Document Title:	CFS.25.062 Q3 2025 Financial Analysis and Capital Project Status.docx
Attachments:	
Final Approval Date:	Nov 13, 2025

This report and all of its attachments were approved and signed as outlined below:

**Monica Quinlan - Nov 13, 2025 - 4:19 PM**